


Annual Report 2024



Australian
National
University



A man with grey hair, wearing a blue blazer over a plaid shirt, is shown in profile, focused on carving a design into a tree trunk. He holds a mallet in his right hand and a chisel in his left. The tree trunk has a large, circular, carved design. The background is a blurred outdoor setting with trees.

Part of House's work at ANU is to provide everyone with the opportunity to connect with First Nations culture. His tree scarring is a form of truth-telling, a cultural practice he describes as the "legacy of his people".

"Part of the work I do here on Country is providing culturally safe recognition of our identity through sharing our stories here on campus – tree scarring is part of that."

Paul Girrawah House

The scar trees on campus are a reminder to listen to and reflect on the First Nations stories and histories on our campus.

Acknowledgement of Country

The Australian National University (ANU) acknowledges the Ngunnawal and Ngambri-Kamberri people, who are the Traditional Owners of the land upon which the University's Acton campus is located.

This Ngunnawal and Ngambri-Kamberri land supports students and staff throughout their time at ANU. It will continue to hold a space for future generations to come together and learn from Country and one another.

We pay our respects to all Aboriginal and Torres Strait Islander peoples, Indigenous peoples, past, present and future, and acknowledge that this land from which we benefit has an ancient history that is both rich and sacred.

The ANU community makes a commitment to always respect the land upon which we stand and to ensure that the voices of this land's Indigenous peoples are both heard and listened to, so that we may move towards a future marked by cooperation and mutual respect.



Naturam primum cognoscere rerum *First, to know the nature of things*

The Australian National University (ANU) was established in 1946 by federal legislation—and it is the first and only national university in Australia. We were created to provide our nation and our region with the research and education foundations to build capacity and accelerate national prosperity.

Since our founding, ANU has tackled the biggest challenges, by drawing together the world's best experts with an interdisciplinary focus. This, in turn, has delivered transformational outcomes and benefits for Australia and across the world. It is both our privilege and responsibility.

In accordance with the ANU Act, the functions of the University include the following:

- a) to encourage, and provide facilities for, post-graduate research and study, both generally and in relation to subjects of national importance to Australia;
- b) to provide facilities for university education for persons who elect to avail themselves of those facilities and, are eligible to do so; and
- c) subject to the Statutes, to award and confer degrees and diplomas.

In the second quarter of the 21st century, the national university must continue to provide the knowledge and leadership to shape our future.

We are committed to knowing the country on which we are situated and learning its rich history

and we strive to recognise and embed First Nations languages and knowledge into our University and across our campus.

Our values are embedded into our institutional culture, defining the quality of our workforce and student body, and consistently reflected and shaped through our activities:

- academic freedom and integrity
- fairness and justice
- safety and wellbeing
- truth-seeking, transparency and accountability
- inclusion, equity and diversity.

Our national mission

The following key activities comprise the special mission of ANU and are articulated in our funding agreement for the National Institutes Grant with the Federal Government:

- the maintaining and enhancing of distinctive concentrations of excellence in research and education, particularly in areas of national importance to Australia
- supporting the development of Australia's national unity and identity, including by improving Australia's understanding of itself and the history and culture of its Indigenous peoples, its Asia-Pacific neighbours, and its place in the international community
- maintaining and further developing the University's strong focus on research and educational philosophy that its students are part of a community of scholars
- enhancing Australia's prosperity through supporting sustainable economic development, innovation and creativity, and research and education (particularly research and education in areas of national importance to Australia)
- providing a national, regional, and international public policy resource to address major issues confronting governments, business and communities
- aspiring to the highest international standards of scholarship; and maintaining and further developing long-term strategic relationships with government, business, other universities and institutions and the public, both within Australia and internationally.

Further information about ANU

www.anu.edu.au

Annual Report available online at

www.anu.edu.au/about/strategic-planning

Study with us

Future Students Experience
The Australian National University
Canberra ACT 2600
study.anu.edu.au/contact-us

General information

ANU Marketing and Communications
The Australian National University
Canberra ACT 2600
on.campus@anu.edu.au
T +61 2 6125 5111

Published by

The Australian National University
twitter.com/anumedia
facebook.com/TheAustralianNationalUniversity
youtube.com/user/ANUchannel

ISSN 1327-7227

April 2025

TEQSA Provider ID: PRV12002 (Australian University)

CRICOS Provider: 00120C

ABN: 52 234 063 906

Image on cover

Professor Emily Banks AM from the ANU National
Centre for Epidemiology and Population Health.

Contents

Transmittal letter	7
Message from the Vice-Chancellor	8
Year in review	10
2024 snapshot	16
ANU Executive	20
University organisational chart	28
2024 Performance statements	30
2024 National Institutes Grant Report	52
Management & accountability	100
People & work, health & safety	136
Climate risk disclosure	140
Annual results and sources of income	150
Finances	152
Annual Report requirements	221
List of figures and tables	225
Abbreviations	226
Index	231

This page is left blank intentionally



Australian
National
University

7 April 2025

The Hon Julie Bishop
Chancellor

M: 0403 984 567
E: chancellor@anu.edu.au
Canberra 2600 ACT Australia
www.anu.edu.au

The Hon Jason Clare MP
Minister for Education
Parliament House
CANBERRA ACT 2600

Dear Minister

Report of the Council for the period 1 January 2024 to 31 December 2024

On behalf of the Council of The Australian National University (ANU), as the accountable authority of the University, we have the honour to transmit the report for the period 1 January 2024 to 31 December 2024.

The report is furnished in compliance with section 46 of the **Public Governance, Performance and Accountability Act 2013** (Cth).

The Council approved this report at a meeting held on 28 March 2025.

A handwritten signature in blue ink, appearing to read 'Julie Bishop'.

The Hon Julie Bishop
Chancellor

A handwritten signature in blue ink, appearing to read 'Genevieve Bell'.

Distinguished Professor Genevieve Bell
AO FTSE FAHA FASSA
Vice-Chancellor and President

Message from the Vice-Chancellor

The Australian National University (ANU) was founded in 1946 by an act of Federal Parliament to advance and transmit knowledge, and to undertake research and teaching of the highest quality. Today, we remain the only university in Australia to be born and directed through federal legislation.

We were established in the post-World War II era to help rebuild Australia after the instabilities and geopolitical shifts of the war, and to help Australia build a better future. Our focus was to provide the nation with a resource to support the economic prosperity of the nation, and shape Australia's position on key topics, including health, economics, nuclear, our culture, our region and the fine arts. More than 78 years later, our mission, to be a powerhouse for our nation and region, is unchanged.

As with all universities, we are operating in an evolving higher education landscape. The introduction of greater regulation, ministerial controls over student enrolments and immigration, coupled with national conversations about social cohesion and the relevance of tertiary education have created a complex environment. While these challenges are substantial, they are also an opportunity to mature our approach to education and research and hold conversations about the role of our national university in the second quarter of the 21st century.

As indicated in previous annual reports, since the COVID-19 pandemic, ANU has been operating with a structural and operating deficit. To ensure we can continue to deliver to our national mission and remit, ANU needs to responsibly reduce our underlying cost base and expenses. This remains the focus and priority for our entire community as we work through 2025.

To meet our national mission, we have had to think differently about how we work, teach and conduct critical research. This year, we have implemented new operational controls, including centralised hiring and rationalising internal funds for better fiscal responsibility. We have restructured our academic enterprise, reduced our academic colleges from seven to six and realigned our schools to best focus resources and academic collaboration. As a new Vice-Chancellor, 2024 was an opportunity for me to strengthen our leadership team. Among others, we were joined by a new Chief Financial Officer, a new Provost and Senior Vice-President, a new Deputy Vice-Chancellor (Research and Innovation) and a new Chief Operating Officer.

Our engagement with Federal Parliament also increased in 2024, with two appearances at Senate Estimates hearings and two parliamentary inquiries. Although ANU was established in 1946, 2024 marked only the second and third time in our history we appeared at Senate Estimates hearings. These hearings allowed us to articulate our fundamental commitments to diversity, academic freedom and institutional accountability, and demonstrate our role and commitment as a proud Corporate Commonwealth entity for Australia.

Universities have long been places to hold and shape difficult conversations and this was tested in 2024 during a period of significant student activism globally. The encampment protest, which ended in August after 110 days, reflected both our community's engagement with global issues and the complexities of managing diverse perspectives. ANU has a proud tradition of student activism, and we are committed to ensuring that such expressions occur within a framework of respect and safety. These are evolving conversations, and we will continue to shape and re-shape these with our community, in line with our values, policies and procedures and in accordance with Australian law. Our policies and procedures prohibit all forms of discrimination, vilification, intimidation, violence, and other oppressive and disrespectful behaviour towards anyone, regardless of cultural background, religion, or political conviction. Where people fall short of these expectations we will continue to take action.

Throughout 2024, we were able to celebrate many academic achievements. Dr Bjorn Sturmberg was named the 2024 ACT Emerging Scientist of the Year for his work on battery technology's potential in shaping the future of our electricity grid. Dr Andrew Horsley, of ANU start-up Quantum Brilliance, received the 2024 Prime Minister's Prize for New Innovators, for his strides in quantum computing. Professor Emily Banks AM led a ground-breaking review on e-cigarettes that directly influenced national vape regulation, and demonstrated our ongoing impact on national policy.

This year also saw 122 academic promotions, celebrating our researchers and teachers and their contributions to ANU and fields of expertise. For the third year running, we have been ranked first in Australia for graduate employability, reflecting the strength of our programs and the impact of our alumni across industries. We also have more subjects in the World Top 20 than any other Australian university. These are our quieter rankings stories, reinforcing our focus on creating an environment where both students and academics can thrive.

While there is uncertainty ahead for the higher education sector, we remain committed and focused on meeting our national obligations to ensure we can function at the scale and pace required. We will continue to lean into these tough conversations, reflecting on where we have been and where we collectively want to be, building the infrastructure we need for national prosperity and knowledge.

To everyone who makes ANU what it is – our staff, students, and stakeholders – thank you for your continued commitment, engagement and resilience. I am confident that we will emerge from these challenges stronger and more impactful.



Distinguished Professor Genevieve Bell AO FTSE FAHA FASSA
Vice-Chancellor and President

Year in review

The University's operating environment

Like many universities nationally and globally, ANU is facing a substantial financial challenge. This is not a new challenge. During the pandemic, we made a series of choices to prioritise the security and wellbeing of our community. However, since 2019 our expenses have steadily increased and our revenue has not kept pace. This means we have been operating at a deficit for several years. Current economic and policy circumstances mean that the growth strategy previously agreed by ANU Council is no longer viable and our current trajectory is not sustainable without structural intervention.

During 2024, we consulted extensively with the ANU community on our proposed academic structure. These changes included reducing our academic colleges from seven to six, the realignment of research schools, centres and institutes into new colleges, and name changes for several colleges to better reflect their expertise, purpose and research agenda serving our national mission.

From 1 January 2025, our six colleges will support our renewal and the delivery of our unique national research and teaching objectives:

- ANU College of Law, Governance and Policy brings together world-leading expertise in these disciplines to positively impact Australia's policy and legal landscape.
- ANU College of Science and Medicine combines leading expertise in physical, biological and medical sciences supported by some of Australia's most advanced scientific infrastructure hosted by ANU on behalf of the nation.
- ANU College of Systems and Society brings together the University's capabilities in understanding the modern interfaces and complexities between systems and technologies and the physical and social worlds.
- ANU College of Asia and the Pacific remains focused on its founding mandate to advance our understanding of the Asia-Pacific region and remains Australia's leading centre for research and teaching on Asia and the Pacific.
- ANU College of Business and Economics remains committed to advancing the fields of business and economics while being at the forefront of global thinking on issues relating to wealth, wellbeing and strong organisations.
- ANU College of Arts and Social Sciences remains one of the world's best scholarly communities of social scientists, humanities scholars and creative artists and is distinctive for its multidisciplinary research helping to solve the key social, cultural and political problems facing Australia and the contemporary world.

Research

During 2024, the Research and Innovation Portfolio developed a refreshed Research Strategy, with input from the ANU community. This strategy articulates our collective vision and ambition for the ANU research and innovation ecosystem, and how the portfolio will work to enable this over the coming years. The portfolio identified 39 key activities and initiatives to implement the strategy. Highlights from several of those initiatives that commenced during 2024 are outlined below.

ANU 2025 PhD Strategy and Implementation Plan: The strategy and implementation plan progressed well during 2024. Major achievements include the implementation of both the Confirmation of Candidature and Oral Examination milestones, new Higher Degree Research (HDR) Admissions and HDR Scholarships policies and procedures, as well as the establishment of the ANU Industry PhD Framework. Working groups related to HDR milestones and on thesis formats were also established. Recommendations arising from these working groups are currently in consultation and planned for implementation in 2025.

ANU Decadal Research Infrastructure Strategy: This strategy was developed in close consultation with the Research Infrastructure Committee and in 2024, a series of workshops were held with key internal stakeholders. Core to the long-term research infrastructure strategy is to ensure the University's capability to invest in the renewal of research infrastructure while also investing in new, world-leading research infrastructure that supports our research and innovation ambition.

ANU Defence Institute: The institute was launched in July 2024 and provides a 'front door' to direct enquiries and services. The institute also serves as a hub for fostering collaboration and partnerships between ANU, the Defence sector and industry leaders. In addition to the Defence Reference Group, a Defence Researcher Network was also established to assist with internal information flow and coordination.

Humanities, Arts and Social Sciences (HASS) Digital Research Hub: The Digital Research Hub is a strategic initiative supported by the Deputy Vice-Chancellor (Research and Innovation) and the ANU College of Arts and Social Sciences that aims to build capability in digital HASS research, and to position ANU as a national leader in this space. The Director of the Hub, Professor James Smithies, is actively engaged on several projects and proposals that build collaboration with the Australian Research Data Commons (ARDC).

ANU Collections: Pathway to National Leadership: Collections are a critical aspect of the University's research infrastructure and part of what makes ANU unique within Australia. During 2024, the University developed a plan to uplift and mature our approach to collections.

Learning and teaching

ANU continues to advance work to ensure the delivery of learning and teaching is of the highest quality and to deliver on the goals outlined in the ANU Learning and Teaching Strategy. The strategy sets out a vision for quality learning and teaching with students at its centre. The focus is on flexible, interactive delivery, authentic learning experiences and assessment. The strategy is a marker of the commitment to high-quality learning and teaching and provides a future-focussed, whole-of-university, approach to its educational offerings. A significant transformation in 2024 was the integration of three distinctive ANU Graduate Attributes into all undergraduate courses: Insight into Australian Aboriginal and Torres Strait Islander knowledges and perspectives; Expertise for critical thinking; and Capability for transdisciplinary problem solving.

ANU Connect: In 2025, the ANU Careers and Employability team will replace the outdated Career Hub platform with Target Connect. Adopting Target Connect positions ANU as a leader in innovative career education. This upgrade boosts employability skills, strengthens employer partnerships, and supports strategic goals, thereby creating more opportunities for our students.

ANU Employability Framework: Following the endorsement of the ANU Employability Framework by the Learning and Teaching Committee and Academic Board, good progress is being made to implement the recommendations as well as drafting a roadmap to guide the implementation process.

ANU began consultation on developing a more strategic and organisational approach to employer engagement. In the second half of 2024, the University mapped current state and surfaced employability support practices across four domains (curricular, non-curricular, partnerships and organisational capability) to prepare the foundation for future enhancement work. The University will continue to work closely with stakeholders and partners across the University to advance local area-led initiatives supporting the recommendations for implementation.

First Generation Connections event: In 2024, the ANU Student Life team held an event providing an opportunity for First Generation students to meet other students, staff and alumni, to hear inspiring stories from our esteemed panellists, and to connect through social networking activities. The event's aim was to start a conversation, create visibility and foster meaningful connections that support our students to 'see themselves' at ANU and to persist in achieving their aspirations.

First Nations

ANU remains committed to the advancement of First Nations people and indeed as Australia's national university it has been a defining commitment since the institution's inception.

In 2024, the University continued this commitment with the launch of the Wiyi Yani U Thangani First Nations Gender Justice Institute. The new institute, chaired by ANU Professor in Practice and former Aboriginal and Torres Strait Islander Social Justice Commissioner, Dr June Oscar AO, will build on and continue the Wiyi Yani U Thangani (Women's Voices) Project led by the Australian Human Rights Commission for the past seven years. The project, the longest running of its kind, has engaged with more than 2,000 women and girls and

shows that First Nations women are key to holding society together, healing, reducing harms and violence, and guaranteeing cohesion and healthy environments for everyone.

This year saw the publication of the *Murru waaruu* (On Track) Outcomes Report. The report covers the impact from the Marramarru murru First Nations Economic Development Symposium and the six national seminars on economic development that engaged around 300 First Nations organisations, businesses, researchers, Commonwealth officials and industry representatives. Proposals coming from the work include unlocking economic opportunities related to land, water and sea country, and improving opportunities related to intellectual property and access to finance and proposals regarding institutional reform to support these changes.

In 2021, the First Nations Portfolio (FNP) established a Memorandum of Understanding (MOU) with the Anindilyakwa Land Council to collaborate on research projects that would contribute to the economic and social development of the Groote Archipelago in the Gulf of Carpentaria. Initial involvement led to the establishment of the Anindilyakwa Data Unit as a means of delivering Indigenous Data Governance. To develop this capacity further, FNP and the ANU School of Demography successfully secured Australian Research Council (ARC) Linkage Project funding with the Anindilyakwa Data Unit as an industry partner, with funding to commence in January 2025. Next steps include building a relational population database as a community information system for research on proximate causes of fertility, and school attendance.

As part of the Briscoe-Smith Project, the physical archive of the Briscoe-Smith Collection has been reviewed and added to the digital archive with accurate details about the records gathered by two renowned ANU researchers. The project ensures data sovereignty for the communities represented within these records by transforming the Briscoe-Smith Collection into a more accessible, well-preserved digital format. The ongoing cataloguing and listing of physical materials at the ANU Archives will serve as a model for managing orphaned Indigenous data within the University's archives for future generations.

ANU continued to focus on expanding First Nations participation in higher education through its transformative Kambri Scholars program. To date 56 scholarships have been awarded to Indigenous undergraduate students commencing at ANU and in 2024 the University welcomed a further investment in the program from Wesfarmers Limited (Wesfarmers) of \$5 million, the largest single contribution to a scholarship for Indigenous students in the University's history.

International strategy

ANU remains the equal most international university in Australia and equal 15th in the world. The University maintains international partnerships with top universities around the globe including through the International Alliance of Research Universities (IARU). ANU continues to explore and utilise international collaborations to enhance our research and teaching quality and impact.

The University's connections to the Asia-Pacific region continued to thrive with visits and public addresses from state and university leaders including:

- a special address by The Hon Mr James Marape, Prime Minister of Papua New Guinea
- the Honourable Dato' Seri Anwar Ibrahim, Prime Minister of Malaysia delivered the 2024 Gareth Evans Oration
- Prime Minister of Vietnam, Prime Minister Pham Minh Chinh, visited and spoke at the opening of the Vietnam-Australia Higher Education Forum
- a keynote address was delivered by Dr. Kao Kim Hourn, Secretary General of the Association of Southeast Asian Nations (ASEAN)
- visits from the President of Peking University and the President of Tsinghua University.

The University also hosted key visits from other parts of the world including the Chair and CEO of the Centre National de la Recherche Scientifique (CNRS) to officially open a new ANU-CNRS International Research Laboratory (IRL) – France Australia Mathematical Sciences and Interactions (FAMSI) lab.

ANU continued to perform above the sector in student mobility outcomes, sending more than 500 students on exchange to more than 100 different partner institutions in 25 different countries.

New Colombo Plan (NCP): ANU remains the most successful university in winning New Colombo Plan Scholarships, with eight new NCP scholars in 2024, taking our total to 79 over the 10-years of the program; 10 per cent more than any other university. ANU has now sent NCP scholars to 23 different countries, four more than any other Australian university.

International agreements: At the end of 2024, the ANU International Office conducted an audit and clean-up of all open-ended international agreements (those with no set end-date). To ensure ongoing good governance, the University terminated 76 open-ended agreements, with another 21 set to be replaced with fixed-term agreements.

ANU established 50 new international agreements, thereby creating and supporting new research and education opportunities for staff and students. This included a new MOU with the United States Los Alamos National Laboratory (LANL) to support Australia's nuclear physics research program and enabling the exchange of staff and PhD students between the two institutions.

Advancement

In 2024, ANU continued to be humbled by our inspiring and globally diverse community of ANU alumni, donors, and friends who support the University's mission to deliver research impact to benefit the nation and to provide education in areas vital for our future. The growing community of more than 145,000 alumni comprises graduates in industries and fields of expertise who are based worldwide. Throughout the year alumni participated in activities in Australia and worldwide, including in Hong Kong, Taipei, Japan, Singapore, Kuala Lumpur, Indonesia, the United Kingdom, China, and the United States of America. Activities encouraged engaging with each other at locally based network events, providing peer or student mentoring and career insights, and connecting with future students at ANU Information Days in their country. We are grateful for the contribution of their time and expertise.

In 2024, more than 22,000 alumni engaged with the University by staying updated with news and information, participating as volunteers, attending ANU experiences, or making an impactful donation. Reunion activities relating to ANU milestones in 2024 were another way that alumni reconnected with the Tuckwell Scholarship Program, which celebrated 10-years since their first intake of scholars. The University proudly celebrated the 52 alumni recognised for contributing to society across Australia Day and The King's Birthday 2024 Honours List.

Alumni, donors and friends of ANU continued to support the University's leading work and excellence in research and its students through philanthropy. Donations from the University's community ranged from urgent student relief through to transformational philanthropic gifts that enable significant societal outcomes. Major contributions were made to the McCusker Charitable Foundation to establish the ANU McCusker Institute, through which students become active contributors to local, national, and global communities while raising awareness of pressing social issues. A significant bequest from the Estate of Russell and Patricia Lesslie will establish an endowment to support research in landscape conservation and ecology, which will ensure Australian landscapes and ecosystems are better protected and resilient against a changing climate, population and other threats.

ANU greatly values meaningful engagement with donors, alumni and friends and their impact on society through their relationship with the University.

ANU digital transformation

During 2024, the University continued to reshape its digital environment to create a future-ready ANU. We are proud to share that the University has continued to make significant improvements to our learning ecosystem. The University officially started the transition to our new Learning Management System (LMS), Canvas, which will significantly improve student experience. The University has launched its new student placement management platform, InPlace, and new careers management platform, Career Central, which will underpin our commitment to increasing work-integrated learning opportunities for our students and better support their transition to the workforce.

Another notable achievement was the expansion of Advocate, our case management system, which enhances our capacity to holistically assist students more effectively and confidentially. This year we have also transformed our student and academic services, delivering a new modern and supportive contact centre experience.

Significant improvements have been made to our learning and teaching spaces this year. In 2024, we made audiovisual upgrades to 12 large teaching spaces and 26 study spaces. More than 330 teaching spaces have also been audited as part of the Teaching Space Optimisation project to ensure prioritised spaces are upgraded with modern, accessible technology. This initiative will work to support teaching requirements while minimising disruptions, streamlining timetabling, and reducing administration and costs.

The University launched Research Portal Plus (RP+), a new researcher profile and publication system designed to amplify our expertise, enhance research visibility, and foster global collaboration. This platform promises to be a powerful tool for showcasing our collective achievements and connecting researchers worldwide.

We also expanded our Research Ethics Management System (REMS) to facilitate requests for access to the new National Centre for Indigenous Genomics collection platform. This will enable crucial partnerships and impactful outcomes in Indigenous genomics research.

All these initiatives are essential to strengthen our digital foundations so the University can continue to serve the nation through transformational research and education.

Environmental sustainability

As Australia's national university, we recognise our responsibility to tackle pressing environmental issues. Our approach integrates practical action to manage environmental impacts within our world-leading research and teaching. We aim to use our expertise to drive innovation by using the University as a living lab and demonstrator. In 2024, the University achieved the target of reducing the overall trajectory of greenhouse gas from the 2019 baseline of ~150,000 CO₂e, with 2024 emissions totalling 45,300 tonnes of CO₂e. Key 2024 highlights include:

Addressing direct (Scope 1) and electricity related (Scope 2) emissions: In 2024, we converted five more buildings from gas heating to electric heat pumps, taking the total number of electrified buildings to nine. This transition to electric heat pumps has required innovative solutions to overcome challenges such as Canberra's cold winters, where temperatures can drop as low as -7°C. Customised systems were developed to deliver high-temperature heating while integrating features like waste heat recovery. One standout project is the ANU School of Music, where heat pumps repurpose waste heat to supply an adjacent building, creating a localised 'thermal hub'. This design reduces emissions and optimises energy efficiency across interconnected buildings.

Six fast electric vehicle (EV) chargers were installed on campus, laying the groundwork for electrification of our vehicle fleet as well as supporting the University community in progressing towards more sustainable transport.

In 2024, the University completed contracting for 100 per cent renewable electricity from 1 January 2025. While the ACT campuses have been powered by renewables since 2019, new contracts cover electricity consumed by our NSW sites (predominantly via a Power Purchase Agreement) and Northern Territory (NT) sites (via the purchase of large-scale generation certificates from wind and solar projects supported by battery storage). The renewable energy agreements help increase the supply of clean energy to the Australian grid, reducing the nation's reliance on fossil fuel energy production in the long-term.

Addressing emissions from the University's value chain: To achieve the ANU ambition of reaching below zero emissions it is essential to also address more complex and far-reaching indirect emissions from our value chain (Scope 3).

In 2024, in recognition of the complexity and scale of Scope 3 emissions, ANU undertook a comprehensive assessment to identify and prioritise key categories of indirect emissions. This assessment covered a wide range of activities, including the procurement of goods and services, capital goods, staff and student commuting, University-related travel, waste generation, and water usage. These findings provide a crucial foundation for understanding the University's Scope 3 emissions and targeting areas for meaningful action.

Building on this work, ANU is partnering with the Australian Campuses Towards Sustainability (ACTS), the Tertiary Education Facilities Management Association (TEFMA) and several other universities to develop standardised guidelines for reporting Scope 3 emissions across the Australian tertiary education sector. This partnership aims to enhance transparency in consistency in measuring and reporting Scope 3 emissions, providing a robust framework for institutions to benchmark this process. The guidelines will also offer practical tools and strategies that can be adapted by universities at various stages of their Scope 3 emissions programs towards fostering sector-wide alignment and progress.

ANU Carbon Smart Travel Program: This program enables the University's staff to achieve academic and professional success with a lower carbon footprint. Key components of the program include:

- the co-design and development of tools and resources that empower staff and students to make informed travel decisions
- integrating sustainability goals into travel policy and practice
- bringing together interdisciplinary researchers to explore strategies for reducing emissions.

In 2024, University travel-related emissions were 26 per cent below those in 2019 because of the adoption of low-carbon practices and changing travel behaviour post the COVID-19 pandemic.

The University has worked with sectoral and government partners to share knowledge and best practices about how to reduce emissions, including via ACTS and the International Alliance of Research Universities (IARU), an 11-member group of universities across several countries working towards a shared global vision.

In 2024, ANU presented learnings at multiple forums and workshops, including at the ACTS Future of Sustainability conference, the Australian University's Procurement Network Travel Working Group and the Group of Eight (Go8) Sustainability Forum, where ANU is leading an initiative aiming to take collective action on travel emissions. The University also engaged multiple government departments via the Climate Action in Government Operations network, hosted by the Department of Finance, where more than 100 public servants came together to understand how carbon smart travel principles could be applied in a Federal Government context.

The program's success has been recognised as a finalist in the Australasian branch of the Green Gown Awards, an international sustainability awards program. The program received the highly commended award within the climate action category for its comprehensive approach and emphasis on empowering communities to drive organisational change.

Watch the [video](#) to learn more about ANU Carbon Smart Travel on the [University's website](#).

2024 snapshot

Research excellence

More than \$2 billion of research infrastructure

ANU hosts about a dozen national research facilities and nodes*

*Supported by the Australian Government's National Collaborative Research Infrastructure Strategy

More than 100 ANU-based facilities and labs

ANU received \$236 million in research grants and consultancy funding in 2023*

*2024 data will not be available until June 2025

Australian Research Council–2024 funding outcomes

- ▶ **33** Discovery projects–\$19,744,798
- ▶ **17** Discovery Early Career Researcher Awards–\$8,049,055
- ▶ **11** Future Fellowships, second highest in Australia–\$11,755,197
- ▶ **1** Discovery Indigenous Award–\$845,141
- ▶ **2** Linkage projects–\$1,462,554
- ▶ Linkage infrastructure, equipment and facilities–\$1,484,647
- ▶ **2** Mid-Career Industry Fellowships–\$2,245,886
- ▶ **1** Early Career Industry Fellowship–\$488,195

National Health and Medical Research Council–2024 funding outcomes

- ▶ **4** Investigator Grants–\$7,863,665
- ▶ **2** Ideas Grants–\$3,124,696
- ▶ **1** Clinical Trial and Cohort Study–\$1,789,516
- ▶ **2** Targeted Research Grants–\$1,580,530
- ▶ **1** Equipment Grant–\$233,935

Medical Research Future Fund–2024 funding outcomes*

*According to contract start date

- ▶ **2** National Critical Researcher infrastructure–\$6,767,012
- ▶ **1** Indigenous Health Research Fund–\$995,406
- ▶ **1** Early to Mid-Career Researcher–\$883,926
- ▶ **1** Childhood Mental Health Research–\$647,476

Australia’s Economic Accelerator (AEA)–2024 funding outcomes

- ▶ **2** AEA-Seed Tranche 3–\$392,004

Large research grants and consultancies – awarded in 2024

- ▶ Centre for Future Materials funded by Rio Tinto London Ltd – 6 projects with a total awarded amount of \$8,928,464
- ▶ Contracts and grants funded by the Department of Foreign Affairs and Trade (DFAT) –\$11,927,615
- ▶ Contracts and grants funded by the Department of Education (DoE)–\$11,605,365
- ▶ A Fellowship funded by the Snow Medical Research Foundation–\$4,875,031
- ▶ A Fellowship funded by the Commonwealth Australian Renewable Energy Agency (ARENA)–\$4,821,004

50

**ANU holds
more than
50 specialist
collections**

6

Nobel Laureates

The University also acknowledges the significant contribution of ANU Professor Anthony McMichael, who was a Chapter Review Editor and contributor to the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report, for which the IPCC was jointly awarded the 2007 Nobel Peace Prize with Albert Arnold (AL) Gore Jr.



2024 snapshot

University rankings

ANU is ranked 30th in the 2025 QS World University Rankings, 4th in Australia and 73rd in the Times Higher Education (THE) 2025 World University Rankings

The University is proud it has more subjects ranked in the World Top 10 than any other Australian university. In the QS Ranking by Subject 2024, there are five disciplines ranked in the top 10 in the world:

- archaeology** (8th)
- politics and international studies** (8th)
- anthropology** (9th)
- philosophy** (9th)
- development studies** (10th)



Our students

24,522 enrolled students with:
51% undergraduates
36% postgraduate coursework
10% higher degree research
3% non-award
1% are First Nations students
41.3% are international students

Our employees

5,137 employees (headcount)
2,015 academic employees
3,122 professional employees
108 First Nations employees
54.8% female employees
53% international employees

Learning and teaching excellence

Quality of entire educational experience*

- ▶ **78%** of undergraduate students were satisfied with the quality of their entire educational experience

*Student Experience Survey 2024

Full-time employment for domestic graduates*

- ▶ **75%** undergraduate
- ▶ **89%** postgraduate coursework

*Graduate Outcomes Survey 2024

ANU campus accommodation

Accommodation for approx. 6,500 students

ANU alumni

- ▶ Over 145,000+ alumni

Environmental sustainability

QS World University Rankings: Sustainability 2025*

- ▶ Ranked 48
- ▶ Overall score: 92.1

*[Top universities.com/sustainability-rankings](https://topuniversities.com/sustainability-rankings)

- ▶ 5 ANU buildings with gas boilers removed and replaced with electric heat pumps accounting for an annual emissions reduction of 425 tonnes of CO₂e
- ▶ Overall trajectory of reduction in emissions from the 2019 baseline of -150,000 tonnes CO₂e

Our campus environment

- ▶ More than \$3.5 billion in physical assets managed
- ▶ \$11.2 million spent on building maintenance
- ▶ \$14.9 million spent on asset replacement
- ▶ \$29.4 million spent on capital works to rejuvenate facilities for teaching and research
- ▶ 133,461 m² of roofing repaired as part of hail remediation to ANU campus buildings
- ▶ More than 15,331,326 m² of grass mowed
- ▶ 3,332 plants planted and propagated
- ▶ 1,129 tree audits completed
- ▶ 1,280 m² of compost, green waste and woodchip produced
- ▶ 959 events held in Kambri
- ▶ 85 events held at Llewellyn Hall
- ▶ 3,170 functions held on the ANU Acton campus



ANU Executive

Vice-Chancellor and President

Distinguished Professor Genevieve Bell AO FTSE FAHA FASSA

Ph.D., (*Stanford*)

Professor Genevieve Bell was born and raised in Australia and appointed as the 13th Vice-Chancellor of ANU in January 2024. She completed her tertiary education in the United States of America where she studied cultural anthropology. Professor Bell spent nearly 20 years in Silicon Valley working for a technology company, Intel.

Professor Bell is best known for her work at the intersection of cultural practice and technology development and for being an important voice in the global debate about artificial intelligence and human society. She is widely published, holds 13 patents and has held several appointments including as Non-Executive Director on the Commonwealth Bank of Australia Board and is currently a Member of the Prime Minister's National Science and Technology Council. Professor Bell has been recognised across three Australian learned academies and is an Officer of the Order of Australia (AO).

Provost and Senior Vice-President

Professor Rebekah Brown (from 17 June 2024)

BEng (Civil) (Hons) (*Monash*), Ph.D., in Environmental Studies (*UNSW*)

Professor Rebekah Brown is the senior Deputy to the Vice-Chancellor and leads the implementation of the University's academic mission and the strategic integration of education and research activities.

Professor Brown is a multi-award-winning educator, researcher and academic leader in environmental studies, specialising in urban water, sustainable development and transdisciplinary methods. She is a Fellow of the Academy of Social Sciences and has a background as an award-winning and practising civil engineer on mega infrastructure projects across the United Kingdom, Europe, Southeast Asia and Africa.

As Chief Investigator Professor Brown has attracted a career total of \$123 million in external competitive research funding. Her previous roles include Deputy Vice-Chancellor (Research) and Senior Vice-President at Monash University, founding Director of the \$70 million Revitalising Informal Settlements and their Environments (RISE) program, Chair of the Monash European Research Foundation Board and Ministerial Board Representative of the Victorian Environment Protection Authority.

Deputy Vice-Chancellor (Academic)

Professor Grady Venville

BSc GradDipEd (*UWA*), GradDipSc, Ph.D., (*Curtin*)

Professor Grady Venville holds responsibility for the establishment and quality of academic standards at ANU, including the delivery of exceptional educational and student experience.

Professor Venville's career highlights include a postdoctoral appointment at King's College London, being appointed the inaugural Professor of Science Education in 2007, and Dean of Coursework Studies in 2013 at University of Western Australia, and a three-year appointment to the Australian Research Council (ARC) College of Experts. Professor Venville's research in science education focuses on conceptual development, curriculum integration and cognitive acceleration.

Deputy Vice-Chancellor (Research and Innovation)

Professor Keith Nugent (until 24 January 2024)

Professor Ann Evans (Interim until 23 February 2024)

Professor Lachlan Blackhall FTSE (from 26 February 2024)

BE, BSc (USyd) and Ph.D., (ANU)

Professor Lachlan Blackhall is responsible for the development and implementation of strategies, policies, and systems to achieve the University's strategic and operational goals in research, development, and innovation.

Professor Blackhall was previously Entrepreneurial Fellow and Head, Battery Storage and Grid Integration Program at ANU. He has led the development of world-first capabilities to monitor, optimise and control residential solar generation and battery storage, as well as the development of virtual power plant technology to aggregate energy storage to deliver services to energy networks, markets and utilities. He is a Senior Member of the Institute of Electrical and Electronics Engineers (IEEE) and a Fellow of both the Institution of Engineers Australia (IEAust) and the Australian Academy of Technology and Engineering (ATSE).

Vice-President (First Nations)

Professor Peter Yu

Professor Peter Yu is a Yawuru man from Broome in the Kimberley region in Northwest Australia with more than 40 years' experience in Indigenous development and advocacy in the Kimberley, and at the state, national and international levels.

Professor Yu is the inaugural Vice-President (First Nations) at the University where he leads the First Nations Portfolio. His leadership and advocacy focus on advancing First Nations economic self-determination through national public policy, and structural and institutional reform. He is Chair of the Rio Tinto Australian Advisory Group and a member of the independent expert panel for the Northern Australian Infrastructure Facility (NAIF) Act Statutory Review.

Vice-President (Advancement)

Mr Alex Furman

BMus (Melb), MMus (RCM), MMus (Melb), MFIA

Mr Alex Furman leads the strategic direction for advancement activities across the University, encompassing fundraising, alumni and stakeholder relations, and operations. ANU Advancement aims to build and strengthen partnerships with alumni, donors and friends to advance the mission of ANU.

Mr Furman became Vice-President (Advancement) in February 2023. He previously held executive and senior leadership roles in Advancement at the University of Melbourne and Murdoch Children's Research Institute and leadership positions in the Australian arts sector. He is a Board member of the Mietta Foundation and a National Advisory Council member of Musica Viva. He serves as a faculty member of the Council for the Advancement and Support of Education Global Academy Program and the Asia-Pacific Institute for Educational Fundraising.

Chief Operating Officer

Mr Chris Price (Interim until 28 June 2024)

Mr Jonathan Churchill (Interim from 29 June to 17 September 2025; substantive appointment 18 September 2024)

BSc (Hons) (*Imperial College*), MSc (*Port Elizabeth*), UPE, MBA (*Australian Graduate School of Management*), AICD

Mr Jonathan Churchill leads the University's professional service functions in support of the University's strategy.

Mr Churchill oversees a portfolio that encompasses financial and strategic planning, resource allocation, governance, and legal support. He is accountable for the delivery of essential services including finance, human resources, campus environment, information technology and student residences. Additionally, Mr Churchill is responsible for the development and implementation of the University's domestic engagement strategy, which covers communications, marketing, and collaboration with governments and the Commonwealth.

Chief Financial Officer

Ms Anna Tsikouris (until 14 March 2024)

Mr Vibo Chandrasekera (Interim until 11 April 2024)

Mr Michael Lonergan (from 12 April 2024)

BBus (*QUT*), FCPA, GradDip App Fin, GAICD

Mr Michael Lonergan has more than 28 years of executive leadership experience and leads the Finance and Business Services Division for the University delivering high quality strategic advisory and financial management services. These services ensure the long-term financial viability and performance of the University to deliver on its strategic goals and objectives.

Chief People Officer

Ms Kate Witenden

Ms Kate Witenden leads the People and Culture Division ensuring the delivery of optimal people solutions that align with the University's vision and purpose. People and Culture is dedicated to setting up staff for success, empowering managers and leaders to foster a positive staff experience and driving excellence across all activities.

The People and Culture Division provides a range of operational, advisory and strategic services. These services are designed to attract, develop, and retain exceptional staff who are committed to achieving excellence and upholding the values of ANU.

Ms Witenden commenced as Chief People Officer in October 2022 and is a seasoned senior leader with over 25 years of professional experience across all aspects of the human resources life cycle. Ms Witenden brings expertise in major business transformations and a wealth of experience from corporate environment including banking and financial services, information and communications technology, corporate travel and the public sector (Commonwealth).

Chief Information Officer

Mr Jonathan Churchill (until 28 June 2024)

Mr Paul Hargreaves (higher duties from 1 September until 30 September 2024; and Interim Chief Information Officer from 1 October 2024)

Higher National Diploma Business Computing, (*Leeds Beckett*), Project Management, Agile, AICD

Mr Paul Hargreaves has more than 20 years' experience leading IT teams in delivering system transformations, including more than 10 years within the higher education sector. He leads the University's IT operations and provides strategic direction and oversight for all technology-related services, including playing an integral role in implementing the ANU Digital Plan (formerly the ANU Digital Master Plan). He is responsible for the Information Technology Services, the Information Security Office, and Communications and Digital Infrastructure, to ensure effective planning, coordination and delivery of these systems and services across the University.

Chief Marketing and Communications Officer

Mr Steven Fanner (Interim from 30 September 2024)

B.Comm (*UC*), GAICD

Mr Steven Fanner leads the Marketing and Communications Division, which oversees the University's brand identity, media relations, corporate communications, major events and external engagement.

Mr Fanner joined ANU as Head of Government Relations in December 2020 and was appointed Interim Chief Marketing and Communications Officer in April 2024. Prior to joining ANU, he held senior corporate affairs roles in financial services, Fast Moving Consumer Goods (FMCG) and hospitality sectors.

Chief Campus Environment Officer

Mr Jeremy Matthew

Mr Jeremy Matthew leads the Campus Environment Division that is responsible for the management and maintenance of over \$3.5 billion in physical assets. The Division's responsibility to the University is entrenched in the preservation and maintenance of these assets, ensuring that they are optimised for a maximum possible lifespan to support the University's operations.

Mr Matthew manages the University's physical and natural environments consistent with the ANU Strategic Plan, the Kambri Plan (previously Acton Campus Master Plan), and the Strategic Asset Management Framework, and Acton Campus Decarbonisation Masterplan which reflect the University's commitment to education, research and environmental sustainability.

ANU College Deans

During 2024, ANU had seven academic colleges with 42 research schools, centres and institutes that specialise in a range of disciplines.

ANU College of Arts and Social Sciences

Professor Bronwyn Parry

Ph.D., (*Cambridge*)

Professor Bronwyn Parry has been Dean of the ANU College of Arts and Social Sciences since 2022.

Professor Parry received her PhD in Human Geography from the University of Cambridge in 1998. She remained at Cambridge for a further six years from 1998-2004 holding both Junior and Senior Research Fellowships in Bioethics, the latter funded by the Wellcome Trust. Professor Parry was both a Fellow and the Lay Dean of King's College Cambridge in these years before taking up a Readership in Human Geography and Bioethics at Queen Mary University of London.

In 2012, Professor Parry moved to King's College London (KCL) to take up the inaugural chair of Global Health and Social Medicine, establishing there, with Professor Nikolas Rose, a multidisciplinary department of the same name. In 2016, Professor Parry was appointed the first Head of the newly created School of Global Affairs and was later appointed as Vice-Principal and Vice-President (Service) at KCL.

Professor Parry recently secured a \$16 million-dollar European Research Council Synergy Grant to conduct a globally expansive research project on the role that cooling technologies play in driving global warming. She is an elected member of the Nuffield Council on Bioethics and an elected Fellow of the Royal Society of Arts.

ANU College of Asia and the Pacific

Professor Helen Sullivan

BA (Hons), MA, Ph.D., (*Birmingham*) FASSA, FIPAA, FHEA, FRSA

Professor Helen Sullivan is a political sociologist and public policy scholar, teacher, advisor, and senior university leader. She has served as Dean of the ANU College of Asia and the Pacific since 2021.

Professor Sullivan is a leading scholar on the theory and practice of state-society interactions in contemporary governance. She has advanced the fields of political science in three main ways: on collaboration in policymaking; on public participation and democracy; and via interpretivist methods. She is the author or editor of nine books and more than 100 peer reviewed academic articles, book chapters, and policy reports. Her most recent book *Collaboration and Public Policy: Agency in the Pursuit of Public Purpose* (2022) was shortlisted for the WJM Mackenzie Book Prize for the best book in political studies published in 2022-2023. In 2024, Professor Sullivan was elected to the Academy of the Social Sciences in Australia.

Professor Sullivan's teaching focuses on leading in complex systems and challenging times. She has worked with professionals from all over the world in postgraduate and executive education programs and is actively engaged in shaping education for future leaders. In 2003, she was awarded a Fellowship of the (now) Higher Education Academy for her excellence in innovative, creative and interactive teaching.

Professor Sullivan's career is distinguished by an enduring commitment to building bridges between research and practice to improve public policy making and professional practice and enhance public understanding of the value of political studies. She has designed and led multiple cross-sector collaborative institutions, worked closely with governments and public service organisations at all levels to embed evidence-based reform, sponsored national and global programs of Indigenous led research and education, and enabled new forms of public engagement with research. In 2017, she was made a National Fellow of the Institute of Public Administration Australia in recognition of her outstanding contribution to public policy practice.

ANU College of Business and Economics

Professor Steven Roberts

Masters, Ph.D., Statistics (*Stanford*)

Professor Steven Roberts is currently Dean of the ANU College of Business and Economics. Prior to becoming Dean, he was Director of the Research School of Finance, Actuarial Studies and Statistics. Professor Roberts taught Actuarial Studies and Statistics courses in the Research School of Finance, Actuarial Studies and Statistics. He has a Master degree and PhD in Statistics and is an Associate of the Institute of Actuaries of Australia.

ANU College of Law

Professor Anthony Connolly

BA LLB (Hons) (*WA*), Ph.D., (*ANU*), MEd (*ANU*)

Professor Anthony Connolly has been the Dean of the ANU College of Law since December 2022.

Professor Connolly completed his BA LLB (Hons) at the University of Western Australia, after which he practiced law for several years, predominantly as a human rights lawyer working with Indigenous people. He holds a Ph.D. in philosophy and a Master of Education both from the Australian National University. He has published widely in the fields of legal philosophy, Indigenous rights and public law.

In addition to his role as Dean, Professor Connolly is currently chair of the University's Academic Board.

ANU College of Engineering, Computing and Cybernetics

Professor Stephen (Steve) Eggins (Interim Dean)

BAppSc (Hons) (*UNSW*), Ph.D., (*UTAS*)

Professor Stephen Eggins joined the ANU College of Engineering, Computing and Cybernetics as Interim Dean on 13 February 2023. Prior to this role Professor Eggins was Director of the Research School of Earth Sciences at ANU for five years and Acting Director of ANZIC which manages Australian and New Zealand research community access to the International Ocean Discovery Program's seafloor drilling and laboratory installations.

Professor Eggins is a graduate of the University of New South Wales and obtained his PhD from the University of Tasmania, where he studied the origins of subduction-related volcanism in the Southwest Pacific.

Professor Eggins has enjoyed a distinguished academic career at ANU, beginning as a postdoctoral fellow in 1991. He has co-authored two books and published 150 journal articles. His ARC Discovery grants have been investigating fundamental biomineralisation mechanisms in foraminifers and other marine calcifiers, and how crustose coralline algae cement, strengthen protect coral reefs and lagoons. His research interests now focus on engineering natural Earth system processes to enhance drawdown CO₂ from the atmosphere to mitigate the growing threats from climate change and produce robust carbon offsets.

ANU College of Health and Medicine

Professor Russell Gruen (until 18 October 2024)

MBBS Ph.D., (*Harvard*), FRACS

Professor Russell Gruen joined ANU as Dean of the ANU College of Health and Medicine from 2018 until October 2024.

Professor Gruen holds a PhD in health services research, and post-doctorate qualifications in health policy, medical ethics and business management from Harvard.

In 2009, Professor Gruen became the world's first Professor of Surgery and Public Health, a post created at Monash University and The Alfred, where he was a trauma surgeon and Director of the Australian National Trauma Research Institute. In 2015, he moved to Singapore to be Director of the Institute for Health Technologies, and Vice-Dean in the new Lee Kong Chian School of Medicine at Nanyang Technological University, in partnership with Imperial College London.

Professor Gruen is an elected Fellow of the Australian Academy of Health and Medical Sciences, the Academy of Medicine of Singapore, and the International Surgical Society.

ANU College of Science

Professor Kiaran Kirk AM FAHMS

BSc (Hons), Ph.D., Biochemistry (*USyd*), D.Phil., Physiology (*Oxon*)

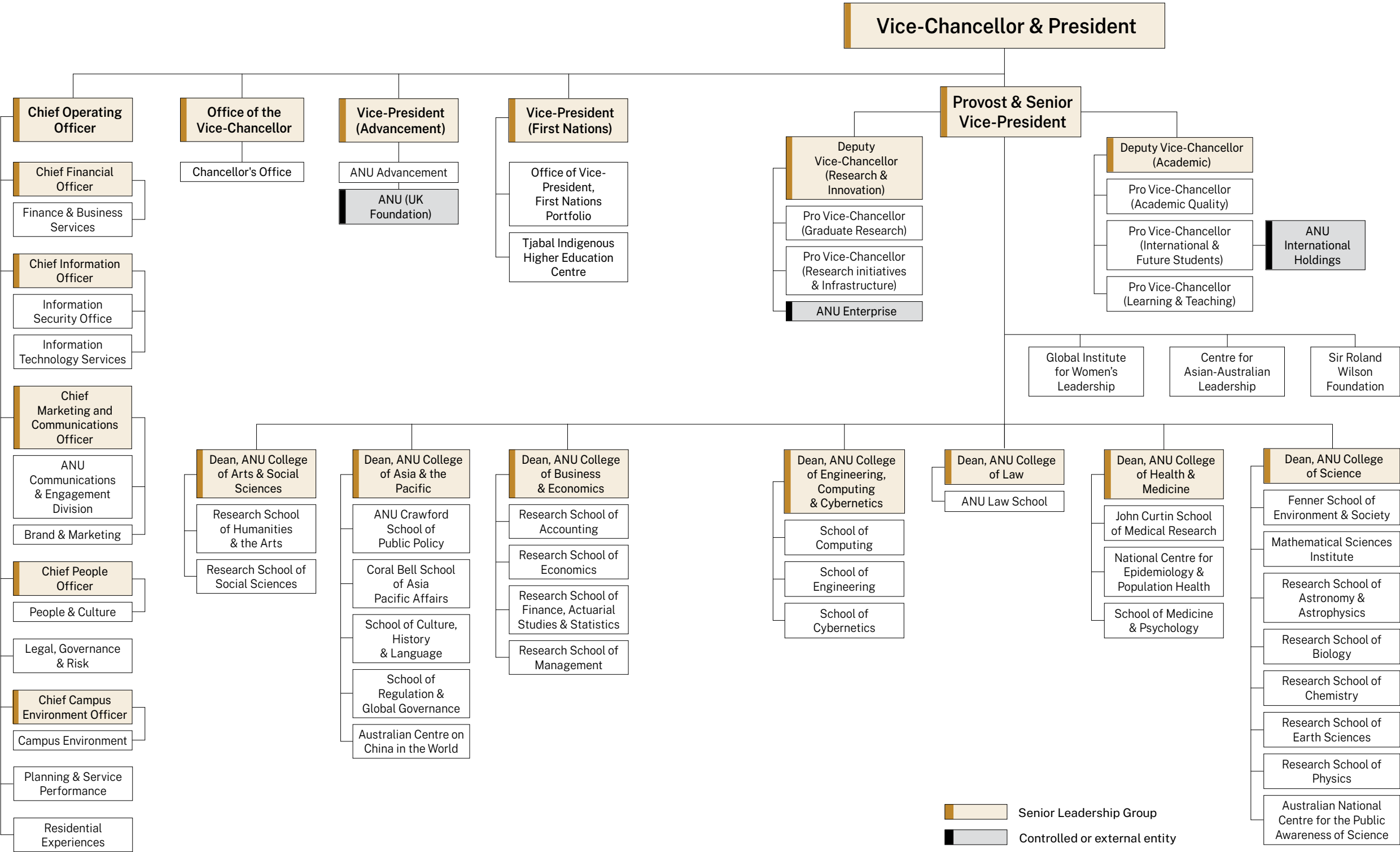
Professor Kiaran Kirk joined ANU in 1996 and has served as ANU College Dean since 2014.

Initially appointed to head the Department of Biochemistry and Molecular Biology in the ANU Faculty of Science, Professor Kirk held this post until June 2009 when he took up the position of Director of the newly-formed ANU Research School of Biology. From 2014 to 2017 Professor Kirk was the Dean of the ANU College of Medicine, Biology and Environment, before taking up the role of Dean of the ANU College of Science. In January 2025 Professor Kirk took up the role of Dean of the ANU College of Science and Medicine.

Professor Kirk carried out his PhD in the Department of Biochemistry at the University of Sydney (1985-1988). From 1989 he was based at the Oxford University Laboratory of Physiology where he held an Oxford Nuffield Medical Fellowship and a Lister Institute Research Fellowship, as well as Research Fellowships at Wolfson and Exeter Colleges. Professor Kirk was elected a Fellow of the Australian Academy of Health and Medical Sciences (FAHMS) in 2017 and appointed Member of the Order of Australia (AM) in the 2023 Australia Day Honours.

This page is left blank intentionally

University organisational chart



Senior Leadership Group
Controlled or external entity

2024 Performance statements

Statement by the accountable authority

The Council, as the accountable authority of ANU, present the 2024 annual performance statements as required under s.39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). These annual performance statements are based on properly maintained records and accurately present the performance of ANU in accordance with s.39(2) of the PGPA Act. The University's performance is measured against four purposes that include key activities and the key performance indicators (KPIs) as outlined in the ANU Corporate Plan 2024–2027.

Assessing our performance

When assessing the University's performance, consideration was given to the current operating environment, the KPI definitions, and data sources. During 2024, performance was monitored quarterly by Council and the Audit and Risk Management Committee as part of the University's performance cycle. ANU applies a result rating against each KPI as follows:

Achieved	the target was met or exceeded
Not achieved	the target was not met during 2024
Not assessed	the KPI was not assessed during 2024

Summary

The following section reports on the 12 KPIs as outlined within the Corporate Plan 2024-2027 (KPI 9 is split into two measures with results reported separately within these performance statements. Therefore, a total of 13 measures were reported in 2024). Overall, ANU achieved eight out of its 13 measures – with three KPIs not achieved and two not assessed in 2024.

Table 1. Summary of 2023 and 2024 KPI results

KPI	Key activity reference	2023 result	2024 result	Page No.
1. Increase in research income	1.1	Achieved	Achieved	33-34
2. Increase in Category Normalised Citation Impact (CNCI)	1.1	Not achieved	Achieved	34
3. Maintain or improve the experience for Higher Degree Research candidates	1.2	Achieved	Not achieved	35-37
4. Maintain or improve student satisfaction with teaching quality for domestic undergraduate students	2.1	Achieved	Achieved	37-38
5. Maintain or improve overall graduate employment rates for domestic undergraduate students	2.1	Not achieved	Not achieved	38-39
6. Maintain or improve the number of commencing domestic undergraduate students who are Indigenous Australians, and from low socio-economic status and, regional and remote locations	2.2	Not achieved	Achieved	40-41
7. Develop new areas of nationally significant research infrastructure and capability	3.1, 3.2	Not assessed until 2025	Not assessed until 2027 – indicative results available	41-42

KPI	Key activity reference	2023 result	2024 result	Page No.
8. Maintain or improve student satisfaction for learning resources	3.3	Not a KPI in 2023	Not achieved	43-44
9a. Maintain existing and develop new partnerships with industry, government, and community organisations for the purposes of research that benefits our students and staff	4.1	Not assessed – a baseline established in 2023 (eight partnerships)	Achieved	44-47
9b. Maintain existing and develop new partnerships with industry, government, and community organisations for the purposes of learning and teaching that benefits our students and staff	4.1	Not achieved	Achieved	47-48
10. The success of our investment in meeting our unique national obligations will be reported through a National Survey	4.1, 4.2, 4.3, 4.4, 4.5	Achieved	Not assessed in 2024	48
11. The success of our investment in meeting our unique national obligations will be reported through the National Institutes Grant Annual Report where we will demonstrate progress through a series of case studies focusing on engagement and impact	4.1, 4.2, 4.3, 4.4, 4.5	Achieved	Achieved	49-50
12. Meeting our commitment to mitigate the negative effects of climate change in line with our national mission	4.6	Achieved	Achieved	50-51

Our 2024 individual KPI results

Purpose 1: Advancing and transmitting knowledge by undertaking research of the highest quality	
KPI 1 Increase in research income	
Target	Increase on previous year
Result rating	Achieved
Result value	\$236 million
Analysis	<p>In 2023, the University's research income (excluding the National Institutes Grant) rose by \$18.5 million, representing an annual increase of 8.6 per cent, which is lower than the 2022 growth rate of 12.8 per cent (\$217 million).</p> <p>The primary factor contributing to the University's income increase was Category 3 income, which surged from \$61.8 million to \$80.6 million. Additionally, Category 1 income rose by \$800,000 with income from the Australian Research Council (ARC) increasing by \$1.9 million and the Medical Research Future Fund growing by \$4.1 million. However, these growths were offset by a \$5 million decrease in Category 1.5 Commonwealth Other income. Furthermore, Category 2 income (excluding the National Institutes Grant) decreased by \$777,000, while Category 4 income experienced a decline of \$335,000.</p>
Methodology	Total research income collected through the Higher Education Research Data Collection (HERDC). Category 1: Australian Competitive Grant Research Income; Category 2: Other Public Sector Research Funding; Category 3: Industry and Other Funding for Research; and Category 4: Cooperative Research Centre (CRC) Funding. Excludes the National Institutes Grant.
Source	ANU Financial Management System
Key activity	1.1 Advance knowledge by undertaking research projects, translating, and communicating our research and knowledge with the public, government, industry, and partners.

2024 Key highlights

ARC Discovery projects

In 2023, ANU researchers received a total funding of \$19.7 million across 33 projects in the ARC Discovery Projects Scheme. This scheme supports excellent basic and applied research to expand Australia's knowledge base and research capability.

This federal funding supports projects that include investigations to understand bird migration, the respiration of plants, and revolutionising real-time robotic processing and exploring the transition to environmentally friendly technologies like electric vehicles. These projects highlight the breadth and impact of research at ANU.

Discovery Early Career Researcher Award (DECRA) Scheme

ANU early career researchers were awarded \$8 million across 17 projects in the latest round of the ARC DECRA scheme. The DECRA scheme boosts Australia's research and innovation capacity, with projects resulting in new technologies and ideas, leading to new jobs, economic growth and ultimately improved quality of life for Australians.

Some of the research projects awarded to ANU researchers will deepen our understanding of sea-level changes through the Earth's mantle contributions and improve policy engagement for young people with disabilities and young carers.

ARC Future Fellowships

Projects led by 11 mid-career researchers at ANU have been awarded a total of \$11.8 million as part of the latest round of ARC Future Fellowships. This scheme provides funding for four-year fellowships for mid-career researchers working in areas of national and international interest.

Some of the projects will research ancient civilisations and address global water security challenges, as well as pioneering advancements in computer vision and plant resilience to create a lasting impact on society.

Purpose 1: Advancing and transmitting knowledge by undertaking research of the highest quality	
KPI 2 Increase in Category Normalised Citation Impact (CNCI)	
Target	Increase on previous year
Result rating	Achieved
Result value	1.60 CNCI
Analysis	<p>After experiencing a decline in the average CNCI for 2018–2021, ANU saw a notable rise of approximately 7 per cent in the number of publications in 2022, the highest increase among the Group of Eight (Go8) universities.</p> <p>While various research areas contributed to this CNCI increase, Science, Technology, Engineering and Mathematics (STEM) research areas such as Astronomy and Physical Sciences, Engineering and Computer Sciences, and Public Environmental and Occupational Health continue to play a significant role in driving the University’s performance in this metric.</p>
Methodology	CNCI (citations per paper) normalised for subject, year, and document type. Citations vary significantly by discipline and the normalisation assists in managing this variation. Any index greater than one indicates a citation rate above the world average.
Source	InCites Benchmarking & Analytics Clarivate
Key activity	1.1 Advance knowledge by undertaking research projects, translating, and communicating our research and knowledge with the public, government, industry, and partners.

