

2024/**25**

ANNUAL REPORT

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About this report

This report outlines the performance of the Australian Electoral Commission (AEC) for the financial year ending 30 June 2025.

The report meets the requirements of the *Commonwealth Electoral Act 1918*, the *Public Governance, Performance and Accountability Act 2013*, and the *Public Governance, Performance and Accountability Rule 2014* for annual reports.

There are eight sections:

1. **Commissioner's review** – the Acting Electoral Commissioner, Jeff Pope, reflects on the year.
2. **Overview of the AEC** – the AEC's role, functions and organisational structure.
3. **Performance report** – performance against the AEC's purpose and key activities in our Corporate Plan 2024–25 with reference to the Portfolio Budget Statements.
4. **International highlights** – the AEC's contributions to democracy and election management in the region.
5. **Management and accountability** – information on the AEC's management and accountability including governance, scrutiny and managing staff and assets.
6. **Financial statements** – financial performance including audited financial statements.
7. **Appendices** – additional information on AEC resources, governance, Commonwealth Electoral Roll information, electoral events data, electoral redistribution data, financial disclosure data, AEC workforce statistics and electoral communications complaints.
8. **Reader guides** – abbreviations and acronyms, glossary, index to the list of annual report requirements and alphabetical index.

Tools to assist readers

To assist readers, this report includes:

- a table of contents
- lists of figures and tables
- an alphabetical index
- an indexed list of report requirements
- cross references
- a list of abbreviations and acronyms
- a glossary of terms.

See page ii for accessible services.

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

A PDF version is also available at www.aec.gov.au.

Letter of transmittal



Electoral Commissioner

Senator the Hon Don Farrell
Special Minister of State
Parliament House
CANBERRA ACT 2600

Cc: Senator the Hon Katy Gallagher
Minister for Finance

Dear Minister Farrell

I have pleasure in presenting the Annual Report of the Australian Electoral Commission (AEC) for the year ending 30 June 2025.

The report has been prepared for the purposes of:

- (i) section 46 of the *Public Governance, Performance and Accountability Act 2013*; and
- (ii) section 17 of the *Commonwealth Electoral Act 1918*.

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

- has prepared fraud and corruption risk assessments and a fraud and corruption control plan
- has in place appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption; and
- has taken all reasonable measures to deal appropriately with fraud and corruption relating to the AEC.

Yours sincerely

A handwritten signature in black ink, appearing to read 'JP', is written over a light blue circular stamp.

Jeff Pope APM
Acting Electoral Commissioner
Australian Electoral Commission

22 September 2025

SECTION 01

Commissioner's review

The Acting Electoral Commissioner, Jeff Pope,
reflects on the year

Commissioner's review



The 2024–25 reporting year saw the AEC continue our delivery of successful electoral events, among a large-scale transformation program and a continually evolving regulatory reform agenda.

Successful delivery of the 2025 federal election

The 2025 federal election was Australia's largest in history and our most complex to date. Delivering this election represents the culmination of over a decade of comprehensive electoral reform and nearly 20 years of electoral roll modernisation. Despite the complexities involved, the AEC delivered a high-integrity, trusted event with writs returned ahead of schedule.

A record 98.1 per cent of eligible Australians enrolled to vote in this election, increasing by 870,000 people since the 2022 federal election. To strengthen voter turnout, we also increased our mobile and remote polling services and expanded community engagement activities.

Our work could not be achieved without our highly capable and committed workforce, which grew from approximately 1,000 employees to over 100,000 positions including APS employees, the temporary election workforce and labour hire during the election period.

To combat misinformation and disinformation, the AEC also enhanced our operational, electoral integrity and reputation

management activities, including through the multi-agency Electoral Integrity Assurance Taskforce, our Disinformation Register and flagship Stop and Consider campaign.

This year, the AEC has released a dedicated report on delivering a federal election.

Our **2025 Federal Election Report** supplements the detail provided in this annual report. I encourage you to read it for more detailed insights on this recent electoral event.

Other core activities

In addition to delivering federal elections, the AEC oversees industrial elections to determine office holders for more than 90 registered organisations. Each election requires a high level of technical capability and bespoke support, tailored to the organisation's individual rules. Our expert staff delivered over 250 industrial elections in 2024–25.

We also facilitated the delivery of the Torres Strait Regional Authority election. Staff from various sections of the AEC were deployed to deliver this election successfully and coordinate the complex logistics required across multiple locations.

Our ongoing operational delivery would not be possible without the AEC's experienced teams across our enabling services. With a broad technical remit, these teams provide skilled and reliable corporate and governance functions, strengthening our operations and supporting everything we do across the agency.

Leading global best practice

The AEC continued our commitment to supporting democracy by sharing high quality electoral management practices with our counterparts across the globe. We do this through staff exchanges, technical assistance programs, participating in high-level forums and hosting international delegations.

Building on our strong relationships developed over the last three decades, this year we delivered foundational election training through our Building Resources in Democracy, Governance and Elections workshops and provided critical election support across the Indo-Pacific region, including to Vanuatu's 2025 election.

Another notable highlight was our work upgrading our Generic Voter Registration System software for countries within the Pacific Islands, Australia and New Zealand Electoral Administrators network. This software will enable greater robustness, autonomy and modern functionality in their voter registration activities.

Our ongoing transformation and modernisation

In 2024–25, the AEC successfully completed Tranche 1 of the Indigo Program, the large-scale, multi-year transformation program that is modernising our core election management systems.

This achievement introduced a suite of new information technology systems to improve the management of our temporary election workforce, the AEC Command Centre (used to support the 2025 federal election, 2022 federal election, and 2023 referendum), as well as a new contact centre system.

As part of our continuous improvement process, we also expanded polling place technology through the increased use of electronic certified lists, providing a more efficient and accurate voting service.

In 2025–26 and beyond, work will continue to modernise other key election management systems and support the AEC to maintain the integrity of Australia's electoral process.

Looking forward, we will also focus on regulatory reform. The *Electoral Legislation Amendment (Electoral Reform) Act 2025* represents the most significant change to funding and disclosure in nearly 40 years. To support the considerable expansion in our regulatory responsibilities, we will refine the processes, resourcing, tools and systems used by the AEC and our stakeholders.

These changes will continue to position Australia at the forefront of electoral integrity globally and modernise our operations as a sophisticated, large-scale regulator.

In addition, education and community engagement activities to enhance electoral participation remain a key priority. We will continue to explore opportunities to better leverage technology to make our education efforts as accessible, inclusive and engaging as possible.

Finally, we will work to consider and implement lessons learnt from the 2025 federal election to maintain our commitment to being a leader in delivering world-class, best practice electoral management.

SECTION 02

Overview of the AEC

The AEC's role, functions and
organisational structure

Overview of the AEC

Role and purpose

The AEC is the Australian Government's independent electoral body.

Our purpose, as described in the *AEC Corporate Plan 2024–25*, is to:

Maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services, and targeted education and public awareness programs.

Outcome and program

Our purpose aligns directly with our intended outcome, as expressed in the AEC Portfolio Budget Statements. We are funded to deliver our outcome through one program:

1.1 To deliver electoral events.

Functions

In line with the *Commonwealth Electoral Act 1918* (Electoral Act) and the *Referendum (Machinery Provisions) Act 1984* (Referendum Act), we achieve our purpose by:

- conducting successful electoral events, including federal elections, by-elections and referendums, and industrial elections and ballots
- maintaining and ensuring confidence in the Commonwealth Electoral Roll
- regulating political party registrations, financial disclosure, authorisation of electoral communications, and voting requirements relating to compulsory and multiple voting
- supporting electoral redistributions
- managing industrial elections for office holders in organisations registered with the Fair Work Commission and protected action ballots related to enterprise agreement negotiations
- undertaking public awareness activities.

We also provide a range of electoral information and education programs both in Australia and in support of Australia's national interests. This includes targeted education programs to help people better understand electoral processes.

Organisational structure

The AEC is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* and an independent statutory authority, established under the Electoral Act.

Our agency has:

- a national office in Canberra
- state and territory offices
- divisional offices.

Our Executive Leadership Team is made up of the Electoral Commissioner, who is appointed under the Electoral Act and is responsible for managing and operating the AEC, the Deputy Electoral Commissioner and four First Assistant Commissioners.

The following organisational chart provides details of our senior executive and their responsibilities at 30 June 2025.

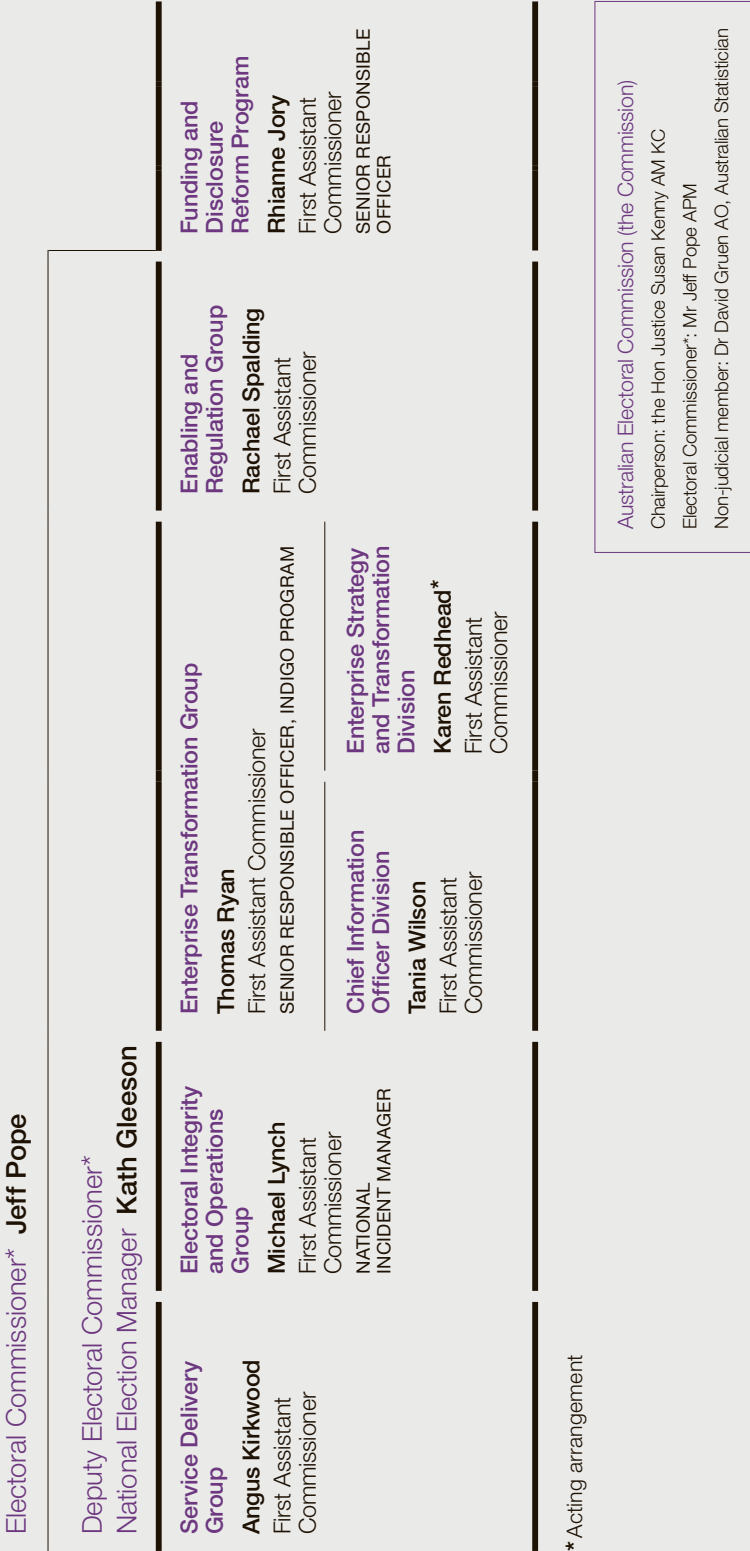
In addition, Section 6 of the Electoral Act establishes a three-person Commission. The Commission has exclusive powers, particularly in relation to electoral redistributions, political party registration, and funding and disclosure. At 30 June 2025, members of the Commission were:

- the Hon Susan Kenny AM KC, Chairperson
- Dr David Gruen AO, Australian Statistician and non-judicial member
- Mr Jeff Pope APM, Acting Electoral Commissioner.

Our vision

The AEC's vision is to be a leader in refining and delivering best practice in election management.

Figure 1: AEC organisation chart at 30 June 2025



SECTION 03

Performance report

Performance against the AEC's purpose and
key activities in our Corporate Plan 2024–25 with
reference to the Portfolio Budget Statements

Performance report

Statement by Electoral Commissioner

I, Jeff Pope, as the Accountable Authority of the Australian Electoral Commission, present the agency's 2024–25 annual performance statements as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*. In my opinion, these annual performance statements are based on properly maintained records, accurately reflect the agency's performance, and comply with subsection 39(2) of the Act.

Jeff Pope

Acting Electoral Commissioner
22 September 2025

How we measure our performance

The AEC's performance is measured against the key activities described in our corporate plan. In 2024–25, we worked towards achieving our purpose and outcome through two key activities:

1. Maintain the integrity of electoral and regulatory processes.
2. Prepare for and deliver electoral events.

Our key activities guide our priorities and actions, while our performance management promotes continuous improvement.

We manage our performance against our key activities in relation to the:

- four-year *Public Governance, Performance and Accountability Act 2013* performance cycle
- three-year federal election cycle.

Annual performance statements

Our annual performance statements detail the AEC's performance in achieving our purpose through our two key activities.

Table 1 summarises our performance measures, functions and results for each key activity.

This is followed by performance details, discussion and analysis. The performance measures and targets in the following statements are sourced from our 2024–25 Portfolio Budget Statements and Corporate Plan.

We have also included an assessment of our performance against the principles of regulator best practice.







Table 1: Summary of results against performance measures for 2024–25

Outcome (Portfolio Budget Statements)/Purpose (Corporate Plan)



Maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services, and targeted education and public awareness programs.

Key activity 1: Maintain the integrity of electoral and regulatory processes

ELECTORAL ROLL MANAGEMENT FUNCTIONS






Performance measure	Result
▪ Percentage of eligible voters enrolled (enrolment rate).	 Met
▪ Percentage of 18- to 24-year-old Australians enrolled (youth enrolment rate).	 Met
▪ Percentage of voters enrolled who turn out to vote at all federal electoral events (turnout rate).	 Met
▪ Percentage of votes cast formally for the House of Representatives and Senate at federal elections or at referendums, and by-elections (if any held).	 Met
▪ Percentage accuracy of the Commonwealth Electoral Roll at the electoral division-level and individual address-level.	 Met
▪ Redistributions determined in accordance with the <i>Commonwealth Electoral Act 1918</i> .	 Met

REGULATORY FUNCTIONS



Performance measure	Result
▪ Disclosure returns are published and regulated in accordance with timeframes in the <i>Commonwealth Electoral Act 1918</i> and the <i>Referendum (Machinery Provisions) Act 1984</i> .	 Met
▪ The AEC conducts compliance reviews in line with the approved program.	 Met

Key activity 2: Prepare for and deliver electoral events

ELECTION READINESS FUNCTIONS

Performance measure	Result
▪ AEC-wide readiness achieved by the directed level of electoral event readiness date.	 Met
▪ Deliver public awareness and education products that target all Australian citizens aged 18 years and over.	 Met
▪ Percentage of the TEW [temporary election workforce] employees completing election training relevant to their role.	 Met
▪ Voting locations (including early voting centres and polling places) published on the AEC website before polling commences.	 Met
▪ Undertake a lessons management approach to delivering electoral events.	 Met

ELECTIONS, BY-ELECTIONS AND REFERENDUMS FUNCTIONS

Performance measure	Result
▪ The result – for each event – is delivered in accordance with the <i>Commonwealth Electoral Act 1918</i> or the <i>Referendum (Machinery Provisions) Act 1984</i> .	 Met
▪ Industrial election and ballot results are delivered with integrity and withstand scrutiny.	 Met

Key activity 1

Maintain the integrity of electoral and regulatory processes

The AEC maintains electoral integrity to ensure all eligible Australians can enrol, nominate as candidates, vote and have their votes counted accurately and securely. As detailed below, we measure our performance against this key activity through our:

- electoral roll management functions

 - enrolment rate
 - voter turnout rate
 - percentage of formal votes cast
 - accuracy of the electoral roll
 - electoral redistributions
- regulatory functions

 - publication of disclosure returns
 - compliance reviews.

The AEC manages an electoral system that is free, fair and appropriately regulated.

Enrolment rate

Key activity 1: Maintain the integrity of electoral and regulatory processes		
ELECTORAL ROLL MANAGEMENT FUNCTIONS		
Performance measure: Percentage of eligible voters enrolled (enrolment rate).	Target	≥95%
	Source	Electoral roll and Australian Bureau of Statistics (ABS) population data
	Method and frequency	Calculated and reported internally monthly and published quarterly on the AEC website. Reported annually at the end of each financial year and at close of rolls for a federal electoral event.
	Result	<div><div></div> Met</div>
	Explanation	At 30 June 2025, electoral roll completeness – measured through the enrolment rate – was 98.1%. More than 18.1 million Australians were enrolled to vote, the largest electoral roll since Federation. We continue to exceed our target enrolment rate of 95%.
Performance measure: Percentage of 18- to 24-year-old Australians enrolled (youth enrolment rate).	Target	≥87%
	Source	Roll data from AEC enrolment systems and ABS population data
	Method and frequency	Calculated monthly and published quarterly on the AEC website. Reported annually at the end of each financial year and at close of rolls for a federal electoral event.
	Result	<div><div></div> Met</div>
	Explanation	At 30 June 2025, the youth enrolment rate was 91%.

Enabling online enrolment

The proportion of people using our online enrolment facilities to enrol or update their details continues to increase, with approximately 90 per cent submitting their application online. In 2024–25, we processed almost 3.6 million enrolment transactions including:

- around 850,000 transactions from the Federal Direct Enrolment and Update program
- approximately 2.1 million transactions submitted via the Online Enrolment Service
- a further 105,000 transactions submitted via webforms or forms downloaded from our website
- approximately 430,000 transactions from declaration envelopes
- approximately 80,000 transactions from paper enrolment forms.

Improving user-centric services

We continually enhance enrolment services and maintain a roll management program that is user-centric and gives more eligible Australians the opportunity to exercise their democratic responsibilities. For example:

- Our Federal Direct Enrolment and Update program allows us to directly enrol and update voter details using trusted third-party information. This helps Australians meet their enrolment obligations without needing to complete an enrolment application.
- We streamlined the online enrolment and registration process for electors whose address details were suppressed from the electoral roll (silent electors). The new user-centred form saves them time and effort while continuing to improve security protections and controls.

Assisting new citizens to enrol

We attended ‘iconic’ citizenship ceremonies, such as on Australia Day, Harmony Week, Refugee Week, Australian Citizenship Day, and other ceremonies as requested by local councils. During 2024–25, we attended over 500 iconic citizenship ceremonies, providing enrolment and general electoral information to new citizens, their families and friends.

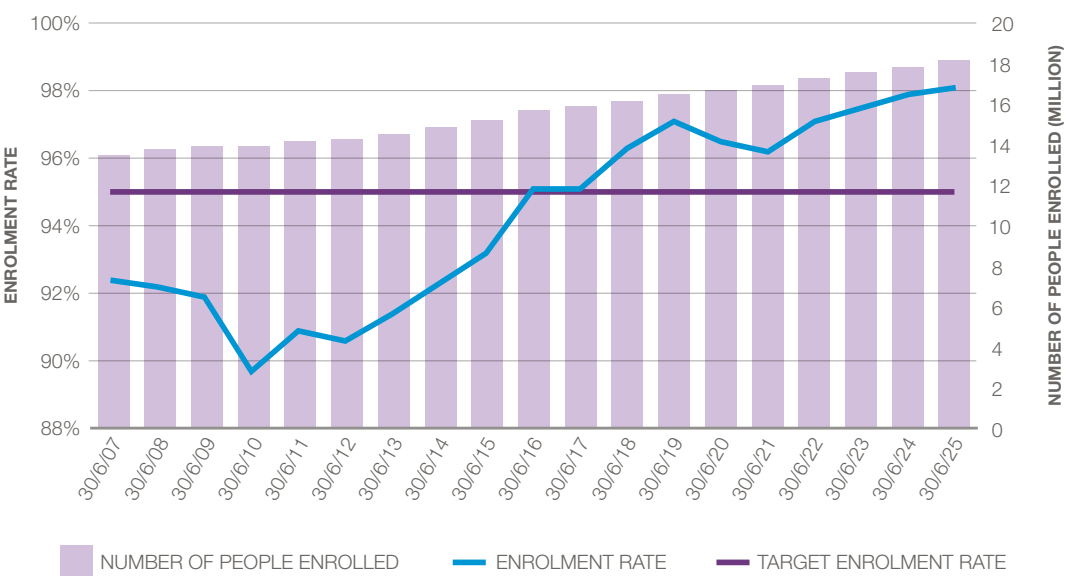
Between the 2022 federal election and the close of rolls for the 2025 federal election, more than 459,000 people (aged 18 years or older) became new Australian citizens. Approximately 94 per cent of these new citizens were enrolled for the 2025 federal election.

Full details of how we delivered the 2025 federal election are in our ***2025 Federal Election Report***.

Enrolment rate trend

We have achieved enrolment rates above our target since 2016, with a steady increase since 2021.

Figure 2: Enrolment rate trend from 30 June 2007 to 30 June 2025



Voter turnout rate

Key activity 1: Maintain the integrity of electoral and regulatory processes		
ELECTORAL ROLL MANAGEMENT FUNCTIONS		
Performance measure: Percentage of voters enrolled who turn out to vote at all federal electoral events (turnout rate).	Target	≥90% voter turnout rate for elections for the Senate and House of Representatives. Where applicable, turnout rate will be reported for by-elections.
	Source	AEC Tally Room
	Method and frequency	Number of ballot papers admitted into scrutiny as a proportion of enrolled population.
	Result	Met
	Explanation	The turnout for the 2025 federal election was: <ul style="list-style-type: none">90.7% for the House of Representatives90.9% for the Senate.

Increasing voter turnout

We met our target, exceeding a 90 per cent voter turnout rate for the 2025 federal election. This is an increase from the 2022 federal election House of Representatives turnout rate of 89.82 per cent and Senate turnout rate of 90.47 per cent, and the 2023 referendum turnout rate of 89.95 per cent.

As explained further in **Voting locations** under **Key activity 2: Prepare for and deliver electoral events**, the high turnout was aided by our expansion of voting services. This included increased accessibility for older Australians, people with a disability, and First Nations peoples.

We also expanded services for prisoners and people experiencing homelessness, as well as aged care, mental health care and hospital in-patients.

We publish voter turnout rates at www.aec.gov.au.

Supporting voter turnout with more options

We continue to increase options for voters to encourage and support maximum voter turnout at elections. This includes offering postal and mobile voting, remote voter services and expanded technology in polling places.

Postal voting

Australians are expected to vote in person at elections. However, electors who cannot attend a polling place can apply for a postal vote. We issue postal vote packs for federal elections, mainly in response to online requests. We conduct quality assurance checks on the postal vote pack production process for each event, ensuring all ballot papers and packs are produced and handled within AEC guidelines. We also continue to improve our 'how to postal vote' brochure and other information for electors to make postal voting requirements clear and easy to follow.

Mobile polling

Before an electoral event, we engage closely with establishments where groups of voters who experience barriers to attending voting places might reside. We work to ensure currency of the roll before providing mobile voting services. We contact establishments to provide information, resources and support to ensure staff understand enrolment processes and legislative requirements for enrolment activities. We want them to feel confident to assist voters without compromising the secret ballot.

For the 2025 federal election, mobile voting was expanded to enable greater equity of access to the vote. Expanded mobile voting included non-remote Aboriginal Controlled Community Health Organisations and non-remote, discrete Indigenous communities. It also included mental health hospitals and in-patient units for the first time, and a return to voting in mid-size hospitals.

To inform our review of services and resource planning, we engaged extensively with consumer peak bodies, service providers and advocates through various committees and working groups. The groups included the established Aged Care Advisory Working Group and Disability Advisory Committee, as well as the newly formed Mental Health Advisory Group. These groups were pivotal in identifying opportunities for improvements to enrolment and voting services and related resources. They also helped increase awareness and understanding of AEC processes across the relevant sectors to ensure voters were enrolled and supported through the voting process for the 2025 federal election.

Remote voter services

In response to community and stakeholder feedback, we continued to provide the expanded voting footprint for remote voter services delivered for the 2023 referendum. Despite the 2025 federal election period including several public holidays, and widespread wet weather conditions across large parts of the country, we successfully delivered a high-quality service to remote Australia, maintaining the expanded voting footprint and increased minimum time spent in community that we introduced for the referendum.

Polling place technology: issuing votes more accurately

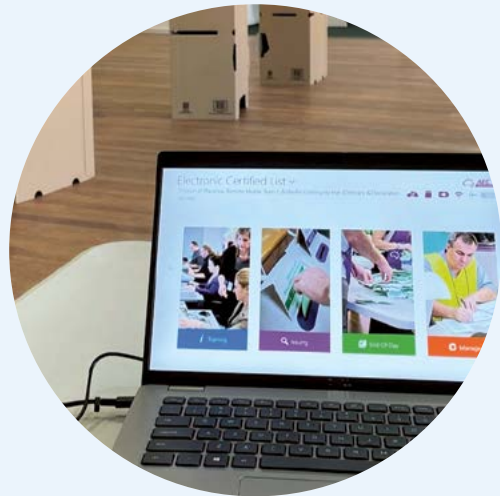
The writs for each electoral event contain a deadline for Australian citizens to be included on the Commonwealth Electoral Roll. The roll is then used to create a certified list of voters for each division in each state and territory. AEC staff use certified lists at each polling place to manually mark off voters as having attended a polling place and been issued their ballot papers.

At some polling places, the polling officials may use an electronic certified list on a laptop. This is an alternative to the traditional paper certified list and enables polling officials to search the list of eligible electors more efficiently, improving polling place operations and meeting expectations of efficient voting services.


In the 2025 federal election, electronic certified lists were used at declaration issuing points on election day in New South Wales, Victoria and Western Australia, and at all issuing points in the Tasmanian divisions of Clark and Franklin.

At the 2022 federal election, without laptops at declaration vote issuing points, one in 12 declaration voters who were voting out of division provided incorrect enrolled address details. This resulted in some voters being given the incorrect House of Representatives ballot paper, with those votes ultimately not admitted to the count. Using laptops in New South Wales, Victoria and Western Australia at the 2025 federal election reduced this incorrect ballot paper rate in those states to less than one in 200 – meaning approximately 30,000 more voters were enfranchised by receiving the correct House of Representatives ballot paper.

More details of voting services and voter turnout for the 2025 federal election are in our [2025 Federal Election Report](#).



Percentage of formal votes cast

Key activity 1: Maintain the integrity of electoral and regulatory processes		
ELECTORAL ROLL MANAGEMENT FUNCTIONS		
Performance measure: Percentage of votes cast formally for the House of Representatives and Senate at federal elections or at referendums, and by-elections (if any held).	Target	≥90% formality rate
	Source	AEC Tally Room
	Method and frequency	Percentage of formal votes cast as a proportion of all votes cast.
	Result	 Met
	Explanation	The formality for the 2025 federal election was: <ul style="list-style-type: none">▪ 94.4% for the House of Representatives▪ 96.6% for the Senate.

Promoting formal voting


The AEC’s focus is always to maximise the number of voters able to participate in a federal election by casting a formal vote.

The AEC provides information about how to complete a formal ballot paper. The ballot paper itself includes instructions, and our staff explain how to complete a formal vote during the issuing process. There are also advertisements across a range of channels, an online practice voting tool, and an official guide with formality instructions delivered to all Australian households.

For the 2025 federal election, we provided more information than ever before to support participation. This included translated materials in up to 59 languages. In addition, we proactively worked in areas that previously had elevated numbers of informal votes.

As part of our lessons process, we are reviewing a sample of informal ballot papers from the 2025 federal election to help shape our education and engagement efforts for the electoral cycle ahead.