2024 Key highlights

Research Portal Plus (RP+)

In July 2024, ANU launched RP+, a centralised place to showcase researchers’ expertise, publications, and projects. It is a dynamic system designed to enhance the visibility and accessibility of ANU research achievements.

Driving impact in scholarly publishing

As part of the ‘Getting published, driving impact’ event series, the ANU Library partnered with Clarivate to deliver three online sessions to support ANU researchers to better understand how to drive their research impact using scholarly publishing analytics products.

Each session focused on a different topic, covering how to publish strategically, understanding researcher metrics, and how to use available analytics to inform decisions about potential collaborations based on extensive data for optimal research impact.

In addition, a ‘Publishing 101: a step-by-step’ workshop was held for academics to learn from Wiley, one of the industry’s leading publishers, on how to optimise success when submitting articles for open access publishing.

Purpose 1: Advancing and transmitting knowledge by undertaking research of the highest quality

KPI 3 Maintain or improve the experience for Higher Degree Research (HDR) candidates

Target	Equal to or greater than previous year
Result rating	Not achieved
Result value	79.0 per cent
Analysis	<p>The Postgraduate Research Experience Questionnaire (PREQ) is a national survey that measures seven indicators besides overall satisfaction: Supervision, Intellectual Climate, Skill Development, Infrastructure, Thesis Examination, Goals, and Expectations and Industry Engagement.</p> <p>Despite the overall satisfaction category showing a drop of 6.2 per cent, four of the other seven categories were ranked higher than the previous year: Supervision (up 2.9 per cent); Intellectual Climate (up 1.2 per cent), Thesis Examination (up 1.7 per cent), and Industry Engagement (up 2.8 per cent). Supervision, Industry Engagement and Career Development are all pillars of the PhD Strategy and the introduction of an option for oral examination should improve future years results.</p> <p>While the Goals and Expectations category showed a slight downturn (down 1 per cent), significant declines in satisfaction against Skill Development (down 3.4 per cent) and Infrastructure (down 7.2 per cent) could be explained by this cohort's experience of COVID-19 during their candidature. There were disruptions to laboratory experiments and other basic research infrastructure such as libraries that may account for the significant drop in this indicator. Skill Development opportunities, such as fieldwork and conference travel were significantly restricted, as well as an impact from the shift to online skill development instruction.</p> <p>Other universities' results for this year are not yet available. If there are similar drops in satisfaction throughout the sector, this year's result at ANU will be understandable. There was a large decline in the number of incoming PhD candidates in 2020 at ANU that does tend to suggest the negative effect of COVID-19 in the decision to start a PhD.</p> <p>The University also takes part in the Postgraduate Research Experience Survey (PRES), which is an internationally benchmarked survey of current (as opposed to recently completed) candidates, run by Advance Higher Education in the United Kingdom. The survey has moved to a two-year cycle and is due to be administered in April 2025. In response to the previous PRES results, which showed low wellbeing scores, the Pro Vice-Chancellor (Graduate Research) responded with a HDR Wellbeing report with a set of actionable interventions that are in progress.</p>
Methodology	This survey measures the quality of research training for HDR students by asking graduates to what extent they agree with a series of statements about their experiences completing a research degree.
Source	PREQ
Key activity	1.2 Cultivate the next generation of global leaders through the reinvigorated PhD experience with a four-year scholarship package and career building leadership opportunities in partnership with industries and communities.

2024 Key highlights

ANU PhD Strategy

Progress against the ANU PhD Strategy has been strong. The strategy was revised in February 2024 and the five pillars were consolidated into four, with Leadership and National Leadership combined into one category. There was regular reporting of progress to the HDR Committee, and although some items were delayed, 2024 saw the delivery of the ANU Industry PhD Framework, a major objective of the ANU PhD Strategy.

Cohort experience

Supporting the pillar Cohort Experience, HDR Inductions continue to be delivered, fostering the sense of belonging and connection for candidates at the beginning of their HDR program. Research Fest was delivered again, with added sessions for PhD researchers to present and share their methodologies with other candidates in 'Meet my Methods' sessions.

Research excellence

As part of the pillar Research Excellence, the Supervision Dashboard project was delivered, providing information to supervisors about the progress of all their HDR candidates and to decision-makers and staff about supervisor registration status and training. This tool gives unprecedented visibility in this area and enables decision-making and strategic planning around HDR supervision across the University.

Confirmation of Candidature (CoC) milestone and oral examinations

During 2024, implementation of the CoC was completed. This milestone was developed with extensive community consultation over the past two-years and replaces the Thesis Proposal Review milestone. It is designed to give greater support and feedback to candidates at the early stage of their program with clear, standardised requirements, approval and input external to their supervisory panel, and clearer skill and panel assessment. This attention to support allows for more rigorous feedback to set research projects up for success.

Oral Examinations were implemented during 2024. Oral examinations are an expectation of most PhD programs globally and allows the candidate to demonstrate understanding of their research and to discuss it with the examiners who are international leaders in their field. It is expected that oral examinations will also significantly decrease the time from submission of a thesis to the candidate receiving an outcome of their exam.

To support these two new milestones, as well as Admissions and Scholarship governance, major policy work was undertaken, that will conclude with a comprehensive policy framework review next year. The current focus is on revising the Thesis Formats Procedure, the Joint and Dual Award PhD Policy and Procedure, and on assessing and reviewing all candidature milestone and progression indicators. Further, the HDR Life Cycle Program Management system project was initiated. This project is in collaboration with the ANU Digital Plan research stream to implement these new milestones as well as create a more streamlined and supportive administrative system.

ANU Industry PhD framework

As part of the pillar Career and Industry, the ANU Industry PhD framework was implemented and formally launched in July 2024. This framework is a pathway for ANU PhD candidates to engage with industry outside the National Industry PhD and with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) iPhD programs (an Industry PhD).

During 2024, there were 112 research internships (up from 30 in 2023), out of which 46 were eligible for Research Training Program (RTP) internship weighting of 2.0 within the RTP funding allocation formula.

ANU continues to engage with externally funded industry PhD programs such as:

- the National Industry PhD Program: 10 applications were submitted out of which four were successful
- the CSIRO iPhD Program: nine projects are being supported out of which two have commenced this year
- the Department of Foreign Affairs and Trade (DFAT) Maitri Scholars Program: one scholar commenced the program in November 2024, and we supported four applications in this year's funding round.

A mentoring program has been developed as part of the pillar Leadership, with implementation expected mid-2025. Work is also underway to improve candidate recruitment through specific marketing initiatives, including seminars, guides and an improved website. An internal HDR Handbook is expected to be launched in April 2025 for the next HDR Induction.

Purpose 2: Advancing and transmitting knowledge by undertaking teaching of the highest quality

KPI 4 Maintain or improve student satisfaction with teaching quality and engagement for domestic Bachelor students

Target	Equal to or increase on previous year
Result rating	Achieved
Result value	83.8 per cent
Analysis	<p>The University achieved a 0.8 per cent increase (83.0 per cent in 2023). Given the tight distribution of Student Experience Survey (SES) results across universities for teaching quality we expect an ANU ranking position improvement.</p> <p>ANU is committed to ongoing improvements in teaching quality satisfaction that is measured through the SES. Internally, as a lead indicator to this KPI, the University administers a Student Experience of Learning and Teaching (SELT) survey that gives students the opportunity to provide feedback and for teachers to improve learning and teaching. To improve SELT survey response rates during 2024, the Academic Portfolio led an engagement and promotional campaign for both staff and students. The results of this campaign significantly increased response rates by 5 per cent for semester two in 2024 to 32.7 per cent, the highest since semester two 2022 (at 27.6 per cent). The portfolio will continue to work with the academic colleges during 2025 to continue the success of this engagement and promotional campaign.</p>
Methodology	This survey supports the University to improve learning and teaching practices and outcomes for domestic Bachelor students. The result values includes course type Bachelors Pass and Bachelors Honours.
Source	Student Experience Survey (SES)
Key activity	2.1 Execute the ANU Learning and Teaching Strategy and a process for curriculum renewal, which is designed to streamline degree program structures and systematically embed the new ANU Graduate Attributes.

2024 Key highlights

Innovate for outstanding large class experiences

While ANU maintains an enviably low staff-student ratio and successfully offers diverse opportunities for small group learning, it also operates at a large scale in particular areas. To deliver large class experiences that are just as enriching as smaller ones, ANU is developing and supporting dedicated approaches for courses with large groups, by working with conveners on developing sound pedagogy and practical alternatives to delivering large lectures and exam-based assessments.

Well-designed learning and teaching support

Assessment renewal was a significant body of work reported through the University’s Learning and Teaching Committee. Course conveners were supported through workshops and new resources were developed, including guides, models, and practical examples. In addition, a dedicated learning and teaching website was launched to support and connect the ANU learning and teaching community.

ANU Strategic Learning and Teaching Grants

During 2024, 28 ANU Strategic Learning and Teaching Grants from phase one were continued, with 19 new grants awarded for phase two in late 2024. Advice was provided on educational design and pedagogy, and curriculum design for projects across all ANU colleges to support course conveners. This activity included facilitating a community of practice for grant holders with networking events and online engagement activities.

Artificial Intelligence (AI)

To ensure academics keep pace with AI developments, several workshops were conducted by eminent professors and experts. A set of guidance documents on how the University is responding to the emergence of generative AI tools, including ChatGPT, was released and supported by the University’s Scholarly Information Services.

Inclusive educational design

During 2024, resources in ‘Inclusive Educational Design’ were published that led to several tangible outcomes as part of the ANU Disability Plan. Accessibility training for ANU staff was redesigned and is now available to the learning and teaching community.

Lunch Vox takeaways

A series of ‘Lunch Vox takeaways’ were convened featuring expert ANU panels to explore how we engage students in discussions on challenging topics, such as, intellectual exploration, promoting free speech and academic freedom.

Purpose 2: Advancing and transmitting knowledge by undertaking teaching of the highest quality	
KPI 5 Maintain or improve overall graduate employment rates for domestic Bachelor students	
Target	Equal to or increase on previous year
Result rating	Not achieved
Result value	85.9 per cent
Analysis	<p>Overall, employment among responding domestic ANU undergraduate students was 3.6 per cent lower than 2023 (89.5 per cent). The University will not know if this decrease is exclusive to ANU or representative of a broader sector wide result until the Social Research Centre releases the Graduate Outcome Survey (GOS) 2024 national dataset. The release of these results is at the discretion of the Minister for Education.</p> <p>Despite not achieving this metric, ANU is ranked number 1 in Australia for Employability in the Times Higher Education 2025 rankings (Graduate employability: top universities in Australia ranked by employers 2025). ANU remains focused on improving this metric with the Academic Board approving the ANU Employability Framework featuring four connected domains: the curriculum, non-curricular activities, partnerships and organisational capability.</p>
Methodology	The GOS is completed by ANU graduates approximately four months after completion of their studies to provide information on their employment outcomes.
Source	Graduate Outcome Survey (GOS)
Key activity	2.1 Execute an ANU Learning and Teaching Strategy and an ANU Model of Learning, together with a process for curriculum renewal, designed to streamline program structures and systematically embed the new ANU Graduate Attributes.

2024 Key highlights

Improved careers and employability services

In keeping with the principles outlined in Employability Framework (Goal 7 of our Learning and Teaching Strategy), ANU is analysing how students discover what is on offer to assist with their employability. This has led to new engagement methods and improved services for students that are specifically dedicated to supporting employability and career development, which in turn has resulted in an 18 per cent increase in attendances for semester two student-employer events.

Student self-service—empowering students to manage their own industry communications and careers education

The new career management platform (for further information see page 43) enables students to set up a personal profile with industry preferences to receive targeted notifications of jobs direct from the integrated graduate jobs board. Students will also be able to access personalised careers education pathways according to their needs.

Opportunities for students to connect with employers with live vacancies

The ANU Careers and Employability team led and coordinated multiple events throughout 2024 for students to meet recruiters seeking emerging graduates, interns and casual workers. These included the Tertiary to Work careers fairs (held in partnership with the University of Canberra and the Australian Catholic University), and ANU Careers Week (which included a variety of employer presentations, employer-led workshops and networking activities). The University also ran many discipline-specific careers activities aimed at bringing together specific student cohorts and employers such as legal, consultancy, the Australian Public Service and STEM organisations.

Industry partnerships in coursework delivery

In 2024, career and employability activities included delivering in-curriculum workshops that combined industry perspectives with employability skills content across a broad range of disciplines. The University also facilitated the development of new agreements and industry partnerships for delivery in coursework including a university-wide Memorandum of Understanding (MOU) with the Therapeutic Goods Administration (TGA). This MOU encompasses several key areas including career development, curriculum integration, potential fee-for-service arrangements, and facilitating knowledge exchange. It also includes new employer relationships for delivery in teaching with organisations such as, the Australian Institute of Marine Sciences, Icon Water, the Department of Health and Aged Care and IP Australia.

Purpose 2: Advancing and transmitting knowledge by undertaking teaching of the highest quality

KPI 6 Maintain or improve the number of commencing domestic undergraduate students who are Indigenous Australians, and from low socio-economic status (low-SES) and, regional and remote locations

Target	Equal to or increase on previous year
Result rating	Achieved
Result value	29 Indigenous Australians enrolments, 76 low-SES enrolments, 342 regional and remote enrolments
Analysis	The results show ANU maintained and slightly increased the number of students across these equity groups. Several factors contributed to this increase including improved engagement with high school students across Australia, the National Indigenous Summer School, and the Bright Horizons Scholarship, and Kambri Scholarships. The result was further supported by the First-Year Experience program and ‘Set4ANU Mentoring’.
Methodology	The reporting of commencing student enrolments for Indigenous Australians, low-SES, and regional and remote.
Source	ANU Student Administration System
Key activity	2.2 Ensure students from across Australia and from a wide variety of backgrounds can study at their national University.

2024 Key highlights

Engaging and inspiring high school students

In 2024, ANU attended more than 200 schools and commercial career expos, delivering more than 175 presentations both in person and online to high school students across Year 9 through to Year 12 throughout all Australian states and territories.

In addition, 22 schools visited the ANU Acton campus with most schools coming from regional and remote locations. High school students received a campus tour and experienced science labs and mini lectures. Excursions like these provide students, who may not have considered university, a taste of ANU life.

ANU Open Day

The ANU Open Day was held in March in 2024 and was attended by approximately 4,000 visitors. Several new initiatives were successfully trialled, including competitions, live experiments and activations, that generated an exciting festival-like atmosphere as well as capturing contact information (leads) for follow-up recruitment. The day showcased the academic excellence students can expect at ANU as well as the vibrant campus life, extracurricular opportunities and unrivalled on-campus accommodation experiences. Hundreds of members of the ANU staff and community gave their time to support this event.

ANU campus tours

Altogether, more than 350 prospective students and members of the public attended an Acton campus tour in 2024. These tours are offered free to the public on Saturdays and during school holidays to allow people to experience the campus and meet with current students, thereby providing the best possible insight into life at ANU.

Admissions renewal at ANU

A major review of the University’s Admissions policies and procedures was led by the Pro Vice-Chancellor (Academic Quality), which focussed on data to drive an increase in equity and diversity admissions, while continuing to ensure each person in the applicant pool has a demonstrated ability to succeed in their study. The 63 recommendations included removing unintentional barriers to entry for equity students (for example, the co-curricular requirement), removing unintentional advantages given to typically privileged students (for example, subject adjustment factors), and proactively increasing the breadth and depth of equity adjustments considered by the University. A new initiative was a framework for increasing diversity at the University and at individual program levels, and through the offering of diversity adjustment factors. The recommendations also removed a significant amount of complexity within admissions processes.

Purpose 3: Providing facilities for higher education purposes	
KPI 7 Develop new areas of nationally significant research infrastructure and capability	
Target	At least one new infrastructure area of national significance on a five-year rolling basis
Result rating	Not assessed until 2027
Indicative Result value	ANU as a lead agent (4) and ANU as a node (9)
Analysis	<p>Newly established in 2024, ANU and Bioplatforms Australia are investing \$14 million of cash and in-kind resources over four-years into Plant SynBio Australia facilities to be hosted at ANU to build on existing capability and expertise. The ANU facility will provide the required research infrastructure and expert personnel to fast-track translation of fundamental plant sciences into new high-tech industries in Australia.</p> <p>Building this capability in Australia grows our long-term sovereign capability to address the impact of climate change on crops including rice and canola.</p> <p>Linking strongly with the ARC Training Centre for Future Crops Development led by ANU, the facility will provide services to academic clients, start-up companies, industry partners and government researchers. Plant SynBio Australia is enabled by the Australian Government’s National Collaborative Research Infrastructure Strategy.</p>
Methodology	As defined in the National Collaborative Research Infrastructure Strategy (NCRIS) Guidelines.
Source	Research and Innovation Portfolio
Key activities	<p>3.1 Invest in nationally significant infrastructure, built and hosted on behalf of the Australian community and utilised collaboratively within ANU.</p> <p>3.2 Lead participation in major international-scale research facilities on behalf of Australia and for the national interest.</p>

2024 Key highlights

ANU research infrastructure

ANU research infrastructure supports the research of thousands of people at ANU, across the nation and around the world. Achieving our research goals relies on access to high quality research infrastructure and broad capabilities that can improve the originality, output and quality of research.

ANU hosts nationally significant and unique capabilities, including the National Computational Infrastructure, Siding Spring Observatory, Advanced Microscopy facilities, the Australian Data Archive and the North Australia Research Unit (NARU) at Darwin.

In 2024, the ANU Library digitisation team developed a portal showcasing the extraordinary research conducted at NARU. For more than 50-years, NARU has had a pivotal role in fostering nationally and globally significant scholarship into Indigenous studies, social sciences, anthropology, health, political sciences, archaeology and more. The longevity and ongoing relevance of NARU is a testament to the University's national footprint, commitment to northern Australia and the power of enabling long-term study that is a critical part of the University's research infrastructure.

ANU Library and ANU Archives

In April 2024, ANU Library and ANU Archives transferred to the Research and Innovation Portfolio as part of the Scholarly Information Services team. Aligning these teams with the Research and Innovation portfolio is an acknowledgement of the importance of this resource for many researchers. Students and staff used electronic resources available through the library collection more than six million times in 2024. ANU Archives is also home to unique Australian collections including the Noel Butlin Archives and Pacific Research Archives.

Humanities, Arts and Social Sciences (HASS) Digital Research Hub

In 2024, ANU established the HASS Digital Research Hub led by Professor James Smithies to bring together technical and research capacity to support staff and research students. Digital humanities and digital social science are a strategic area of growth for the University. Machine learning, generative AI and supercomputing fundamentally change the nature of research discovery and analysis. ANU has the highest proportion of HASS researchers in Australia and equips its researchers and graduates with the skills and facilities essential for the future, while supporting emerging career pathways in developing research software. The HASS Digital Research Hub enables ANU to join national-scale discussions about the provision of the infrastructure that underpins modern HASS research methods.

Significant research infrastructure

The ANU footprint of nationally significant infrastructure supported by the NCRIS continues to grow. For the 2024–2025 financial year, ANU expects to receive \$34.7 million in operational and capital funding to underpin essential capabilities:

- ACCESS-NRI, a national research infrastructure that supports the Australian Community Climate and Earth System Simulator (lead)
- Heavy Ion Accelerators (lead)
- National Computational Infrastructure (lead)
- Phenomics Australia (lead)
- Australian National Fabrication Facility (node)
- Australian Plant Phenomics Network (node)
- Australian Research Data Commons (node and projects)
- AuScope (projects)
- Bioplatforms Australia (nodes)
- Microscopy Australia (node)
- Terrestrial Ecosystem Research Network (node)

Heavy Ion Accelerator Facility (HIAF)

The HIAF is a unique scientific facility that combines voltages of up to 15 million volts with some of the most accurate beam control and detection technology in the world. Researchers have used HIAF to unveil ancient climate records, discover evidence of nearby supernovae, to develop new medical therapies and to create new elements in the periodic table.

Professor Mahananda Dasgupta, Director of the Heavy Ion Accelerator, and Emeritus Professor David Hinde, were jointly awarded the 2023 Walter Boas Medal for Excellence in Research, by the Australian Institute of Physics for their research that has contributed to Australia's leading role in nuclear reaction dynamics. The work performed by Professors Dasgupta and Hinde is enabled by the University's long-term commitment to research infrastructure, with HIAF recently celebrating 50-years of operation.

Purpose 3: Providing facilities for higher education purposes

KPI 8 Maintain or improve student satisfaction for learning resources

Target	Equal to or increase on previous year
Result rating	Not achieved
Result value	82.9 per cent
Analysis	The University saw a 0.9 per cent decrease when compared with the 2023 result at 83.8 per cent. There is a strong emphasis on improving learning and teaching infrastructure and support within the ANU Learning and Teaching Strategy and ANU Digital Plan. During 2024, the University focused on ensuring that available IT platforms and tools provided seamless transitions between pre-class to in-class and to post-class activities. The University has also ensured that learning and teaching spaces function well for both students and staff and this work will continue in 2025. It is envisaged the planned projects to be delivered during 2025, including an entirely new learning management system, will significantly improve the results of this KPI over the coming years.
Methodology	Survey information collected to assess student satisfaction with learning resources.
Source	Student Experience Survey (SES)
Key activity	3.3 Maintain campus and digital facilities that supports research and teaching of the highest quality.

2024 Key highlights

Learning Management System (LMS)

The University procured a new Learning Management System (LMS), 'Canvas', to improve support for academics in providing innovative learning and teaching for ANU students. The transition from 'Wattle' (the previous LMS) to Canvas will occur during 2025 and 2026.

Place management system

'InPlace' was selected as the preferred solution for the University's first work-related place management system. This is a significant milestone in the long-term work to improve the student experience and to grow industry partnerships, as well as providing much-needed relief in conveners and professional staff workloads to support student employability. Furthermore, this will enable ANU to measure the volume and range of industry-connected experiences to which students have access.

Careers management placement system

'Target Connect' was selected as the new careers management placement system to replace 'Career Hub'. This upgrade facilitates strengthening employability skills and employer partnerships, and allows students to easily access jobs, internships, and events. Furthermore, it will enable students to track their career journey, assess the skills gained at ANU, and receive personalised guidance to enhance their employability.

Enhancing academic planning, program and course management

During 2024, groundwork commenced for an integrated program planner, tracker, and graduation checker to simplify course planning and academic progress monitoring. This initiative is known as 'Plan, Track, Check' (PTC). This initiative will deliver an integrated solution that simplifies program and courses management while enhancing the academic planning experience for both staff and students.

The PTC Working Group has representatives from across the University to support the systemisation and validation of program rules, to ensure accuracy, consistency, and alignment with the PTC solution. Procurement will continue in 2025.

Upgrades to learning and teaching spaces

During 2024, several learning and teaching spaces were upgraded across the University, with audiovisual upgrades to 12 teaching spaces and 26 study spaces. This includes significant upgrades to both Melville Hall and Fulton Muir, following an audit of more than 300 spaces.

Teaching spaces previously managed by individual colleges have been transitioned to a central support model giving consistent access to a dedicated audiovisual service desk and prompt incident response.

Purpose 4: Meeting its obligations to the nation and Australian Capital Territory (ACT) through its status as a national institute	
KPI 9a Maintain existing and develop new partnerships with industry, government, and community organisations for the purposes of research that benefits our students and staff	
Target	Equal to or increase on previous year
Result rating	Achieved
Result value	11 partnerships
Analysis	<p>ANU is committed to engaging in research that transforms society and creates national capability to address national and international priorities. Many of these priorities require interdisciplinary approaches and benefit from initiatives that give external visibility to the University’s existing capabilities, as well being strategically supported to grow critical mass and make new discoveries.</p> <p>In 2024, the Research and Innovation Portfolio released a strategy titled ‘Enabling Impact: The ANU Research and Innovation Strategy 2024+’ that articulates the portfolio’s vision and ambition for the ANU research and innovation landscape. For meaningful research to be undertaken, eight impact focus areas have been identified:</p> <ul style="list-style-type: none">• Biodiversity, Food Systems and Water Supply• Climate Change, Resilience, and Energy Transition• Defence, National Security and Sovereign Capability• Institutions, Governance, and Democratic Renewal• Social Implications of Disruptive Technologies• Health and Wellbeing• Cultural Life of the Nation• Economic Progress and Policy Innovation <p>These focus areas allow for ANU to identify and utilise the full potential of strategic research initiatives in line with the strategy.</p>
Methodology	The number of strategic research initiatives supported by the University.
Source	Research and Innovation Portfolio
Key activity	4.1 Build meaningful partnerships with industry and government across the ACT, Australia, and our region.

2024 Key highlights

ANU Institute for Space (InSpace)

InSpace is building Australia's space capability by addressing critical gaps and accelerating the development of a manufacturing sector through key collaborations. These include the Innovative Launch, Automation, Novel Materials, Communications and Hypersonics Hub (iLAUNCH) Program. It has also been active in engaging with the space industry, from Space Command (Australian Defence Force), Japan's Aerospace Exploration Agency and the UK Space Agency. In 2024, InSpace was successful in ensuring ANU has an integral role in facilitating strong industry-focused space innovation; it participated in the National Space Qualification Network and the Australian Defence Science, Technology and Research (ADSTAR). InSpace also signed the Zero Debris Charter in Milan, which reflects its commitment to contribute to global efforts to improve sustainability and the preservation of the space environment.

ANU Agrifood Innovation Institute (AFII)

AFII achieved excellent outcomes in 2024 including attracting researchers from across the University in AFII's Strategic Investment program, which brings diverse expertise to tackle industry challenges. AFII continues to collaborate with CSIRO, whose industry focus, and expertise complements the fundamental research excellence at ANU. Both institutions are working closely with industries, such as the Atlantic salmon industry in Tasmania, to solve challenges faced by the industry. AFII is also working closely with Western Sydney University and University of Melbourne on a Centre of Excellence bid for 2025 around understanding the impacts of extreme heat on food systems and natural landscapes. AFII continues to work closely and maintain excellent relationships with the ACT Government and other Australian Rural Research and Development Corporations and has created a strong community among regional smart agri-businesses.

ANU Indigenous Health and Wellbeing (IHW) Grand Challenge

The IHW Grand Challenge consists of five teams from colleges across ANU carrying out research on various subjects relating to Indigenous Australians. From focusing on Tiwi Islanders who have high prevalence of chronic kidney disease, to working with First Nations communities to research the relationship between culture and wellbeing, IHW's partnership engagement is vast and valuable to ANU. For the Murrudha Sovereign Walks team alone, their engagement in 2024 encapsulates the importance of different stakeholders as a part of their initiative, from the Department of Foreign Affairs and Trade (DFAT) to Brungle Tumut Local Aboriginal Land Council, and from the Australian Embassy in Washington DC to the Djinima Yilaga choir. Meanwhile, the Making Music Yil Lull Studio team has made a lasting impact on partnering with the Australian Council for the Arts in delivering the Space to Create program—a residency for eight to 10 First Nations artists from across the country—which in turn lifts the Studio's profile.

ANU Defence Institute (ADI)

Following its launch in July 2024, the ADI had a successful year of engaging with government and industry stakeholders. In bringing together experts and leaders across all ANU colleges the institute has made collaborative efforts for strategic direction and co-design with the Defence Science and Technology Group (DSTG) and the Department of Defence. ADI's engagement in 2024 ranged from AI testing with the Department of Defence's Joint Capabilities Group, a partnership with Robotic and Autonomous Systems Implementation and Coordination Office (RICO) and by creating a MOU with RAND. ADI also participated in ADSTAR Summit and will continue to be present in future defence expos in Australia.

ASD-ANU Co-Lab

ANU continued to support its 15-year strategic partnership with the Australian Signals Directorate (ASD) through the ASD-ANU Co-Lab. The Co-Lab facilitates collaborative research and training activities between ASD and ANU staff and students, predominantly from STEM-related fields, but increasingly with more diverse areas of study. This year's program supported activities across cryptography, computational linguistics, secure communications, computing, cyber security, psychology, and vulnerability research. The Co-Lab has also continued to provide career networking opportunities and information sessions for ANU students and staff through its annual events program (monthly events highlighting career opportunities for focused areas of study), and through its Honours Grant program that provided funding support and career mentorship to 25 students in 2024. The Co-Lab team also successfully delivered another ASD Capture the Flag (a 24-hour student competition) which was hosted in-person and virtually from the Co-Lab and extended to ASD state offices in Melbourne, Perth and Brisbane (with more than 400 registered participants). The Co-Lab underwent a formal review in March 2024 that marked five-years of the partnership. Initial findings from the review panel have indicated that the Co-Lab will prioritise research and training activities for the next three-to-five years.

ANU Institute for Climate, Energy and Disaster Solutions (ICEDS)

ICEDS is a high-impact institute directly advancing ANU strategic goals. ICEDS biggest success is its ability to engage with a large range of stakeholders, including cross-college collaborations within ANU, First Nations communities across Australia, national government and industries, and with stakeholders across the Asia-Pacific region. In 2024, ICEDS hosted the ANU Energy Update, the ANU Disaster Solutions Update and the ANU Climate Update. All events welcomed government and industry stakeholders to take part as panel members that included the Department of Climate Change, Energy, the Environment and Water (DCCEEW), the Climate Change Authority, the Insurance Council of Australia, and the Investor Group on Climate Change. There was also engagement with the Australian China Business Council and international stakeholders from Indonesia as well as the Assistant Secretary of the United States Department of Energy.

ANU Institute for Water Futures (IWF)

The IWF is viewed by external partners as a stepping stone for capacity building within ANU. It engaged with DCCEEW to provide feedback on the objectives and outcomes of a new National Water agreement, took part in the National Water Week, and has participated in discussions pertaining to the Murray-Darling Basin. IWF also met with the Office of Inspector General for Water Compliance to explore shared opportunities and interests. IWF closely engages with the ACT Government and is a trusted partner to the Murrumbidgee River's traditional custodians. It also holds discussions with the research and scientific community in Australia involving members from the Bureau of Meteorology and Geoscience Australia.

ANU Integrated Artificial Intelligence (IAI) Network

The IAI Network is the successor to the ANU Humanising Machine Intelligence Grand Challenge. The network encourages interdisciplinary research into AI by providing space for researchers and PhD candidates to bridge disciplinary divides, build networks, and strengthen connections both within and beyond ANU. The IAI has become a space for collaboration including providing funding for the AlxBIO Symposium in Computational Biology as well as linking AI researchers from domestic and international universities to ANU. In its first year of operation, the IAI Network successfully sent a joint submission to the Senate Committee on Adopting AI and was given the opportunity to screen a documentary on Nobel Prize winner Mr Demis Hassabis through Silicon Valley film production company, ROCO Films.

Nuclear Stewardship Steering Committee

The Nuclear Stewardship Steering Committee explored opportunities with sectors using nuclear technology including nuclear medicine, space and mining industries. The University is working with the Australian Government on sovereign capability related to Pillar one of AUKUS (Australia, United Kingdom and United States trilateral security partnership) via the Heavy Ion Accelerator Facility and the University's nuclear physics program. In 2024, the Nuclear Stewardship team instigated and convened the Australian Nuclear Research Education Network, a collective of nuclear scientists across 10 universities working together to increase nuclear expertise in Australia via a MOU. ANU also signed an MOU with the University of Michigan to facilitate research collaboration on nuclear engineering and has been in discussion with the University of Bristol to establish an MOU to facilitate research collaboration on nuclear science.

ANU Centre for Energy Systems (ACES)

ACES aims to cultivate world-class research, development and demonstration activities related to technical, social and economic challenges of the transition to a decarbonised economy. Within ACES sits the Battery Storage and Grid Integration Program (BSGIP), which has leveraged its seed funding (from the ACT Government and ANU) of \$4.6 million over five-years to secure a further \$22 million in grant and industry funding. ACES leadership has a strong track record of bringing in funding to ANU, including multiple large scale (greater than \$1 million) projects from Australian Renewable Energy Agency (ARENA), as well as recent projects from the NSW Government on energy resource mapping and from DFAT on energy systems modelling in south-east Asian countries. Together, the groups have successfully delivered more than 50 funded projects with more than 45 industry partners; published more than 70 academic papers, and had significant impact in media and public discourse, policy and regulatory change, community engagement and industry practice in the past five-years. The groups have a strong and increasing national and international reputation as demonstrated by awards, commercialisation, speaking requests and invitations to apply for projects.

The National Centre Long-Term Ecological Monitoring

The National Centre Long-Term Ecological Monitoring aims to be a world-leading initiative in environmental, social and governance by providing credible data on environmental impacts to the Nature Repair Market. It

also aims to demonstrate a commitment to sustainable practices, providing transparency and accountability in corporate operations. By partnering with the ANU Fenner School of Environment and Society, philanthropic funders, private investors and governments can facilitate inter-governmental and public access to comprehensive, reliable data, crucial for guiding evidence-based environmental regulations and conservation efforts in Australia, that will also support credible and reliable nature-based investment markets compatible with Australia's future Nature Repair Market.

Purpose 4: Meeting its obligations to the nation and Australian Capital Territory (ACT) through its status as a national institute

KPI 9b Maintain existing and develop new partnerships with industry, government, and community organisations for the purposes of learning and teaching that benefits our students and staff

Target	Increase the number of undergraduate students undertaking a Work-Integrated Learning (WIL) experience by 10 per cent by the end of the three-year cycle (2022–2024).
Result rating	Achieved
Result value	8,032 WIL experiences
Analysis	In achieving this metric during 2024, ANU continues efforts across the institution to enhance, increase and capture WIL experiences as part of the University's Employability Framework. This included the development of a WIL data dictionary to provide clarity for staff when deciding on how to categorise or tag a WIL course. These tags will improve the visibility of WIL opportunities to students through a new feature on the ANU Programs and Courses website that allows students to search for WIL courses. In addition, this facilitates the reporting of this KPI as part of the National Priorities Industry and Linkage Funding (NPILF) to the Department of Education and other institutional reporting.
Methodology	As defined in the National Priorities Industry Linkage Fund Pilot (NPILF) guidance, prepared by the Department of Education.
Source	ANU Student Administration System
Key activity	4.1 Build meaningful partnerships with industry and government across the ACT, Australia, and our region.

2024 highlights

Study Canberra Industry Experience Program

In 2024, ANU supported students through the Study Canberra Industry Experience Program, a partnership with Study Canberra. Employers involved in the partnership included the National Landcare Network, National Opera–Canberra, Medvatic, and a range of non-government organisations and start-ups. This program primarily supports international students, helping them to build professional networks, to connect with Australian businesses, and to gain tangible work experience that enhances their future career prospects.

ANU Australian National Internships Program (ANIP)

In a regional setting, ANIP collaborated with DFAT and the Australian Public Service Commission with support from the University of Papua New Guinea and the Somare Institute for Leadership and Governance to develop an ANIP-equivalent policy internship program for Papua New Guinea (PNG). In June 2024, ANIP hosted a PNG three-day delegation that facilitated discussions between stakeholders on increasing the participation of PNG students within ANIP internships in Australia through the DFAT's Australia Awards. This was the first step towards developing similar internship programs linking PNG universities and government.

Fieldwork Trips

A key ANU goal is to build an empathetic community and to establish networks to help students become global citizens. Students within the ANU College of Asia and the Pacific can participant in a range of different mobility experiences such as field schools in PNG, Vanuatu and locally in Australia. These field schools are purposely designed to be cross-disciplinary and to provide students with opportunities to collaborate with local communities and industry professionals.

The ANU Fenner School of Environment and Society offers three courses with a particular focus on the Asia Pacific. There are two field schools that provide an in-country experience to students (Fiji and Vietnam). ANU students benefit from the support of the Australian Government’s New Colombo Plan funding. This course offsets travel costs and ensures the opportunity is available to students with limited means. The University also delivered the International Environmental Policy course, with Associate Professor Ian Fry, which allows Professor Fry to bring into the classroom his own experience as the UN Special Rapporteur on the promotion and protection of human rights in the context of climate change. ANU is currently developing a field intensive, in-country experience in Singapore to examine urban sustainability issues from the perspective of an Asian city.

Purpose 4: Meeting its obligations to the nation and Australian Capital Territory (ACT) through its status as a national institute	
KPI 10 The success of our investment in meeting our unique National obligations will be reported through the creation of a National Institute Survey	
Target	Equal to or increase on previous year
Result rating	Not assessed during 2024 as this is a biennial survey
Result value	Not applicable
Analysis	Not applicable
Source	POLIS: ANU Centre for Social Policy Research
Key activity	4.1 Build meaningful partnerships with industry and government across the ACT, Australia, and our region. 4.2 Chart a better future for health and wellbeing of people in Australia and beyond. 4.3 Meet our responsibilities to the Asia-Pacific region with work informed by specialist knowledge and networks. 4.4 Engage with First Nations peoples through academic work, convening key conversations, and the study of First Nations traditional knowledge. 4.5 Pioneer an innovative approach to engineering and technology design and build new national capabilities in data-driven policy and business development.

Purpose 4: Meeting its obligations to the nation and Australian Capital Territory (ACT) through its status as a national institute

KPI 11 The success of our investment in meeting our unique National obligations will be reported through the National Institutes Grant Report where we will demonstrate progress through series of case studies focusing on engagement and impact

Target	Acceptance of the Report by the Minister
Result rating	Achieved (for our 2024 National Institutes Report see pages 52-98)
Analysis	The Hon Jason Clare MP provided approval for the 2023 Annual Report to be tabled on the 1 July 2024 for the House of Representatives and on 15 August 2024 for the Senate.
Key activity	4.1 Build meaningful partnerships with industry and government across the ACT, Australia, and our region. 4.2 Chart a better future for health and wellbeing of people in Australia and beyond. 4.3 Meet our responsibilities to the Asia-Pacific region with work informed by specialist knowledge and networks. 4.4 Engage with First Nations peoples through academic work, convening key conversations, and the study of First Nations traditional knowledge. 4.5 Pioneer an innovative approach to engineering and technology design and build new national capabilities in data-driven policy and business development.

2024 Key highlights

ANU National Centre for Epidemiology and Population Health (NCEPH)

NCEPH continues to deliver societal impact in areas of health security, global health and health data through its centres and departments. The National Centre for Health Workforce Studies (NCHWS) and Health Data Analytics (HDAT) teams continue to work on health workforce planning projects for Tasmania and ACT Health and engaged regionally through the World Health Organisation (WHO) and other organisations to investigate projects on unmet health needs. The year-long review, *Unleashing the Potential of our Health Workforce* was released in November 2024. This landmark report proposes significant reforms designed to address long-standing barriers in healthcare, moving Australia towards a future where every health discipline is empowered to work to its full potential within an integrated, multidisciplinary framework.

Regional excellence, regional expertise and engagement

In 2024, the connection and collaboration between scholars and influential decision makers occurred through a range of region-specific activities that brought important figures from the region to ANU and an Australian audience. Examples include updates from several of the ANU Regional Institutes (Japan, the Pacific, Indonesia, Philippines, Mongolia and Taiwan), and was attended by academics who are regional and subject matter experts, Australian Government departments, regional government representatives, diplomats and students who desire to be the next generation of experts in these areas. These Regional Institutes' updates, alongside the Development Policy Centre's PNG update and the State of the Pacific (SOTP) event, provided opportunities to present research on emerging regional issues and opportunities to optimise collaboration with influential figures from the regions to support the translation of research outcomes for their communities.

The University and Solomon Islands National University (SINU) partnered to observe the 12th national election, held on the 17 April 2024. The ANU-SINU comprised 78 citizen observers and six international observers in 15 teams across the country. The observation is jointly funded by the ANU Department of Pacific Affairs (DPA) and the Australian Government Department of Foreign Affairs and Trade (DFAT). This is alongside similar electoral observation research in PNG, involving more than 350 citizen observers across 44 teams, again demonstrating the value of ANU researchers supporting and collaborating with local communities to support them in developing agency to conduct research that impacts their communities and the region more broadly.

The National Australia Bank (NAB) Foundation and ANU First Nations Portfolio explore barriers for sustainable First Nations business growth

The NAB Foundation Indigenous Business Project aims to identify systemic barriers and opportunities for Indigenous businesses in accessing finance and engaging with the banking sector by providing actionable recommendations to enhance economic equity and to support Indigenous entrepreneurship. During 2024, a literature review synthesising findings from domestic and international studies on Indigenous business experiences in financial sectors was completed. The project will now move into the data collection phase, focusing on interviews with Indigenous business leaders and banking representatives.

Responding to Australia’s national security challenges

ASD–ANU Co-Lab – is a 15-year partnership between the Australian Signal Directorate (ASD) and ANU. The collaboration brings together researchers, academics and technical leaders to solve national security challenges and to nurture Australian talent. In 2024, the partnership supported 25 Honours students, 15 summer research scholars and four ongoing research projects.

Supporting the AUKUS trilateral security partnership

In 2024, the ANU College of Computing, Engineering and Cybernetics, in collaboration with other ANU colleges, commenced the nuclear systems major and minor. These programs, including the new nuclear systems major, were the first nuclear-related engineering offerings to achieve provisional accreditation from Engineers Australia in the country.

In 2024, the ANU Coral Bell School of Asia Pacific held a two-day symposium on the AUKUS strategic partnership. The symposium featured expert analysis and discussions on the political, legal, strategic, and economic aspects of AUKUS. This event provided an opportunity for academics and professionals to deepen their understanding of this significant alliance.

Purpose 4: Meeting its obligations to the nation and Australian Capital Territory (ACT) through its status as a national institute	
KPI 12 Meeting our commitment to mitigate the negative effects of climate change in line with our national mission	
Target	Overall trajectory of reduction in emissions from 2019 baseline of ~150,000 tonnes CO ₂ e
Result rating	Achieved
Result value	45,300 tonnes CO ₂ e
Analysis	<p>ANU achieved the target of reducing the overall trajectory of Greenhouse Gases (GHG) emissions from the 2019 baseline of ~ 150,000 tonnes CO₂e with 2024 emissions totalling 45,300 tonnes CO₂e. GHG emissions are static when compared with 2023.</p> <p>The GHG emissions reduction since 2019 are largely due to the ACT Government implementing its policy of purchasing renewable energy and through a decrease of approximately 26 per cent in the University’s travel emissions, and a decrease in gas emissions of approximately 10 per cent.</p> <p>In 2024, the University implemented further building electrification and energy efficiency measures; however, these were offset by year-on-year increases in the University’s travel emissions and gas consumption and with improved measurement of travel and waste emissions.</p>
Methodology	Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and National Greenhouse and Energy Reporting Scheme.
Source	ANU Systems, utility invoices, fleet software, travel e-forms and waste and refrigerants contractor work orders
Key activity	4.6 Meeting our commitment to mitigate the negative effects of climate change in line with our national mission.

2024 key highlights

First Nations engagement in renewable energy industries

ANU is collaborating with the Yamatji Southern Regional Corporation (YSRC) to examine the commercial viability of clean energy development on eligible land parcels under its Indigenous Land Use Agreement with the Government of Western Australia. The one-year project uses innovative research to position First Nations peoples in self-determining the commercial development of their lands and resources, combined with socio-economic and cultural values, and western methods for clean energy land assessments.

Energy security and sustainability

In 2024, the ANU Centre for Energy Systems (ACES) was established as the amalgamation of the ANU Battery Storage and Grid Integration Program (BSGIP) and the ANU 100 Percent Renewable Energy Group. The centre takes a holistic systems-based approach to support and accelerate economy-wide decarbonisation to limit the effects of human-induced climate change.

ACES brings together leading researchers from a range of disciplines including engineering, chemistry, physics, computer sciences, economics and the social sciences. A strong focus of the centre will be its translational research that is defined as simultaneously advancing the body of knowledge and the practice in the field.

Heavy Industry Low-Carbon Transition Cooperative Research Centre (HILT CRC)

As a core partner in the HILT CRC, Associate Professor Fiona Beck at ANU is the research lead for facilitating the transformation program that is focusing on transdisciplinary research to inform policy and investment decisions while working closely with government and industry. This collective body of work aligns closely with national science and research priorities such as transitioning to a net zero future, showcasing the leadership of ANU in advancing energy security and sustainability while aligning with initiatives such as the Australian Government's Future Made in Australia plan.

Environmental Sustainability at ANU

Electrification of gas infrastructure: five more buildings were converted from gas to electric heating, taking the total number of electrified buildings to nine. In addition, ANU was recognised for this work as a finalist in the Climate Action category at the Australian Campuses Towards Sustainability (ACTS) Green Gown Australasia Awards.

Contracting to transition to electric vehicles (EVs): six public fast-chargers were installed on the Acton Campus with the assistance of ACT Government funding. An EV Fleet transition Strategy was approved and non-fleet charging scenarios were developed.

Contracting for transition to 100 per cent renewable electricity across all ANU sites: ANU executed a retail Power Purchase Agreement for the Kioloa and Siding Springs campuses that source Large Scale Generation Certificates (LGCs) from a wind farm. In addition, the University executed a green power agreement for the NSW Rural Clinical Schools and an LGC purchase agreement for two Northern Territory sites to commence on 1 January 2025.

Energy efficiency: ANU launched several energy efficiency initiatives to reduce both electricity and gas consumption, including piloting the ANU Green Connect program focusing on high consumption buildings.

University travel emissions reduction: the University launched a new Carbon Smart Travel Guide for the ANU community and conducted a travel practice and low carbon survey. More than 500 staff participated in this survey with three-quarters of staff supporting the University's 50 per cent emissions reduction goal.

During the past 12-months travel emissions are 26 per cent lower than the 2019 figure, which indicates that post COVID-19 travel bounce back has slowed. ANU was recognised for this work as a highly commended finalist at the ACT's Green Gown Australasia Awards in the climate action category.

Waste: ANU initiated a pilot to divert waste from landfill, including separating food waste for composting.

2024 National Institutes Grant Report

Building a better world

The Australian National University (ANU) was established in 1946 to provide Australia with the research and education capacity to accelerate national prosperity. As H.C. 'Nugget' Coombs, one of the University's founders and Chancellors noted, ANU was established to be a "powerhouse of social reconstruction". More than seven decades on ANU remains vital to Australia's future.

We provide a research-intensive and research-led training ground for the next generation of students, scholars and the broader community. We also generate world-leading research that advances our understanding of the world around us, contributes to our vibrant society and underpins public policy. Today, ANU is ranked 1st in 13 key academic disciplines in Australia, has more subjects in the World Top 20 than any other Australian university, and has produced six Nobel Laureates among our staff and alumni; the highest of any Australian institution. The University also acknowledges the significant contribution of ANU Professor Anthony McMichael who was a Chapter Review Editor and contributor to the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report for which the IPCC was jointly awarded the 2007 Nobel Peace Prize with Albert Arnold (Al) Gore Jr.

ANU is a unique entity in the Australian higher education landscape as it is the only university established by an Act of Federal Parliament. We take our responsibility to be a leader for Australia and the Asia Pacific as the foundation for all that we do: to be a place for all Australians and one that supports our national priorities. We work hard to ensure the knowledge we create is widely accessible and that we are committed to being a university of quality and distinction for Australia's present and future.

As the national university, ANU has a responsibility to undertake and create research that benefits all Australians.

As we finish the first quarter of the 21st century, the world has experienced tremendous change. From the global financial crisis, to pandemics, war and civil unrest; to discoveries of new medicines and artificial intelligence, it has never been more critical to invest in research and education for Australia. The Australian Government provides funding to ANU through the National Institutes Grant. This funding has made possible the long-term basic and applied research that marks ANU as a nationally and internationally significant research institution. This research-intensive environment supports world-class and research-led education for undergraduate and graduate students alike, and means impactful work occurs across and between disciplines. ANU is tackling the biggest challenges facing humanity by drawing together the world's best experts across a range of fields. This, in turn, delivers transformational outcomes and invaluable benefits for Australia.

ANU works with the Australian Government to understand the priorities of the present and the areas of national importance for the future. Underpinned by the ANU Act, section 8 (2), the 2024 National Institutes Grant funding was allocated for the following areas of national significance:

- maintaining and enhancing distinctive concentrations of excellence in research and education, particularly in areas of national importance to Australia
- supporting the development of Australia's national unity and identity, including by improving Australia's understanding of itself and the history and culture of its Indigenous peoples, its Asia-Pacific neighbours, and its place in the international community
- maintaining and further developing the University's strong focus on research and the University's educational philosophy that its students are part of a community of scholars
- enhancing Australia's prosperity through supporting sustainable economic development, innovation and creativity, and research and education (particularly research and education in areas of national importance to Australia)
- providing a national, regional, and international public policy resource to address major issues confronting governments, business and communities
- aspiring to the highest international standards of scholarship
- maintaining and further developing long-term strategic relationships with government, business, other universities and institutions and the public, both within Australia and internationally.

The ANU National Institutes Grant policy governs the expenditure and accountability of the grant. The policy ensures that our purpose guides investment, enhances transparency, enables flexibility to meet strategic and national priorities, and promotes our ability to expertly deliver on key activities of national significance. We seek to continually improve our accountability around this significant government investment and this will be reflected in ongoing enhancements around National Institutes Grant reporting.

The stability and longevity of the National Institutes Grant funding allows ANU to make long-term investments in capability and capacity building that cannot be achieved through standard university funding mechanisms. The annual National Institutes Grant report provides a snapshot of examples of the University's work. All of the programs and projects highlighted in this snapshot have benefited from this investment and represent some of the ways the National Institutes Grant allows the University to make its unique contribution in our key areas of responsibility.

Our 2024 snapshot illustrates how research and scholarship, supported through the National Institutes Grant, is advancing Australia, our region and the world. The snapshot is centered around four key themes, linked to the University's legislative responsibilities:

- enhancing Australian prosperity
- social cohesion in the 21st century
- impactful public policy for Australia and the region
- upskilling Australia – building capacity and capability for the future.

Additionally, the 2024 snapshot includes: the economic return on investment for the National Institutes Grant; details of our national research infrastructure; and highlights some of our high performing people. The University retains a world-leading reputation in research and research-led training coupled with the extraordinary people who call our campus home. We deliver on our mission as Australia's first and only national university through the work of our people, the research infrastructure that underpins our scholarship and the funding that allows us to pursue knowledge with immediate and long-term benefits to all Australians.

Our distinctive history and organisational architecture underpin our unique capacity to undertake research that continues to meet the needs of Australian society. Through the National Institutes Grant funding, ANU will continue to be one of the greatest reservoirs of information, thought and analysis for Australia; a reservoir continually replenished through our activities. As Nugget Coombs said, "ANU continues to be a place which generates knowledge with which to build society and a place where research is directed at the problems arising immediately from the social, economic and cultural context that would bring us the knowledge with which to build wisely".

ANU by numbers

The support provided through the National Institutes Grant is instrumental to ANU being consistently ranked among the world's top universities. This in turn attracts high calibre undergraduate and graduate students, research partnerships and industry collaborations from around Australia, our region and the world.

University rankings

ANU is ranked 30th in the QS University Rankings, 4th in Australia and 73rd in the Times Higher Education University Rankings (THE).

We can be proud we have more subjects ranked in the World's Top 10 than any other Australian university. In the QS Ranking by Subject 2024, we have five disciplines ranked in the World's Top 10:

- Archaeology (8th)
- Politics and International Studies (8th)
- Anthropology (9th)
- Philosophy (9th)
- Development Studies (10th)

In the 2024 QS Sustainability Rankings (launched in December 2023) ANU was ranked 2nd in the world in Social Impact, 2nd in the world for Impact of Education, equal 10th in the world on Equality, equal 14th in the world on knowledge exchange and equal 30th in the world overall.

24,522

students

62,779

print resources borrowed

22,768

physical ANU archives used in 2024

907,393

physical visits to our libraries

6 million

electronic resources accessed

2,236,428

free downloads of our open access research and publications

25,227

works digitised

145,000+

alumni

Distinctive concentrations of education in the Australian higher education landscape

The National Institutes Grant has allowed ANU to foster several unique concentrations of educational excellence that differentiates it in the Australian higher education landscape. These high volumes of enrolments and teaching load are more notable given that overall the Australia National University is one of the smallest universities in the sector.

- Higher Degree Research candidates**
Highest proportion of any university in Australia
- Student to Academic Staff Ratio**
Lowest of Australia’s comparator universities
- Constitutional Law**
Forestry Studies
Political Science and Policy Studies
Highest number of students enrolled of any university in Australia

- Anthropology and Archaeology**
Curatorial Studies
Economics
Environmental Studies
Finance
Industrial Engineering
Physics and Astronomy
Southern Asian Languages
Statistics
Highest teaching load volume of any university in Australia
- Asian and Pacific Languages**
16 different languages taught – the highest number of any university in Australia

Profile of our 2024 unique ANU community of scholarship

5,137
employees

2,015
Academics

3,122
Professional
employees

108
First Nations
employees

54.8%
female employees

53%
international
employees

24,522
students

51%
undergraduate
students

36%
postgraduate
students

10%
higher degree
research candidates,
the highest proportion
in Australia

4,214
events held on campus

6,488
student accommodation
beds on campus

Top 5
University in Australia for
the proportion of domestic
students with a disability*
*2023 Department of Education

Top 10
University in Australia for
the proportion of domestic
females studying in a non-
traditional area*
*2023 Department of Education

Lowest
student to academic staff
ratio (11.38) of Australia's
comparator universities*
*2022 Department of Education

2024 National Institutes Grant Funding Agreement

Our Funding Agreement between the Commonwealth of Australia and the Australian National University in respect of the 2024 and 2025 grant years.

National Institutes Grant

The purpose for which the National Institutes Grant is provided to ANU is to recognise the role the University plays as a national institute in facilitating key activities that are of national significance, including:

- maintaining and enhancing distinctive concentrations of excellence in research and education, particularly in areas of national importance to Australia
- supporting the development of Australia's national unity and identity, including by improving Australia's understanding of itself and the history and culture of its Indigenous peoples, its Asia-Pacific neighbours, and its place in the international community
- maintaining and further developing the University's strong focus on research and the University's educational philosophy that its students are part of a community of scholars
- enhancing Australia's prosperity through supporting sustainable economic development, innovation and creativity, and research and education (particularly research and education in areas of national importance to Australia)
- providing a national, regional, and international public policy resource to address major issues confronting governments, business and communities
- aspiring to the highest international standards of scholarship
- maintaining and further developing long-term strategic relationships with government, business, other universities and institutions and the public, both within Australia and internationally.

In determining areas of national importance to Australia, ANU gives consideration to Australian Government policy, for example Australia's National Science and Research Priorities and the Australia 2030: Prosperity through Innovation plan, and the Science and Research System in Australia, as updated from time to time.

2024 National Institutes Grant allocation

	2024 Allocation
Maintaining long-term nationally important concentrations of reseach & education	\$193,500,000
Investment Directly into Building Concentrations on Nationally Significant Discipline Expertise	\$157,300,000
Public Policy	\$6,300,000
Asia and the Pacific International Affairs	\$5,800,000
Regulation and Global Governance	\$2,500,000
Asia Pacific Culture, History and Language	\$6,200,000
Asia and the Pacific Reseach Impact Engagement and Outreach	\$3,500,000
Humanities and the Arts	\$13,000,000
Social Sciences	\$16,100,000
Medical Research	\$13,800,000
Epidemiology and Population Health	\$4,200,000
Medicine and Psychology	\$7,500,000
Cybernetics	\$3,200,000
Engineering	\$6,500,000
Computing	\$11,200,000
Science Communication	\$1,000,000
Mathematical Sciences	\$4,100,000
Astronomy and Astrophysics	\$3,800,000
Physical and Nuclear Sciences	\$11,300,000
Environment	\$5,100,000
Biology	\$10,500,000
Biological Data Science	\$300,000
Chemistry	\$5,000,000
Earth Science	\$6,200,000
Other Science Investments	\$8,000,000
Business and Economics	\$2,200,000
Library, Open Access, Digitisation and Archival Services	\$9,000,000
Developing the Future Research Workforce	\$23,000,000
National Computational Infrastructure	\$3,000,000
Patent Investment for Commercialisation	\$1,200,000
Annual Strategic National Capability Investments	\$28,200,000
Indigenous Australia Research	\$500,000
Global Institute of Women Leadership	\$1,000,000
Higher Education Information Security Leadership	\$3,300,000
Institute of Climate, Energy & Disaster Solutions (Incorporating the Below Zero)	\$2,600,000
Australian Studies Institute	\$1,200,000
Gender Institute	\$600,000
ANU Futures Reseachers Development	\$2,200,000
Addressing Grand Challenges facing Australia using Transdisciplinary Research	\$2,000,000
Innovation Institutes - Investment to Accelerate Transformative Innovation	\$4,300,000
Other Strategic Research Investments	\$10,500,000
Research Support & Governance	\$3,950,000
Other Investments	\$11,906,000
Total National Institutes Grant	\$237,556,000



The Hon James Marape, Prime Minister of Papua New Guinea, delivers an address at the Australian National University on 8 February 2024 (image: Jamie Kidston/ANU).

The national university and our strategic relationships

The National Institutes Grant allows ANU to maintain and further develop long-term strategic relationships with government, business, other universities, institutions and the public, both within Australia and internationally. These relationships range from fledgling to long-term partnerships.

As Australia's first and only national university, our location in the nation's capital situates us uniquely to work alongside the Parliament and the Australian Public Service, connecting our students and academics directly into policy change makers for Australia.

The Rio Tinto Centre for Future Materials

In 2024, ANU was a key partner in establishing the new The Rio Tinto Centre for Future Materials. Rio Tinto has committed more than \$AUD 240 million to this initiative over the next 10 years. This new and significant relationship, will ensure that First Nations cultural knowledge and perspectives are central to global energy transition. Imperial College London will lead the Centre and act as a hub for collaboration with major international institutions including the University of California, Berkeley and the University of British Columbia. ANU is the only Australian university in the global partnership and the ANU node that brings together research strengths in humanities and sciences across all of the ANU academic colleges and the ANU First Nations Portfolio.

Connecting Vietnam to the internet – 30th anniversary

This year, ANU celebrated one of these enduring relationships, being the 30th anniversary of the connection of Vietnam to the internet. In 1994, ANU academics worked with Hanoi University to establish an internet connection between ANU and Vietnam. Through the Department of Education, ANU covered the costs for Vietnam, thereby providing millions of people with access to the internet and global information. In the 1990s, these internet sessions were a little over an hour a day before expanding to ANU managing Vietnam's VN domain with communication data flows directed through ANU. From these humble beginnings, more than 78 million people are connected to the internet in Vietnam; nearly 80 per cent of the country's population. The relationship between the institutions has endured over the past three decades and has had a lasting impact on research advances, education and interconnectivity in both countries.

From these humble beginnings, more than 78 million people are connected to the internet in Vietnam; nearly 80 per cent of the country's population.

Supporting our region: Solomon Islands national election

In April 2024, the Solomon Islands held their 12th national election. ANU was chosen to partner with Solomon Islands National University to observe the election. This new observation partnership relied on the expertise ANU has developed, supported by the National Institutes Grant, in its similar electoral observation research in Papua New Guinea. These observations involved more than 350 citizen observers across 44 teams, demonstrating the value of ANU researchers supporting and partnering with local communities, to support them in developing agency to conduct research that impacts their communities and the region more broadly; the type of empowered and engaged partnership approach of which ANU is justly proud.

The observation is jointly funded by the ANU Department of Pacific Affairs (DPA) and the Australian Government Department of Foreign Affairs and Trade (DFAT).