Accuracy of the electoral roll

Key activity 1: Maintain the integrity of electoral and regulatory processes		
ELECTORAL ROLL MANAGEMENT FUNCTIONS		
Performance measure: Percentage accuracy of the Commonwealth Electoral Roll at the electoral division-level and individual address-level.	Target	≥95% (division) and ≥90% (address)
	Source	The Annual Roll Integrity Review, which measures the accuracy and integrity of electoral roll data
	Method and frequency	AEC roll data and other agency data, calculated, compared and publicly published annually at the end of each financial year.
	Result	 Met
	Explanation	The accuracy and integrity of the electoral roll was 97% at the division-level and 93% at the individual address-level, which exceeds our targets.

Assuring roll accuracy and integrity

To support electoral integrity, the AEC maintains an electoral roll that is as accurate and complete as possible. In 2024–25, we again exceeded our target for roll accuracy.

This year we undertook a comprehensive review to validate the breadth of controls across the roll program. Our Roll Integrity Assurance System embeds integrity into everyday operations. It is adaptable so we can shift and reprioritise focus in response to emerging risks, changes in enrolment behaviour, or developments in the external operating environment. Our roll management has a real-time, comprehensive and continuous focus, including examining roll trends, additions and removals to provide a complete picture of the enrolment landscape.

Public confidence in the roll is a defining success factor of our work in roll integrity. To that end, we publish enrolment rates, processing timelines and findings from the Annual Roll Integrity Review on the AEC website.

The electoral roll is available in accordance with the legislated provisions outlined in the *Commonwealth Electoral Act 1918* (Electoral Act).

Assurance is also strengthened through external scrutiny by bodies such as the

Australian National Audit Office and the Joint Standing Committee on Electoral Matters.

Supporting the states and territories

The AEC works in close partnership with state and territory electoral management bodies to enhance enrolment outcomes. This year, a joint project delivered with the Victorian Electoral Commission improved the availability and accuracy of roll information for Victorian electors. Electors can now access all enrolment details through the AEC’s online enrolment verification facility and when receiving decisions on submitted enrolment claims. Another enhancement delivered as part of this engagement was a significant reduction in divergence between the Victorian Register of Electors and the Commonwealth Electoral Roll.

Providing roll extracts

Under the Electoral Act, the AEC provides electoral roll extracts to members of the House of Representatives, senators, federally registered political parties, federal government departments and agencies, and other specified recipients.

Conditions for providing roll data and extracts as well as a list of recipients in 2024–25 are in **Appendix C: Commonwealth Electoral Roll information**.

Behind the vote: how the AEC keeps Australia's electoral roll accurate

Maintaining an accurate list of more than 18.1 million voters is a complex and ongoing task. The AEC is always active behind the scenes to make sure the Commonwealth Electoral Roll is up to date and accurate. The roll contains the names and addresses of people who are eligible to vote in federal elections and referendums. It is an essential part of our job to make sure this information is current, accurate and of high integrity.

The AEC works closely with the electoral management bodies (joint roll partners) in each state and territory to manage the roll on their behalf and meet legal requirements in each jurisdiction.

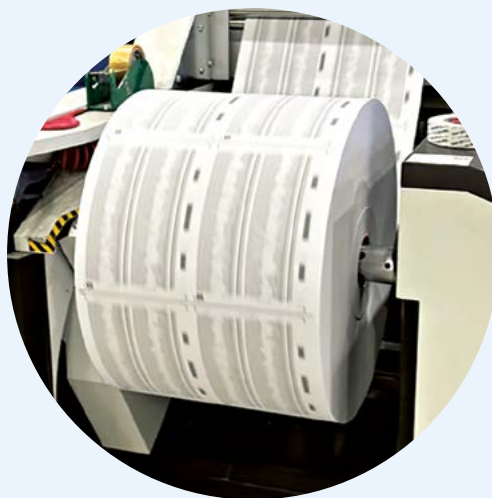
We are constantly updating the roll as information comes to hand. This includes online or paper forms for new enrolments or change of details submitted by voters, and verified information from trusted government agencies.

Confirming and maintaining data integrity is vital. We use a range of checks and processes such as processing Fact of Death information, matching citizenship records, and verifying and processing objections to enrolment.


In addition to supporting federal electoral events, we also provide customised roll datasets and products to support state, territory and local government elections.

During calendar year 2024 – dubbed the ‘super year for elections’ across the world¹ – the AEC completed 116 roll close activities, 113 of them to support our joint roll partners. These roll close activities are a snapshot of the roll extracted at the time. This was more roll close activities than we have ever conducted, a jump of 30 per cent from the next busiest year in AEC history.

¹ www.undp.org/super-year-elections



Electoral redistributions

Key activity 1: Maintain the integrity of electoral and regulatory processes		
ELECTORAL ROLL MANAGEMENT FUNCTIONS		
Performance measure: Redistributions are determined in accordance with the <i>Commonwealth Electoral Act 1918</i> .	Target	All redistributions are determined in accordance with the planned determination date and impacted electors are notified prior to the relevant federal election.
	Source	Government Gazette and newspaper notices, and the date of letters to electors lodged with Australia Post
	Method and frequency	For each redistribution, publication of notices and letters to electors comply with requirements in the Electoral Act.
	Result	 Met
	Explanation	In 2024–25, the AEC supported the completion of redistributions in New South Wales, Victoria, Western Australia and the Northern Territory, confirmed by the publication of relevant notices in the Gazette and information on the AEC website on the respective determination dates. The AEC also provided timely public website notification of the required deferrals of the redistributions of Queensland and Tasmania.

Supporting redistributions as required

Each member in the House of Representatives represents an electoral division. A redistribution is required when either:

- there is a change in the number of members in the House of Representatives that a state or territory is entitled to
- the number of electors in more than one-third of the electoral divisions of a state (or one electoral division in the Australian Capital Territory or the Northern Territory) deviates from the average divisional enrolment of that state or territory by more than plus or minus 10 per cent for a period of more than two months, or
- seven years have elapsed since the last redistribution was determined.

In 2024–25, the AEC supported redistributions in New South Wales, Victoria, Western Australia and the Northern Territory. This included assisting the work of the respective independent Redistribution Committees, individually responsible for initial redistribution proposals. It also involved helping the augmented Electoral Commissions individually responsible for the determination of the redistributions.

The redistributions were required in the three states following a determination of the entitlement to members of the House of Representatives for all states and territories. The redistribution in the Northern Territory was required because seven years had elapsed since the most recent redistribution. These four redistributions resulted in the total size of the House of Representatives decreasing from 151 to 150 members for the 48th parliament.

Planning for the 2025 federal election began before final electoral boundaries were decided. As a result, we had to prepare our main election management system while four redistributions were ongoing.

Contingency planning ensured polling places and voter data aligned with new electoral divisions and boundaries. The changes added significant complexity to election planning, leading to changes in vote estimates and the allocation of staff and materials at polling places.

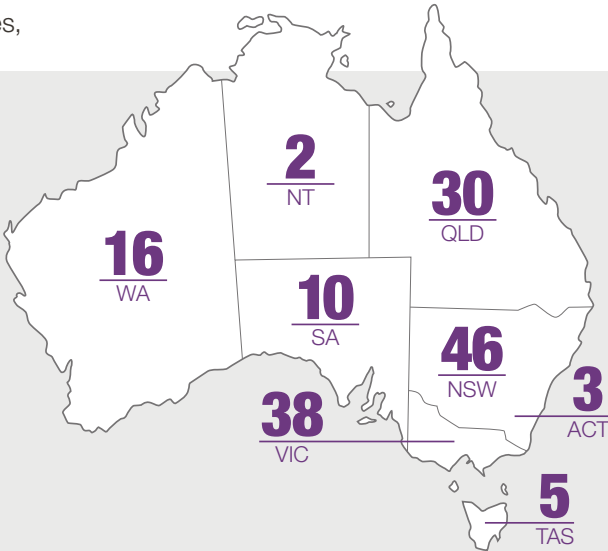
Full redistribution details are in **Appendix F: Electoral redistribution data**.

In 2024–25, Tasmania and Queensland were separately required to undergo a redistribution as seven years had elapsed since the most recent redistribution was determined (14 November 2017 and 27 March 2018 respectively). The Electoral Act requires that where a redistribution falls within the final 12-month period (expiration) of the House of Representatives,

it must be deferred and commence within 30 days after the first meeting of the next House of Representatives. This was the case for both the Tasmanian and Queensland redistributions, which will therefore commence after the start of the 48th parliament in July 2025.

Figure 3: Australia’s 150 electoral divisions at 30 June 2025

150 Australian Electoral Divisions



New South Wales

Banks	Lyne
Barton	Macarthur
Bennelong	Mackellar
Berowra	McMahon
Blaxland	Macquarie
Bradfield	Mitchell
Calare	Newcastle
Chifley	New England
Cook	Page
Cowper	Parkes
Cunningham	Parramatta
Dobell	Paterson
Eden-Monaro	Reid
Farrer	Richmond
Fowler	Riverina
Gillmore	Robertson
Grayndler	Shortland
Greenway	Sydney
Hughes	Warringah
Hume	Watson
Hunter	Wentworth
Kingsford Smith	Werriwa
Lindsay	Whitlam

Tasmania

Bass	Franklin
Braddon	Lyons
Clark	

Victoria

Aston	Holt
Ballarat	Hotham
Bendigo	Indi
Bruce	Isaacs
Calwell	Jagajaga
Casey	Kooyong
Chisholm	Lalor
Cooper	La Trobe
Corangamite	McEwen
Corio	Macnamara
Deakin	Mallee
Dunkley	Maribyrnong
Flinders	Melbourne
Fraser	Menzies
Gellibrand	Monash
Gippsland	Nicholls
Goldstein	Scullin
Gorton	Wannon
Hawke	Wills

South Australia

Adelaide	Kingston
Barker	Makin
Boothby	Mayo
Grey	Spence
Hindmarsh	Sturt

Australian Capital Territory

Bean	Canberra	Fenner
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Western Australia

Brand	Fremantle
Bullwinkel	Hasluck
Burt	Moore
Canning	O'Connor
Cowan	Pearce
Curtin	Perth
Durack	Swan
Forrest	Tangney

Northern Territory

Lingiari	Solomon
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Queensland

Blair	Hinkler
Bonner	Kennedy
Bowman	Leichhardt
Brisbane	Lilley
Capricornia	Longman
Dawson	McPherson
Dickson	Maranoa
Fadden	Moncrieff
Fairfax	Moreton
Fisher	Oxley
Flynn	Petrie
Forde	Rankin
Griffith	Ryan
Groom	Wide Bay
Herbert	Wright

Electoral reform expands the AEC's regulatory role

The AEC is preparing to implement the *Electoral Legislation Amendment (Electoral Reform) Act 2025*, which will reshape how elections operate across Australia.

This landmark reform represents the most significant change to electoral laws in nearly 40 years. When the legislation received Royal Assent in February 2025, it set in motion a change that will see the AEC's regulatory responsibilities expand dramatically.

The AEC already administers and regulates Australia's electoral system under the Electoral Act and Referendum Act. We maintain the Register of Political Parties and oversee the existing funding and disclosure scheme. We also investigate cases of multiple voting, regulate authorisation of electoral materials and enforce compulsory voting.


In addition to this work, the AEC will soon regulate an expanded system of political financing. Lower disclosure thresholds, donation caps and expenditure limits will change the regulatory landscape.

It is important that we are agile and responsive to such legislative change. The updates affect our people and processes as well as the technology used by both the AEC and our stakeholders.

We are refining our approach to enforcement by using data, evidence and innovation to drive decisions to ensure accountability. We are also prioritising education and engagement to foster a culture of compliance.

The change brings opportunities and will modernise Australia's electoral processes significantly. This expansion marks a historic shift for the AEC as we prepare to operate as a sophisticated, large-scale regulator, firmly positioning Australia at the forefront of electoral integrity globally.

Publication of disclosure returns

Key activity 1: Maintain the integrity of electoral and regulatory processes		
REGULATORY FUNCTIONS		
Performance measure: Disclosure returns are published and regulated in accordance with timeframes in the <i>Commonwealth Electoral Act 1918</i> and the <i>Referendum (Machinery Provisions) Act 1984</i> .	Target	Annual returns published on the first working day in February. Election and referendum returns published 24 weeks after polling day for each event.
	Source	Transparency Register (AEC website)
	Method and frequency	Annual returns: measured annually. Election returns: measured for each electoral event.
	Result	 Met
	Explanation	<p>Annual returns:</p> <p>The 2023–24 annual disclosure return information was published on the Transparency Register on 3 February 2025, in line with legislative timeframes.</p> <p>For 2023–24 annual disclosure returns published in February 2025, the AEC engaged a law firm to undertake enforcement action in relation to seven donors for outstanding disclosure returns. Enforcement action was ongoing at 30 June 2025, with four disclosure returns (from the seven) having been received.</p> <p>Election returns:</p> <p>All election returns were published on the Transparency Register within the required 24 weeks after polling day for each event, with the:</p> <ul style="list-style-type: none">▪ Dunkley by-election disclosure return information published on the Transparency Register on 19 August 2024, in line with legislative timeframes.▪ Cook by-election disclosure return information published on the Transparency Register on 30 September 2024, in line with legislative timeframes. <p>For the 2025 federal election, disclosure return information is scheduled to be published on 20 October 2025.</p>

Receiving annual returns

In 2024–25, as part of the Electoral Act financial disclosure scheme, the AEC received:

- 365 election returns, comprising 360 candidate returns and five election donor returns
 - all but two of the candidate returns related to the 2025 federal election, with the remaining two returns for the Cook by-election
- 640 annual financial disclosure returns, including 48 amendments.

Most of these returns (93.80 per cent) were completed online.

As part of the Referendum Act financial disclosure scheme, we received 18 amendments to referendum disclosure returns, and one new referendum disclosure return.

All these returns were completed online.

Financial disclosures are published on our Transparency Register at www.aec.gov.au.

Maintaining the Transparency Register

We maintain the Transparency Register with information about political parties, significant third parties, associated entities, members of the House of Representatives, senators, third parties, Senate groups and donors registered with or recognised by the AEC. The public can access information in the Transparency Register, including the current register of entities, annual financial disclosure returns, referendum disclosure returns, enforceable undertakings and determinations of election funding claims.

On 20 February 2025 the *Electoral Legislation Amendment (Electoral Reform) Act 2025* received Royal Assent. These reforms contain minor amendments related to the AEC's Transparency Register:

- introducing a requirement for the AEC to publish the information included in disclosure returns only, other than an address
- removing the requirement for the AEC to publish returns.

Following this amendment, we have discontinued the publication of disclosure return forms, with information only (other than an address) now being published on the Transparency Register.

To support the integrity of financial disclosures, the AEC undertakes an annual compliance program of disclosure returns. We publish compliance reviews at **www.aec.gov.au**.

Compliance reviews

Key activity 1: Maintain the integrity of electoral and regulatory processes		
REGULATORY FUNCTIONS		
Performance measure: The AEC conducts compliance reviews in line with the approved program.	Target	Compliance reviews are published on the AEC website.
	Source	Compliance reviews (AEC website)
	Method and frequency	Annually
	Result	■ Met
	Explanation	<p>At 30 June 2025, all completed compliance reviews had been published on the AEC’s website.</p> <p>For the year ended 30 June 2025, 37 compliance reviews were completed and published on the AEC’s website, with:</p> <ul style="list-style-type: none">■ 15 compliance reviews completed on annual financial disclosure returns. At 30 June 2025, a further one (1) compliance review report for annual financial disclosure returns had been issued to the client in draft form for comment prior to completion.■ 22 compliance reviews completed on referendum financial disclosure returns. At 30 June 2025, a further four (4) compliance review reports for referendum financial disclosure returns had been issued to clients in draft form for comment prior to completion. <p>A further one (1) compliance review was completed on election funding claims related to the 2022 federal election. Election funding compliance reviews are not published, however, adjustments to election funding determinations (if required) are published on the AEC’s website. The adjustment from this review was published on the AEC’s website.</p>

Undertaking regular compliance reviews

To support the integrity of the financial disclosures, the AEC undertakes an annual compliance program of disclosure returns. We publish compliance reviews at www.aec.gov.au.

In 2024–25, as part of the Electoral Act financial disclosure scheme:

- 15 compliance reviews of annual financial disclosure returns were conducted, resulting in six amended returns lodged by the party or entity
- 22 compliance reviews of referendum disclosure returns were conducted, resulting in 12 amended returns lodged by the entity or donor

- one compliance review of election funding claims related to the 2022 federal election was completed, resulting in a variation of claim decision, and repayment of monies to the Commonwealth
- one investigation (which commenced in 2023–24) was completed and published, a further six investigations commenced, and four investigations were ongoing (at 30 June 2025).

As part of the Referendum Act financial disclosure scheme, one investigation was commenced, with two notices issued. This investigation was ongoing at 30 June 2025.

Protecting electoral integrity and defending democracy

Electoral Integrity Assurance Taskforce

The Electoral Integrity Assurance Taskforce (EIAT) provides information and advice to the Electoral Commissioner on matters that have the potential to impact the integrity of the electoral process. The EIAT comprises relevant Australian Government agencies including the AEC. Members work together to provide information and advice to the Electoral Commissioner on matters that may compromise the real or perceived integrity of a federal electoral event.

During 2024–25, the EIAT published three documents to help voters and candidates understand the electoral environment and its own role in helping to protect the integrity of the 2025 federal election: *Election Security Environment Overview*; *A Candidate's Guide to the Changing Electoral Environment*; and *EIAT Communication Protocol*.

In the lead-up to and during the 2025 federal election, the EIAT considered the continually evolving digital communications environment, deteriorating physical security conditions and suggestions of foreign interference in campaign activities. Ultimately, the EIAT did not identify any foreign interference, or any other interference, that compromised the delivery of the 2025 federal election and would undermine the confidence of the Australian people in the results of the election.

In addition, as requested by the relevant state electoral commissioners, the EIAT provided support to the Northern Territory Legislative Assembly election in August 2024, the New South Wales Local Government election in September 2024, the Australian Capital Territory Legislative Assembly, Victoria Local Government and Queensland state elections in October 2024, and the Western Australian state election in March 2025.

More information about the EIAT, including members and publications, is available on the AEC website, www.aec.gov.au/about_aec/electoral-integrity.htm.

AEC Defending Democracy Unit

The AEC Defending Democracy Unit monitors the threat environment and responds in a coordinated and consistent manner to any threats to electoral integrity and Australia's electoral system. The unit also provides the secretariat for the EIAT.

In 2024–25, the unit oversaw electoral integrity and also worked closely with online platforms and other government agencies through the EIAT. Together, we checked for potential threats to integrity, including cyber or physical security incidents and foreign interference.

The unit continues to monitor the rapidly changing information ecosystem, including the rise in electoral misinformation and disinformation. We also note the influence of global events on electoral service delivery and public perceptions of the electoral process, and updates to technology such as artificial intelligence.

In preparation for the federal election, the unit updated the AEC's Reputation Management System (RMS) so it appropriately recognised new and emerging features of the electoral environment, including generative artificial intelligence. The RMS guides AEC staff to uphold the AEC's trusted reputation. It recognises and builds on the many operational, electoral integrity and reputation management activities already happening across the AEC, to further safeguard Australians' trust in the electoral process.

Key activity 2

Prepare for and deliver electoral events

Electoral event delivery is more complex than ever before, including the exponential growth of digital information and increasing community expectations. The AEC is meeting the challenges by operating in ways beyond the traditional expectations of electoral administrators. We focus on actively promoting the positive, trusted reputation of the Australian electoral system.

To prepare for and deliver electoral events, we undertake a range of activities and have supporting processes in place to maintain quality and maximise the efficient use of resources. As detailed below, we measure our performance against this key activity through our:

- **election readiness functions**
 - AEC-wide readiness to conduct successful electoral events
 - public awareness and education programs
 - training of temporary election workforce
 - voting locations
 - lessons management approach
- **elections, by-elections and referendum functions**
 - delivery of election result
 - delivery of industrial election and ballot results.

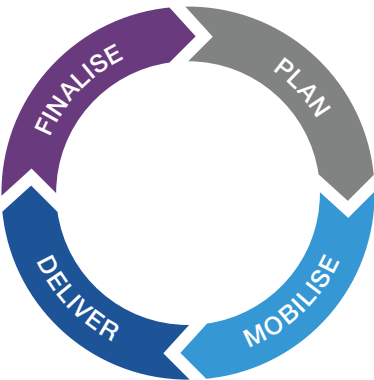
AEC-wide readiness to conduct successful electoral events

Key activity 2: Prepare for and deliver electoral events			
ELECTION READINESS FUNCTIONS			
Performance measure: AEC-wide readiness achieved by the directed level of electoral event readiness date.	Target	Agency-wide readiness meets the directed level of electoral event readiness date.	
	Source	AEC electoral event frameworks	
	Method and frequency	Undertaken as required at key times prior to each electoral event.	
	Result	■ Met	
	Explanation	<p>The Election Readiness Assurance process provides a series of activities that assess the AEC's state of readiness to conduct an electoral event across all readiness phases. Assurance assessments align with the AEC's Quality Management System (QMS), particularly the QMS's Plan-Do-Check-Act cycle, and are aligned with the AEC risk tolerance levels.</p> <p>The AEC met the directed level of election readiness and was able to mobilise and successfully deliver the 2025 federal election. The level of readiness was assessed by:</p> <ul style="list-style-type: none">■ regular monitoring of progress against the Election Ready Road Map■ conducting interviews and quantitative analysis to assess the level of agency election readiness. <p>Readiness and governance were key factors in the success of the 2025 federal election. Election preparation was overseen by the National Operations and Readiness Committee, while the National Election Delivery Committee monitored and managed election delivery during the writ-to-writ period.</p>	

Ensuring we are ready for the next election

During the three-year electoral cycle, we focus on the four phases of election preparedness in our Election Readiness Framework: plan; mobilise; deliver; and finalise.¹

Figure 4: Phases of the AEC Election Readiness Framework



Within this framework, we prepare for federal electoral events through our Election Ready Road Map. Each phase of the framework directs our activities and provides a path towards delivering the next federal electoral event. These phases synchronise event preparation across the AEC to meet the ‘directed level of election readiness’.

The Election Readiness Framework gives the Electoral Commissioner assurance that the AEC is at an appropriate ‘level of readiness’ to conduct a federal event when required.

We used our framework to successfully prepare for and deliver the federal election on 3 May 2025.

More details on how we prepared to deliver the 2025 federal election are in our **2025 Federal Election Report**.

The AEC is committed to continually improving our services and engaging with voters to best understand their needs.

¹ Our Election Readiness Framework was updated during the reporting year from the three phases (lessons; implement change; and mobilisation) published in our **2024–25 Corporate Plan**.

Driving continuous improvement

The time between electoral events allows for internal and external scrutiny, legislation changes and lessons management to be incorporated into the learning cycle. This enables AEC staff, contractors and temporary workforce to prepare to deliver the next electoral event.

Significant aspects of our approach to continuous improvement are:

- Doctrine – this important asset enables the collective understanding and sharing of our agreed approach, including how we learn and apply correct practice. Together with our values and behaviours, our doctrine forms the foundations for the way we work, supporting electoral integrity and maintaining community trust across everything we do. The AEC Doctrine Framework sets out how we develop and implement existing and new doctrine across the agency.
- Quality Management System (QMS) – this keystone resource for the AEC helps us understand our doctrine needs through business process mapping of our activities. Our QMS also shows us how to audit our doctrine to make sure it remains effective.
- Lessons management – we continue to mature and embed our lessons management approach and capability to identify ways to improve for the next electoral event (see the **Lessons management approach** performance measure later in this section).

Providing a central point of command

The AEC Command Centre has an overarching view of the AEC's operations, providing central oversight for our business-as-usual operations and federal electoral events. This secure, leading-edge point of command is integral to election readiness and electoral integrity. It drives consistent service delivery, strengthens stakeholder confidence and mitigates risks to staff and voter safety. Our Command Centre engages across government to increase inter-agency collaboration, including working with the National Emergency Management Agency's National Situation Room, the Australian Federal Police and Australia Post.

In 2024–25, the Command Centre went into 'election mode' for the 2025 federal election. The centre provided the AEC senior executive and relevant governance forums with visibility, reporting and analysis. The centre's ability to rapidly assess and escalate issues supported timely decision-making, which ensured organisational agility. Early inter-agency engagement also helped resolve issues and ensure uninterrupted election delivery.

Throughout this reporting period, the Command Centre also performed its essential incident and crisis management coordination role. It successfully monitored and communicated risks throughout Australia's traditional high-risk weather season due to effects of numerous bushfire, cyclone, flooding and other severe weather events.

Managing protective security

Across 2024–25, most of our protective security resources went towards supporting a safe federal election for agency staff, the Australian public, candidates and party workers.

Several key security risk assessments identified the security context, threats and mitigating factors. These informed a baseline approach to protective security controls across the AEC's national property portfolio, allowing us to place additional treatments at high-risk sites.

Our approach considers the complex threat environment during election periods when risks are amplified. Protective security measures enhanced election readiness, including pre-employment screenings, staff security briefings, additional staff training, and placing security guards and anti-jump screens where needed.

The Protective Security team reported on security matters and supported election delivery. This included helping to resolve online threats with our Social Media team. The Protective Security team also coordinated with external stakeholders on police checks and the National Emergency Management Agency's National Security Hotline.

More details on security for the 2025 federal election are in our ***2025 Federal Election Report***.

Managing AEC property

Part of being election ready is making sure we have the property required to deliver electoral events. The AEC manages a portfolio of 74 leases across 70 properties throughout Australia. Mainly office spaces, these also include three warehouses, five multipurpose sites (offices with attached warehouse space), and the National Electoral Education Centre at Old Parliament House in Canberra. In addition, the AEC leased 58 temporary out-posted centres for the 2025 federal election. Staff at these sites prepared and distributed materials. The premises were also used for conducting training and counting.

During the year, we also made progress on our Canberra Accommodation Project to deliver a new National Office for the AEC. The proposed works were referred to the Public Works Committee on 12 December 2024. The AEC appeared before the Committee on 19 March 2025 to answer questions about our submission. The Committee then tabled its report in the House of Representatives on 27 March 2025 agreeing it was expedient to carry out the proposed works.

A goal of this project is to achieve sustainable, fit-for-purpose accommodation under the Commonwealth Leasing Strategy. The new office will be designed to maximise energy efficiency and reduce carbon emissions, in line with government requirements for improved building sustainability.

We are working with key service providers on planning and change management activities to support the new office environment. The aim is to ensure it supports the AEC's business-as-usual operations and the delivery of federal electoral events.

Adapting the AEC's property strategy while maintaining service excellence

One of the ways the AEC delivers high-quality services while adapting to changing community preferences is through property reform and digital innovation.

We have successfully merged multiple divisional offices over 15 years without compromising service delivery. Co-located facilities improve operational efficiency, enhance security measures, and reduce workplace safety risks while reducing costs.

Our strategic property management reflects broader shifts in how Australians engage with electoral services. Digital platforms now dominate voter interactions, with online enrolments accounting for 90 per cent of self-initiated activity. The streamlined five-minute online enrolment process has become the preferred method for updating voter details or registering.

Supporting this digital transition, the AEC maintains web-based enrolment checking facilities for voters. Regular system upgrades ensure robust security and accessibility across all platforms. Recent improvements include enhanced screen designs for silent elector registration applications, improving consistency and accessibility.

Our work in this area demonstrates a commitment to efficient resource management. By streamlining our physical footprint and expanding digital capabilities, the AEC ensures accessibility for all Australians. At the same time, we reduce leasing costs and comply with government environmental and occupancy targets.

Modernising services balances operational efficiency with accessibility, ensuring electoral participation remains straightforward.

Voters can access services through their preferred channels, whether online or through shared physical locations. This ensures the AEC maintains service excellence while adapting to evolving community expectations and technological capabilities.

Modernising our information and communications technology

Reliable and sustainable information and communications technology (ICT) is pivotal in driving the AEC's business outcomes.

In 2024–25, as part of our preparations to deliver the federal election, we:

- tested critical election systems, applications and platforms to provide assurance for event readiness (including disaster recovery, penetration and capacity/load testing)
- completed a data centre migration to newer facilities with higher fault tolerance and redundancy
- provided IT infrastructure, including equipment used to establish full network connections to outposted centres and assisted in the roll out of new polling place technology.

Extensive work on our Election Systems Modernisation (Indigo) Program also continued this year. The program's phased delivery of new systems will replace legacy IT infrastructure and systems used to plan and deliver electoral events.

We relied on legacy systems for the 2025 federal election but introduced new IT employment systems for our temporary election workforce, a new contact centre system to better manage public enquiries during the election, and expanded technology in polling places.

Transforming our technical capacity for the future

It is essential that the AEC operates robust and fit-for-purpose IT platforms. A modernised electoral management system will greatly improve our capacity to deal with the dynamic security risk environment.

The AEC's Election Systems Modernisation (Indigo) Program is a major initiative to transform Australia's election management systems with secure, citizen-focused technology. The program aims to improve the citizen experience, protect data and strengthen responses to security risks. This is not just about the next election – it is a major transformation in how we provide electoral services into the future.

The Indigo Program is taking place over several years, delivered in overlapping tranches. Extensive work continued during 2024–25. We successfully completed Tranche 1, which has delivered underlying foundational ICT infrastructure and platforms as well as business and voter-centric capabilities. Key deliverables included:

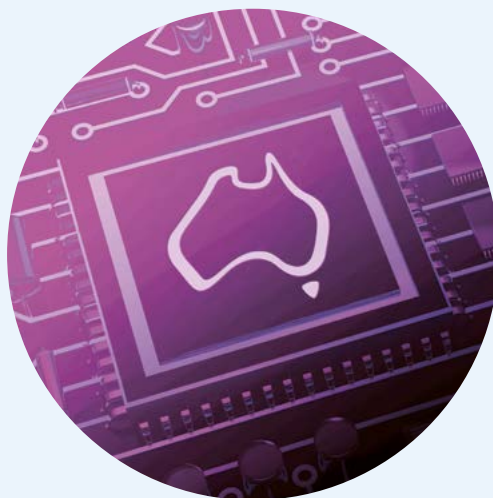
- the AEC Command Centre that was used to support the 2025 federal election (as well as the 2022 federal election and 2023 referendum)
- a new contact centre system
- the AEC EmployMe system used to recruit, train and pay nearly 100,000 temporary election workers.

Lessons learnt from the delivery of the first tranche have been embedded into second tranche activities to enhance governance processes, the user experience and overall program activities.

Tranche 2, which began in July 2023, has been replacing legacy systems and addressing electoral delivery risks between election cycles. This tranche will go on to introduce enhanced capabilities for electorate and candidate management and will be delivered in two phases.

Phase A will deliver a new Election Management System by June 2027.

Phase B will modernise and retire the Roll Management System, pending government approval.



Public awareness and education programs

Key activity 2: Prepare for and deliver electoral events		
ELECTION READINESS FUNCTIONS		
Performance measure: Deliver public awareness and education products that target all Australian citizens aged 18 years and over.	Target	The AEC's public awareness campaign and education programs contribute to an enhanced understanding of Australia's electoral system, voter services and formality.
	Source	Communication and campaign strategy Independent market research and reports Survey responses
	Method and frequency	Specific communication activities delivered for mainstream and identified special audience groups measured for each federal electoral event.
	Result	■ Met
	Explanation	The AEC delivered a national advertising campaign to provide information to voters on the close of rolls, voter services, how to vote formally, and to raise awareness of disinformation. Following the 2025 federal election, independent market research was sought on the campaign's performance. Of the 10 benchmark, tracking and evaluation objectives, 100% were met or partially met. The AEC also welcomed over 82,500 visitors to the National Electoral Education Centre (NEEC) and delivered 2,360 education sessions to NEEC attendees.

Raising public awareness and understanding about electoral events

Our public awareness communication, education and engagement activities support over 18 million Australians to fulfil their right and responsibility to vote under Australia's compulsory voting system.

Federal election advertising campaign

For the 2025 federal election, the AEC conducted a national advertising campaign aimed at reaching an audience of over 18 million voters.

The integrated campaign ran over three phases covering enrolment, voter services and how to complete the ballot paper. Channels included television, radio, press, cinema, digital, social media and paid media partnerships. Advertisements were translated into up to 59 languages – 34 culturally and linguistically diverse (CALD) languages and 25 First Nations languages.

The campaign achieved extensive voter engagement with:

- 721 million impressions across multiple channels
- 93 million video views
- 10.8 million people reached through television advertising.

Public notices

Public notice advertisements are part of our overall public information strategy and complement campaign advertising. In line with the Electoral Act, we advertised 2025 federal election information in newspapers across Australia. This included information on the issue of the writ, boundary redistributions, remote voter services and event clashes (such as major sporting events or festivals). It also included information for interstate visitors and details on candidates and polling places.

Official guide to the election

As part of the AEC's strategy to promote voter engagement and confidence, we produced an official guide to the 2025 federal election. It explained how to cast a formal vote, where to get more information, how to access translated information and accessible formats, and answered frequently asked questions. The guide was delivered to approximately 11.8 million households, and available on the AEC website translated into 34 languages. It was also published in accessible formats for voters who are blind or have low vision.

Digital media literacy program/Stop and Consider campaign

Addressing misinformation and disinformation about election processes is a priority for the AEC. This includes taking steps to tackle the increasing threat of generative artificial intelligence where it impacts electoral integrity.

The AEC commissioned research on voter responses to misinformation and disinformation. Results indicate voters overestimate their ability to identify false information, and accept what they see, hear and read about elections. It is important to encourage 'healthy scepticism' and vigilance. Based on our research, we enhanced our previous Stop and Consider advertising campaign to support digital literacy for the 2025 federal election. This campaign, which included paid advertising and social media content, encouraged people to stop and consider the source of information they see, hear or read.

Disinformation Register

We use our online Disinformation Register to respond to false claims about the electoral process, providing an authoritative source of truth for voters. The register also includes information for voters on techniques used

by those trying to circulate misleading or deceptive information about electoral processes. Research shows once someone is familiar with the techniques, they are more likely to be able to identify disinformation and be more resistant to future attempts to manipulate them.

Community education

Our education sessions are designed to address barriers to meaningful participation in Australia's democracy. They focus on experiential learning with participants able to take part in a hands-on voting activity including casting a formal vote, checking for formality and counting the vote. For the election, we delivered over 1,000 community education sessions in 35 languages other than English, in First Nations and multicultural communities around Australia. We also developed a community electoral education kit for organisations to educate their community members.

News media

We brief news media in the lead-up to electoral events and build relationships to allow us to effectively monitor, discuss and explain issues as they emerge during the election period. During an election we also respond to thousands of media enquiries, conduct hundreds of media interviews and distribute multiple media releases.

In the six months before the 2025 federal election, the media team trained 24 spokespeople to prepare them for numerous campaign interviews. Media training was also conducted for Indigenous Electoral Participation Program and CALD spokespeople to promote and explain remote voter services and provide in-language voting information.

Social media

Our social media approach includes regular communication to position the AEC as the expert on the election process. We monitor social media for emerging trends and issues, with a dedicated team rostered to rapidly answer questions during election periods. In early 2025, we became one of the first public sector agencies to launch a TikTok channel – expanding our social media presence to better reach various demographics including young voters.

AEC TV

Our YouTube channel, AEC TV, supports our news media and social media approaches to address potential electoral misinformation or disinformation and educate on electoral processes. We produce short videos in-house, enabling us to pre-bunk, or quickly debunk, emerging disinformation and respond to frequently asked questions.

Multicultural community engagement

In Australia, 8.6 million people (31.5 per cent of the population) were born overseas. New citizens and voters with low English language proficiency may face additional challenges understanding Australia's complex voting system.

The AEC provides telephone interpreting services in 19 languages to support voters. We also offer extra support at polling places including printed information and through bilingual temporary workers.

Ahead of the 2025 federal election, we employed Multicultural Community Electoral Participation Officers and partnered with community organisations to deliver in-language education activities and engage voters. This included 581 multicultural community education sessions in 27 languages.

First Nations engagement

Building and maintaining the trust and respect of Indigenous voters means carefully listening to communities to ensure we provide culturally appropriate information and services. Getting the approach right is complex and requires a dedicated commitment to achieve results.

The Indigenous population is growing, meaning our activities must continue to evolve to reach more people, reflect local communities and be innovative in how we engage.

Through our Indigenous Electoral Participation Program (IEPP), the AEC is investing in enduring partnerships and activities to promote electoral participation of all First Nations people. Examples are in the following case study, **Building trust: how the AEC's First Nations partnerships are transforming electoral participation.**

The IEPP was established in 2009 although the AEC's work in enhancing the franchise for Indigenous Australians began in the late 1970s. The IEPP focuses on community-led initiatives such as 'Yarn and Learn' education sessions, remote and youth-related activities and working towards genuine partnerships with local Indigenous organisations. The AEC also provides tailored information through Indigenous media partnerships, social media videos, posters, in-language video and audio and a dedicated web page.

In recent years, the Indigenous enrolment rate has increased, reaching around 92 per cent in the period leading into the 2025 federal election. This progress stems from dedicated efforts through the IEPP and the Enhancing Indigenous Engagement Project. This project includes direct enrolment trials, adding Medicare cards as valid evidence of identity and linking alias names to electors' names on the certified list.

Building trust: how the AEC's First Nations partnerships are transforming electoral participation

The AEC Indigenous Electoral Participation Program (IEPP) involves a novel electoral engagement approach that begins from a place of respect and listening to Indigenous communities. We are on the path to true partnership success and proud that our community partners have recognised the credibility of our cultural engagement.

Community-centred delivery

Our culturally appropriate approaches to engage partners, along with shared 'yarning-style' reporting, resulted in 53 partnership contracts with the AEC for the 2025 federal election. The majority of the contracts are with Indigenous organisations, delivering democratic and electoral information to their community. Taking a community-led approach means we can go above and beyond to really listen to First Nations people, prompting ideas for further improving our partnerships.

Measurable impacts

The effectiveness of our approach and impact has been commended by community partners. For example, Daniel Brown from Ngarliyarndu Bindirri Aboriginal Corporation in Western Australia observed: 'The way the IEPP and the AEC is doing this work is special. No one else is doing it like you are, and we can feel the AEC's genuine commitment and care for our Indigenous communities'.

In Queensland, five staff from the Darumbal Community Youth Service Inc. joined the AEC's temporary election workforce. The organisation reported that the experience sent a powerful message to young people about active community participation and civic engagement.

Another example is our collaboration with the Iwiri Aboriginal Corporation to develop materials for Anangu peoples of the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands communities. The branded promotional tools feature artwork by Renita Stanley and the Pitjantjatjara phrase 'Make an informed choice so that our communities are looked after properly. Vote!'



Outside of partnerships, the IEPP also supports non-funded organisations delivering a small number of Indigenous community elections. This included the 2024 Anindilyakwa Land Council member election on Groote Eylandt, the 2024 Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council election, and the 2025 Wreck Bay Aboriginal Community Council elections. This work adds to the demonstration of our commitment to democratic processes at all levels.

Providing hands-on education about Australia's federal electoral system

Based at Old Parliament House in Canberra, our National Electoral Education Centre (NEEC) delivers three cornerstone electoral education programs – House of Representatives, Referendum, and Eligible Elector. Through 90-minute interactive educational sessions, the centre helps students and visitors gain a deeper understanding of the history of democracy and voting in Australia. They then apply this learning by running their own election. These programs are facilitated by our expert team of electoral educators, who tailor each education session to meet the needs of visitors. The NEEC also welcomes international delegations, parliamentary stakeholders and community groups.

In April 2025, the NEEC celebrated welcoming 2.5 million visitors since it opened in 1986. The milestone is a reminder of the centre's vital role in delivering civic and citizenship education to Australians, and AEC's long-term commitment to accessible, applied learning.

In 2024–25, the NEEC delivered 2,360 education sessions to 82,510 visitors from 150 electoral divisions. Visitors included 68,031 primary school students and 6,605 secondary students. Exit surveys reflect the success of the NEEC program, with satisfaction ratings of over 96 per cent from students and 98 per cent from teachers.

Delivering free resources for schools

The AEC for Schools website (education.aec.gov.au) provides free education resources and programs for teachers to deliver civics and citizenship and electoral education in the classroom. It includes inquiry-based electoral education resources and teacher professional learning. The website attracted 119,137 visitors in 2024–25.


Our Get Voting program provides free election equipment kits and resources for schools to run school elections using a preferential system. This provides students with a practical, hands-on experience of the voting process. In 2024–25, the program engaged 61,723 students, with 540 packs sent to schools.

Collaborating on education projects

The AEC participates in collaborative education programs with other civic and cultural institutions. For example, the annual National Schools Constitutional Convention explores the Australian Constitution for senior school students in Years 11 and 12. The AEC also participates in the ACT Schools Constitutional Convention for students in Year 11. We provide an education session on the referendum voting process and conduct a vote, providing the results according to the double majority system.

In May 2025, we participated in Democracy Day in North Queensland. This was a collaborative initiative with the National Capital Educational Tourism Project, Australian Parliament House and the Museum of Australian Democracy. It followed the successful pilot program of Democracy Day in the Northern Territory in 2024. The day involved visiting regional and remote schools in North Queensland, providing civics and electoral education sessions to students and professional development for teachers. We reached 420 students, and 18 teachers participated in Teacher Professional Learning.

Training of the temporary election workforce

Key activity 2: Prepare for and deliver electoral events		
ELECTION READINESS FUNCTIONS		
Performance measure: Percentage of TEW [temporary election workforce] employees completing election training relevant to their role.	Target	≥ 95%
	Source	AEC Learning Management System
	Method and frequency	Training completion data measured for each federal electoral event.
	Result	 Met
	Explanation	During the period from 1 July 2024 to 30 June 2025, the AEC delivered election training to identified TEW staff for the 2025 federal election, with a completion rate of 99%.

Recruiting and training our temporary workforce

The AEC used a multi-faceted approach to build and train the temporary election workforce for the 2025 election, filling 98,931 positions including all critical roles.

We recruit using community outreach, paid advertising, media and public relations activities, specific communications materials and an Australian Public Service (APS) secondment program. This combination helps us build a temporary workforce that reflects the diverse needs of the Australian community.


Building on successful delivery of training for the 2023 referendum, we tailored training to each role, depending on the level of responsibility and complexity. All temporary employees must complete, at a minimum, online training before starting their role. Topics include political and issue neutrality, security, disinformation, health and wellbeing, and inclusive and respectful service to voters.

We also delivered 39 role-specific training programs for the 2025 federal election. For this, we used a blended learning approach that mixed online training, face-to-face instructor-led training and/or briefings, election training videos, and an election procedure handbook. This approach enabled us to deliver quality training in the short period available to employ and train our temporary election workforce once the election date was announced.

Following the election, we surveyed our temporary election workforce to receive feedback and assess our performance related to workforce management. The results were positive, with an overall satisfaction rate of 91 per cent, up from 87 per cent for the 2022 federal election.

More details on our temporary election workforce for the 2025 federal election are in our **2025 Federal Election Report**.

Voting locations

Key activity 2: Prepare for and deliver electoral events		
ELECTION READINESS FUNCTIONS		
Performance measure: Voting locations (including early voting centres and polling places) published on the AEC website before polling commences.	Target	100% of polling locations are published.
	Source	AEC Election Management System data AEC website
	Method and frequency	Published on the AEC website for each electoral event.
	Result	 Met
	Explanation	For the 2025 federal election, the AEC published 100% of locations before polling commenced.

Advising of voting locations

We offer a range of voting options to suit different voter circumstances. This includes postal voting, pre-poll voting in person, interstate and overseas voting, mobile voting, remote voting, telephone voting for eligible voters, and in-person voting on election day. We work to ensure voter equity for elections, regardless of barriers.

Voters can attend any polling place in their state or territory on polling day. These are usually located at local schools, churches and community halls or public buildings. With over 7,000 polling places, people who are unable to vote on polling day can visit an early voting centre. Voters who are interstate on polling day can vote at an interstate voting centre.

For every federal election, we carefully assess voting services available across all electoral divisions. Our aim is to provide access for all eligible voters, while balancing the need for safety of both voters and election staff. Some voting locations change from the previous electoral event. This is to prioritise areas of greatest need according to population and voting trends while balancing the practicalities of accessibility, venue availability and security.

We publish information about the location and accessibility of voting centres, early voting centres and polling places in public notices and our website. Our online ‘Where can I vote?’ tool attracted over 6.8 million individual visitors during the 2025 federal election.

Improving voter equity and accessibility

The AEC has a long history of working with the disability community to improve equity of access and support active participation in electoral services and events.

As well as publishing details about the polling place accessibility, we provide a virtual Auslan interpreter service at every polling place. We also provide hearing loops and text-to-speech pens at selected polling places in each electorate.

We support people to vote who are in a polling place carpark but are unable to enter. Our staff witness this process to meet the legislative requirements.

Telephone voting is available for people who are blind or have low vision and for voters in Antarctica. The service allows voters to register and vote in secret from any location without attending an AEC office or polling place.

We provide mobile polling for people unable to access polling places, such as those in residential aged care and residential mental health facilities.

AEC Disability Advisory Committee

The AEC Disability Advisory Committee promotes greater accessibility, inclusion and participation in the electoral process by people with disability. The committee's role is to:

- seek feedback from Australian peak disability organisations on AEC service offerings
- understand new and emerging issues of concern for people with disability
- collaborate with Electoral Council of Australia and New Zealand partners in the delivery of accessible electoral services across jurisdictions
- learn about initiatives being developed in other sectors for people with disability
- promote relevant AEC initiatives to their members.

The committee met twice in 2024–25. In 2024, the AEC created three working groups to improve our education for people with disabilities and Auslan users, and to make polling places more accessible.

Committee membership comprises:

- AEC (chair)
- Disability peak bodies
 - Australian Federation of Disability Organisations
 - Blind Citizens Australia
 - Deaf Australia
 - National Ethnic Disability Alliance
 - Council for Intellectual Disability
 - People with Disability Australia
 - Vision Australia

- Government agencies
 - Australian Human Rights Commission
 - National Disability Insurance Agency
- Electoral Council of Australia and New Zealand, which includes the state and territory electoral commissions and the New Zealand Electoral Commission.

Disability reporting

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

Disability reporting is included the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au.

Engaging with people using mental health services

We consult with national mental health consumer peak bodies, service providers and advocates through the newly formed Mental Health Advisory Working Group. This helps us determine the most appropriate voting service for voters engaged with mental health services. Insights include a strong preference for in-person voting and

advice regarding the challenges with postal voting. As a result, we expanded our mobile voting service for the 2025 federal election. We included all mental health hospitals and all mental health in-patient units with 10 or more places. This built on our previous mobile voting service for residential mental health facilities, initially implemented for the 2023 referendum.

During the planning processes for the 2025 federal election, we accessed national datasets of hospitals, including mental health hospitals. We also asked state and territory health departments and the Mental Health

Advisory Group about locations of all eligible mental health services across Australia.

We plan to further engage with the Mental Health Advisory Group about ways to increase the acceptance of mobile voting and enhance our service offering.

Engaging with people in prison

We worked with state and territory departments of corrections to significantly expand mobile voting in prisons for the 2025 federal election. In total, 79 mobile voting teams visited 82 prisons across all states and territories.

Lessons management approach


Key activity 2: Prepare for and deliver electoral events		
ELECTION READINESS FUNCTIONS		
Performance measure: Undertake a lessons management approach to delivering electoral events.	Target	Agency lessons identified from previous electoral events are considered and implemented at the next electoral event.
	Source	AEC Lessons Management Framework AEC Election Readiness Framework
	Method and frequency	Agency-wide qualitative analysis undertaken for each election event.
	Result	<div><div></div> Met</div>
	Explanation	Three strategic lessons were identified from the 2023 referendum and 38 strategic lessons were identified from the 2022 federal election. For these 41 strategic lessons: <ul style="list-style-type: none">39 actions have been completedtwo actions are overdue, with rectifying actions to be undertaken as part of the lessons evaluation of the 2025 federal election. The AEC's governance committees continue to track the implementation of actions for each strategic lesson.

Continuous improvement

Part of maintaining electoral readiness is continually maturing and embedding our lessons management approach and capability. We prioritise organisational agility and continuous improvement to help meet the immediate needs of event delivery and respond to our operating environment. We adopt a lessons management approach for federal electoral events to improve the reliability and consistency of our electoral delivery and services.

We continue to implement and benefit from strategic lessons from the 2022 federal election and 2023 referendum. In addition, the 2025 election lessons exercise involves analysing a range of feedback and data points to help us further learn and improve. Strategic lessons will be identified and monitored through relevant governance committees to ensure careful consideration for the next electoral event.

Delivery of election result

Key activity 2: Prepare for and deliver electoral events			
ELECTIONS, BY-ELECTIONS AND REFERENDUM FUNCTIONS			
Performance measure: The result – for each event – is delivered in accordance with the <i>Commonwealth Electoral Act 1918</i> or the <i>Referendum (Machinery Provisions) Act 1984</i> .	Target	For each event, the writs are issued and returned in accordance with legislative requirements and timeframes. The AEC will report on the number of Court of Disputed Returns matters which challenge AEC conduct, and whether these challenges are dismissed or upheld in favour of the AEC.	
	Source	<i>Commonwealth Electoral Act 1918</i> <i>Referendum (Machinery Provisions) Act 1984</i> Electoral Commissioner’s advice published on AEC website Outcomes of the Court of Disputed Returns	
	Method and frequency	For each electoral event: <ul style="list-style-type: none">▪ writs issued by and returned to the Governor-General or state Governors or the Speaker of the House of Representatives▪ Electoral Commissioner’s advice published on the AEC website▪ Court of Disputed Returns advice.	
	Result	 Met	
	Explanation	The writs for the 2025 federal election were issued and returned within the timeframes specified in the Electoral Act. On 16 July 2025, a petition was lodged in the Court of Disputed Returns to challenge the result at the 2025 federal election for the Division of Bradfield in New South Wales. It is expected the High Court, sitting as the Court of Disputed Returns, will refer the petition to the Federal Court.	

Successfully delivering federal electoral events in line with legislation

Australians benefit from an independent and trustworthy electoral system, serving the best interests of the community and elected representatives. When entering a polling booth, Australians can be confident their vote will be counted accurately and results delivered according to the legislation.

Federal election in 2025

The delivery of the 2025 election was a high point for the AEC, following a decade of reform. Five weeks after the writs were issued on 31 March 2025, we had delivered a successful two weeks of polling. Almost six weeks after election day, the counting was complete. The last writs were returned on 12 June 2025.


Full details are in our **2025 Federal Election Report**.

Declaring election results

Several factors, including legislative requirements, affect the speed of results and our ability to declare a poll. The AEC is required to wait 13 days after polling day to receive declaration and postal votes before finalising the count. Further, we must ensure mathematical certainty before declaring a result. We must be absolutely assured that the margin in the count is larger than the potential number of votes left to receive.

We engage the Institute of Intelligent Systems Research and Innovation at Deakin University to assist with modelling and analysing data on polling and counting processes. We use this analysis to inform resourcing required for elections, to support timely results on polling night and throughout the post-polling day period.

Delivery of industrial elections and ballots

Key activity 2: Prepare for and deliver electoral events		
ELECTIONS, BY-ELECTIONS AND REFERENDUM FUNCTIONS		
Performance measure: Industrial election and ballot results are delivered with integrity and withstand scrutiny.	Target	The AEC will report on the outcomes and number of events in which the AEC's conduct is challenged before a court.
	Source	Federal Court outcomes
	Method and frequency	Federal Court outcomes for the year, as at reporting date.
	Result	 Met
	Explanation	There were no Court findings of fault regarding the AEC's conduct of industrial elections during the reporting period.

Conducting industrial elections and protected action ballots

Under the *Fair Work (Registered Organisations) Act 2009* (RO Act), the AEC is required to conduct elections for office holders of organisations registered with the Fair Work Commission, unless an organisation or branch holds an exemption. This includes amalgamation and withdrawal from amalgamation ballots for registered organisations. These elections are an important way of ensuring democratic control, which is one of the objectives of the RO Act.

Additionally, under the *Fair Work Act 2009*, the AEC is required to conduct protected action ballots when ordered by the Fair Work Commission. These ballots allow employees engaged in bargaining for an enterprise agreement to vote on initiating protected industrial action.

During 2024–25, the AEC delivered 251 industrial elections and one large de-amalgamation ballot, while also planning for the 2025 federal election. See more in the following case study, **Beyond the ballot box: the AEC's role delivering industrial elections**.

Table 2: Industrial elections and ballots key figures, 2024–25

	Events	Decisions
Industrial elections	251	161
Protected action ballots (orders)		101
Withdrawal from amalgamation ballot (ballot order)		1
Total official decisions and orders declared by the AEC		263

Note: Events include the multiple stages conducted to complete a Fair Work Commission decision, that is, for 161 Fair Work Commission decisions, the AEC conducted 251 events, as some elections have two or three stages.

Beyond the ballot box: the AEC's role delivering industrial elections

While most Australians know the AEC for delivering federal elections, we also support another important part of the democratic system – industrial elections. These elections determine office holders in over 90 registered organisations and their branches, such as trade unions and industry associations. Our skilled staff bring a depth of expertise that ensures every election is conducted with integrity and professionalism, and that participants can trust the process and outcome.

Our industrial election work program is constant and high-volume. At any one time, the AEC can be managing around 100 industrial elections, each one taking six to 12 months over multiple stages. Most are conducted by post, but some ballots involve in-person attendance around Australia.

Successfully delivering so many high-integrity elections requires an exceptional level of agility and flexibility. Each industrial election is run in line with the unique and complex rules of the registered organisation involved. This bespoke service demands extensive technical expertise and attention to detail from AEC staff.

The unique nature of industrial elections creates a challenge for the AEC, particularly for resourcing and funding the service. We will continue looking for efficiencies and savings through digitising processes and strengthening internal capability, while closely monitoring the increasing costs of conducting industrial elections.

Model election rules published by the Fair Work Commission in June 2025 also present an opportunity to simplify industrial elections, increase consistency and create efficiencies where adopted.

The AEC remains committed to continuous improvement and working with registered organisations to run a modern, trusted and efficient industrial election service.



Polling sites
for the Torres
Strait Regional
Authority election



AEC staff conducting the
Torres Strait Regional
Authority election

Supporting elections for Indigenous organisations

In 2024–25, we supported Indigenous community elections including the Anindilyakwa Land Council member election, the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council election, and the Wreck Bay Aboriginal Community Council elections.

In accordance with the relevant legislation and rules, we also delivered the Torres Strait Regional Authority elections.

We recoup costs and conduct fee-for-service elections, usually collaborative exercises with Indigenous corporations or organisations.

Torres Strait Regional Authority Board election

The Torres Strait Regional Authority (TSRA) is an Australian Government entity. Its Board consists of 20 elected members who are Torres Strait Islander or Aboriginal people living in the region. The election is held every four years, and we deliver it in line with the *Aboriginal and Torres Strait Islander Act 2005* and *Torres Strait Regional Authority Election Rules 2017* (Cth).

The 2024 TSRA election was held in two phases. On 30 November 2024, Board members were elected across 20 wards. The newly formed Board then convened on 14 February 2025 to elect three office holder positions (Chairperson, Deputy Chairperson and Alternate Deputy Chairperson). The results were officially declared on the same day.

The delivery of the election was supported by strong executive governance and deployment of staff from various sections of the AEC. Permanent APS employees and Torres Strait Islander temporary staff played essential roles.

The election involved complex logistics to coordinate movement of staff and materials across multiple locations. This included conducting voter and candidate information sessions across the wards, operating two pre-poll centres, 19 remote mobile polling locations and four static polling places. We also provided a postal voting option to ensure accessibility and compliance with the election rules.

Key milestones included:

- delivering voter information sessions in language (Yumplatok) across all 19 contested electoral wards as part of the AEC's Indigenous Electoral Participation Program
- delivering candidate information sessions on the nomination process and the responsibilities of a board member across all 20 TSRA electoral wards
- producing an Event Guide, incorporating Indigenous artwork sourced and commissioned through the Thursday Island Cultural Centre
- conducting the ballot draw and scrutiny on Thursday Island to ensure transparency for all stakeholders.



The delivery of the election was supported by strong executive governance and deployment of staff from various sections of the AEC.

Regulator performance

Measured against principles of regulator best practice

Part of the AEC's role is to enforce the regulatory requirements in the Electoral Act and the Referendum Act.

The Australian Government is committed to reducing the cost of unnecessary and inefficient regulation imposed on individuals, business and community organisations.