100 years of astronomy in Australia

In 1924, the Commonwealth Solar Observatory was established at Mount Stromlo (now home to the ANU Research School of Astronomy and Astrophysics). When ANU was established 22 years later, joint academic appointments were made between the newly established university and the Commonwealth Department of the Interior (which ran the observatory at Mount Stromlo). Astronomical advances at ANU, and through leading and developing partnerships with government, industry and other institutions, we have continued to shape the world's understanding of the universe as well as Australia's critical role in space exploration.

The National Institutes Grant has been vital to the University to conduct key research into our understanding of the universe. Key highlights include: the Gemini partnerships, which have seen Australian astronomers gain access to cutting edge telescopes built around the world; Australian instrumentation installed in two international telescopes; and an Australian Nobel Prize in Physics, awarded to Professor Brian Schmidt AC in 2011.

Additionally, through harnessing the expertise of our academics, ANU has led the formation of university partnerships to host the Anglo Australian Telescope (AAT) at our Siding Springs Observatory where key work has been undertaken, including housing Australia's ARC Centre of Excellence in All Sky Astrophysics in three Dimensions (ASTRO 3D) and the GALAH mapping survey (which is made up of 1.08 million observations of 920,000 stars over 684 nights).

ANU and the Australian Signals Directorate

ANU has continued to support its 15-year partnership with the Australian Signals Directorate (ASD) through the ASD-ANU Co-Lab. The Co-Lab facilitates collaborative research and training activities between ASD and ANU staff and students across a range of disciplines.

This year's program supported activities across cryptography, computational linguistics, secure communications, computing, cyber security, psychology, and vulnerability research – all skills to prepare Australia's future workforce. The Co-Lab has also continued to provide career networking opportunities and information sessions for ANU students and staff through its annual events program (monthly events highlighting career opportunities for focused areas of study), and through its Honours grant program that provided funding support and career mentorship to 25 students in 2024.

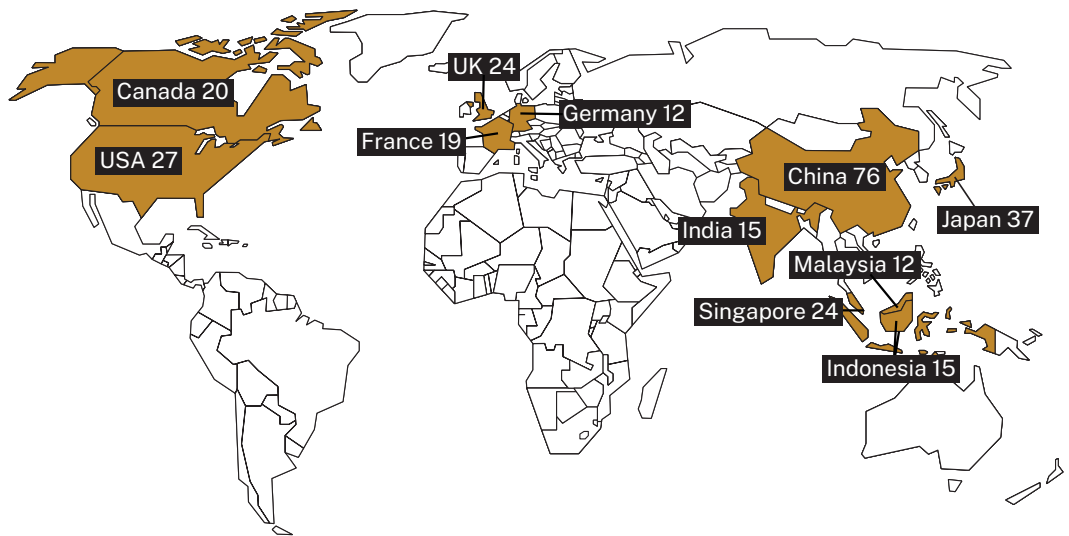
The Co-Lab team also successfully delivered another ASD Capture the Flag (24-hour student competition) hosted in-person and virtually from the Co-Lab and extended to ASD state offices in Melbourne, Perth and Brisbane (with more than 400 registered participants). The Co-Lab underwent a formal review in March 2024 that marked five-years of the partnership. Initial findings from the review panel have indicated that the Co-Lab will prioritise research and training activities for the next three-to-five years.

ANU and the Department of Finance

This year saw the establishment of a new Memorandum of Understanding between the University's College of Asia and the Pacific and the Department of Finance. Building on many years of successful collaboration, this arrangement included a partnership with the Regulatory Reform Division, which will see academic secondments and the joint creation and delivery of the Seminar Series. This successful partnership was exemplified by the winning of the Institute of Public Administration Australia (IPAA) Spirit of Service award for collaborative work between Finance, the Attorney General's Department, Services Australia and ANU on the digitisation of Commonwealth Statutory Declarations that allows the use of the MyGov ID to reduce the time and cost for people relying on a Statutory Declaration for access to employment and benefits.

Highlights of 2024 key relationships

ANU has agreements with partners located in 59 countries



2024 Partnership key milestones

- 30th anniversary of our partnership with the University of California System
- 30th anniversary of our partnership with Korea University
- 25th anniversary of our partnership with the University of Hong Kong
- 25th anniversary of our partnership with Keio University (Japan)
- 20th anniversary of our partnership with the University of Chile

2024 New international partnership highlights

National Centre for Scientific Research (CNRS)—CNRS is the French State research organisation with 33,000 employees, 1,100 laboratories and a budget of 4 billion euros (\$6.5 billion). The ANU Mathematical Sciences Institute (MSI) has had strong links with CNRS for more than 20 years. In November 2024, ANU and CNRS took this partnership to the next level entering into an agreement for the establishment of the France-Australia Mathematical Sciences and Interactions International Research Laboratory (IRL FAMSII). This collaboration allows members of the IRL to be eligible for funding from the French National Research Agency (ANR) and the EU.

Government of Sarawak, Malaysia—In 2024, the ANU Fenner School of Environment and Society signed a Memorandum of Understanding to encourage closer ties with the Government of Sarawak, to facilitate research, development and knowledge exchange. These opportunities will include biodiversity and conservation, climate and energy, sustainable forest management, plantation forestry and forest fire management.

ANU Archives and Collections – A national resource built on partnerships

The National Institutes Grant has allowed ANU to partner with organisations and individuals to capture critical archive collections and preserve them as a national resource. Highlights include:

- Australian Agricultural Company archive, a company that celebrated its 200 year anniversary in 2024
- CSR Ltd Archive
- Australian Council of Trade Union archive
- National Farmers Federation archive
- Pacific Research Archives
- National AIDS Archive Collection

ANU also facilitated 10,000 loans from its collection to other libraries and external borrowers in 2024.

22,768

physical ANU archives used in 2024

6 million

electronic resources accessed

25,227

works digitised

\$500 million

value of ANU collections

44,000

rare books some dating back to the 15th century

62,779

print resources borrowed

907,393

physical visits to our libraries

2,236,428

free downloads of our open access research and publications

35 kilometres

of physical collections

Enhancing Australia's prosperity

The National Institutes Grant allows ANU to enhance Australia's long-term prosperity by supporting sustainable economic development, innovation, creativity, and research and education in areas of national importance. Critically, the Grant supports programs that create education pathways for more Australians to attain a tertiary qualification in areas of national priority. A key imperative of the Australian Government's agenda is a focus on education to equip Australians with skills relevant to the future and ANU is provided the funding to meet this objective.

Engaging our youth with science

Connecting science into the regions: 'Science Circus'

For 39 years ANU has invested in an innovative program designed to inspire young people to value and engage in science, technology, engineering and maths. Set up in 1985, and long delivered in partnership with Questacon and Shell, the creatively named 'Science Circus' has reached more than 2.5 million Australians and visited more than 500 regional towns and 90 remote Indigenous communities. More than 500 ANU students enrolled in the Master of Science Communication Outreach degree at ANU have participated in the Science Circus program.

In 2024, the Science Circus International (SCI) won an Excellence in International Engagement at the Engagement Australia Excellence Award. Supported by DFAT and the National Institutes Grant, ANU began taking its successful Australian science circus model internationally in 2013 to Southern and East Africa and the program has since grown to the Pacific, Myanmar and India. The project has directly engaged 88,285 people and trained 383 partner staff through in-country programs. Through this training program partners have been supported to establish interactive science centres in Samoa, Uganda and Kenya, while locally led programs have extended reach to more than 200,000 people.

"Insight and innovation will be shaped by the next generation of students, and we have a responsibility to show them the possibility of where education can take them."

Distinguished Professor Genevieve Bell, Vice-Chancellor and President

Supporting our teachers

In 2024, ANU supported STEM teachers as part of International Science Week through the development of STEM boxes. Prepared by ANU academics, these free STEM boxes are available to teachers of Years 7-12 students. Each box contains a range of experiments and materials designed to enhance classroom learning or inspire independent exploration, and includes materials for 10-15 experiments, ranging from environmental science, biology, chemistry, mathematics, astronomy, physics, earth science, health and medicine, psychology, computing and engineering. In 2024, ANU extended the program internationally to support teachers across our Asia-Pacific region to inspire STEM in their students.

In 2024, 106 schools across all Australian states and territories participated in the program with more than 250 boxes being delivered; 76 per cent of the boxes went to priority schools across rural and remote Australia or to all-girls schools with a focus on female participation in STEM. Internationally 110 STEM boxes were distributed to almost 50 schools throughout Vietnam, Indonesia and India. Feedback from participating teachers showed 96 per cent of respondents reported that the boxes had helped them deliver STEM learning to their students.

ANU held the STEM challenge program for its fourth year in 2024. The challenge program is open to all interested high school students. Over a period of four weeks, students are provided with a weekly challenge to solve. In 2024, 104 Australian Schools and 147 International Schools registered more than 500 entries. This program is designed to generate curiosity and new knowledge and support STEM learning in high schools across Australia and our region.

National Youth Science Forum: 40th anniversary

The 40-year anniversary of the first National Youth Science Forum (NYSF) was celebrated in 2024. Established as the National Science Summer School, ANU has been a host university for the program since its inception. The NYSF gives students about to start Year 12 a broader understanding of study and career options available in science, technology, engineering and mathematics (STEM). More than 15,000 students have participated in the program since its inception.

Supporting our First Nations high school students: Indigenous Engineering Autumn School

ANU delivers the Indigenous Engineering Autumn School that sees Indigenous high school students undertake an intensive autumn course on campus. Students engage in insightful sessions on the importance of decarbonising energy, the mathematics behind waves, exploring water filtration systems with [Engineers Without Borders](#) and participating in tours of the photovoltaic lab to learn about the science and engineering behind solar energy technology. The program hopes to inspire more Indigenous high school students to pursue higher education and careers in STEM.

The importance of commercialisation

The plan *Australia 2030: Prosperity through Innovation* shows it is imperative to increasing the translation and commercialisation of research. The ANU Agrifood Innovation Institute is focused on accelerating transformative innovation to future-proof the Australian agrifood system by connecting with industry and entrepreneurs.

The prevention, treatment and knock-on effects of parasitic infections in animals costs Australian agriculture hundreds of millions of dollars each year.

Through the Agrifood Innovation Institute Strategic Investment Program, Professor Alex Maier is applying his experience as an award-winning molecular parasitologist to tackle parasites that affect livestock. The prevention, treatment and knock-on effects of parasitic infections in animals costs Australian agriculture hundreds of millions of dollars each year and a heavy reliance on several drugs had led to a level of drug resistance. Each parasite addressed by Professor Maier and his team could potentially save the industry billions of dollars. Over the course of the project, the team are developing platform technology that can be used to deliver different types of anti-parasitic medication for various animals including pigs, sheep and cattle.

This year was a breakthrough year for Canberra-based business PBB Technology, which has been a member of the Hub since 2019. The dairy industry is worth \$1 trillion globally and provides 12 per cent of human dietary protein and half of human dietary calcium. PBB Technology has been turning its attention to the problem of spoilt milk and the \$150 billion worth of dairy wasted prior to reaching the consumer. In 2024, the company had its first sale of its CYBERTONGUE device into Europe and won the ACT Chief Minister's Promising Exporter Award and increased the size of its team and expanded its customer base in Australia, New Zealand and globally. The Agrifood Hub is providing the company a place to meet potential customers, facilities and location right for their size in the University's scholarly community near collaborators at CSIRO and with access to high quality ANU students for their future workforce.

The National Institutes Grant and research infrastructure

Australia 2030: Prosperity through Innovation acknowledges that innovation relies on access to large-scale research infrastructure and technology. Maintaining world-class research infrastructure is critical to Australia's ability to deliver on its innovation objectives and drive prosperity.

Supported by the National Institutes Grant, ANU has developed and maintained critical research infrastructure that underpins more than 40 national facilities, ensuring we play a lead role in enabling this vision. ANU research infrastructure has an estimated replacement value of more than \$2 billion.

ANU research infrastructure is used by researchers from ANU, and universities from around the nation and around the world and business collaborators. These facilities are critical to enabling experimental and field work to develop new understanding and knowledge about the world around us. This new knowledge directly underpins the impact of research for the benefit of all Australians.

In 2024, Australia's largest private satellite, Space Machine Company's Optimus, was launched. Optimus will provide existing space infrastructure and satellites with life-extension services and has the ability to physically move other satellites to new positions and in doing so reduce space debris. Optimus was tested at the National Space Test Facility, which is hosted by the Advance Instrumentation and Technology Centre (AITC) at ANU.

The AITC is one of many nationally critical research facilities supported by the National Institutes Grant at ANU. Opened in 2006 at Mount Stromlo, it was established to support the development of the next generation of instruments for astronomy and space science. The facility boasts the only space simulation capability in the region, allowing extensive testing of space mission instruments. The facility can mimic the challenging conditions of airlessness and dramatic temperature fluctuations in space, and the demanding vibrations and accelerations generated during launch to ensure equipment will still perform and function correctly after launch.

The facility can mimic the challenging conditions of airlessness and dramatic temperature fluctuations in space and the demanding vibrations and accelerations generated during launch to ensure equipment will still perform and function correctly after launch.

In 2024, the University's Sensitive High Resolution Ion MicroProbe (SHRIMP) Facility celebrated its 50th anniversary. Established in 1974, the facility, supported by NCRIS and ANU through the National Institutes Grant, is one of the world's leading secondary ion mass spectrometry (SIMS) centres in the world. Available to all researchers in Australia and internationally, SHRIMP analyses elemental and isotopic compositions of solids on a 10 micron scale, by sputtering the surface of the specimen (polished mount, thin sections) with a focused primary ion beam and analysing the ejected secondary ions. In 2024, the facility conducted 28 SHRIMP projects and developed four new analytical methods collaborating with 29 researchers across 24 organisations.

List of ANU national research facilities

ANU is home to more than \$2 billion worth of Australia's national research infrastructure assets.

A snapshot of some of our research infrastructure and national facilities is captured below. Some of these national facilities, the ANU Collections and our outstanding staff are highlighted in the sections below.

- Advanced Instrumentation and Technology Centre (AITC)
- ANSIR National Facility for Earth Sounding
- ANU Argon Geochronology Laboratory
- ANU Bioinformatics Consultancy (ABC)
- ANU Centre for Therapeutic Discovery (ACTD)
- ANU Collections
- Australian and New Zealand International Scientific Drilling Consortium (ANZIC)
- Australasian Pollen and Spore Atlas (APSA)
- Australian Data Archive (ADA)
- The Australian Earth System Simulator (ACCESS-NRI)
- Australian Mountain Research Facility (AMRF)
- Australian National Fabrication Facility (ANFF)
- The Australian Passive Seismic Server (AusPass)
- Australian Phenomics Facility (APF)
- Australian Plant Phenomics Facility (APPF)
- Australian Seismometers in Schools (AUSIS) Network
- Biopolymer and Polymer Facility (BPF)
- Biomolecular Resource Facility (BRF)
- Centre for Advanced Microscopy (CAM)
- Conservation and Environmental Genomics Laboratories
- Cytometry, Histology and Spatial MultiOmics (CHaSM) Facility
- Distributed Energy Resources Laboratory (DERlab)
- EcoGenomics and Bioinformatics Laboratory (EBL)
- Fenner School of Environment and Society Labs
- Health Data Analytics Team (HDAT)
- Heavy Ion Accelerators (HIA)
- Joint Mass Spectrometry Facility (JMSF)
- Laser and Spectrophotometer Facility (LSF)
- Magnetic Resonance Facility (MRF)
- National Computational Infrastructure (NCI)
- National Laboratory for X-ray Micro Computed Tomography (CTLab)
- The Pacific and Regional Archive for Digital Sources in Endangered Cultures (PARADISEC)
- Phenomics Australia (PA)
- Quantitative Biology and Bioinformatics
- Research School of Chemistry Workshop
- ANU Research School of Biology Plant Services
- ANU Research School of Earth Sciences Mineralogical Laboratory
- Scholarly Information Services
- Separation and Reaction Facility
- SHRIMP Ion Microprobe Laboratory
- Simulating the Solid Earth's Dynamics and Evolution
- Stable Isotope Analysis Facility
- Statistical Support Network (SSN)
- X-Ray Diffraction Facility

Collections at ANU

In addition to hosting some of Australia's most important research infrastructure, the University also has more than 50 nationally important specialist research, teaching and heritage collections. These collections facilitate a remarkable range of new scholarship and research.

A highlight for 2024 has been the University's continued digitisation of its Papua New Guinea collection. The collection contains all available Department of Primary Industry publications, with research titles such as Harvest magazine (1971 to 2001); Agricultural Journal (1934 to 2014); Research Bulletins (1966 to 1990); Agriculture in the Economy (1978); and various reports, bulletins, discussion papers and monographs on coffee, rice and farm budgeting in Papua New Guinea.

Collections at ANU

The University has identified more than 50 specialist research, teaching and heritage collections across its colleges and service divisions that are governed by the ANU Collections policy and procedure. To date, 21 collections have been recognised by the ANU as 'University Collections'.

- ANU Design Unit Furniture Collection
- ANU Xylarium Collection
- ANU Zooarchaeology and Zoology Collection
- Asia Pacific Maps Collection
- Australasian Pollen and Spore Collection
- Biological Anthropology Collection
- ANU College of Asia and the Pacific Art and Artefacts Collection
- China in the World Art Collection
- Classics Museum Collection
- Historic Keyboard Collection
- Isabel McBryde Collection
- John Mulvaney Collection
- Mary Jane Mountain Collection
- ANU Meteorite and Tektite Collection
- Mount Stromlo Photographic Plate Collection
- New Guinea Collection
- ANU Research School of Earth Sciences Collection
- Seed Collection
- ANU School of Archaeology and Anthropology Arts and Objects Art and Artefact Collection
- Tikopia Collection
- University House Heritage Collection
- Wilfred Shawcross Collection

Social cohesion in the 21st century

Australia has long held a narrative about the strength of its social cohesion led by the legend of Australian mateship born from the trenches of Gallipoli to our support of multiculturalism and to perceived shared values. However in 2024, Australia and its institutions found social cohesion the centre of intense debate as we sought to respond to a range of pressures and challenges including international conflict, election outcomes, new protest movements, increased misinformation and pressures on the cost of living. Longitudinal research helps us understand and respond to these shifts and to identify emerging trends.

The national university's role: data-driven approach

Since our founding in 1946, ANU has been commissioned to help Australia understand itself and its place within the international community. We help our nation wrestle with and untangle our past and shape how we can create social cohesion and a more inclusive future for all Australians. It is an obligation of the National Institutes Grant that we help foster Australia's sense of belonging and wellbeing and strengthen our social fabric to create a national community.

Through the National Institutes Grant, we have supported key longitudinal research. This includes the development of research approaches, surveys, data and panels that make possible the ability for Australia and its government to understand itself and its place within the international community and to observe how this is changing over time. This investment makes this possible.

As a result, the National Institutes Grant supports the development of Australia's national unity and identity, including by improving Australia's understanding of itself, the history and culture of its Indigenous peoples, its Asia-Pacific neighbours, and its place in the international community.

Despite rising safety concerns, people's sense of connection and engagement within their local communities remains a key strength of Australian social cohesion.

Social cohesion studies

Launched in 1987, the Australian Election Study (AES) provides critical perspective on Australian political behaviour. Capturing insights into what explains voters' choices in elections as well as public opinion on a range of policy issues, the AES provides a long-term perspective on stability and change in the Australian electorate, the issues and personalities in each election, and evaluates their importance in shaping election results. The study has captured trends for all Australian federal elections from 1987 to 2022 with this data publicly available, and the team are again preparing in 2024 to cover the 2025 federal election.

The study has captured trends for all Australian federal elections from 1987 to 2022, and makes this data publicly available.

More broadly, our data also helps play a critical role in providing insight into our nation's social cohesion and assisting with the response. In 2024, the Scanlon Foundation Research Institute, supported by ANU owned Social Research Centre's Life in Australia panel of more than 10,000 Australians, released its eighteenth national social cohesion study.

For almost half of Australians, the economy is still the top issue facing the country, followed by housing issues and affordability.

The study found that Australia's social cohesion had held strong into 2024. For almost half of Australians, the economy is still the top issue facing the country, followed by housing issues and affordability. Financial stress is widespread, with 41 per cent of Australians describing themselves as either 'poor or struggling to pay bills' or 'just getting along'. The hardest hit groups financially are renters (61 per cent) and young adults aged 25-34 (50 per cent). Despite rising safety concerns, people's sense of connection and engagement within their local communities remains a key strength of Australian social cohesion, with 82 per cent agreeing that people in their local area are willing to help their neighbours. Australian attitudes towards multiculturalism remain overwhelmingly positive, despite tapering off slightly from the peaks of recent years.

The National Institutes Grant is also allowing ANU to find new ways to extract value from this kind of rich data, thereby ultimately helping Australia understand itself and plan for its future. In 2024, the University's School of Demography launched The Population Lab (Poplab) a cutting-edge research initiative designed to equip government, industry and the not-for-profit sector partners with the insights needed to anticipate and adapt to shifting demographic trends.

Poplab, will leverage the unparalleled expertise of Australia's largest concentration of researchers specialised in population issues to offer demographic analyses, model frameworks, reporting and short courses to help stakeholders plan effectively and efficiently for Australia's future.

Australian Data Archive

In 1981, the University established the Australian Data Archive and commenced to collect a range of important data sets. Today, the Australian Data Archive holds more than 6,000 datasets from more than 1,500 projects and studies from 1838 through until the present day. It directly supported the recommendation in Australia's 2023 Innovation strategy to improve the provision and use of open government data.

- **Longitudinal Study of Indigenous Children** – follows the development of around 1,700 Aboriginal and Torres Strait Islander children.
- **The Australian Longitudinal Study on Women's Health (Women's Health Australia)** – examining the health of 40,000 Australian women over a 20-year period.
- **The Australian Longitudinal Study on Male Health (Ten to Men)** – follows the health of Australian men aged 10–55.
- **Household, Income and Labour Dynamics in Australia (HILDA) survey** – nationally representative longitudinal survey of Australian households, that commenced in 2001 and is funded by the Department of Social Services.
- **Australia Survey of Social Attitudes** – biennial survey studying the social attitudes and behaviour of Australian Citizens.
- **National Social Science Survey** – conducted by ANU researchers between 1984 and 2001 it includes a wide range of variables.
- **World Values Survey** – established in 1981, the survey explores values and beliefs, cultural stability or change over time and the impact of values on social and political development in different societies around the world.
- **National Drug Strategy Household Survey** – examines current awareness of attitudes and behaviours toward drugs and drug problems within the Australian community.
- **National Children's Nutrition and Physical Activity Survey** – the first survey to combine nutrition and physical activity into one study.
- **Australian Child and Adolescent Surveys of Mental Health and Wellbeing** – surveys funded by the Australian Department of Health to estimate the prevalence of mental health conditions among young people in Australia.
- **Australian National Infant Feeding Survey** – the first specialised large-scale national survey of infant feeding practices, related attitudes, and behaviours conducted in Australia.
- **Australia Election Study** – the leading study of political attitudes and behaviour in Australia conducted by ANU since 1987.
- **ANU Polls** – a series of polls conducted three times a year since 2008 by ANU. The purpose of the series is to assess Australians' opinions on important and topical issues, with an emphasis on international comparisons.
- **Lowy Institute Poll** – conducted annually since 2005, the poll is a series of surveys on Australian public opinion and international policy and is a leading tracking survey on Australian foreign policy.

ANU Migration Hub in 2024: at a glance

The ANU Migration Hub is an important public policy translation initiative that can help inform Australia's responses to migration challenges. At its core, the Migration Hub exists to connect diverse perspectives—across government, non-government organisations, business, higher education, and local communities.

Uniting more than 110 scholars from across five colleges and around 20 academic units, its interdisciplinary approach brings together economists, legal specialists, demographers, anthropologists, policymakers, and practitioners, all committed to translating evidence into practical solutions. These researchers are working at the intersection of research, policy, and practice. Examining the forces of human migration, mobility, and displacement—issues that shape societies, economies, and political systems worldwide:

- more than 110 migration experts from 20 different academic discipline units
- more than 30 PhD students ensuring a pipeline of excellence to support the future migration research workforce
- 20 policy briefings delivered, five of which impacted the national news cycle for several weeks
- 600+ attendees at the ANU Migration Update including policymakers, non-government organisations, business leaders and academics
- 1.1 million Australians engaged with media coverage of the latest migration research from the hub
- 20 webinars showcasing work in progress, to reach policymakers quicker, long before results are published or traditional grant cycles completed
- monthly government webinar – co-hosted with the Department of Home Affairs reaching 120+ Australian Public Service (APS) policy professionals monthly.

50 years of Northern Australia research now available digitally

For more than 50 years, with the support of the National Institutes Grant, nationally and globally significant research has been undertaken about the Northern Territory. The University's investment in NARU has enabled researchers to establish and sustain strong, long-term and collaborative partnerships in the Northern Territory and beyond; bringing together local communities, land councils, local authorities and other local community groups. Working in partnership has allowed agency for the community to identify priorities for research that reflective the public interest. The NARU base covers a wide range of research subject matter including anthropology, archaeology, economics, community development, and environmental and biological research.

In 2024, the University brought the NARU research collection together into a publicly accessible Digital Archive, including 471 items have now been downloaded more than 10,000 times. The extensive and diverse collection brings together theses, research papers, records of the unit itself, published works, audio visual and photographic collections of the research undertaken over the past 50 years. It is a collection of national significance and through digitisation it has now been made available to researchers across Australia and internationally.

Australia's leading Asia Pacific expertise

For more than 70 years, through support from the National Institute Grant, ANU has nurtured our understanding of our region's languages, cultures, societies, economies, security and geopolitics and has been committed through collaborative partnerships to ensuring successful development of our region's people, systems and institutions.

The National Institutes Grant assists ANU in enabling 11 Regional Institutes who work to ensure Australia and its neighbors always have access to a critical national asset of expertise in Asia and the Pacific.

In 2024, the Regional Institutes held more than 100 public events, including conferences, public lectures, seminars, workshops, book launches, photo exhibitions and film screenings.

Australian Centre on China in the World – is a leading international institution for Chinese studies, furthering Australia's understanding of the People's Republic of China, Taiwan and the Chinese diaspora, supporting multi-disciplinary research that draws on the humanities and social sciences with a strong focus on engaging with public debate.

ANU Indonesia Institute – ANU is arguably the world's leading academic institution on the study of Indonesia, outside of Indonesia itself. The institute coordinates the wide range and volume of diverse Indonesian activities among ANU scholars, Indonesian visitors and Indonesian events.

ANU Japan Institute – Brings together Australia's largest network of scholars and professional expertise on Japan. The institute boasts a breadth of Japanese subject expertise covering economics, the environment, art, language, health, international relations, law and politics. The institute is a national resource contributing to public policy and promoting Australia-Japan relations.

ANU Korea Institute – This institute is one of the leading centres concerning Korea in Australasia and the world. With broad expertise in Korean Studies and Languages the institute is actively engaged in public affairs hosting many public events throughout the year and fostering ties between Korea and Australia.

ANU Malaysia Institute – The Malaysia Institute builds on a long history of field-defining scholarship in Malaysian Studies at ANU. The institute fosters the relationship and dialog between Malaysia and Australia supporting public events and hosting distinguished Malaysians visiting Australia as well as Malaysian scholars from all around the world.

ANU Mongolia Institute – ANU founded the Mongolia Institute to promote Mongolian students throughout Australasia as there was no institutionalised history of Mongolian studies in the Southern Hemisphere. The institute now provides advice to universities, government organisations and the public on a broad range of Mongolian expertise, including language.

ANU Myanmar Research Centre – The centre supports one of the largest concentrations of Myanmar/Burma specialists in the world and plays a central role in the regional debate about political, social and economic change and reform in Myanmar/Burma. The centre facilitates and creates partnerships with those in Myanmar and across other institutions internationally.

ANU Pacific Institute – The Research School of Pacific Studies was one of the founding schools of the University's establishment in 1946 and the institute builds on 60 years of partnership with Pacific Islanders. The institute co-ordinates the work across all ANU colleges on the Pacific from the physical and biological sciences to health, law and social scientists. The institute hosts public seminars, workshops and conferences, hosts Pacific visitors and undertakes engagement and outreach with Pacific institutions, communities and governments.

ANU Philippines Institute – The institute serves as a hub of Philippines expertise to policymakers and practitioners both within Australia and the Philippines. With specialisation on the Philippines economy, society and governance they have strategic partnerships right across the region including with DFAT.

ANU Southeast Asia Institute – The institute was established to take a regional understanding to Southeast Asia with a particular, but broad theme of security. This includes specialisation in geopolitics, economics, development, domestic politics and regional security. The institute has more than 80 academic members and almost 200 research students. The primary scope of the institute covers Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor Leste and Vietnam, as well as ASEAN as the major regional organisation, and its connections to the wider world.

ANU South Asia Research Institute – Focusing on the region and Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka the institute fosters multi-disciplinary research looking at the regions past, present and global impact. The institute seeks to influence the Australian and international discourse about South Asia and to act as a partner to the academic community and High Commissions and other global organisations. It is at the forefront of scholarship in anthropology, development, gender studies, history, politics, economics, international relations, security, law, religious studies, language studies, and literary and cultural studies of the region.

Creating a more just future: our commitment to First Nations Australians

In 2007, the ‘Close the Gap’ campaign was launched to emphasise that health is a basic human right. First Nations Australians have lower life expectancy and health outcomes than other Australians that continues to contribute to intergenerational disadvantage. In 2024, this gap remains open and as the national university we have a commitment to contribute to understanding First Nations people’s health and policy reform, which create a more just future for all Australians.

ANU National Centre for Indigenous Genomics

Genomics is at the heart of new discoveries and technologies that are transforming medical practice and forms a priority for research in Australia’s National Science and Research Priorities. However, the shortage of genomic data from Indigenous Australians means that research, data and the implementation of healthcare genomics are biased and inaccurate for Indigenous Australians. The National Centre for Indigenous Genomics at ANU is seeking to change this with its world-leading approach to community consultation and governance.

Established more than a decade ago by The National Centre for Indigenous Genomics Statute 2021, the centre manages a collection of 7,000 historical Indigenous blood samples from 35 communities across Australia held at The John Curtin School of Medical Research at ANU. This national centre is creating Australia’s national Indigenous genomic data resource under a unique governance and research model that places Indigenous Australians in charge of the genomic data and its use.

Australian Indigenous communities have seen little benefit from the extensive research to which they have been subjected to over the years. The interests of researchers have been prioritised over those of communities; expectations have been overstated; assurances and commitments have not been fulfilled; and communities have not been informed of the research outcomes in which they participated.

Consent to the centre for the sequencing of DNA has been given by more than 500 Indigenous Australians, with a program in place to continue well beyond this number. From a genomic perspective, 500 genomes (and counting) are a rich resource.

Impactful public policy for Australia and the region

The National Institutes Grant allows ANU to provide a national, regional and international public policy resource to address major issues confronting governments, business and communities.

As the national university, we are responsible for leading the research that underpins impactful public policy, building bridges of knowledge for between academia, government, industry, and all Australians.

ANU public policy research has had a profound impact on Australia. For example, the Income-Contingent Loans scheme developed by ANU academics led by Professor Bruce Chapman is estimated to have helped more than 2 million Australian's benefit from higher education. This model, first created in Australia, has now been adopted in South Africa, New Zealand, the United Kingdom, Hungary, Thailand and South Korea, thereby improving the financial outcomes of millions of people worldwide.

Through the National Institutes Grant, ANU is constantly evolving to identify the areas of public policy analysis and research critical to Australia's future prosperity and that pose some of our most challenging and complex areas of public policy and public discourse.

ANU Public Policy resources, blogs and podcasts

ANU Policy Brief – formally launched in 2024, ANU Policy Brief provides a central repository of policy information for governments, APS, organisations, and advocates. The digital platform collates ANU research and analysis into accessible formats, providing critical analysis to help shape and inform public policy for our nation; and to ensure leaders can make informed decisions, underpinned by research, to benefit all Australians.

ANU Reporter – For more than 50 years ANU Reporter has published agenda-setting expert analysis and insight from the ANU community.

Austaxpolicy – Insight and analysis from experts on the intersection between research and public policy including tax, transfers, welfare system, government budgets, public finance and intergovernmental financial relations.

Integration and Implementation Insights – Known as 'i2Insights', the blog hosts work directed at complex environmental problems such as refugee crises, global climate and inequality.

Policy Forum Pod – The home of public policy debate, analysis and discussion.

Democracy Sausage with Mark Kenny – One of Australia's most popular political analysis podcasts taking a weekly look at politics and public affairs with analysis and discussion from ANU, Australia and the world's researchers.

Tech Mirror – A podcast dedicated to reflecting on technology and society.

Australia in the World – A podcast dedicated to the latest news and issues in international affairs seen through a uniquely Australian Lens.

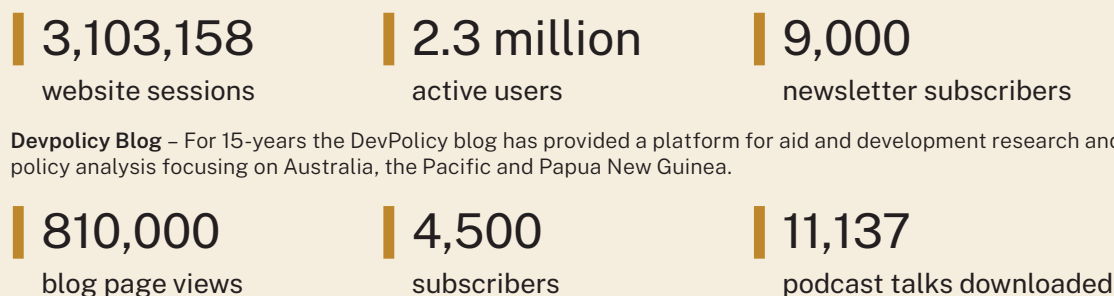
National Security Podcast – Currently ranked Top 5 government podcast on Apple. Providing analysis, insight and opinion on national security challenges facing Australia and the Indo-Pacific.

ANU has a strong investment in producing material to bring Asia and Pacific expertise to Australia through blogs, podcasts and publications:

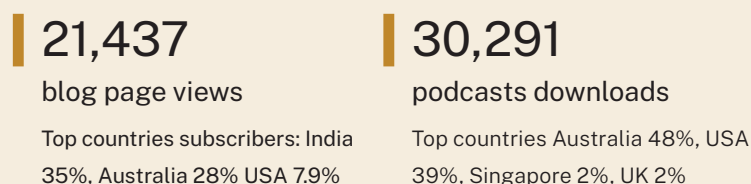
New Mandala – Providing analysis and perspectives on politics and societies of Southeast Asian countries and their connections with one another. In 2024, New Mandala received more than 504,000 page views during the course of the year. While the largest single audience remains the United States (27 per cent), the site's ability to project leadership in Southeast Asian studies into the region was demonstrated with the 37 per cent of visits being from Southeast Asian readers and 6 per cent from Australia. Throughout this period New Mandala

continued to build its email subscription list and saw its publications regularly shared on social media by high-profile academics, journalists and other researchers on X/Twitter, Facebook and Bluesky.

East Asia Forum – Platform for analysis and research on the economics, politics and public policy in East Asia and the Pacific.



Policy Forum – The platform for public policy debate, analysis and views on public policy in the Asia and the Pacific.



The Monsoon Project – A student-led academic blog bringing the opinions and work of young scholars working on Australia and the Asia Pacific.

The China Story – Bringing the latest China analysis and stories to a public audience in an accessible manner.

Pacific Wayfinder – A podcast dedicated to security issues faced by countries in the Pacific. In March 2024, the final episode of a six-part series celebrating the 20th anniversary of the Regional Assistance Mission to Solomon Islands (RAMSI) was published. The YouTube video received 2,682 views. The full series, published across 2023 and 2024 received more than 3,500 views. The series was also broadcast on radio, TV and on-line by Solomon Islands Broadcasting Corporation and was provided to Pasifika TV for syndication across the Pacific region.

Pacific Security College blog – The Pacific Security College blog explores a range of topics relevant to the security issues outlined in the Boe Declaration on Regional Security and the 2050 Strategy for the Blue Pacific Continent. The blog was on hiatus for much of 2024. Two articles were published, which collectively received 393 page views:

[Pacific human security: is climate finance reaching those most at risk?](#) (139 page views)

[Thinking about the future of Pacific security](#) (254 page views)

Little Red Podcast – A Podcast celebrating and exploring China.

ANU Research excellence in Public Policy

According to ANU child poverty research, many Australian children live in ‘food deserts’: in low-income, regional and outer suburban communities where food is chronically undersupplied. In some families, the cost-of-living crisis is so severe that children are acutely aware of food prices and taking it on themselves to help. Their stories highlight the urgent need for policies that mitigate the shortcomings of a price-led food supply chain.

Experts, from the ANU Children’s Policy Centre at the Crawford School of Public Policy, found that to ease immediate cost-of-living pressures on Australian children, better resourcing of food charities and the provision of school meals are essential in responding to urgent need, but systemic reform of the food system and its underlying incentives is needed. In the researcher’s own words, “food deserts are real”, and until public policies recognise and combat artificial scarcity, they will continue perpetuating and exacerbating poverty.

The Importance of Public Policy education

ANU has a long tradition of focusing on public policy education. We are Australia’s leading provider of public policy education, both in terms of translating our latest research, and developing Australia’s future public policy practitioner workforce. ANU teaches more students in public policy field of education than any other university in Australia. Our strong connections to government and public policy depth, are core reasons why ANU is the national host for programs that elevate the level of scholarship within the Australian Public Service and give current students the opportunity for work-integrated learning experiences including the Sir Roland Wilson Scholarship, the Australian National Internship Program and the Pat Turner Scholarship.

Australia’s Public Policy educational program

ANU has the most comprehensive public policy education programs in Australia.

- ANU teaches more EFTSL in the Field of Education 90103 – Public Policy than any other institution in Australia – 138% more than the next closest university.
- ANU offers 42 degrees and 24 majors and minors that offer Public Policy related learning outcomes.
- In 2024, more than 2,300 students were enrolled across these degrees.
- The University offers 111 subjects that have a Public Policy related learning experienced.
- In 2024, more than 3,700 enrolments across these subjects.

The Sir Roland Wilson and Pat Turner Foundation

The Foundation is a partnership between the Australian Public Service (APS), ANU and Charles Darwin University. Established in 1998, for 26 years it has been supporting members of the APS to undertake further research and learning within the University’s unique scholarship community.

2024 Sir Roland Wilson scholarship holders

Sir Roland Wilson scholarship awardees include:

- **Crystal Bradley** from the Department of Climate Change, Energy, the Environment and Water to research 'Legal and policy options for limiting the depletion of critical natural capital and ecosystem services in Australia' through the ANU College of Science
- **Kathryn Brett** from the Department of Defence to research 'Repositioning flexible working: mutual goal attainment, strategic signalling, and career advancement' through the ANU College of Business and Economics
- **Polly Hannaford** from the Department of Agriculture, Fisheries and Forestry to research 'Reducing disease risk in aquaculture' through the ANU College of Science
- **Kristian Hollins** from the Department of Home Affairs to research 'Possible, probable, plausible: determining credibility in protection visa decision-making' through the ANU College of Asia and the Pacific
- **Stuart Manoj-Margison** from the Department of Health and Aged Care to research 'What does Australia need to do to eliminate Congenital Syphilis and how should it be done?' through the ANU College of Health and Medicine
- **Ben O'Sullivan** from the Department of Foreign Affairs and Trade to research 'Economic drivers of countries' approaches to economic security' through the ANU College of Asia and the Pacific
- **Carrie Samuels** from the Australian Bureau of Statistics to research 'Maximising the value of linked data for population health research and policy formulation in Australia' through the ANU College of Health and Medicine.

Sir Roland Wilson and Pat Turner scholarship awardees are:

- **Troy Fletcher** from the Department of Foreign Affairs and Trade to study a Master of Entrepreneurship and Innovation through the ANU College of Business and Economics
- **Heidi Noon** from National Indigenous Australians Agency to study a Master of Public Policy through the ANU College of Asia and the Pacific
- **Aiden Pearson** from the Department of Finance to study a Master of Project Management through the ANU College of Business and Economics
- **Thaarramali Pearson** from Department of Employment and Workplace Relations to study a Master of Public Administration through the ANU College of Asia and the Pacific
- **Jackson Whiting** from Department of the Prime Minister and Cabinet to study a Master of Public Administration through the ANU College of Asia and the Pacific
- **Kylie Bishop** from the Department of Climate Change, Energy, the Environment and Water, to study a Master of Arts (Indigenous Studies) through Charles Darwin University (CDU), the College of Indigenous Futures, Education and the Arts
- **Kelsie Johnston** from Services Australia, to study a Master of Anthropology and Planetary Futures through the ANU College of Arts and Social Sciences
- **Dolly Nye** from the Department of Health and Aged Care, to study a Master of Project Management through the ANU College of Business and Economics
- **Jami-Lee Saxon** from Services Australia, to study a Master of Public Policy through CDU Faculty of Arts and Society.

Engagement with democracy

The National Institutes Grant allows Australia's national university the opportunity to engage directly with our democracy through appearances at parliamentary public hearings and through our submissions to inquiries. ANU takes our obligation to impart our knowledge seriously and we know that this is critical to the development of quality public policy and legislation in Australia. In 2024, ANU made 13 public appearances at Senate, House of Representatives and Joint Standing Committees. The University and its academics made more than 25 submissions to Parliamentary Inquiries, some highlights of which are noted in this report.

2024 Direct contributions to government and democracy

ANU plays an important role in providing expert opinion, analysis and guidance to Parliament, its committees and through publications. 2024 highlights include:

Public hearing appearances

- Senate Legal and Constitutional Affairs Legislation Committee Commission of Inquiry into Antisemitism at Australia Universities Bill 2024
- Senate Education and Employment Legislation Committee Inquiry into Education Services for Overseas Students Amendment (Quality and Integrity) Bill 2024 Enquiry
- Senate Education and Employment Legislation Committee Senate Budget Estimates Committee
- Senate Education and Employment Legislation Committee Senate Supplementary Budget Estimates Committee
- Climate Change Amendment (Duty of Care and Intergenerational Climate Equity) Bill 2023 Public Hearing
- Select Committee on PFAS (per and polyfluoroalkyl substances)
- House Standing Committee on Industry, Science and Resources Inquiry into Food and Beveridge Manufacturing in Australia
- Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs Inquiry into Economic Self-determination and Opportunities for First Nations Australians
- Joint Standing Committee on Foreign Affairs, Defence and Trade inquiry into Australia's response to the priorities of Pacific Island countries and the Pacific Region
- Joint Standing Committee on Migration Inquiry into Migration, Pathway to Nation Building
- Joint Standing Committee on Treaties Agreement Under the United Nations Convention on the Law of the Sea on The Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction
- Joint Standing Committee on Treaties Australia-Tuvalu Falepili Union.

Submissions

- Future Made in Australia (Guarantee of Origin) Bill 2024
- Review of Regional Migration Settings
- Response to the Transport and Infrastructure Net Zero Consultation Roadmap
- Joint Standing Committee on Foreign Affairs, Defence and Trade Inquiry into Australia's response to the priorities of Pacific Island countries and the Pacific Region
- Inquiry into Australia's response to the priorities of Pacific Island countries and the Pacific Region
- Impact of Climate Risk on Insurance Premiums and Availability
- Climate Change Authority Issues Papers
- United Nations Framework Convention on Climate Change (UNFCCC) call for Input Expert Dialogue on Children and Climate Change

- Submission to the inquiry into the Australia-Tuvalu Falepili Union
- Submission to the Senate Inquiry into the Net Zero Economy Authority Bill 2024
- Submission to the National Adaption Plan Issues Paper
- Submission to the ACT Budget 2024–2025
- Inquiry into the Education Services for Overseas Students Amendment (Quality and Integrity) Bill 2024
- Inquiry into the Climate Change Amendment (Duty of Care and Intergenerational Climate Equity) Bill 2023
- Inquiry into Communications Legislation Amendment (Combatting Misinformation and Disinformation) Bill 2024
- Online Safety Amendment (Social Media Minimum Age) Bill 2024
- Inquiry into the Criminal Code Amendment (Hate Crimes) Bill 2024
- Inquiry into the Criminal Code Amendment (Genocide, Crimes Against Humanity and War Crimes) Bill 2024
- Select Committee on PFAS (per and polyfluoroalkyl substances)
- Inquiry into the use of Generative Artificial Intelligence in the Australian Education System
- Inquiry into the Digital Transformation of Workplaces
- Inquiry in the Food and Beverage Manufacturing in Australia
- Inquiry into the Recognition of Unpaid Carers
- Inquiry into Economic Self-determination and Opportunities for First Nations Australians
- Migration, Pathway to Nation Building
- Inquiry into the Use and Governance of Artificial Intelligence Systems by Public Sector Entities
- Inquiry into the Agreement Under the United Nations Convention on the Law of the Sea on The Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction.

Upskilling Australia – building capability and capacity for the 21st century

The National Institutes Grant contributes to maintaining and further developing the University's strong focus on research and the University's educational philosophy that its students are part of a community of scholars and the fabric of campus.

The Australian National University student population is small by Australian university standards, but it includes students from more than 100 countries and from every state and territory of Australia.

The importance of the classroom

The Australian National University student population is small by Australian university standards, but it includes students from more than 100 countries and from every state and territory of Australia. This reflects Australia's multicultural values as well as our mission to support engagement with Asia and the Pacific.

The University has fostered its unique scholarly community by investing in the largest footprint of on campus student accommodation in Australia; 6,488 beds. For 25 per cent of our students the ANU campus is their home, allowing them to build relationships, connections, shared experiences and participation in scholarly debate long after the classrooms have closed, thereby creating a scholarly community unique across the sector.

Our coursework students also benefit from this research enriched environment and ANU had built flexibility into the curriculum to allow an interdisciplinary approach to joining study fields and subjects not traditionally related or paired together. This ensures students have access to a range of specialisations and perspectives that provide depth and expertise to their learning that are essential to solving the complex global challenges we face and, in some cases, develop the new disciplines critical to Australia's future.

10 per cent of our scholarship community are Higher Degree Research candidates, the highest proportion of the student body of any university in Australia.

The importance of Higher Degree research (HDR)

A defining feature of our unique community of scholarship is the concentration of HDR candidates (10 per cent), the highest proportion of the student body of any University in Australia. This vibrant research-intensive community of scholarship gives ANU the platform to provide some of Australia's most unique and important research training programs.

Our research candidates contribute to distinctive knowledge creation across areas aligned to the University's core mission as Australia's national university.

2024 HDR highlights:

ANU offers Australia's only Master of Philosophy in Field Epidemiology modelled on the Epidemic Intelligence Service and the US Centers for Disease Control and Prevention (CDC), which is accredited by Training Programs in Epidemiology and Public Health Interventions Network (TEPHINET). The program is focused on the Asia-Pacific region and students spend most of the program working and learning within field placements typically in a government health department or a research institute. It boasts 15 per cent of its graduates as Aboriginal and Torres Strait Islander, and its graduates from the program hold roles in the World Health Organisation (WHO), Medecins Sans Frontieres (MSF) and many other international public health organisations.

This year, four ANU PhD candidates, Ryan Stocks, Fiona Yu, Calum Snowdon and Elise Palethorpe, joined ANU research fellows Jorge Galvez Vallejo, Giuseppe Barca and other collaborators to better understand the movements of atoms, molecules, and how they interact. This modelling can lead to technological leaps in renewable energy, medicine, and advanced manufacturing that will empower the scientific community to tackle longstanding challenges in both chemistry and biology. The group was recognised for their work with the internationally coveted Gordon Bell Prize for a record-breaking algorithm that advances our understanding of chemistry and biology.

Industry partnership: building blocks for Australia's future

In 2024, ANU PhD candidate Chloe Gomez, was supported by the Department of Education's National Industry PhD Program. Within the ANU Research School of Chemistry (RSC), Chloe Gomez is supervised by Professor Colin Jackson, who is also Chief Science Officer and Research Founder at Samsara Eco.

Samsara Eco is a climate tech innovation and recycling startup company that was founded between ANU, Main Sequence Ventures and Woolworths. The company uses enzymes to attack complex plastics and revert them back to their original chemical building blocks so they can be used again to make new plastics or in other applications. This is infinite recycling. Samsara Eco's work is being translated into large-scale industrial applications and collaborations, and in June 2024, the company raised \$100 million in its latest funding round, which will help further scale its enzymatic recycling capabilities.

Parenthood and military service: the national interest

This cutting-edge research shows the military needs to do more to develop a culture that helps bridge the tension between the identity of parenthood — not just motherhood — and military service.

Also in 2024, Maureen Montalban, a PhD candidate from the ANU National Centre for Epidemiology and Population Health undertook research that builds on her own personal experiences as an active military officer and psychologist. Maureen Montalban's own experience as a mother inspired her to study how Defence manages women's healthcare and career during pregnancy, birth, and motherhood. Maureen Montalban's was particularly interested in how Australian Army women made sense of their identity as a soldier or officer compared to their identity as a mother, and the expectations of these roles from society and themselves. Her research shows the military needs to do more to develop a culture that helps bridge the tension between the identity of parenthood and military service.

Flexible education to face the challenges of Australia's future

The inbuilt flexibility of the curriculum at ANU, supported by our unique role as a national institute, has allowed ANU students to choose study combinations that are shaping the future of Australia. Below are examples of the unique discipline combinations selected by ANU students:

- International Security Studies & Economics
- Astrophysics & Law
- International Security & Criminology
- Environmental Sustainability & International Security
- International Relations and Psychology
- Asian Studies & International Relations
- Law & Asia-Pacific Languages
- Development Studies & International Security
- Data Analytics & Security Studies
- Asian Studies & Security Studies
- Public Policy & Science
- Political Science & Sustainability
- Asian Studies & Economics
- Economics & Environmental Studies
- Design & Economics
- Design & Sustainability
- Biotechnology & Law
- Data Analytics & Psychology
- Mid-East Asian Studies & International Security
- Data Analytics & International Relations
- Accounting & Criminology
- Criminology & Public Policy
- Biotechnology & Language
- Visual Arts & Criminology
- Curatorship & Psychology
- Genetics & Advanced Computing
- Development Studies & Design
- Biotechnology & Economics
- Engineering & Philosophy
- Business & Genetics
- Data Analytics & Medical Science
- Criminology & Environmental Sustainability

The Australian National Internships Program (ANIP)

Our small class sizes allow students to be taught directly by world-leading experts, while our proximity to Parliament House affords students the opportunity to interact with government and the Australian Public Service in a way befitting the national university. Additionally, with our proximity to government, ANU attracts world leaders and global experts to participate in research or to hold important conversations that help shape Australian policy development and diplomacy. This provides unique opportunities for our students in the nation's capital.

For 31 years, since 1993, ANIP has been a unique program. Hosted within ANU, the program is open to all Australian universities and universities across the world, and is the only university program that offers Commonwealth Parliamentary Internships. It is one of the world's leading policy internship programs that hosts organisations including; Federal Government and State Parliaments, government agencies and embassies, Australian NGOs, peak bodies and think tanks along with research centres. In 2024, it expanded to include international hosts, the World Trade Organisation, the United Nations Office on Drugs and Crime and the World Wildlife Fund.

The Australian National Internships growing legacy

- 2,851 students have completed an internship
- 698 organisations have hosted interns
- Students from 56 different countries have undertaken internships
- Students from 35 different Australian universities have undertaken internships through the program
- 393 Parliamentarians have hosted interns
- 71 different Federal Government Departments have hosted interns
- 36 Embassies and Diplomatic Missions have hosted interns
- 95 non-government agencies and think tanks have hosted interns
- 144 students completed an internship in 2024
- 83 individual organisations hosted interns in 2024 including
 - 30 Parliamentarians (9 Senators and 21 MPs)
 - 18 Embassies and Diplomatic Missions
 - 13 Non-Government Organisations
 - 11 Commonwealth Government Departments
 - 7 Research centres and Think Tanks
 - 4 ACT Government Departments

Refugee Student Settlement Pathway (RSSP) program

The National Institutes Grant has supported the long-term development of partnerships and has created learning environments where students can engage with government, industry, and civil society for immersive learning experiences in Australian and overseas. Through these opportunities, thousands of Australian students have travelled to our region and beyond to build bilateral relationships and deep understanding of other countries and peoples. Among our alumni, we count senior diplomats and government officials who have nurtured their interest from their studies and built careers on behalf of Australia around the world.

In 2024, ANU led a consortium of 16 leading social impact universities to establish the RSSP program. The youth-focused model will initially see 20 refugees aged 18 to 30 resettled in Australia as domestic students. The University's students and staff will work together to help the students integrate into the local community. The universities will also provide academic and English language support, as well as short-term student accommodation. Students will arrive in Australia on permanent humanitarian visas, enabling them to build a new life and career in Australia and will study in priority learning areas aligned to industry demand and projected national skills shortages.

ANU will welcome its first refugee students under the program in 2025 providing an opportunity for these students to fulfill their academic potential, as well as allowing ANU to actively further enrich its already unique community of scholarship.

A commitment to Indigenous educational excellence

The University is committed to knowing the country on which we are situated and learning its rich history, and we strive to recognise, celebrate and embed First Nations languages and knowledge systems into our university, teaching and research.

Excellence in First Nations education

ANU boasts some of the best Indigenous higher education outcomes in Australia, which is a credit to the approach of our Tjabal Centre, including:

- Australia's 3rd best Indigenous Bachelor success rate
- Top 5 national Indigenous Masters success rate
- Top 10 national lowest Indigenous Bachelor attrition rate
- Top 10 national lowest Indigenous Research candidate attrition rate
- Top 10 national lowest Indigenous postgraduate student attrition rate
- Top 5 national lowest Indigenous undergraduate student attrition rate
- Largest proportion of Indigenous domestic students in the Group of Eight (Go8)
- Fourth largest proportion of Indigenous commencing domestic bachelor students in the Go8
- Largest proportion of Indigenous commencing domestic students in the Go8
- Third largest proportion of Indigenous commencing domestic bachelor students in the Go8.

The National Institutes Grant has supported the University to undertake Aboriginal and Torres Strait Islander research since the University's establishment. Our work is directly aligned to the 2024 National Science and Research Priority 3: Elevating Aboriginal and Torres Strait Island knowledge systems.

The enduring legacy of National Institutes Grant

The ability to sustain funding across time is what differentiates the National Institutes Grant from all other funding schemes in Australia.

The yearly report provides a snapshot into the choices the University makes regarding how this funding is best applied to our unique national mission. Behind this is more than 70 years of thoughtful investment to building critical mass and capability to deliver on our purpose. In some cases, like those highlighted last year with regard to nuclear physics and lesser taught languages, has allowed the University to continue to sustain and develop sovereign capacity against the swings of student demand and popularity.

The impact of the National Institutes Grant is substantive and far-ranging. Here we share more domains where the enduring legacy has been particularly possible in 2024: medical research, international relations, and Artificial Intelligence (AI).

A quarter of a century of improving farming practice

For more than 25 years, ANU has been working directly with farmers on one of the world's largest long-term studies into effective and landscape management and conservation on farms. Our ecological monitoring on farms in the sheep-wheat belt of south-eastern Australia is unique both nationally and globally. Our commitment to this research links directly to Australia's National Science and Research priority 'to protect and restore Australia's environment'.

This wealth of existing research, relationships, longevity and commitment has allowed ANU to establish the ANU Sustainable Farms initiative in 2018, an innovative collaboration between university researchers, philanthropy including the Ian Potter Foundation, Natural Resource Management (NRM) professionals, Landcare and community groups, farmers, land managers, not-for-profits, industry groups and government. The interconnectedness between these partners is unique, and there is no comparable long-term monitoring project producing cross-disciplinary research for practical application by landholders, NRM practitioners and policymakers.

The results provide evidence for science-based management actions to enhance the condition of natural assets, on which biodiversity depends. The initiative has successfully translated research outcomes into action through education and outreach, and with landholders and participants reporting that their knowledge had been improved but overall, they had made changes on their farms to improve ecological practices in an area of critical importance to Australia's continued prosperity.

ANU Sustainable Farms initiative

Building on 25+ years of farm research and data collection, this is one of the world's largest and long-term studies on farms. Covering an area of 8.3 million hectares and 9,000 grazing and cropping enterprises, 15,000 farmers, of which accounts for 23% of Australia's sheep and lamb production, this is critical research enabling Australia's farming and biodiversity future.

- 850+ farm study sites
- 10,000+ biodiversity surveys
- 42 educational resources produced for landholders
- 7 educational books published for landholders and experts
- 59 landcare groups involved in the projects
- 8 Regional Natural Resource Management Organisation as partners
- 9 collaborating government agencies
- 29 collaborating non-government agencies
- 13,800 people engaged through the events
- 92 farm Field Days supported with more than 2000+ participants
- 93% of respondents said the Field Days had improved their knowledge and skills
- 94% of respondents reported higher confidence in improving their natural assets
- 69% of respondents reported they felt they had positively influenced at least one other landholder in thinking about their natural assets
- 39,000+ visits to our sustainable farm initiative website
- 13,000+ downloads of our online resources for landholders
- 4,200 newsletter subscribers
- 35,000 printed resources have been distributed
- 64% of survey respondents had planted new areas of vegetation or paddock trees
- 58% regenerated vegetation around dams
- 59% increased the area of deep-rooted perennial grasses on their property
- 51% excluded stock access to dams
- 39% excluded stock access to waterways
- 47% installed stock watering points away from dams and waterways

75 years of medical research breakthroughs

Supported by the National Institutes Grant, The John Curtin School of Medical Research is delivering on Australia's National Science and Research Priorities. This focuses on research related to personalised and precision medicine, leadership in First Nations led approaches to Indigenous health and genomics that are highlighted as critical research needs under Australia's research priority framework and its innovation strategy.

75 years of groundbreaking research at the John Curtin School of Medical Research (JCSMR)

Sir John Eccles shares the Nobel Prize in Physiology or Medicine in 1963 for his groundbreaking research on synaptic transmission in the brain.

Professor Frank Fenner was awarded the Japan Prize in 1988 for his work on the eradication of smallpox, a significant achievement in public health and the Prime Minister's Science Prize in 2002 for his significant contributions to the eradication of smallpox and the control of Australia's rabbit plague.

Professor Peter Doherty shares the Nobel Prize in Physiology or Medicine with his JCSMR colleague, Professor Rolf Zinkernagel in 1996 for their discoveries concerning the specificity of the cell mediated immune defence, specifically focusing on how T-cells recognise and kill virus-infected cells.

Professor Frank Fenner won the Albert Einstein World Award for Science in 2000, for his productive trajectory related to the work done in the medical sciences and his labor in the smallpox eradication campaign.