In line with this, the AEC reports annually on our performance in reducing the regulatory burden for electors through more efficient enrolment and voting services. Our regulator performance is measured against best practice principles:

- continuous improvement and building trust – regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings
- risk-based and data-driven – regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow
- collaboration and engagement – regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.



The AEC applies best practice regulator principles in exercising and assessing regulatory functions.

Table 3: AEC regulator performance, 2024–25

What the AEC does to meet regulator best practice	Mandatory performance indicator reference	Result
The AEC maintains an up-to-date public register of political parties.	The AEC maintains a publicly available Register of Political Parties during the year, consistent with the Electoral Act. See details in Maintaining the Register of Political Parties , over page.	■ Met
We regulate the funding and disclosure scheme, ensuring disclosure returns are published and regulated in accordance with timeframes.	See Key activity 1 .	■ Met
We undertake regular compliance reviews to examine a sample of disclosure returns. We use a risk-based approach to compliance. The outcomes of compliance activity are published at www.aec.gov.au .	See Key activity 1 .	■ Met
We provide guidance and information to ensure stakeholders are aware of the need to comply with electoral legislation as well as how to comply.	Under the Electoral Act, the funding and disclosure scheme establishes transparency around political donations. The electoral authorisations scheme requires electoral participants to be transparent to voters with the electoral communications they make. We provide guidance and information to stakeholders at www.aec.gov.au , through our public enquiry line, and through a dedicated phone number for funding and disclosure matters. Stakeholders with disclosure obligations under the Act are also sent written reminders of those obligations at appropriate times. See Key activity 1 .	■ Met
We apply a risk-based proportionate response to address voter compliance and electoral communications requirements.	We take a risk-based approach to address multiple voting and non-voter prosecutions, and to administer the requirements for funding and disclosure and for electoral communication. Where necessary the AEC provides notices and warnings to regulated individuals and entities to inform them of their obligations. Also see details in Addressing voter compliance , over page.	■ Met
We continue to improve our risk management maturity to build organisational capability. We have revised our strategic and enterprise risks published in our Corporate Plan 2024–25. We are also maturing and embedding our lessons management approach and capability.	See Key activity 2 .	■ Met
We manage feedback and complaints in line with the AEC complaints management policy and seek improvements in administration when relevant.	Our service charter outlines the AEC's role and purpose, and the services the public can expect to receive. We manage complaints in line with the AEC complaints management policy.	■ Met

Maintaining the Register of Political Parties

As part of our regulatory functions, the AEC helps stakeholders carry out their obligations and responsibilities under the Electoral Act. This includes providing information and services to support political party registrations and maintaining an up-to-date Register of Political Parties. In 2024–25:

- five new political parties were registered
- no political parties were deregistered
- one review of a delegate's decision to enter a party's logo on the Register of Political Parties was reviewed and affirmed by the three-person Commission (see **Organisational structure in Overview of the AEC**)
- one review of a delegate's decision to deregister a party was reviewed and set aside by the Commission
- one review of a delegate's decision to register a party was reviewed and affirmed by the Commission.

The Register of Political Parties is published on our Transparency Register at www.aec.gov.au.

Addressing voter compliance

One of the ways we uphold electoral integrity and defend Australia's democratic system is through our regulatory role addressing apparent multiple voting and non-voting.

Multiple voting

Multiple voting is a criminal offence under the Electoral Act.

Following each electoral event, we conduct a rigorous process to identify electors suspected of multiple voting.

For the 2025 federal election, we wrote to voters whose names appeared to have been marked off the electoral roll more than once. They were asked to provide

further information about the circumstances of their voting, with responses helping us determine whether a case of multiple voting had occurred.

The AEC does not have the authority to prosecute multiple voting. However, we may refer suspected cases to the Australian Federal Police (AFP) and/or declare a voter as 'designated elector' under Part XVC of the Electoral Act. Designated electors are required to vote by declaration vote at future federal electoral events. This prevents more than one vote being admitted to the count. Criminal prosecution is a matter for the AFP and the Commonwealth Director of Public Prosecutions to consider.

At 30 June 2025, the process to identify multiple voting relating to the 2025 federal election was ongoing.

Non-voting

Failing to vote at a federal election is an offence under the Electoral Act.

Ahead of the 2025 federal election, we wrote to over 300,000 electors whose records showed they failed to vote for the previous two federal electoral events, to remind them of their obligation to vote. As a further proactive measure, electors who had provided the AEC with a mobile contact number were also sent an SMS reminder in the days leading up to polling day.

After federal elections, we issue 'apparent failure to vote' notices to electors whose names have not been marked off the electoral roll. A voter who receives this notice can provide a valid and sufficient reason for failing to vote, or information on where and when they voted, or pay a \$20 administrative penalty. Failure to do so may result in the person being prosecuted.

At 30 June 2025, the process to identify non-voters was ongoing.

SECTION 04

International highlights

The AEC's contributions to democracy and
election management in the region

International highlights

Supporting election management in the region

The AEC supports democratic institutions in the Indo-Pacific by building technical capability through information sharing and on-the-ground assistance. We assist foreign countries for elections and referendums under section 7(1)(fa) of the *Commonwealth Electoral Act 1918* (Electoral Act). Our work is underpinned by strong relationships, developed over the last three decades, and funding from the Department of Foreign Affairs and Trade (DFAT).

Skills workshops

This year we supported the Pacific Islands, Australia and New Zealand Electoral Administrators (PIANZEA) Network to help members develop new skills, including through Building Resources in Democracy, Governance and Elections (BRIDGE) workshops. The PIANZEA Secretariat and the United Nations Development Programme partnered to co-deliver 'Introduction to Election Administration' BRIDGE workshops for electoral management bodies in the region. This initiative delivered foundational electoral training to newly appointed staff – providing a structured environment for professional development and fostering peer-to-peer networks. A total of 73 participants attended, representing Kiribati, Nauru, the Republic of the Marshall Islands, the Federated States of Micronesia, the Cook Islands, Tonga, Tuvalu, Samoa, Tokelau, New Zealand, the Autonomous Region of Bougainville, Fiji, Papua New Guinea, Solomon Islands and Vanuatu. Topics ranged from effective electoral practice and procedural integrity to stakeholder engagement and best practices.

Secondment program

In 2024, the PIANZEA Secretariat coordinated a pilot secondment program to facilitate skill, knowledge and expertise development in electoral administration among PIANZEA members.

Secondees from Samoa, the Federated States of Micronesia, Tuvalu, the Autonomous Region of Bougainville and Timor Leste spent time with electoral management bodies in Fiji, New Zealand, Vanuatu, Solomon Islands and Australia respectively.

In addition to building key skills and expertise, the program also enhanced relationships across PIANZEA members in the Pacific.

Republic of the Marshall Islands capacity building

In September 2024, the AEC met with the Republic of the Marshall Islands Electoral Administration (RMIEA). We discussed learnings from the 2023 general election and delivered two institutional capacity building initiatives:

- a quick reference guide to ensure a consistent, best-practice approach to collating, processing and storing voter registration information, to reduce administrative burdens identified in the 2023 election
- a redeveloped analytics tool to better capture voter turnout statistics, including gender, polling place statistics and postal vote statistics, to help the RMIEA target engagement activities in future.

Strengthening democracy in the Pacific through software

The Generic Voter Registration System (GVRS) is an AEC-developed software application for use by PIANZEA members. It is an alternative to commercial voter registration products that can have high operating costs and are not always suitable for low-infrastructure environments. Importantly, some do not allow data to belong to the country once entered into the software. GVRS was designed to address these concerns. It also supports data sovereignty for Pacific electoral management bodies, as they manage their own voter registration data and host GVRS on their local infrastructure. The AEC does not have access to their electoral data.

GVRS was developed more than 20 years ago, so we redeveloped the system using current technology. In June 2025, we released the new version – GVRS Hybrid. Developed with DFAT support, GVRS Hybrid allows users to decide what level of infrastructure and functionality best suits their context. It enables modern functionality, such as identifying duplicate electors, more reporting options, functions that support transparency and accountability, a modern user interface, improved security features, and the ability to operate in areas with no internet connection.

GVRS Hybrid strengthens the stability of democracy in the region by supporting Pacific electoral management bodies to deliver more robust, transparent and trusted elections. It supports the participation of all eligible voters in the democratic process and enhances the ability for meaningful inclusion of women, youth and people living with a disability. GVRS Hybrid rollout started in late June 2025 with a view to upgrade all existing user countries by the end of 2025.

Both initiatives contributed to the RMIEA's work in delivering the March 2025 referendum. We also provided 90 waterproof ballot boxes for the safe transportation of polling materials to and from the RMIEA's 29 atoll groups. This ensured the protection and integrity of the ballots in the 2025 referendum.



Vanuatu election support

We provided election materials requested by the Vanuatu Electoral Office ahead of the snap election on 16 January 2025. There were concerns about whether these materials would arrive in time, due to disruptions from the magnitude 7.4 earthquake in late December 2024. The 60 ballot boxes and 5,000 plastic seals were successfully transported over the public service shutdown period with the support of DFAT. They were delivered to Vanuatu by the Australian Defence Force alongside humanitarian assistance.

Contributing to global best practice

The AEC contributes to global best practice including through visitor programs, international engagement, professional development support and information sharing.

Election Visitor Program for the 2025 federal election

A total of 15 Pacific nations participated in the PIANZEA Election Visitor Program for the Australian 2025 federal election, the first in-person program since 2019. It showcased Australia's process of undertaking a federal election, supporting meaningful dialogue on strengthening democratic processes across the region.

Participants said the program offered valuable insights and knowledge about electoral processes, which they could incorporate into their own planning for electoral events. They noted insights such as the:

- importance of clear communication between electoral management bodies and the public

- role of training in ensuring efficient election operations
- importance of voter education through social media and school curriculum.

They also emphasised the need for robust procedures to maintain election integrity and agreed on the importance of public trust in the electoral system.

The many requests for additional resources and support demonstrate a strong desire to apply the learnings to improve local electoral systems.

Engaging with the international community

Hosting international delegations

The AEC hosted numerous high-level international delegations and virtual meetings with organisations interested in learning about how we deliver electoral events. During the year, we engaged with senior officials and representatives from Thailand, Japan, Vietnam, Indonesia, Nepal and the United Kingdom Democratic Governance Centre of Expertise.

Visiting international counterparts

In July 2024, Tom Rogers, former AEC Electoral Commissioner, visited the Irish Electoral Commission (IEC), known as the An Coimisiún Toghcháin, and met with IEC Commissioner, Art O'Leary, and staff. Mr Rogers participated in the launch of the IEC's research strategy, which focuses on electoral integrity, infrastructure, education and public engagement. He also attended a formal meeting at Meta's European headquarters, discussing misinformation and disinformation and Meta's role in addressing these challenges. During this visit, the AEC and IEC agreed to a proposed staff exchange and ongoing sharing of research and information.

In October 2024, the AEC Director of the Media and Digital Engagement team participated in a two-week exchange with the IEC. It provided both electoral management bodies an opportunity to share ideas and discuss areas for development, such as communication campaigns around voter participation and disinformation.

Participating in international programs

International programs are a valuable opportunity for us to learn about overseas electoral practices and how we can apply lessons to the Australian context. This year, the AEC participated in:

- The United States Election Program – this program was delivered by the International Foundation for Electoral Systems in Washington DC for the Presidential election. It covered topics on election technology, information integrity, artificial intelligence opportunities and voter engagement.
- A Commonwealth Election Professionals Initiative training in Nadi, Fiji – this course covered topics ranging from understanding stakeholder management and its relationship with electoral integrity to effective approaches and practices for stakeholder partnerships. Participants also learnt about developing electoral management body frameworks and strategies for stakeholder partnerships.
- A Training Excellence Workshop for PIANZEA members in Brisbane, hosted by the New Zealand Electoral Commission – this workshop highlighted the importance of using different ways to ensure consistency of training across sessions and audiences, such as using quality written resources and set scripts.

Canberra to Stockholm Exchanges on Electoral Integrity

In 2024–25, the AEC worked with the International Institute for Democracy and Electoral Assistance (IDEA), the Swedish Election Authority and the Swedish Ministry for Foreign Affairs on the Canberra to Stockholm Exchanges on Electoral Integrity. This followed the successful 2023 Canberra Series on Electoral Integrity, which involved three virtual seminars and a two-day conference in Canberra.

The June 2025 Stockholm Consensus on Electoral Integrity marked the culmination of the Canberra to Stockholm Exchanges and the Stockholm Conference on Electoral Integrity. The Consensus notes the need for accelerated engagement at the global and national level to:

- enhance cooperation nationally and globally
- strengthen mechanisms to protect electoral management bodies' independence
- promote respectful electoral conduct
- ensure timely and effective democratic electoral reform.

Supporting professional development

Our partner organisations in the BRIDGE professional development initiative are the International Institute for Democracy and Electoral Assistance, International Foundation for Electoral Systems, United Nations Development Programme, and United Nations Department of Political and Peacebuilding Affairs. The AEC is integral to the successful BRIDGE partnership, including providing the Secretariat.

In April 2025, the BRIDGE Partners launched the Strategic Plan 2025–2029, which aims to build a foundation for more resilient, transparent and inclusive electoral processes. The plan supports the continued development and stability of democratic institutions across the globe. Additionally, there was ongoing engagement with the global facilitator community, and curriculum review and maintenance to ensure BRIDGE’s continued currency and relevance.

Electoral Council of Australia and New Zealand

The Electoral Commissioner attended two meetings of the Electoral Council of Australia and New Zealand (ECANZ) in 2024–25.

These meetings were an opportunity to share information on best practice in electoral operations and electoral integrity. Participants also discussed current issues such as misinformation and disinformation, cyber security, artificial intelligence, foreign influence and interference, and funding and disclosure reform.

During the year, the Deputy Electoral Commissioner engaged with a subgroup reporting to ECANZ. The Deputy Electoral Commissioner sub-group is a valuable networking and information sharing forum on operational matters among electoral authorities.

SECTION 05

Management and accountability

Information on the AEC's management
and accountability including governance,
scrutiny and managing staff and assets

Management and accountability

Corporate governance – principles and objectives

The AEC implements the principles and objectives of corporate governance through our:

- Executive Leadership Team, which monitors performance, ensures accountability and steers our agency
- decision-making management committees – see **Appendix B, Table 16** for a list
- advisory Audit Committee, established by the Electoral Commissioner pursuant to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- oversight committees to monitor key programs to modernise the AEC to operate as a large-scale regulator and transform systems supporting our democratic processes.

Ethical standards

The AEC's ethical standards are implicit in:

- our values of electoral integrity through quality, agility and professionalism
- the Australian Public Service (APS) values – impartial, committed to service, accountable, respectful, ethical and stewardship
- the AEC Enterprise Agreement 2024–2027, which reflects our values and the ethical standards of the APS Code of Conduct
- our strategic planning framework and staff conduct policies.

Assurance

Our values, along with our Quality Management System and Assurance Framework, form the foundation of our strong, integrated system of assurance. Quality is one of our values and is a critical element of organisational governance. This helps us achieve operational excellence, effective risk management and sound corporate administration.

Our Quality Management System delivers an integrated approach to governance, planning, consistent delivery and evaluation of the AEC's business processes.

Our Assurance Framework extends our Quality Management System by guiding the delivery of assurance across all areas of the organisation. This provides confidence that operations are being undertaken efficiently and effectively, with risks managed to achieve objectives.

Internal audit

Internal audit is an important component of our governance and assurance arrangements. Under our Assurance Framework, internal audit provides independent and unbiased assurance. It provides the Electoral Commissioner, Audit Committee and management with advice to strengthen accountability and improve risk-based decision-making across AEC operations. During the year, internal audit delivered assurance to support both management and the Audit Committee and provided confidence in the effective operations of the AEC.

Targeted assurance activities were undertaken on the delivery of the 2025 federal election, while simultaneously delivering business-as-usual internal audit activities. The AEC has effective oversight arrangements in place to manage implementing the improvements identified through assurance work.

Audit Committee

The Audit Committee provides independent advice to the Electoral Commissioner. Its functions include reviewing the appropriateness of the AEC's:

- financial reporting
- performance reporting
- system of risk oversight and management
- system of internal control
- major project assurance.

The Audit Committee Charter is available on our website at www.aec.gov.au/About_AEC/Publications/audit-committee-charter.htm.

Audit Committee membership is in **Appendix B, Table 14**.

External audit

During 2024–25, the AEC was subject to two Australian National Audit Office (ANAO) performance audits, *Australian Government Advertising: November 2021 to November 2024* and *Ministerial Statements of Expectations and Responding Statements of Intent*. The first audit resulted in one recommendation that we agreed to implement, while the second made no recommendations to the AEC. Both audit reports are available at www.anao.gov.au.

We routinely review all ANAO reports and publications to identify learning opportunities from other government entities.

Risk management

We integrate risk management principles and practices into our business processes and foster a positive risk culture. We manage risk in accordance with the Commonwealth Risk Management Policy and the Electoral Commissioner's Instructions for Risk Management. This is encapsulated in our risk management policy, which defines how we identify, manage and communicate risks affecting the achievement of AEC objectives. This framework provides clear systems of delegated ownership, oversight, escalation and reporting.

As the Accountable Authority, the Electoral Commissioner determines key responsibilities and accountabilities. AEC senior management defines and reviews the overall policy setting, including risk appetite and accountability arrangements.

The following governance and advisory committees lead and oversee AEC risk management to ensure we identify changes in the operating environment and that our systems of controls remain effective:

- Executive Leadership Team
- Audit Committee
- Organisational Health, Performance and Risk Committee
- Electoral Integrity Committee
- People Committee
- Transformation and Investment Committee
- National Operations and Readiness Committee/National Election Delivery Committee
- Director Operations and Readiness Group
- National Work Health and Safety Committee.

More information on committees is at **Appendix B, Table 16**.

We did considerable work in 2024–25 to further mature the AEC’s risk capability and risk culture, which included:

- embedding effective risk management into internal operations relating to service delivery, including mapping Election Ready Road Map activities to the risks, controls and treatments in the AEC Risk Management System
- implementing our Risk Management Improvement Plan by establishing a Risk Managers Network and providing targeted sessions to train staff across the agency in risk management practices
- implementing a mandatory learning module
- undertaking deep dive reviews across the Enterprise Risk suite and reporting outcomes to responsible governance committees
- improving project risk management processes, including standardising minimum risk management requirements
- bolstering collaboration in managing shared risks, both across the AEC and with our external partners.

We assess AEC risk maturity by participating in the biennial Comcover Benchmarking Survey, which was conducted in March 2025. Our risk maturity incrementally improved in all areas assessed, and the AEC received an overall rating of ‘Advanced’.

Fraud and corruption control

The AEC Fraud and Corruption Control Plan outlines strategies to prevent, detect and respond to fraud, including prevention strategies for both corporate and electoral fraud. The revised plan for 2025 extends the AEC’s understanding of integrity, broadening the focus to encompass integrity in everything we do. This measure will ensure our staff have a broader understanding of how to take action to deal with fraudulent

and corrupt behaviour. It will also instil a pro-integrity culture across our agency.

Our Electoral Integrity Committee is responsible for providing governance and assurance over our Fraud and Corruption Control Plan.

As required by section 10 of the *Public Governance, Performance and Accountability Rule 2014*, we have:

- prepared fraud and corruption risk assessments and fraud control plans
- developed appropriate fraud prevention, detection, investigation, recording and reporting mechanisms that meet the AEC’s specific needs
- taken all reasonable measures to deal with fraud and corruption appropriately.

We examined all allegations of suspected fraud during the year, including any allegations relating to the 2025 federal election.

Information on reporting suspected fraud is available to staff through the AEC intranet and mandatory fraud awareness training, and for the public at www.aec.gov.au.

Internal planning processes

The AEC’s planning processes support corporate governance and are undertaken in line with the requirements of the PGPA Act. Our corporate plan informs operational planning and performance and is reflected in our business planning documents. Internal reporting and mid-term performance assessments help track progress against performance measures. Our corporate plan is available on our website at www.aec.gov.au.

Corporate planning documents, including internal monitoring and reporting mechanisms, are listed in **Appendix B, Table 15**.

External scrutiny

Significant developments and judicial decisions

The AEC was involved in one significant matter in High Court during 2024–25. On 9 April 2025 the High Court heard Mr Andrew Laming’s appeal against the full Federal Court’s decision that he had breached the authorisation requirements in the Electoral Act on multiple occasions. The High Court reserved its decision. At 30 June 2025, a decision had not been made.

The AEC was involved in five significant matters in the Federal Court during 2024–25:

1. On 12 June 2024, the Electoral Commissioner applied for an inquiry by the Federal Court into the election for the office of Councillor in the International Division – International Routes – Virgin Australia for the Flight Attendants’ Association of Australia. This was due to two irregularities that had occurred, which led to an ineligible nominee being declared elected. The *Fair Work (Registered Organisations) Act 2009* requires the Electoral Commissioner to apply for an inquiry if satisfied that an irregularity in an industrial election has affected the results of that election. On 31 March 2025, Justice Shariff terminated the inquiry on the basis that there was no utility in any substantive orders being made by the court.
2. On 20 September 2024, the Electoral Commissioner applied for an inquiry by the Federal Court into the election for the office of Branch Conference Delegate – Broadmeadows Region, Primary Sector in the Victorian Branch of the Australian Education Union. This was due to an irregularity that had occurred, which led to an eligible nominee’s nomination being rejected. On 7 February 2025, Justice Horan terminated the inquiry on the basis

that there was no utility in any substantive orders being made by the court.

3. On 10 December 2024, the Electoral Commissioner applied for an inquiry by the Federal Court into the election for the office of Branch Councillor of the Australian Nursing and Midwifery Federation – Northern Territory Branch. This was due to an irregularity that had occurred, which led to an ineligible nominee being declared elected. On 31 March 2025, Justice Charlesworth terminated the inquiry on the basis that there was no utility in any substantive orders being made by the court.
4. On 20 January 2025, Mr Charles David filed an election petition in relation to the election of the member for the Torres Strait Regional Authority ward of Iama, seeking to invalidate the Iama ward election results. At 30 June 2025, the matter was ongoing.
5. On 12 February 2025, Ms Lucy Bradlow and Ms Bronwen Bock commenced proceedings against the Australian Electoral Commissioner, in relation to the nomination of ‘job-sharing candidates’. At 30 June 2025, the matter was ongoing.

Administrative Appeals Tribunal decisions

The AEC was not involved in any Administrative Appeals matters in 2024–25.

Australian Information Commissioner decisions

During 2024–25, the Office of the Australian Information Commissioner (OAIC) commenced two reviews of AEC Freedom of Information decisions. At 30 June 2025, the reviews were in progress with outcomes yet to be notified.

The Australian Information Commissioner (IC) published a decision on 14 November 2024 in relation to a review commenced in the

previous financial year. As a result of this decision, the AEC was required to undertake further steps to locate documents within the scope of the Freedom of Information request. These searches were undertaken, with one further document identified and released to the applicant on 23 December 2024.

The AEC also provided submissions to the IC in relation to two additional reviews in the previous financial year. At 30 June 2025, an outcome had yet to be notified in relation to these reviews.

Australian Privacy Commissioner decisions

The AEC was not involved in any Australian Privacy Commissioner decisions in 2024–25.

Australian Human Rights Commission decisions

The AEC received four complaints in the reporting period. At 30 June 2025, one complaint was resolved at conciliation and three were either discontinued by the applicant or terminated by the Australian Human Rights Commission (AHRC). Following termination of one complaint by the AHRC, an application was made to the Federal Court of Australia. At 30 June 2025, that matter had not been heard.

Auditor-General reports

Details of the two ANAO performance audits involving the AEC during the year are provided under the **External audit** section earlier in this chapter. Both audit reports are available at www.anao.gov.au.

Electoral communications complaints

During 2024–25, the AEC reviewed 7,585 electoral communications. Most of the communications reviewed were in relation to compliance with the authorisation requirements.

Where a breach of the Electoral Act was identified, we issued warnings or educational letters in the first instance in accordance with our regulatory approach. More information about our compliance and enforcement strategies for authorisation matters is on the AEC website at www.aec.gov.au.

Parliamentary committee engagement

The AEC provides evidence and insight to help parliamentary committees as they explore important issues impacting our democracy and develop recommendations for reform. During the year, we assisted four Australian parliamentary committees and one state parliamentary committee with inquiries. These included an inquiry by the Joint Standing Committee on Electoral Matters into civics education, engagement and participation in Australia, and the Senate Legal and Constitutional Affairs Legislation Committee inquiry into the Commonwealth Workplace Protection Orders Bill 2024 [Provisions].

In 2024–25, the AEC:

- made seven public submissions to parliamentary inquiries and attended four public hearings
- attended three Senate Estimates hearings and responded to 30 questions on notice.

Commonwealth Ombudsman investigations

The Commonwealth Ombudsman received four complaints against the AEC during the reporting period. The Commonwealth Ombudsman conducted one preliminary inquiry and three investigations. At 30 June 2025, two investigations were closed while the preliminary enquiry and one investigation were ongoing.

Freedom of information

Under the *Freedom of Information Act 1982*, the AEC’s Freedom of Information Disclosure Log and Information Publication Scheme is available at www.aec.gov.au/information-access.

Customer scrutiny

The AEC’s service charter is at www.aec.gov.au/about_aec/Publications/service_charter.htm. It outlines our agency’s role and purpose, and the services the public can expect to receive.

The 2025 federal election Service Plan guided the AEC’s electoral delivery by establishing service standards to ensure accountability, transparency and public confidence. Public engagement policies, procedures and tools are also available for our staff.

We routinely examine enquiry trends to improve public information and services.

Our people

In 2024–25, the AEC continued to invest in our people to ensure we have a capable, adaptable and inclusive workforce to achieve our purpose.

At 30 June 2025, the AEC had a regular workforce of 1,269 APS employees. This included:

- 1,176 ongoing APS employees
- 93 non-ongoing APS employees.

Of these, 24 APS employees identified as Indigenous Australians (23 ongoing and one non-ongoing).

A breakdown of the AEC workforce is in Table 4 below.

The AEC also had:

- a casual APS workforce of 2,508
- 11 Statutory Office holders.

Table 4: AEC APS workforce by employment type and classification (excluding statutory office holders), at 30 June 2025

Classification	Ongoing	Non-ongoing
SES 2	4 ¹	–
SES 1	11	4
EL 2	84	5
EL 1	221	5
APS 6	270	29
APS 5	203	19
APS 4	148	17
APS 3	102	14
APS 2	129	–
APS 1	4	–
TOTAL	1,176	93

¹ This number is based on substantive positions.

Detailed workforce statistics, including statutory appointments are in **Appendix H**.

Workforce strategy

This year we continued to deliver our AEC Workforce Strategy 2024–30. It sets out how to attract, develop and retain a skilled workforce to deliver for government and the Australian public, now and into the future.

The strategy identifies five strategic goals to shape our workforce:

1. attract and keep the right workforce
2. support the ongoing growth of our people to lead and manage
3. transform, engage and develop
4. provide a culture that values, includes and supports
5. offer flexibility in our workforce and ways of working.

Throughout 2024–25, we delivered key actions aligned to the strategy, including:

- streamlining surge recruitment to enable electoral service delivery
- developing a tailored information and communications technology (ICT) and Data Workforce Plan to build data and digital capabilities for ICT transformation
- launching our Innovate Reconciliation Action Plan
- developing a People Capability Framework, to be launched in 2025–26.

Recruitment

The AEC's ability to attract, develop and retain the right people with the right skillset is critical to delivering large-scale electoral events. Through our recruitment activity, we aim to maintain a highly skilled, diverse and capable workforce to support our operations.

In meeting requirements for 2024–25, our recruitment activities resulted in:

- 97 ongoing engagements (including 26 graduates and four school leavers)
- 99 non-ongoing engagements

- 1,774 casual engagements
- 374 labour hire engagements
- 100 promotions (internal and external).

In preparation for the 2025 federal election, our APS recruitment activity significantly increased. We conducted 209 recruitment rounds, attracting 8,206 applicants for ongoing and non-ongoing roles. To reach a broad talent pool, we used various recruitment channels including APS Jobs, major recruitment platforms, recruitment agencies and targeted advertising.

To support agile workforce planning, we established a temporary register for APS 1 employees, which generated 17,607 applications and allowed for flexible staffing as needed.

For the 2025 federal election, we also engaged 84,010 temporary staff to fill 98,931 positions. Some of these staff filled more than one position.

For the third time, we implemented the Contingent Divisional Returning Officer (CDRO) Program to fill divisional returning officer staffing vacancies during federal elections. This temporary opportunity was open to ongoing APS and state government employees. It targeted dynamic, proactive and high-achieving staff, ranging from APS 4 to Executive Level 1 (EL 1) levels, or equivalent. The program was advertised to all APS employees on the APS Jobs website. It was also advertised as an external Expression of Interest on the AEC Careers page on our website. In 2024–25, we successfully engaged 19 participants through this program, with 18 deployed across the country to support various electoral divisions. The program concluded on 30 June 2025, with all participants returning to their home agencies.

Employment arrangements

The AEC's regular workforce is engaged under the *Public Service Act 1999* (Public Service Act) and the temporary election workforce under section 35(1) of the *Commonwealth Electoral Act 1918* (Electoral Act).

The employment of people engaged under the Public Service Act is governed by the AEC Enterprise Agreement 2024–2027, published on the www.aec.gov.au.

The Electoral Commissioner may agree to individual flexibility arrangements with employees, which can vary the effect of the terms of the enterprise agreement. At 30 June 2025, individual flexibility arrangements were in place for 58 AEC employees (see **Appendix H, Table 37**).

The employment terms and conditions for the temporary election workforce we engage for election events are outlined in a Collective Determination.

The AEC provides a range of non-salary benefits to staff including:

- capability development
- a confidential employee assistance program for staff and their immediate families
- study assistance for eligible staff
- access to flexible working arrangements
- contributions to relevant professional memberships
- an annual influenza vaccination program.

AEC staff are also eligible to participate in salary sacrifice arrangements for non-salary benefits such as novated lease vehicles.

Remuneration

The AEC is required to disclose the remuneration, policy, practices and governance arrangements of executive officials including:

- key management personnel
- senior executives
- other highly paid employees, whose total remuneration exceeds the threshold amount of \$260,000 for the reporting period.

The terms and conditions of the AEC's statutory office holders are determined by the Remuneration Tribunal and the Governor-General under the *Remuneration Tribunal Act 1973*. This includes remuneration of the Chairperson of the Commission, Electoral Commissioner, Deputy Electoral Commissioner and Australian Electoral Officers.

Remuneration for the AEC's senior executive employees is established through individual determinations made under section 24(1) of the Public Service Act, considering:

- the APS Executive Remuneration Management Policy
- the Public Sector Workplace Relations Policy 2020
- an assessment of the relativities with other APS agencies as indicated in the annual APS Remuneration Report produced by the Australian Public Service Commission and released in June each year.

Salary levels for Senior Executive Service (SES) employees are generally set at rates within a salary band applicable to each SES classification. A list of salary ranges by classification is in **Appendix H, Table 38**.

Details of executive remuneration are in **Appendix H, Tables 40 and 41**.

They are also published on both the AEC and Remuneration Tribunal websites.

Performance management

The enterprise agreement requires all employees engaged under section 22(2) of the Public Service Act to participate in the AEC's Performance Management Program. Eligible employees who meet the requirements receive salary advancement.

Strategic Commissioning Framework

The AEC is committed to building APS capability and continuing to reduce our reliance on the external workforce in line with the APS Strategic Commissioning Framework.

The framework sets the expectation that APS employees should be prioritised to perform core work. This approach aims to deepen and strengthen service-wide capability and reduce risks associated with outsourcing.

The AEC continued to implement the framework throughout 2024–25. We defined core work for our agency, monitored progress on outsourcing reduction, and strengthened procurement practices to ensure core work is delivered by APS employees.

Diversity and inclusion

We recognise that embracing diversity, inclusion, equity and belonging improves the experiences of our people and strengthens the outcomes we deliver. Initiatives to improve AEC inclusivity included:

- establishing and maturing Diversity Sponsor roles to lead diversity activities across our agency
- recognising and promoting Diversity Days of Significance
- continuing to participate in the Workplace Gender Equality Agency Survey and developing meaningful actions in response to our findings to improve our workplace gender equality
- developing Workplace Adjustment resources and support for all staff (particularly focused on the temporary election workforce to increase accessibility)
- reviewing the AEC's Respect at Work Policy to ensure it adequately addresses racism in the workplace
- developing and launching an Inclusion Award as part of the review of the Recognition Framework.

We launched our Innovate Reconciliation Action Plan (RAP) in December 2024. This is our fourth RAP and a further step in our ongoing commitment to working with and for Aboriginal and Torres Strait Islander peoples and communities. It builds on the achievements of our three previous RAPs. The plan outlines the practical actions the AEC will continue to take in our journey towards reconciliation, both within our organisation and the communities we serve. We are making good progress, including:

- processes to use Affirmative Measures for Aboriginal and Torres Strait Islander recruitment
- support for an employee network for Aboriginal and Torres Strait Islander staff
- the new Recognition Framework, which continues to recognise staff and celebrate work that has improved outcomes for Aboriginal and Torres Strait Islander peoples through the annual NAIDOC Award
- a display of the Australian Institute of Aboriginal and Torres Strait Islander Studies map of Indigenous Australia at AEC division, state and national offices – to educate staff and visitors on the richness and diversity of Aboriginal and Torres Strait Islander Australia
- development and introduction of education sessions on electoral participation, in collaboration with

Aboriginal and Torres Strait Islander communities

- continued promotion of the AEC's Employee Assistance Program including the Aboriginal and Torres Strait Islander Support Line, which provides culturally appropriate support by a qualified Aboriginal and Torres Strait Islander clinician.

Disability support

The AEC Disability Contact Officer provides employees with disability, their managers and colleagues, with a knowledgeable point of contact. This role is designed to help people navigate systems and access support within the AEC. The 2025 federal election saw an increase of support requests from our temporary election workforce for workplace adjustments.

Work health and safety

The AEC remains dedicated to a collaborative approach to the management of work health and safety (WHS) and employee wellbeing. We comply with obligations under the *Work Health and Safety Act 2011*, the *Work Health and Safety Regulations 2011*, applicable Codes of Practice, the *Safety, Rehabilitation and Compensation Act 1988* and Comcare's Guidelines for Rehabilitation Authorities 2019.

We have the following systems to monitor, evaluate and maintain health, safety and welfare:

- a Rehabilitation Management System, meeting Comcare's Guidelines for Rehabilitation Authorities 2019 under section 41 of the *Safety, Rehabilitation and Compensation Act 1988*
- a work health and safety management system – AECsafety
- the AEC's risk management framework.

We use well-established initiatives such as engaging workplace rehabilitation providers to help injured or ill employees return to work safely. We also promote:

- the AEC's early intervention program, which supports employees injured at work, and helps reduce injury-related absenteeism
- ergonomic workstation assessments to prevent injury and to ensure pre-existing injuries are not aggravated.

Health and safety incident and claim management

In 2024–25, a total of 1,183 health and safety incidents were reported, compared with 804 the previous year. The increase can be attributed to the increase in staff required to deliver the 2025 federal election. Most incidents (904 of the 1,183) were recorded during the writ-to-writ period for the 2025 federal election (31 March to 30 June 2025).

The AEC reported 18 incidents to Comcare as notifiable incidents. This is a decrease from 30 the previous year. Eight of these incidents occurred during the writ-to-writ period. One incident related to the 'death of a person' (a member of the public at a pre-polling place) and was unrelated to AEC operations or management of the polling place. Four incidents related to the 'serious injury or illness of a person', and 13 incidents related to 'a dangerous incident'. No further action was required by Comcare on these matters.

Workers' compensation cases for injury and illness increased in 2024–25, with 25 claims submitted, compared with 14 the year before.

The below table represents the number of compensation and non-compensation matters across the agency.

Table 5: Cases for compensable and non-compensable injuries, at 30 June

Case management type	2021–22	2022–23	2023–24	2024–25
Compensation ¹	9	8	5	12
Non-compensation ²	50	28	122	36
Early Intervention ³	24	7	47	40
TOTAL	83	43	174	88

1 This represents the number of accepted claims within the premium, impacting years at 30 June 2025.
Source: AEC Comcare performance report dated 9 July 2025.
2 This represents the number of cases where support and/or reasonable adjustments were provided to staff.
3 Early intervention is provided to staff injured at work who may require short-term treatment.

Developing our people

Investment in continued learning is essential to equip our people with the skills and capability to meet the changing needs of the Australian community. In 2024–25, the AEC prioritised learning and development for both core and temporary election workforces to deliver the 2025 federal election. We focused on building and enhancing critical and operational leadership capabilities relevant to electoral event delivery and readiness, including integrity, compliance and quality assurance.

Training supported our workforce to:

- learn the information they need to know to perform their role to the quality and standard expected
- practise through activities to improve and develop identified skills and behaviours in a safe and supportive learning environment, including a national declaration vote exchange rehearsal and a preliminary scrutiny rehearsal
- apply their learning by participating in activities to demonstrate they possess the knowledge and skills to successfully perform their role.

The AEC’s flagship operational training program, the Operational Leaders Program, was delivered from November 2024 to March 2025.

The program was complemented by a suite of electoral event learning courses and resources in our Learning Hub.

Throughout the reporting period, AEC employees at all levels undertook the National Induction Program and Mandatory Learning Program. We also encouraged employees to undertake further learning by applying for paid professional memberships, study assistance and experiential learning such as the Jawun secondment program.

Inventory management

Inventory management is essential to manage the product lifecycles of AEC election materials. In the lead-up to electoral events, we plan for sourcing, replenishing or replacing a wide range of materials. This year, we introduced three improvements ahead of the 2025 federal election:

- ‘SHIP’ inventory management – this systematic process ensures that regular updates to stockholdings across the country are correct and leads to increased accuracy in future forecasting. It also indicates shortfalls, which means we can have earlier, data-informed conversations with our suppliers.

- Nationally adopted central storage locations and refurbishment program – this program repurposed unused and reusable stock from the 2023 referendum. This re-use resulted in estimated material and labour savings of \$1.13 million for the 2025 federal election while also providing easily accessible stock on hand for future events, including by-elections.
- Decommissioning strategy – this strategy is reducing overall waste and storage costs while supporting local charities across Australia (see more in **Donations**).

Physical assets

The AEC's operating assets such as office fit-outs, machinery and equipment are managed on an end-of-life or end-of-lease schedule. Office fit-outs are the largest component of this asset base. We use the services of outsourced providers to assist with service and maintenance activities while ensuring value-for-money outcomes.

Environmental performance and sustainable development

In accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, the AEC is required to report on environmental performance and measures that minimise environmental impact. In line with the Australian Government's Energy Efficiency in Government Operations Policy, we aim to progressively improve our energy performance and consider energy use when purchasing or leasing buildings.

Annual energy consumption

Our reporting on greenhouse gas emissions and energy is based on methodology consistent with the whole-of-Australian Government approach, part of the APS Net Zero 2030 target. Emissions statistics are in **Appendix J**.

Fleet vehicles

The AEC has 13 vehicles in our fleet. Usage and kilometres travelled are monitored, and replacement vehicles ordered as required. All vehicles meet minimal operational requirements, such as four-wheel drives for remote locations and smaller passenger vehicles for city locations.

Waste management

The AEC provides ready access to segregated waste streams in our office environments. Recycling bins are located throughout all national and state office buildings in kitchens and common areas. We provide bins for general waste, organic waste and commingled recycling.

During each electoral event, we assess the amount of paper and cardboard waste generated to help develop strategies to reduce our waste footprint. We continue to review our cardboard products and have reduced both quantities and sizing of the products supplied. This has resulted in less waste and reduced environmental impacts associated with carbon emissions, as fewer products are required to be shipped through existing supply chains.

The AEC continues to proactively look at the lifecycle management of all products and we are investigating further options to reduce waste.

Donations

In line with our legislative framework, we developed a donation strategy for the 2025 federal election to cover surplus materials that were unsuitable or impractical to retain. Materials were offered first to Commonwealth agencies, then state electoral bodies, Indigenous Electoral Participation Program partners, and finally local charities. Charities near AEC operations with minimal existing support were prioritised.

Purchasing

The AEC procures goods and services consistent with the:

- PGPA Act
- Commonwealth Procurement Rules
- Department of Climate Change, Energy, the Environment and Water's Sustainable Procurement Guide.

The AEC applies these rules through our Electoral Commissioner's Instructions, supporting operational guidelines, and by developing procurement skills and processes to improve efficiency and value-for-money outcomes.

We have centralised expertise to manage the AEC's procurement and contracting framework. Tenders are evaluated for:

- value for money
- extent to which intended outcomes or results are achieved
- unnecessary consumption
- ethical behaviour.

Australian National Audit Office access clauses

All AEC contract templates include a standard clause to provide Auditor-General access to a contractor's premises. We did not execute any contracts in 2024–25 without these access provisions.

Support for small and medium-sized enterprises and Indigenous business

The AEC supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.

We support small business participation in government procurement by:

- complying with the Commonwealth Procurement Framework – where appropriate, staff are advised of exemption 17 of the Commonwealth Procurement Rules relating to the use of SMEs
- complying with government policies to support SME participation – Indigenous Procurement Policy, Supplier Pay On-Time or Pay Interest Policy, Australian Industry Participation plans
- facilitating payment of invoices in a timely manner
- using credit card payment for procurements valued below \$10,000.

The AEC recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available at www.treasury.gov.au.

SME and small enterprise participation statistics are available at www.finance.gov.au.

Publication of contracts on AusTender

Information on the value of AEC contracts and consultancies – as well as expected procurements – is available on the AusTender website at www.tenders.gov.au.

During the reporting period, all contracts or standing offers greater than \$10,000 (including GST) were published on AusTender. None of these contracts or standing offers was subject to measures applied by the Electoral Commissioner for the purposes of paragraph 2.6 of the Commonwealth Procurement Rules. The AEC did not administer any discretionary grant programs. One open tender request was published.

Procurement

The AEC’s procurement policies and practices reflect the principles of the Commonwealth Procurement Rules and are undertaken in accordance with the PGPA Act. The focus of procurement is on achieving value for money, and encouraging competition, as well as efficient, effective, economical and ethical use of government resources.

These rules are applied to activities through the Electoral Commissioner Instructions and supporting procedures and guidelines. A central team within the AEC advises staff undertaking procurement and contract management activities. The team undertakes quality assurance testing of procurement activities and periodically reviews related documentation and training material to ensure consistency with the Commonwealth Procurement Rules and other policies. We use a procurement module within our financial management information system to enhance administrative workflows and compliance.

The AEC’s annual procurement plan is available at www.tenders.gov.au.

Consultants

Consultants are engaged to provide specialist expertise or independent research, or to review or assess elements of electoral events. Before engaging consultancies, we consider the skills and resources required, the skills available internally and the cost effectiveness of engaging external expertise. Decisions to engage consultants are made in accordance with the Commonwealth Procurement Rules, internal policies and procedures and the PGPA Act and related policies.

The main categories we engaged consultants for were:

- management advisory services
- transport operations
- research programs
- strategic planning consultation services
- information technology consultation services.

Expenditure on reportable consultancy contracts

Table 6: Reportable consultancy contracts, 2024–25

Reportable consultancy contracts	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	13	2,259
Ongoing contracts entered into during a previous reporting period	11	1,494
TOTAL	24	3,753

During 2024–25, the AEC entered into 13 new reportable consultancy contracts, involving total actual expenditure of \$2.259 million. In addition, 11 ongoing reportable consultancy contracts were active during this period, involving total actual expenditure of \$1.494 million. Actual expenditure on reportable consultancy contracts during the reporting period was \$3.753 million.

Table 7: Organisations receiving a share of reportable consultancy contracts, 2024–25

Organisations receiving a share of reportable consultancy contract expenditure	Expenditure \$'000 (GST inc.)
Axios Advisory Pty Ltd (ABN 13 096 266 358)	700
Wallis Consulting Group Pty Ltd (ABN 76 105 146 174)	515
Deloitte Touche Tohmatsu (ABN 74 490 121 060)	478
Compas Pty Ltd (ABN 90 008 615 745)	433
Gartner Australasia Pty Limited (ABN 69 003 708 601)	354
TOTAL	2,480

Two more organisations received amounts in total to at least five per cent of the AEC's total expenditure on consultancy contracts. These were Ernst & Young (ABN 75 288 172 749) with expenditure of \$0.267 million and Scyne Advisory Pty Ltd (ABN 20 607 773 295) with expenditure of \$0.175 million.

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

Expenditure on reportable non-consultancy contracts

Table 8: Reportable non-consultancy contracts, 2024–25

Reportable non-consultancy contracts	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	864	161,754
Ongoing contracts entered into during a previous reporting period	574	215,168
TOTAL	1,438	376,922

During 2024–25, the AEC entered into 864 new reportable non-consultancy contracts, involving total actual expenditure of \$161.754 million. In addition, 574 ongoing reportable non-consultancy contracts were active during this period, involving total actual expenditure of \$215.168 million.

Table 9: Organisations receiving a share of reportable non-consultancy contracts, 2024–25

Organisations receiving a share of reportable non-consultancy contract expenditure	Expenditure \$'000 (GST inc.)
FUJIFILM Data Management Solutions Australia Pty Ltd (ABN 94 137 933 905)	27,792
Universal McCann (ABN 19 002 966 001)	20,048
Australia Post (ABN 28 864 970 579)	18,280
Dell Australia Pty Limited (ABN 46 003 855 561)	12,310
Data #3 (ABN 31 010 545 267)	10,727
TOTAL	89,158

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

SECTION 06

Financial statements

Financial performance including
audited financial statements

Financial statements

The AEC's 2024–25 financial results were influenced by the timing of expenditure for the delivery of the 2025 federal election.

The Australian National Audit Office has issued an unmodified audit opinion for the AEC's 2024–25 financial statements. The AEC's financial reporting consists of a financial performance summary, together with the financial statements and supporting notes. The financial performance summary is a snapshot of the AEC's deficit, cash flow and net asset information.

The financial statements include the:

- auditor's report
- Electoral Commissioner and Chief Financial Officer statement
- various financial statements and administered schedules.

Further information on the financial performance of the AEC is provided in the notes to the financial statements.

Financial performance summary

The AEC's range of electoral activities is subject to external factors which can impact the timing of our expenditure. Consequently, our operating result can fluctuate significantly from year to year. Restricted by the ongoing challenge of the AEC's funding model, the AEC's 2024–25 financial results show an operating loss of \$33.5 million compared with an operating loss of \$37.5 million in 2023–24. The 2024–25 result was primarily influenced by costs related to the 2025 federal election and the timing of expenditure against the appropriations.

The statement of financial position at 30 June 2025 held net assets of \$181.1 million, largely comprising appropriation receivables, leasehold and computer software. Total assets decreased by \$16.9 million, primarily due to depreciation in building and leasehold improvements associated with longer term leases to support consecutive federal electoral events. Total liabilities decreased by \$33.0 million, mainly due to payments made during the financial year for leases greater than 12 months to support consecutive prior federal electoral events.

No significant issues of non-compliance in relation to finance law were reported to the Minister for Finance in 2024–25. This included any failure to comply with the duties of accountable authorities (section 15–19 of the *Public Governance, Performance and Accountability Act 2013*) (PGPA Act), significant fraudulent activity and other serious breaches (section 25–29 of the PGPA Act).

The AEC's funding model remains challenging. With the increasing complexity of federal elections, as well as the ongoing growth in the size of the electoral roll, this challenge is magnified. With no fixed date for elections, the AEC cannot accurately forecast when an electoral event occurs, outside of that it occurs every three years. Similarly, the AEC's funding is appropriated without the benefit of an accurate forecast of when electoral events occur, often leading to misalignments of appropriation and event expenditure across financial years.



INDEPENDENT AUDITOR'S REPORT

To the Special Minister of State

Opinion

In my opinion, the financial statements of the Australian Electoral Commission (the Entity) for the year ended 30 June 2025:

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

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

- Statement by Electoral Commissioner and Chief Financial Officer;
- Statement of comprehensive income;
- Statement of financial position;
- Statement of changes in equity;
- Cash flow statement;
- Administered schedule of comprehensive income;
- Administered schedule of assets and liabilities;
- Administered reconciliation schedule;
- Administered cash flow statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Electoral Commissioner is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Electoral Commissioner is also responsible for such internal control as the Electoral Commissioner 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 Electoral Commissioner 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

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of an administrative restructure or for any other reason. The Electoral Commissioner is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office



Shane Svoboda
Audit Principal

Delegate of the Auditor-General

Canberra
17 September 2025

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AUSTRALIAN ELECTORAL COMMISSION

STATEMENT BY ELECTORAL COMMISSIONER AND CHIEF FINANCIAL OFFICER

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

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


Signed.....



Jeff Pope
Acting Electoral Commissioner

16 September 2025

Signed.....



Sally So
Chief Financial Officer

16 September 2025

		2025	2024	Original Budget ¹
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	338,240	261,305	181,343
Suppliers	1.1B	355,522	323,221	482,669
Depreciation and amortisation	2.2A	91,589	77,359	25,523
Finance costs	1.1C	4,400	4,335	782
Write-down and impairment of other assets	2.2A	733	4,105	-
Total expenses		790,484	670,325	690,317
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	19,387	14,474	11,038
Rental income	1.2B	121	645	-
Other revenue	1.2C	138	1,089	-
Total own-source revenue		19,646	16,208	11,038
Gains				
Other gains		554	2,232	183
Total gains		554	2,232	183
Total own-source income		20,200	18,440	11,221
Net (cost of) services		(770,284)	(651,885)	(679,096)
Revenue from Government				
Revenue from Government	1.2D	737,054	605,807	667,130
(Deficit) / Surplus on continuing operations		(33,230)	(46,078)	(11,966)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		(225)	8,622	-
Total comprehensive (loss) / income	3.3	(33,455)	(37,456)	(11,966)

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

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

		2025	2024	Original Budget ¹
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents		1,166	1,900	1,368
Trade and other receivables	2.1	79,826	79,370	62,979
Total financial assets		80,992	81,270	64,347
Non-financial assets				
Buildings and leasehold improvements ²	2.2A	136,048	205,837	67,071
Plant and equipment ²	2.2A	10,917	7,786	99,748
Computer software	2.2A	160,169	109,365	182,212
Inventories		-	-	2,520
Prepayments		11,144	11,887	11,029
Total non-financial assets		318,278	334,875	362,580
Total assets		399,270	416,145	426,927
LIABILITIES				
Payables				
Suppliers		39,476	21,299	14,486
Other payables	2.3A	15,232	7,164	6,403
Total payables		54,708	28,463	20,889
Interest bearing liabilities				
Leases	2.4	124,857	189,843	51,120
Total interest bearing liabilities		124,857	189,843	51,120
Provisions				
Employee provisions		33,062	26,489	23,320
Provision for restoration	2.3B	5,539	6,380	20,274
Total provisions		38,601	32,869	43,594
Total liabilities		218,166	251,175	115,603
Net assets		181,104	164,970	311,324
EQUITY				
Contributed equity		321,373	271,784	403,421
(Accumulated deficit) / Retained surplus		(169,133)	(135,903)	(112,564)
Asset revaluation reserve		28,864	29,089	20,467
Total equity		181,104	164,970	311,324

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

² Includes right-of-use (ROU) assets.

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

	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	271,784	187,118	271,784
Transactions with owners			
Distributions to owners			
Prior year appropriation ²	(45,548)	-	-
Contribution by owners			
Departmental capital budget ²	95,137	84,666	131,637
Total transactions with owners	49,589	84,666	131,637
Closing balance as at 30 June	321,373	271,784	403,421
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	(135,903)	(89,825)	(100,598)
Comprehensive income			
(Deficit) / Surplus for the period	(33,230)	(46,078)	(11,966)
Closing balance as at 30 June	(169,133)	(135,903)	(112,564)
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	29,089	20,467	20,467
Comprehensive income			
Other comprehensive income	(225)	8,622	-
Closing balance as at 30 June	28,864	29,089	20,467
Total equity as at 30 June	181,104	164,970	311,324

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

² During 2024-25, \$45.5m of prior year and \$46.2m of current year departmental capital budget funding was withheld under section 51 of the PGPA Act following a government reclassification and movement of funds decision.

Accounting policy

Contributions by owners

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

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

CASH FLOW STATEMENT

for the period ended 30 June 2025

	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	790,612	676,928	667,130
Rendering of services	20,853	18,413	11,038
Net GST received	31,746	38,109	-
Total cash received	843,211	733,450	678,168
Cash used			
Employees	323,394	258,048	181,343
Suppliers	371,716	352,956	482,303
Interest payments on lease liabilities	4,201	3,765	782
Section 74 receipts transferred to the OPA	64,699	59,166	-
Other	-	-	183
Total cash used	764,010	673,935	664,611
Net cash (used by) / from operating activities	79,201	59,515	13,557
INVESTING ACTIVITIES			
Cash received			
Proceeds from disposal of assets	-	240	-
Total cash received	-	240	-
Cash used			
Purchase of property, plant and equipment	75,796	56,677	131,637
Total cash used	75,796	56,677	131,637
Net cash (used by) investing activities	(75,796)	(56,437)	(131,637)
FINANCING ACTIVITIES			
Cash received			
Contributed equity - departmental capital budget	66,885	56,761	131,637
Total cash received	66,885	56,761	131,637
Cash used			
Principal payments of lease liabilities	71,024	59,307	13,557
Total cash used	71,024	59,307	13,557
Net cash (used by) / from financing activities	(4,139)	(2,546)	118,080
Net (decrease) / increase in cash held	(734)	532	-
Cash and cash equivalents at the beginning of the reporting period	1,900	1,368	1,368
Cash and cash equivalents at the end of the reporting period	1,166	1,900	1,368

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

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

BUDGET VARIANCE REPORTING

for the period ended 30 June 2025

The below table provides explanations for significant variances between the AEC's original budget estimates, as published in the Portfolio Budget Statements 2024-25 (PBS), and the actual financial performance and position for the year. The budget is not audited. Variances are treated as significant when it is considered important for a reader's understanding or is relevant to an assessment of the discharge of accountability and for analysis of the AEC's performance. The nature and timing of the Commonwealth's budget process can also contribute to the variances.

Budget variance explanation	Affected statements and line items
<p>The timing of the federal electoral events is a decision for Government. The AEC's budget assumes that all electoral event related costs will be incurred and paid for in the financial year in which they are held.</p> <p>Appropriations receivable and payables and provisions are higher than budgeted due to the timing of the 2025 federal election and receipt/payment of associated invoices.</p>	<p>Statement of comprehensive income</p> <ul style="list-style-type: none"> Employee benefits Suppliers <p>Statement of financial position</p> <ul style="list-style-type: none"> Trade and other receivables Suppliers Other payables Employee provisions <p>Cash flow statement</p> <ul style="list-style-type: none"> Appropriations (cash received) Employees (cash used) Suppliers (cash used) Section 74 receipts transferred to the OPA (cash used)
<p>During 2024 several significant long-term leases were entered into for State and National Offices. In addition, the 2023 federal referendum resulted in a temporary change to the AEC's electoral event property approach. Leases that were previously held as short-term for federal electoral events were extended to cover the 2023 federal referendum and the 2025 federal election.</p> <p>In addition, the budget was incorrectly recorded against plant and equipment.</p>	<p>Statement of comprehensive income</p> <ul style="list-style-type: none"> Depreciation and amortisation Finance costs <p>Statement of financial position</p> <ul style="list-style-type: none"> Leasehold improvements (ROU) Plant and equipment Leases Provision for restoration <p>Cash flow statement</p> <ul style="list-style-type: none"> Principal payments of lease liabilities (cash used)
<p>During 2025, the Government approved a reclassification of current and prior year departmental capital budget to operating appropriations and a movement of funds to future years in relation to the AEC's ICT modernisation program. The reclassification reflects the actual operating and capital expenditure for the solutions delivered to date.</p>	<p>Statement of comprehensive income</p> <ul style="list-style-type: none"> Revenue from Government <p>Statement of changes in equity</p> <ul style="list-style-type: none"> Prior year appropriations (distributions to owners) Departmental capital budget (contributions from owners) <p>Statement of financial position</p> <ul style="list-style-type: none"> Computer software <p>Cash flow statement</p> <ul style="list-style-type: none"> Purchase of property, plant and equipment – (cash used) Contributed equity – departmental capital budget (cash received)

ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME*for the period ended 30 June 2025*

	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
NET COST OF SERVICES			
EXPENSES			
Election Funding	94,009	782	75,500
Nomination / Non-voter fine refunds	1,745	18	-
Total expenses	95,754	800	75,500
INCOME			
Revenue			
Non-taxation revenue			
Political party nominations and registrations	2,937	31	2,000
Electoral fines / Penalties	237	6,390	500
Other	1	-	-
Total non-taxation revenue	3,175	6,421	2,500
Total revenue	3,175	6,421	2,500
Net contribution by services	(92,579)	5,621	(73,000)
(Deficit) / surplus	(92,579)	5,621	(73,000)

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES*as at 30 June 2025*

LIABILITIES			
Payables			
Suppliers	27,966	14	9
Total payables	27,966	14	9
Total liabilities administered on behalf of Government	27,966	14	9
Net (liabilities)	(27,966)	(14)	(9)

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

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

ADMINISTERED RECONCILIATION SCHEDULE

for the period ended 30 June 2025

	2025 \$'000	2024 \$'000
Opening assets less liabilities as at 1 July	(14)	(9)
Net (cost of) / contribution by services		
Income	3,175	6,421
Expenses	(95,754)	(800)
Transfers (to) / from the Australian Government		
Appropriation transfers from Official Public Account		
Special appropriations (limited)	14	30
Special appropriations (unlimited)	67,871	815
Appropriation transfers to Official Public Account		
Transfers to Official Public Account	(3,258)	(6,471)
Closing assets less liabilities as at 30 June	(27,966)	(14)

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

Accounting policy

Administered cash transfers to and from the Official Public Account

Revenue collected by the AEC for use by the Government rather than the AEC is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the entity on behalf of the Government and reported as such in the administered cash flow statement and in the administered reconciliation schedule.