Professor Chris Goodnow won the Centenary Medal for his service to Australian and science in systems and control theory, and the Gottschalk Medal by the Australian Academy of Science. Professor Goodnow was the founding Director of the Medical Genome Centre, which became the Australian Phenomics Facility. The work revealed critical unknown functions of 14 essential genes controlling the immune system.

Professor Carola Garcia de Vinuesa won the Science Minister's Prize for Life Scientist of the Year for her contributions to immunology, specifically opening up new targets for drug discovery to fight autoimmune disease, and the Gottschalk Medal by the Australian Academy of Science for her research in immunology, which revealed a previously unknown immune regulatory mechanism.

Professor Alan Finkel became Chief Scientist of Australia in 2016. Professor Finkel was a neuroscience research fellow at JCSMR where he investigated the electrical and chemical transmissions between brain cells in the spinal cord and brain ganglia. This included a revolutionary measurement approach the Discontinuous Single-Electrode Voltage Clamp.

Professor Si Ming Man won the Frank Fenner Prize for Life Scientist of the Year, and the Prime Minister's Science Prize in 2022 and the Gottschalk Medal in 2023 for his outstanding research in biomedical sciences, specifically his work on inflammation.

Professor Carola Vinuesa identified a genetic mutation that helped to secure the freedom of Kathleen Folbigg, who was serving a 30-year jail term for killing her four children before being released from prison in 2023.

Australia's first International Relations Research Department

This year also saw the 75th anniversary of the Department of International Relations at ANU. Established in 1949, it was the first department in any Australian university solely focussed on International Relations and was established with close and enduring ties to the area studies of ANU departments dedicated to parts of Asia and the Pacific.

Supported since its inception by the National Institutes Grant, this anniversary provides an opportunity to reflect on the extraordinary contribution to Australia made possible through the longevity of this funding.

Seventy-five years ago, Australia was grappling with the consequences of the turmoil of the conflicts that dominated the first half of the twentieth century. There was an urgent need to better understand governments and communities across the world, but importantly in our own region. The work directly underpins Australia's National Science and Research Priorities, specifically working towards the outcomes under priority five; building national resilience to the impacts of geopolitical challenges.

Unique concentrations of world class research

ANU is Australia's only university in the prestigious International Alliance of Research Universities (IARU) and is ranked 30th in the QS University Rankings and 73rd in the Times Higher Education University Rankings (THE).

- More subjects in World Top 20 than any other Australian university (QS World University Rankings by Subject 2023, and 2024).
- Five disciplines in the World's Top 10 subjects (QS World University Rankings by Subject 2025):
 - Archaeology (8th)
 - Politics and International Studies (8th)
 - Anthropology (9th)
 - Philosophy (9th)
 - Development Studies (10th).
- 1st in 12 Academic Disciplines in Australia: anthropology, archaeology, developmental studies, earth & marine sciences, economics & econometrics, geology, geophysics, history, philosophy, physics & astronomy, politics, sociology (QS World University Rankings by Subject 2025).
- 30th Top University in the world (QS World University Rankings 2025).

50 years of Artificial Intelligence (AI) at the Australian National University

ANU has a long standing interest in AI. Fifty years ago, ANU was offering Honours classes in AI in its recently minted Department of Computer Science and running workshops on this emerging technology. This long-term investment from the National Institutes Grant has supported Australia and indeed the world's advances in AI.

Long-term stable funding allows research conversations to unfold across generations and the outcomes are better for Australia. We can ask more considered and informed questions and shape a better future.

In 2024, the University is still at the cutting edge of AI research and capability building in Australia. This is exemplified by Dr Amanda Parker who has been selected as one of 2024 Australia's Superstars of STEM, for her work developing machine learning methods to optimise scientific outcomes and insights relative to the costs of training improved models or acquiring additional data through experimentation. Similarly, Distinguished Professor Genevieve Bell was awarded the inaugural Margaret Mead Prize for her services to Cybernetics.

Significant ANU alumni in the AI Field

- Professor Christopher Manning graduated with a Bachelor of Arts (Honours) from ANU in 1989 with majors in mathematics, computer science and linguistics. He subsequently went on to become Director of Stanford's Artificial Intelligence Lab where he contributes significantly to natural language processing and deep learning research.
- Professor Mary O'Kane, former Vice-Chancellor of the University of Adelaide and NSW Chief Scientist, completed a PhD at ANU in 1981 in automatic speech recognition working with Europe's largest speech laboratory in Turin Italy.
- Professor Quoc V. Le graduated with a Bachelor's degree in 2006 where he studied machine learning before going on to complete his PhD at Stanford and becoming one of the machine learning pioneers and founders of Google Brain, the research division at Google that ultimately became Google AI.

Interdisciplinary approaches to AI

Over the past 50 years the National Institutes Grant has allowed ANU to maintain and enhance AI expertise and allowed us to take an inter-disciplinary approach to this new technology by building on the University's unique concentrations of expertise, approaches and perspectives to AI, which are genuinely distinct.

ANU is seeking to bridge the incredible number of disciplines looking at AI through the establishment in 2024 of an ANU Integrated Artificial Intelligence Network. The Network brings together researchers from different disciplines across ANU whose work focuses on the role of AI in addressing social and scientific problems, as well as utilising AI in creative spaces and cultural practices.

ANU has distinct concentrations of excellence in Humanities and Social Sciences, and these are being combined to create new interdisciplinary fields at the intersection of information technologies and humanistic inquiries. By combining computational and humanistic approaches, ANU is actively advancing the ethical and effective use of emerging technologies to continue existing critical, cultural, and creative approaches and develop new ones.

Examples include, the School of Cybernetics, founded in 2021, focusing on the critical intersections of AI, culture, environment and public policy. In addition to an award-winning post-graduate program, the school has built an innovative suite of educational offerings. In partnership with Standards Australia, the school crafted an immersive online learning module for the recently adopted AS ISO/IEC 42001:2023, Information technology–Artificial intelligence–Management System, the world-first standard for managing AI responsibly. This two-hour online learning module supports practitioners and government officials with an in-depth overview of this world-first standard.

Other examples include the Design Justice AI project, a collaborative venture involving researchers at ANU, Rutgers University, the University of Pretoria and the University of Connecticut. The project is working towards a pathway for equitable AI development and aims to recalibrate generative AI with methods that centre and amplify the perspectives of communities frequently sidelined by traditional design practices.

Professor Katherine Bode is one of the ANU researchers bridging the humanities and technology divide to pave a new future. Professor Bode and her collaborators have used technology to create a new database, called 'To be continued', which contains more than 50,000 novels, novellas and short stories of Australian literature produced by 7,175 different authors that were lost to the public, buried across many disconnected editions in historical Australian newspapers from the 19th and 20th centuries in the National Library of Australia's Trove database. The database continues to grow as researchers and the public across Australia can now make additional contributions directly.

In 1974, ANU first began its artificial intelligence journey those researchers and educators could only have dreamed at how this technology would impact Australia, its region and bridge discipline divides. The National Institutes Grant has allowed ANU to invest meaningfully in building this expertise right across its discipline spectrum and in doing so support a critical national resource and dialog that branches across traditional sciences, the arts, humanities, social science and public policy and is directly aligned to Australia's research and innovation priorities.

A University of ‘quality and distinction’

In April 1946, even before the bill to establish the Australian National University had even passed parliament, HC ‘Nugget’ Coombs set out to convince some of Australia’s greatest academic expatriates to return to Australia and establish the disciplines that would become the core to the Australian National University. The medical scientist, and Nobel Laureate, Sir Howard Florey, the historian W K Hancock, the physicist Mark Oliphant and the anthropologist Raymond Firth ultimately became its Academic Advisory Committee and helped establish our culture of excellence. Today ANU counts six Nobel Laureates among our staff and alumni.

In 2024, ANU continued, through the National Institutes Grant, to aspire to the highest international standards of scholarship and this commitment is demonstrated through a range of outstanding academic achievements and appointments by our researchers in 2024 and highlighted in this report.

Nobel Laureates

ANU counts six Nobel Laureates among our staff and alumni, which is more than any other Australian university.

- 2011 Professor Brian Schmidt AC (Physics)
- 1996 Professors Rolf Zinkernagel AC and Peter Doherty AC (Medicine)
- 1994 Professor John C Harsanyi (Economics)
- 1963 Professor John Eccles (Medicine)
- 1945 Professor Howard Florey (Medicine)
- The University also acknowledges the significant contribution of ANU Professor Anthony McMichael who was a Chapter Review Editor and contributor to the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report for which the IPCC was jointly awarded the 2007 Nobel Peace Prize with Albert Arnold (Al) Gore Jr.

ANU 2024 Research Excellence

Research excellence

- More than \$2 billion of research infrastructure
- ANU hosts around a dozen national research facilities and nodes*

*Supported by the Australian Government's National Collaborative Research Infrastructure Strategy

- More than 100 ANU-based facilities and labs
- ANU received \$236 million in research grants and consultancy fundings in 2023*

*2024 data will not be available until June 2025

Australian Research Council–2024 funding outcomes

- 33 Discovery Projects–\$19,744,798
- 17 Discovery Early Career Researcher Award–\$8,049,055
- 11 Future Fellowships, second highest in Australia–\$11,755,197
- 1 Discovery Indigenous–\$845,141
- 2 Linkage Projects–\$1,462,554
- 2 Linkage Infrastructure, Equipment and Facilities–\$1,484,647
- 2 Mid-Career Industry Fellowship–\$2,245,886
- 1 Early Career Industry Fellowships–\$488,195

National Health and Medical Research Council–2024 funding outcomes

- 4 Investigator Grants–\$7,863,665
- 2 Ideas Grants–\$3,124,695
- 1 Clinical Trials and Cohort Studies–\$1,789,516
- 2 Targeted Research–\$1,580,530
- 1 Equipment Grants–\$233,934

Medical Research Future Fund–2024 funding outcomes*

*According to contract start date

- 2 National Critical Research Infrastructure–\$6,767,012
- 1 Indigenous Health Research Fund–\$995,406
- 1 Early to Mid-Career Researchers–\$883,925
- 1 Childhood Mental Health Research–\$647,476

Australia's Economic Accelerator–2024 funding outcomes

- 2 AEA-Seed Tranche 3–\$392,004

Large Research Grants and Consultancies – Awarded in 2024

- Centre for Future Materials funded by Rio Tinto London Ltd – 6 Projects with a total awarded amount of \$8,928,464
- Contracts and Grants funded by Department of Foreign Affairs and Trade (DFAT)–\$11,927,615
- Contracts and Grants funded by Department of Education (DESE)–\$11,605,365
- A Fellowship funded by Snow Medical Research Foundation–\$4,875,031
- A Fellowship funded by the Commonwealth Australian Renewable Energy Agency (ARENA)–\$4,821,004

2024 Appointments to Members of Australian and International Academy

Australian Academy of Health and Medical Science

- Professor Ray Lovett

Australian Academy of the Humanities

- Professor Chris Danta
- Professor Katie Steele

Australian Academy of Law

- Professor Will Bateman
- Mr Peter Sutherland

The Australian Academy of Science

- Professor Nerilie Abram
- Professor Andrew Blakers AO
- Professor Kylie Catchpole
- Professor Mark Krumholz
- Professor Shahar Mendelson
- Professor Hrvoje Tkalčić

Academy of Social Sciences

- Distinguished Professor Genevieve Bell AO
- Professor Paul Burke
- Professor Helen Sullivan

Australian Academy of Technological Sciences and Engineering

- Professor Alex Brown (Yuin Nation)

Royal Society of New Zealand

- Professor Penny Brothers (Fellow)

The Royal Society

- Emeritus Professor Richard Hartley

The British Academy

- Professor Sue O'Connor (International Fellow)

2024 Significant awards and prizes

- **Professor Emily Banks AM**, research paper '*Electronic cigarettes and health outcomes umbrella and systematic review of the global evidence*' has been recognised as one of the Top 10 most cited papers in the Medical Journal of Australia for two years (2022-2023).
- **Distinguished Professor Genevieve Bell AO**, inaugural Margaret Mead Prize, American Society of Cybernetics.
- **Dr Matthew Berrington**, Bragg Gold Medal for Excellence in Physics, Australian Institute of Physics (AIP), recognising the top PhD thesis by a student, for '*Optical studies of magnetically ordered erbium crystals*'.
- **Professor Jodie Bradby**, Women in Leadership Medal, Australian Institute of Physics (AIP).
- **Distinguished Professor John Braithwaite**, received the 2024 Balzan Prize from the International Balzan Foundation for his role in developing and promoting the practice, theory and evaluation of restorative justice.
- **Professor Matthew Colless AO**, Australian Society of Australia (ASA) Ellery Lectureship 2024.
- **Professor Stephen Cox**, Haddon Forrester King Medal, 2024 Australian Academy of Science Honorary Awards.
- **Dr Mary Dahm**, ACT Health CHARM Rising Stars Award for Consumer Engagement Research.
- **Dr Stephanie Davis**, former research fellow and Honorary Senior Lecturer at the National Centre for Epidemiology and Population Health, has been awarded a Public Service Medal as part of the COVID-19 Honour Roll for her outstanding contributions throughout the pandemic.
- ANU PhD scholars **Gita Putri Damato**, **Hendri Kaharudin** and **Kiera Mullan**, awarded the Ruth Daroesman Graduate Study Grant.
- **Dr Mirindi Eric Dusenge** and **Dr Emily Roycroft**, 2024 J G Russell Award, Australian Academy of Science.
- **Professor Christoph Federrath**, joint winner of the Australian Society of Australia (ASA) Anne Green Prize 2024.
- **Dr Tom Lea-Henry**, ACT Health CHARM Rising Star Award for Outstanding New Researcher.
- **Dr Dongxu Li**, J G Crawford Prize for 2024 for the PhD thesis titled *Label Efficient Video and Language Representation Learning and Applications*.
- **Professor David Lindenmeyer AO**, Macfarlane Burnet Medal, 2024 Australian Academy of Science Honorary Awards.
- **Professor Alex Maier**, 2024 Bridget Ogilvie Medal, Australian Society for Parasitology (ASP) and Australia Awards for Teaching Excellence (Science).
- **Dr Samira Nazar**, Society for Business Ethics Best Dissertation 2024 Award.
- **Dr Abhimanu Pandey**, was awarded one of four Australian Society for Biochemistry and Molecular Biology (ASBMB) Fellowships for outstanding work in the field; John Curtin School of Medical Research, The Dewar-Milne Prize in Immunology for the most outstanding PhD thesis in the field of Immunology; and Royal Society of NSW Bicentennial Early Career Research and Service Award.
- **Alysia Robertson**, Outstanding Postgraduate Research Award, Society of Australasian Social Psychologists (SASP).
- **Dr Bjorn Sturmberg**, Battery Storage and Grid Integration Program, 2024 ACT Emerging Scientist of the Year.
- **Associate Professor Ana Sequeira**, Fenner Medal, 2024 Australian Academy of Science Honorary Awards.
- **Dr Elizabeth Webb**, ACT Health CHARM Rising Star Award for Outstanding New Researcher.

ANU researchers named on 2024 Highly Cited Researchers list

In 2024, 12 ANU academics have been named in the Top 1 per cent in the world in their field(s) within the Clarivate's Highly Cited Researchers 2024 list. A Highly Cited Researcher is an individual who has demonstrated significant and broad influence in their field(s) of research.

ANU researchers recognised in the 2024 awards:

- **Professor Albert van Dijk**, ANU College of Science, Fenner School of Environment and Society
- **Professor Paul Fitzgerald**, ANU College of Health and Medicine, Director of the School of Medicine and Psychology
- **Professor Yuri Kivshar**, ANU College of Science, Research School of Physics
- **Dr Kirill Koshelev**, ANU College of Science, Research School of Physics and Postdoctoral Fellow at UNSW Canberra
- **Professor Si Ming Man**, ANU College of Health and Medicine, The John Curtin School of Medical Research
- **Associate Professor Bui Quang Minh**, ANU College of Engineering, Computing and Cybernetics, School of Computing
- **Professor Dragomir Neshev**, ANU College of Science, Research School of Physics
- (the late) **Emeritus Professor Will Steffen**, ANU College of Science, Climate Change Institute
- **Professor Danielle Way**, ANU College of Science, Research School of Biology
- **Professor Zongyou Yin**, ANU College of Science, Research School of Chemistry

Secondary affiliation:

- **Professor Michael Johnston**, University of Oxford, ANU College of Science, Research School of Physics
- **Professor Yong-Ling Ruan**, Northwest A&F University – China, ANU College of Science, Research School of Biology

ANU leads diverse fields in Australian's Research Magazine

Australian's annual 2025 Research Magazine named the top performers in each of the 250 fields across eight disciplines.

- **ANU** was named the lead institution in anthropology, political science, geometry, geophysics, optics and photonics, and astronomy and astrophysics.
- **ANU and Professor Boyd Blackwell** (Research School of Physics) was named as the lead institution and field leader in plasma and fusion respectively.
- **ANU** was named the lead institution in birds and evolutionary biology, with **Professor Robert Lanfear**, Research School of Biology named field leader for evolutionary biology and **Associate Professor Carina Wyborn**, Fenner School of Environment and Society named field leader for sustainable development.
- **ANU and Associate Professor Marcus Mietzner**, Department of Political and Social Change was named the lead institution and field leader of Asian studies and history.
- **Associate Professor Christoph Nitsche**, ANU College of Science, Research School of Chemistry was named a field leader in medicinal chemistry.

ANU STEM superstars

- **Dr Alison Bentley** – Agrifood Innovation Institute
- **Dr Sarah Clement** – ANU Fenner School of Environment and Society
- **Dr Georgy Falster** – ANU Research School of Earth Sciences
- **Dr Amanada Parker** – ANU College of Engineering, Computing and Cybernetics

ANU researchers have a long history of appointments across government agencies. Significant examples from 2024 include:

- **Professor Shiro Armstrong** – was appointed to the Board of the Australia-Japan Foundation (AJF), Australia's oldest cultural council established by the Australian Government in 1976.
- **Professor Hilary Bambrick** – Director of the National Centre for Epidemiology and Population Health has been appointed as a member of the recently established Climate and Health Expert Advisory Group.
- **Distinguished Professor Fry-McKibbin** – was appointed to Monetary Policy Board, Reserve Bank of Australia.
- **Professor Mahananda Dasgupta** – appointed to the National Science and Technology Council (NSTC) for a three-year term.
- **Dr Virginia Marshall AM** – is a Wiradjiri Nyemba woman and a Research Fellow School of Regulation and Global Governance (RegNet), and was appointed to the Advisory board of Australia's Economic Accelerator.
- **Professor Tim Senden** – Director of the Research School of Physics, was appointed to the Australian Nuclear Science and Technology Organisation (ANSTO) Board for three-years, to support ANSTO as Australia's centre for nuclear excellence.
- **Associate Professor Christian Downie** from the School of Regulation and Global Governance (RegNet) has undertaken a secondment within the Australian Public Service as Principal Advisor to the Department of Climate Change, Energy, the Environment and Water.
- **Dr Binota Dhami** ANU Postdoctoral Fellow in Indigenous Governance was appointed co-facilitator to lead the dialogue between State and Indigenous People's for the Future of Work at the UN Human Rights Council and appointed as an Expert member of the UN Expert Mechanism on the Rights of Indigenous Peoples.

ANU also has a proud history of educating Australia's future parliamentarians and policymakers. For many of our students their experience in Canberra, our nation's capital, both introduces and inspires them to make the commitment to a life of service. Our alumni have gone on to hold extraordinary appointments in Australia's public life. Some notable alumni include:

- **Lieutenant General David Morrison AO (Retd.)** – completed a Bachelor of Arts at ANU in 1979 before having a distinguished career in the Defence Forces.
- **The Honourable Nicholar Hugh Minchin** – completed a Bachelor of Economics in 1975 and a Bachelor of Law in 1977 and was elected to the Australian Senate in 1993 before holding various positions in the Howard government Cabinet including Minister for Industry, Science and Resources from 1998–2001.
- **Dr Raden Mohammad Marty Muliana Natalegawa** – completed a PhD at ANU in 1994 and went on to hold a variety of roles in Indonesia including Foreign Minister, Ambassador to the UK and Permanent Mission of Australia to the U.N.
- **The Honourable Kevin Rudd** – completed a Bachelor of Arts (Asian Studies) at ANU in 1981, becoming Australia's 26th Prime Minister.

In 2024, we add to this list the appointment of Her Excellency the Honourable Sam Mostyn AC as Governor-General of the Commonwealth of Australia. Ms Mostyn has a Bachelor in Arts and Law from ANU and an Honorary Doctorate in Laws celebrating her incredible service to the Nation. In 2024, ANU alumni Mr Derek Futaasi was appointed as the Solomon Island's Permanent Secretary for the Ministry of Traditional Governance, Peace, and Ecclesiastical Affairs (MTGPEA).

ANU community members celebrated for their service to Australia in 2024

ANU is proud of its community members acknowledged in the 2024 Honours lists.

- **Associate Professor Allen-John Edward Collins** was recognised for his service to medicine through a range of roles, receiving a Medal of the Order of Australia (OAM).
- **Dr Stephanie Davis** was awarded a Public Service Medal for her outstanding public service through sustained leadership in supporting Australia's primary health care system throughout and beyond the COVID-19 pandemic.
- **Professor Kuntala Lahiri-Dutt** was appointed as an Officer of the Order of Australia (AO), recognised for his distinguished service to natural resource management research and innovation, to gender equality and to tertiary education.
- **Mrs Yohanni Bey Johns** a lecturer in Indonesian studies from the 1960s to the 1990s, and long-time ANU Medical School lecturer, **Dr Chi Wing Lai** both awarded Medals of the Order of Australia (OAM).
- **Dr Pauline Kerr** the inaugural Director of Studies at the Asia Pacific College of Diplomacy was appointed a Member of the Order of Australia (AM) for her significant service to tertiary education, and to international diplomatic relations.
- **Ms Alison Mary Kitchen** ANU Council member was appointed a Member of the Order of Australia (AM), for her significant service to business, to governance roles, and to the community.
- **Emeritus Professor Christian Joseph Lueck** was awarded a Member of the Order of Australia (AM) for his significant service to neurology and neuro-ophthalmology through medical research and clinical practice.
- **Emeritus Professor Peter McDonald**, former ABS independent assurance panel member for the 2021 and 2016 census, received an Officer of the Order of Australia (AO) for his distinguished service to demographic research, to policy development and professional associations.
- **Ms Samantha Joy Mostyn AO** was awarded an Honorary Doctorate of Laws by ANU in 2018, and named a Companion of the Order of Australia (AC).
- **Honorary Professor and founder of the ANU Social Research Centre Mr Darren Pennay** was awarded a Member of the Order of Australia (AM) for his significant service to social and behavioural research, and to population survey method development.
- **Emeritus Fellow Colin Steele**, former University Librarian (1980-2002), was awarded a Member of the Order of Australia (AM) for his significant service to librarianship and digital information sharing.
- The late **Ms Sophie Trevitt**, alumna of the University, was posthumously awarded a Member of the Order of Australia (AM). An award-winning human rights lawyer, Mr Trevitt led an inspiring fight for social justice issues and fearlessly campaigned for the rights of incarcerated First Nations children and their families.
- **Associate Professor Kathleen Tymms** was awarded a Member of the Order of Australia (AM), for her significant service to rheumatology and professional associations.
- **Professor Talal Yassine**, Honorary Professorial Fellow at the Crawford School of Public Policy was awarded a Member of the Order of Australia (AM) for her significant service to business, and to the community.

This page is left blank intentionally

Management & accountability

Overview

The Council serves as the governing authority of the Australian National University and its controlled entities. Good corporate and academic governance is a fundamental part of the culture and academic and operating practices of the University. The following section outlines key aspects of the University's corporate and academic governance framework and practices for 2024.

The University complies with the corporate and academic governance requirements of:

- *Australian National University Act 1991 (Cth) (ANU Act)*
- *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*
- *Higher Education Standards Framework (Threshold Standards) 2021: Part 6 Governance and Accountability*
- Voluntary Code of Best Practice for the Governance of Australian Public Universities (noting that an amended Code of Governance Principles and Practices for Australia's Public Universities was published by the University Chancellors Council on 24 December 2024).

Further information on the [governance](#) of the University is available on its website.

Strategic focus

Following extensive consultation with the University community and other stakeholders, the Strategic Plan 2021–2025, *ANU by 2025* was approved by the Council in July 2021 and has continued to be implemented throughout 2024.

The strategic plan is built on four pillars:

- strengthening our national mission and meeting our unique responsibilities
- conducting research that transforms society and creates national capability
- delivering a student experience equal to the world's best
- being a standard-bearer for equity and inclusion.

Further information on [strategic planning](#) is available on the website.

To complement the *ANU by 2025* Strategic Plan, the University produced its [2024–2027 Corporate Plan](#) during the year. The Corporate Plan sets out the University purpose, operating context and key activities. The Corporate Plan enables the ANU Council to work with the Vice-Chancellor and University leaders to effectively measure and monitor performance against the strategic goals throughout the year.

Functions of the University

The University is an educational institution, established by an Act of the Australian Parliament in 1946, the *Australian National University Act 1991 (Cth) (ANU Act)*.

Section 5 of the ANU Act specifies its functions as:

- advancing and transmitting knowledge, by undertaking research and teaching of the highest quality
- encouraging, and providing facilities for, research and postgraduate study, both generally and in relation to subjects of national importance to Australia
- providing facilities and courses for higher education generally, including education appropriate to professional and other occupations, for students from within Australia and overseas
- providing facilities and courses at higher education level and other levels in the visual and performing arts, and, in so doing, promoting the highest standards of practice in those fields
- awarding and conferring degrees, diplomas and certificates in its own right or jointly with other institutions, as determined by Council

- providing opportunities for persons, including those who already have post-secondary qualifications, to obtain higher education qualifications
- engaging in extension activities.

In performing its functions, the University ensures a focus on its national and international roles and on the needs of the ACT and surrounding regions.

Council

Establishment

The Council is established under section 8 of the ANU Act as the governing authority of the University.

Responsibilities

Powers are conferred upon the Council to control and manage the entire University under section 9 of the ANU Act. However, save for matters that the ANU Act prescribes that cannot be delegated, management control of the University is delegated to the Vice-Chancellor.

The Council's responsibilities, as articulated in the ANU Council Charter, are:

- strategic oversight of the University, including:
 - setting the mission, values and strategic direction of the University
 - ongoing review of the success of those strategies.
- ensuring effective overall governance and management of the University, including:
 - appointing the Chancellor and Pro-Chancellor
 - appointing the Vice-Chancellor as principal academic and Chief Executive Officer (CEO) of the University, and monitoring their performance
 - overseeing and reviewing the management of the University and its performance
 - ensuring that the strategic goals set by Council are delivered by effective management systems
 - establishing policy and procedural principles, consistent with legal requirements and community expectations
 - overseeing and monitoring the academic activities of the University.
- ensuring responsible financial and risk management of the University, including:
 - approving the annual University budget, strategic plan, corporate plan and annual report
 - overseeing and monitoring the assessment and management of risk across the University, including in its commercial undertakings
 - approving and monitoring systems of control and accountability for the University and any entities controlled by the University (within the meaning of section 50AA of *The Corporations Act 2001* (Cth))
 - approving significant commercial activities of the University.

Council priorities

In 2024, the ANU Council worked closely with the Vice-Chancellor on a wide range of issues and initiatives.

During the year, the Council closely monitored and tested the assumptions behind the University's actual and projected financial situation. This included endorsing the need for the *Renew ANU* program as a difficult but necessary component of ensuring that the University's finances are appropriately managed. Through this work the Council also considered its own operations and made several determinations to significantly reduce its costs going forward.

In addition to financial matters, the Council maintained its oversight of projects and matters of significance including the Digital Plan, Below Zero, *Renew ANU* program, portfolio strategies that include First Nations, International, Research, Education and Advancement Strategy. The Council also discussed and endorsed the University's first Mental Health and Wellbeing Strategy, and a review and subsequent implementation of changes to the University's Socially Responsible Investment policy.

Throughout 2024, ANU Council received reports at each meeting on staff and student safety and wellbeing matters as part of its commitment to ensuring a safe environment for the University Community. The Council also received regular reporting on efforts to upgrade the University's IT infrastructure through the ANU Digital Plan as well as information security updates.

Experience of the members of Council

The Hon Julie Bishop (Chancellor)

LLB (UA), AMP (Harvard)

Ms Julie Bishop was appointed in 2020 for a three-year term as the 13th Chancellor of The Australian National University. Her term was extended by Council during 2021 for a further four-years until 31 December 2026.

On 5 April 2024 the Secretary General of the United Nations announced that he had appointed Ms Bishop as his Special Envoy on Myanmar, effective from 26 May 2024.

Ms Bishop served as Australia's Minister for Foreign Affairs from 2013 until 2018. She was the first female to hold the role as well as the first female Deputy Leader of the Liberal Party, serving for 11 years. In a political career spanning, more than 20 years, Ms Bishop also served as Minister for Education, Science and Training, Minister for Women's Issues and Minister for Ageing.

Prior to entering politics, Ms Bishop was Managing Partner of the National law firm Clayton Utz in Perth. Ms Bishop is Chair of The King's Trust Australia, Trustee of The King's Trust Group Company and Member of the International Advisory Board of Council on Foreign Relations.

She has also established a boutique consultancy, Julie Bishop and Partners, which offers strategic advisory services.

Distinguished Professor Genevieve Bell AO FTSE FAHA FASSA (Vice-Chancellor and President)

Ph.D., (Stanford)

Professor Genevieve Bell was born and raised in Australia and appointed as the 13th Vice-Chancellor of ANU in January 2024. She completed her tertiary education in the United States of America where she studied cultural anthropology. Professor Bell spent nearly 20 years in Silicon Valley working for technology company, Intel.

Professor Bell is best known for her work at the intersection of cultural practice and technology development and for being an important voice in the global debate about artificial intelligence and human society. She is widely published, holds 13 patents and has held several appointments including as Non-Executive Director on the Commonwealth Bank of Australia Board and is currently a Member of the Prime Minister's National Science and Technology Council. Professor Bell has been recognised across three Australian learned academies and is an Officer of the Order of Australia (AO).

Ms Naomi Flutter (Pro-Chancellor until 30 June 2024)

LLB(Hons) (ANU), BEc Hons (ANU), GDLP (ANU), MPP (Harvard)

Ms Naomi Flutter is the Executive General Manager, Corporate Affairs, at Wesfarmers Limited, with responsibilities spanning communications, government, sustainability, Indigenous affairs, philanthropy and the arts. Prior to this, she was the Head of Deutsche Bank's Trust and Agency Services business for the Asia-Pacific region, and the Head of the Bank's Global Transaction Banking Division for Australia and New Zealand. In this capacity, Ms Flutter was responsible for the delivery of certain wholesale and commercial banking products and services to clients across Asia, Australia and New Zealand. She worked for Deutsche Bank for 19 years and previously worked for the United Nations High Commissioner for Refugees including in refugee camps in Kenya and Nepal.

In 1994, Ms Flutter was awarded the ANU Tillyard Prize for outstanding contributions to university life. In 1996, she received the Foundation for Young Australians' Sir Edward 'Weary' Dunlop Memorial Award, which part-funded her Master of Public Policy at Harvard University's Kennedy School of Government.

Ms Flutter has been the Pro-Chancellor of the University since July 2017, having been a member of Council since 2014 and was appointed Chair of the Finance Committee from 1 August 2023.

Ms Flutter concluded her term as an ANU Council member and as Pro-Chancellor on 30 June 2024 and as the Chair of the Finance Committee on 31 December 2024.

Ms Alison Kitchen AM (Pro-Chancellor from 1 July 2024)

BBS (Sheffield), FCA, MAICD

Ms Alison Kitchen is a Director of National Australia Bank (NAB), and Chair of their Audit Committee, a Director of Worley Limited, a Director of AirTrunk, and Chair of their Audit Committee, and a Board Member of Belvoir Street Theatre. Ms Kitchen was also a member of the ANU Foundation Board from 2018 until 2021 and again from 2024 as Pro-Chancellor of the University.

Ms Kitchen is the former National Chairman of KPMG Australia and a former member of KPMG's Global and Regional boards and the Chair of KPMG's Global Audit Quality Committee. In a career at KPMG spanning 40 years, including 30 years as a partner, Ms Kitchen held a variety of management and governance roles within the partnership, as well as serving as External Audit Partner for a range of major ASX listed companies. She is also a former Director of the Business Council of Australia.

Ms Kitchen is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand and of the Institute in England and Wales. She is a member of the Institute of Company Directors and Chief Executive Women, and a former registered company auditor. Ms Kitchen was appointed to Council from 1 July 2021, was appointed as the Chair of the Audit and Risk Management Committee from 1 July 2023 and is also a member of the Finance Committee.

Ms Kitchen was appointed as the Pro-Chancellor of the University on 1 July 2024.

Ms Tanya Hosch

Ms Tanya Hosch is the Executive General Manager Inclusion and Social Policy at the Australian Football League (AFL). Ms Hosch has a long and distinguished history in Australian Indigenous policy, advocacy and governance, and is an accomplished public speaker. Before joining the AFL as the first Indigenous person and second woman in its executive ranks in August 2016, Ms Hosch was the joint campaign director of the Recognise Movement for Constitutional Recognition. At the AFL, Ms Hosch's portfolios include Aboriginal and Torres Strait Islander issues, gender equality, sexuality and gender diversity, racism and sexism. She is tasked with the implementation of the AFL's enhanced Indigenous strategy, advising the AFL National Aboriginal and Torres Strait Islander Advisory Council, maintenance of the Respect and Responsibility Policy 2017, the AFL's Gender Action Plan and the Gender Diversity Policy.

Ms Hosch is a Co-Chair of the Indigenous Advisory Group of the National Australia Bank and is a Board Director of Circus Oz, and the Australian Film, Television and Radio School, and was a member of the Referendum Council that led the process and final recommendation resulting in The Statement from the Heart in May 2017. A career highlight was contributing as a consultant on the ABC drama 'Total Control'. Ms Hosch was announced as the South Australian of the Year for 2021. In December 2022, Ms Hosch was awarded an Honorary Doctorate from Flinders University.

Ms Hosch joined the ANU Council on 2 July 2020 and is a member of the Student Safety and Wellbeing Committee and the Honorary Committee.

Ms Padma Raman PSM

BA Asian Studies, LLB (Hons), GDLP (ANU), LLM (Melb)

Ms Padma Raman is an Executive Director of the Office for Women (OFW) at the Department of the Prime Minister and Cabinet. Prior to joining OFW in September 2023, she was the CEO of Australia's National Research Organisation for Women's Safety Limited (ANROWS) from 2021. In her time as CEO, Ms Raman established ANROWS as the widely recognised leading authoritative voice on evidence to end violence against women and children.

Before starting as CEO of ANROWS, Ms Raman was the Chief Executive of the Australian Human Rights Commission for 11 years. Before that, she established and was CEO of the Victorian Law Reform Commission for nine-years and served as a part-time commissioner of the Victorian Equal Opportunity and Human Rights Commission for five-years.

Ms Raman joined Council on 1 July 2021 and is a member of the Student Safety and Wellbeing Committee.

Professor Sarah Pearson

D.Phil., (Oxon), FTSE, GAICD

Adjunct Professor Sarah Pearson enjoys an eclectic portfolio of non-executive roles including as Director (Royal Automobile Club of Queensland, Royal Flying Doctors–QLD Section; Foreign Investment Review Board), Venture Capital (Main Sequence Ventures), STEM (Inspiring Australia QLD), and advisory roles (Impact Investment Exchange).

Professor Pearson has global executive leadership experience spanning FTSE 100 multinationals, international C-suite roles in the public and private sector, scientific research, startups and Venture Capital. She is a scientist and innovator and was privileged to represent Australia as DFAT's Chief Scientist and Chief Innovation Officer.

Professor Pearson is the author of eight international patents and is a Fellow of the Australian Academy of Technology and Engineering.

Professor Pearson resigned from Council and the Campus Planning Committee on 8 November 2024 after being announced as the Chancellor of the University of New England.

Dr Anne-Marie Schwirtlich AM

BA (Hons) (*Macquarie*), DipIM (UNSW), Ph.D., (UNSW), FAHA, FIPAA

Dr Anne-Marie Schwirtlich served as the Director-General of the National Library of Australia between 2011 and 2017. Previous positions she has held include CEO and State Librarian at the State Library of Victoria (2003–2011), Acting Director-General at the National Archives of Australia (2000–2003), and Assistant Director-General, Public and Reader Services at the National Archives of Australia (1998–2000). She served as a member (2003–2017) and chair (2004–2006) of the National and State Libraries Australasia, and as President of the Australian Society of Archivists (1989–1990).

Dr Schwirtlich is a Fellow of the Institute of Public Administration Australia, Victoria, and was made a Member of the Order of Australia (AM) in 2015 for significant service to the library and archives sector through leadership roles at state and national levels, and to professional information management organisations. In 2016, she was elected as an Honorary Fellow of the Australian Academy of the Humanities.

Dr Schwirtlich joined ANU Council on 1 July 2017. She is a member of the Audit and Risk Management Committee, Finance Committee, Honorary Committee and has been Chair of the Campus Planning Committee since 1 January 2020.

In 2021, her term as a Council member was extended to 30 June 2025.

Dr Larry Marshall

BSc (Hons), Ph.D., Phys (*Macquarie*)

Dr Larry Marshall is Chair of the American Chamber of Commerce in Australia (AmCham) Board and sits on the Australian Government's Circular Economy Ministerial Advisory Group. He is the longest serving Chief Executive of CSIRO, Australia's national science agency, from January 2015 to June 2023.

Dr Marshall is a scientist, technology innovator, published author and business leader with a wealth of experience in creating new value and impact with science. He has been honoured as a Federation Fellow, a fellow of Australian Institute of Company Directors (AICD), Australian Institute of Physics, and the Australian Academy of Technology and Engineering (ATSE).

Dr Marshall has led six companies in biotechnology, telecommunications, semiconductors, and venture capital. He has 100 publications and conference papers, holds 20 patents, and has served on 20 boards of high-tech companies operating in the US, Australia and China.

Dr Marshall is the author of the 2023 book, *Invention to Innovation: How Scientists Can Drive Our Economy*, which charts a course for Australia to gain more economic benefit from its world class research. He is a passionate supporter of Australian innovation and the power of science and technology to drive Australia's economic recovery and resilience to future challenges.

Dr Marshall commenced his term on Council on 1 August 2023 and is a member of the Finance Committee.

Dr Liz Allen

B.SocSci (*Macquarie*), M.SocRes (*ANU*), Ph.D., (*ANU*)

Dr Liz Allen is a demographer and lecturer at the ANU Centre for Social Research and Methods. She has worked at ANU continuously since 2015, having worked in the School of Demography and the Centre for Aboriginal Economic Policy Research. Prior to working at ANU, Dr Allen worked in various roles across numerous agencies and departments in the Australian Public Service.

Dr Allen has previously served as Secretary and subsequently Vice-President of the Australian Population Association. She is a current member of the National Foundation of Australian Women Social Policy Committee advising on housing.

Dr Allen teaches research methods and researcher population dynamics. She was named among the ABC Top 5 Humanities and Social Sciences academics in Australia in 2018. She is also a regular media commentator for all things demography. Her book, *The Future of Us*, is a call to action to build a stronger Australia through fairness and equality.

Dr Allen commenced her term on Council on 30 September 2022.

Professor Craig Moritz (until 29 September 2024)

BSc (Hons) (*Melb*), Ph.D., (*ANU*), FAA

Professor Craig Moritz is an evolution biologist, with a focus on how Australia's remarkable biodiversity has evolved and how to best protect it from ongoing climate change. He is currently the Director of the Research School of Biology and of the Centre for Biodiversity Analysis at ANU, with previous leadership positions at the University of California Berkeley and the University of Queensland.

Professor Moritz has served on boards or advisory committees for the WA Biodiversity Science Institute, the Australian Academy of Science, the Smithsonian Tropical Research Institute and the California Academy of Science, among others. Professor Moritz is an elected Fellow of the Australian Academy of Science and of the American Academy of Arts and Sciences and is an emeritus ARC Laureate Fellow.

Professor Lyndall Strazdins

Ph.D., (*ANU*), M.Clin (*ANU*), MAPS

Professor Lyndall Strazdins' research centres on work, family and health, with a focus on time as a social determinant of health. Lack of time is the most common reason for not eating healthy food or being active and her work shows why time is a problem, and for whom. Most recently, she has been using new methods to reveal the health harms of long work hours, and how this is driving social and gender inequality.

Professor Strazdins has served as an expert scientific adviser for government boards and panels nationally and internationally and was awarded an ARC Future Fellowship and EU Marie Skłodowska-Curie International Fellowship Seal of Excellence. Her papers have been ranked among the top five in their year in her field.

Professor Strazdins is currently a Professor at the National Centre of Epidemiology and Population Health. She is also leading 'Engaged ANU', a pilot project for resourcing ANU academics to communicate research through collaborating with creative experts.

Professor Strazdins also led the development of the ANU Mental Health and Wellbeing Strategy that will be launched in 2025.

Professor Strazdins commenced on Council on 30 September 2022 and is a member of the Student Safety and Wellbeing Committee.

Mr Millan Pintos-Lopez

Mr Millan Pintos-Lopez is the Operations Manager within the University's Residential Experience Division. His role is focused on supporting the halls of residence in day-to-day operations and in executing whole of division operational projects. Prior to this position he worked in the University Work Environment Group (WEG) as a Work, Health and Safety (WHS) Consultant, and before that for the School of Art and Design as a Senior Technical Officer. Mr Pintos-Lopez is the elected Professional Staff Member on the ANU Council.

A dedicated advocate and representative for workers, Mr Pintos-Lopez continues to support staff within ANU and the university sector more broadly as President of the National Tertiary Education Union's (NTEU) ANU Branch, and through his position as Health and Safety Representative (HSR) advocating for the WHS of staff. He has represented staff within the School of Art and Design and the Halls of Residence, and through this work as Health and Safety Representative (HSR) he was also elected as the HSR on the ANU WHS Committee.

Mr Pintos-Lopez is a practicing Visual Artist for the past decade focusing on the Absurd and its representation through Hard Edged Abstraction and its links to the teachings associated with the Bauhaus School and Dada movement. Through his practice Mr Pintos-Lopez has had numerous international residencies and taken part in national exhibitions.

Mr Pintos-Lopez concluded his term on Council, the Student Safety and Wellbeing Committee, and Campus Planning Committee on 24 May 2024.

Mr Edan Habel (until 30 November 2024)

Mr Edan Habel is a PhD candidate at the Research School of Chemistry (RSC). His work is primarily on engineering novel proteins using non-canonical amino acid incorporation and machine learning strategies.

Mr Habel sits on both the RSC Inclusion, Diversity, Equity and Access (IDEA) Committee and the RSC Higher Degree Research (HDR) Committee and won the 2022 Students/Postdoctoral Fellows RSC Director's Award. He was the inaugural HDR Officer for the ANU Student's Association (ANUSA) in 2023, after ANUSA was restructured to include postgraduate students, and sat as the student representative on the HDR Committee, and the University Research Committee. Previously, Mr Habel was a Departmental Officer at the Office of the Gene Technology Regulator at the Australian Department of Health.

Phoenix O'Neill

Phoenix O'Neill is the President of the ANUSA. They are a Law/Arts student majoring in history. They have previously been the General Secretary and Clubs Officer of ANUSA, and the Vice-President of Fenner Hall in 2021. They are passionate about improving student safety and well-being on campus, the welfare of residential hall students, and strengthening anti-discrimination mechanisms at the University.

Phoenix O'Neill concluded their term on Council on 30 November 2024. They were also a member of the ANU Foundation Board.

Note: The Chair of the Academic Board is a non-voting member of the Council. In 2024, this role was held by Professor Anthony Connolly.

New Members in 2024

Mr Rob Whitfield AM (from 1 July 2024)

BCom (UNSW), Grad Dip Banking (UTS), Grad Dip Fin (UTS), AMP (Harvard), SF Fin, FAICD

Mr Whitfield has extensive leadership experience across banking, finance and risk in both the private and public sectors. During Mr Whitfield's 30 year executive career with Westpac Banking Corporation he held several senior leadership positions including CEO of the Institutional Bank, Chief Risk Officer, Group Treasurer, and Chair of the Asia Advisory Board. In these roles Mr Whitfield developed a deep knowledge of equity and capital markets and was instrumental in developing Westpac's risk management function and strategies.

Mr Whitfield is a Director of Transurban Limited and an Independent Non-Executive Director of CommBank. He was a former Chair and Director of New South Wales Treasury Corporation, former Secretary of NSW Treasury, former Secretary of NSW Industrial relations, and a former Deputy Chair of the Australian Financial Markets Association.

Mr Whitfield was a former non-executive Director of GPT Group.

Mrs Megan Easton

BComm, (UC)

Mrs Megan Easton is a Senior Data Governance Officer working in the ANU Scholarly Information Services and has been a professional staff member at ANU for more than 20 years. In that time, she has worked in many areas including a faculty and then colleges, central student administration, Chancelry, service improvement, and corporate governance.

Mrs Easton has worked as a professional staff member at five universities, including ANU. Her career has centered on university governance, policy and process improvement.

Mrs Easton’s term on Council commenced on 26 May 2024 for a period of two-years. She is also a member of the Campus Planning Committee.

Professor Juliana Ng

BCom, MAcc, Ph.D., (UWA), FCPA (Aust.)

Professor Juliana Ng is a professor in the Research School of Accounting and currently serves as the Director of the School. Professor Ng has previously served as Associate Dean (HDR) in the College of Business and Economics and as the Deans and Directors’ Representative on ANU Council. Currently, Professor Ng also serves on the Board of the ANU Sir Roland Wilson Foundation and the ACT Divisional Council of CPA Australia.

Professor Ng is a Fellow of CPA Australia. Her primary research interests are in the areas of judgment and decision-making in accounting, and strategic management accounting. Professor Ng’s research has been funded and supported by several organisations included several Australian Research Council grants.

Professor Ng’s term on Council commenced on 30 September 2024 for a period of two-years.

Ms Brenna Barker-Lamb

BA (Hons) (UQ)

Ms Burfoot-Lamb is pursuing a Juris Doctor and is a research officer at the ANU College of Law. Previously she has been a PhD candidate in the School of Philosophy.

Ms Burfoot-Lamb’s term on Council commenced on 1 December 2024 for a period of one-year. She is also a member of the ANU Foundation Board.

Mr William Burfoot

Mr William Burfoot moved from Perth to pursue his education at ANU studying a Bachelor of Economics with a specific interest in public policy and macroeconomics. Within the ANU Student Association (ANUSA), Mr Burfoot has been elected as the College of Business and Economics representative, Treasurer, and President of the Association. In his time as a member of the residential community at ANU, Mr Burfoot has been a Senior Resident at Fenner Hall.

Mr Burfoot’s term on Council commenced on 1 December 2024 for a period of one-year. He is also a member of the Honorary Committee.

Table 2. Time served on Council and meeting attendance

Council member	Position	Date of Commencement	Date of Cessation	No. of possible meetings in 2024	No. of meetings attended in 2024
The Hon Julie Bishop	Chancellor	1 January 2020	31 December 2026	8	8
Professor Genevieve Bell AO	Vice-Chancellor	1 January 2024	31 December 2028	8	8

Council member	Position	Date of Commencement	Date of Cessation	No. of possible meetings in 2024	No. of meetings attended in 2024
Ms Naomi Flutter	Pro-Chancellor (appointed to Council by Minister)	1 July 2014	30 June 2024	4	4
Ms Alison Kitchen AM	Pro-Chancellor (appointed to Council by Minister)	1 July 2021	30 June 2025	8	8
Ms Tanya Hosch	One of the seven members appointed by Minister	2 July 2020	30 June 2028	8	4
Mr Rob Whitfield AM	One of the seven members appointed by Minister	1 July 2024	30 June 2028	4	3
Dr Larry Marshall	One of the seven members appointed by Minister	1 August 2023	31 July 2027	8	5
Ms Padma Raman, PSM	One of the seven members appointed by Minister	1 July 2021	30 June 2025	8	8
Dr Anne-Marie Schwirtlich, AM	One of the seven members appointed by Minister	1 July 2017	30 June 2025	8	8
Professor Juliana Ng	Elected position (Dean or the Head of a Research School)	30 September 2024	29 September 2026	2	2
Dr Liz Allen	Elected Academic Staff Member (The Faculties)	30 September 2022	29 September 2026	8	8
Professor Lyndall Strazdins	Elected Academic Staff Member (Institute of Advanced Studies)	30 September 2022	29 September 2026	8	8
Mrs Megan Easton	Elected General (Professional) Staff Member	26 May 2024	25 May 2026	6	6
Mr William Burfoot	Elected Postgraduate Student Member	1 December 2024	30 November 2025	1	1
Ms Brenna Barker-Lamb	Elected Undergraduate Student member	1 December 2024	30 November 2025	1	1
Mr Millan Pintos-Lopez	Elected General (Professional) Staff Member	26 May 2022	25 May 2024	2	2

Council member	Position	Date of Commencement	Date of Cessation	No. of possible meetings in 2024	No. of meetings attended in 2024
Professor Craig Moritz	Elected position (Dean or the Head of a Research School)	30 September 2022	29 September 2024	6	5
Professor Sarah Pearson	One of the seven members appointed by Minister	1 July 2022	8 November 2024	7	6
Mr Edan Habel	Elected Postgraduate Student Member	1 December 2023	30 November 2024	7	7
Phoenix O'Neill	Elected Undergraduate Student member	1 December 2023	30 November 2024	7	7

Ministerial appointments to Council

The Minister for Education, The Hon Jason Clare MP, appointed one new member to Council in 2024, Mr Rob Whitfield, for a term of four-years from 1 July 2024 to 30 June 2028.

The Minister also re-appointed one member to Council, Ms Tanya Hosch, for an additional term of four-years from 1 July 2024 to 30 June 2028.

Elections to Council

In 2024, three academic staff members were elected to Council–Professor Juliana Ng, Professor Lyndall Strazdins and Dr Liz Allen—for a term of two-years, until 29 September 2026.

Mrs Megan Easton was elected as the professional staff member for two-years from 26 May 2024 to 25 May 2026.

Undergraduate and postgraduate students at the University elect undergraduate and postgraduate students to become members of the Council in a ballot that is separate from that of the presidency of the ANUSA. Ms Brenna Barker-Lamb is elected for a one-year term as the postgraduate student member commencing on 1 December 2024. Mr Will Burfoot is elected for a one-year term as the undergraduate student member commencing on 1 December 2024.

Council member induction and continuing education

An induction program is conducted for new Council and Council Committee members. This may include one-on-one meetings with the Chancellor, Vice-Chancellor, other members of the University Executive and the University Secretary. The induction incorporates key institutional and strategic information and context. New Council and Committee members are also provided access to documents such as relevant legislation, the Strategic Plan *ANU by 2025*, annual reports, the ANU Council Charter (and relevant Committee Charter) and all necessary confidential Council or Committee documents.

As part of the induction process, new and re-appointed/elected Council and Committee members complete a disclosure and declaration form that details all potential conflicts of interest (such matters are considered at every formal meeting of Council and Committees and managed on a case-by-case basis). The University also executes a Deed of Indemnity and Access for each member of the Council.

Council members are encouraged and supported to attend training where the need and opportunity arise. In 2024, several Council members participated in professional development programs offered by the Australian Institute of Company Directors (AICD). When such courses are made available by the AICD, the University organises and funds participation for interested members.

Council performance evaluation

Council evaluates its performance in line with the Voluntary Code for Best Practice for the Governance of Australian Public Universities. The code recommends that 'at least once each two-years, the governing body should assess its performance, the performance of its members and performance of its committees'.

ANU Council regularly and informally evaluates its own performance and responds to matters arising within the University and adjusts the meeting agenda. The Council continues to ensure key business items include staff and student safety wellbeing, the University financial strategy and performance, and regular updates on information security. The Council also includes strategic discussions and specific areas of focus and priority at each meeting. In 2024, these have included matters such as *Renew ANU*; the International, Research, Education and the First Nations strategies; the University investment program, student enrolments, risk management and the internal audit program; and the University TEQSA Re-registration. The Council monitors, reviews and then closes items that have been suitably addressed by the University.

Council Committees conduct self-assessments annually or in accordance with their respective charters and provide annual reports to the Council outlining their activities for the prior year.

Membership and succession planning

The Nominations Committee Charter outlines the qualities that the Council requires across its membership (including where succession planning is concerned) as part of making recommendations to the Minister for appointment to the ANU Council.

The Nominations Committee ensures that:

- at least two members have a high level of relevant financial expertise
- at least one member has a high level of relevant commercial expertise
- a desirable balance of skills, expertise and gender is present among the members of Council
- nominees have an appreciation of the values of the University and its core activities of teaching and research, its independence and academic freedom, and the capacity to appreciate what the University's external community needs from it
- a level of continuity within its membership such that, where possible, members' terms of office overlap
- a balance of representation from states and territories
- Indigenous representation on Council is preserved
- renewal has been planned, with Council members normally serving for a maximum of eight years.

The Nominations Committee continued its work throughout 2024.

Meetings of Council

As Chair, the Chancellor presided over all meetings of Council in 2024. The Chair is committed to ensuring free and open discussion, debate of significant issues, canvassing of all views, fair treatment of all issues during debate, courtesy at all times, and the efficient and expeditious conduct of business.

ANU Council conducts itself in a consultative and collegial manner, seeking consensus as a result of debate on an issue. In exceptional circumstances, where clarity is sought, the Chair may invite Council members to vote on a matter.

Where practical, meetings of Council are open to observers for non-confidential items. The meetings are attended by members of the University Executive, who may be invited to be present for confidential items, as determined by Council. Also in attendance is the University Secretary and, as may be required, officers of the University Corporate Governance and Risk Office who form part of the Council secretariat. Other persons may be permitted or invited to attend meetings, or specific parts of meetings, as determined by Council.

ANU Council met on eight occasions in 2024, with the majority of meetings conducted in person and, where required, using a hybrid in-person/video-conferencing model.

The Chancellor

The Chancellor is appointed by Council under section 32 of the ANU Act. The Chancellor's principal responsibilities are to provide appropriate leadership to the Council and to ensure the Council fulfils its obligations under the Council Charter. The Chancellor also has specific responsibilities to:

- chair Council meetings, and other governance-level meetings, and to facilitate discussion in each meeting
- represent the views of Council to the University community, government, business, civil society and the public
- maintain a frequent dialogue with the Vice-Chancellor and the Executive, serving as a primary link between Council and the University Executive, and affording continuity between Council meetings
- work with the Vice-Chancellor on Council requirements for information to contribute effectively to the Council decision-making process and to monitor effective implementation of Council decisions
- preside at ceremonial occasions of the University, including conferring of awards ceremonies.

The Pro-Chancellor

The Pro-Chancellor is appointed by Council and is an experienced member of Council drawn from its external members (that is, those appointed by the Minister). The principal responsibilities of the Pro-Chancellor are to assist the Chancellor in providing appropriate leadership to the Council and ensuring Council fulfils its obligations under the Council Charter. The Pro-Chancellor also has specific responsibilities to:

- chair Council meetings in the absence of the Chancellor
- assist the Chancellor with their other specific responsibilities as listed above
- lead the Council in its deliberations on the appointment or re-appointment of a Chancellor.

The Vice-Chancellor

The Vice-Chancellor is the President, principle academic officer and Chief Executive Officer of the University and is appointed by Council for a period determined by Council.

The academic standards, management and administration of the University are the responsibility of the Vice-Chancellor, in accordance with the *ANU Governance Statute 2024* and subject to any resolution of the Council.

The Vice-Chancellor is accountable to the Council for the discharge of their responsibilities. The Vice-Chancellor reports to the Council through the provision of reports, briefings and presentations to the Council, covering the performance of the University and key issues affecting it.

The Council may delegate any specific matters to the Vice-Chancellor in accordance with the ANU Act.

Council committees

The Council is assisted in discharging its responsibilities by the:

- Audit and Risk Management Committee
- Campus Planning Committee
- Finance Committee
- Honorary Committee
- Nominations Committee
- Remuneration Committee
- Student Safety and Wellbeing Committee
- The Exceptional Business Committee.

These Council committees comprise members of Council, supplemented as appropriate with other appointees who are internal and external to the University, who bring leadership and skill in their field of expertise. All committees of Council operate under charters approved by Council.

Audit and Risk Management Committee

The Audit and Risk Management Committee provides advice to ANU Council on the appropriateness of the University's annual financial reporting, audit, performance reporting, system of risk oversight, internal controls and general compliance with policy, applicable laws and regulations.

The Committee also serves to meet the University's obligations under section 45 of the PGPA Act.

During the year, the work of the Committee included:

- oversight for Council on the preparation of the University's Corporate Plan, Performance Statements and Annual Financial Statements
- consideration of internal audit reports completed as part of the Internal Audit Work Plan and Management (University) initiated reviews and the regular reporting from the Australian National Audit Office (ANAO)
- examination and monitoring from a risk perspective of matters including the implementation of audit findings and recommendations, progress with major initiatives such as ANU information security and the Digital Plan, and detailed reviews of specific Strategic Risk Register issues such as student safety and wellbeing, academic risks and financial risk management and controls.

The Committee also advised ANU Council on the management of the University's Risk Framework, which is an area of focus in 2025.

An Executive Summary of each meeting of the Audit and Risk Management Committee is a standing item on the Council agenda.

Experience of the members of the Audit and Risk Management Committee

Ms Alison Kitchen AM (Chair)

Member of Council see biography on pages 104.

Mr Joshua Chalmers

BAcc (UTS)

Mr Joshua Chalmers is a Managing Director at Scyne Advisory, a public sector advisory business. Mr Chalmers has more than 25 years of experience advising clients in enterprise and technology governance, risk management and assurance, and helps clients build confidence in their operations, systems and major projects.

Mr Chalmers also serves as an independent member of the audit and risk management committees of several public sector and non-profit organisations including the Alcohol and Drug Foundation. Mr Chalmers leverages his extensive knowledge and experience to provide strategic advice and oversight on governance, operations, technology, governance, risk management and compliance.

Mr Chalmers is passionate about increasing trust and transparency in the public interest and supporting social causes that improve the well-being of the community.

Mr Chalmers commenced his term on the Committee on 1 July 2022.

Ms Janine McMinn

BA (Computing, Statistics) (ANU), FAICD, CISA, CISM

Ms Janine McMinn has more than 30 years' experience in internal audit and information technology and is an Internal Audit Partner at Oakton. She was previously Oakton's IT Security partner.

Ms McMinn has managed several large internal audit clients including the Australian Bureau of Statistics, Medicare Australia, Civil Aviation Safety Authority (CASA). As a working partner, Ms McMinn undertakes client assignments and so maintains current practical knowledge and subject matter experience.

Ms McMinn's term ended on 31 July 2024 after 10-years of service.

Mr Andrew Metcalfe AO

BA, LLB (UQ), FIPAA

Mr Andrew Metcalfe is the National President of the Institute of Public Administration Australia. He retired as Secretary of the Department of Agriculture, Fisheries and Forestry in August 2023, and as Australia's Director of Biosecurity.

Mr Metcalfe was a Commonwealth departmental secretary for 12 years and headed three departments. He was appointed or re-appointed as a Secretary by five different Prime Ministers and directly worked with 15 portfolio ministers.