ADMINISTERED CASH FLOW STATEMENT

for the period ended 30 June 2025

	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
OPERATING ACTIVITIES			
Cash received			
Political party nominations and registrations	3,019	31	2,000
Electoral fines / Penalties	237	6,390	500
Total cash received	3,256	6,421	2,500
Cash used			
Election funding	67,786	777	75,500
Nomination / Non-voter fine refunds	97	18	-
Total cash used	67,883	795	75,500
Net cash from / (used by) operating activities	(64,627)	5,626	(73,000)
Cash from Official Public Account			
Appropriations	67,885	845	75,500
Total cash from Official Public Account	67,885	845	75,500
Cash to Official Public Account			
Appropriations	3,258	6,471	2,500
Total cash to Official Public Account	3,258	6,471	2,500
Net cash (to) / from the Official Public Account	64,627	(5,626)	73,000
Net increase / (decrease) in cash held	-	-	-
Cash and cash equivalents at the beginning of the reporting period	-	-	-
Cash and cash equivalents at the end of the reporting period	-	-	-

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

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

ADMINISTERED BUDGET VARIANCE REPORTING
for the period ended 30 June 2025

The below table provides explanations for significant variances between the AEC's original budget estimates, as published in the Portfolio Budget Statements 2024-25 (PBS), and the actual financial performance and position for the year. The budget is not audited. Variances are treated as significant when it is considered important for a reader's understanding or is relevant to an assessment of the discharge of accountability and for analysis of the AEC's performance. The nature and timing of the Commonwealth's budget process can also contribute to the variances.

Budget variance explanation	Affected statements and line items
<p>Election funding entitlements are determined under the <i>Commonwealth Electoral Act 1918</i>. The 2025 federal election results led to a larger number of candidates meeting the requirements for that funding.</p> <p>The timing of the federal electoral events is a decision for Government. The AEC's budget assumes that all electoral event related costs will be incurred and paid for in the financial year in which they are held.</p> <p>Supplier payables are higher than budgeted due to the timing of the 2025 federal election and the receipt and payment of claims for election funding.</p>	<p>Schedule of comprehensive income</p> <ul style="list-style-type: none">• Election funding (expenses) <p>Administered Schedule of Assets and Liabilities</p> <ul style="list-style-type: none">• Suppliers

Overview

The Australian Electoral Commission (AEC) is an Australian Government controlled, not-for-profit entity, domiciled in Australia. The AEC's purpose is to maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services and targeted education and public awareness programs.

Additionally, the AEC undertakes the following administered activities on behalf of the Government:

- electoral activities including registrations of political parties, maintain extracts of the electoral roll and conduct fee for service elections;
- administer electoral fines / penalties; and
- pay election funding for political parties / candidates / senate groups to reimburse them for electoral expenditure from a special appropriation established under section 302 of the *Commonwealth Electoral Act 1918*.

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

The basis of preparation

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

The financial statements have been prepared in accordance with:

- (a) Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR); and
- (b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

New accounting standards

No new, revised or amending accounting standards and interpretations issued prior to the signing of the financial statements and applicable to the current or future reporting periods are expected to have a material impact on the AEC's financial statements.

Taxation

The AEC is exempt from all forms of taxation except fringe benefits tax (FBT) and goods and services tax (GST).

Material estimates and judgements

In the preparation of the financial statements, management adopts estimates and judgements relating to the treatment of transactions and balances under Australian Accounting Standards. Individually material estimates and judgements are outlined in the notes to which they relate. For the AEC, this is employee provisions (refer Note 1.1A).

Reporting of administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Events after the reporting period

There were no events after the reporting date that materially affected the financial statements.

Financial performance

1.1 Expenses

	2025	2024
	\$'000	\$'000
1.1A: Employee benefits		
Wages and salaries	287,523	220,249
Superannuation		
Defined contribution plans	31,153	22,685
Defined benefit plans	4,527	5,571
Leave and other entitlements	14,835	12,686
Separation and redundancies	202	114
Total employee benefits	338,240	261,305

Accounting policy

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

Other long-term employee benefits are measured as the net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the AEC's superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

Material judgment

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2025. The estimate of the present value of the liability considers attrition rates and pay increases through promotion and inflation. Short-term and long-term salary growth rates have been determined with reference to future salary increases in the *AEC Enterprise Agreement 2024-2027* and the Wage Price Index published in the 2025-26 Budget Paper No. 1 - Budget Strategy and Outlook. These remain unchanged from 2024.

Superannuation

Staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or other non-government superannuation funds. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes. The AEC makes employer contributions to defined benefit superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government. The AEC accounts for these amounts as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions (refer note 2.3A).

	2025	2024
	\$'000	\$'000

1.1B: Suppliers

Goods and services supplied or rendered

Contractors	129,162	122,731
IT services	53,943	45,847
Mail and freight	41,114	31,949
Property	37,744	30,485
Advertising	28,551	36,906
Furniture and venue hire	18,313	17,256
Travel	10,758	8,869
Employee related	8,125	4,524
Inventory consumed	7,121	4,339
Office supplies	6,266	8,791
Other	5,857	5,300
Consultants	3,412	1,722

Total goods and services supplied or rendered	350,366	318,719
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Goods supplied	41,822	39,645
Services rendered	308,544	279,074

Total goods and services supplied or rendered	350,366	318,719
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Other suppliers

Workers compensation expenses	4,989	2,926
Short-term and low value leases	167	1,576

Total other suppliers	5,156	4,502
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Total suppliers	355,522	323,221
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Credit terms for goods and services were within 30 days (2024: 30 days). Settlement of supplier payables is usually made within 20 days.

Accounting policy

Short-term leases and leases of low value assets

The AEC has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low value assets (less than \$10,000 per asset).

The AEC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

1.1C: Finance costs

Interest on lease liabilities	4,201	3,765
Unwinding of discount	199	570
Total finance costs	4,400	4,335

Accounting policy

All borrowing costs are expensed as incurred.

1.2 Revenue

	2025	2024
	\$'000	\$'000

1.2A: Revenue from contracts with customers

Disaggregation of revenue from contracts with customers

Type of customer:

Australian Government entities (related parties)	3,400	1,828
State and Territory Governments	15,975	12,641
Non-government entities	12	5
Total revenue from contracts with customers	19,387	14,474

Timing of transfer of goods and services:

Over time	17,786	13,949
Point in time	1,601	525
Total revenue from contracts with customers	19,387	14,474

Revenue from contracts with customers are for services rendered, primarily for the management and provision of the electoral roll. The AEC also supports democratic institutions internationally by building technical capacity through information sharing and on-the-ground assistance.

Accounting policy

The AEC classifies goods and service based agreements as within the scope of AASB 15 *Revenue from Contracts with Customers* (AASB 15) when all the following conditions are satisfied:

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

The AEC recognises goods and services revenue within the scope of AASB 15 either at a point in time when the performance obligation has been completed or over time with proportionate recognition over the period of the agreement. Where consideration is received in advance of a performance obligation being fulfilled, a contract liability is raised in relation to that performance obligation (refer note 2.3A).

1.2B: Rental Income

Operating leases

Sublease of right-of-use asset	121	645
Total rental income	121	645

In 2025, the AEC in its capacity as a lessor leased several properties to state electoral commissions on a short-term basis under Memorandum of Understandings.

Commitments for lease receivables at 30 June 2025 are \$0.6m (2024: \$0.1m).

	2025	2024
	\$'000	\$'000

1.2C: Other revenue

Resources received free of charge

Remuneration of auditors	120	126
Other	18	963
Total other revenue	138	1,089

Accounting policy

Resources received free of charge

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

1.2D: Revenue from Government

Appropriations

Departmental appropriations - operating	3.1A	720,938	590,907
Departmental special appropriations	3.1C	16,116	14,900
Total revenue from government		737,054	605,807

Accounting policy

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the AEC gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts (refer Note 2.1).

Departmental financial position

2.1 Financial assets

	2025	2024
	\$'000	\$'000
2.1: Trade and other receivables		
Appropriation receivables	68,345	74,500
Goods and services receivables	3,184	2,699
Other receivables		
Statutory receivables	8,328	2,258
Total other receivables	8,328	2,258
Total trade and other receivables (gross)	79,857	79,457
Less expected credit loss allowance	(31)	(87)
Total trade and other receivables (net)	79,826	79,370

Accounting policy

Financial assets

Cash is recognised at its nominal amount. Cash and cash equivalents include cash at bank and on hand.

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

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

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the simplified approach which always measures the loss allowance as the amount equal to the lifetime expected credit losses.

2.2 Non-financial assets

2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Buildings and leasehold improvements			Plant and equipment			Computer software	Total
	Owned \$'000	ROU \$'000	Total \$'000	Owned \$'000	ROU \$'000	Total \$'000	Total \$'000	
As at 1 July 2024								
Gross book value	23,493	286,613	310,106	14,004	215	14,219	170,250	494,575
Accumulated depreciation, amortisation and impairment	(6,692)	(97,577)	(104,269)	(6,282)	(151)	(6,433)	(60,885)	(171,587)
Total as at 1 July 2024	16,801	189,036	205,837	7,722	64	7,786	109,365	322,988
Additions								
Purchase	2,999	-	2,999	7,190	-	7,190	8,885	19,074
Internally developed	-	-	-	-	-	-	56,722	56,722
Donations/gifted assets	-	-	-	10	-	10	-	10
ROU assets	-	15,879	15,879	-	7	7	-	15,886
Write-down and impairments recognised in net cost of services	(492)	-	(492)	(241)	-	(241)	-	(733)
Depreciation and amortisation	(6,452)	(66,513)	(72,965)	(3,719)	(17)	(3,736)	(14,888)	(91,589)
Other movements								
Transfers	(34)	-	(34)	(51)	-	(51)	85	-
Lease modifications, terminations and remeasurements	-	(15,176)	(15,176)	-	(48)	(48)	-	(15,224)
Total as at 30 June 2025	12,822	123,226	136,048	10,911	6	10,917	160,169	307,134
Total as at 30 June 2025 represented by								
Gross book value	21,313	230,307	251,620	12,088	39	12,127	153,308	417,055
Work-in progress	3,036	-	3,036	6,953	-	6,953	80,206	90,195
Accumulated depreciation, amortisation and impairment	(11,527)	(107,081)	(118,608)	(8,130)	(33)	(8,163)	(73,345)	(200,116)
Total as at 30 June 2025	12,822	123,226	136,048	10,911	6	10,917	160,169	307,134

No property, plant and equipment or intangibles are expected to be sold or disposed of within the next 12 months.

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy below. The last revaluation was conducted by an independent valuer as at 30 June 2023.

Fair value measurement

At 30 June 2025, leasehold improvements and property, plant and equipment assets were measured at fair value. All right-of-use (ROU) leased assets and intangibles are measured at cost.

Accounting policy

Asset capitalisation thresholds and useful lives for all asset classes remain unchanged from 2024, as set out below:

Class	2025 Useful life	2025 Threshold
Plant and equipment	5 to 10 years	\$5,000
IT Equipment	3 to 5 years	\$5,000
Computer software	1 to 10 years	\$10,000
Leasehold improvements	Lesser of lease term/ useful life	\$10,000
ROU assets	Lease term (including extension options)	\$10,000 ¹

¹ Refers to the underlying asset value, not the calculated ROU asset.

Property, plant and equipment

Unless otherwise stated, depreciation rates are applied on a straight-line basis. Rates, useful lives and indicators of impairment are assessed annually, with any necessary adjustments recognised as appropriate.

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

Computer software

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

Software assets (including work-in progress) are assessed for indications of impairment annually, and where appropriate, the impairment is reflected in the statement of comprehensive income.

Leased right-of-use (ROU) assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. Subsequently, ROU assets are measured at cost and accounted for as separate asset classes to the corresponding owned assets.

An impairment review is undertaken annually and where appropriate, the carrying value is adjusted.

	2025 \$'000	2024 \$'000
2.2B: Capital commitments payable (GST inclusive)		
Computer software	14,181	27,082
Buildings and leasehold improvements	1,536	948
Plant and equipment	859	2,204
Total capital commitments payable	16,576	30,234

Contractual obligations primarily related to the purchase of computer software.

2.3 Other payables and provisions

	2025	2024
	\$'000	\$'000
2.3A: Other payables		
Salaries and wages	10,436	2,720
Contract liabilities from contracts with customers	3,518	3,783
Superannuation	1,031	498
Other	247	163
Total other payables	15,232	7,164

The contract liabilities from contracts with customers relate to support for international elections.

2.3B: Provision for restoration

	\$'000
As at 1 July 2024	6,380
Additional provisions made ¹	441
Amounts used (paid)	(1,481)
Unwinding of discount	199
Total as at 30 June 2025	5,539

¹ Additional provisions made include makegood revaluations for existing arrangements which resulted in a \$0.2m decrease to the asset revaluation reserve and \$0.2m increase in ROU assets.

Accounting judgements and estimates

For property leases where the AEC has an obligation to restore the premises to their original condition, the AEC assesses the value of the provision for restoration in line with the relevant clauses of the lease, based on estimated costs per square metre provided by an independent property valuer. The AEC revalues the provision at the end of each financial year to reflect the present value of this obligation.

2.4 Interest bearing liabilities

	2025	2024
	\$'000	\$'000

2.4: Leases

Lease liabilities	124,857	189,843
Total leases	124,857	189,843

Total cash outflow for leases for the year ended 30 June 2025 was \$75.2m (2024: \$63.1m).

Maturity analysis - contractual undiscounted cash flows

Within 1 year	44,703	63,186
Between 1 to 5 years	76,423	111,665
More than 5 years	14,345	26,620
Total leases	135,471	201,471

The AEC in its capacity as a lessee has office space and fleet motor vehicles leases.

Accounting policy

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

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

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

The above lease disclosures should be read in conjunction with the accompanying notes 2.2, 1.1B and 1.1C.

Funding

3.1 Appropriations

	2025	2024
	\$'000	\$'000
3.1A: Annual appropriations ('recoverable GST exclusive')		
Ordinary annual services		
Annual appropriation		
Ordinary annual services	720,938	590,907
Departmental capital budget ^{1,2}	141,349	84,666
Section 74 receipts ³	64,699	59,166
Total appropriation	926,986	734,739
Appropriation applied		
Ordinary annual services ³	(775,230)	(661,496)
Departmental capital budget	(66,885)	(56,761)
Total appropriation applied	(842,115)	(718,257)
Variance⁴	84,871	16,482

¹ Departmental capital budgets are appropriated through Appropriation Acts (No.1, 3, 5). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

² At 30 June 2025, \$46.2m was withheld under section 51 of the PGPA Act due to a movement of funds decision.

³ Prior year values have been amended to include GST refunds (\$38.2m) following clarification of disclosure requirements by the Department of Finance.

⁴ The variance primarily reflects lower than anticipated payments for capital projects during 2025.

3.1B: Unspent annual appropriations ('recoverable GST exclusive')

Departmental

<i>Appropriation Act (No. 1) 2024-2025</i>	6,787	-
<i>Appropriation Act (No. 1) 2024-2025 - departmental capital budget⁵</i>	64,752	-
<i>Appropriation Act (No. 3) 2024-2025</i>	33,306	-
<i>Appropriation Act (No. 3) 2024-2025 - departmental capital budget</i>	9,712	-
<i>Appropriation Act (No. 1) 2023-2024 - departmental capital budget⁵</i>	45,548	45,548
<i>Appropriation Act (No. 3) 2023-2024</i>	-	10
<i>Appropriation Act (No. 5) 2023-2024</i>	-	28,942
Cash and cash equivalents	1,166	1,900
Total departmental	161,271	76,400

⁵ During 2024-25, \$45.5m of prior year and \$46.2m of current year departmental capital budget funding was withheld under section 51 of the PGPA Act following a government reclassification and movement of funds decision.

3.1C: Special Appropriations ('recoverable GST exclusive')

Authority	Appropriation applied	
<i>Commonwealth Electoral Act 1918 section 92 (Departmental)</i>	16,116	14,900
<i>Commonwealth Electoral Act 1918 section 302 (Administered)</i>	67,786	776
<i>Public Governance, Performance and Accountability Act 2013 section 77</i>	85	39
Total special appropriations applied	83,987	15,715

Commonwealth Electoral Act 1918 section 92 (Departmental) special appropriation is limited to \$16.1m.

Commonwealth Electoral Act 1918 section 302 (Administered) special appropriation is not limited.

Public Governance, Performance and Accountability Act 2013 section 77 special appropriation is an unlimited refund appropriation to enable repayment of funds for incorrect or unidentified payments earlier received and sent to the OPA as an administered receipt.

No entities spent money from the Consolidated Revenue Fund on behalf of the AEC.

3.2 Special accounts

	2025	2024
	\$'000	\$'000
Services for other entities and trust monies (SOETM)		
Balance brought forward from previous period	4,593	4,593
Increases	2,930	30
Available for payments	7,523	4,623
Payments made	14	30
Prior year forfeited nomination and objection fees returned to consolidated revenue	4,561	-
Decreases	4,575	30
Total balance carried to the next period	2,948	4,593
Balance represented by:		
Cash held in the Official Public Account	2,948	4,593

Appropriation: *Public Governance, Performance and Accountability Act 2013* section 78.

Establishing instrument: *PGPA Act Determination (Australian Electoral Commission SOETM Special Account 2022)* commenced on 29 September 2022. The special account sunsets on 1 October 2032.

Purpose: For the expenditure of monies held in trust or otherwise for the benefit of a person other than the Commonwealth, for example, political candidate deposits.

The special account balance is held in trust.

3.3 Net cash appropriation arrangements

Total comprehensive (deficit) / income - as per the statement of comprehensive income	(33,455)	(37,456)
Plus: depreciation / amortisation of assets funded through departmental capital appropriations ¹	25,059	19,850
Plus: depreciation ROU assets ²	66,530	57,509
Less: lease principal repayments ²	(71,024)	(59,307)
Net cash operating (deficit) / surplus	(12,890)	(19,404)

¹ From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation / amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

² The inclusion of depreciation / amortisation expenses relating to ROU assets and the lease liability principal repayment amount reflects the impact of AASB 16 *Leases*, which does not directly reflect a change in appropriation arrangements.

People and relationships

4.1 Key management personnel remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the AEC, directly or indirectly, including any director (whether executive or otherwise) of the AEC. The AEC has determined the KMP to be the Electoral Commissioner, Deputy Electoral Commissioner and the four group First Assistant Commissioners who comprise the Executive Leadership team, including acting arrangements where it is determined the individual meets the definition of a KMP. KMP remuneration is reported in the table below:

	2025	2024
	\$'000	\$'000
Short-term benefits	2,139	2,024
Post-employment benefits	325	332
Other long-term benefits	96	83
Total key management personnel remuneration expenses¹	2,560	2,439

The total number of KMP included in the above table is 7 (2024: 6).

¹ The above KMP remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the AEC.

4.2 Related party disclosures

Related party relationships

The AEC is an Australian Government controlled entity. Related parties to the AEC are KMP, the Portfolio Minister and Executive, and other Australian Government entities.

Transactions with related parties

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

Managing uncertainties

5.1 Contingent assets and liabilities

At 30 June 2025, the AEC had no departmental or administered quantifiable or unquantifiable contingent assets or liabilities (2024: nil).

Accounting policy

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

5.2 Financial instruments

	2025	2024
	\$'000	\$'000

5.2A: Categories of financial instruments

Financial assets

Financial assets at amortised cost

Cash and cash equivalents	1,166	1,900
Trade and other receivables	3,153	2,612
Total financial assets at amortised cost	4,319	4,512

Financial liabilities

Financial liabilities measured at amortised cost

Suppliers	39,476	21,299
Total financial liabilities measured at amortised cost	39,476	21,299

5.2B: Administered - Categories of financial instruments

Financial liabilities

Financial liabilities measured at amortised cost

Suppliers	27,966	14
Total financial liabilities measured at amortised cost	27,966	14

Other information

6.1 Current/non-current distinction for assets and liabilities

	2025	2024
	\$'000	\$'000

6.1A: Current/non-current distinction for assets and liabilities

Assets expected to be recovered in

No more than 12 months

Cash and cash equivalents	1,166	1,900
Trade and other receivables	79,826	79,370
Prepayments	8,191	9,618

Total no more than 12 months

89,183	90,888
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More than 12 months

Buildings and leasehold improvements	136,048	205,837
Plant and equipment	10,917	7,786
Computer software	160,169	109,365
Prepayments	2,953	2,269

Total more than 12 months

310,087	325,257
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Total assets

399,270	416,145
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Liabilities expected to be settled in

No more than 12 months

Suppliers	39,476	21,299
Other payables	14,626	6,820
Leases	41,090	59,429
Employee provisions	12,994	7,937
Provision for restoration	2,285	1,587

Total no more than 12 months

110,471	97,072
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More than 12 months

Other payables	606	344
Leases	83,767	130,414
Employee provisions	20,068	18,552
Provision for restoration	3,254	4,793

Total more than 12 months

107,695	154,103
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Total liabilities

218,166	251,175
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6.1B Administered – Current/non-current distinction for assets and liabilities

At 30 June 2025, all administered assets and liabilities are expected to be recovered or settled within 12 months.

SECTION 07

Appendices

Additional information on AEC resources, governance, Commonwealth Electoral Roll information, electoral events data, electoral redistribution data, financial disclosure data, AEC workforce statistics and electoral communications complaints

Appendices

Appendix A: Resources

Table 10: Entity resource statement, 2024–25

	Current available appropriation for 2024–25 (a) \$'000	Payments made 2024–25 (b) \$'000	Balance remaining 2024–25 (a) – (b) \$'000
Departmental			
Annual appropriations – ordinary annual services ¹	1,003,386	842,115	161,271
Total departmental annual appropriations	1,003,386	842,115	161,271
Departmental special appropriations	16,116	16,116	–
Total departmental special appropriations	16,116	16,116	–
Total departmental resourcing (A)	1,019,502	858,231	161,271
Administered			
Total administered special appropriations ²	75,500	67,871	
Total administered resourcing (B)	75,500	67,871	
Total resourcing and payments for the Australian Electoral Commission (A+B)	1,095,002	926,102	

1 *Appropriation Act (No. 1) 2024–2025 and Appropriation Act (No. 3) 2024–2025*. This may also include prior year departmental appropriation and external revenue under section 74 of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*. Departmental capital budgets are not separately identified in the Appropriation Acts (No. 1, 3) and form part of ordinary annual services items. For accounting purposes, this amount has been designated as a ‘contribution by owner’.

2 Excludes trust moneys held in the Services for Other Entities and Trust Moneys (SOETM) special account.

Table 11: Expenses and resources for Outcome 1, 2024–25

Outcome 1: Maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services, and targeted education and public awareness programs	Budget ¹ 2024–25 (a) \$'000	Actual expenses 2024–25 (b) \$'000	Variation 2024–25 (a)–(b) \$'000
Program 1.1 Deliver Electoral Events			
Administered expenses			
Special appropriations	75,500	95,740	(20,240)
Special account	–	14	(14)
Administered total	75,500	95,754	(20,254)
Departmental expenses			
Departmental appropriation	720,938	728,749	(7,811)
s74 External revenue ²	11,038	19,508	(8,470)
Special appropriations	16,116	16,116	–
Expenses not requiring appropriation in the Budget year ³	11,966	26,111	(14,145)
Departmental total	760,058	790,484	(30,426)
Total expenses for Program 1.1	835,558	886,238	(50,680)
Total expenses for Outcome 1	835,558	886,238	(50,680)

1 Full-year budget including adjustments made to the 2024–25 budget at Additional Estimates.

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

3 Includes unfunded depreciation and amortisation expenses (excluding depreciation of right-of-use assets), write-down and impairment of assets, and non-cash adjustments to make-good.

Table 12: Average staffing levels 2022–23 to 2024–25

	2022–23	2023–24	2024–25
Average staffing level (number)	745	893	982

Appendix B: Governance

Accountable authority

Table 13: Details of accountable authority, 2024–25

Name	Position title/position held	Date of commencement	Date of cessation
Tom Rogers	Electoral Commissioner Australian Electoral Commission	15/12/2014	14/12/2024
Jeff Pope APM	Acting Electoral Commissioner Australian Electoral Commission	15/12/2024	N/A

Audit Committee details

Table 14: Audit Committee, 2024–25

Member	Qualifications, knowledge, skills or experience
Chair (Independent) Darren Box Remuneration \$20,000 (GST inclusive) Meetings Attended 6 of 6 meetings	<p>Darren Box FCPA, BAcct, has over 30 years' experience spanning national social service to national security across the Commonwealth and United Kingdom, including:</p> <ul style="list-style-type: none">▪ Formerly held senior executive service roles with Australian Federal Police, Department of Defence and Department of Human Services.▪ Extensive financial management and organisational reform experience.▪ Qualified Professional Coach.▪ Founder of Darren Box Pty Ltd in 2020, specialising in consulting with a focus on professional coaching, facilitation, independent assurance and management consulting.
Independent Member Sue Bird Remuneration \$13,400 (GST inclusive) Meetings Attended 6 of 6 meetings	<p>Sue Bird GAlCD, LLB Hons, GDLP, has significant senior executive service experience in federal government, with nearly 30 years' leadership experience in both the private sector and the Australian Public Service, including:</p> <ul style="list-style-type: none">▪ Formerly held roles as Chief Operating Officer, Chief Risk Officer, and Chief Counsel and National Manager (Legal) at the Australian Federal Police.▪ Admitted as a Barrister and Solicitor of the Supreme Court of the Australian Capital Territory; Signatory of the Roll of Practitioners of the High Court; Member of the Association of Corporate Counsel.▪ PRINCE2® Practitioner; MSP® Practitioner; Certified Organisational Coach (IECL) and Mentor.
Independent Member Madonna (Donna) Moody Remuneration \$18,000 (GST exclusive) Meetings Attended 6 of 6 meetings	<p>Donna Moody BAcct has significant senior executive service experience in the Australian Government with a background in finance, governance and major organisational change management, including:</p> <ul style="list-style-type: none">▪ Former Certified Public Accountant for more than 25 years.▪ Formerly held roles as Chief Financial Officer of the Australian Taxation Office, Chief Information Officer of the Department of Social Services, and program and grant management positions in the Department of Social Services and the Department of Health.