He was the Secretary (CEO) of the Department of Immigration from 2005 to 2012, and Secretary of the Department of Agriculture, Fisheries and Forestry in 2013. Between 2014 and January 2020 Mr Metcalfe was a senior partner in EY (Ernst and Young), the global professional services firm. He was the Secretary of the Department of Agriculture, Water and the Environment from February 2020 until June 2022.

Mr Metcalfe was appointed as an Officer of the Order of Australia in 2012. He is also a Fellow of the Institute of Public Administration Australia. In 2010 he was named as the 'Federal Government Leader of the Year' by the Institute of Chartered Accountants.

Mr Metcalfe commenced his term on the Committee on 1 November 2023.

Ms Fran Raymond

BCom (UNSW), MBA (CSU), FCA, FAICD, FSAA

Ms Fran Raymond has significant board and committee experience in the financial, government, agriculture and not for profit sectors. She is currently Chair of ANZ Samoa and a Chair and member of several government agencies' audit and risk committees.

Previously, Ms Raymond was Chair of Defence Bank and a member of its Risk and Compliance, Remuneration and Governance, Audit and Nominations committees. She was also a Director of UN Women (Australia) and Chair of its Finance and Risk and Public Funds Committees, Chair of the CIT Audit Committee and a member of the Cancer Australia Committee.

Ms Raymond has significant experience as a senior executive in government, as well as in Chief Financial Officer and COO roles. Ms Raymond is a Fellow of the Chartered Accountants Australia and New Zealand and the Australian Institute of Company Directors.

Ms Raymond commenced her term on the Committee on 30 July 2021.

Dr Anne-Marie Schwirtlich AM

Council member see biography on page 105.

Campus Planning Committee

The Campus Planning Committee monitors and advises the Council on matters relating to the planning and development of the University's major property and physical infrastructure.

During the year, the Committee oversaw key projects and planning activities on campus including the design and construction of purpose-built modular childcare facilities; effective utilisation of university assets and land holdings through the Space Planning Policy and Strategic Land Holding Review, and initiation of planning for a National Resting Place in conjunction with Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS).

The Committee also noted progress against the University's Environmental Management Plan; security infrastructure enhancements; hail damage remediation projects, and the five-year Capital Plan for 2025–2029; as well as endorsing the Kambri Plan Annual Report for 2023.

Governance arrangements for the Committee were also actively monitored and managed through a self-assessment of the Committee's performance and the review and update of the Committee's membership and Charter.

An executive summary of each meeting of the Campus Planning Committee is a standing item on the Council agenda.

Experience of members of Campus Planning Committee

Dr Anne-Marie Schwirtlich AM (Chair)

Member of Council see biography on page 105.

Distinguished Professor Genevieve Bell (Vice-Chancellor and President)

Member of Council see biography on page 103.

Mrs Megan Easton

Member of Council see biography on page 108.

Mr Terry Weber

BEC (ANU), FCA

Mr Terry Weber specialises in property, infrastructure and facilities management, financial management, property management service delivery models for Federal Government, and overseas government and corporate models. He has a deep understanding of Federal Government initiatives and a strong network of senior relationships. This knowledge sets a solid foundation for effective relationships and open communication with key decision makers.

He was a former Senior Partner in PwC's Consulting practice in Canberra. His experience within PwC included outsourced property and strategic portfolio management for the Department of Foreign Affairs and Trade and the Department of Finance and Deregulation and reviewing and recommending on costing models for organisations such as Telstra, the National Australia Bank and Tabcorp.

Previously the Chief Executive Officer for UGL Services, he headed up a team of over 2,500 personnel in Australia, New Zealand, Asia and the United Kingdom that delivered real estate, facilities, project, financial and procurement service excellence. Mr Weber established UGL Services into Asia Pacific's leading Corporate Real Estate and Services Outsourcing business.

Mr Weber completed his Bachelor of Economics at ANU and is a Fellow of the Institute of Chartered Accountants in Australia. He is a long-term Canberran and is currently serving on several boards including the Canberra Symphony Orchestra, the Canberra Raiders and the Ricky Stuart Foundation.

Mr Rob McGauran

A founding principal of award-winning design practice MGS Architects, Mr Rob McGauran was awarded a Life Fellowship of the Australian Institute of Architects (AIA) in 1999 and Fellow of the Victorian Planning and Environmental Law Association in 2010.

In addition to leading major city plans for Hobart and Geelong, he has led campus and urban renewal projects, including masterplans, for the University of New South Wales (UNSW), Monash University, RMIT, Flinders University, La Trobe University, Victoria University, Federation University, University of Wollongong and the University of Canberra including, award-winning urban renewal, affordable housing, education and community projects.

Mr McGauran has held design advisory roles for governments and institutions including as Chair of Sullivans Cove Design Advisory Panel in Tasmania, member of the Victorian Government's Design Review and Priority Development Panels and Building and Estates Committees at the University of Melbourne and University of Tasmania, University Architect for Monash University and Future Ambassador for Future Melbourne 2026.

Mr McGauran has also held roles as National and State Councillor of the AIA, Chairman of the Architects Registration Board of Victoria and board roles with not-for-profit organisations Housing Choices Australia and The Song Room. He is a Professional Fellow at the University of Melbourne, an Adjunct Professor of Architectural Practice and Urban Design at Monash University, a member of the Society of College and University Planners and a board member of Australia's largest philanthropic community fund, the Lord Mayor's Charitable Foundation.

Mr Perry Lethlean

Mr Perry Lethlean is managing Director of TCL, a national landscape architecture and urban design practice with studios in Melbourne, Sydney, Adelaide and Brisbane.

Mr Lethlean is one of Australia's leading contemporary urban and landscape designers. His work is widely published, particularly his successful entries for major national and international design competitions including winning schemes for the National Arboretum in Canberra, Sydney Olympic Park and the University of Sydney. His skills in urban design, at both the large master planning and detailed design scale, make him an asset to TCL and clients. He is a sought-after design lecturer and critic at numerous universities and as a juror for professional practice awards and a member of a variety of government design advisory bodies.

Mr Lethlean has led the successful implementation of complex landscape and urban projects that have received international recognition, such as the Rosa Barba prize for Auckland Waterfront (2014); Landscape of the year (2014) at the World Architecture Festival for the National Arboretum, Canberra; Landscape of the year (2013) at the World Architecture Festival for the Australia Garden, Cranbourne; and Worlds best waterfront awards for Auckland Waterfront and Geelong Waterfront.

These awards supplement over 100 national and state design awards of excellence for projects he has led.

His experience varies from the preparation of large-scale urban design frameworks and masterplans to the detailed design of urban and landscape spaces.

Mr Lethlean skills also encompass master planning and the detail design of a variety of Universities across Australia, including master planning of the University of Sydney, UNSW, Monash University, RMIT, City Campas and Bundoora, as well as secondary and primary education facilities.

His commitment to quality, site responsive design and community engagement permeates his work at all scales resulting in urban environments that are both beautiful and vital.

Finance Committee

The Finance Committee makes recommendations to the Council on financial, investment and commercial management matters of the University.

During the year, the Committee continued to oversee the University and subsidiary entities' budgets and monitored the University's financial projections and performance. The Committee also actively considered key issues, including:

- the ANU Financial update at every meeting
- updates of significant issues relating to the financial governance of the University
- the University investment portfolio (including the annual investment strategy, risk appetite and policy reviews, which included the Socially Responsible Investment Policy Review)
- capital management initiatives
- asset optimisation activities and initiatives
- insurance matters (such as the financial management of the 2020 hailstorm remediation, and annual insurance renewal)
- strategic initiatives such as the ANU Digital Plan.

An executive summary of each meeting of the Finance Committee is a standing item on the Council agenda.

Experience of the members of the Finance Committee

Mr Rob Whitfield AM (Chair)

Member of Council see biography on page 107.

Distinguished Professor Genevieve Bell (Vice-Chancellor and President)

Member of Council see biography on page 103.

Ms Alison Kitchen AM (Pro-Chancellor)

Member of Council see biography on page 104.

Dr Larry Marshall

Member of Council see biography on page 105.

Dr Anne-Marie Schwirtlich AM

Member of Council see biography on page 105.

Mr Darren Keogh

BComm, LLB (ANU), FSIA

Mr Darren Keogh is a Senior Managing Director with Stonepeak, a leading alternative investment firm specialising in infrastructure and real assets. He is based in Sydney and leads the firm's Australia and New Zealand business activities. Mr Keogh has more than 25 years of finance industry experience across various sectors and geographies having worked in Sydney as well as having spent ten years in London.

Professor Tim Senden

BSc (Hons), PhD., (ANU)

Professor Tim Senden is a graduate of ANU, completing his BSc (Hons) in Physical Chemistry in 1989 at the Research School of Chemistry, and subsequently his PhD in Atomic Force Microscopy in 1993 in the Research School of Physics and Engineering.

Professor Senden has held positions at the College de France (Paris), Institute Charles Sadron (Strasbourg), and UNSW (ADFA) before returning to ANU's Department of Applied Mathematics in the Research School of Physics and Engineering in 1997. He served as Head of the Department and as Deputy Director (Technology Development). He is the current Director of the Research School of Physics.

Professor Senden serves the broader ANU community through chairing the Kioloa Advisory Board and sitting on the Centre for Advanced Microscopy Management Committee, Collections Advisory Group, Academic Board and the National Youth Science Forum. He actively promotes cross-campus collaboration having substantial engagement with four ANU colleges.

Mr Andrew Dyer

BEc (Hons) (ANU), MComm (UNSW), MBA (IMD Switzerland)

Mr Andrew Dyer is Chairman of the Rozetta Institute, a not-for-profit independent endowment, that collaborates with industry and the university sectors to stand up in innovation centres that drive transformative impact in the Australian economy. He is also a member of its Nominations & Remuneration and Investment Committees.

Mr Dyer is currently the Chair of Adslot Ltd, an ASX-listed global AdTech business providing disruptive media-buying workflow and trading automation platforms deployed in more than a dozen countries. He is also a member a several Adslot Board Sub Committees.

Mr Dyer is a Senior Partner Emeritus, Senior Advisor and a member of the Council of Emeritus Senior Partners of The Boston Consulting Group (BCG). During his 27 years at BCG, he was appointed to the Global Audit and Risk Committee; the Global Executive Committee and was a member of the Global Election Committee, responsible for selecting the global CEO of BCG. Mr Dyer was a member of the Global Partner Performance Committee, the Asia Pacific Partner Performance Committee, and the Global Capital Management Committee and played a role in the establishment of BCG's private investment office.

Whilst at BCG he held various local, regional, and global leadership positions, including leading BCG's People and Organisation and Enablement Practices. His client service work focused on business portfolio reviews; business and operating model change; culture change; capability and 21st century skill building; new digital

business builds and digitisation of their core activities. He has worked for clients in Australia, Singapore, Korea, Thailand, Indonesia, New Zealand, Switzerland, the United Kingdom, and the United States of America.

In the final stages of his career with BCG, Mr Dyer was a Fellow at the Bruce Henderson Institute (BCG's Think Tank). He currently advises several CEO's and senior business leaders and boards in Australia and Asia.

Dr Jonathan Kearns

BEd (Hons) (ANU), PhD., (MIT)

Dr Jonathan Kearns is Chief Economist and Head of Regulatory Affairs at Challenger, where he also sits on the Asset Liability Committee and Investment Committee. He worked for 28 years at the Reserve Bank of Australia, occupying a wide range of senior roles, including Department Head for Domestic Markets Department, Financial Stability Department, Economic Analysis Department and Economic Research Department. Dr Kearns also worked at the Bank of International Settlements in Basel. He has published research in the fields of international finance and macroeconomics.

Honorary Committee

The Honorary Committee provides advice and makes recommendations to the Council on proposals for the awarding of an honorary degree and honorific (non-philanthropic) naming by the University.

The Committee convened twice in 2024 and on the recommendation of the Committee, Council approved the awarding of honorary degrees, as follows:

Table 3. Honorary degrees awarded

Conferee	Honorary degree	On the grounds of
Mr Andrew Clarke AO PSM	Doctor of Laws <i>Honoris causa</i>	In recognition of his exceptional contribution to evidence-based public policy and administration on energy markets and towards energy transition.
Dr Rosamond Mason	Doctor of Science <i>Honoris causa</i>	In recognition of her exceptional contribution to experimental neuroscience, particularly in the founding years of ANU, and to the broader ANU and ACT communities.

Following an initiative in early 2024 to seek nominations from the University community of exceptional women and allies to ensure the physical campus environment reflects the values and diversity of the University, Council, on recommendation of the Committee, approved the following names be given to university buildings:

- Skaidrite Darius
- Pauline Griffin
- Diana Rosemary Howlett
- Lowitja O'Donoghue

The Pauline Griffin Health and Wellbeing Building was officially named in a ceremony on 30 October 2024.

Experience of the members of the Honorary Committee

The Hon Julie Bishop (Chancellor)

Member of Council see biography page 103.

Ms Alison Kitchen AM (Pro-Chancellor)

Member of Council see biography page 104.

Distinguished Professor Genevieve Bell (Vice-Chancellor and President)

Member of Council see biography page 103.

Ms Tanya Hosch

Member of Council see biography page 104.

Professor Grady Venville

University Executive member see biography page 20.

Professor Daniel MacDonald

PhD., (ANU)

Professor Daniel Macdonald has over 20 years of experience in silicon solar cell research, spanning materials, device design and fabrication and advanced characterisation.

He leads a team of 25 postdoctoral fellows and research students, has published over 400 papers in the field and has led projects valued at over \$20 million, including large industry-supported projects. He has held three ARC Fellowships and is a leading expert in silicon solar cells and their commercialisation.

Professor MacDonald is also the convener of the Bachelor of Engineering (Research and Development) program in the ANU School of Engineering.

Professor Li Narangoa

PhD., (Bonn)

Professor Li Narangoa specialises in modern Japanese and Mongolian history, culture and politics. Before she joined ANU, she was a researcher at the Nordic Institute of Asian Studies (Copenhagen).

She teaches courses in Japanese history and language, the Mongol empire in World History as well as broader thematic courses such as 'Reconciliation and Memories of Conflicts'.

Professor Narangoa research interests include borders, empires, nationalism and traditional knowledge systems in Northeast Asia. Her current projects include Japan's relations with other Asian countries in the 20th century, 'puppet states' and knowledge transmission of Mongolian medicine.

Mr Will Burfoot

Member of Council see biography page 108.

Nominations Committee

The Nominations Committee of the Council makes recommendations to the Minister about candidates for appointment to Council. The Committee is established under section 10 of the ANU Act.

The ANU Council continued to maintain its Council and Committees Skills Register to assist the Nominations Committee with making recommendations to the Minister.

In 2024, the Committee considered the updated Council Skills Register and upcoming vacancies within Council in 2025. The Committee endorsed two re-nominations to Council being proposed to the Minister.

Experience of members on the Nominations Committee

The Hon Julie Bishop (Chancellor and Chair of the Nominations Committee)

Member of Council see biography page 103.

Ms Alison Kitchen AM (Pro-Chancellor)

Member of Council see biography page 104.

Distinguished Professor Genevieve Bell (Vice-Chancellor and President)

Member of Council see biography page 103.

The Hon Dr Craig Emerson

PhD., Economics (ANU)

Dr Craig Emerson is an eminent economist with 40 years' experience in public policy, politics and public service. He is Managing Director of Emerson Economics, Director of the APEC Study Centre at RMIT University, a Visiting Fellow at the Australian National University, a member of the Trade Minister's Trade 2040 Taskforce, Adjunct Professor at Victoria University's Centre of Policy Studies and a columnist with the Australian Financial Review.

He was Australia's Minister for Trade and Competitiveness from 2010 to 2013. Prior to that he was Minister for Small Business and Minister for Competition Policy and Consumer Affairs.

Dr Emerson was economic, trade and environmental adviser to Prime Minister Bob Hawke in the 1980s. He was also Director-General of the Queensland Department of Environment and Heritage in the early 1990s.

Professor Graeme Samuel AC

LLB (Melb), LLM (Monash), FAICD

Professor Graeme Samuel was Chair of the Commonwealth Government's Panel of Review of Australia's Independent Medical Research Institutes and advisor to the Commonwealth Department of Health in relation to its review of private health insurance. He was also a member of the Review Panel of Australia's Wool Selling Systems. In 2014 he completed a project as Independent Reviewer to advise the Victorian Government on economic regulation, governance and the efficient operation of the Victorian urban water sector.

Professor Samuel has held a number of roles in public life including former Chairman of the Australian Competition and Consumer Commission, Associate Member of the Australian Communications and Media Authority, President of the National Competition Council, Chairman of the Melbourne and Olympic Parks Trust, Commissioner of the Australian Football League, President of the Australian Chamber of Commerce and Industry, Chairman of PlayboxMalthouse Theatre Company and Opera Australia, Trustee of the Melbourne Cricket Ground Trust and Chairman of the Inner and Eastern Health Care Network. He served for eight years (from 2011 to 2019) as a member of the ANU Council, and seven years as Chair of the ANU Finance Committee.

Professor Samuel was appointed an Officer of the Order of Australia in 1998. In 2010 he was elevated to a Companion of the Order of Australia "for eminent service to public administration through contributions in the area of economic reform and competition law, and to the community through leadership roles with sporting and cultural organisations". For additional information on Professor Samuel please refer to <https://www.anu.edu.au/about/governance/committees/mr-graeme-samuel-ac>.

Dr Doug McTaggart

BEC (Hons) (ANU), MA PhD., (Chicago), HonDUniv (QUT), FAICD, SF Fin

Dr Doug McTaggart is an independent non-executive director. He sits on the board of the Suncorp Group and chairs its New Zealand joint ventures and previously chaired the group Audit Committee. He is Chairman of Spark Infrastructure and of Indigenous Business Australia Asset Management. He recently retired as Chairman of the Suncentral Maroochydore. He was previously Chairman of the QIMR Berghofer Institute of Medical Research and Chairman of the Queensland Public Service Commission and was a Commissioner on the Queensland Independent Commission of Audit. In June 2012, Dr McTaggart retired as CEO of QIC. Prior to this appointment, Dr McTaggart held roles including Professor of Economics and Associate Dean at Bond University (1989-1996), and then Under Treasurer, Queensland Department of Treasury (1996-1998). He was a member of the Council of Australian Governments Reform Council (2007-2013) and Councillor on the National Competition Council (2000-2013).

Professor Joan Leach

BA (Illinois), BSc (Illinois), PhD., (Pittsburgh)

Professor Joan Leach is the Director of the Australian National Centre for the Public Awareness of Science (CPAS). She sits on several ANU Committees which work together to govern the University and has guided University responses to Academic Freedom and Freedom of Expression, as well as continuing work to mitigate Academic Risk and navigate the challenges raised by the COVID-19 pandemic.

Professor Leach has held teaching and research roles at the University of Pittsburgh (USA), Imperial College London, and the University of Queensland before coming to ANU in 2016. Her research is centred

on how knowledge travels across science and society (social epistemology), science communication, and public engagement with science. She has held research funding from the ARC (Discovery and Linkage), the NHMRC (Medical Research Future Fund) and has also been funded by State, Territory, and Commonwealth Governments. She is active on several Editorial Boards for international journals and was Executive Editor of Social Epistemology. Her recent books include *An Ethics of Science Communication* (with Fabien Medvecky) and the co-edited volume *Science Communication: A Global Perspective* which collects the national stories of science communication from over 40 countries and territories. She has supervised over 30 PhD students, hundreds of master's coursework and research students and continues to regularly innovate in classroom and online teaching.

Professor Leach is Chair of the National Committee for History and Philosophy of Science at The Australian Academy of Science, past President of The Australian Science Communicators, and works with a variety of awards programs including Tall Poppies, the Eureka Prizes, and ABC Top 5. She is on the Editorial Advisory Board of Historical Records of Australian Science and the Royal Institution Australia. While remaining transfixed by the positive impacts of science, she advocates for critical public engagement with science and helps to create forums where this engagement can meaningfully happen.

Remuneration Committee

The Remuneration Committee determines the remuneration and conditions of employment of the Vice-Chancellor and monitors and reviews the Vice-Chancellor's performance and the remuneration of the ANU Executive. It is supported by the University Chief People Officer.

In 2023, the University established a policy in respect of Remuneration–University Executive that is consistent with governing legislation. Executive remuneration is also informed by customised research performed by the University and available industry benchmarking data, including the Group of Eight (Go8) universities.

The Committee met in February 2024 and discussed key performance indicators with the Vice-Chancellor for that calendar year as well as the remuneration of senior executives of the University.

The Committee deliberations were reported to Council at its meeting of 9 February 2024.

Experience of Members of the Remuneration Committee

The Hon Julie Bishop (Chancellor)

Member of Council see biography page 103.

Ms Alison Kitchen AM (Pro-Chancellor)

Member of Council see biography page 104.

Mr Rob Whitfield AM (Chair of Finance Committee)

Member of Council see biography on page 107.

Student Safety and Wellbeing Committee

The Student Safety and Wellbeing Committee monitors and advises the Council on matters concerning the safety and wellbeing of students enrolled at the University, including addressing sexual assault and sexual harassment at ANU.

During the year, the work of the Committee included:

- oversight of initiatives to address sexual and gender-based violence including a review of the University's Sexual Violence Prevention Strategy, the Rights, Relationships and Respect (RRU) module, and the Sexual Misconduct Policy and Procedure (Students)
- oversight of key wellbeing initiatives including the ANU Mental Health Strategy and Student Safety and Wellbeing Plan

- reviewing and providing recommendations on policies impacting student safety and wellbeing and the University's compliance with relevant legislation and standards
- receiving and assessing regular updates on student safety and wellbeing incidents in the University residences and across campus, including student protests, and analysing data from sources such as the Student Experience Survey
- further development of risk management knowledge among Committee members.

Experience of Members on the Student Safety and Wellbeing Committee

Ms Catherine Fitzpatrick (Chair)

BA (CUT)

Ms Catherine Fitzpatrick is a social entrepreneur on a mission to disrupt financial abuse and gender bias through smarter product and service design.

Nearly 30 years ago, Ms Fitzpatrick met a woman whose tragic story shaped her career. Since then, she's led industry-wide reforms, advised governments on financial abuse policy and pioneered the financial safety by design framework – helping leading brands protect customers, manage risk and strengthen trust.

A former bank executive, in 2019 she uncovered widespread abuse in online banking transactions and spearheaded whole-of-industry reforms to crack down on the practice.

Today her ground-breaking Designed to Disrupt reports and #respectandprotect campaign have catalysed nearly 50 Australian businesses across 10 sectors to ban the misuse of their products and services for financial abuse, offering greater financial protections for more than 20 million customers.

Her work has been recognised over the years, including as the Australian Financial Review (AFR) and Qantas 100 Women of Influence awards in 2018, and in 2024 with a Shared Value Individual Bravery Award and a National Consumer Advocacy Award, alongside the Centre for Women's Economic Safety and CHOICE, Australia's leading consumer advocacy group.

Ms Fitzpatrick is Adjunct Associate Professor, UNSW School of Social Sciences, and holds advisory roles with the Commonwealth and NSW governments and the World Bank's International Finance Corporation. She's co-founder of the One Generation business alliance against domestic and family violence with not-for-profit Thriving Communities Australia, launched with former Australian of the Year Rosie Batty AO in 2024.

Ms Padma Raman PSM

Member of Council see biography page 104.

Ms Tanya Hosch

Member of Council see biography page 104.

Mr Ilham Hatmawan (ANU student)

Mr Ilham Hatmawan is a policy professional currently pursuing a Master of Public Policy at the ANU Crawford School of Public Policy. He is also a Senior Residential Mentor at Wamburun Hall. As a criminologist, Mr Hatmawan brings a distinct perspective on criminal policy practice and research. His area of expertise lies around vulnerable group protection and public trust building, while his interest extends to the field of diversity, equity and inclusion, risk management, and national security.

Mr Hatmawan used to work as a consultant for the Indonesian Presidential Special Staff for Social Affairs in 2022-2023, focused on formulating digital projects for persons with disabilities in Indonesia. Prior to working for the Indonesian government, he was a consultant at PwC Indonesia, handling projects under the Fraud, Risk, and Regulatory Enforcement division.

As a member of the committee, he aims to represent the voice of students who identify themselves as either an international student, postgraduate student, minority group, or first in generation student earning a higher education degree.

Ms Saskia Newman (ANU student)

In 2022, Ms Saskia Newman graduated with a Bachelor of Health Science and is currently in her third year of Medicine at ANU. She has held several leadership roles, including Senior Resident (now Senior Residential Mentor) at Bruce Hall in 2022 and Yukeembruk Village in 2023 and 2024, where she implemented and evaluated changes to improve student safety and wellbeing. As a Sports Representative and Inward Bound Coach, Ms Newman has demonstrated her commitment to fostering inclusion in interhall sports.

Her advocacy for youth mental health extends beyond campus through her involvement with the ANU Civic2Surf committee, supporting the organisation batyr Australia. Professionally, Ms Newman has worked with Revenue NSW to enhance service accessibility for persons with disabilities and at Comcare on projects for the Injury Management and Return to Work teams.

In 2022, she was named Vice-Captain of Deaf Football Australia's Women's National Team and recently competed against the USA and Japan in preparation for the 2025 Tokyo Deaflympics. Recognised for her leadership, she received the Voice of the Future Award from the Shepherd Centre in 2023.

As a committee member, she remains dedicated to advocating for student safety and wellbeing, mental health, and accessibility across ANU's diverse community, ensuring student voices shape university strategies.

Mr Alex Brett (ANU student)

Mr Alex Brett is an ANU student, studying a Bachelor of Political Science & Science. As a student leader, Mr Brett is passionate about enriching inclusivity and positive cultures on-campus for the thousands who call ANU home. He has held an on-going role as both Senior Resident (2024) and Senior Residential Mentor (2025) for Bruce Hall. Additionally, Mr Brett has an active role within the Inward Bound Committee and previously, Bruce's Residential Student Committee.

As a member of the Student Safety and Wellbeing Committee he is dedicated to ensuring that University strategy prioritises, and remains responsive to, student voices and perspectives across campus including, maintaining and promoting safety and equal opportunity for all students.

Ms Zoë Robinson (External member)

Ms Zoë Robinson was appointed as the Advocate for Children and Young People in January 2021.

Ms Robinson holds a law degree and a Masters of Human Rights. She previously worked as a solicitor for firms in NSW, for Deloitte in internal strategy and was the CEO of the NSW Peak Body for Youth Homelessness. Prior to commencing her appointment as the Acting Advocate, Ms Robinson worked at the Department of Premier and Cabinet. Her role was focussed on breaking disadvantage. Ms Robinson also volunteered for several months for an organisation that represented death row inmates based in Houston, Texas.

Having both experience in the professional services industry and the not-for-profit industry means that she brings a balance of passion coupled with a 'can do' attitude to her role as Advocate. Ms Robinson firmly believes that children and young people should be given every opportunity to succeed and set themselves up for success, and that they should have the opportunity to choose what that means to them. She believes that all children and young people should be heard, listened to and be central to the work that we do both in government, business and community. She is enthusiastic, energetic, and pragmatic and thoroughly enjoys collaborating with people to achieve a purpose and an outcome.

Ms Sue Fraser (External member)

Ms Sue Fraser is committed to the principles of social justice, access and equity. Her work focuses on early intervention, prevention and support programs for consumers with sustainable outcomes.

Ms Fraser leads Kildonan Uniting Care's Enterprise Partnerships team consulting to the banking, debt collection, utilities and telecommunications sectors, enabling positive financial outcomes for consumers and business alike.

A highly sought after and outspoken public speaker in the area of consumer vulnerability, she frequently travels across Australia and overseas advocating for people in financial hardship.

Professor Lyndall Strazdins (ANU community expert)

Member of Council see biography page 106.

Ms Phoebe Denham (ANU community expert)

Ms Phoebe Denham is studying a double degree of Law and Applied Data Analytics and is currently the Managing Editor at Woroni. Previously, she was the ANUSA Women’s Officer in 2023, ANUSA (ANU College of Engineering, Computing and Cybernetics) representative in 2022 and the Fenner Hall President in 2021. Ms Denham has spent much of their time at ANU advocating on student safety and wellbeing issues and is committed to continuing this work. Her priorities are ensuring that the committee takes an intersectional approach to student safety and that ongoing student feedback is built into plans and strategies.

Council committees meeting attendance

Attendance at meetings by members for the period 1 January 2024 to 31 December 2024 is listed in the following tables:

Table 4. Audit and Risk Management Committee

Committee member	No. of possible meetings	No. of meetings attended
Ms Alison Kitchen AM (Chair)	6	6
Dr Anne-Marie Schwirtlich AM	6	5
Mr Joshua Chalmers	6	6
Ms Fran Raymond	6	5
Mr Andrew Metcalfe AO	6	5
Ms Janine McMinn (to 30 June 2024)	4	3

Table 5. Campus Planning Committee

Committee member	No. of possible meetings	No. of meetings attended
Dr Anne-Marie Schwirtlich AM (Chair)	5	5
Professor Genevieve Bell	5	5
Mrs Megan Easton (from 26 May 2024)	3	3
Mr Rob McGauran	5	4
Mr Terry Weber	5	4
Mr Millan Pintos-Lopez (to 25 May 2024)	2	2
Ms Naomi Flutter (to 30 June 2024)	5	5
Professor Sarah Pearson (to 8 November 2024)	4	3

Table 6. Finance Committee

Committee member	No. of possible meetings	No. of meetings attended
Ms Naomi Flutter (Chair – to 31 December 2024)	6	6
Professor Genevieve Bell	6	6
Ms Alison Kitchen AM	6	5
Dr Larry Marshall	6	4

Committee member	No. of possible meetings	No. of meetings attended
Dr Anne-Marie Schwirtlich AM	6	6
Mr Darren Keogh	6	6
Professor Tim Senden	6	6
Mr Andrew Dyer	6	6
Dr Jonathan Kearns (from 1 May 2024)	4	4

Table 7. Honorary Committee

Committee member	No. of possible meetings	No. of meetings attended
The Hon Julie Bishop (Chair)	2	2
Ms Alison Kitchen (from 1 July 2024)	1	1
Professor Genevieve Bell	2	2
Dr Anne-Marie Schwirtlich AM	2	2
Ms Tanya Hosch	2	2
Professor Grady Venville	2	2
Professor Daniel McDonald	2	1
Professor Li Narangoa	2	1
Mr Will Burfoot (from 1 December 2024)	1	1
Ms Naomi Flutter (to 30 June 2024)	1	1
Mr Edan Habel (to 30 November 2024)	1	1

Table 8. Nominations Committee

Committee member	No. of possible meetings	No. of meetings attended
The Hon Julie Bishop (Chair)	2	2
Ms Alison Kitchen (from 1 July 2024)	1	1
Professor Genevieve Bell	2	2
The Hon Dr Craig Emerson	2	2
Professor Graeme Samuel AC	2	2
Dr Doug McTaggart (from 8 April 2024)	1	1
Professor Joan Leach (from 1 July 2024)	1	1
Ms Naomi Flutter (to 30 June 2024)	1	1

Table 9. Remuneration Committee

Committee member	No. of possible meetings	No. of meetings attended
The Hon Julie Bishop (Chair)	1	1
Ms Alison Kitchen AM (from 1 July 2024)	0	0
Mr Rob Whitfield	0	0
Ms Naomi Flutter (to 30 June 2024)	1	1

Table 10. Student Safety and Wellbeing Committee

Committee member	No. of possible meetings	No. of meetings attended
Ms Catherine Fitzpatrick (Chair)	5	5
Ms Padma Raman PSM	5	5
Ms Tanya Hosch	5	3
Professor Lyndall Strazdins	3	3
Ms Phoebe Denham	5	5
Ms Zoe Robinson (from 14 June 2024)	3	3
Ms Sue Fraser (from 14 June 2024)	3	3
Mr Ilham Hatmawan (from 7 October 2024)	1	1
Ms Saskia Newman (from 7 October 2024)	1	1
Mr Alex Brett (from 7 October 2024)	1	1
Mr Luke Manning (to 5 May 2024)	1	1
Mr Millan Pintos-Lopez (to 25 May 2024)	2	2
Mr Joshua Green (to 6 October 2024)	4	4

Discretionary payments – remuneration

The Chancellor is offered an annual honorarium of \$75,000 in recognition of the significant responsibilities and time involved in the discharge of the office.

The Council considers the issue of a strictly voluntary commitment to serve on Council being a barrier to potential (external) members, whose time away from their primary occupation may result in forfeited income. Time spent in the service of the Council may also be a barrier to accepting other paid work, where remuneration is a determining factor in which role to accept.

On 29 May 2020, the Council approved an offer of an annual honorarium of \$35,000 being made to external Council members. The details of honorariums paid in 2024 are reported in the Annual Financial Statements of this Annual Report.

Chairs of Council Committees, who are not members of Council, are offered an annual honorarium payment of \$10,000.

Communicating with the community

The Council maintains several mechanisms for communication with the University and wider community. Governance documents, such as details on the Council and Council committees (including member profiles and meeting dates), Academic Board and its sub-committees, various governance frameworks, ANU legislation and public interest disclosure, are available on the website.

Following Council meetings, the Council publishes non-confidential updates on the University’s website for staff and students (called *Council News*). This overview of current matters under discussion by the Council creates greater awareness about high-level matters across the University community. Council members and University officials responsible for implementing Council decisions also receive a Summary of Outcomes shortly after each Council meeting.

The Council regards the Annual Report as its primary mechanism for communicating the activities of the University to the Australian Parliament, the government and the wider Australian community. Further information on its activities and processes is available at <https://www.anu.edu.au/about/governance/committees/council>

Corporate governance and risk

The University's Corporate Governance and Risk Office coordinates and supports the corporate and academic governance functions of the University. It provides procedural and governance advice, and secretariat support to Council, all Council committees, the Academic Board and its sub-committees, and the ANU Foundation Board.

The University Secretary is the principal procedural and governance adviser to the Chancellor, the Vice-Chancellor, Chairs of Council Committees and their members, and oversees the management of the governance frameworks of the University—covering subordinate legislation, policy and delegations of authority.

The University Secretary is also the Chief Audit Executive of the University and oversees management of the Enterprise Risk Management Framework, Fraud Control Framework and internal audit program on behalf of the Council and its Audit and Risk Management Committee.

The University Secretary reports directly to the Head of Legal, Governance and Risk and General Counsel.

Conduct, ethics and disclosure of interests

The University Code of Conduct applies to all staff and to members of the Council. Codes of practice applying to staff and students are also in place for Teaching and Learning, Supervision in Higher Degrees by Research, and Student Academic Integrity.

The Code of Conduct and responsibilities of members of the Council are outlined in the ANU Council Charter, which are both available on the ANU website.

The University's Disclosure of Interest Framework supports the identification, disclosure and management of interests of ANU representatives that may create risk to the University and its staff.

Council and Council committee members are required to take all reasonable steps to avoid actual, potential or perceived conflicts of interests. They must comply with the requirements of the PGPA Act for disclosure of material personal interests.

The Corporate Governance and Risk Office maintains a register of all material personal interests declared by members. Members are invited annually to make a declaration of any further material personal interests or to amend existing declarations, which are recorded in the register. Such matters are also addressed at every Council, Council Committee and Academic Board meeting.

Academic governance

The academic governance arrangements of the University are subject to the oversight of the ANU Academic Board, a formal body that reports directly to the Council. In 2024, it had a membership of 54, which was made up of a mix of elected and ex-officio staff and student representatives.

The Academic Board is tasked with ensuring that ANU maintains the highest standards in teaching, scholarship and research. The Board reviews academic policy recommendations and approves degrees and other awards. It provides a forum to facilitate information flow and debate within the University, between the University Executive, the Senior Leadership Group, the wider academic community and the Council itself.

The Academic Board is established and governed under the ANU Governance Statute 2023, and operates with the assistance of the following specialist sub-committees:

- Academic Quality Assurance Committee (AQAC)
- Learning and Teaching Committee (LTC)
- University Research Committee (URC).

The work of the Academic Board is also guided by a Steering Committee.

On 9 February 2024, the Council appointed Professor Anthony Connolly as the Chair of Academic Board for the period 15 February 2024 to 14 February 2026.

The Board managed an especially high workload in 2024 that included program accreditation and policy.

Academic Board was integral in supporting key University strategic initiatives in 2024, including the implementation of the ANU undergraduate curriculum framework and supporting a large program and review agenda to embed the ANU Graduate Attributes in the curriculum. Academic Board also played a vital role in developing the ANU approach to artificial intelligence and assessing the impact these platforms have on academic integrity. Other than standing items on the agenda, the Academic Board focused on:

- the ANU Academic Plan (implementation of the Curriculum Framework and embedding the ANU Graduate Attributes in the curriculum)
- excellence in teaching and research (supporting development of the ANU Research Strategy)
- the ANU approach to artificial intelligence in learning and teaching and supporting the University's response to the TEQSA Request for Information regarding the institutional approach to artificial intelligence
- exams and assessment at ANU, academic risk monitoring
- academic freedom and freedom of speech.

Freedom of Speech and Academic Freedom

The ANU Academic Freedom and Freedom of Speech Policy was approved by the Council on 28 May 2021 (the policy). Academic Board maintains responsibility for developing and promoting principles concerned with academic freedom and for advising the Vice-Chancellor and Council on the safeguarding and the implementation of the ANU Academic Freedom Policy.

Academic Board oversees the application and evolution of this policy through numerous measures.

The University developed its first ANU Attestation Statement on Freedom of Speech and Academic Freedom in 2021, which was approved by the Council on 8 April 2022.

The statement attests that the Council is satisfied that the University:

- has a policy that upholds freedom of speech and academic freedom as paramount values, as required under the Model Code
- maintains an institutional environment in which freedom of speech and academic freedom are upheld and protected
- addresses questions and issues promptly, actively and in good faith in relation to the management of freedom of speech and academic freedom.

The Academic Freedom Expert Reference Group (AFERG) was established in 2022 to maintain awareness of emerging and established academic freedom issues as they arise and to provide advice to the Vice-Chancellor on matters of academic freedom. In addition to AFERG, the Academic Board Chair is available to the Vice-Chancellor and members of the ANU community to provide guidance and counsel on academic freedom issues. In 2024, the Vice-Chancellor sought advice from the Academic Board Chair on several complex academic freedom matters. The Academic Board Chair was also active in providing advice on academic freedom matters to members of the ANU community in 2024.

Attestation Statement

Freedom of Speech and Academic Freedom 2024 Annual Report

The ANU Attestation Statement on Freedom of Speech and Academic Freedom for 2024 was considered by the Council at its meeting on 28 March 2025.

ANU has a policy that upholds freedom of speech and academic freedom as paramount values, as required under the French Model Code. The University maintains an institutional environment in which freedom of speech and academic freedom are upheld and protected. ANU addresses questions in relation to the management of academic freedom and freedom of speech issues promptly, actively, and in good faith.

Managing freedom of speech and academic freedom in 2024

ANU routinely receives a small number of freedoms of speech and academic freedom-oriented concerns via existing ANU channels including the Deans of Staff and Students. All concerns in 2024 were addressed in accordance with the University's Academic Freedom and Freedom of Speech Policy and with reference to Staff and Student Grievance Resolution Policies and Codes of Conduct.

In 2022, the Academic Board initiated an annual academic freedom report for review and discussion of issues of freedom of speech and academic freedom over the course of the year. The Academic Board Chair delivered this verbal report to the sixth meeting of the Academic Board in 2024 on 27 November. This annual report is a helpful way to monitor issues, should they arise and any trends that might emerge.

In 2024, the Vice-Chancellor consulted with the Academic Board Chair several times to give advice on the application of the Academic Freedom and Freedom of Speech Policy. In their assessment of the application of the policy in several complex academic freedom matters, the Chair found that the ANU Academic Freedom and Free Speech Policy was robust and well-integrated into the ANU policy suite.

Risk oversight and management

The University's risk culture continues to mature, and its risk capacity will see significant investment in 2025 with the creation of a University Risk Office. The University is committed to embedding a robust risk management culture that enables the University to be agile and responsive to changes in the higher education landscape while deriving maximum benefit from opportunities and innovation.

The risk environment

The University operates in an inherently complex and dynamic risk environment. Staff are encouraged to embrace informed risk-taking in pursuit of strategic and organisational imperatives as supported by evidence-based decisions and in compliance with legislation, policy and operational guidelines.

The University governance processes provide a framework and systems for risk oversight, management and reporting; and provide staff with the capability, knowledge and tools to effectively identify and manage risks.

The Audit and Risk Management Committee provides advice on the appropriateness of the system of risk oversight and management as a whole and any specific areas of concern or suggestions for improvement. The Finance Committee supports and advises the Council and the Executive in respect of risks as they apply to the University financial performance, investment portfolio and commercial activities.

The internal audit program of performance and compliance audits assists in validating and improving the effectiveness of the University's systems of internal control and risk management.

To continue to mature our risk management culture, the University is committed to:

- supporting risk-taking within the principles of the risk appetite
- strengthening strategic alignment and risk communication
- promoting learning opportunities to reinforce positive risk behaviour
- sharing good practice and better integrating risks with decision-making
- bolstering collaboration in managing shared risks
- engaging with government and industry to monitor and respond to emerging and continuing strategic risks involving, for example, foreign interference and information/cyber security.

During 2024, awareness-raising activities and workshops supported and promoted positive and informed risk behaviour.

Managing risk

The University recognises that it is not possible, nor desirable, to eliminate all risks inherent in its work. Accepting some degree of risk in business practices promotes efficiency and innovation. The University accepts higher levels of risk when the potential benefits outweigh the negative consequences of informed risk-taking. In doing so, it makes risk-based decisions based on evidence.

The University risk appetite statements assist in decision-making and help determine the University's approach to controlling risks and prioritising resources.

Audit

External – Financial Statements

The 2024 Financial Statements audit of the University as a Corporate Commonwealth entity, and its subsidiary ANU Enterprise Pty Ltd, was conducted by the Australian National Audit Office (ANAO) on behalf of the Auditor-General in accordance with the requirements of the PGPA Act and Australian Auditing Standards. Details are found in the Finances chapter of this Annual Report.

External – Performance Audit of the ANU- Australian National Audit Office

In August 2020, the Australian National Audit Office (ANAO) commenced a performance audit of the University's Governance and Control Frameworks, pursuant to section 18 of the *Auditor-General Act 1997*. The objective of the audit was to examine the effectiveness of the University's governance and control frameworks by examining the design of the University's high-level governance arrangements.

The final report, presented to Parliament on 29 November 2021, concluded that the University's governance is largely effective, with six recommendations made that mostly concerned matters of control that were known to the University and, in some instances, were already being acted upon as part of the University's culture of continuous improvement. Five of the six ANAO recommendations have been implemented, and the remaining one recommendation continues to be implemented in 2025.

Internal audit

The ANU Internal Audit Work Plan gives the Council, the Audit and Risk Management Committee and the University a strategic overview of planned internal audit activity, linked to the University risk profile, the business environment and the direction the University is working towards as outlined in the Strategic Plan *ANU by 2025*.

The Internal Audit Work Plan incorporates a broad range of reviews ranging from compliance-based, performance improvement audits to Management (University) Initiated Reviews. Internal audits performed in 2024 include a financial review of the ANU College of Health and Medicine and a review of the International Students Admissions Process.

Grants audit

The University is required to conduct audits of the financial activities of grants to comply with the requirements set by the grant-funding entity. These audits verify that the statement of income and expenditure accurately summarises the financial records of the grant and provides an assurance that funds have been expended in accordance with the relevant grant agreement. The statement of income and expenditure of grants is audited by an independent external auditor with the results and corrective action plans provided to the funding body as required by the operating legislation and/or grant agreement.

During 2024, seven audits were conducted in respect of approximately \$11 million of grant funds.

Controlled entities

In 2024, the University had three controlled entities overseen by the Finance Committee and Council as outlined below.

ANU Enterprise Pty Ltd

ANU Enterprise is a wholly owned subsidiary of the University and was established in 1979. ANU Enterprise is a not-for-profit, for-purpose Company. It is an impact-enabling vehicle providing a range of delivery and support services within the ANU Research, Partnerships and Translation Division, including project management, business engagement, strategic initiatives and commercialisation services.

The services offered enable researchers to focus on their areas of expertise and to help ensure ANU research maximises its societal impact as well as commercial opportunity. ANU Enterprise also comprises two wholly owned subsidiaries, The Social Research Centre Pty Ltd (SRC) and Australian Scientific Instruments (ASI) Pty Ltd.

The SRC was purchased by ANU Enterprise in 2014. It is a for-profit commercial company, which provides innovative social research and evaluation services to Australian researchers, policymakers, academics and business leaders to advance Australian society and its place in the world. It aspires to be Australia's leading social research organisation and works with ANU academic areas including POLIS (previously ANU Centre of Social Research Methods) and the National Centre for Epidemiology and Population Health (previously the ANU Research School of Population Health).

The ASI was established as a for-profit, commercial company in 1997, to manufacture and sell (under licence) instrumentation developed by the ANU Research School of Earth Sciences. The Company ceased operating following the sale of its business lines to third parties, while maintaining the licencing and royalty flow to ANU. The Company remains registered but is dormant from an operations perspective effective from 1 January 2024.

ANU Enterprise Pty Ltd is governed by a board with a mix of senior ANU staff with the appropriate skills and experience in business, governance, contract research, accounting and higher education.

ANU Enterprise Pty Ltd provides the Council and the Finance Committee with an annual business plan and budget as well as biannual reports on agreed financial and non-financial performance metrics and other operational matters. It also provides the Audit and Risk Management Committee with biannual reports in relation to statutory financial reporting and governance activities.

ANU (UK) Foundation

The ANU (UK) Foundation, constituted in England and Wales, operates for the purpose of facilitating, on behalf of ANU, grants, donations, and bequests that may arise in the United Kingdom. This is done in alignment with the strategies of the University. The Foundation is governed by a board comprising a mix of senior ANU staff and independent external directors with appropriate skills and experience in business, development, accounting, and higher education.

The Foundation is incorporated in England and Wales and is entitled to an exemption from the requirement to have an audit in England and Wales under the provisions of section 477 of the *Companies Act 2006* (UK) (The Act).

The Foundation's financial report is prepared by an independent accountant in accordance with the special provisions for companies subject to the small companies' regime within Part 15 of The Act. The ANAO does not audit the Foundation's accounts because the Foundation is not an Australian-based entity.

ANU International Holdings

ANU International Holdings is a subsidiary of ANU established to provide a compliant and structured framework for owning and managing the University's international operations. It plays a critical role in advancing the University's commitment to maintaining and strengthening long-term strategic international relationships with government, businesses, institutions, students, alumni, and the public.

Its purpose is to enable key functions such as liaison, events, marketing, recruitment, government relations, and alumni engagement. By serving as the legal and operational foundation for international operations, ANU International Holdings ensures alignment with regulatory requirements while facilitating effective and sustainable international engagement.

Legislation

Under section 50 of the ANU Act the Council makes statutes, not inconsistent with the ANU Act or the PGPA Act, to regulate matters concerning the operations of the University. Council itself or, under section 68 of the *ANU (Governance) Statute 2020 (and as amended in 2023)*, the Vice-Chancellor also make rules and orders to specify statute matters in further detail.

The following updated legislative instruments were made in 2024:

- *The Australian National University (Governance) Statute 2024*
- *Governance Order 2024*
- *Coursework Awards Rule 2024*
- *Australian National University (Parking and Traffic) Statute 2024*
- *Australian National University (Parking and Traffic) Non-application Declaration 2024*

Policy governance and reviews

The University Policy Governance Framework provides the principles and structure that guides the development, approval and review of the University policies, procedures, standards and guidelines. The framework is intended to enhance the quality, understanding, accessibility and compliance with policies, procedures and related documents by officers, staff and students at the University. The framework is supported by an online Policy Library and training program, and ongoing advice for staff.

The policy team within the Corporate Governance and Risk Office advises, supports and coordinates the development, review and consultation of policies, procedures and guidelines. They work in collaboration and consultation with subject matter experts, local areas and the Responsible Officers to ensure policy document relevance, effectiveness, and alignment with the University strategic objectives and operational requirements.

In 2024, the University commenced a project to streamline and rationalise its policy library. This effort aims to align the University more closely with peer institutions, to improve accessibility, and to enhance understanding for users across the University. The consolidation also supports the Policy Governance Framework and eliminates redundancy across previously separate policies. As of December 2024, of the 649 original policy documents, at least 99 have been repealed. The project will continue into 2025.

Delegations of authority

The Delegations Framework provides a key mechanism for accountability and responsibility in decision-making within the University. It is designed to reflect the University's organisational structure and to provide a mechanism to assign authorities originating from legislation, policy and/or procedures of the University.

The University maintains a continuous review process for the Delegations Framework and responds to changes in the legislative and policy landscape. Reviews in 2024 included updates to reflect organisational change, the revision of procurement delegations to ensure clarity of controls, and the review of delegations, including legislative authorities, held by office holders.

Disclosure of interest

The Disclosure of Interest (DOI) Framework was approved for implementation in September 2022 and has been in operation throughout 2024. The framework supports the identification, disclosure and management of interests of University representatives that may create risk to the University and its staff. This includes any interest external to the University to ensure the University maintains sufficient visibility over interests that have a potential to create risks or conflicts of interest.

In 2024, the Corporate Governance and Risk Office undertook a significant review and refresh of the Disclosure of Interest Framework with an expected roll-out in early 2025. This includes pro-active briefings for all incoming staff members and cohort specific emails targeting all new senior management and executive appointments. This new approach is designed to significantly simplify and enhance the rate of disclosures from across the University. Early testing of the new approach has seen a significant year-on-year improvement on disclosures received with 2024 seeing four times as many disclosures being made as 2023.

Keeping the Minister informed – disclosure of material activities and events

Section 19 of the PGPA Act specifies that the Council has a duty to keep the Minister for Education, and the Minister for Finance informed of any significant decisions or issues concerning the University and any of its subsidiaries. This duty is limited by section 4A of the ANU Act, which provides that the Council need not comply with section 19 where it would or might affect the academic independence or integrity of the University.

The principal mechanism through which the University informs these Ministers is the Annual Report, which is tabled in Parliament and includes a report on outcomes delivered under the National Institutes Grant.

More generally, and in accordance with section 19 of the ANU Act, the Council delegates day-to-day responsibility for the notification of significant decisions and issues to the Vice-Chancellor (noting that Council remains the Accountable Authority).

During the year, the Vice-Chancellor and/or the Chancellor formally communicated with the Minister for Education and (at times) the Minister for Finance about the Annual Report, the Corporate Plan, the Modern Slavery Statement, the Academic Freedom and Freedom of Speech Policy.

External scrutiny

Given the global breadth of our operations, we are subject to the external scrutiny of regulators in a wide variety of jurisdictions. As a Corporate Commonwealth Entity, the University is subject to welcome external scrutiny from the Commonwealth. This is unique for an Australian University and goes beyond the work we do with the Tertiary Education Quality and Standards Agency who regulate and provide quality assurance of our role as a higher education provider.

The Australian National Audit Office are the University's external auditor and work closely with the University on the audit of the annual financial statements including audit of IT general and application controls for key systems. In that role the ANAO are an invited attendee at the University's Audit & Risk Management Committee.

The legislation that the University is empowered to create under the Australian National University Act 1991 is considered by the Senate Scrutiny of Delegated Legislation Committee, the University works closely with that Committee to integrate best practice and constructive feedback into future legislation. A variety of University decisions are also subject to potential further review by other entities including the Office of the Australian Information Commissioner and the Commonwealth Ombudsman.

The University attended Senate Estimates twice in 2024, in June and November and answered questions from Senators on a variety of topics. The University also attended the Senate Legal and Constitutional Affairs Legislation Committee inquiry into the Education Services for Overseas Students Amendment (Quality and Integrity) Bill 2024.

In 2024, no judicial decisions involving the University, nor any decisions of administrative tribunals or the Australian Information Commissioner, had a significant effect on the operations of the University. Further, during 2024, the University's operations were not the specific subject of any reports of a committee of either or both houses of Parliament, of the Australian Federal Government, or the Commonwealth Ombudsman.

The University was not the subject of any capability reviews released during 2024.

In 2024, no judicial decisions involved the University, nor did any decisions of administrative tribunals or the Australian Information Commissioner have a significant effect on the operations of the University. Further, during 2024, the University's operations were not the specific subject of any reports of a committee of either or both houses of Parliament, of the Australian Federal Government, or the Commonwealth Ombudsman.

The University was not the subject of any capability reviews released during 2024.

Indemnities and insurance for university officers

ANU indemnifies its staff against liabilities incurred by them while carrying out their duties in good faith. Indemnification of staff includes meeting the costs of actions that might be taken against them personally as though the action had been taken against ANU, provided the staff member concerned acted in good faith.

Similar indemnities have been granted to members of the Council, ANU appointments to external company boards, and non-ANU employees who serve on ANU Council Committees.

Professional indemnity insurance and other appropriate insurance, including directors' and officers' liability insurance, have been acquired on terms and conditions consistent with provisions in the PGPA Act.

Council members are entitled to any information they need or require from the University to exercise their functions and fulfil their duties as a Member of Council and, subject to the prior approval of the Chancellor (which is not to be unreasonably withheld), may seek independent legal advice at the University's expense on any issue submitted to the Council.

Internal grievance procedures

The University has codified its internal grievance procedure. Staff may seek the resolution of their grievances in accordance with the Staff Grievance Resolution Policy and its associated procedures. Equally, students may seek resolution of their grievances in accordance with the Student Grievance and Complaint Resolution Policy and its associated procedures.

The University has established a policy and supporting procedures in compliance with the *Public Interest Disclosure Act 2013*. It encourages staff and other eligible public officials to report suspected wrongdoing within the University. In accordance with that Act, the University maintains two authorised officers to receive reports of disclosable conduct.

Further information on the operation of this [public interest disclosure](#) scheme is available on the University website.

Information Publication Scheme

As an agency subject to the *Freedom of Information Act 1982*, ANU is required, in Part II of that Act, to publish information to the public as part of the Information Publication Scheme (IPS).

In accordance with IPS requirements, the University displays operational information about the [Information Publication Scheme](#) on its website. This site contains links to information that is available and commonly requested.

This page is left blank intentionally

People & work,
health & safety

ANU Executive appointments

In 2024, the following executive appointments were made:

- On the 26 February 2024, Professor Lachlan Blackhall commenced as Deputy Vice-Chancellor (Research and Innovation).
- On the 12 April 2024, Mr Michael Lonergan commenced as the Chief Financial Officer.
- On the 17 June 2024, Professor Rebekah Brown commenced as Provost and Senior Vice-President.
- On the 18 September 2024, Mr Jonathan Churchill commenced as the Chief Operating Officer.
- On the 30 September 2024, Mr Steven Fanner commenced as the interim Chief Marketing and Communications Officer.
- On the 1 October 2024, Mr Paul Hargreaves commenced as the interim Chief Information Officer.

Location of continuing operations

All ongoing and non-ongoing employees and primary work location by state or territory – current report period (2024)

Table 11. All ongoing employees (headcount), current report period (2024)

	Male			Female			Indeterminate/intersex/ unspecified			Grand total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
ACT	1,419	113	1,532	1,609	305	1,914	10	4	14	3,460
NSW	19	9	28	9	13	22				50
VIC	1	1	2	2	3	5				7
NT	1		1							1
SA					1	1				1
QLD				1		1				1
TAS					1	1				1
Grand total	1,440	123	1,563	1,621	323	1,944	10	4	14	3,521

Table 12. All non-ongoing employees (headcount), current report period (2024)

	Male			Female			Indeterminate/intersex/ unspecified			Grand total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
ACT	594	131	725	659	194	853	6	2	8	1,586
NSW	3	3	6	2	6	8	1		1	15
VIC	3	2	5	2	1	3				8
NT	1		1		1	1				2
WA					2	2				2
QLD		1	1		2	2				3
Grand total	601	137	738	663	206	869	7	2	9	1,616

All ongoing and non-ongoing employees and primary work location by state or territory–previous report period (2023)

Table 13. All ongoing employees (headcount), previous report period (2023)

	Male			Female			Indeterminate/intersex/ unspecified			Grand total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
ACT	1,330	98	1,428	1,487	276	1,763	13	2	15	3,206
NSW	10	8	18	6	9	15				33
VIC	2	1	3	2	1	3				6
NT	2	1	3							3
Grand total	1,344	108	1,452	1,495	286	1,781	13	2	15	3,248

Table 14. All non-ongoing employees (headcount), previous report period (2023)

	Male			Female			Indeterminate/intersex/ unspecified			Grand total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
ACT	603	145	748	670	196	866	9	2	11	1,625
NSW	7	4	11	2	5	7	1		1	19
VIC	3	1	4	3		3				7
NT	1		1							1
WA					2	2				2
QLD	1	1	2		3	3				5
TAS						1				1
Grand total	615	151	766	676	206	882	10	2	12	1,660

External locations of major activities and facilities

ANU North Australian Research Unit

The Australian National University
23 Ellengowan Drive
Brinkin, Northern Territory 0810

ANU School of School of Medicine and Psychology

ANU College of Health and Medicine
Florey Building, 54 Mills Road, Acton, ACT, and
Canberra Hospital, Garran Campus, Yamba Drive
Garran ACT 2605

Kioloa Coastal Campus

ANU College of Science
The Australian National University
496 Murramarang Road
Kioloa NSW 2539

Mount Stromlo Observatory

Research School of Astronomy and Astrophysics
ANU College of Science
The Australian National University
Cotter Road, Weston Creek ACT 2611

Siding Spring Observatory

ANU College of Science
The Australian National University
Observatory Road, Coonabarabran NSW 2357

Work health and safety

The University is committed to providing a safe, supportive, and respectful workplace that prioritises physical as well as psychological health, safety and wellbeing in accordance with the *Work Health and Safety Act 2011* (Cth) (WHS Act) and the *Safety, Rehabilitation and Compensation Act 1988* (Cth).

The objectives of the University Work Health and Safety (WHS) Plan in 2024 included:

WHS Management System (WHSMS): Effective implementation and ongoing compliance with WHS legislation, approved Codes of Practice and Australian Standards; and, developing remaining chapters for the WHSMS Handbook and simplifying existing chapters.

Training: Improved completion rates of assigned WHS-related training as per the Local WHS Training Plan; senior leaders, managers and supervisors actively participating in training and supervision of their workers; and improvement in induction and training programs across the University by implementing a digital WHS workflow system.

Risk management: Ongoing implementation of risk management in all aspects of work health and safety at the University; the development of a university wide risk register; and a refresh of the hazard management WHSMS Handbook chapter and procedure to promote proactive risk management.

Contractor safety: Standardisation of contractor induction and adoption of revised WHSMS Handbook chapter as part of WHS requirements.

Psychosocial risk management

- Introducing psychosocial safety management and hazard identification as part of business as usual.
- Local areas actively identifying, assessing, and preventing psychosocial-related injuries.
- Senior leaders and managers taking active part in promoting psychosocial safety management in the workplace.
- Work design risk management programs that identify, assess, control and minimise psychosocial related injuries.

Body stressing: Work design risk management programs that identify, assess, control and minimise body stress related injuries.

Health monitoring: The development and review of health monitoring procedures and guidance material.

Health and safety outcomes

There have been 140 hazards reported for the 2024 reporting period, compared to 128 for the same period in 2023. There were 487 safety incidents reported in 2024, an increase on 474 incidents reported for 2023.

There were 101 medically treated injuries and 15 'lost time' injuries during the 2024 reporting year. As of 31 December 2024, the University had 46 active worker's compensation claims. There were 73 staff members who received early intervention assistance during the year (a total budget spend of \$57,815).

Notifiable incidents

There were two incidents notified to Comcare during 2024 both were the result of serious injury. There were no notifiable incidents reported to Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) during 2024. There were no incidents notified to Office of the Gene Technology Regulator (OGTR). All notifiable incidents have been closed with the respective regulatory body. ANU also provided compliance data to ARPANSA and the Australian Safeguards and Non-Proliferation Office (ASNO).

Investigations and notices

There were no investigations or notices issued by Comcare in 2024.

Climate risk disclosure

The Commonwealth Climate Disclosure is the government's policy for Commonwealth entities to publicly disclose their exposure to climate risks and opportunities, as well as their actions to management. This is the University's first Annual Report that includes climate-related disclosures in accordance with the Commonwealth Climate Disclosure Pilot Guidance. The University voluntarily participated in the pilot to demonstrate leadership and to prepare to meet further extensive, mandatory disclosure requirements in future years.

Governance

The Governance structure of the Australian National University is underpinned by the *Australian National University Act 1991*, which establishes the Council as the controlling body of the University. As a Corporate Commonwealth entity, the University is also required to meet its obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and the *Public Governance, Performance and Accountability Rule 2014* for ensuring proper use and management of public resources.

Under the PGPA Act, the University produces and annually publishes a Corporate Plan. This document details how the University's performance will be measured and assessed over a four-year period. The KPIs within this document are mapped to the University's purposes and progress is reported quarterly to the Audit and Risk Management Committee (ARMC).

The governance arrangements of the University provide assurance to Council via its committees and the Internal Audit program in respect of risk oversight, management and reporting. The ARMC specifically provides advice to Council on the appropriateness of the University's annual financial reporting, audit, performance reporting, system of risk oversight, internal controls and general compliance with policy, applicable laws and regulations, consistent with the University's pursuit of excellence in all aspects of its work as presented in the Strategic Plan *ANU by 2025*.

As part of its risk oversight role, the ARMC oversees management of climate-related risks and opportunities. Council is ultimately responsible for all University-related risk including climate risk.

The University considers climate-related risk as a priority action area. Climate change will likely have significant impacts on the student experience, research, teaching, operations, health and safety, infrastructure, financial models and our entire value chain. As a result, the Vice-Chancellor and President is the principal assignee responsible for overseeing climate risk.

Progress on climate governance

In 2024, the following actions were taken to advance the University's governance of climate risk:

- The approach to climate mitigation and targets was discussed at a Council workshop on the 9 February 2024, and subsequently at the Council meeting on the 5 April 2024, with the University reaffirming its commitment to the ANU below zero emissions ambition.
- A climate risk paper was presented to ARMC on the 27 November 2024.
- A new pillar on climate risk (disclosure and management) was added to the ANU Environmental Management Plan.
- The development of an interim governance framework for climate risk management (Figure 1 and Table 15).

Figure 1. Interim ANU climate risk governance structure



Table 15. ANU climate risk roles and responsibilities

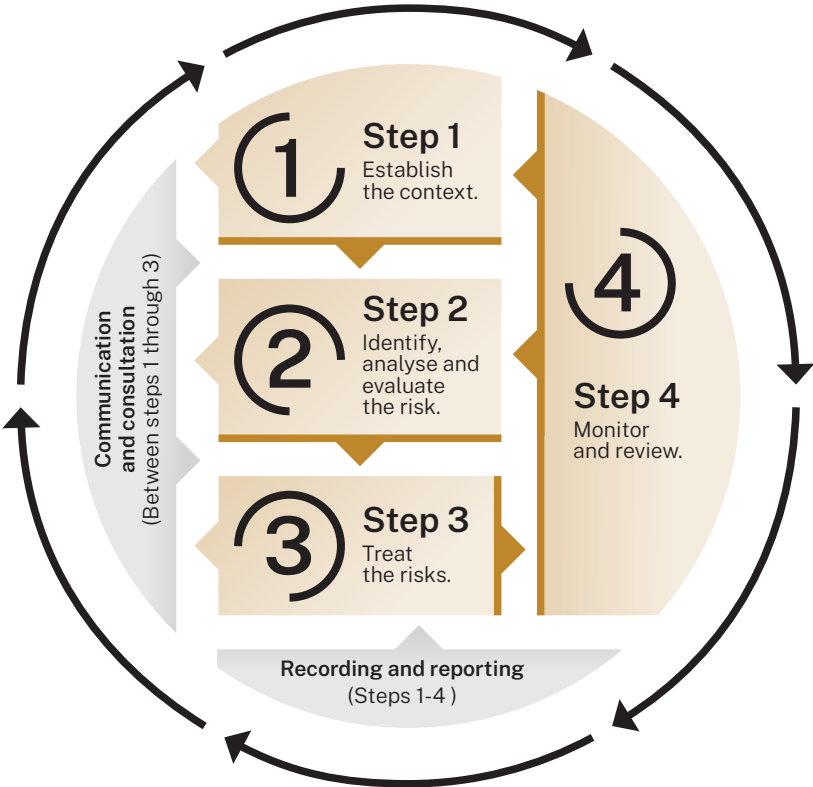
Role	Risk responsibilities
Council	The accountable authority with responsibility for having systems of risk oversight. Oversees the setting of targets related to climate risks and opportunities. Council will receive annual updates on climate risk management and progress towards achievement of climate targets.
Audit and Risk Management Committee (ARMC)	Annual oversight of climate related risks, controls and mitigation strategies.
Vice-Chancellor and President	Principle assignee and risk owner responsible for overseeing climate- risk and approving the University’s climate-related strategies, targets, policies, activities and performance.
Chief Risk Officer (CRO) –to be appointed in 2025	Responsible for overseeing the University’s risk management framework and governance. Provides guidance and support on the development of the climate risk register and co-chairs the Climate Risk Working Group.
Environmental Sustainability Committee (ESC) -established 2024	Membership comprises the Chief Campus Environment Officer, Chief Operating Officer, Deputy Vice-Chancellor (Research and Innovation), a senior academic with expertise in environmental sustainability (currently the Director, Institute for Climate, Energy and Disaster Solutions) and Associate Director, Environmental Sustainability. The Committee oversees the setting of targets related to climate risks and opportunities and the implementation of whole-of-ANU strategies aimed at improving the University’s environmental performance and integrating these efforts within our research activities.
Environmental Management Group	Reporting to the ESC, the Environmental Management Group supports the seven pillars of the ANU Environmental Management Plan that include GHG, energy, circular economy, buildings, water, biodiversity and conservation and climate risk. The group conducts quarterly reviews against the University’s climate targets and broader sustainability performance.

Role	Risk responsibilities
Chief Environmental Sustainability Officer	The Chief Environmental Sustainability Officer is responsible for developing and implementing climate related strategy, including emissions reduction, carbon reporting, overseeing the portfolio of climate related initiatives, building organisational capabilities, fostering cultural change and embedding climate action into the University's processes and decision-making. The role also supports identification, management and reporting of climate risk, and co-chairing the Climate Risk Working Group.
Climate Risk Working Group	Their role is to develop a university-wide climate risk register and review or assign controls to risk owners throughout ANU. The Working Group will report directly to the Environmental Management Review Group and indirectly to the Environmental Sustainability Committee.

Risk management

In 2024, we made progress against the first three steps of the [NSW Government Climate Risk Ready Guide](#) (See Figure 2). All four steps of the Climate Risk Ready process and a more comprehensive Climate Risk Register for the University including risk controls is being developed.

Figure 2–Outline of the Climate Risk Ready process aligned to ISO 31000



Our progress

Step 1: Establish the context: Establish an authorising environment and resources for climate change risk assessment and management:

- Assessed the University's climate risk management and reporting maturity against the NSW Government's Climate Risk Ready, and risk assessment and management process for the Strategy and Risk Management pillars.
- Established the reason for a climate change risk assessment and secured approvals.

Step 2: Identify, analyse and evaluate the risks: Establish plausible climate futures and document priority climate change risks:

- ANU co-chaired an Australian Campus Towards Sustainability (ACTS) Climate Scenario Working Group with the goal of developing sector-wide climate scenarios. Workshops were held in five Australian cities, including at ANU, during November and December addressing the question—how could climate change impact Australia's university sector in 2030's, 2060's and 2090's? A report on four climate scenarios for the tertiary education sector is due for completion in 2025.

Step 3: Treating the risks

In 2024, the University updated its bushfire hazard risks assessments across the Acton and Satellite campuses. Emergency Management and Evacuation Plans were subsequently updated for Kioloa, Mount Stromlo, North Australia Research Unit and Siding Springs Observatory. These plans are now operational.

ANU confirmed best practice approaches to the management of bushfire and ember attack risks to the Acton campus based on the low bushfire rating risk with the ACT Emergency Services Agency (ESA). ESA advised to apply a 'shelter in place' emergency management approach to the campus.

Climate related metrics and targets

The 2024–2027 Corporate Plan outlines a KPI to meet our commitments to mitigate the negative effects of climate change in line with our national mission as a target of reducing the overall trajectory of our GHG emissions from 2019 baseline ~150,000 tonnes CO₂e.

In April 2024, the Council reaffirmed the University's commitment to achieve below zero emissions¹, a target the University aspires to reach by 2040. Details on our approach to GHG mitigation, including progress, is available on the [ANU website](#).

In addition, the University has several interim, source-specific emissions reduction targets², as outlined in the ANU Environmental Management Plan:

- Zero emissions from fossil fuel gas for all ANU buildings by the end of 2040
- Zero emissions from ANU fleet by the end of 2030
- Zero emissions from electricity by the end of 2030
- A 50 per cent reduction in the University's travel emissions by the end of 2025 (2019 baseline).

¹ The metric used to set / measure the University's ambition is CO₂-equivalent. The ambition applies to Scope 1, 2 and 3 greenhouse gases associated with the University by 31 December 2040. It is both a net and absolute ambition, as it requires a decrease in greenhouse gas emissions by ~ 90% within a defined timeframe. The following greenhouse gas emissions are included: carbon dioxide (CO₂); methane (CH₄); nitrous oxide (N₂O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); sulphur hexafluoride (SF₆); and nitrogen trifluoride (N₃) as per the GHG Protocol.

² The metric used to set these emissions reduction targets is CO₂-equivalent. The targets cover the entirety of the University as per the organisational boundary detailed in the ANU carbon accounting methodology. They represent gross GHG emission reduction and are absolute targets as they require decrease in GHGs within defined timeframes.

In 2024, the University met the target of reducing the overall trajectory of GHG emissions from the 2019 baseline of 150,000 tonnes CO₂e (Scope 1, 2 and partial Scope 3) with 2024 emissions comprising 45,330 tonnes (Figure 3). Performance analysis against the Corporate Plans 2024-2027 KPI is on pages 50-51. This is the first year that the University has calculated and published its full Scope 1, 2 and 3 GHG emissions as outlined in Table 16.

The minimum emissions sources as required by the Australia Public Service (APS) Net Zero Emissions Reporting Framework. The University's reporting extends beyond this and includes additional Scope 3 emissions. The carbon accounting methodology aligns with the published 2023-2024 Net Zero in Government Operations Annual Progress Report³ and is detailed in the ANU Carbon Accounting Methodology report.

Table 16. 2024 GHG emissions inventory (including full Scope 3⁴)

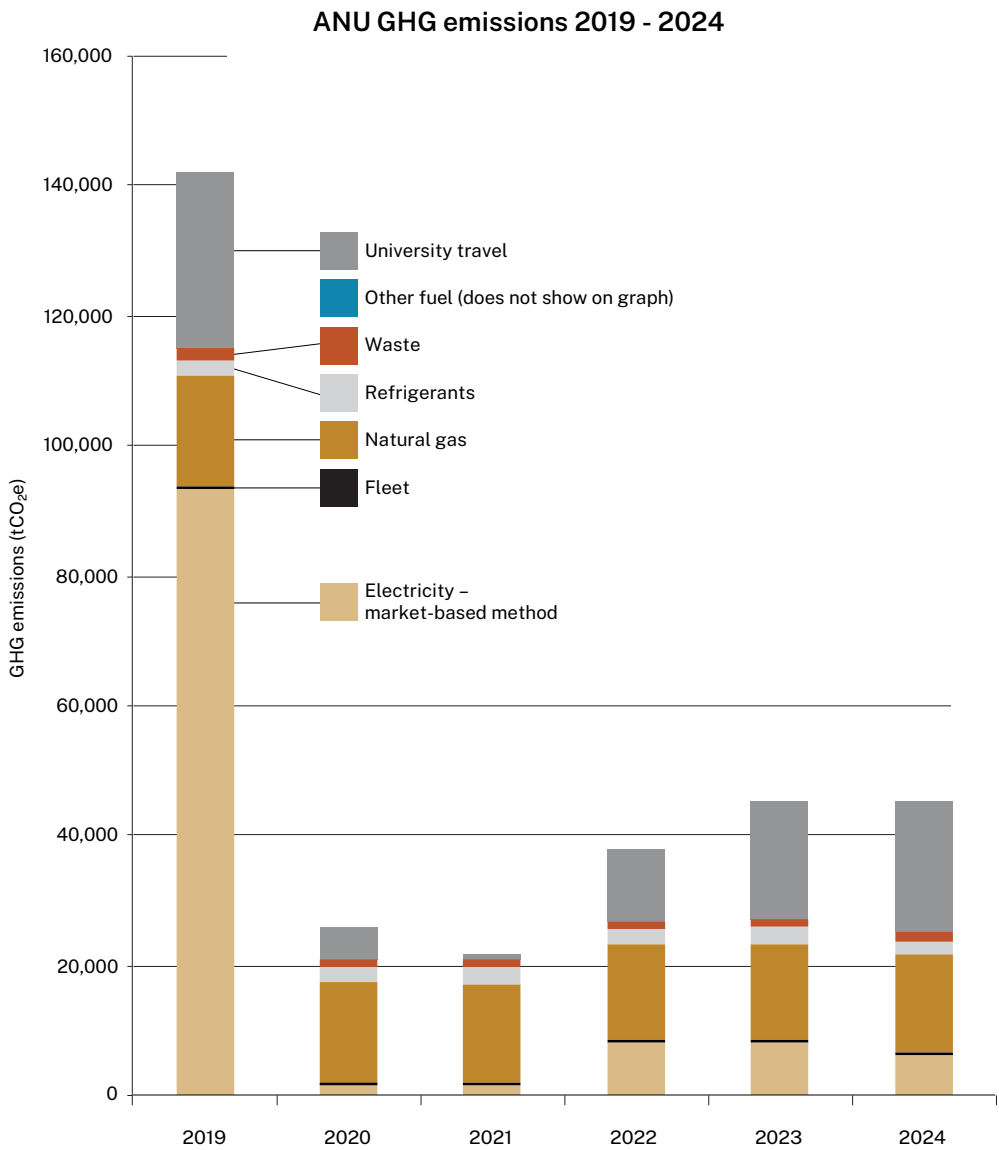
Emission source	Scope 1 t CO ₂ e	Scope 2 t CO ₂ e	Scope 3 t CO ₂ e	Total t CO ₂ e
Electricity (location-based method) *		71,910	4,833	76,743
Electricity (market-based method) *		5,275	716	5,991
Natural gas	12,241		3,112	15,353
Other energy	63		20	83
Fleet and other vehicles	286		72	358
Refrigerants	1,742			1,742
Solid waste			1,710	1,710
Wastewater			777	777
Potable water			23	23
Goods and services			60,647	60,647
Capital goods			2,858	2,858
University travel – flights			18,630	18,630
University travel – taxi/hire cars			1,463	1,463
University travel–accommodation			663	663
Employee commute			3,639	3,639
Employee work from home			421	421
Student commute			51,251	51,251
Upstream leased assets			74	74
External college residences			989	989
Total kg CO ₂ e (location-based)	14,332	71,910	151,183	237,425
Total kg CO ₂ e (market-based)	14,332	5,275	147,066	166,673

Note * Table 16 includes both the market-based and location-based accounting methods for electricity. Location-based accounting measures the actual emissions associated with the grid electricity supplying ANU. The market-based method focuses on emissions associated with electricity purchased by ANU including contractual agreements like Renewable Energy Certificates or Greenpower. ANU renewable energy for 2024 current year is 95.3 per cent for ACT operations.

3 Differences in methodology are a) the JRPP used for market-based electricity is averaged across two financial years for the ANU calendar year b) ANU calculates refrigerant emissions using the more accurate GHG Protocol lifecycle stage approach. Full details can be found in the ANU carbon accounting methodology at [Environmental Sustainability](#).

4 Excluding investments which will be included in 2025 reporting. See ANU Carbon Accounting Methodology for full details of emissions boundary at [Environmental Sustainability](#).

Figure 3. ANU Scope 1, 2 and partial Scope 3 (travel and waste) emissions, comparison against 2019 baseline



Environmental reporting

Section 516A of the *Environmental Protection and Biodiversity Conservation Act 1999* (Cth) (EPBC Act) requires that the University report annually on how ANU accords with and contributes to Ecologically Sustainable Development (ESD) including our environmental performance – covering the impact our activities have on the natural environment, how these are mitigated and how they will be further managed.

The University's impacts and actions are outlined in the ANU Environmental Management Plan (EMP) 2022–2025. The EMP outlines seven key pillars of activity, namely GHG, waste, energy, buildings, biodiversity and conservation, and climate risk. Each pillar contains impacts, targets and actions. Progress against the EMP is documented in the ANU Environmental Sustainability Report.

Annual results and sources of income

This page is left blank intentionally

Annual results and sources of income

The University's Operating Result, on a consolidated basis, as disclosed in the Annual Financial Statements, is a surplus of \$89.9 million. This compares with the surplus of \$135.3 million in 2023 (Table 17).

While the University's reported financial statements present fairly the financial performance, financial position and cashflow in accordance with applicable accounting standards, the University also tracks its long-term financial sustainability using a financial metric known as the 'underlying result', a measure commonly used by Australian universities to assess a university's ability to operate sustainably.

The underlying operating result adjusts the University's net result for items that are one-off or non-operating in nature. It also considers the restricted nature of the University's investment funds and the corresponding investment income, which are not available to fund day-to-day operations.

Table 17. Annual results

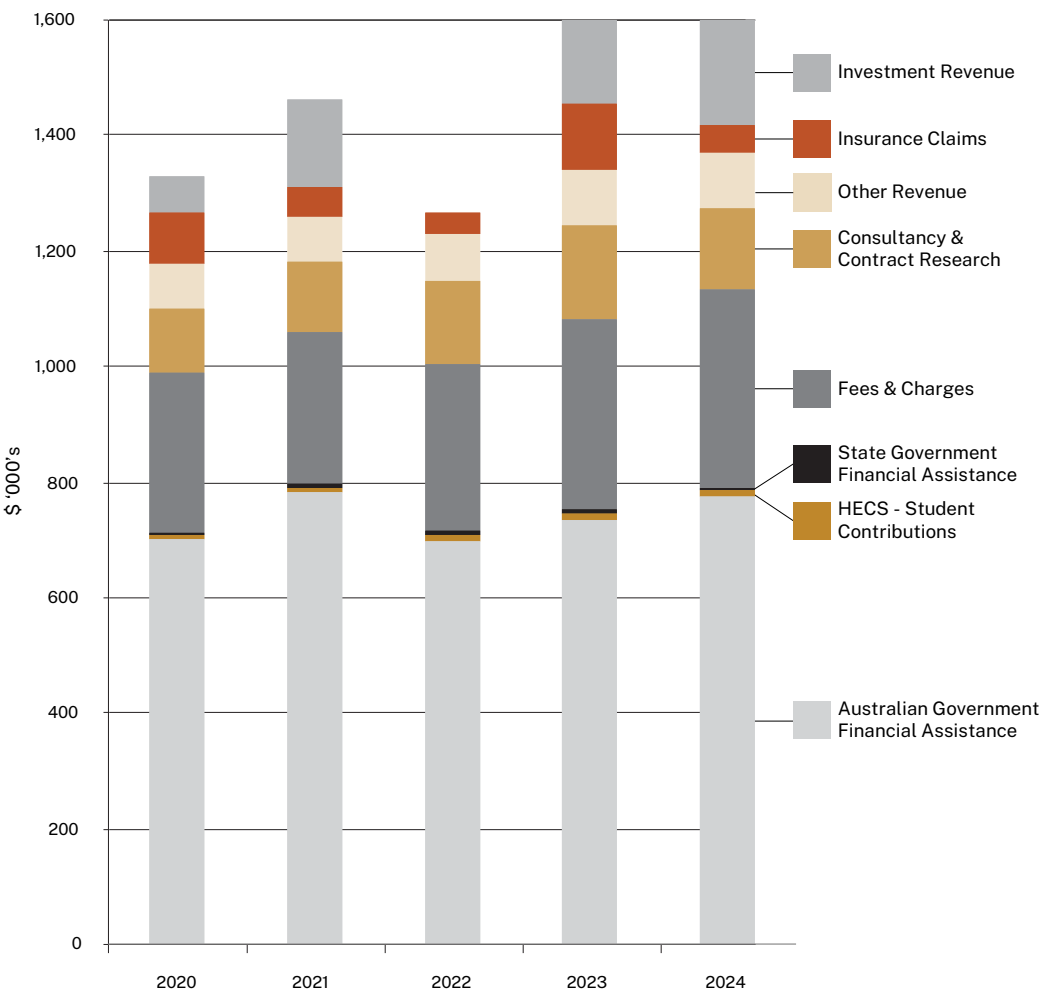
	Consolidated		University	
	2024 \$'000's	2023 \$'000's	2024 \$'000's	2023 \$'000's
Operating revenue	1,636,242	1,623,069	1,598,813	1,595,330
Operating expenses	1,546,293	1,487,781	1,511,696	1,448,735
Net surplus from continuing operations	89,949	135,288	87,117	146,595
Adjusted for -				
Philanthropic Funds (endowed donation and bequests to be held in perpetuity)	(16,579)	(9,163)*	(16,579)	(9,163)*
Investment Funds ¹	(170,907)	(118,912)	(170,478)	(126,901)
Restricted specific purpose funds movement	(3,231)	(3,034)	(3,231)	(3,034)
Other Items ²	(41,733)	(112,700)	(41,733)	(112,700)
Underlying operating result - surplus/(deficit)	(142,501)	(108,522)	(144,904)	(105,204)
Underlying operating deficit / operating revenue (%)	-8.71%	-6.69%	-9.06%	-6.59%

¹ The majority of the University's investments, and corresponding investment income, relate to specific purpose funds and as such they are not available to fund day-to-day operations.

² Recognises impact of one-off items of a non-operating nature and the impact of insurance proceeds on the operating result.

* 2023 numbers have been adjusted to enhance comparability.

Figure 4. 2020-2024 Sources of income



The University's consolidated net assets stand at a substantial \$3.818 billion with financial assets totalling \$1.835 billion. Included in the financial assets is \$0.414 billion to be held in perpetuity with only distributions available for expenditure and \$0.615 billion to be held specifically to fund the cost of the employer's liability under the Commonwealth Superannuation Scheme.

The University's total income, on a consolidated basis, has remained constant at \$1.636 billion. Figure 4 shows the distribution of, and changes to, source of the University's income.

Finances

Financial Statements for the year ended
31 December 2024



INDEPENDENT AUDITOR'S REPORT

To the Minister for Education

Opinion

In my opinion, the financial statements of the Australian National University and the consolidated entity (the Entity) for the year ended 31 December 2024:

- (a) comply with Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial positions of the Entity as at 31 December 2024 and their financial performance and cash flows for the year then ended.

The financial statements of the Australian National University and the consolidated entity, which I have audited, comprise the following statements as at 31 December 2024 and for the year then ended:

- Statement by the Council;
- Income Statement;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Statement of Cash Flows; and
- Notes to the financial statements comprising a Summary of Significant Accounting Policies and other explanatory information.

The consolidated entity comprises the Australian National University and its subsidiaries.

Basis for Opinion

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

Accountable Authority's Responsibility for the Financial Statements

As the Accountable Authority of the Entity, the Council 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 and the rules made under that Act. The Council is also responsible for such internal control as the Council 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 Council 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 Council 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;
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the consolidated entity to express an opinion on the financial statements. I am responsible for the direction, supervision and performance of the consolidated entity audit. I remain solely responsible for my audit opinion.

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

Australian National Audit Office



Rahul Tejani
Executive Director

Delegate of the Auditor-General

Canberra
29 March 2025

Statement by the Council

20 March 2025

The Hon Julia Bishop
Chancellor

+61 2 6125 2113
+61 2 6125 8544
chancellor@anu.edu.au

Canberra ACT 2600 Australia
www.anu.edu.au

CRICOS Provider No 00119A/C

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December 2024

STATEMENT BY THE COUNCIL

The University Council at its meeting held on 28 March 2025 agreed to adopt the financial statements contained in this report.

In our opinion:

- i. The financial statements for the year ended 31 December 2024 are based on properly maintained financial records in accordance with subsection 4(1)(a) of the Public Governance, Performance and Accountability Act 2013 and comply with the requirements of subsection 42(2) of the Public Governance, Performance and Accountability Act 2013.
- ii. The financial statements have been prepared in accordance with the provisions of the Department of Education Financial Statement Guidelines for Australian Higher Education Providers for the 2024 Reporting Period and Australian Accounting Standards and other mandatory professional reporting requirements.
- iii. At the date of this statement, there are no alternative grounds to believe that the University will be able to pay its debts as and when they become due and payable.
- iv. In the best of our knowledge and belief all the Australian Government Financial Assistance was expended for the purposes for which it was intended and the University has complied with applicable legislation, contracts, agreements and program guidelines in making that expenditure.



J. BISHOP
Chancellor



G. BELLAD
Vice-Chancellor



M. LONERAGAN
Chief Financial Officer

Contents

Primary financial statements

Income Statement.....	157
Statement of Comprehensive Income	158
Statement of Financial Position	159
Statement of Changes in Equity.....	160
Statement of Cash Flows.....	161

Overview

Summary of significant accounting policies	162
--	-----

Notes to the financial statements

1.Financial Performance	164
1.1 Income	164
1.2 Expenses	173
2.Financial Position	175
2.1 Assets	175
2.2 Liabilities	188
2.3 Equity.....	192
3.Funding	194
3.1 Reconciliation of net result after income tax to net cash provided by/(used in) operating activities	194
4.People and Relationships.....	195
4.1 Employee Provisions	195
4.2 Key Management Personnel Disclosures	196
4.3 Senior Executives Remuneration.....	198
4.4 Other Highly Paid Staff Remuneration	199
4.5 Related Party Disclosures.....	200
5.Managing Uncertainties	201
5.1 Contingent Assets and Liabilities	201
5.2 Financial Instruments.....	202
5.3 Fair Value Measurement.....	212
6.Other Information	215
6.1 Remuneration of Auditors	215
6.2 Superannuation Commitments	215
6.3 Subsidiaries	216
6.4 Acquittal of Australian Government Financial Assistance	217

INCOME STATEMENT

for the year ended 31 December 2024

		Consolidated		University	
		2024	2023	2024	2023
Notes		\$'000	\$'000	\$'000	\$'000
Revenue and income from continuing operations					
Australian Government Financial Assistance					
Australian Government grants	1.1A	666,583	636,202	666,583	636,202
HELP - Australian Government grants	1.1A	109,588	98,853	109,588	98,853
HECS-HELP - student payments		12,004	12,042	12,004	12,042
Territory Government financial assistance	1.1B	1,672	5,740	1,672	5,740
Fees and charges	1.1C	345,099	329,550	345,099	329,550
Net investment income	1.1G	215,439	167,014	215,010	175,003
Consultancy and contract fees	1.1D	139,798	162,365	102,577	128,033
Other revenue	1.1E	146,059	211,303	146,280	209,907
Total revenue and income from continuing operations		1,636,242	1,623,069	1,598,813	1,595,330
Expenses from continuing operations					
Employee related expenses	1.2A	862,885	795,999	837,172	769,848
Depreciation and amortisation	2.1F	138,222	135,115	137,226	134,618
Repairs and maintenance	1.2B	46,442	40,651	46,426	40,632
Borrowing costs	1.2C	11,904	13,745	11,904	13,745
Impairment of assets expense		507	561	2,347	3,432
Deferred superannuation expense	1.2A	19,561	20,824	19,561	20,824
Other expenses	1.2D	465,042	475,823	456,560	465,683
Losses/(gains) on disposal of assets		501	(46)	500	(47)
Share of (profit)/losses of investments accounted for using the equity method	2.1D	55	4,379	-	-
Total expenses from continuing operations		1,545,119	1,487,051	1,511,696	1,448,735
Net results before income tax from continuing operations		91,123	136,018	87,117	146,595
Income tax expense	1.2E	(1,174)	(730)	-	-
Net results after income tax		89,949	135,288	87,117	146,595
Net results after income tax from continuing operations		89,949	135,288	87,117	146,595

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

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2024

	Notes	Consolidated		University	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Net results after income tax for the period		89,949	135,288	87,117	146,595
Items that will be reclassified to profit or loss					
Items that will not be reclassified to profit or loss					
Gain on revaluation of non-financial assets net of tax	2.3A	76,712	161,938	76,712	161,938
Net change in fair value of financial assets designated as fair value through other comprehensive income	2.3A	(6,021)	(12,222)	(6,021)	(12,222)
Net actuarial gains recognised in respect of defined benefit plans	6.2	17,647	434	17,647	434
Other movements	2.3A	41	(62)	(10)	(38)
Total other comprehensive income		88,379	150,088	88,328	150,112
Comprehensive results		178,328	285,376	175,445	296,707

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION

as at 31 December 2024

		Consolidated		University	
		2024	2023	2024	2023
	Notes	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	2.1A	304,903	200,319	292,843	191,448
Receivables and contract assets	2.1B	72,830	79,599	63,001	71,106
Inventories		551	768	551	768
Investments	2.1C	1,470,501	1,541,375	1,470,501	1,541,375
Other financial assets		-	4,442	-	4,442
Other non-financial assets	2.1E	47,548	48,168	46,697	47,588
Total current assets		1,896,333	1,874,671	1,873,593	1,856,727
Non-current assets					
Investments	2.1C	10,890	45,154	18,290	52,554
Investments accounted for using the equity method	2.1D	3,706	5,765	3,896	7,922
Other financial assets		-	1,324	-	1,324
Other non-financial assets	2.1E	20,599	16,750	20,599	16,750
Property, plant and equipment	2.1F	3,636,945	3,515,130	3,633,745	3,511,705
Intangibles	2.1F	2,396	3,813	2,396	3,813
Total non-current assets		3,674,536	3,587,936	3,678,926	3,594,068
Total Assets		5,570,869	5,462,607	5,552,519	5,450,795
Liabilities					
Current liabilities					
Suppliers and other payables	2.2A	121,771	150,851	117,549	146,249
Contract liabilities	2.2B	102,973	81,579	96,937	79,557
Borrowings	2.2C	207,995	6,957	207,995	6,957
Lease liabilities	2.2D	4,215	4,632	3,049	3,943
Other financial liabilities		2,735	1,563	2,735	1,563
Other liabilities	2.2E	29,454	31,585	29,454	31,585
Employee benefits	4.1A	169,622	162,958	167,308	160,812
Workers compensation provision	2.2F	2,487	2,356	2,487	2,356
Total current liabilities		641,252	442,481	627,514	433,022
Non-current liabilities					
Suppliers and other payables	2.2A	5,515	5,156	5,515	5,156
Contract liabilities	2.2B	30,485	15,274	30,485	15,274
Borrowings	2.2C	44,437	252,687	44,437	252,687
Lease liabilities	2.2D	12,261	14,518	10,555	12,211
Other financial liabilities		-	401	-	401
Other liabilities	2.2E	543,832	564,955	543,832	564,955
Employee benefits	4.1A	458,209	496,145	458,134	496,047
Workers compensation provision	2.2F	16,628	15,660	16,628	15,660
Total non-current liabilities		1,111,367	1,364,796	1,109,586	1,362,391
Total liabilities		1,752,619	1,807,277	1,737,100	1,795,413
Net assets		3,818,250	3,655,330	3,815,419	3,655,382
Equity					
Parent entity interest					
Reserves	2.3A	1,485,087	1,414,041	1,476,106	1,405,346
Retained surplus		2,333,163	2,241,289	2,339,313	2,250,036
Total equity		3,818,250	3,655,330	3,815,419	3,655,382

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2024

Consolidated	Note	Asset Revaluation							
		Retained Surplus		Surplus		Special Reserves		Total Equity	
		2024	2023	2024	2023	2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January									
Balance carried forward from previous period		2,241,289	2,106,114	1,355,768	1,206,053	58,273	57,787	3,655,330	3,369,954
Adjustment relating to previous period	2.2A	(15,408)	-	-	-	-	-	(15,408)	-
Comprehensive income									
Net results for the period		89,949	135,288	-	-	-	-	89,949	135,288
Gain on revaluation of non-financial assets net of tax		-	-	76,712	161,938	-	-	76,712	161,938
Loss on revaluation of investments		-	-	(6,021)	(12,222)	-	-	(6,021)	(12,222)
Remeasurements of defined benefit plans		17,647	434	-	-	-	-	17,647	434
Other movements		41	(61)	-	(1)	-	-	41	(62)
Transfers (from)/to reserves		(355)	(486)	(440)	-	795	486	-	-
Total comprehensive income		107,282	135,175	70,251	149,715	795	486	178,328	285,376
Balance at 31 December									
		2,333,163	2,241,289	1,426,019	1,355,768	59,068	58,273	3,818,250	3,655,330

University	Note	Asset Revaluation							
		Retained Surplus		Surplus		Special Reserves		Total Equity	
		2024	2023	2024	2023	2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January									
Balance carried forward from previous period		2,250,036	2,103,531	1,347,073	1,197,357	58,273	57,787	3,655,382	3,358,675
Adjustment relating to previous period	2.2A	(15,408)	-	-	-	-	-	(15,408)	-
Comprehensive income									
Net results for the period		87,117	146,595	-	-	-	-	87,117	146,595
Gain on revaluation of non-financial assets net of tax		-	-	76,712	161,938	-	-	76,712	161,938
Loss on revaluation of investments		-	-	(6,021)	(12,222)	-	-	(6,021)	(12,222)
Remeasurements of defined benefit plans		17,647	434	-	-	-	-	17,647	434
Other movements		(10)	(38)	-	-	-	-	(10)	(38)
Transfers (from)/to reserves		(69)	(486)	(726)	-	795	486	-	-
Total comprehensive income		104,685	146,505	69,965	149,716	795	486	175,445	296,707
Balance at 31 December									
		2,339,313	2,250,036	1,417,038	1,347,073	59,068	58,273	3,815,419	3,655,382

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

for the year ended 31 December 2024

	Notes	Consolidated		University	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Operating activities					
Cash received					
Australian Government financial assistance		771,520	723,508	771,596	723,508
Territory Government financial assistance		4,213	5,526	4,213	5,526
HECS-HELP - student payments		12,004	12,042	12,004	12,042
Receipts from student fees and other customers		360,121	322,146	354,409	323,660
Consultancy and contracts		166,992	159,191	128,968	126,674
Interest received		31,410	29,943	31,114	29,627
Dividends received		54,488	40,674	54,488	40,674
Other operating inflows		107,379	204,310	111,974	202,377
Net GST received		54,375	57,839	53,896	58,269
Total cash received		1,562,502	1,555,179	1,522,662	1,522,357
Cash used					
Payments to employees and pensioners		855,075	778,460	829,509	752,350
Interest and other costs of finance		11,904	13,745	11,904	13,745
Payments for services		626,194	672,957	617,043	667,215
Income taxes paid		1,174	730	-	-
Total cash used		1,494,347	1,465,892	1,458,456	1,433,310
Net cash provided by operating activities	3.1A	68,155	89,287	64,206	89,047
Investing activities					
Cash received					
Proceeds from sale of property, plant and equipment		197	197	197	198
Proceeds from sale and maturity of financial assets		1,400,162	1,519,911	1,400,162	1,519,911
Total cash received		1,400,359	1,520,108	1,400,359	1,520,109
Cash used					
Purchase of property, plant and equipment		191,478	214,288	191,062	214,037
Payments for financial assets		1,160,791	1,504,826	1,160,791	1,504,826
Total cash used		1,352,269	1,719,114	1,351,853	1,718,863
Net cash provided by/(used in) investing activities		48,090	(199,006)	48,506	(198,754)
Financing activities					
Cash used					
Repayments of borrowings		7,212	5,051	7,348	5,051
Payment of principal portion of lease liabilities		4,761	4,103	4,281	3,871
Total cash used		11,973	9,154	11,629	8,922
Net cash used in financing activities		(11,973)	(9,154)	(11,629)	(8,922)
Net increase/(decrease) in cash and cash equivalents		104,272	(118,873)	101,083	(118,629)
Cash and cash equivalents at the beginning of the financial year	2.1A	200,319	319,401	191,448	310,286
Effect of exchange rate movements on cash and cash equivalents at the beginning of the reporting period		312	(209)	312	(209)
Cash and cash equivalents at the end of the financial year	2.1A	304,903	200,319	292,843	191,448

The above Statement of Cash Flow should be read in conjunction with the accompanying notes.

Overview

Summary of material accounting policy information

The material accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all years presented, unless otherwise stated. The financial report includes separate financial statements for The Australian National University (the University) as an individual entity and the consolidated entity consisting of the University and its subsidiaries (the Group).

Basis of preparation of the financial statements

The University is a non-profit Corporate Commonwealth entity and is required under Section 46 of the *Public Governance, Performance and Accountability Act 2013* to provide the responsible Minister with an annual report including annual financial statements. The financial statements are general purpose financial statements.

The statements have been prepared in accordance with the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (the Rule), Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period and Financial Statements Guidelines for Higher Education Providers for 2024 issued in accordance with Section 19-10(2)(a) of the *Higher Education Support Act* by the Department of Education.

The University has applied the following exemptions that are permissible under the Rule and granted by the Finance Minister:

(a) The Finance Minister has granted an exemption from the requirements of Section 12 of the Rule to enable the University to align the presentation of the Income Statement and Statement of Comprehensive Income with that prescribed within the "Financial Statement Guidelines for Higher Education Providers" issued by the Department of Education; and

(b) Section 24(2) of the Rule provides the University with an exemption from presenting oncosts as employee benefits in the financial statements, and can instead report its oncosts in accordance with the "Financial Statement Guidelines for Higher Education Providers".

The University applies Tier 1 reporting requirements.

The Financial Statements have been authorised for issue on 28 March 2025.

The financial statements have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets and liabilities, which as noted, are at fair value.

Critical accounting estimates and judgements

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the

University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in the following notes:

- Note 1.1F Revenue and Income from Continuing Operations
- Note 2.1F Land, Buildings and Infrastructure, Plant and Equipment and Intangibles
- Note 2.2F Workers Compensation
- Note 4.1 Employee Benefits
- Note 5.2 Financial Instruments
- Note 5.3 Fair Value Measurement
- Note 6.2 Superannuation Commitments

Accounting policies and changes in accounting estimates

There were no material adjustments or changes in accounting policies and accounting estimates in 2024.

Basis of consolidation

The consolidated financial report is prepared in accordance with AASB 10 *Consolidated Financial Statements*. The financial report includes the accounts of the University, and the accounts of the wholly and beneficially owned subsidiary companies.

Subsidiaries are all those entities (including structured entities) over which the Group has control. The Group has control over an investee when it is exposed, or has rights to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Power over the investee exists when the Group has existing rights that give it current ability to direct the relevant activities of the investee. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Returns are not necessarily monetary and can be only positive, only negative, or both positive and negative.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases. The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

A list of controlled entities is contained in Note 6.3 Subsidiaries.

Foreign currency translation

a. Functional and presentation currency

The financial report is presented in Australian dollars.

b. Foreign currency transactions

Transactions denominated in a foreign currency are converted at the rate of exchange prevailing at the date of the transaction. At balance date, amounts receivable and payable in a foreign currency are translated at the exchange rate prevailing at that date and any exchange differences are brought to account in p

Rounding of amounts

Amounts in the financial report have been rounded off to the nearest thousand dollars, or in certain cases, the nearest dollar.

Comparative figures

Where necessary, comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year.

Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the item of expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position. Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Future Australian Accounting Standard requirements

The following new standards, amendments to standards or interpretations, considered to be applicable to the Group, have been issued by the Australian Accounting Standards Board but are effective for future reporting periods.

The adoption of the following pronouncements may have a financial impact on future reporting periods. The quantum is still being assessed by the Group.

Standard/Amendment		Application date
AASB2024-2	Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments	1 January 2026

Events after the Reporting Period

The University announced a Voluntary Separation Scheme in February 2025. As of the date of this report, the review and finalisation process for the applications remains ongoing.

No other matters or circumstances have arisen since 31 December 2024 that have significantly affected, or may significantly affect the Group’s operations, the results of those operations, or the Group’s state of affairs in future financial years.

1. Financial Performance

This section analyses the financial performance of The Australian National University for the year ended 31 December 2024.

1.1 Income

	Notes	University	
		2024	2023
		\$'000	\$'000
Note 1.1A: Australian Government Financial Assistance			
The information provided in this note is only relevant to the University - consolidated figures are not provided.			
(a) Commonwealth Grants Scheme and Other Grants	6.4A		
Commonwealth Grants Scheme		78,963	76,179
Indigenous, Regional and Low-SES Attainment Fund		939	729
Higher Education Disability Support Program		158	125
National Institutes Funding		237,556	220,367
Total Commonwealth Grants Scheme and Other Grants		317,616	297,400
(b) Higher Education Loan Programmes	6.4B		
HECS-HELP		93,420	82,628
FEE-HELP		13,801	14,226
SA-HELP		2,367	1,999
Total Higher Education Loan Programmes		109,588	98,853
(c) Education Research	6.4C		
Research Training Programme		58,237	52,477
Research Support Programme		66,839	59,255
Total Department of Education Research		125,076	111,732
(d) Australian Research Council			
(d)(i) Discovery	6.4E		
Projects		17,694	15,732
Fellowships		13,462	11,083
Indigenous Researchers Initiatives		1,179	882
Early Career Research Award		6,955	6,844
Total Discovery		39,290	34,541
(d)(ii) Linkages	6.4E		
Infrastructure		2,903	5,218
Projects		4,198	3,829
Training Centres		3,377	3,133
Total Linkages		10,478	12,180
(d)(iii) Networks and Centres	6.4E		
Centres		5,825	10,394
Total Networks and Centres		5,825	10,394
(d)(iv) Special Research Initiatives	6.4E		
Special Research Initiatives		-	295
Total Special Research Initiatives		-	295

	University	
	2024	2023
	\$'000	\$'000
Note 1.1A: Australian Government Financial Assistance (continued)		
(e) Other Australian Government Financial Assistance		
(e) Other assistance (non-capital)		
Agriculture, Fisheries and Forestry	2,287	8,159
Climate Change, Energy, the Environment and Water	11,764	6,996
Defence	5,553	8,255
Education	40,303	34,480
Social Services	1,365	1,770
Foreign Affairs and Trade	30,932	30,342
Health and Aged Care	36,801	50,178
Industry, Science and Resources	18,236	18,445
Prime Minister and Cabinet	9,308	7,274
Other	11,749	3,761
Total Other Australian Government Financial Assistance	168,298	169,660
Total Australian Government Financial Assistance [a+b+c+d+e]	776,171	735,055
Reconciliation		
Australian Government grants [a+c+d+e]	666,583	636,202
HELP - HECS, FEE and SA [b]	109,588	98,853
Total Australian Government Financial Assistance	776,171	735,055

	Notes	Consolidated		University	
		2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000

Note 1.1B: Territory Government Financial Assistance

ACT Government grants were received by the University during the reporting period:

Non-capital contributions		1,672	5,740	1,672	5,740
Total Territory Government Financial Assistance		1,672	5,740	1,672	5,740

Note 1.1C: Fees and Charges

Course Fees and Charges

Continuing education and conferences		8,635	7,452	8,635	7,452
Fee-paying onshore overseas students		296,278	282,022	296,278	282,022
Fee-paying domestic postgraduate students		4,144	7,202	4,144	7,202
Fee-paying domestic undergraduate students		152	242	152	242
Total Course Fees and Charges		309,209	296,918	309,209	296,918

Other Non-Course Fees and Charges

Parking fees		7,611	7,259	7,611	7,259
Rentals and hire facilities		10,108	7,583	10,108	7,583
Student accommodation		3,484	4,557	3,484	4,557
Student services and amenities fees	6.4G	4,027	3,935	4,027	3,935
Other non-course fees and charges		10,660	9,298	10,660	9,298
Total Other Non-Course Fees and Charges		35,890	32,632	35,890	32,632

Total Fees and Charges

	345,099	329,550	345,099	329,550
--	---------	---------	---------	---------

Rental income commitments

The University in its capacity as lessor has a number of leasing arrangements in relation to property leases.

Commitments for sublease rental income receivables are as follows:

Within 1 year	4,878	6,172	4,878	6,172
Between 1 to 5 years	13,147	14,790	13,147	14,790
More than 5 years	1,535	2,559	1,535	2,559
Total sublease rental income commitments receivable	19,560	23,521	19,560	23,521

Note 1.1D: Consultancy and Contracts Fees

Consultancy research	903	627	903	627
Contract research	76,324	104,725	76,324	104,725
Consultancy non-research	38,475	35,000	1,254	668
Contract non-research	24,096	22,013	24,096	22,013
Total Consultancy and Contracts Fees	139,798	162,365	102,577	128,033

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 1.1E: Other Revenue				
Insurance settlements	50,000	112,750	50,000	112,750
Royalties, trademarks and licences	18	436	18	436
Sales of goods and services	12,928	13,905	12,928	13,901
Scholarships and prizes	711	354	711	354
Donations and bequests	32,069	29,598	32,069	29,598
Student accommodation management fee	19,544	18,267	19,544	18,267
Revenue related to service concession arrangements	23,250	23,250	23,250	23,250
Sundry income	7,539	12,743	7,760	11,351
Total Other Revenue	146,059	211,303	146,280	209,907

Note 1.1F: Revenue and Income from Continuing Operations

(a) Basis for disaggregation

Sources of funding: The University receives funds from the Australian Government as well as State and Local Governments to assist with performing research activities, and education programs across a wide range of disciplines and at different education qualification levels. Apart from the sources received from Government, the University also receives funds and fees from private organisations or individuals that are used to fund the different programs led by the University or correspond to research activities and education services provided by the University.

Revenue and income streams: The streams distinguish the different activities performed by the University as well as acknowledge the different type of users of the programs and services provided:

- **Education:** The University has domestic and overseas students enrolled in a variety of programs for different qualification levels (from certificates to doctoral degrees). Whilst the number of domestic students is affected by national economic factors such as interest rates or unemployment, the number of overseas students is predominantly impacted by changes in immigration policies.
- **Research:** The University performs research activities in different fields such as health, public policy, social services, creative arts, engineering, education or science. The University enters into many different types of research agreements with different counterparties, such as with private sector customers and Government agencies that award research grants. Each grant agreement needs to be assessed as to whether it is an enforceable arrangement and contains sufficiently specific promises to transfer outputs from the research to the customer (or at the direction of the customer). Judgement is required in making this assessment. The University has concluded that some research agreements represent a contract with a customer whereas other research agreements are recognised as income when the University obtains control of the research funds.
- **Non-course fees and charges:** These correspond to the complementary services provided by the University such as commercial leasing arrangements, parking and ancillary student accommodation services.

Disaggregation

The University derives revenue and income from:

2024

Consolidated
Sources of Funding

	Australian Government Financial Assistance \$'000	Higher Education Program ("HELP") \$'000	Territory Government Financial Assistance \$'000	Student Fees and Charges \$'000	Non- Student Fees and Charges \$'000	Consultancy and Contracts Fees \$'000	Donations and Bequests \$'000	Other Revenue \$'000	Total Revenue from Contracts with Customers [AASB 15] \$'000	Total Income of Not-for- Profit Entities [AASB 1058] \$'000
Revenue Streams										
Course Fees and Charges										
Domestic students undergraduate	-	107,791	-	152	-	-	-	-	107,943	-
Domestic students postgraduate	-	13,801	-	4,144	-	-	-	-	17,945	-
Onshore overseas students undergraduate	-	-	-	67,357	-	-	-	-	67,357	-
Onshore overseas students postgraduate	-	-	-	228,921	-	-	-	-	228,921	-
Continuing education and executive programs	-	-	-	8,635	-	-	-	-	8,635	-
Total Course Fees and Charges	-	121,592	-	309,209	-	-	-	-	430,801	-
Research										
Contract research [AASB 15]	57,062	-	433	-	-	25,986	-	-	83,481	-
Research grant [AASB 1058]	166,987	-	1,239	-	-	51,241	-	-	-	219,467
Total Research	224,049	-	1,672	-	-	77,227	-	-	83,481	219,467
Recurrent Government Grants										
Recurrent Government grants [AASB 15]	79,902	-	-	-	-	-	-	-	79,902	-
Recurrent Government grants [AASB 1058]	362,632	-	-	-	-	-	-	-	-	362,632
Total Recurrent Government Grants	442,534	-	-	-	-	-	-	-	79,902	362,632
Non-Course Fees and Charges										
Parking fees	-	-	-	-	7,611	-	-	-	7,611	-
Rentals and hire facilities	-	-	-	-	10,108	-	-	-	10,108	-
Student accommodation	-	-	-	-	3,484	-	-	-	3,484	-
Student services fees from students	-	-	-	-	4,027	-	-	-	4,027	-
Other student charges and fines	-	-	-	-	10,660	-	-	-	10,660	-
Total Non-Course Fees and Charges	-	-	-	-	35,890	-	-	-	35,890	-
Total Capital Grants	-	-	-	-	-	-	-	-	-	-
Other										
Other [AASB 15]	-	-	-	-	-	47,843	-	113,990	161,833	-
Other [AASB 1058]	-	-	-	-	-	14,728	32,069	-	-	46,797
Total Other	-	-	-	-	-	62,571	32,069	113,990	161,833	46,797
Total Revenue from Contracts with Customers										
Customers [AASB 15]	136,964	121,592	433	309,209	35,890	73,829	-	113,990	791,907	-
Total Income of Not-for-Profit [AASB 1058]	529,619	-	1,239	-	-	65,969	32,069	-	-	628,896

University
Sources of Funding

	Australian Government Financial Assistance \$'000	Higher Education Loan Program ("HELP") \$'000	Territory Government Financial Assistance \$'000	Student Fees and Charges \$'000	Non-Student Fees and Charges \$'000	Consultancy and Contracts Fees \$'000	Donations and Bequests \$'000	Other Revenue \$'000	Total Revenue from Contracts with Customers [AASB 15] \$'000	Total Income of Not-for-Profit Entities [AASB 1058] \$'000
Revenue Streams										
Course Fees and Charges										
Domestic students undergraduate	-	107,791	-	152	-	-	-	-	107,943	-
Domestic students postgraduate	-	13,801	-	4,144	-	-	-	-	17,945	-
Onshore overseas students undergraduate	-	-	-	67,357	-	-	-	-	67,357	-
Onshore overseas students postgraduate	-	-	-	228,921	-	-	-	-	228,921	-
Continuing education and executive programs	-	-	-	8,635	-	-	-	-	8,635	-
Total Course Fees and Charges	-	121,592	-	309,209	-	-	-	-	430,801	-
Research										
Contract research [AASB 15]	57,062	-	433	-	-	25,986	-	-	83,481	-
Research grant [AASB 1058]	166,987	-	1,239	-	-	51,241	-	-	-	219,467
Total Research	224,049	-	1,672	-	-	77,227	-	-	83,481	219,467
Recurrent Government Grants										
Recurrent Government grants [AASB 15]	79,902	-	-	-	-	-	-	-	79,902	-
Recurrent Government grants [AASB 1058]	362,632	-	-	-	-	-	-	-	-	362,632
Total Recurrent Government Grants	442,534	-	-	-	-	-	-	-	79,902	362,632
Non-Course Fees and Charges										
Parking fees	-	-	-	-	7,611	-	-	-	7,611	-
Rentals and hire facilities	-	-	-	-	10,108	-	-	-	10,108	-
Student accommodation	-	-	-	-	3,484	-	-	-	3,484	-
Student services fees from students	-	-	-	-	4,027	-	-	-	4,027	-
Other student charges and fines	-	-	-	-	10,660	-	-	-	10,660	-
Total Non-Course Fees and Charges	-	-	-	-	35,890	-	-	-	35,890	-
Total Capital Grants	-	-	-	-	-	-	-	-	-	-
Other										
Other [AASB 15]	-	-	-	-	-	10,622	-	114,211	124,833	-
Other [AASB 1058]	-	-	-	-	-	14,728	32,069	-	-	46,797
Total Other	-	-	-	-	-	25,350	32,069	114,211	124,833	46,797
Total Revenue from Contracts with Customers	136,964	121,592	433	309,209	35,890	36,608	-	114,211	754,907	-
Total Income of Not-for-Profit [AASB 1058]	529,619	-	1,239	-	-	65,969	32,069	-	-	628,896

(b) Revenue from contracts with customers

Accounting Policy and Significant Accounting Judgments and Estimates

A contract is in scope of AASB 15 when an enforceable agreement is entered into that promises to transfer goods or services that are considered sufficiently specific to enable the determination of when the performance obligation has been satisfied.

The transaction price is the total amount of consideration to which the University expects to be entitled, in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

The University's income generating contracts typically do not have variable components. Where variability does exist, it is where the University is required to return to the funding provider any amounts received under a grant that were not spent on eligible expenditure. As such, this variability is required to be estimated by the University in order to determine, at contract inception, what is considered the transaction price of the contract. AASB 15 has been applied at the portfolio level.

For some transactions, the receipt of the consideration does not match the timing of the transfer of goods or services to the customer. The University does not consider there to be significant financing components in any of its contracts. Where there is a timing difference between the receipt of funds and the satisfaction of a performance obligation, this is typically less than 12 months and therefore the University is able to apply the practical expedient within AASB 15 that removes the requirement for the University to adjust the promised amount of consideration for the effects of a significant financing component. Where contracts do result in the receipt of cash more than 12 months before or after performance by the University, the University has determined the effect of the financing component to be immaterial.

The revenue is recognised:

- a) Over time when the good or service provided meets one of the following criteria:
 - The customer simultaneously receives and consumes the benefits provided by the University's performance as the University performs;
 - The University's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
 - The University's performance does not create an asset with an alternative use to the University and the University has an enforceable right to payment for performance completed to date.

Where revenue is recognised over time, the University can apply either an input or output method for measuring progress. The University selects the method that most faithfully depicts the University's performance in transferring control of the good or service. The University determines the most appropriate method on a contract-by-contract basis.

- b) At a point in time when the good or service is delivered.

Course fees and charges

The course fees and charges revenue relates to undergraduate, graduate and professional degree programs, continuing education and executive program.

The revenue is recognised over time as and when the course is delivered to students over the semester, as the student receives and consumes the benefit simultaneously. An output method is used based on the months of education delivered, as this best reflects the transfer of services to students.

When the course or training program has been paid in advance by students or the University has received the government funding in advance (e.g. before starting the relevant academic period), the University will recognise a contract liability until the services are delivered.

The University has refund obligations where a student has paid tuition fees and then withdraws from a course or program prior to the relevant census date.

Research

Revenue recognition for research funding is dependent upon the source of the funding and the nature of the transaction.

The University assesses each contract to determine whether both the 'enforceable agreement' and 'sufficiently specific' criteria are met. Where they are met, the University identifies the performance obligation(s) where research findings are required to be transferred to a customer.

Research revenue can have a requirement to return any amounts received that were not spent on eligible expenditure to the funding provider. The University will estimate at a portfolio level an amount to be deferred based on historical data.

The research agreements that are considered within the scope of AASB 15 are sufficiently specific, as the University has the obligation to provide the goods or services. The performance obligations may include:

- Comprehensive academic paper/s with the results of the research after completion;
- Publishing research data and results on an ongoing basis in an openly accessible repository as requested by the grantor; or
- Transfer of or access to intellectual property.

Depending of the nature of the promise, the University either recognises revenue at the point in time when the promise is delivered (e.g. when the comprehensive academic paper is published) or recognises revenue over time as the service is performed (e.g. when the customer obtains control of the intellectual property as it is created).

Non-course fees and other charges

Non-course fees and other charges revenue relates to commercial leasing arrangements, parking and ancillary student accommodation services.

Revenue is recognised as and when the goods or services are delivered.

Unsatisfied performance obligations

Remaining performance obligations represent services the University has promised to provide to customers under contracts that are satisfied as the services are provided over the contract term. Where there is only one performance obligation, the entire transaction price is allocated to the performance obligation. Where multiple performance obligations are identified, the University will allocate the transaction price between them based on the stand-alone selling price of each of the performance obligations.

Remaining performance obligations are associated with research and other contract obligations, including submission of required activity report, publication of research data and results, and transfer of intellectual property.

These unsatisfied performance obligations are expected to be satisfied within the following periods:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Within 1 year	102,973	81,579	96,937	79,557
Between 1 to 5 years	20,939	5,037	20,939	5,037
More than 5 years	9,546	10,237	9,546	10,237
Total unsatisfied performance obligations	133,458	96,853	127,422	94,831

(c) Income of not-for-profit entities

Accounting Policy and Significant Accounting Judgments and Estimates

Transactions are in the scope of AASB 1058 where the consideration to acquire an asset is significantly less than fair value, principally to enable the entity to further its objectives. The University has determined that where it is entitled to consideration under an enforceable contract to perform research or other services, but there is no transfer of a good or service to a customer that arrangement is in the scope of AASB 1058.

Income will be determined as the difference between the consideration for an asset and the asset's fair value, after recognising any other related amounts. The University will apply judgment in determining the extent to which the acquisition of an asset gives rise to income as specified by AASB 1058 or to other amounts recognised in accordance with any other applicable accounting standard.

Research and other funding

Revenue recognition for research and other funding is dependent upon the source of the funding and the nature of the transaction. The following specific revenue recognition criteria have been applied:

- Funding received from Australian Research Council (ARC): The University has determined there are no sufficiently specific performance obligations associated with ARC funding. The University will recognise revenue when it obtains an enforceable right to the cash.
- Funding received from National Health and Medical Research Council (NHMRC): The University has determined there are no sufficiently specific performance obligations associated with NHMRC funding. The University will recognise revenue when it obtains an enforceable right to the cash.
- Funding received from the Department of Education – Research Block Grant (RBG): The University receives funding in relation to the Research Training Program (RTP) and Research Support Program (RSP). These funds have been recognised in accordance with AASB 1058 as it has been determined there are no sufficiently specific associated performance obligations. The University will recognise revenue when it obtains an enforceable right to the cash.
- Other funding: These are assessed on a contract-by-contract basis. Where performance obligations are found to not be sufficiently specific, revenue will be recognised in accordance with AASB 1058. The University will recognise revenue when it obtains an enforceable right to the cash.

Donation and bequests

Donations are categorised as receipts of cash where funds are provided in return for a Deductible Gift Receipt (DGR). Once the fund provider has received a DGR, there is no recourse to the funds donated as they have accepted them as a tax deduction. As such, there is no enforceable contract arising from the provision of these donated funds.

Bequests do not have the same DGR requirements as donations, however the University typically has the ability to redirect funds to priorities as they see fit. Where contracts may specify the intended use of the funds, the University does not consider them to be sufficiently specific performance obligations but will observe the spirit of the bequest. The University will recognise revenue when they obtain an enforceable right to the cash.