Business planning documents

Table 15: Business planning documents, 2024–25

Document	Purpose	Reviewed
AEC Corporate Plan 2024–25	The AEC's central planning document. Sets the strategic direction for the next four years through our key activities. Includes analysis of our operating context (environment, capabilities, risk oversight, management and cooperation) and planned agency performance.	Annually
Business Continuity Plans	Improve resilience to enable continued identification of time-critical business processes during and following a significant disruption to business operations.	Annually and as required
Business Planning and Performance Reporting Framework	Supports staff to deliver outcomes in the AEC Corporate Plan, manage resources and finances, and supports requirements of the <i>Public Governance, Performance and Accountability Act 2013</i> .	Annually
Business Plans	Align activities with business planning and reporting.	Annually
Capital Works Program	Summarises actual and planned capital works and associated capital expenditure across the budget and forward years.	Annually
Election Ready Road Map	Sets out and monitors the program of activity required to maintain election readiness.	Every election cycle
Fraud and Corruption Control Plan	Prevents, detects and responds to fraud in accordance with Commonwealth law, fraud control policies and memorandums of understanding.	Every two years (or if significant organisational change occurs)
Information Technology Strategic Plan 2023–2025	Sets the AEC's desired information technology (IT) vision to 2025 and is supported by the IT Architecture Plan.	Annually
Strategic Internal Audit Program	Provides a forward looking flexible and risk-based program of internal audit activities to guide delivery of independent assurance.	Every six months
Assurance Map	Illustrates the assurance arrangement for core business as usual functions.	Annually
Property Management Plan	Provides direction on long-term management of leased property.	Annually
Reconciliation Action Plan	Sets activities to recognise and respect Aboriginal and Torres Strait Islander peoples in internal and external arrangements and activities.	Annually
Writ-to-Writ Timetable	Sets out the operational plan between issue and return of the writ.	Every election cycle
Agency Security Plan	Includes strategies to protect staff, visitors, information, equipment and premises against harm, loss, interference and compromise.	Minimum every two years

AEC management committees

Table 16: AEC management committees, 2024–25

Committee	Purpose
Executive Leadership Team	The senior management team that provides strategic leadership and operational management.
Organisational Health, Performance and Risk Committee	<p>A strategic advisory and decision-making forum that reports to the Executive Leadership Team and the Electoral Commissioner.</p> <p>Responsible for organisational performance and complements the Audit Committee in a management capacity by assuring appropriate activities have been completed and meet Audit Committee expectations.</p>
People Committee	<p>A strategic advisory and decision-making forum that reports to the Organisational Health, Performance and Risk Committee.</p> <p>Responsible for providing advice on strategic workforce matters, driving implementation of agency-wide initiatives and activities, and coordinating strategic workforce composition and disposition.</p>
National Operations and Readiness Committee (becomes National Election Delivery Committee during an election)	<p>A strategic advisory and decision-making forum that reports to the Executive Leadership Team.</p> <p>Responsible for oversight of the centrally led, nationally consistent planning, readiness and delivery of electoral event related services.</p>
Electoral Integrity Committee	<p>A strategic advisory and decision-making forum that reports to the Organisational Health, Performance and Risk Committee.</p> <p>Responsible for driving and governing the agency's performance to maintain integrity of electoral and regulatory processes.</p>
Transformation and Investment Committee	<p>A strategic advisory and decision-making forum that reports to the Executive Leadership Team.</p> <p>Responsible for driving and governing enterprise transformation and the integrated investment portfolio.</p>
Indigo Steering Committee	<p>A strategic decision-making and assurance forum that reports to the Executive Leadership Team.</p> <p>Responsible for ensuring the Indigo Program is being executed within the parameters agreed to in the business case and as approved by government.</p> <p>Also provides governance oversight for all projects under the Indigo Program and is aligned with the broader intent of the AEC.</p>
National Work Health and Safety Committee	<p>A consultative forum that reports to the People Committee.</p> <p>Responsible for addressing AEC health and safety at a national and strategic level, with reference to the requirements of the <i>Work Health and Safety Act 2011</i> and the <i>Work Health and Safety Regulations 2011</i>.</p>

Appendix C: Commonwealth Electoral Roll information

Conditions for providing roll data and extracts

The AEC provides electoral roll extracts, in accordance with the *Commonwealth Electoral Act 1918* (Electoral Act) to:

- members of the House of Representatives
- Senators
- federally registered political parties
- Australian Government departments and agencies
- other specified recipients, such as for medical research or health screening purposes.

In line with the Electoral Act, we also provide identity verification against the electoral roll through a restricted access Document Verification Service administered by the Attorney-General’s Department.

Unauthorised access to electoral roll information is prohibited by law. We provide guidelines on the permitted purpose and use of electoral roll data, penalties, privacy and security requirements.

Commonwealth Electoral Roll extracts and recipients in 2024–25

Table 17: Senators and Members of the House of Representatives provided with electoral roll extracts, 2024–25¹

Name	Electorate/state	Roll data provided	Date provided
Mr Adam Bandt MP	Member for Melbourne	Division of Melbourne Division of Cooper ² Division of Maribyrnong ² Division of Wills ²	Jul 2024 – Nov 2024
Mr Bert van Manen MP	Member for Forde	Division of Forde	Jul 2024 – Mar 2025
Ms Allegra Spender MP	Member for Wentworth	Division of Wentworth	Jul 2024 – Mar 2025
Hon Andrew Gee MP	Member for Calare	Division of Calare	Jul 2024 – Mar 2025
Mr Andrew Wilkie MP	Member for Clark	Division of Clark	Jul 2024 – Mar 2025
Hon Bill Shorten MP	Member for Maribyrnong	Division of Maribyrnong Division of Hawke ² Division of Melbourne ² Division of Wills ²	Jul 2024 – Nov 2024
Hon Bob Katter MP	Member for Kennedy	Division of Kennedy	Jul 2024 – Mar 2025
Ms Dai Le MP	Member for Fowler	Division of Fowler	Jul 2024 – Mar 2025
Ms Elizabeth Watson-Brown MP	Member for Ryan	Division of Ryan	Jul 2024 – Mar 2025
Dr Helen Haines MP	Member for Indi	Division of Indi	Jul 2024 – Mar 2025
Mr Ian Goodenough MP	Member for Moore	Division of Moore Division of Pearce ³	Aug 2024 – Mar 2025

Name	Electorate/state	Roll data provided	Date provided
Hon Jason Wood MP	Member for La Trobe	Division of La Trobe Division of Bruce ²	Jul 2024 – Mar 2025
Ms Kate Chaney MP	Member for Curtin	Division of Curtin Division of Moore ³	Jul 2024 – Mar 2025
Ms Kylea Tink MP	Member for North Sydney	Division of North Sydney Division of Bennelong ⁴ Division of Bradfield ⁴ Division of Warringah ⁴	Jul 2024 – Mar 2025
Mr Luke Gosling OAM, MP	Member for Solomon	Division of Solomon	Jul 2024 – Mar 2025
Hon Mark Butler MP	Member for Hindmarsh	Division of Hindmarsh	Jul 2024 – Mar 2025
Mr Max Chandler-Mather MP	Member for Griffith	Division of Griffith	Jul 2024 – Mar 2025
Hon Michael Sukkar MP	Member for Deakin	Division of Deakin Division of Aston ²	Jul 2024 – Mar 2025
Dr Monique Ryan MP	Member for Kooyong	Division of Kooyong Division of Chisholm ² Division of Menzies ²	Jul 2024 – Mar 2025
Hon Peter Khalil MP	Member for Wills	Division of Wills Division of Maribyrnong ² Division of Melbourne ²	Jul 2024 – Mar 2025
Ms Rebekha Sharkie MP	Member for Mayo	Division of Mayo	Jul 2024 – Mar 2025
Mr Russell Broadbent MP	Member for Monash	Division of Monash	Jul 2024 – Mar 2025
Dr Sophie Scamps MP	Member for Mackellar	Division of Mackellar	Jul 2024 – Mar 2025
Mr Stephen Bates MP	Member for Brisbane	Division of Brisbane	Jul 2024 – Mar 2025
Hon Sussan Ley MP	Member for Farrer	Division of Farrer	Jul 2024 – Mar 2025
Ms Zali Steggall OAM, MP	Member for Warringah	Division of Warringah Division of Mackellar ⁴	Jul 2024 – Mar 2025
Ms Zaneta Mascarenhas MP	Member for Swan	Division of Swan Division of Bullwinkel ³	Jul 2024 – Mar 2025
Ms Zoe Daniel MP	Member for Goldstein	Division of Goldstein	Jul 2024 – Mar 2025
Senator Alex Antic	Senator for South Australia	South Australia	Jul 2024 – May 2025
Senator Andrew McLachlan CSC	Senator for South Australia	South Australia	Jul 2024 – Sep 2024
Senator the Hon Anne Ruston	Senator for South Australia	South Australia	Jul 2024 – May 2025
Senator Barbara Pocock	Senator for South Australia	South Australia	Jul 2024 – May 2025
Senator the Hon David Fawcett	Senator for South Australia	South Australia	Jul 2024 – May 2025

Name	Electorate/state	Roll data provided	Date provided
Senator David Pocock	Senator for Australian Capital Territory	Australian Capital Territory	Jul 2024 – May 2025
Senator David Shoebridge	Senator for New South Wales	New South Wales	Jul 2024 – May 2025
Senator Dave Sharma	Senator for New South Wales	New South Wales	Jul 2024 – May 2025
Senator David Van	Senator for Victoria	Victoria	Apr 2025 – May 2025
Senator Dorinda Cox	Senator for Western Australia	Western Australia	Jul 2024 – Nov 2024
Senator Fatima Payman	Senator for Western Australia	Western Australia	Aug 2024 – May 2025
Senator Hollie Hughes	Senator for New South Wales	New South Wales	Jul 2024 – May 2025
Senator Jacqui Lambie	Senator for Tasmania	Tasmania	Jul 2024 – Nov 2024
Senator the Hon James McGrath	Senator for Queensland	Queensland	Jul 2024 – May 2025
Senator James Paterson	Senator for Victoria	Victoria	Jul 2024 – May 2025
Senator Jordon Steele-John	Senator for Western Australia	Western Australia	Jul 2024 – May 2025
Senator Karen Grogan	Senator for South Australia	South Australia	Jul 2024 – Nov 2024
Senator Larissa Waters	Senator for Queensland	Queensland	Jul 2024 – May 2025
Senator Lidia Thorpe	Senator for Victoria	Victoria	Jul 2024 – May 2025
Senator the Hon Linda Reynolds CSC	Senator for Western Australia	Western Australia	Jul 2024 – May 2025
Senator Malcolm Roberts	Senator for Queensland	Queensland	Jul 2024 – May 2025
Senator the Hon Matthew Canavan	Senator for Queensland	Queensland	Jul 2024 – May 2025
Senator Mehreen Faruqi	Senator for New South Wales	New South Wales	Jul 2024 – May 2025
Senator Nick McKim	Senator for Tasmania	Tasmania	Jul 2024 – May 2025
Senator Penny Allman-Payne	Senator for Queensland	Queensland	Jul 2024 – May 2025
Senator Perin Davey	Senator for New South Wales	New South Wales	Jul 2024 – May 2025
Senator Peter Whish-Wilson	Senator for Tasmania	Tasmania	Jul 2024 – May 2025
Senator the Hon Richard Colbeck	Senator for Tasmania	Tasmania	Jul 2024 – May 2025
Senator Sarah Hanson-Young	Senator for South Australia	South Australia	Jul 2024 – May 2025
Former Senator the Hon Simon Birmingham	Retired Senator for South Australia	South Australia	Jul 2024 – Jan 2025

Name	Electorate/state	Roll data provided	Date provided
Senator Steph Hodgins-May	Senator for Victoria	Victoria	Jul 2024 – May 2025
Senator Tammy Tyrrell	Senator for Tasmania	Tasmania	Jul 2024 – May 2025
Senator Varun Ghosh	Senator for Western Australia	Western Australia	Jan 2025 – May 2025

- 1 For members between 1 July 2024 and 28 March 2025 (Dissolution of Parliament), and for senators between 1 July 2024 and 2 May 2025 (the end date of Electoral Roll Access, known as ERA).
- 2 Provided after the redistribution for Victoria from 17 October 2024 in accordance with subsection 90B(1) Item 15 of the *Commonwealth Electoral Act 1918*.
- 3 Provided after the redistribution for Western Australia from 24 September 2024 in accordance with subsection 90B(1) Item 15 of the *Commonwealth Electoral Act 1918*.
- 4 Provided after the redistribution for New South Wales from 10 October 2024 in accordance with subsection 90B(1) Item 15 of the *Commonwealth Electoral Act 1918*.

Table 18: Registered political parties provided with electoral roll extracts, 2024–25

Registered political party	Roll data provided	Date provided
Animal Justice Party	Victoria	Jul 2024 – May 2025
Australian Christians	Western Australia	Jul 2024 – May 2025
Australian Citizens Party	Victoria	Jul 2024 – May 2025
Australian Democrats	South Australia	Jul 2024 – May 2025
Australian Greens	National	Jul 2024 – May 2025
Australian Labor Party (ALP)	National	Jul 2024 – May 2025
Australian Labor Party (South Australian Branch)	South Australia	Dec 2024 – May 2025
Centre Alliance	South Australia	Jul 2024 – May 2025
Family First Party Australia	New South Wales	Apr 2025 – May 2025
Health Environment Accountability Rights Transparency (HEART)	New South Wales	Jul 2024 – Aug 2024
Indigenous – Aboriginal Party of Australia	New South Wales	Jul 2024 – May 2025
Katter's Australian Party (KAP)	Queensland	Feb 2025 – May 2025
Liberal Party of Australia	National	Jul 2024 – May 2025
Liberal Party of Australia (SA Division)	South Australia	Nov 2024 – May 2025
Libertarian Party	Queensland, Victoria	Jul 2024 – May 2025
National Party of Australia – NSW	New South Wales	Jul 2024 – Nov 2024
National Party of Australia – Victoria	Victoria	Jul 2024 – May 2025
National Party of Australia (SA) Inc.	South Australia	Aug 2024 – May 2025
National Party of Australia (WA) Inc.	Western Australia	Jul 2024 – May 2025
Pauline Hanson's One Nation	Queensland	Jul 2024 – May 2025
The Greens (WA) Inc	Western Australia	Jul 2024 – May 2025
Trumpet of Patriots	National	Jul 2024 – May 2025

Table 19: Australian Government departments and agencies (prescribed authorities) provided with electoral roll extracts, 2024–25

Institution	Data provided			
	Aug 2024	Nov 2024	Feb 2025	May 2025
Australian Criminal Intelligence Commission	Yes	Yes	Yes	Yes
Australian Federal Police	No	Yes	Yes	Yes
Australian Financial Security Authority	Yes	Yes	Yes	Yes
Australian Securities and Investments Commission	Yes	Yes	Yes	Yes
Australian Security Intelligence Organisation	Yes	Yes	Yes	Yes
Australian Taxation Office	Yes	Yes	Yes	Yes
Commonwealth Superannuation Corporation	Yes	Yes	Yes	Yes
Department of Foreign Affairs and Trade – Australian Passport Office	Yes	Yes	Yes	Yes
Department of Home Affairs	Yes	Yes	Yes	Yes
Office of the Official Secretary to the Governor-General	No	No	No	Yes
Services Australia	Yes	Yes	Yes	Yes
National Disability Insurance Agency	No	No	No	Yes

Table 20: Medical and electoral research organisations provided with electoral roll extracts, 2024–25

Institution	Data provided
Adam Zammit, Director of Operations, Australian Consortium for Social and Political Research Incorporated – other organisation	A random sample of 5,000 records of men and women across all federal electoral divisions for the study ‘Australian Survey of Social Attitudes: Digital Societies’.
Adam Zammit, Director of Operations, Australian Consortium for Social and Political Research Incorporated – other organisation	A random sample of 4,000 records of men and women across all federal electoral divisions for the study ‘Australian Survey of Social Attitudes: Work Orientations’.

Appendix D: Electoral events data

2025 federal election data

Results and information relating to the May 2025 federal election can be found at the AEC Tally Room:

<https://results.aec.gov.au/31496/Website/HouseDefault-31496.htm>

Appendix E: Public awareness data

Advertising and market research

Qualitative research was undertaken during the year to refine the AEC’s advertising campaign creative materials for the 2025 federal election. Quantitative benchmark and tracking research was conducted to evaluate the effectiveness of the campaign. The AEC also finalised preparation for the advertising and other communication activities delivered at the election. Further, the AEC conducted research on strategies to improve communication to First Nations and multicultural audiences, as well as people with a disability.

More information is available at www.aec.gov.au and in reports on Australian Government advertising prepared by the Department of Finance. Those reports are on the Department of Finance’s website. The table below shows payments of \$16,900 or more (GST inclusive) to advertising agencies and market research, polling, direct mail and media advertising organisations, as required under section 311A of the *Commonwealth Electoral Act 1918*. Figures reflect payments above the threshold unless otherwise specified.

Table 21: Advertising and media placement payments, \$16,900 or more, 2024–25

Services	Agency name	Details	Amount \$ (GST inc.)
Advertising creative development	BMF Advertising	Creative advertising services including production of materials for the 2025 federal election	843,438
	Carbon Creative Agency	Creative advertising services including production and translation of materials for Aboriginal and Torres Strait Islander audiences for the 2025 federal election	233,277
	Cultural Perspectives Pty Ltd	Creative advertising services including production and translation of materials for multicultural audiences for the 2025 federal election	585,595
Market research	Universal McCann	Benchmarking and tracking research services for the 2025 federal election campaign	512,314
	Wallis Consulting Group Pty Ltd	Research to inform engagement, education and communication strategies and activities for people with disability	88,602
	Wallis Consulting Group Pty Ltd	Message testing research to inform Enhancing Indigenous Engagement communication project	112,889
	Instinct and Reason Pty Ltd	First Nations survey boost – research to inform engagement, education and communication strategies and activities for people with disability	29,150
	Orima Research	Research to inform communication about false or misleading information related to electoral process	380,203
Advertising placement	Universal McCann	Media buy for 2025 federal election	20,644,392
	Universal McCann	Media partnerships for the Enhancing Indigenous Engagement communication project	270,287
	Universal McCann	Non-campaign advertising placement for electoral redistributions	604,233
TOTAL			24,304,380

Appendix F: Electoral redistribution data

Table 22: Electoral redistribution data, 2024–25

Electoral redistribution	New South Wales	Victoria	Western Australia	Northern Territory
Basis for the determination triggering a redistribution	On 27 July 2023, the Electoral Commissioner determined that the number of members of the House of Representatives to be chosen by New South Wales at a general election had decreased from 47 to 46.	On 27 July 2023, the Electoral Commissioner determined that the number of members of the House of Representatives to be chosen by Victoria at a general election had decreased from 39 to 38.	On 27 July 2023, the Electoral Commissioner determined that the number of members of the House of Representatives to be chosen by Western Australia at a general election had increased from 15 to 16.	A total of seven years had elapsed since the most recent redistribution was determined on 7 February 2017.
Direction to commence redistribution	The redistribution of federal electoral divisions in New South Wales commenced in 2023–24 (9 August 2023).	The redistribution of federal electoral divisions in Victoria commenced in 2023–24 (9 August 2023).	The redistribution of federal electoral divisions in Western Australia commenced in 2023–24 (9 August 2023).	The redistribution of federal electoral divisions in the Northern Territory commenced in 2023–24 (22 February 2024)
Release of the Redistribution Committee's proposed redistribution¹	The Redistribution Committee for New South Wales released its proposed redistribution in 2023–24.	The Redistribution Committee for Victoria released its proposed redistribution in 2023–24.	The Redistribution Committee for Western Australia released its proposed redistribution in 2023–24.	The Redistribution Committee for Northern Territory released its proposed redistribution on 18 October 2024.
Public input relating to Redistribution Committee's proposed redistribution¹	There were 738 objections received for New South Wales between 14 June 2024 and 12 July 2024. There were 235 comments on objections received between 15 July 2024 and 26 July 2024.	Objections for Victoria were received in 2023–24. There were 122 comments on objections received between 1 July 2024 and 12 July 2024.	Objections for Western Australia were received in 2023–24. There were 15 comments on objections received between 1 July 2024 and 12 July 2024.	There were no objections received for the Northern Territory during the relevant period (between 18 October 2024 and 15 November 2024). The period for comments on objections was not required.
Public announcement of the augmented Electoral Commissions' final names and boundaries²	The augmented Electoral Commission for New South Wales announced the final names and boundaries of the New South Wales redistribution on 12 September 2024.	The augmented Electoral Commission for Victoria announced the final names and boundaries of the Victorian redistribution on 5 September 2024.	The augmented Electoral Commission for Western Australia announced the final names and boundaries of the Western Australian redistribution on 5 September 2024.	The augmented Electoral Commission for the Northern Territory announced the final names and boundaries of the Northern Territory redistribution on 7 January 2025.

Electoral redistribution	New South Wales	Victoria	Western Australia	Northern Territory
Gazettal of determination of names and boundaries of electoral divisions	The augmented Electoral Commission determined the New South Wales redistribution on 10 October 2024.	The augmented Electoral Commission for Victoria determined the Victorian redistribution on 17 October 2024.	The augmented Electoral Commission for Western Australia determined the Western Australian redistribution on 24 September 2024.	The augmented Electoral Commission for the Northern Territory determined the Northern Territory redistribution on 4 March 2025.

- 1 A Redistribution Committee is established for each state or territory in which a redistribution is occurring. The Electoral Act requires that the Redistribution Committee consist of:

 - the Electoral Commissioner
 - the Australian Electoral Officer for the state or territory
 - the Surveyor-General for the state or territory
 - the Auditor-General for the state or territory.
- 2 An augmented Electoral Commission is established for each state or territory in which a redistribution is occurring. The Electoral Act requires that the augmented Electoral Commission consist of:

 - the Chairperson of the Electoral Commission
 - the Electoral Commissioner
 - the non-judicial member of the Electoral Commission
 - the Australian Electoral Officer for the state or territory
 - the Surveyor-General for the state or territory
 - the Auditor-General for the state or territory.

Appendix G: Financial disclosure data

Election funding payments in 2024–25

Election funding entitlements are calculated as at the 20th day after polling day, and an automatic payment is made to eligible candidates and political parties.

To receive election funding greater than the automatic payment, the agent of the eligible political party, candidate or Senate group must lodge a claim with the AEC, setting out the electoral expenditure incurred.

2025 federal election

For the 2025 federal election, the automatic payment amount was \$12,379, with a total of \$1,052,215 in automatic payments being made on 10 June 2025. Claims are required to be submitted to the AEC by 3 November 2025.

A total of 25 political parties and 60 independent candidates were entitled to lodge election funding claims related to the 2025 federal election.

At 30 June 2025, 10 election funding claims had been finalised, with a further 10 claims being assessed. The total value of election funding attributable to the 2025 federal election is \$94,331,420.50.

By-elections

Election funding claims processes were finalised in 2024–25 for two federal by-elections held in 2023–24:

- 2024 Dunkley by-election:
 - Final claims for the Dunkley by-election were due to the AEC by 2 September 2024, with three political parties and one independent candidate being eligible to lodge election funding claims.
 - Three election funding claims were finalised in 2023–24. The remaining claim was not received, and therefore no further payments were made in 2024–25.
 - The value of election funding paid in relation to the Dunkley by-election was \$272,060.86, which was all attributable to 2023–24.
- 2024 Cook by-election:
 - Final claims for the Cook by-election were due to the AEC by 14 October 2024.
 - Four political parties and one independent candidate were eligible to lodge election funding claims.
 - Two election funding claims were finalised in 2023–24, with three further claims expected in 2024–25, by 14 October 2024. One claim (from the remaining three claims) was received and paid prior to the due date, with a value of \$4,811.28.
 - The value of election funding paid in relation to the Cook by-election was \$260,700.41, which was attributable to 2023–24 (\$255,889.13) and 2024–25 (\$4,811.28).

Annual financial disclosure returns

Annual financial disclosure returns and amendments received in 2024–25:

- 640 annual financial disclosure returns and amendments
- 585 returns and 35 amendments for the 2023–24 financial year
- five returns and seven amendments for the 2022–23 financial year
- two returns and four amendments for the 2021–22 financial year
- nil returns and one amendment for the 2020–21 financial year
- nil returns and one amendment for the 2019–20 financial year.

Election returns

Election returns received in 2024–25:

- 365 election returns for the 2025 federal election and one by-election.

Referendum financial disclosure returns

Referendum financial disclosure returns and amendments received in 2024–25:

- one referendum disclosure return and 18 amendments.