Unsatisfied obligations

The University expects to recognise as income any liability for unsatisfied obligations within the following periods:

	Notes	Consolidated		University	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Within 1 year		5,447	7,944	5,447	7,944
Between 1 to 5 years		1,955	-	1,955	-
Total unsatisfied obligations		7,402	7,944	7,402	7,944

Accounting Policy

The accounting policy and information about the University's obligations is detailed in Note 2.2E Other Liabilities.

Note 1.1G: Net Investment Income

Interest		29,250	31,830	28,821	31,471
Dividends		54,488	40,674	54,488	40,674
Dividends received from investment in joint ventures		-	-	-	8,348
		83,738	72,504	83,309	80,493
Financial assets gain					
Cumulative gain on disposal of financial assets at fair value through other comprehensive income		118	-	118	-
Net gain/(loss) on financial assets at amortised cost		312	(209)	312	(209)
Net gain on financial assets at fair value through profit or loss		131,271	94,719	131,271	94,719
		131,701	94,510	131,701	94,510
Net investment income	5.2B	215,439	167,014	215,010	175,003

Accounting Policy

Interest

For all financial instruments measured at amortised cost interest income is recorded using the effective interest rate (EIR). The EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset. Interest income is included in net investment income in the income statement.

Dividends

Revenue is recognised when (a) the University's right to receive the payment is established, which is generally when shareholders approve the dividend, (b) it is probable that the economic benefits associated with the dividend will flow to the entity; and (c) the amount of the dividend can be measured reliably.

1.2 Expenses

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 1.2A: Employee Related Expenses				
Academic				
Salaries	296,371	271,021	296,371	271,021
Contributions to funded superannuation and pension schemes	49,425	45,582	49,425	45,582
Payroll tax	25,322	22,769	25,322	22,769
Workers compensation	1,114	136	1,114	136
Long service leave	4,132	4,285	4,132	4,285
Annual leave	16,190	16,643	16,190	16,643
Total Academic	392,554	360,436	392,554	360,436
Non-Academic				
Salaries	359,378	331,099	337,116	308,322
Contributions to funded superannuation and pension schemes	57,779	54,047	55,592	51,833
Payroll tax	27,481	25,609	27,481	25,609
Workers compensation	1,246	153	1,246	153
Long service leave	2,826	3,283	2,601	3,119
Annual leave	21,621	21,372	20,582	20,376
Total Non-Academic	470,331	435,563	444,618	409,412
Total Employee Related Expenses	862,885	795,999	837,172	769,848
Deferred Superannuation Expense				
Current service and interest costs on account	19,561	20,824	19,561	20,824
Total Deferred Superannuation Expense	19,561	20,824	19,561	20,824
Total Employee Related Expenses (including Deferred Superannuation Expense)	882,446	816,823	856,733	790,672

Accounting Policy

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

Note 1.2B: Repairs and Maintenance

Building repairs and maintenance	18,201	18,913	18,191	18,899
Grounds maintenance	1,649	1,953	1,649	1,953
Other site maintenance and servicing expenses	26,592	19,785	26,586	19,780
Total Repairs and Maintenance	46,442	40,651	46,426	40,632

Accounting Policy

Accounting policies for repairs and maintenance expenses are contained in Note 2.1F Land, Buildings and Infrastructure, Plant and Equipment and Intangibles.

Note 1.2C: Borrowing Costs

Borrowing cost expense - interest on loans	3,944	5,785	3,944	5,785
Borrowing cost expense - interest on medium term notes	7,960	7,960	7,960	7,960
Total Borrowing Costs	11,904	13,745	11,904	13,745

Accounting Policy

All borrowing costs are expensed as incurred.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 1.2D: Other Expenses				
Consumables, research and training materials	139,602	149,689	141,072	149,823
Scholarships and grants	78,428	79,106	78,428	79,106
Project contributions	45,827	44,693	45,922	44,867
Site servicing expenses	41,780	38,615	41,486	38,424
Travel, conferences and fieldwork	37,325	42,548	36,987	42,367
Fees, charges and insurance	22,700	25,223	22,698	25,222
Non-capitalised equipment	18,219	16,275	17,187	15,588
Contracted and professional services	24,642	26,059	16,381	17,368
Commission to agents	15,561	14,291	15,561	14,291
Advertising	5,322	5,287	5,302	5,212
Miscellaneous operating expenses	35,636	34,037	35,536	33,415
Total Other Expenses	465,042	475,823	456,560	465,683

Accounting Policy

Other expenses are recognised on an accrual basis.

Note 1.2E: Income Tax Expense

Recognised in the Income Statement				
Deferred tax	(1,174)	(730)	-	-
Total Income Tax Expense	(1,174)	(730)	-	-

Accounting Policy

The University is exempt from income tax under Commonwealth legislation whilst the controlled entities, ANU Enterprise Pty Ltd and ANU International Holdings Pty Ltd address taxation in the following way:

ANU Enterprise Pty Ltd is endorsed by the Australian Charities and Not-for profits Commission as complying with the requirements to be regarded as a Charitable Institution for taxation purposes and as such has made no provision for income tax.

Australian Scientific Instruments Pty Ltd and the Social Research Centre Pty Ltd (subsidiaries of ANU Enterprise Pty Ltd); and ANU International Holdings Pty Ltd are not exempt from income tax.

The income tax expense for the period is the tax payable on the current period's taxable income based on the notional income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of the assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses. Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability.

2. Financial Position

This section analyses The Australian National University'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 Assets

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.1A: Cash and Cash Equivalents				
Cash at bank and on hand ^(a)	136,396	97,728	129,610	91,118
Deposits at call ^(b)	168,507	102,591	163,233	100,330
Total Cash and Cash Equivalents	304,903	200,319	292,843	191,448

(a) Cash at bank and on hand

Cash on hand is non-interest bearing. Cash at bank earned an average interest rate of 4.56% (2023: 4.00%).

(b) Deposits at call

The deposits at call earned an average interest rate of 4.69% (2023: 4.24%).

Accounting Policy

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

Note 2.1B: Receivables and Contract Assets

Current Receivables

Other trade receivables	44,938	44,707	40,858	42,291
Student fees receivable	1,303	5,230	1,303	5,230
Less: allowance for expected credit losses	(8,137)	(8,752)	(8,137)	(8,674)
	38,104	41,185	34,024	38,847
Income due	1,231	3,537	1,231	3,537
Interest receivable	3,978	6,138	3,911	6,068
GST receivable	8,353	12,214	8,214	11,596
Grant receivable	5,124	4,834	5,124	4,834
Total Current Receivables	56,790	67,908	52,504	64,882
Total Receivables	56,790	67,908	52,504	64,882

Contract Assets

Contract assets - current	16,040	11,691	10,497	6,224
	16,040	11,691	10,497	6,224
Total Receivables and Contract Assets	72,830	79,599	63,001	71,106

Contract assets are amounts receivable from customers for goods or services that have been transferred but not yet invoiced.

Set out below is the allowance for the expected credit losses of loans, receivables and contract assets:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
At 1 January	8,752	9,237	8,674	9,237
Provision for expected credit reversal	(615)	(485)	(537)	(563)
At 31 December	8,137	8,752	8,137	8,674

Set out below is the information about the credit risk exposure on the Group's receivables using a provision matrix:

Consolidated

	Contract assets	Current	Days past due					Total
			<30 days	30-60 days	61-90 days	91-365 days	> 365 days	
Trading and Government receivables								
31 December 2024								
Expected credit loss rate	3.30%	5.54%	16.44%	15.38%	36.97%	52.89%	100.00%	
Estimated total gross carrying amount at default (\$'000)	10,496	21,054	5,183	6,859	1,036	3,445	2,512	
Total expected credit loss (\$'000)	346	1,167	852	1,055	383	1,822	2,512	8,137
31 December 2023								
Expected credit loss rate	5.26%	7.81%	19.25%	28.94%	35.18%	67.14%	100.00%	
Estimated total gross carrying amount at default (\$'000)	6,945	7,772	7,007	2,146	2,308	3,971	2,332	
Total expected credit loss (\$'000)	365	607	1,349	621	812	2,666	2,332	8,752

University

	Contract assets	Current	Days past due					Total
			<30 days	30-60 days	61-90 days	91-365 days	> 365 days	
Trading and Government receivables								
31 December 2024								
Expected credit loss rate	3.30%	5.54%	16.44%	15.38%	36.97%	52.89%	100.00%	
Estimated total gross carrying amount at default (\$'000)	10,496	21,054	5,183	6,859	1,036	3,445	2,512	
Total expected credit loss (\$'000)	346	1,167	852	1,055	383	1,822	2,512	8,137
31 December 2023								
Expected credit loss rate	4.13%	7.81%	19.25%	28.94%	35.18%	67.14%	100.00%	
Estimated total gross carrying amount at default (\$'000)	6,945	7,772	7,007	2,146	2,308	3,971	2,332	
Total expected credit loss (\$'000)	287	607	1,349	621	812	2,666	2,332	8,674

Accounting Policy

Classification and measurement

Trade receivables are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. At initial recognition trade receivables are measured at their transaction price and subsequently these are classified and measured as debt instruments at amortised cost. Trade receivables are due for settlement no more than 30 days.

Impairment

For trade receivables and contract assets the University applied a simplified approach in calculating expected credit loss (ECL). Receivables that have been deemed to have negligible collection risk, such as GST refund and outstanding investment trade receivables, are excluded from the calculation.

The University does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The University has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Contract assets

While a receivable is the University's right to consideration that is unconditional, a contract asset is the University's right to consideration in exchange for goods or services that the University has transferred to the customer when that right is conditioned on something other than the passage of time.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.1C: Investments				
Current Investments				
At amortised cost	225,000	270,000	225,000	270,000
Fair value through profit or loss	1,245,705	1,271,668	1,245,705	1,271,668
Total Current Investments before provision for expected credit losses ^(a)	1,470,705	1,541,668	1,470,705	1,541,668
Allowance for debt instruments other than receivables				
At 1 January	(293)	(700)	(293)	(700)
Reversal of expected credit losses	89	407	89	407
At 31 December	(204)	(293)	(204)	(293)
Total Current Investments	1,470,501	1,541,375	1,470,501	1,541,375
Non-Current Investments				
At fair value through other comprehensive income	10,890	45,154	10,890	45,154
Equity interest in related parties	-	-	7,400	7,400
Total Non-Current Investments	10,890	45,154	18,290	52,554
Total Investments	1,481,391	1,586,529	1,488,791	1,593,929

(a) Restricted Funds

The University holds investments arising from donations and bequests from donors for the purpose of funding scholarships, prizes, foundations and endowments held in perpetuity, with only distributions available for expenditure. As at 31 December 2024, the University held \$414,366,000 (2023: \$375,840,000) in restricted funds for this purpose. In addition the University also holds \$614,736,000 (2023: \$581,143,000) in funds to meet the cost of the employer's liability under the Commonwealth Superannuation Scheme (see Note 6.2 Superannuation Commitments). A large portion of this obligation is reported under non-current liability (see Note 4.1A Employee Benefits).

Accounting Policy

University funds are invested in accordance with Section 6(2) of the *Australian National University Act 1991* (as amended) using guidelines approved by the Council of the University.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the University's business model for managing them. Financial assets are recognised and derecognised upon 'trade date'.

The categorisation of financial assets depends on the nature and purpose of the financial asset and is determined at the time of initial recognition in accordance with AASB 9. Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

a. The Group classifies its financial assets in the following categories:

Financial assets at amortised cost

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold the financial asset in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at fair value through other comprehensive income (FVOCI)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under AASB132 *Financial Instruments: Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the income statement when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group's financial assets at fair value through OCI incorporates investments in listed instruments and in equity not held for trading.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

This category includes derivative instruments and listed equity investments which the University had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as other income in the income statement when the right of payment has been established.

b. Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments other than receivables not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the University expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For debt instruments at fair value through OCI, the University applies the low credit risk simplification. At every reporting date, the University evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the University reassesses the internal credit rating of the debt instrument. In addition, the University considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The University considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the University may also consider a financial asset to be in default when internal or external information indicates that the University is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the University. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.1D: Investments Accounted for Using the Equity Method				
Investments in Associates	3,656	5,715	3,846	7,872
Investments in Joint Ventures	50	50	50	50
Total Investments Accounted for Using the Equity Method	3,706	5,765	3,896	7,922
Reconciliation:				
Balance at 1 January	5,765	24,908		
Share of losses for the year	(55)	(4,379)		
Dividends and distributions	(31)	(17,537)		
Investment in associates	286	2,710		
Prior year adjustment	-	63		
Reclassification	(2,259)	-		
Balance at 31 December	3,706	5,765		

(a) Associates

Details of the University's investments in associates at the end of the reporting period are as follows:

Name of associate	Principal activity	Place of incorporation and operation	Ownership interest held by the University	
			2024	2023
EpiAxis Therapeutics Pty Ltd	To develop novel therapies to overcome treatment resistance and prevent cancer recurrence.	Australia	17.80%	31.07%
WearOptimo Pty Limited	Provide investment in personalised medicine and diagnostics via microscopic wearable technology.	Australia	29.30%	29.32%
Cicada Innovations Pty Ltd	To facilitate the commercialisation of start-up companies.	Australia	25.00%	25.00%
Pestat Pty Ltd	To commercialise safe, humane and effective solutions for pest control and innovative products for animal management purposes.	Australia	22.00%	22.00%

Accounting Policy

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for in the parent entity financial statements using the cost method and in the consolidated financial statements using the equity method of accounting, after initially being recognised at cost. The Group's investment in associates includes goodwill (net of any accumulated impairment loss) identified on acquisition.

The Group's share of its associates' post acquisition profits or losses is recognised in the income statement, and its share of post acquisition movements in reserves is recognised in reserves. The cumulative post acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates are recognised in the parent entity's income statement, while in the consolidated financial statements they reduce the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

(b) Joint Ventures

Details of the University's investments in joint ventures at the end of the reporting period are as follows:

Name of joint ventures	Principal activity	Place of incorporation and operation	Ownership interest held by the University	
			2024	2023
OmegaOne Therapeutics Pty Ltd	To carry on early-stage research on small molecules to treat inflammation.	Australia	50.00%	50.00%

Accounting Policy

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement

The interest in a joint venture entity is accounted for in the consolidated financial statements using the equity method and is carried at cost by the parent entity. Under the equity method, the share of the profits or losses of the entity is recognised in the income statement, and the share of movements in reserves is recognised in reserves in the statement of comprehensive income and the statement of changes in equity.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.1E: Other Non-Financial Assets				
Current Assets				
Prepayments	46,389	48,023	45,538	47,443
Deferred expenditure	1,159	145	1,159	145
Total Current Assets	47,548	48,168	46,697	47,588
Non-Current Assets				
Deposits	16,750	16,750	16,750	16,750
Assets held for sale	3,849	-	3,849	-
Total Non-Current Assets	20,599	16,750	20,599	16,750
Total Other Non-Financial Assets	68,147	64,918	67,296	64,338

No indicators of impairment were found for other non-financial assets.

Accounting Policy

The University recognises a prepayment as an asset when payments for goods or services have been made in advance of the University obtaining a right to access those goods or services.

Note 2.1f: Land, Buildings and Infrastructure, Plant and Equipment and Intangibles
Reconciliation of the Opening and Closing Balances of Land Building and Infrastructure Plant and Equipment (Consolidated)

	Work in progress	Land	Buildings	Infrastructure & Crown leases	Plant & equipment	Leasehold improvements	Rare Library Materials	Artworks	Intangibles	Subtotal Property, plant and equipment (owned)	Subtotal Right-of-use assets	Subtotal Service concession assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 January 2024													
- Cost	293,745	-	33,261	-	524,802	-	-	65	24,224	835,368	40,729	-	876,097
- Valuation	-	-179,127	2,607,700	219,266	-	1,045	35,910	54,799	-	2,330,879	-	766,968	3,097,847
Accumulated depreciation and impairment	-	-	(15,951)	-	(418,588)	(51)	-	-	(20,411)	(432,735)	(22,266)	-	(455,001)
Net book amount	293,745	179,127	2,625,010	219,266	106,214	994	35,910	54,864	3,813	2,733,512	18,463	766,968	3,518,943
Year ended 31 December 2024													
Additions	177,695	-	1,056	-	14,705	-	-	166	28	189,625	4,025	-	193,650
Revaluations	-	11,780	55,366	9,101	-	463	-	-	-	43,151	-	33,559	76,710
Disposals	-	-	(1,971)	-	(290)	-	-	-	-	(323)	(1,938)	-	(2,261)
Non-capitalisable costs	(5,630)	-	-	-	-	-	-	-	-	(5,630)	-	-	(5,630)
Asset transfer	-	-	(279)	126	153	-	-	-	-	-	-	-	-
Transfer from work in progress	(231,636)	-	223,530	39	7,607	-	-	-	460	(220)	-	220	-
Transfer to assets held for sale	-	(3,849)	-	-	-	-	-	-	-	(3,849)	-	-	(3,849)
Depreciation charge for the reporting period	-	-	(89,059)	(8,673)	(38,126)	(459)	-	-	(1,905)	(107,817)	(4,948)	(25,457)	(138,222)
Closing net book amount	234,174	187,058	2,813,653	219,859	90,263	998	35,910	55,030	2,396	2,848,449	15,602	775,290	3,639,341
As at 31 December 2024													
- Cost	234,174	-	28,083	-	541,779	-	-	231	24,712	792,764	36,215	-	828,979
- Valuation	-	-187,058	2,800,932	219,859	-	1,065	35,910	54,799	-	2,524,333	-	775,290	3,299,623
Accumulated depreciation and impairment	-	-	(15,362)	-	(451,516)	(67)	-	-	(22,316)	(468,648)	(20,613)	-	(489,261)
Net book amount	234,174	187,058	2,813,653	219,859	90,263	998	35,910	55,030	2,396	2,848,449	15,602	775,290	3,639,341

Note 2.1F: Land, Buildings and Infrastructure, Plant and Equipment and Intangibles (continued)

Reconciliation of the Opening and Closing Balances of Land Building and Infrastructure Plant and Equipment Prior Year (Consolidated Only)

	Work in progress	Land	Buildings	Infrastructure & Crown leases equipment	Plant & equipment improvements	Leasehold improvements	Rare Library Materials	Artworks	Intangibles	Subtotal Property, plant and equipment (owned)	Subtotal Right-of-use assets	Subtotal Service concession assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 January 2023													
- Cost	147,782	-	22,524	-	483,733	602	-	121	27,554	652,348	29,968	-	682,316
- Valuation	-	168,515	2,540,476	218,812	-	929	35,910	38,292	-	2,247,350	-	755,584	3,002,934
Accumulated depreciation and impairment	-	-	(12,804)	-	(380,555)	(35)	-	-	(21,169)	(396,045)	(18,518)	-	(414,563)
Net book amount	147,782	168,515	2,550,196	218,812	103,178	1,496	35,910	38,413	6,385	2,503,653	11,450	755,584	3,270,686
Year ended 31 December 2023													
Additions	175,414	-	16,121	-	33,429	-	-	104	491	214,133	11,272	153	225,559
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluations	-	10,612	126,258	8,757	-	(64)	-	16,376	-	126,430	-	35,509	161,939
Disposals	-	-	(50)	-	(1,201)	-	-	(29)	(13)	(1,289)	(4)	-	(1,293)
Non-capitalisable costs	(2,834)	-	-	-	-	-	-	-	-	(2,834)	-	-	(2,834)
Asset transfer	-	-	(79)	79	-	-	-	-	-	-	-	-	-
Transfer from work in progress	(26,617)	-	15,338	-	11,279	-	-	-	-	-	-	-	-
Depreciation charge for the reporting period	-	-	(82,774)	(8,382)	(40,471)	(438)	-	-	(3,050)	(106,582)	(4,255)	(24,278)	(135,115)
Closing net book amount	293,745	179,127	2,625,010	219,266	106,214	994	35,910	54,864	3,813	2,733,512	18,463	766,968	3,518,943
As at 31 December 2023													
- Cost	293,745	-	33,261	-	524,802	-	-	65	24,224	835,368	40,729	-	876,097
- Valuation	-	179,127	2,607,700	219,266	-	1,045	35,910	54,799	-	2,330,879	-	766,968	3,097,847
Accumulated depreciation and impairment	-	-	(15,951)	-	(418,588)	(51)	-	-	(20,411)	(432,735)	(22,266)	-	(455,001)
Net book amount	293,745	179,127	2,625,010	219,266	106,214	994	35,910	54,864	3,813	2,733,512	18,463	766,968	3,518,943

Note 2.1F: Land, Buildings and Infrastructure, Plant and Equipment and Intangibles (continued)
Reconciliation of the Opening and Closing Balances of Land Building and Infrastructure Plant and Equipment (University)

	Work in progress	Land	Buildings	Infrastructure & Crown leases	Plant & equipment	Leasehold improvements	Rare Library Materials	Artworks	Intangibles	Subtotal Property, plant and equipment (owned)	Subtotal Right-of-use assets	Subtotal Service concession assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 January 2024													
- Cost	293,745	-	28,982	-	523,096	-	-	65	24,225	838,159	31,954	-	870,113
- Valuation	-	-179,127	2,607,703	219,266	-	1,045	35,910	54,799	(1)	2,330,881	-	766,968	3,097,849
Accumulated depreciation and impairment	-	-	(14,551)	-	(417,431)	(51)	-	-	(20,411)	(435,491)	(16,953)	-	(452,444)
Net book amount	293,745	179,127	2,622,134	219,266	105,665	994	35,910	54,864	3,813	2,733,549	15,001	766,968	3,515,518
Year ended 31 December 2024													
Additions	177,695	-	398	-	14,506	-	-	166	28	189,213	3,580	-	192,793
Revaluations	-	-11,780	55,366	9,101	-	463	-	-	-	43,151	-	33,559	76,710
Disposals	-	-	(1,882)	-	(293)	-	-	-	-	(326)	(1,849)	-	(2,175)
Non-capitalisable costs	(5,630)	-	-	-	-	-	-	-	-	(5,630)	-	-	(5,630)
Asset transfer	-	-	(279)	126	153	-	-	-	-	-	-	-	-
Transfer from work in progress	(231,636)	-	223,530	39	7,607	-	-	-	460	(220)	-	220	-
Transfer to assets held for sale	-	(3,849)	-	-	-	-	-	-	-	(3,849)	-	-	(3,849)
Depreciation charge for the reporting period	-	-	(88,296)	(8,673)	(37,893)	(459)	-	-	(1,905)	(107,504)	(4,265)	(25,457)	(137,226)
Closing net book amount	234,174	187,058	2,810,971	219,859	89,745	998	35,910	55,030	2,396	2,848,384	12,467	775,290	3,639,990
As at 31 December 2024													
- Cost	234,174	-	23,451	-	539,875	-	-	231	24,712	795,024	27,419	-	822,443
- Valuation	-	-187,058	2,801,426	219,859	-	1,065	35,910	54,799	-	2,524,827	-	775,290	3,300,117
Accumulated depreciation and impairment	-	-	(13,906)	-	(450,130)	(67)	-	-	(22,316)	(471,467)	(14,952)	-	(486,419)
Net book amount	234,174	187,058	2,810,971	219,859	89,745	998	35,910	55,030	2,396	2,848,384	12,467	775,290	3,636,141

Note 2.1F: Land, Buildings and Infrastructure, Plant and Equipment and Intangibles (continued)
Reconciliation of the Opening and Closing Balances of Land Building and Infrastructure Plant and Equipment Prior Year (University)

	Work in progress	Land	Buildings	Infrastructure & Crown leases	Plant & equipment	Leasehold improvements	Rare Library Materials	Artworks	Intangibles	Subtotal Property, plant and equipment (owned)	Subtotal Right-of-use assets	Subtotal Service concession assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 January 2023													
- Cost	147,782	-	19,512	-	482,282	-	-	-	121	23,747	651,072	22,372	-
- Valuation	-	168,515	2,540,476	218,812	-	1,531	35,910	38,292	-	2,247,952	-	755,584	3,003,536
Accumulated depreciation and impairment	-	-	(11,759)	-	(379,630)	(35)	-	-	(17,362)	(395,312)	(13,474)	-	(408,786)
Net book amount	147,782	168,515	2,548,229	218,812	102,652	1,496	35,910	38,413	6,385	2,503,712	8,898	755,584	3,268,194
Year ended 31 December 2023													
Additions	175,414	-	14,950	-	33,171	-	-	-	104	213,884	10,093	153	224,130
Revaluations	-	10,612	126,258	8,757	-	(64)	-	16,376	-	126,430	-	35,509	161,939
Disposals	-	-	(50)	-	(1,201)	-	-	(29)	(13)	(1,293)	-	-	(1,293)
Non-capitalisable costs	(2,834)	-	-	-	-	-	-	-	-	(2,834)	-	-	(2,834)
Asset Transfer	-	-	(79)	79	-	-	-	-	-	-	-	-	-
Transfer from work in progress	(26,617)	-	15,338	-	11,279	-	-	-	-	-	-	-	-
Depreciation charge for the reporting period	-	-	(82,512)	(8,382)	(40,236)	(438)	-	-	(3,050)	(106,350)	(3,990)	(24,278)	(134,618)
Closing net book amount	293,745	179,127	2,622,134	219,266	105,665	994	35,910	54,864	3,813	2,733,549	15,001	766,968	3,515,518
As at 31 December 2023													
- Cost	293,745	-	28,982	-	523,096	-	-	-	65	24,225	838,159	31,954	-
- Valuation	-	179,127	2,607,703	219,266	-	1,045	35,910	54,799	(1)	2,330,881	-	766,968	3,097,849
Accumulated depreciation and impairment	-	-	(14,551)	-	(417,431)	(51)	-	-	(20,411)	(435,491)	(16,953)	-	(452,444)
Net book amount	293,745	179,127	2,622,134	219,266	105,665	994	35,910	54,864	3,813	2,733,549	15,001	766,968	3,515,518

Capital Commitments

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Within 1 year	82,210	146,666	82,210	146,666
Between 1 to 5 years	8,189	18,804	8,189	18,804
Total capital commitments	90,399	165,470	90,399	165,470

Accounting Policy

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$10,000, which are expensed in the year of acquisition (other than where they form part of similar items which are significant in total).

Property, plant and equipment

Land and buildings are shown at fair value, based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. All other property, plant and equipment is stated at either deemed or historical cost less depreciation. Plant and equipment (excluding works of arts and rare library materials) are valued at historical cost which includes expenditure that is directly attributable to the acquisition of the items. Works of arts and collections of rare library materials are measured at fair value and are revalued on a triennial basis. The University has elected not to apply the requirements relating to the valuation of plant and equipment in accordance with section 17(7) of the Rule.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Increases or decreases in the carrying amounts arising on revaluation of land and buildings are recognised, net of tax, in other comprehensive income and accumulated in equity under the heading of revaluation surplus. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset class are also recognised in other comprehensive income to the extent of the remaining reserve attributable to the asset class. All other decreases are charged to the Income Statement.

Depreciation

Depreciable property, plant and equipment assets are written off to their estimated residual value over their estimated remaining useful lives to the University using, in all cases, the straight line method of depreciation. Depreciation of property, plant and equipment commences when the asset is available for use. Land, heritage, cultural assets and works of art are assessed as having an indefinite useful life and are not depreciated.

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

	At acquisition years	At revaluation years
Buildings, Dwellings and Infrastructure		
Crown leases	0 to 99	0 to 99
Buildings and infrastructure	40	0 to 59
Right-of-use assets	2 to 9	-
Service Concession Assets	40	0 to 40
Plant and Equipment		
Motor vehicles	7	-
Computing equipment	4 to 5	-
Research/teaching equipment	7	-
Other	10	-
Right-of-use assets	3 to 7	-

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Right-of-use assets and leasehold improvements are depreciated or amortised over the shorter of the lease term and the useful life of the asset.

Repairs and maintenance

Repairs and maintenance costs are recognised as expenses when incurred, except where they relate to the replacement of a component of an asset, in which case, the costs are capitalised and depreciated. Other routine operating maintenance, repair and minor renewal costs, are also recognised as expenses when incurred.

Derecognition and disposal

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss in the year the asset is derecognised.

Impairment of Land, Buildings and Infrastructure, Plant and Equipment and Intangibles

The University assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the University makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of its fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets and the asset's value in use cannot be estimated to be close to its fair value. In such cases the asset is tested for impairment as part of the cash-generating unit to which it belongs. When the carrying amount of an asset or cash-generating unit exceeds the recoverable amount, the asset or cash-generating unit is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses relating to continuing operations are recognised in the Income Statement in Impairment Loss expense unless the asset is carried at revalued amount (in which case the impairment loss is treated as a revaluation decrease).

Intangibles

Intellectual property developed internally has not been brought to account as it cannot be reliably measured.

The University has internally developed intangible assets with the useful life determined by the business unit responsible for the asset upon capitalisation based on its expected usage. The useful life of intangible assets is 3 to 7 years.

Note 2.1G: Right-of-Use Assets

The University leases land, buildings and computer equipment. Information about these leases where the University is a lessee is presented below:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Buildings				
At 1 January	17,318	9,724	14,435	7,754
Additions	844	11,163	398	9,984
Disposals	(1,901)	(4)	(1,812)	-
Depreciation charge	(4,002)	(3,565)	(3,318)	(3,303)
At 31 December	12,259	17,318	9,703	14,435
Plant and Equipment				
At 1 January	566	1,144	566	1,144
Additions	3,181	109	3,181	109
Disposals	(37)	-	(37)	-
Depreciation charge	(946)	(687)	(946)	(687)
At 31 December	2,764	566	2,764	566

Accounting Policy

Assessment of whether a contract is, or contains, a lease

At inception of a contract, the University assesses whether a contract is, or contains a lease. A contract is, or contains a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration.

The University assesses whether:

- The contract involves the use of an identified asset which may be explicitly or implicitly specified in the contract. A capacity portion of larger assets is considered an identified asset if the portion is physically distinct or if the portion represents substantially all of the capacity of the asset. The asset is not considered an identified asset if the supplier has the substantive right to substitute the asset throughout the period of use.
- The customer has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- The customer has the right to direct the use of the asset throughout the period of use. The customer is considered to have the right to direct the use of the asset only if either:
 - The customer has the right to direct how and for what purpose the identified asset is used throughout the period of use; or
 - The relevant decisions about how and for what purposes the asset is used is predetermined; and the customer has the right to operate the asset, or the customer designed the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

In contracts where the University is a lessee, the University recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

Right-of-use asset

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use assets are periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.1H: Service Concession Assets				
At 1 January	766,968	755,584	766,968	755,584
Additions	220	153	220	153
Revaluation	33,559	35,509	33,559	35,509
Depreciation charge	(25,457)	(24,278)	(25,457)	(24,278)
At 31 December	775,290	766,968	775,290	766,968

Accounting Policy

An asset constructed for the University (as a public sector grantor), and upgrades or major component replacements for existing assets of the University by private operators, are recognised as a service concession asset when the University (grantor) controls the asset. Control of service concession assets arises when the University controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price. The control assessment further requires that the University must control the asset through ownership, beneficial entitlement, any significant residual interest in the asset at the end of the term of the arrangement. The grantor also controls the asset if it will be used in a service concession arrangement for either its entire economic life or the major part of its economic life.

Service concession assets are initially recognised at fair value, which is their current replacement cost in accordance with the cost approach to fair value in AASB 13.

When an existing asset is used in a service concession arrangement, such an asset is reclassified as a service concession asset and measured at current replacement cost at the date of reclassification. At the date of reclassification, where there is a difference between the carrying amount of the asset and its fair value (current replacement cost) the difference is accounted for as a revaluation of the asset and recognised in other comprehensive income and accumulated in the asset revaluation reserve.

After initial recognition or reclassification, service concession assets are carried at fair value less any depreciation and impairment.

Construction in progress

Costs in relation to service concession assets under construction are recognised as construction in progress assets.

2.2 Liabilities

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.2A: Suppliers and Other Payables				
Current Suppliers and Other Payables				
Suppliers	54,546	48,822	51,360	44,653
OS-HELP liability to Australian Government	2,518	773	2,518	773
Other creditors ⁽¹⁾	46,693	70,563	45,657	70,130
Employee related liabilities	18,014	30,693	18,014	30,693
Total Current Suppliers and Other Payables	121,771	150,851	117,549	146,249
Non-Current Suppliers and Other Payables				
OS-HELP liability to Australian Government	1,901	2,377	1,901	2,377
Other creditors	3,614	2,779	3,614	2,779
Total Non-Current Suppliers and Other Payables	5,515	5,156	5,515	5,156
Total Suppliers and Other Payables	127,286	156,007	123,064	151,405

⁽¹⁾ Included in other creditors is \$15,408,000 bringing to account an obligation which has been recognised against retained earnings.

Supplier payables are current. Settlement is usually made within supplier terms of trade which can be between 10-30 days.

Accounting Policy

Suppliers and other payables

Trade creditors and accruals are recognised at their nominal amounts, being amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received.

Note 2.2B: Contract Liabilities

Contract liabilities – Australian Government	45,040	29,697	45,040	29,697
Other contract liabilities	88,418	67,156	82,382	65,134
Total Contract Liabilities	133,458	96,853	127,422	94,831
Contract liabilities - current	102,973	81,579	96,937	79,557
Contract liabilities - non-current	30,485	15,274	30,485	15,274
Total Contract Liabilities	133,458	96,853	127,422	94,831

Revenue recognised in the reporting period that was included in the contract liability balance at the beginning of the period was \$56,031,000.

Contract liabilities differ from the amounts disclosed in Note 2.2E Other Liabilities as they include deferred income.

The contract liabilities are amounts received from customers where the performance obligations are yet to be completed.

The classification of contract liabilities as non-current is based on the expected completion date of the performance obligations beyond a twelve-month period.

Accounting Policy

A contract liability is the obligation to transfer goods or services to a customer for which the University has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the University transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the University performs under the contract.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.2C: Borrowings				
Current Borrowings				
Indexed annuity bonds	7,995	6,957	7,995	6,957
Medium term notes	200,000	-	200,000	-
Total Borrowings	207,995	6,957	207,995	6,957
Non-Current Borrowings				
Indexed annuity bonds	44,437	52,687	44,437	52,687
Medium term notes	-	200,000	-	200,000
Total Non-Current Borrowings	44,437	252,687	44,437	252,687
Total Borrowings	252,432	259,644	252,432	259,644

In October 2004, the University issued an unsecured Indexed Annuity Bond with a maturity of 25 years. The bonds are repayable in quarterly instalments of principal and interest that are indexed in alignment with the Australian Consumer Price Index (CPI). The real yield payable on the Bonds is 3.235% with an effective CPI base of 30 June 2004.

In November 2015, the University issued \$200,000,000 Fixed Rate Medium Term Notes with a maturity of 10 years. Interest is payable semi-annually at a rate of 3.980% per annum.

The carrying amount of the borrowings are denominated in Australian dollars.

Accounting Policy

Borrowings

Borrowings are initially recognised at fair value net of transaction costs and subsequently measured at amortised cost. Any difference between the proceeds net of transaction costs and the redemption amount is recognised in the Income Statement over the period of borrowings using the effective interest rate method. These liabilities are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the University has the right to defer settlement of the liability for at least 12 months after the end of the reporting period and does not expect to settle the liability for at least 12 months after the end of the reporting period.

Note 2.2D: The University as lessee

Amounts recognised in the income statement

Interest on lease liabilities	500	211	414	174
Expenses relating to short term leases	2,774	2,378	2,774	2,378
	3,274	2,589	3,188	2,552

Maturity analysis – undiscounted contractual cash flows

Within 1 year	4,017	4,869	3,354	4,869
Between 1 to 5 years	11,905	10,964	10,199	9,785
More than 5 years	1,413	1,687	1,413	1,687
Total undiscounted contractual cash flows	17,335	17,520	14,966	16,341

Lease liabilities recognised in the statement of financial position

Current	4,215	4,632	3,049	3,943
Non-current	12,261	14,518	10,555	12,211
Total lease liabilities	16,476	19,150	13,604	16,154

The University leases IT equipment, motor vehicles, land and buildings. The lease term typically runs for a period between two to nine years. Some leases include an option to renew the lease for an additional period of the same duration after expiry of the initial contract term. Some leases require that the lease payments are adjusted annually, either based on a fixed rate or based on the change in the CPI in the preceding year.

Accounting Policy

The policy on assessment of whether a contract is, or contains, a lease is detailed in Note 2.1G Right-of-Use Assets above.

Lease liability

A lease liability is initially measured at the present value of unpaid lease payments at the commencement date of the lease. To calculate the present value, the unpaid lease payments are discounted using the interest rate implicit in the lease if the rate is readily determinable. If the interest rate implicit in the lease cannot be readily determined, the incremental borrowing rate at the commencement date of the lease is used.

Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI);
- Amounts expected to be payable by the lessee under residual value guarantees;
- The exercise price of a purchase option if the University is reasonably certain to exercise that option; and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

For a contract that contains a lease component and one or more additional lease or non-lease components, the University allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the income statement. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate with a corresponding adjustment to the right-of-use asset. The adjustment amount is factored into depreciation of the right-of-use asset prospectively.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.2E: Other Liabilities				
Current Liabilities				
Australian Government unspent financial assistance	2,303	6,899	2,303	6,899
Other unspent financial assistance	3,144	1,045	3,144	1,045
Refund liabilities	757	391	757	391
Grant of a right to the operator model (GORTO) liability	23,250	23,250	23,250	23,250
Total Current Other Liabilities	29,454	31,585	29,454	31,585
Non-Current Liabilities				
Australian Government unspent financial assistance	1,955	-	1,955	-
Refund liabilities	196	24	196	24
Grant of a right to the operator model (GORTO) liability	541,681	564,931	541,681	564,931
Total Non-Current Other Liabilities	543,832	564,955	543,832	564,955
Total Other Liabilities	573,286	596,540	573,286	596,540

Any Australian Government contract liabilities in scope of AASB 15 are disclosed in Note 2.2B Contract Liabilities.

Unspent financial assistance to acquire or construct a non-financial asset

During the reporting period, movements in the liability arose from cash received of \$9,984,000 and income recognised of \$10,526,000.

Refund liabilities

The refund liabilities are associated with the estimated return of unspent funds arising from contracts with customers. The classification of refund liabilities as non-current was based on the expected completion date of the performance obligations beyond a twelve-month period.

Accounting Policy

Unspent financial assistance

In cases where the transaction includes a transfer to enable the University to acquire or construct a recognisable non-financial asset to be controlled by the University, the University recognises a liability for the excess of the fair value of the transfer over any related amounts recognised, and recognises income in the income statement as it satisfies its obligations under the transfer.

A transfer of a financial asset to enable the University to acquire or construct a recognisable non-financial asset for its own use is one that:

- Requires the University to use that financial asset to acquire or construct a non-financial asset to identified specifications;
- Does not require the University to transfer the non-financial asset to the transferor or other parties; or
- Occurs under an enforceable agreement.

The University applies the requirements of AASB 9 *Financial Instruments* when accounting for the financial asset (e.g. cash) received. The acquisition or construction of the non-financial asset is accounted for separately to the transfer of the financial asset, in accordance with other Standards.

The above only applies for transfers that meet the criteria to be considered as 'transfers to enable the University to acquire or construct a recognisable non-financial asset to be controlled by the University'.

A key criterion is that the non-financial asset to be constructed or acquired by the University needs to be permitted to be recognised by another standard (e.g. the construction of a building under AASB 116 or intangible asset under AASB 138).

If the non-financial asset is not permitted to be recognised by another standard (e.g. research activities which cannot be recognised as an asset in accordance with AASB 138), the University is not permitted to apply the capital grant accounting. Instead, the University would revert back to the general income recognition requirements (under AASB 1058.9) which is to recognise the difference between the initial carrying amount of the asset and any 'related amounts' immediately as income in the income statement.

Refund liabilities

A refund liability is the obligation to refund some or all of the consideration received (or receivable) from the customer and is measured at the amount the University ultimately expects it will have to return to the customer. The University updates its estimates of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period. The University applies this at a portfolio level.

GORTO liability - grant of a right to the operator model

To the extent that the service concession liability does not give rise to a contractual obligation to provide cash to the operator, a GORTO liability is recognised as the unearned portion of the revenue arising from the exchange of assets between the University and the operator. The liability is subsequently amortised into the income statement according to the economic substance of the service concession arrangement, generally on a straight line basis.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.2F: Workers Compensation				
Balance as at 1 January	18,016	19,427	18,016	19,427
Additional provisions made	2,379	288	2,379	288
Amounts used	(1,280)	(1,699)	(1,280)	(1,699)
Total Workers Compensation¹	19,115	18,016	19,115	18,016
Workers compensation expected to be settled				
Within 12 months	2,487	2,356	2,487	2,356
After more than 12 months	16,628	15,660	16,628	15,660
Total Workers Compensation	19,115	18,016	19,115	18,016

¹The University self-insures and manages workers compensation. The University has a present legal obligation to provide the service of workers compensation to its employees. It is probable that employees of the University will use the workers compensation service, based on historic evidence, which will lead to the probable outflow of resources. The reliable estimate is made by qualified independent actuary at 31 December each year and estimates what is needed to cover future workers compensation claims.

Accounting Policy

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

When the University expects some or all of the provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Income Statement net of any reimbursement.

Provisions related to employee benefits are described in Note 4.1A Employee Benefits.

2.3 Equity

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.3A: Reserves				
Asset Revaluation Surplus				
Asset revaluation - property	1,333,579	1,258,474	1,324,884	1,249,779
Asset revaluation - plant, equipment and artwork	37,378	37,378	37,378	37,378
Asset revaluation - investments	(12,604)	(6,868)	(12,890)	(6,868)
Asset revaluation - crown lease	34,316	33,434	34,316	33,434
Asset revaluation - rare library materials	33,350	33,350	33,350	33,350
Total Asset Revaluation Surplus	1,426,019	1,355,768	1,417,038	1,347,073
Special Reserves				
Building	15,273	15,273	15,273	15,273
Equipment	34,354	33,557	34,354	33,557
Self-insurance	9,441	9,443	9,441	9,443
Total Special Reserves	59,068	58,273	59,068	58,273
Total Reserves	1,485,087	1,414,041	1,476,106	1,405,346
Summary of movement in reserves during the year				
Balance at beginning of year	1,414,041	1,263,840	1,405,346	1,255,144
Increments to revaluation - non financial assets	76,712	161,938	76,712	161,938
Decrements to revaluation - investments	(6,021)	(12,222)	(6,021)	(12,222)
Transfer from retained surpluses	355	486	69	486
Other movement	-	(1)	-	-
Balance at end of year	1,485,087	1,414,041	1,476,106	1,405,346
Movements in reserves				
Asset Revaluation - Property				
Balance at beginning of year	1,258,475	1,113,437	1,249,780	1,104,741
Transfer to retained surpluses	(726)	-	(726)	-
Increments on revaluation of				
Land	11,781	10,611	11,781	10,611
Buildings	64,049	134,428	64,049	134,428
Other movement	-	(1)	-	-
Balance at end of year	1,333,579	1,258,475	1,324,884	1,249,780
Asset Revaluation - Artwork				
Balance at beginning of year	37,378	21,002	37,378	21,002
Increments on revaluation	-	16,376	-	16,376
Balance at end of year	37,378	37,378	37,378	37,378

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 2.3A: Reserves (continued)				
Asset Revaluation - Investments				
Balance at beginning of year	(6,869)	5,353	(6,869)	5,353
Transfer to retained surpluses	286	-	-	-
Decrements on revaluation	(6,021)	(12,222)	(6,021)	(12,222)
Balance at end of year	(12,604)	(6,869)	(12,890)	(6,869)
Asset Revaluation - Crown Lease				
Balance at beginning of year	33,434	32,911	33,434	32,911
Increments on revaluation	882	523	882	523
Balance at end of year	34,316	33,434	34,316	33,434
Asset Revaluation - Rare Library Materials				
Balance at beginning of year	33,350	33,350	33,350	33,350
Balance at end of year	33,350	33,350	33,350	33,350
Special Reserve - Buildings				
Balance at beginning of year	15,273	15,273	15,273	15,273
Balance at end of year	15,273	15,273	15,273	15,273
Special Reserve - Equipment				
Balance at beginning of year	33,557	33,071	33,557	33,071
Transfer from retained surpluses	797	486	797	486
Balance at end of year	34,354	33,557	34,354	33,557
Special Reserve - Self Insurance				
Balance at beginning of year	9,443	9,443	9,443	9,443
Transfer to retained surpluses	(2)	-	(2)	-
Balance at end of year	9,441	9,443	9,441	9,443

The University has the following reserves:

- Asset revaluation reserves**

These reserves are used to account for the increases or decreases in the value of assets as a result of valuations.

Increases in the value of reserves are in accordance with valuation of assets policies stated in Note 2.1F Land, Buildings and Infrastructure, Plant and Equipment and Intangibles. Decrements in reserves are either on disposal of assets where the disposed asset had previously been revalued and a reserve existed or on impairment of assets in accordance with AASB 136 where a revaluation reserve had existed for that asset class.

- Special reserves**

These reserves are maintained to cover a range of special purposes:

- Building reserve is maintained by the University, from amounts set aside out of profits primarily from the operation of University Halls of Residences and other trading activities to fund significant and unplanned maintenance requirements.
- Equipment purchase and replacement reserves are maintained by the University to meet unforeseen purchases of significant specialist research equipment.
- Self-insurance reserve is maintained by the University to meet the deductible component that may arise in regards to possible future claims under the University's insurance policies.

3. Funding

This section identifies The Australian National University's funding structure.

3.1 Reconciliation of net result after income tax to net cash provided by/(used in) operating activities

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 3.1A: Cash Flow Reconciliation				
Net results for the period	89,949	135,288	87,117	146,595
Depreciation and amortisation	138,222	135,115	137,226	134,618
Impairment of assets	(15,560)	(274)	1,688	2,597
Allowance for expected credit losses	659	967	659	967
Net loss/(gain) on disposal of assets	501	(46)	500	(47)
Fair value (gains) on investments	(131,701)	(81,869)	(131,701)	(94,510)
Decrease/(Increase) in operating assets				
Receivables and contract assets	9,885	7,078	(3,975)	8,857
Prepayments and deferred expenditure	1,634	(15,876)	1,905	(16,016)
Other operating assets	(4,646)	(15,979)	(4,646)	(15,979)
(Decrease)/Increase in operating liabilities				
Trade creditors and contract liabilities	49,437	(15,982)	46,406	(18,718)
Other payables	(34,445)	(9,870)	(35,048)	(10,010)
Other liabilities	(23,254)	(28,096)	(23,254)	(28,096)
Workers compensation	1,099	(1,411)	1,099	(1,411)
Provision for employee entitlements	(13,625)	(19,758)	(13,770)	(19,800)
Net cash flows from operating activities	68,155	89,287	64,206	89,047

Reconciliation of liabilities arising from financing activities

	Opening balance at 1 January 2024		Non-cash changes				Closing balance at 31 December 2024
		Cash flows	Acquisition/ Disposal	Foreign exchange movement	Fair value changes	Other	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Consolidated							
Lease liabilities	19,150	(4,761)	2,087	-	-	-	16,476
Long-term borrowings	59,383	(7,212)	-	-	-	-	52,171
Total liabilities from financing activities	78,533	(11,973)	2,087	-	-	-	68,647
University							
Lease liabilities	16,154	(4,281)	1,731	-	-	-	13,604
Long-term borrowings	59,383	(7,348)	-	-	-	-	52,035
Total liabilities from financing activities	75,537	(11,629)	1,731	-	-	-	65,639

4. 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

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 4.1A: Employee Benefits				
Current provisions expected to be settled within 12 months				
Annual leave entitlements	38,262	32,547	37,237	31,520
Long service leave entitlements	13,106	12,020	11,817	10,901
Defined benefit obligation	39,802	39,906	39,802	39,906
Termination benefits	5,119	1,135	5,119	1,135
Total current provisions expected to be settled within 12 months	96,289	85,608	93,975	83,462
Current provisions expected to be settled after more than 12 months				
Annual leave entitlements	25,152	30,453	25,152	30,453
Long service leave entitlements	48,181	46,897	48,181	46,897
Total current provisions expected to be settled after more than 12 months	73,333	77,350	73,333	77,350
Total Current Provisions	169,622	162,958	167,308	160,812
Non-Current Liabilities				
Long service leave entitlements	26,970	28,131	26,895	28,033
Defined benefit obligation	431,239	468,014	431,239	468,014
Total Non-Current Provisions	458,209	496,145	458,134	496,047
Total Employee Benefits	627,831	659,103	625,442	656,859

Accounting Policy

Short-term obligations

Liabilities for short-term employee benefits including wages and salaries and non-monetary benefits are measured at the amount expected to be paid when the liability is settled, if it is expected to be settled wholly before twelve months after the end of the reporting period, and is recognised in employee benefits. Liabilities for non-accumulating personal leave are recognised when the leave is taken and measured at the rates payable.

Other long-term obligations

The liability for other long-term benefits are those that are not expected to be settled wholly before twelve months after the end of the annual reporting period.

It is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, in which case it would be classified as a non-current liability.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The University recognises termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB 137 *Provisions, Contingent Liabilities & Contingent Assets* that involves the payment of termination benefits. The expense and liability are recognised when the University demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits not expected to be settled wholly before 12 months after the end of the reporting period are discounted to present value.

Pensions and other post-employment benefits

The University participates in a defined benefit plan (Commonwealth Superannuation Scheme) which requires contributions to be made to the separately administered fund. The cost of providing benefits under the defined benefit plan is determined separately using the projected unit credit actuarial valuation method. Actuarial gains and losses are recognised in Other Comprehensive Income, in accordance with AASB 119 *Employee Benefits*. Refer to Note 6.2 Superannuation Commitments.

In addition, the University contributes to the Superannuation Scheme for Australian Universities which is a defined benefit plan under Superannuation Law but, as a result of amendments to Clause 34 of the UniSuper Trust Deed, is a defined contribution plan under Accounting Standard AASB 119.

4.2 Key Management Personnel Disclosures

Note 4.2A: ANU Council Remuneration

The following persons were responsible persons and executive officers during the financial year:

Name	Position	Term expiry	Total annual remuneration (\$)
The Hon Julie Bishop	Chancellor	31/12/2026	\$75,000
Distinguished Professor Genevieve Bell	Vice-Chancellor and President	01/01/2029	-
Ms Alison Kitchen AM	Pro-Chancellor and appointed by the Minister	30/06/2025	-
Ms Tanya Hosch	Council members appointed by the Minister	30/06/2028	\$35,000
Mr Robert Whitfield AM	Council members appointed by the Minister	30/06/2028	-
Dr Larry Marshall	Council members appointed by the Minister	31/07/2027	\$35,000
Professor Sarah Pearson	Council members appointed by the Minister	08/11/2024	\$22,307
Ms Anne-Marie Schwirtlich AM	Council members appointed by the Minister	30/06/2025	\$35,000
Ms Padma Raman PSM	Council members appointed by the Minister	30/06/2025	\$35,000
Professor Juliana Ng	Deans and research school heads member	29/09/2026	-
Dr Liz Allen	Academic staff (Faculties) member	29/09/2026	-
Professor Lyndall Strazdins	Academic staff (Institute) member	29/09/2026	-
Ms Megan Easton	Professional staff member	25/05/2026	-
Ms Brenna Barker-Lamb	Postgraduate student member	30/11/2025	-
Mr Will Burfoot	Undergraduate student member	30/11/2025	-
Mr Edan Habel	Postgraduate student member	30/11/2024	-
Phoenix O'Neill	Undergraduate student member	30/11/2024	-
Ms Naomi Flutter	Pro-Chancellor and appointed by the Minister	30/06/2024	-
Professor Craig Moritz	Deans and research school heads member	29/09/2024	-
Mr Millan Pintos-Lopez	Professional staff member	25/05/2024	-

External Council members are eligible to remuneration but some members elected not to receive any remuneration in 2024. University employees and student members, who are Council members, are not entitled to remuneration for Council service.

Note 4.2B: Other Key Management Personnel (KMP)

Key management personnel remuneration for the reporting period ended 31 December:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Table A: Other Key Management Personnel Compensation				
Short-term employee benefits	2,172	3,431	2,172	3,431
Post-employment benefits	209	341	209	341
Other long-term benefits	161	95	161	95
Total Key Management Personnel Compensation	2,542	3,867	2,542	3,867

The University had three executive positions who also had authority and responsibility for planning, directing and controlling the activities of the University and its subsidiaries during the reporting period ended 31 December 2024:

Table B: Other Key Management Personnel Compensation Disaggregation

Name	Position title	Term as KMP	Short-term benefits				Post-employment benefits	Other long-term benefits		Termination benefits (\$)	Total remuneration (\$)
			Base salary (\$)	Annual Leave (\$)	Bonuses (\$)	Other benefits and allowances (\$)		Superannuation contributions (\$)	Long service leave (\$)		
Distinguished Professor Genevieve Bell*	Vice-Chancellor and President	Full Year	969,564	216,327	-	-	164,014	-	111,510	-	1,461,415
Professor Rebekah Brown FASSA	Provost and Senior Vice-President	Part Year - appointed on 17/06/2024	421,668	37,410	-	-	16,356	-	11,249	-	486,683
Mr Jonathan Churchill	Chief Operating Officer	Part Year - appointed on 29/06/2024	276,954	8,272	-	-	14,885	-	9,043	-	309,154
Mr Christopher Price	Chief Operating Officer	Part Year - terminated on 28/06/2024	249,711	(7,689)	-	-	13,817	-	28,700	-	284,539
Total			1,917,897	254,320	-	-	209,072	-	160,502	-	2,541,791

*The Vice Chancellor has voluntarily reduced her remuneration package by 10% to \$1,030,000 effective from 15 October 2024. Annual leave and long service leave amounts disclosed represent movement in leave balance and change in pay rate following Professor Bell's appointment as Vice Chancellor as of 1 January 2024.

4.3 Senior Executives Remuneration

Remuneration band	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Average termination benefits (\$)	Average total remuneration (\$)
		Average base salary (\$)	Average Bonuses (\$)	Average other benefits and allowances (\$)		Average long service leave (\$)	Average other long-term benefits (\$)		
\$0 - \$220,000	7	116,715	-	-	12,532	5,143	-	7,143	141,533
\$345,001 - \$370,000	1	309,159	-	-	32,551	4,617	-	-	346,327
\$395,001 - \$420,000	1	393,599	-	-	21,221	2,758	-	-	417,578
\$420,001 - \$445,000	1	378,101	-	-	42,471	5,094	-	-	425,666
\$470,001 - \$495,000	2	413,394	-	16,610	48,138	7,103	-	-	485,245
\$495,001 - \$520,000	2	453,441	-	22,926	29,048	5,744	-	-	511,159
\$520,001 - \$545,000	1	480,902	-	17,943	29,048	13,959	-	-	541,852
\$545,001 - \$570,000	2	451,284	-	18,195	74,668	8,495	-	-	552,642
\$570,001 - \$595,000	3	490,276	-	28,581	61,955	6,178	-	-	586,990
\$670,001 - \$695,000	1	553,730	-	21,930	91,057	9,179	-	-	675,896

4.4 Other Highly Paid Staff Remuneration

Remuneration band	Number of other highly paid staff	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination Benefits	Average total remuneration (\$)
		Average base salary (\$)	Average bonuses (\$)	Average other benefits and allowances (\$)		Averages long service leave (\$)	Average other long-term benefits (\$)		
\$250,000 - \$270,000	77	214,836	65	103	34,613	4,228	-	4,654	258,499
\$270,001 - \$295,000	46	232,304	205	1,492	35,623	6,240	-	5,384	281,248
\$295,001 - \$320,000	28	254,899	446	373	36,794	10,208	-	5,293	308,013
\$320,001 - \$345,000	23	284,642	410	-	38,428	7,481	-	-	330,961
\$345,001 - \$370,000	19	289,106	-	986	43,876	13,430	-	8,533	355,931
\$370,001 - \$395,000	9	303,526	-	4,656	45,942	7,173	-	14,574	375,871
\$395,001 - \$420,000	12	337,966	-	3,503	43,646	9,234	-	11,601	405,950
\$420,001 - \$445,000	6	365,193	-	2,000	50,584	10,630	-	-	428,407
\$445,001 - \$470,000	2	393,038	-	-	47,254	8,699	-	-	448,991
\$470,001 - \$495,000	5	389,019	12,037	110	56,211	20,754	-	-	478,131
\$520,001 - \$545,000	4	397,764	10,000	4,486	60,797	14,750	-	42,477	530,274

4.5 Related Party Disclosures

The Australian National University (ANU) is a body corporate established by the Australian National University Act 1991 and is a 'corporate Commonwealth entity' under the *Public Governance, Performance & Accountability Act 2013*. Related parties to the University are the Portfolio Minister, Council Members, Committee Members, Key Management Personnel and other Australian Government entities.

The University enters into a number of transactions for the provision of goods and services with related parties. Transactions entered into under normal conditions with:

- Student organisations based on campus;
- ANU Enterprise Pty Limited and its subsidiaries Australian Scientific Instruments Pty Limited and the Social Research Centre Pty Limited; and
- Beijing ANU International Business Consulting Co., Ltd., a wholly owned subsidiary of ANU International Holdings Pty Ltd.

The following transactions with related parties occurred during the financial year:

	University	
	2024	2023
	\$'000	\$'000
Transactions with related parties		
ANU Enterprise Pty Limited		
Sale of goods and services	856	848
Purchase of goods and services	(5,683)	(5,855)
	<u>(4,827)</u>	<u>(5,007)</u>
ANU (UK) Foundation		
Donations received	141	2,528
	<u>141</u>	<u>2,528</u>
Beijing ANU International Business Consulting Co., Ltd.,		
Purchase of goods and services	(1,833)	(1,223)
	<u>(1,833)</u>	<u>(1,223)</u>
Other related parties		
Payment to affiliated organisations and research partners	(1,466)	(889)
	<u>(1,466)</u>	<u>(889)</u>

The University transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under contractual terms and conditions, and other types of ordinary operational transactions as required. These are not considered individually significant to warrant separate disclosure as related party transactions.

Refer to Note 4.1A Employee Benefits for details on superannuation arrangements with the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), and the PSS accumulation plan (PSSap).

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by ANU, it has been determined that there are no other related party transactions to be separately disclosed.

Interests in subsidiaries are set out in Note 6.3 Subsidiaries and disclosures relating to specified executives are set out in Note 4.2 Key Management Personnel Disclosures.

5. Managing Uncertainties

This section analyses how The Australian National University manages financial risks within its operating environment.

5.1 Contingent Assets and Liabilities

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Note 5.1A: Contingent Assets				
Purpose				
Beneficiary of security guarantee for various service agreements	6,065	4,665	6,065	4,665
Beneficiary of security guarantee for various construction contracts	4,304	9,905	4,304	9,905
Beneficiary of security guarantee for various commercial tenancy leases	918	870	918	870
	<u>11,287</u>	<u>15,440</u>	<u>11,287</u>	<u>15,440</u>

Unquantifiable contingent assets

The University suffered damage from hail on 20 January 2020 and is making claims with the insurance company. Due to the significance of the event, the final amount to be received under the claim cannot be reliably estimated at this time. Any amounts received will be required to be used towards remediation of the damaged assets.

Note 5.1B: Contingent Liabilities

Purpose				
To cover future workers compensation outstanding claims	32,100	30,363	32,100	30,363
To guarantee a lease	-	396	-	396
Uncalled capital relating to investment activities at the University	22,563	63,126	22,563	63,126
To guarantee a bank loan	10,700	10,700	10,700	10,700
	<u>65,363</u>	<u>104,585</u>	<u>65,363</u>	<u>104,585</u>

Unquantifiable contingent liabilities

The University is currently involved in a number of legal matters in the ordinary course of business. The existence of such obligations will only be confirmed by future events not wholly within the control of the University. At the balance sheet date, the liability of the University in respect of these matters cannot be reliably estimated and therefore not included in the financial statements.

Accounting Policy

Unrecognised Financial Liabilities/Guarantees, not recognised in the Statement of Financial Position are disclosed in Contingent Liabilities above. At the time of completion of the financial statements, there was no reason to believe that these guarantees would be called upon, and recognition of a liability was therefore not required.

5.2 Financial Instruments

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
(a) Categories of Financial Assets and Financial Liabilities				
Financial Assets				
At amortised cost:				
Cash and cash equivalents	304,903	200,319	292,843	191,448
Short term deposits	225,000	270,000	225,000	270,000
Loans and receivables	48,437	55,694	44,290	53,286
At fair value through other comprehensive income:				
Listed equities	-	36,678	-	36,678
Unlisted equities	10,890	8,476	10,890	8,476
At fair value through profit or loss:				
Listed equities	875,924	817,506	875,924	817,506
Unlisted equities	369,780	351,896	369,780	351,896
Listed debt securities	-	89,466	-	89,466
Discount securities	-	12,800	-	12,800
Derivative instruments	-	5,766	-	5,766
Carrying Amount of Financial Assets	1,834,934	1,848,601	1,818,727	1,837,322
Financial Liabilities				
At amortised cost:				
Payables	127,286	156,007	123,064	151,405
Borrowings	252,432	259,644	252,432	259,644
At fair value through profit or loss:				
Derivative instruments	2,735	1,964	2,735	1,964
Carrying Amount of Financial Liabilities	382,453	417,615	378,231	413,013

Accounting Policy

Fair value

The fair values of investments and other financial assets are based on quoted prices in an active market. If the market for a financial asset is not active (and for unlisted securities), the University establishes fair value by using valuation techniques that maximise the use of relevant data. These include reference to the estimated price in an orderly transaction that would take place between market participants at the measurement date. Other valuation techniques used are the cost approach and the income approach based on the characteristics of the asset and the assumptions made by market participants.

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
(b) Net Gains and Losses from Financial Assets				
At amortised cost:				
Interest	25,546	26,488	25,117	26,130
Exchange gains/(loss)	312	(209)	312	(209)
At fair value through other comprehensive income:				
Dividend	609	819	609	819
Gains on disposal	118	-	118	-
Change in fair value	(5,735)	(12,222)	(6,021)	(12,222)
At fair value through profit or loss:				
Interest	3,704	5,340	3,704	5,341
Dividend	53,879	39,859	53,879	39,855
Change in fair value	77,150	87,577	77,150	87,577
Exchange gains	30,332	777	30,332	777
Gain on disposal	23,789	6,364	23,789	6,365
Net gains from financial assets	209,704	154,793	208,989	154,433

(c) Net Gains and Losses from Financial Liabilities

At amortised cost:				
Borrowing expense	(11,904)	(13,745)	(11,904)	(13,745)
Net losses from financial liabilities	(11,904)	(13,745)	(11,904)	(13,745)

(d) Fair Value

Valuation method used for determining the fair value of financial instruments

The following table identifies for those assets and liabilities carried at fair value (above), as to whether fair value was obtained by reference to market prices (Level 1) or by valuation techniques that employs observable market transactions (Level 2), or by using non-observable market inputs to determine fair value (Level 3).

<u>Consolidated</u> 2024	Valuation technique utilising			
	Market Values	Market Inputs	Non-Market Inputs	
	(Level 1)	(Level 2)	(Level 3)	Total
	\$'000	\$'000	\$'000	\$'000
Financial Assets				
At fair value through other comprehensive income:				
Unlisted equities	-	-	10,890	10,890
At fair value through profit or loss:				
Listed equities	875,924	-	-	875,924
Unlisted equities	-	369,780	-	369,780
Total financial assets carried at fair value	875,924	369,780	10,890	1,256,594
Financial Liabilities				
Fair value through profit or loss:				
Derivative instruments	-	2,735	-	2,735
Total financial liabilities carried at fair value	-	2,735	-	2,735

**Consolidated
2023**

	Valuation technique utilising			Total \$'000
	Market Values (Level 1) \$'000	Market Inputs (Level 2) \$'000	Non-Market Inputs (Level 3) \$'000	
Financial Assets				
At fair value through other comprehensive income:				
Listed equities	36,678	-	-	36,678
Unlisted equities	-	-	8,476	8,476
At fair value through profit or loss:				
Listed equities	817,506	-	-	817,506
Unlisted equities	-	351,896	-	351,896
Listed debt securities	-	89,466	-	89,466
Discount securities	-	12,800	-	12,800
Derivative instruments	1,011	4,755	-	5,766
Total financial assets carried at fair value	855,195	458,917	8,476	1,322,588
Financial Liabilities				
Fair value through profit or loss:				
Derivative instruments	1,552	412	-	1,964
Total financial liabilities carried at fair value	1,552	412	-	1,964

**University
2024**

Financial Assets				
At fair value through other comprehensive income:				
Unlisted equities	-	-	10,890	10,890
At fair value through profit or loss:				
Listed equities	875,924	-	-	875,924
Unlisted equities	-	369,780	-	369,780
Total financial assets carried at fair value	875,924	369,780	10,890	1,256,594
Financial Liabilities				
Fair value through profit or loss:				
Derivative instruments	-	2,735	-	2,735
Total financial liabilities carried at fair value	-	2,735	-	2,735

**University
2023**

Financial Assets				
At fair value through other comprehensive income:				
Listed equities	36,678	-	-	36,678
Unlisted equities	-	-	8,476	8,476
At fair value through profit or loss:				
Listed equities	817,506	-	-	817,506
Unlisted equities	-	351,896	-	351,896
Listed debt securities	-	89,466	-	89,466
Discount securities	-	12,800	-	12,800
Derivative instruments	1,011	4,755	-	5,766
Total financial assets carried at fair value	855,195	458,917	8,476	1,322,588
Financial Liabilities				
Fair value through profit or loss:				
Derivative instruments	1,552	412	-	1,964
Total financial liabilities carried at fair value	1,552	412	-	1,964

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
(e) Reconciliation of Financial Assets Categorised as Level 3				
Level 3 Financial Assets				
Opening balance	8,476	7,443	8,476	7,443
Total gains or losses:				
Through other comprehensive income	128	998	128	998
Reclassification	2,259	-	2,259	-
Purchases	27	35	27	35
Closing balance	10,890	8,476	10,890	8,476
(Losses)/gains for assets held 31 December	128	998	128	998

(f) Credit Risk

Credit risk is defined as "the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation."

Receivables

Loans and Receivables balances are monitored on an ongoing basis. The credit risk exposure on The University's receivables can be found at Note 2.1B Receivables and Contract Assets.

The University evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the University in accordance with the University's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed on an annual basis, and may be updated throughout the year subject to approval of the Finance Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The University invests only in quoted debt securities with very low credit risk.

The University recognised a provision for expected credit losses (ECL) of \$204,284 as at 31 December 2024 (2023: \$293,192).

There are no significant financial assets that have had renegotiated terms that would otherwise, without that renegotiation, have been past due or impaired.

The University's maximum exposure to credit risk for the components of the statement of financial position at 31 December 2024 and 2023 is the carrying amounts as illustrated in Note 2.1B Receivables and Contract Assets except for derivative financial instruments. The University's maximum exposure relating to financial derivative instruments is noted in the liquidity table below.

The University is party to guarantees as identified in Note 5.1A. The maximum exposure to credit risk, if the University was called upon to meet the obligations, is the amount disclosed in Note 5.1B Contingent Liabilities.

(g) Liquidity Risk

The following tables illustrate the maturities for financial liabilities and leases in which the University is the lessee:

Consolidation

	Within 1 year	Between 1 to 5 years	More than 5 years	Total
	\$'000	\$'000	\$'000	\$'000
2024				
Suppliers and other payables	121,771	5,515	-	127,286
Other liabilities	6,204	2,151	-	8,355
Leases	4,215	12,261	-	16,476
Borrowings	207,995	44,437	-	252,432
Other financial liabilities	2,735	-	-	2,735
Total	342,920	64,364	-	407,284

2023				
Suppliers and other payables	150,851	5,156	-	156,007
Other liabilities	8,335	24	-	8,359
Leases	4,632	14,518	-	19,150
Borrowings	6,957	232,366	20,321	259,644
Other financial liabilities	1,563	401	-	1,964
Total	172,338	252,465	20,321	445,124

University

2024				
Suppliers and other payables	117,549	5,515	-	123,064
Other liabilities	6,204	2,151	-	8,355
Leases	3,049	10,555	-	13,604
Borrowings	207,995	44,437	-	252,432
Other financial liabilities	2,735	-	-	2,735
Total	337,532	62,658	-	400,190

2023				
Suppliers and other payables	146,249	5,156	-	151,405
Other liabilities	8,335	24	-	8,359
Leases	3,943	12,211	-	16,154
Borrowings	6,957	232,366	20,321	259,644
Other financial liabilities	1,563	401	-	1,964
Total	167,047	250,158	20,321	437,526

Liquidity risk is defined as the risk that the University would not be able to settle or meet those obligations that are settled by delivering cash or another financial asset, on time or at a reasonable price. The University adopts an active cash management strategy.

The University's investment portfolio allocation profile is determined by the Finance Committee and is structured to ensure sufficient funds are held in investments that can be converted to cash to meet its obligations as they fall due. Equities, other Listed Securities, Cash and Short-term debt securities constitute the significant component of The University's financial instruments. The liquidity risk of Unlisted Securities is managed through holding a diversified portfolio of assets with known investment horizons, different expected exit dates, and ensuring the total exposure of this class is maintained at a level whereby forced sales will not be required.

(h) Market Risk

Market risk is defined as "the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices" and includes interest rate risk, foreign currency risk and "other price risks". Other price risks are further defined as "the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market".

(h)(i) Foreign Exchange Risk

The University derives its revenue streams principally in Australian dollars. Payments to overseas denominated currency sources for the supply of goods and services provided to the University is considered immaterial and as such foreign exchange risk in these transactions is considered insignificant.

The University holds investments in most major overseas markets and as such has exposure to the major currencies. The mix and weighting of currency holdings approximates those utilised in the Trade Weighted Index/AUD calculation and as such the Trade Weighted

Index is considered an appropriate measurement for Currency Risk. The University monitors the value of the Australian dollar relative to other major currencies and when the value is considered to be out of alignment with fundamental value common risk management approaches, including forward currency contracts are adopted.

The following table, (h)(iv), demonstrates the sensitivity to a reasonably possible change in the AUD/Trade Weighted Index with all other variables held constant, on the University's income and the University's equity.

(h)(ii) Interest Rate Risk

Interest rate risk is the risk that the realisable value of a financial instrument will fluctuate due to the changes in market interest rates. The University's exposure to the risk of changes in market interest relates primarily to long-term investments and bank loans with variable interest rates. The University's outstanding Indexed Annuity Bonds is linked to Consumer Price Index movements.

The University's interest rate risk arises from the investment in cash, fixed and floating interest and short-term money market securities. The portfolio consists of a combination of fixed coupon interest payments with repayment of principal on maturity, discounted securities with principal repaid upon maturity and floating rate notes. The portfolio is fully invested in AUD denominated securities. All counterparties are rated as investment grade.

The following table, (h)(iv), demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant.

(h)(iii) Other Price Risk

The University's 'Indexed Annuity Bond' is repayable by quarterly instalments that are indexed in alignment with the Australian Consumer Price Index (CPI). The real yield payable on the Bonds is 3.235% with an effective CPI base of 30 September 2004. The calculation of the outstanding liability is based on the historic movement in CPI from the base period to 30 September of the reporting year (3.350% per annum).

The following table, (h)(iv), demonstrates the sensitivity to possible changes in CPI annual rates, with all other variables held constant. The table demonstrates the sensitivity to possible changes in interest rates, foreign exchange rates and market rates.

(h) Market Risk (continued)
(h)(iv) Summarised Sensitivity Analysis – Consolidated

The following table summarises the sensitivity of the Group's financial assets and financial liabilities to interest rate risk, foreign exchange risk, and other price risk.

	Carrying Amount \$'000	Interest rate risk			Foreign exchange risk			Market risk			Australian CPI risk		
		-0.6%		+0.6%		-11.5%		+11.5%		-10.0%		+10.0%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
31 December 2024													
Financial Assets													
At amortised cost													
Cash and cash equivalents													
Domestic	265,087	(1,591)	(1,591)	1,591	1,591	-	-	-	-	-	-	-	-
Overseas	39,816	(239)	(239)	239	239	4,579	4,579	(4,579)	(4,579)	-	-	-	-
Short term deposits	225,000	(1,350)	(1,350)	1,350	1,350	-	-	-	-	-	-	-	-
At fair value through other comprehensive income													
Unlisted equities	10,890	-	-	-	-	-	-	-	(1,089)	(1,089)	1,089	-	-
Fair value through profit or loss													
Listed equities													
Domestic	547,620	-	-	-	-	-	-	-	(54,762)	(54,762)	54,762	-	-
Overseas	328,304	-	-	-	-	37,755	37,755	(37,755)	(37,755)	(32,830)	32,830	-	-
Unlisted equities													
Domestic	182,123	-	-	-	-	-	-	-	(18,212)	(18,212)	18,212	-	-
Overseas	187,657	-	-	-	-	21,581	21,581	(21,581)	(21,581)	(18,766)	18,766	-	-
Derivative instruments													
Financial Liabilities													
At amortised cost													
Loans payable	252,432	-	-	-	-	-	-	-	-	-	-	-	-
Fair value through profit or loss													
Derivative instruments													
Domestic	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	315	315	(315)	(315)	-	-	-	-
Total increase/(decrease)	2,735	(3,179)	(3,179)	3,179	3,179	64,229	64,229	(64,229)	(64,229)	(125,659)	125,659	-	-

(h) Market Risk (continued)
(h)(iv) Summarised Sensitivity Analysis – Consolidated (continued)

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Market risk				Australian CPI risk			
		-0.6%		+0.6%		-11.5%		+11.5%		-10.0%		+10.0%		-10.0%		+10.0%	
		Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
31 December 2023	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets																	
At amortised cost																	
Cash and cash equivalents																	
Domestic	169,866	(1,019)	(1,019)	1,019	1,019	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	30,697	(184)	(184)	184	184	3,530	3,530	(3,530)	(3,530)	-	-	-	-	-	-	-	-
Short term deposits	270,000	(1,620)	(1,620)	1,620	1,620	-	-	-	-	-	-	-	-	-	-	-	-
At fair value through other comprehensive income																	
Listed equities	36,678	-	-	-	-	-	-	-	-	(3,668)	(3,668)	3,668	3,668	-	-	-	-
Unlisted equities	8,476	-	-	-	-	-	-	-	-	(848)	(848)	848	848	-	-	-	-
Fair value through profit or loss																	
Listed debt securities																	
Domestic	86,989	(522)	(522)	522	522	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	2,478	(15)	(15)	15	15	285	285	(285)	(285)	-	-	-	-	-	-	-	-
Discount securities	12,800	(77)	(77)	77	77	-	-	-	-	-	-	-	-	-	-	-	-
Listed equities																	
Domestic	511,008	-	-	-	-	-	-	-	-	(51,101)	(51,101)	51,101	51,101	-	-	-	-
Overseas	306,497	-	-	-	-	35,247	35,247	(35,247)	(35,247)	(30,650)	(30,650)	30,650	30,650	-	-	-	-
Unlisted equities																	
Domestic	172,155	-	-	-	-	-	-	-	-	(17,216)	(17,216)	17,216	17,216	-	-	-	-
Overseas	179,740	-	-	-	-	20,670	20,670	(20,670)	(20,670)	(17,974)	(17,974)	17,974	17,974	-	-	-	-
Derivative instruments	5,766	-	-	-	-	663	663	(663)	(663)	-	-	-	-	-	-	-	-
Financial Liabilities																	
At amortised cost																	
Loans payable	259,643	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fair value through profit or loss																	
Derivative instruments																	
Domestic	1,775	-	-	-	-	204	204	(204)	(204)	-	-	-	-	-	-	-	-
Overseas	189	-	-	-	-	22	22	(22)	(22)	-	-	-	-	-	-	-	-
Total increase/(decrease)		(3,437)	(3,437)	3,437	3,437	60,621	60,621	(60,621)	(60,621)	(121,455)	(121,455)	121,455	121,455	-	-	-	-

(h) Market Risk (continued)
(h)(v) Summarised Sensitivity Analysis – University

The following table summarises the sensitivity of the University's financial assets and financial liabilities to interest rate risk, foreign exchange risk, and other price risk.

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Market risk				Australian CPI risk			
		-0.6%		+0.6%		-11.5%		+11.5%		-10.0%		+10.0%		-10.0%		+10.0%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
31 December 2024																	
Financial Assets																	
At amortised cost																	
Cash and cash equivalents																	
Domestic	253,874	(1,523)	(1,523)	1,523	1,523	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	38,970	(234)	(234)	234	234	4,482	4,482	(4,482)	(4,482)	-	-	-	-	-	-	-	-
Short term deposits	225,000	(1,350)	(1,350)	1,350	1,350	-	-	-	-	-	-	-	-	-	-	-	-
At fair value through other comprehensive income																	
Unlisted equities	10,890	-	-	-	-	-	-	-	-	(1,089)	(1,089)	1,089	1,089	-	-	-	-
Fair value through profit or loss																	
Listed equities																	
Domestic	547,620	-	-	-	-	-	-	-	-	(54,762)	(54,762)	54,762	54,762	-	-	-	-
Overseas	328,304	-	-	-	-	37,755	37,755	(37,755)	(37,755)	(32,830)	(32,830)	32,830	32,830	-	-	-	-
Unlisted equities																	
Domestic	182,123	-	-	-	-	-	-	-	-	(18,212)	(18,212)	18,212	18,212	-	-	-	-
Overseas	187,657	-	-	-	-	21,581	21,581	(21,581)	(21,581)	(18,766)	(18,766)	18,766	18,766	-	-	-	-
Derivative instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Liabilities																	
At amortised cost																	
Loans payable	252,432	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fair value through profit or loss																	
Derivative instruments																	
Domestic	-	-	-	-	-	315	315	(315)	(315)	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total increase/(decrease)	2,735	(3,107)	(3,107)	3,107	3,107	64,132	64,132	(64,132)	(64,132)	(125,659)	(125,659)	125,659	125,659	-	-	-	-

(h) Market Risk (continued)
(h)(v) Summarised Sensitivity Analysis – University (continued)

	Carrying Amount \$'000	Interest rate risk			Foreign exchange risk			Market risk			Australian CPI risk		
		-0.6%		+0.6%		-11.5%		+11.5%		-10.0%		+10.0%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
31 December 2023													
Financial Assets													
At amortised cost													
Cash and cash equivalents													
Domestic	160,948	(966)	(966)	966	966	-	-	-	-	-	-	-	-
Overseas	30,500	(183)	(183)	183	183	3,508	3,508	(3,508)	(3,508)	-	-	-	-
Short term deposits	270,000	(1,620)	(1,620)	1,620	1,620	-	-	-	-	-	-	-	-
At fair value through other comprehensive income													
Listed equities	36,678	-	-	-	-	-	-	-	-	(3,668)	(3,668)	3,668	3,668
Unlisted equities	8,476	-	-	-	-	-	-	-	-	(848)	(848)	848	848
Fair value through profit or loss													
Listed debt securities													
Domestic	86,989	(522)	(522)	522	522	-	-	-	-	-	-	-	-
Overseas	2,478	(15)	(15)	15	15	285	285	(285)	(285)	-	-	-	-
Discount securities	12,800	(77)	(77)	77	77	-	-	-	-	-	-	-	-
Listed equities													
Domestic	511,008	-	-	-	-	-	-	-	-	(51,101)	(51,101)	51,101	51,101
Overseas	306,497	-	-	-	-	35,247	35,247	(35,247)	(35,247)	(30,650)	(30,650)	30,650	30,650
Unlisted equities													
Domestic	172,155	-	-	-	-	-	-	-	-	(17,216)	(17,216)	17,216	17,216
Overseas	179,740	-	-	-	-	20,670	20,670	(20,670)	(20,670)	(17,974)	(17,974)	17,974	17,974
Derivative instruments	5,766	-	-	-	-	663	663	(663)	(663)	-	-	-	-
Financial Liabilities													
At amortised cost													
Loans payable	259,643	-	-	-	-	-	-	-	-	-	-	-	-
Fair value through profit or loss													
Derivative instruments													
Domestic	1,775	-	-	-	-	204	204	(204)	(204)	-	-	-	-
Overseas	189	-	-	-	-	22	22	(22)	(22)	-	-	-	-
Total increase/(decrease)		(3,382)	(3,382)	3,382	3,382	60,599	60,599	(60,599)	(60,599)	(121,455)	(121,455)	121,455	121,455

5.3 Fair Value Measurement

5.3.1 Fair Value Measurements

The University measures and recognises the following assets and liabilities at fair value on a recurring basis:

- Financial assets at fair value through profit or loss;
- Derivative financial instruments;
- Financial assets at fair value through other comprehensive income;
- Investments in equity instruments designated at fair value through other comprehensive income;
- Land, buildings and infrastructure; and
- Plant and equipment (artworks and rare library materials only).

Fair value disclosures relating to financial assets and liabilities at fair value through profit or loss are provided in Note 5.2 Financial Instruments.

Accounting Policy

The fair value of assets and liabilities must be measured for recognition and disclosure purposes.

The University classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements.

The fair value of assets or liabilities traded in active markets (such as publicly traded derivatives, and listed equity instruments) is based on quoted market prices for identical assets or liabilities at the end of the reporting period (level 1). The quoted market price used for assets held by the University is the most representative of fair value in the circumstances within the bid-ask spread.

The fair value of assets or liabilities that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques. The University uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments (level 2) are used for long-term debt instruments held. Other techniques that are not based on observable market data (level 3) such as estimated discounted cash flows, are used to determine fair value for the remaining assets and liabilities. The fair value of interest-rate swaps is calculated as the present value of the estimated future cash flows. The fair value of forward exchange contracts is determined using forward exchange market rates at the end of the reporting period. The level in the fair value hierarchy is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety.

Fair value measurement of non-financial assets is based on the highest and best use of the asset. The University considers market participants use of, or purchase price of the asset, to use it in a manner that would be highest and best use.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values due to their short-term nature. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the University for similar financial instruments.

5.3.2 Fair Value Hierarchy

The University categorises assets and liabilities measured at fair value into a hierarchy based on the level of inputs used in measurement:

Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 - inputs other than quoted prices within level 1 that are observable for the asset or liability either directly or indirectly; and

Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(i) Recognised Fair Value Measurements

Fair value measurements recognised in the Statement of Financial Position are categorised into the following levels:

Consolidated	Total	Level 1	Level 2	Level 3
2024	\$'000	\$'000	\$'000	\$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	3,209,336	-	216,555	2,992,781
Plant and Equipment, Rare library materials and Artworks	90,709	-	90,709	-
Total Non-Financial Assets	3,300,045	-	307,264	2,992,781
2023				
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, Buildings and Infrastructure	3,007,087	-	208,393	2,798,694
Plant and Equipment, Rare library materials and Artworks	90,709	-	90,709	-
Total Non-Financial Assets	3,097,796	-	299,102	2,798,694

5.3.2 Fair Value Hierarchy (continued)

(i) Recognised fair value measurements (continued)

<u>University</u>	Total	Level 1	Level 2	Level 3
2024	\$'000	\$'000	\$'000	\$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, buildings and infrastructure	3,209,336	-	216,555	2,992,781
Plant and Equipment, Rare library materials and Artworks	90,709	-	90,709	-
Total Non-Financial Assets	3,300,045	-	307,264	2,992,781

2023

Recurring Fair Value Measurements

Non-Financial Assets

Land, buildings and infrastructure	3,007,087	-	208,393	2,798,694
Plant and Equipment, Rare library materials and Artworks	90,709	-	90,709	-
Total Non-Financial Assets	3,097,796	-	299,102	2,798,694

(ii) Reconciliation of Fair Value Items to Balance Sheet

<u>Consolidated</u>	Notes	Total	Recognised at Cost	Recognised at Fair Value
2024		\$'000	\$'000	\$'000
Recurring Fair Value Measurements				
Non-Financial Assets				
Land, buildings and infrastructure	2.1F	3,431,908	222,572	3,209,336
Plant and Equipment, Rare library materials and Artworks	2.1F	205,037	114,328	90,709
Intangibles	2.1F	2,396	2,396	-
Total Non-Financial Assets		3,639,341	339,296	3,300,045

2023

Recurring Fair Value Measurements

Non-Financial Assets

Land, buildings and infrastructure	2.1F	3,293,959	286,872	3,007,087
Plant and Equipment, Rare library materials and Artworks	2.1F	221,171	130,462	90,709
Intangibles	2.1F	3,813	3,813	-
Total Non-Financial Assets		3,518,943	421,147	3,097,796

University

2024

Recurring Fair Value Measurements

Non-Financial Assets

Land, buildings and infrastructure	2.1F	3,429,226	219,890	3,209,336
Plant and Equipment, Rare library materials and Artworks	2.1F	204,519	113,810	90,709
Intangibles	2.1F	2,396	2,396	-
Total Non-Financial Assets		3,636,141	336,096	3,300,045

2023

Recurring Fair Value Measurements

Non-Financial Assets

Land, buildings and infrastructure	2.1F	3,291,083	283,996	3,007,087
Plant and Equipment, Rare library materials and Artworks	2.1F	220,622	129,913	90,709
Intangibles	2.1F	3,813	3,813	-
Total Non-Financial Assets		3,515,518	417,722	3,097,796

There were no transfers between levels 1 and 2 for recurring fair value measurements during the year.

For transfers in and out of level 3 measurements see table below.

The University's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

5.3.3 Fair Value Measurements Using Significant Unobservable Inputs (Level 3)

The following table is a reconciliation of level 3 items for Land, buildings and infrastructure:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Level 3 Fair Value Measurements				
Opening balance	2,798,694	2,731,337	2,798,694	2,731,337
Acquisitions	223,569	20,304	223,569	20,304
Total gains on revaluation	64,049	134,428	64,049	134,428
Disposals	(70)	(49)	(70)	(49)
Depreciation expense	(93,461)	(87,326)	(93,461)	(87,326)
Closing balance	2,992,781	2,798,694	2,992,781	2,798,694

(i) Valuation Inputs, Processes and Relationships to Fair Value for Items Categorised in Level 2 & Level 3

Land and crown lease

Land and crown lease (level 2)

The land of the University has been classified as level 2. These parcels of land have been valued using the market approach which is based on the condition, location, land area and restrictions on sale or use of the asset (if any).

Key observable inputs:

Prices of comparable assets sold within a reasonable timeframe of the valuation date.

Interrelationship between key unobservable inputs and fair value measurement:

The estimated fair value increases (decreases) as the value of comparable assets increases (decreases) based on market forces reflected by analysed sale evidence of comparable assets.

Buildings and infrastructure

Buildings and Infrastructure (level 3)

The most of the buildings of the University are considered specialised assets for which there is no active and liquid market and as such have been valued using the cost approach (depreciated replacement cost). This is based on the current construction costs per square metre to replace the asset.

Key unobservable inputs:

Current Replacement Cost (CRC) per square metre of a modern equivalent asset was primarily determined by analysis of recently completed projects within the ANU, other universities and education/specialised facilities. Industry recognised publications such as Rawlinsons Australian Construction Handbook 2023 encompassing Civil Works and Building costs is used when the analysis of recently completed projects was not considered relevant. Colliers also has a database built up from research of building and site improvement costs. Actual costs of improvements identified during valuation exercises and through research and contact with suppliers and builders have also been collated. The CRC is adjusted for obsolescence and depreciation of the asset as at the date of valuation. This is reflected in the Remaining Useful Life (RUL).

Interrelationship between key unobservable inputs and fair value measurement:

The estimated fair value increases (decreases) as the estimated replacement cost per square metre increases (decreases) combined with changes in the RUL. Physical and technical obsolescence is also a key factor when determining the remaining useful life and will usually decrease but sometimes increase to reflect capital works that have been capitalised during the reporting period.

Buildings and Infrastructure (level 2)

A small number of buildings of the University have been valued using the cost approach and recorded at Level 2. When combined with the land asset the whole property is a type that may be traded on the open market. The total value is first assessed and then the improvement and land values are apportioned.

Plant and Equipment, Rare library materials and Artworks

Artworks (level 2)

The artwork collection has been valued using the market approach. The valuation model looks at specifically comparable sales or sales information including sales of works by artists with a similar standing.

Key observable inputs:

Prices of identical works sold in the market where multiple prints exist.

Prices of similar works or works by artists of a similar standing sold in the market where the items are one off pieces.

Rare library materials (level 2)

The rare library collection has been valued using the market approach. The valuation model looks at Australian and international sales information.

6. Other Information

6.1 Remuneration of Auditors

The following fees were paid for services provided by the auditor of the University and the Group:

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Remuneration to the Auditor-General for auditing the financial statements for the reporting period ¹	278	319	210	245
Total Remuneration of Auditors	278	319	210	245

¹Amounts shown exclude GST paid on these services. No other services were provided by the Auditor-General during the reporting period.

6.2 Superannuation Commitments

Commonwealth Superannuation Account

Since 1949, the University has maintained an account, on conditions approved by the Treasurer of the Commonwealth, to meet the emerging costs of the employer's liability under the Commonwealth Superannuation Scheme - a Defined Benefit Scheme. The Commonwealth Government has now closed this Scheme.

The Commonwealth Superannuation Account maintained by the University is not a superannuation fund as defined in AASB 119, the assets supporting the liability are maintained as a component of the overall University investment portfolio. Pensions are met on an emerging cost basis and paid to the Commonwealth Superannuation Corporation. As far as practical, the University has adopted the accounting treatment and disclosure requirements of AASB 119. The University is recognising actuarial gains and losses in the period in which they occur outside the profit and loss as permitted under the AASB 119 and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*, Section 25(4), and as such actuarial gains of \$17,646,905 are disclosed in the Statement of Other Comprehensive Income (2023: gains \$433,930).

The following have been recognised in the Income Statement in Employee related expenses under Deferred Superannuation expense - Current Service Cost \$19,583 (2023: \$27,457) and Interest Cost \$19,541,309 (2023: \$20,796,550).

Section 25(4) of the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* requires the market yield on Government bonds be used to discount post-employment benefit obligations, in compliance with AASB 119. One consequence of this requirement is that the value of the CSS liability could be expected to fluctuate significantly from year to year as government bond rates change.

The following principal actuarial assumptions have been adopted as at reporting date:

	2024	2023
Discount rate as at 31 December	4.40%	4.00%
Expected return on plan assets at 31 December	4.00%	4.10%
Future salary increases	3.50%	3.50%
Future pension increases	3.00%	4.00%

6.2 Superannuation Commitments (continued)

	Consolidated		University	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Reconciliation of the Present Value of the Obligation				
Previous year closing balance	507,920	526,909	507,920	526,909
Current service cost	20	27	20	27
Interest cost	19,541	20,797	19,541	20,797
Financial assumptions (interest rate impact)	(16,406)	4,514	(16,406)	4,514
Financial assumptions (CPI rate impact)	-	2,132	-	2,132
Experience	(1,241)	(7,080)	(1,241)	(7,080)
Benefit payments	(38,793)	(39,379)	(38,793)	(39,379)
Current Year Closing Balance	471,041	507,920	471,041	507,920
Reconciliation of the Fair Value of Plan Assets				
Opening fair value of plan assets	581,143	561,931	581,143	561,931
Expected return on plan assets	22,470	22,232	22,470	22,232
Contributions	16	16	16	16
Benefits paid	(38,792)	(39,379)	(38,792)	(39,379)
Actuarial gain	49,900	36,343	49,900	36,343
Current Year Closing Balance	614,737	581,143	614,737	581,143
Reconciliation of the present value of the obligation and the fair value of the plan assets to the assets and liabilities recognised in the Balance Sheet				
Present value of funded obligation	471,041	507,920	471,041	507,920
Fair value of plan assets	614,737	581,143	614,737	581,143
Net Asset in Balance Sheet	143,696	73,223	143,696	73,223
Amounts in Balance Sheet				
Liabilities	471,041	507,920	471,041	507,920
Assets	614,737	581,143	614,737	581,143
Net Asset in Balance Sheet	143,696	73,223	143,696	73,223

6.3 Subsidiaries

The consolidated Financial Statement incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in Note 1.

Name of Entity	Place of Incorporation and Operation	Ownership Interest Held by the University	
		2024	2023
ANU Enterprise Pty Limited (ANUE) was incorporated in 1979 as a company limited by shares ¹	Australia	100%	100%
ANU (UK) Foundation was incorporated in 2007 as a private limited company limited by guarantee	England & Wales	100%	100%
ANU International Holdings Pty Ltd was incorporated in 2021 as a company limited by shares ²	Australia	100%	100%

¹ANU Enterprise Pty Limited is the 100% owner of Australian Scientific Instruments Pty Limited and The Social Research Centre Pty. Ltd.

²ANU International Holdings Pty Ltd is the 100% owner of Beijing ANU International Business Consulting Co. Ltd., a wholly owned foreign entity incorporated in China in 2022.

6.4 Acquittal of Australian Government Financial Assistance

The information provided in this note is only relevant to the University.

Note 6.4A: Education - CGS and Other Education Grants

Notes	Commonwealth Grants Scheme ¹		Indigenous, Regional and Low-SES Attainment Fund ²		Higher Education Disability Support Program		National Institutes Funding		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	78,963	76,179	939	729	158	125	237,556	220,367	317,616	297,400
Revenue for the Period	78,963	76,179	939	729	158	125	237,556	220,367	317,616	297,400
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
Total Revenue Including Accrued Revenue	78,963	76,179	939	729	158	125	237,556	220,367	317,616	297,400
Less expenses including accrued expenses	78,963	76,179	939	729	158	125	237,556	220,367	317,616	297,400
Surplus/(Deficit) for Reporting Period	-	-	-	-	-	-	-	-	-	-

¹Includes the basic CGS grant amount, CGS-Regional Loading and CGS-Enabling Loading.

²Includes Higher Education Equity Support Programme.

Note 6.4B: Higher Education Loan Programs (excl OS-HELP)

Notes	HECS-HELP		FEE-HELP ³		SA-HELP		Total	
	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)	93,420	82,628	13,801	14,226	2,367	1,999	109,588	98,853
Revenue for the Period	93,420	82,628	13,801	14,226	2,367	1,999	109,588	98,853
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-
Total Revenue Including Accrued Revenue	93,420	82,628	13,801	14,226	2,367	1,999	109,588	98,853
Less expenses including accrued expenses	93,420	82,628	13,801	14,226	2,367	1,999	109,588	98,853
Surplus/(Deficit) for Reporting Period	-	-	-	-	-	-	-	-

³Program is in respect of FEE-HELP for Higher Education only and excludes funds received in respect of VET FEE-HELP.

Note 6.4C: Department of Education

	Notes	Research Training Programme		Research Support Programme		Total	
		2024	2023	2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)		58,237	52,477	66,839	59,255	125,076	111,732
Net accrual adjustments		-	-	-	-	-	-
Revenue for the Period	1.1A(c)	58,237	52,477	66,839	59,255	125,076	111,732
Surplus from the previous year		1,256	2,023	-	-	1,256	2,023
Total Revenue Including Accrued Revenue		59,493	54,500	66,839	59,255	126,332	113,755
Less expenses including accrued expenses		54,330	53,244	66,839	59,255	121,169	112,499
Surplus for Reporting Period		5,163	1,256	-	-	5,163	1,256

Note 6.4D: Total Higher Education Provider Research Training Program expenditure

	Domestic Students		Overseas Students		Total	
	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Research training program fees offsets	33,422	34,056	3,150	3,060	36,572	37,116
Research training program stipends	15,123	13,693	2,334	2,292	17,457	15,985
Research training program allowances	21	27	280	116	301	143
Total for all types of support	48,566	47,776	5,764	5,468	54,330	53,244

Please refer to the Commonwealth Scholarship Guidelines for expenditure definitions for the Research Training Program.

Note 6.4E: Australian Research Council Grants

	Notes	Discovery		Linkages		Networks and Centres		Special Research Initiatives		Total	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Commonwealth for the Programmes)		39,206	34,603	10,572	13,501	5,825	10,394	-	295	55,603	58,793
Net accrual adjustments		84	(62)	(94)	(1,321)	-	-	-	-	(10)	(1,383)
Revenue for the Period	1.1A(d)	39,290	34,541	10,478	12,180	5,825	10,394	-	295	55,593	57,410
Surplus from the previous year		41,756	46,771	18,602	12,802	8,543	6,354	375	427	69,276	66,354
Total Revenue Including Accrued Revenue		81,046	81,312	29,080	24,982	14,368	16,748	375	722	124,869	123,764
Less expenses including accrued expenses		36,226	39,556	8,345	6,380	7,791	8,205	196	347	52,558	54,488
Surplus for Reporting Period		44,820	41,756	20,735	18,602	6,577	8,543	179	375	72,311	69,276

	Notes	2024 \$'000	2023 \$'000
Note 6.4F: OS-HELP			
Cash received during the reporting period		4,512	3,216
Cash spent during the reporting period		3,243	3,020
Net Cash Received		1,269	196
Cash surplus from the previous period		3,150	2,954
Cash Surplus for Reporting Period	2.2A	4,419	3,150

Note 6.4G: Student Services and Amenities Fee

Unspent revenue from previous period		1,789	2,221
SA-HELP revenue earned	1.1A(b)	2,367	1,999
Student services and amenities fees direct from students	1.1C	4,027	3,935
Total Revenue Expendable in the Period		8,183	8,155
Student services expenses during period		6,242	6,366
Unspent Student Services Revenue		1,941	1,789

Annual Report requirements

Under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), section 46, corporate Commonwealth entities are required to prepare an annual report in accordance with subdivision B, sections 17BA to 17BF of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). This table lists where specific requirements are covered.

Table 18. Annual Report requirements

Contents	Available
Production of the Annual Report every 12- months. The annual report must be provided to the responsible Ministers by the 15th day of the fourth month after the end of the reporting period – i.e. April for ANU – note this is Tuesday, 15 April 2025. PGPA Act Section 46	This document
Details of how the ANU Annual Report (i.e. this report) was approved and when approval was given (this annual report must be approved by the ANU Council and provided to the responsible Minister in accordance with section 46 of the PGPA Act – PGPA Rule 17BB.	Page 7 Letter of Transmittal
The Annual Report must comply with the presentation and printing standards required for documents which are to be presented to Parliament. PGPA Rule 17BC	The ANU Annual Report 2024 is produced to meet the standards
The ANU Annual Report must be presented in plain English and clear design to accommodate the needs and interests of both Parliament and other persons potentially interested in the University's report (which in specific terms means this report must be constructed in an accessible manner, with the information presented in a relevant, reliable, concise, understandable, and balanced way, using appropriate headings and adequate spacing, a glossary to define acronyms and technical terms, and tables, graphs, charts, and diagrams instead of text wherever possible. PGPA Rule 17BD)	This requirement is met through the production of this report. It will be made available from the ANU website as a PDF. This list of requirements, the index, and the list of abbreviations are included within the Annual Report

PGPA Rule Reference	Page No.	Description	Requirement
17BE	Contents of annual report		
17BE(a)	101	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	101	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	2-3	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Listed here	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers. The responsible Ministers for 2024 were: The Hon Jason Clare MP, Minister for Education, and Senator the Hon Katy Gallagher, Minister for Finance	Mandatory
17BE(d)	Not applicable	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Not applicable	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory

PGPA Rule Reference	Page No.	Description	Requirement
17BE(f)	Not applicable	Particulars of noncompliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	30-51	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Not applicable	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with finance law and action taken to remedy noncompliance	If applicable, mandatory
17BE(j)	100-135	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	28-29	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	18, 137-138	Statistics on the entity's employees on an ongoing and non ongoing basis, including the following: (a) statistics on fulltime employees; (b) statistics on parttime employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	138	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	100-135	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	200	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	8, 10	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Not applicable	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory

PGPA Rule Reference	Page No.	Description	Requirement
17BE(r)	129-130	Particulars of any reports on the entity given by: (a) the Auditor General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	Not applicable	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Not applicable	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	113-114	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee (b) the name of each member of the audit committee (c) the qualifications, knowledge, skills or experience of each member of the audit committee (d) information about each member's attendance at meetings of the audit committee (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	197-199	Information about executive remuneration	Mandatory
17BF	Disclosure requirements for government business enterprises		
17BF(1)(a)(i)	150-152	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(ii)	Not applicable	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	Not applicable	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	Not applicable	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations	If applicable, mandatory
17BF(2)	Not applicable	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

PGPA Rule Reference	Page No.	Description	Requirement
	153	A copy of the annual financial statements and the Auditor General's report must be included in each department's annual report tabled in Parliament. The annual report must include audited financial statements prepared in accordance with the PGPA (Financial Reporting) Rule 2015 and section 43(4) of the PGPA Act	
	231-232	An index identifying where the requirements of this section are to be found	
	226-230	Abbreviations	

List of figures and tables

List of figures

	Page
Figure 1	Interim ANU Climate Risk Governance Structure 142
Figure 2	Outline of the Climate Risk Ready process aligned to ISO 31000 143
Figure 3	ANU Scope 1, 2 and partial Scope 3 (travel and waste) emissions, comparison against 2019 baseline 146
Figure 4	2020-2024 Sources of income 151

List of tables

	Page
Table 1	Summary of 2023 and 2024 KPI results 31-32
Table 2	Time served on Council and meeting attendance 108-110
Table 3	Honorary degrees awarded 118
Table 4	Audit and Risk Management Committee meeting attendance 124
Table 5	Campus Planning Committee meeting attendance 124
Table 6	Finance Committee meeting attendance 124
Table 7	Honorary Committee meeting attendance 125
Table 8	Nominations Committee meeting attendance 125
Table 9	Remuneration Committee meeting attendance 125
Table 10	Student Safety and Wellbeing Committee meeting attendance 126
Table 11	All ongoing employees (headcount), current report period (2024) 137
Table 12	All non-ongoing employees (headcount), current report period (2024) 137
Table 13	All ongoing employees (headcount), previous report period (2023) 138
Table 14	All non-ongoing employees (headcount), previous report period (2023) 138
Table 15	ANU Climate risk roles and responsibilities 142
Table 16	2024 Greenhouse gas emissions inventory (including full Scope 3) 145
Table 17	Annual results 150
Table 18	Annual Report requirements 221

Abbreviations

AAHMS	Australian Academy of Health and Medical Sciences
AAL	Astronomy Australia Limited
AAS	Australian Academy of Science
AAT	Anglo-Australian Telescope
ABC	ANU Bioinformatics Consultancy
AC	Companion of the Order of Australia
ACCESS-NRI	Australian Earth System Simulator
ACES	ANU Centre for Energy Systems
ACS	Australian Computer Society
ACT	Australian Capital Territory
ACTD	ANU Centre for Therapeutic Discovery
ACTS	Australian Campuses Towards Sustainability
ADA	Australian Data Archive
ADI	Australian Defence Institute
ADSTAR	Australian Defence Science, Technology and Research
AEA	Australia's Economic Accelerator
AFERG	Academic Freedom Expert Reference Group
AFII	Agrifood Innovation Institute
AFL	Australian Football League
AI	Artificial Intelligence
AICD	Australian Institute of Company Directors
AIP	ANU Advanced Imaging Precinct
AITC	Advanced Instrumentation and Technology Centre
AM	Member of the Order of Australia
ANAO	Australian National Audit Office
ANFF	Australian National Fabrication Facility
ANIP	ANU Australian National Internship Program
ANRF	Australian Mountain Research Facility
ANROWS	Australia's National Research Organisation for Women's Safety Limited
ANSIR	Australian National Seismic Imaging Resource
ANU	The Australian National University
ANUCE	ANU Careers & Employability
ANU FNP	ANU First Nations Portfolio
ANZIC-IODP	Australian and New Zealand International Ocean Discovery Program Consortium
AO	Officer of the Order of Australia
APF	Australian Phenomics Facility
APS	Australian Public Service
APSA	Australasian Pollen and Spore Atlas
AQAC	ANU Academic Quality Assurance Committee
ARC	Australian Research Council
ARDC	Australian Research Data Commons
ARENA	Australian Renewable Energy Agency
ARMC	ANU Audit and Risk Management Committee

ASD	Australian Signals Directorate
ASEAN	Association of Southeast Asian Nations
ASSA	Academy of Social Sciences in Australia
ATSE	Australian Academy of Technology and Engineering
AUKUS	Trilateral security pact between Australia, the United Kingdom, and the United States
AUSIS	Australian Seismometers in Schools Network
AusPass	Australian Passive Seismic Server
BRF	Biomolecular Resource Facility
BSGIP	Battery Storage and Grid Integration Program
CAM	ANU Centre for Advanced Microscopy
CAP	ANU College of Asia and the Pacific
CASS	ANU College of Arts and Social Sciences
CBE	ANU College of Business and Economics
CCP	Canberra Clinical Phenomics
CECC	ANU College of Engineering, Computing and Cybernetics
CHaSM	Cytometry, Histology and Spatial Multiomics Facility
CHL	ANU School of Culture, History and Languages
CHM	ANU College of Health and Medicine
CMCF	Canberra Multicultural Community Forum
CNCI	Category Normalised Citation Impact
CNRS	Centre National de la Recherche Scientifique
CoC	Confirmation of Candidature
CO2e	Carbon dioxide equivalents
CoL	ANU College of Law
CORA	Cybernetics of Rapport and Attentiveness
CoS	ANU College of Science
COVID-19	Coronavirus disease
CSIRO	Commonwealth Scientific and Industrial Research Office
Cth	Commonwealth
CTLab	National Laboratory for X-ray Micro Computed Tomography
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DECRA	Discovery Early Career Researcher Award
DEIP	Distributed Energy Integration Program
DERlab	Distributed Energy Resources Laboratory
DFAT	Department of Foreign Affairs and Trade
DoE	Department of Education
DOI	Disclosure of Interest Framework
D.Phil.	Doctor of Philosophy
DPA	ANU Department of Pacific Affairs
DSTG	The Defence Science and Technology Group
DVA	Department of Veterans' Affairs
EBL	Ecogenomics and Bioinformatics Lab
EIN	ANU Eccles Institute of Neuroscience

EMP	ANU Environmental Management Plan
EV	Electric vehicle
FAHA	Fellow of the Australian Academy of the Humanities
FAHMS	Fellow of the Australian Academy of Health and Medical Sciences
FAMSI	France Australia Mathematical Sciences and Interactions lab
FASSA	Fellow of the Academy of Social Sciences in Australia
FCPA	Fellow Certified Practising Accountant
FIAC	ANU Foreign Interference Advisory Committee
FIPAA	Fellow of the Institute of Public Administration Australia
FMCG	Fast Moving Consumer Goods
FNEEA	First Nations Economic Empowerment Alliance
FNPF	ANU First Nations Portfolio
FTE	Full-Time Equivalent
FTSE	Fellow of the Australian Academy of Technological Sciences
GHG	Greenhouse gases
GIWL	Global Institute for Women's Leadership (ANU)
Go8	Group of Eight (Australia's research-intensive universities)
GOS	Graduate Outcomes Survey
GRDC	Grains Research and Development Council
HASS	Humanities and Social Sciences
HECS	Higher Education Contributions Scheme
HDAT	Health Data Analytics Team
HDR	Higher Degree Research
HERDC	Higher Education Research Data Collection
HIAF	Heavy Ion Accelerator Facility
HILT CRC	Heavy Industry Low-carbon Transition Cooperative Research Centre
IAI	ANU Integrated Artificial Intelligence Network
IARU	International Alliance of Research Universities
ICDP	International Continental Drilling Program
ICEDS	ANU Institute for Climate, Energy and Disaster Solutions
IEAust	Institution of Engineers Australia
IHW	ANU Indigenous Health and Wellbeing
IHWGC	Indigenous Health and Wellbeing Grand Challenge
iLAUNCH	Innovative Launch, Automation, Novel Materials, Communications and Hypersonic Hub
InSpace	ANU Institute for Space
IODP	International Ocean Discovery Program
IPCC	Intergovernmental Panel on Climate Change
IPS	Information Publication Scheme
IRL	ANU-CNRS International Research Laboratory
IT	Information Technology
IWF	ANU Institute for Water Futures
JMSF	Joint Mass Spectrometry Facility
KPI	Key Performance Indicator

LANL	United States Los Alamos National Laboratory
LGCs	Large-scale generation certificates
LMS	Learning Management System
Low-SES	Low Socio-Economic Status
LSF	Laser and Spectrophotometer Facility
LTC	ANU Learning and Teaching Committee
MA	Microscopy Australia
Macquarie	Macquarie University
Monash	Monash University
MoU	Memoranda of Understanding
MP	Member of Parliament
MRF	Magnetic Resonance Facility
NAB	National Australia Bank
NAIF	Northern Australian Infrastructure Facility
NARU	North Australian Research Unit
NCEPH	ANU National Centre for Epidemiology and Population Health
NCHWS	National Centre for Health Workforce Studies
NCI	National Computational Infrastructure
NCIG	ANU National Centre for Indigenous Genomics
NCP	New Colombo Plan
NCRIS	National Collaborative Research Infrastructure Strategy
NCYF	National Youth Science Forum
NHMRC	National Health and Medical Research Council
NPILF	National Priorities Industry and Linkage Fund
NSW	New South Wales
NT	Northern Territory
Oxon	University of Oxford
PA	Phenomics Australia
PARADISEC	Pacific and Regional Archive for Digital Sources in Endangered Cultures
Ph.D.	Doctor of Philosophy
PGPA Act	Public Governance, Performance and Accountability Act 2013
PNG	Papua New Guinea
PREQ	Postgraduate Research Experience Questionnaire
PRES	Postgraduate Research Experience Survey
PSM	Public Service Medal
PTC	Plan, Track, Check
QLD	Queensland
RAB	Reserve Bank of Australia
R&D	Research and Development
RICO	Robotic and Autonomous Systems Implementation and Coordination Office
RII	ANU Research Initiatives and Infrastructure
RISE	Revitalising Informal Settlements and their Environment
RPAS	Remotely Piloted Aircraft Systems

RSC	ANU Research School of Chemistry
RSSP	Refugee Student Settlement Pathway
RTP	Research Training Program
SA	South Australia
SAMP	ANU Strategic Asset Management Plan
SELT	Student Experience of Learning & Teaching
SES	Student Experience Survey
SHRIMP	Sensitive High Resolution Ion MicroProbe
SIMS	Secondary Ion Mass Spectrometry
SINU	Solomon Islands National University
SMP	ANU School of Medicine and Psychology
SOTP	State of the Pacific
SSO	ANU Siding Spring Observatory
SSN	Statistical Support Network
STEM	Science, Technology, Engineering, and Mathematics
TAS	Tasmania
TEFMA	Tertiary Education Facilities Management Association
TEQSA	Tertiary Education Quality and Standards Agency
TGA	Therapeutic Goods Administration
THE	Times Higher Education
UA	University of Adelaide
UC	University of Canberra
UFIT	University Foreign Interference Taskforce
UK	United Kingdom
UN	United Nations
UNDRIP	UN Declaration on the Rights of Indigenous Peoples
UNSW	University of New South Wales
URC	ANU University Research Committee
US	United States of America
UTS	University of Technology Sydney
UWA	University of Western Australia
VAHS	Victorian Aboriginal Health Service
VIC	Victoria
WA	Western Australia
WEG	Work Environment Group
WHO	World Health Organisation
WHS	Work Health and Safety
WIL	Work-Integrated Learning
YSRC	Yamatji Southern Regional Corporation

Index

A

Abbreviations	226
Academic governance	127
Advocate	13
Alumni	13, 55, 85, 92, 97
Anindilyakwa Data Unit	12
Annual Report requirements	221
Annual Results and sources of income	148
ANU Agrifood Innovation Institute	45, 66
ANU Archives	12, 42, 55, 64
ANU Australian National Internships Program	47, 78
ANU Careers Week	39
ANU Centre for Energy Systems	46, 51
ANU Centre for Social Policy Research	48
ANU College of Arts and Social Sciences	10
ANU College of Asia and the Pacific	10
ANU College of Business and Economics	10
ANU College of Law, Governance and Policy (formerly ANU College of Law)	10
ANU College of Science and Medicine (formerly College of Science and College of Health and Medicine)	10
ANU College of Systems and Society (formerly Engineering, Computer Science and Cybernetics)	10
ANU Collections	11, 17, 42, 64, 68-69
ANU Connect	11
ANU Defence Institute	11, 45
ANU Digital Transformation	13
ANU Employability Framework	11, 38-39, 47
ANU Enterprise	130-131
ANU Executive appointments	137
ANU Graduate Attributes	11, 37-38, 128
ANU Indigenous Health and Wellbeing (IHW) Grand Challenge	45
ANU Institute for Climate, Energy and Disaster Solutions	46
ANU Institute for Water Futures	46
ANU Integrated Artificial Intelligence Network	46
ANU International Holdings	131
ANU Migration Hub	73
ANU National Centre for Epidemiology and Population Health	49
ANU PhD Strategy	10, 35-36
ANU (UK) Foundation	131
Artificial intelligence	38, 46, 53, 81, 87, 90-91

ASD-ANU Co-Lab	45, 50
Astronomy in Australia	62
Attestation Statement	128
Attrition	86
Audit	113, 130
Audit and Risk Management Committee	113
Audit and Risk Management Committee membership	113
AUKUS strategic partnership	50
Australia Data Archive	72
Australia's Economic Accelerator	17, 93, 97
Australian Research Data Commons	11
Australian Signals Directorate	62
Australian University's Procurement Network Travel Working Group	15
Awards and Prizes 2024	95

B

Battery technology	9
Briscoe-Smith Collection	12

C

Campus Planning Committee	114
Career Central	13
Category Normalised Citation Impact	34
Chancellor	112
Climate risk disclosure	140
Communication with the community	126
Community Members recognised for service 2024	98
Conduct, ethics and disclosure of interests	127
Connecting Vietnam to the internet – 30-year anniversary	61
Contacting ANU	4
Contribution to Government and Democracy	80
Controlled entities	130
Corporate governance and risk	127
Council	102
Council committees	112
Council committees meeting attendance	124
Council elections	110
Council meetings and attendance	108, 111
Council members experience	103
Council member induction	110
Council membership and succession planning	111
Council ministerial appointments	110
Council new members	107

Council performance evaluation	111
Council priorities	102
Council responsibilities	102

D

Decadel research infrastructure	10
Defence Researcher Network	11
Delegations of authority	132
Department of Finance	62
Digital Plan	23, 36, 43, 102, 113
Disclosure of interest	132
Disclosure of material activities and events	133
Discretionary payments – remuneration	126

E

Enrolments	40, 56, 78
Environmental Sustainability	14,19, 50
Excellence in Learning and Teaching	18, 95
Excellence in Research for Australia	16, 36, 42, 45, 78, 90, 93, 95, 97
External locations of major activities and facilities	138
External scrutiny	133

F

Farming Practice	87
Fieldwork Trips	48
Finances	152
Finance Committee	116
Financial performance	164
Financial position	159
First Generations Connections	11
First Nations	11, 75
First Nations Gender Justice Institute	11
First Nations Portfolio	12
Foreign interference	129
Freedom of Speech and Academic Freedom	128
Functions of the University	2, 101

G

Go8	15,34, 86,121
Graduate Outcome Survey	38
Grants audit	130

H

HASS Digital Research Hub	11, 42
Health and safety outcomes	139

Higher degree research	10, 18, 31, 35, 56, 82
Highly Cited Researchers 2024	96
Honorary Committee	118

I

Income Statement	157
Indemnities and insurance	134
Indigenous Australians enrolments	40
Indigenous data governance	12
Indigenous education excellence	86
Information Publication Scheme	134
InPlace	13, 43
InSpace	45
Internal Audit	130
Internal grievance procedures	134
International agreements	13
International Alliance of Research Universities	12, 15, 90
International relations research	89
International strategy	12
Investigations and notices	139

J

John Curtin School of Medical Research	89
--	----

K

Kambri Plan	23, 114
Kambri Scholars program	12
Key Performance Indicators	31
Key Relationships	63

L

Learning and Teaching Strategy	11
Learning Management System	13, 43
Legislation	131
List of figures	225
List of tables	225
Location of continuing operations	137
Low socio-economic	31, 40

M

Marramarra murru First Nations Economic Development Symposium	12
Members of Australian and International Academy 2024	94
Message from the Vice-Chancellor	8
Mission	3
Murru waaruu (On Track) Outcomes Report	12

N

National Centre for Epidemiology and Population Health	49, 59, 131
National Centre for Indigenous Genomics	14, 75
National Indigenous Summer School	40
National Institutes Grant	52
National Youth Science Forum	66
New Colombo Plan	12, 48
Nobel Laureates	92
Nominations Committee	119
Northern Australia Research	73
Notifiable incidents	139
Nuclear Stewardship Steering Committee	46

O

Operating environment	10
-----------------------	----

P

Partnerships	11, 38, 44, 47-49, 55, 61, 64, 73-74, 85
Pat Turner Foundation	78
Performance statements	30, 113
PhD strategy	10, 35
Physical assets	19, 23
Policy governance and reviews	132
Postgraduate Research Experience Questionnaire	35
Postgraduate Research Experience Survey	35
Pro-Chancellor	112
Provost	8, 20, 29, 137
Public policy educational program	78
Public policy resources, blogs and podcasts	76

Q

Quantum computing	9
-------------------	---

R

Refugee Student Settlement Pathway program	85
Regional engagement	49, 74
Remuneration Committee	121
Research Ethics Management System	14
Research excellence	16, 36, 45, 78, 93, 95, 97
Research facilities	16, 68
Research income	33-34
Research infrastructure	16, 41, 66

Research Portal Plus	14, 34
Research strategy	10
Risk environment	129
Risk oversight and management	129

S

Science Circus	65
Senior Executive remuneration	197
School of Medicine and Psychology	59, 96, 138
Sir Roland Wilson Foundation	78
Snapshot 2024	16
Social Cohesion	70
Solomon Islands	49, 61, 77, 97
STEM	65, 97
Strategic focus	101
Student Experience Survey	18, 37, 43, 122
Student Safety and Wellbeing Committee	122
Study Canberra Industry Experience Program	47
Supervision Dashboard	36

T

Target Connect	11, 43
Teaching Space Optimisation	13, 43
The National Centre Long-Term Ecological Monitoring	46
The Rio Tinto Centre for Future Materials	61
Tjabal Centre	28, 86

U

University organisational chart	28
Upskilling Australia	82

V

Vice-Chancellor	8, 20, 28, 103, 112, 141
-----------------	--------------------------

W

Wiyi Yani U Thangani First Nations Gender Justice Institute	11
Work health and safety	139
Work-integrated learning	13, 47, 78

Y

Year in review	10
----------------	----



Australian National University

Further information about ANU

www.anu.edu.au

Annual Report available online at

www.anu.edu.au/about/strategic-planning

Study with us

Future Students Experience
The Australian National University
Canberra ACT 2600
study.anu.edu.au/contact-us

Published by

The Australian National University



twitter.com/anumedia



facebook.com/TheAustralianNationalUniversity



youtube.com/user/ANUchannel

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS # 00120C