Appendix H: Workforce statistics

Table 23: All ongoing employees by location, current report period 2024–25

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	42	5	47	74	23	97	-	-	-	-	-	-	-	-	-	144
Qld	18	3	21	72	16	88	-	-	-	-	-	-	-	-	-	109
SA	12	1	13	35	4	39	-	-	-	-	-	-	-	-	-	52
Tas	7	-	7	13	3	16	-	-	-	-	-	-	-	-	-	23
Vic	41	3	44	86	5	91	1	-	1	-	-	-	-	-	-	136
WA	12	2	14	39	1	40	1	-	1	-	-	-	-	-	-	55
ACT	242	4	246	366	36	402	2	-	2	-	-	-	-	-	-	650
NT	2	-	2	4	1	5	-	-	-	-	-	-	-	-	-	7
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	376	18	394	689	89	778	4	4	4	4	4	4	4	4	4	1,176

Table 24: All non-ongoing employees by location, current report period 2024–25

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	4	-	4	3	-	3	-	-	-	-	-	-	-	-	-	7
Qld	1	-	1	5	1	6	-	-	-	-	-	-	-	-	-	7
SA	3	-	3	3	-	3	-	-	-	-	-	-	-	-	-	6
Tas	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
Vic	5	-	5	5	-	5	-	-	-	-	-	-	-	-	-	10
WA	2	-	2	3	-	3	-	-	-	-	-	-	-	-	-	5
ACT	29	-	29	22	5	27	-	-	-	-	-	-	-	-	-	56
NT	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	44	-	44	43	6	49	-	-	-	-	-	-	-	-	-	93

Table 25: All ongoing employees by location, previous report period 2023–24

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	37	2	39	56	22	68	-	-	-	-	-	-	-	-	-	107
Qld	22	-	22	58	7	65	-	-	-	-	-	-	-	-	-	87
SA	9	1	10	30	4	34	-	-	-	-	-	-	-	-	-	44
Tas	6	-	6	9	-	9	-	-	-	-	-	-	-	-	-	15
Vic	35	1	36	55	5	60	1	-	1	-	-	-	-	-	-	97
WA	9	-	9	23	4	27	-	-	-	-	-	-	-	-	-	36
ACT	189	4	193	290	22	312	3	-	3	-	-	-	-	-	-	508
NT	2	-	2	8	-	8	-	-	-	-	-	-	-	-	-	10
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	309	8	317	529	54	583	4	-	4	-	-	-	-	-	-	904

Table 26: All non-ongoing employees by location, previous report period 2023–24

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	4	1	5	16	4	20	-	-	-	-	-	-	-	-	-	25
Qld	3	-	3	12	3	15	-	-	-	-	-	-	-	-	-	18
SA	2	-	2	7	-	7	-	-	-	-	-	-	-	-	-	9
Tas	-	-	-	3	-	3	-	-	-	-	-	-	-	-	-	3
Vic	6	-	6	25	-	25	-	-	-	-	-	-	-	-	-	31
WA	2	-	2	7	-	7	1	-	1	-	-	-	-	-	-	10
ACT	16	1	17	22	4	26	-	-	-	-	-	-	-	-	-	43
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	33	2	35	92	11	103	1	-	1	-	-	-	-	-	-	139

Table 27: Australian Public Service Act 1999 ongoing employees, current report period 2024–25

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SES 2	2	–	2	2	–	2	–	–	–	–	–	–	–	–	–	4
SES 1	3	–	3	8	–	8	–	–	–	–	–	–	–	–	–	11
EL 2	27	–	27	56	1	57	–	–	–	–	–	–	–	–	–	84
EL 1	78	3	81	125	15	140	–	–	–	–	–	–	–	–	–	221
APS 6	106	1	107	153	10	163	–	–	–	–	–	–	–	–	–	270
APS 5	81	3	84	111	5	116	3	–	3	–	–	–	–	–	–	203
APS 4	45	1	46	87	14	101	1	–	1	–	–	–	–	–	–	148
APS 3	19	–	19	76	7	83	–	–	–	–	–	–	–	–	–	102
APS 2	13	10	23	69	37	106	–	–	–	–	–	–	–	–	–	129
APS 1	2	–	2	2	–	2	–	–	–	–	–	–	–	–	–	4
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
TOTAL	376	18	394	689	89	778	4	–	4	–	–	–	–	–	–	1,176

Table 28: Australian Public Service Act 1999 non-ongoing employees, current report period 2024–25

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 1	2	-	2	2	-	2	-	-	-	-	-	-	-	-	-	4
EL 2	4	-	4	1	-	1	-	-	-	-	-	-	-	-	-	5
EL 1	3	-	3	2	-	2	-	-	-	-	-	-	-	-	-	5
APS 6	13	-	13	11	5	16	-	-	-	-	-	-	-	-	-	29
APS 5	9	-	9	9	1	10	-	-	-	-	-	-	-	-	-	19
APS 4	7	-	7	10	-	10	-	-	-	-	-	-	-	-	-	17
APS 3	6	-	6	8	-	8	-	-	-	-	-	-	-	-	-	14
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	44	-	44	43	6	49	-	-	-	-	-	-	-	-	-	93

Table 29: Australian *Public Service Act 1999* ongoing employees, previous report period 2023–24

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SES 2	2	–	2	2	–	2	–	–	–	–	–	–	–	–	–	4
SES 1	2	–	2	7	–	7	–	–	–	–	–	–	–	–	–	9
EL 2	22	–	22	48	–	48	–	–	–	–	–	–	–	–	–	70
EL 1	69	2	71	113	8	121	–	–	–	–	–	–	–	–	–	192
APS 6	93	–	93	156	9	165	–	–	–	–	–	–	–	–	–	258
APS 5	72	1	73	89	4	93	3	–	3	–	–	–	–	–	–	169
APS 4	41	2	43	72	12	84	1	–	1	–	–	–	–	–	–	128
APS 3	6	0	6	25	6	31	–	–	–	–	–	–	–	–	–	37
APS 2	0	3	3	16	15	31	–	–	–	–	–	–	–	–	–	34
APS 1	2	–	2	1	–	1	–	–	–	–	–	–	–	–	–	3
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
TOTAL	309	8	317	529	54	583	4	–	4	–	–	–	–	–	–	904

Table 30: Australian Public Service Act 1999 non-ongoing employees, previous report period 2023–24

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 1	2	-	2	1	-	1	-	-	-	-	-	-	-	-	-	3
EL 2	2	-	2	1	-	1	-	-	-	-	-	-	-	-	-	3
EL 1	2	-	2	3	-	3	-	-	-	-	-	-	-	-	-	5
APS 6	7	-	7	13	1	14	-	-	-	-	-	-	-	-	-	21
APS 5	6	1	7	4	2	6	-	-	-	-	-	-	-	-	-	13
APS 4	1	-	1	11	2	13	-	-	-	-	-	-	-	-	-	14
APS 3	7	-	7	42	5	47	1	-	1	-	-	-	-	-	-	55
APS 2	6	1	7	17	1	18	-	-	-	-	-	-	-	-	-	25
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	33	2	35	92	11	103	1	-	1	-	-	-	-	-	-	139

Table 31: Australian *Public Service Act 1999* employees by full-time and part-time status, current report period 2024–25

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
SES 3	–	–	–	–	–	–	–
SES 2	4	–	4	–	–	–	4
SES 1	11	–	11	4	–	4	15
EL 2	83	1	84	5	–	5	89
EL 1	203	18	221	5	–	5	226
APS 6	259	11	270	24	5	29	299
APS 5	195	8	203	18	1	19	222
APS 4	133	15	148	17	–	17	165
APS 3	95	7	102	14	–	14	116
APS 2	82	47	129	–	–	–	129
APS 1	4	–	4	–	–	–	4
Other	–	–	–	–	–	–	–
TOTAL	1,069	107	1,176	87	6	93	1,269

Table 32: Australian *Public Service Act 1999* employees by full-time and part-time status, previous report period 2023–24

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total non-ongoing	
SES 3	–	–	–	–	–	–	–
SES 2	4	–	4	–	–	–	4
SES 1	9	–	9	3	–	3	12
EL 2	70	–	70	3	–	3	73
EL 1	182	10	192	5	–	5	197
APS 6	249	9	258	20	1	21	279
APS 5	164	5	169	10	3	13	182
APS 4	114	14	128	12	2	14	142
APS 3	31	6	37	50	5	55	92
APS 2	16	18	34	23	2	25	59
APS 1	3	–	3	–	–	–	3
Other	–	–	–	–	–	–	–
TOTAL	842	62	904	126	13	139	1,043

Table 33: Australian *Public Service Act 1999* employment types by location, current report period 2024–25

	Ongoing	Non-ongoing	Total
NSW	144	7	151
Qld	109	7	116
SA	52	6	58
Tas	23	1	24
Vic	136	10	146
WA	55	5	60
ACT	650	56	706
NT	7	1	8
External Territories	–	–	–
Overseas	–	–	–
TOTAL	1,176	93	1,269

Table 34: Australian *Public Service Act 1999* employment types by location, previous report period 2023–24

	Ongoing	Non-ongoing	Total
NSW	107	25	132
Qld	87	18	105
SA	44	9	53
Tas	15	3	18
Vic	97	31	128
WA	36	10	46
ACT	508	43	551
NT	10	–	10
External Territories	–	–	–
Overseas	–	–	–
TOTAL	904	139	1,043

Table 35: Australian *Public Service Act 1999* Indigenous employment, current report period 2024–25

	Total
Ongoing	23
Non-ongoing	1
TOTAL	24

Table 36: Australian *Public Service Act 1999* Indigenous employment, previous report period 2023–24

	Total
Ongoing	20
Non-ongoing	3
TOTAL	23

Table 37: Australian *Public Service Act 1999* employment arrangements, current report period 2024–25

	SES	Non-SES	Total
Enterprise Agreement	–	1,218	1,218
Individual Flexibility Agreement	–	32	32
Section 24	19	–	19
TOTAL	19	1,250	1,269

Table 38: Australian *Public Service Act 1999* employment salary ranges by classification level (minimum/maximum), current report period 2024–25

	Minimum salary	Maximum salary
SES 3	–	–
SES 2	\$290,037	\$304,935
SES 1	\$218,594	\$284,609
EL 2	\$139,681	\$164,008
EL 1	\$118,146	\$133,138
APS 6	\$94,603	\$106,034
APS 5	\$85,465	\$93,663
APS 4	\$76,626	\$83,970
APS 3	\$68,750	\$75,343
APS 2	\$60,360	\$66,934
APS 1	\$54,516	\$58,946
Other	–	–
Minimum/Maximum range	\$54,516	\$304,935

Note: Non-SES salary ranges are based on the rates included in the AEC’s Enterprise Agreement 2024–2027. These rates do not reflect salaries negotiated through individual flexibility arrangements or the maintenance of employee salary on commencement from previous APS agency. SES salaries are set by the Electoral Commissioner in accordance with the Senior Executive Remuneration Policy.

Table 39: Statutory appointments under the *Commonwealth Electoral Act 1918*, at 30 June 2025

Position	Legislative provision for existence of role	Current occupant	Current term
Electoral Commissioner Australian Electoral Commission	Subsection 18(1) of the <i>Commonwealth Electoral Act 1918</i>	Jeff Pope APM	Acting from 15/12/2024
Deputy Electoral Commissioner	Subsection 19(1) of the <i>Commonwealth Electoral Act 1918</i>	Kath Gleeson	Acting from 15/12/2024
Australian Electoral Officer NSW	Subsection 20(1) of the <i>Commonwealth Electoral Act 1918</i>	Rebecca Main	5 years from 08/07/2021
Australian Electoral Officer Vic	Subsection 20(1) of the <i>Commonwealth Electoral Act 1918</i>	Nye Coffey	5 years from 01/04/2021
Australian Electoral Officer Qld	Subsection 20(1) of the <i>Commonwealth Electoral Act 1918</i>	Stephanie Attard	5 years from 08/02/2021
Australian Electoral Officer WA	Subsection 20(1) of the <i>Commonwealth Electoral Act 1918</i>	Anita Ratcliffe	5 years from 05/06/2023
Australian Electoral Officer SA	Subsection 20(1) of the <i>Commonwealth Electoral Act 1918</i>	Cameron Stokes	5 years from 04/02/2021
Australian Electoral Officer Tas	Subsection 20(1) of the <i>Commonwealth Electoral Act 1918</i>	Hannah Brown	5 years from 12/07/2021
Australian Electoral Officer NT	Subsection 20(1) of the <i>Commonwealth Electoral Act 1918</i>	Geoff Bloom	5 years from 08/07/2021
Chairperson Australian Electoral Commission	Subsection 6(2)(a) of the <i>Commonwealth Electoral Act 1918</i>	The Hon Susan Kenny AM KC	5 years from 23/09/2020
Non-judicial member Australian Electoral Commission	Subsection 6(2)(c) of the <i>Commonwealth Electoral Act 1918</i>	Dr David Gruen AO	5 years from 12/12/2024

Table 40: Information about remuneration for key management personnel, 2024–25

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances		Long service leave	Other long-term benefits		
Tom Rogers	Electoral Commissioner	\$242,532	–	–	\$34,504	\$20,590	–	–	\$297,626
Jeff Pope	Acting Electoral Commissioner	\$498,962	–	–	\$49,604	\$11,749	–	–	\$560,315
Kathleen Gleeson	Acting Deputy Electoral Commissioner	\$306,388	–	\$566	\$42,477	\$11,612	–	–	\$361,043
Thomas Ryan	First Assistant Commissioner	\$300,347	–	\$124	\$53,888	\$13,834	–	–	\$368,193
Michael Lynch	First Assistant Commissioner	\$288,418	–	–	\$53,255	\$17,138	–	–	\$358,811
Rachael Spalding	First Assistant Commissioner	\$316,407	–	\$628	\$60,911	\$16,138	–	–	\$394,084
Angus Kirkwood	First Assistant Commissioner	\$184,255	–	\$319	\$30,383	\$4,768	–	–	\$219,725
TOTAL		\$2,137,309	–	\$1,637	\$325,022	\$95,829	–	–	\$2,559,797

Table 41: Information about remuneration for Senior Executives, 2024–25

Remuneration band	Number of senior executives	Short-term benefits				Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions		Average long service leave	Average other long-term benefits		
\$0 – \$220,000	6	\$96,324	–	\$372	\$15,607	–	\$2,909	–	–	\$115,212
\$220,001 – \$245,000	2	\$202,238	–	–	\$21,697	–	\$7,909	–	–	\$231,844
\$245,001 – \$270,000	7	\$215,971	–	\$2,932	\$31,881	–	\$6,873	–	–	\$257,657
\$270,001 – \$295,000	5	\$232,079	–	\$1,419	\$39,282	–	\$8,885	–	–	\$281,665
\$295,001 – \$320,000	5	\$256,513	–	\$226	\$38,742	–	\$11,483	–	–	\$306,964
\$320,001 – \$345,000	1	\$288,059	–	–	\$28,649	–	\$17,000	–	–	\$333,708
\$345,001 – \$370,000	3	\$288,903	–	\$439	\$49,421	–	\$13,208	–	–	\$351,971

Our entity has no other highly paid staff.

Appendix I: Electoral communications reviewed

The AEC reviews complaints received about electoral communications. At the 2025 federal election the AEC increased the active monitoring by our staff of electoral communications displayed at polling places.

As a result of the increased active field monitoring, the AEC reviewed considerably more electoral communications at the 2025 federal election than the previous two federal elections. There was not a corresponding increase in the number of breaches detected.

All electoral communication breaches identified for the 2025 federal election related to non-compliance with the authorisation requirements in section 321D of the Electoral Act and the *Commonwealth Electoral (Authorisation of Voter Communication) Determination 2021*.

We also considered complaints about non-compliance with section 329 of the Electoral Act (communications that could have misled or deceived voters on how to cast their vote). Most of these concerns were addressed with warning letters and no further action was required.

Table 42: Electoral communications reviewed and breaches identified, 2019, 2022 and 2025 federal elections

Communication type	Communications reviewed			Breaches of the Electoral Act		
	2019	2022	2025*	2019	2022	2025*
Social media	109	192	2,736	81	122	1,020
Print media	233	483	4,191	183	382	497
Other communications	186	225	658	175	212	211
TOTAL	528	900	7,585	439	716	1,728

*until 30 June 2025

Appendix J: Greenhouse gas emissions reporting

Commonwealth Climate Disclosure

Commonwealth Climate Disclosure is the government's policy for Commonwealth entities to publicly disclose their exposure to climate risks and opportunities, as well as their actions to manage them, delivering transparent and consistent climate disclosures to the Australian public. This is the AEC's first annual report including climate disclosure under Commonwealth Climate Disclosure Year 1 requirements. Note, the AEC moved from Tranche 2 to Tranche 1 reporting due to increased expenditure for successive federal electoral events in 2023 and 2025.

Governance

The Electoral Commissioner oversees climate-related risks and opportunities as the accountable authority under section 12 of the PGPA Act. We use existing governance and risk management policies to manage climate-related risks and opportunities (see **Section 05: Management and accountability**).

The AEC has appointed a Chief Sustainability Officer to champion Climate Action in Government Operations initiatives. The Chief Sustainability Officer ensures climate-related risks and opportunities are identified, prioritised and managed organisation-wide. The Chief Sustainability Officer implements the Climate Risk and Opportunity Management Program (CROMP). The Chief Risk Officer integrates CROMP into our Enterprise Risk Reporting Framework.

The Electoral Commissioner is supported by the Executive Leadership Team, Chief Sustainability Officer and Chief Risk Officer. They oversee our Enterprise Risk Reporting Framework and manage risks across the agency.

The Executive Leadership Team has oversight of strategic, enterprise and operational risks including climate-related risks.

Our People Branch will integrate CROMP training modules into our mandatory learning program. We will monitor and adapt our systems as we develop climate maturity.

Strategy

We commenced our climate risk and opportunity assessment this year.

This aligns with *Climate Risk Management: The Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector 2024–2026*.

Our progress includes:

- identifying climate risk governance structures and appointing our Chief Sustainability Officer
- reviewing internal capability with key staff completing climate training
- commencing work to define enterprise risks, including climate-related risk.

Next year, we aim to complete a full climate risk and opportunity assessment. We will provide complete risk management and strategy disclosures.

Risk management

We established our Enterprise Risk Reporting Framework under the Commonwealth Risk Management Policy and PGPA Act. The Electoral Commissioner endorsed this framework.

The Chief Sustainability Officer implements CROMP with Chief Risk Officer support for framework integration. Executives monitor operational risks and provide stewardship over strategic risks.

Risks are escalated through our Risk Management Framework and reported via governance committees. A full health status is reported to the AEC's Audit Committee at every meeting with an Annual Review of Risk at the end of every financial year.

Metrics and targets

The Australian Government's Net Zero in Government Operations Strategy includes energy intensity targets and minimum energy performance standards. Departments and agencies are to progressively improve their energy performance and consider energy use when purchasing or leasing buildings. The AEC is committed to meeting the APS Net Zero by 2030 target. See the **APS Net Zero Target Factsheet** for details including scope, emissions sources and timeframes. We have not deviated from the approach in this factsheet.

Emissions reduction plan

In 2024–25, we developed our first emissions reduction plan, endorsed by the Electoral Commissioner. We will monitor progress on actions to achieve net zero emissions by 2030 and report additional measures if required. The **Emissions Reduction Plan** on the AEC website has further information.

Greenhouse gas emissions

We report operational greenhouse gas emissions under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

Our greenhouse gas reporting uses methodology consistent with the whole-of-government approach detailed in the Australian Public Service Net Zero Emissions Reporting Framework. The AEC did not deviate from this approach. Emissions data presents 2024–25 greenhouse gas emissions as carbon dioxide equivalent (CO₂-e) based on best available data.

Table 43: Greenhouse gas emissions – location-based method, 2024–25

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	N/A	2,910.54	297.12	3,207.66
Natural gas	2.89	N/A	0.25	3.14
Solid waste	N/A	N/A	245.37	245.37
Refrigerants	–	N/A	N/A	–
Fleet and other vehicles	19.60	N/A	4.90	24.50
Domestic commercial flights	–	N/A	812.63	812.63
Domestic hire car	N/A	N/A	481.30	481.30
Domestic travel accommodation	N/A	N/A	563.54	563.54
Other energy	–	N/A	–	–
TOTAL t CO₂-e	22.50	2,910.54	2,405.12	5,338.15

Note: The table above presents emissions related to electricity usage using the location-based accounting method.
CO₂-e = Carbon Dioxide Equivalent. N/A = not applicable

Table 44: Electricity greenhouse gas emissions, 2024–25

Emission source	Scope 2 t CO ₂ -e	Scope 2 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	2,910.54	297.12	3,207.66	4,643,554.71
Market-based electricity emissions	2,524.52	342.84	2,867.36	3,116,692.91
Total renewable electricity consumed	N/A	N/A	N/A	1,526,861.80
<i>Renewable power percentage¹</i>	N/A	N/A	N/A	844,894.78
<i>Jurisdictional renewable power percentage^{2,3}</i>	N/A	N/A	N/A	681,967.02
<i>GreenPower²</i>	N/A	N/A	N/A	–
<i>Large-scale generation certificates²</i>	N/A	N/A	N/A	–
<i>Behind the meter solar⁴</i>	N/A	N/A	N/A	–
Total renewable electricity produced	N/A	N/A	N/A	–
<i>Large-scale generation certificates²</i>	N/A	N/A	N/A	–
<i>Behind the meter solar⁴</i>	N/A	N/A	N/A	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods.
CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh). N/A = not applicable

1. Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

2. Listed as Voluntary renewables in 2023–24 Annual Reports.

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

4. Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

A portion of natural gas, electricity and solid waste data was unable to be sourced and has not been included. The transition of property service providers under the Whole of Australian Government arrangements during the reporting period may result in incomplete property data. Any such incomplete data and resulting changes to emissions calculations will be addressed within the Amendments Process, which is due to take place in the first half of 2026.

Emissions from hire cars for 2024–25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

SECTION 08

Reader guides

Abbreviations and acronyms, glossary,
index to the list of annual report
requirements and alphabetical index

Reader guides

Abbreviations and acronyms

Term	Description
ABS	Australian Bureau of Statistics
ACT	Australian Capital Territory
AEC	Australian Electoral Commission
AFP	Australian Federal Police
ANAO	Australian National Audit Office
APS	Australian Public Service
APSC	Australian Public Service Commission
BRIDGE	Building Resources in Democracy, Governance and Elections
DFAT	Department of Foreign Affairs and Trade
ECANZ	Electoral Council of Australia and New Zealand
EIAT	Electoral Integrity Assurance Taskforce
Electoral Act	<i>Commonwealth Electoral Act 1918</i>
FDEU	Federal Direct Enrolment and Update
FOI	Freedom of Information
GVRS	Generic Voter Registration System
IC	Australian Information Commissioner
ICT	Information and communications technology
IEC	Irish Electoral Commission

Term	Description
IEPP	Indigenous Electoral Participation Program
IT	Information technology
NEEC	National Electoral Education Centre
NRS	National Relay Service
NZEC	New Zealand Electoral Commission
OAIC	Office of the Australian Information Commissioner
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PIANZEA	Pacific Islands, Australia and New Zealand Electoral Administrators
Public Service Act	<i>Public Service Act 1999</i>
Referendum Act	<i>Referendum (Machinery Provisions) Act 1984</i>
RMIEA	Republic of the Marshall Islands Electoral Administration
SES	Senior Executive Service
TEW	Temporary Election Workforce
WHS	Work health and safety

Glossary

Term	Description
Amortisation	Reductions in the value of assets to reflect their reduced worth over time.
Ballot	A secret vote, normally written.
Ballot box	The sealed container into which a voter places a completed ballot paper.
Ballot paper	A paper that shows the questions to be put or the names of the candidates who are standing for election and on which voters mark their vote.
By-election	An election held to fill a single vacancy in the House of Representatives.
Candidate	A person standing for election to the House of Representatives or Senate.
Certified list	The official electoral roll used to mark off voters at an election.
Close of rolls	The date the electoral roll closes for the federal election, which is 8.00pm local Australian time on the seventh calendar day after the writs are issued.
Compulsory voting	The requirement for Australian citizens aged 18 years and over to enrol to vote and to vote at each election.
Constitution (Australian)	The document that sets out the structure under which the Australian Government operates. It can only be amended through a referendum.
Court of Disputed Returns	A court (in Australia, the High Court) that determines disputes about elections.
Declaration vote	Any vote where, instead of the voter being marked off the certified list, the vote is sealed in an envelope which is signed by the voter and admitted to the count only after further checks are completed.
Declaration of nominations	Formal announcement of candidates, whose names will appear on a ballot paper in an election.
Depreciation	A method of allocating the cost of a tangible asset over its useful life.
Elector	A person whose name appears on an electoral roll.
Electoral cycle	The period from one federal election to the next, usually three years.
Electoral division	The voting area, containing approximately equal numbers of voters, for which one member is elected to the House of Representatives. Australia is divided into 150 electoral divisions.
Electoral roll	The list of people enrolled to vote in an election or referendum.
Electorate	See 'electoral division' above.

Term	Description
Electronic certified list	An electronic list of eligible electors which is accessed through an electronic device to allow polling officials to efficiently search the list of eligible electors and record that an elector has been issued their ballot paper/s.
Employee	Member of staff that is ongoing, non-ongoing, intermittent or irregular.
Enrolment form	Application form to enrol to vote or update enrolment.
Federal election	A general election for the House of Representatives and Senate.
Fee-for-service election	An election or ballot conducted on a full cost recovery basis.
Financial disclosure return	A document detailing information on the receipts and expenditure of participants in the political process.
Formality or formal vote	A vote in an election or referendum where the ballot paper has been marked correctly and is counted towards the result. A ballot paper incorrectly marked is called informal.
Franchise	The right to vote.
Funding and disclosure	Public funding of election campaigns and disclosure of certain financial details by candidates, political parties and others.
General postal voter	A voter who is registered to have postal ballot papers sent automatically.
House of Representatives	The house of Parliament in which the government is formed. Each electoral division elects one member of the House of Representatives. The House of Representatives uses a preferential voting system.
Inventory balance	The worth of held goods and materials.
Joint Standing Committee on Electoral Matters	The parliamentary committee appointed to inquire into and report on matters relating to electoral laws and practices and their administration.
Member	Any person elected to Parliament, but commonly used for the House of Representatives.
Mobile polling team	Polling officials who bring polling to aged care facilities, remote locations, and other locations such as prisons and homeless shelters.
Nomination	Submission for candidacy for election to the Senate or House of Representatives.
Ordinary vote	A vote cast on or before election day where the voter is able to be marked off the certified list.
Out-posted centre	Temporary premises established to house key election activities such as scrutines and dispatch, and return of materials to and from polling places.
Poll	An election – a count of votes or opinions.
Polling day	The day fixed for the election.
Polling place	A location for people to vote.
Postal vote	Ballot papers and certificate posted to a voter and returned to the AEC.
Preferential voting	A system of voting where a voter shows an order of preference for candidates by numbering their choices.

Term	Description
Protected action ballot	A workplace voting system whereby employees participate in a fair and secret ballot to determine whether industrial action should proceed in their workplace.
Provisional vote	Declaration vote cast at a polling place where the elector's name cannot be found on the roll, the name has already been marked off, or the voter has a silent enrolment.
Redistribution	A redrawing of electoral boundaries to ensure (as closely as possible) the same number of voters in each electoral division within a state or territory.
Referendum	A vote to change the Constitution.
Returned candidate	Candidate who is officially declared elected by a returning officer.
Returning officer	The person responsible for conducting an election in a particular area. A divisional returning officer is responsible for conducting the House of Representatives election in their electoral division. An Australian electoral officer is the returning officer for the Senate election in their state or territory.
Registered political party	A party registered with the AEC under Part XI of the <i>Commonwealth Electoral Act 1918</i> .
Roll	The list of people enrolled to vote in an election or referendum.
Scrutineer	Someone nominated by a candidate to watch the issuing, counting or scrutiny of votes.
Scrutiny	The counting of votes is also known as the scrutiny.
Secret ballot	A vote made in secret.
Senate	The house of Parliament representing the states and territories. A total of 76 senators are elected – 12 from each state and two each from the Northern Territory and the Australian Capital Territory – under a proportional representation system.
Silent elector	A voter whose address does not appear on the electoral roll for reasons of personal safety.
Turnout	The percentage of people who voted in the election (formal and informal votes as a percentage of eligible enrolled electors).
Vote	To choose a representative, or indicate a preference, in an election or referendum.
Writ	A document commanding an electoral officer to hold an election, containing dates for the close of rolls, the close of nominations, the election day and the last day for return of the writ.

List of reporting requirements – non-Corporate Commonwealth entities

PGPA Rule reference	Part of report	Description	Requirement
17AD(g) Letter of transmittal			
17AI	x	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
17AD(h) Aids to access			
17AJ(a)	iii–viii	Table of contents (print only).	Mandatory
17AJ(b)	154	Alphabetical index (print only).	Mandatory
17AJ(c)	144–147	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	148–153	List of requirements.	Mandatory
17AJ(e)	ii	Details of contact officer.	Mandatory
17AJ(f)	ii	Entity's website address.	Mandatory
17AJ(g)	ix	Electronic address of report.	Mandatory
17AD(a) Review by accountable authority			
17AD(a)	1–3	A review by the accountable authority of the entity.	Mandatory
17AD(b) Overview of the entity			
17AE(1)(a)(i)	6	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	7–8	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	6	A description of the outcomes and programs administered by the entity.	Mandatory
17AE(1)(a)(iv)	6	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)	10, 108	Name of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(ii)	10, 108	Position title of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(iii)	136	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AD(c) Report on the performance of the entity			
<i>Annual performance statements</i>			
17AD(c)(i); 16F	10–50	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii) Report on financial performance			
17AF(1)(a)	75–77	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	106–107	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, mandatory.
17AD(d) Management and accountability			
<i>Corporate governance</i>			
17AG(2)(a)	60	Information on compliance with section 10 (fraud systems).	Mandatory
17AG(2)(b)(i)	x, 60	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory
17AG(2)(b)(ii)	x, 60	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)	x, 60	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
17AG(2)(c)	58-60, 110	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, mandatory
<i>Audit Committee</i>			
17AG(2A)(a)	59	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	108	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	108	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AG(2A)(d)	108	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	108	The remuneration of each member of the entity's audit committee.	Mandatory
<i>External scrutiny</i>			
17AG(3)	61–63	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	61–62	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, mandatory
17AG(3)(b)	59	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, mandatory
17AG(3)(c)	N/A	Information on any capability reviews on the entity that were released during the period.	If applicable, mandatory
<i>Management of human resources</i>			
17AG(4)(a)	63–68	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	63, 123–134	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: a) statistics on full-time employees; b) statistics on part-time employees; c) statistics on gender; d) statistics on staff location.	Mandatory
17AG(4)(b)	123–134	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: a) statistics on staffing classification level; b) statistics on full-time employees; c) statistics on part-time employees; d) statistics on gender; e) statistics on staff location; f) statistics on employees who identify as Indigenous.	Mandatory
17AG(4)(c)	65, 134	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory
17AG(4)(c)(i)	134	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	135	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	65	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay.	If applicable, mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, mandatory
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, mandatory
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, mandatory
<i>Assets management</i>			
17AG(5)	N/A	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory
<i>Purchasing</i>			
17AG(6)	70–72	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory
<i>Reportable consultancy contracts</i>			
17AG(7)(a)	71–72	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7)(b)	71	A statement that ' <i>During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million].</i> '	Mandatory
17AG(7)(c)	71	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	72	A statement that ' <i>Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.</i> '	Mandatory
<i>Reportable non-consultancy contracts</i>			
17AG(7A)(a)	72	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A)(b)	72	A statement that ' <i>Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.</i> '	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AD(daa)		<i>Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts</i>	
17AGA	71–72	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
<i>Australian National Audit Office Access Clauses</i>			
17AG(8)	N/A	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory
<i>Exempt contracts</i>			
17AG(9)	N/A	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory
<i>Small business</i>			
17AG(10)(a)	70	A statement that ' <i>[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.</i>	Mandatory
17AG(10)(b)	70	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	70	If the entity is considered by the Department administered by the Finance Minister as material in nature – a statement that ' <i>[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.</i>	If applicable, mandatory
<i>Financial statements</i>			
17AD(e)	76–103	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
<i>Executive remuneration</i>			
17AD(da)	65, 135, 137–138	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17AD(f)	Other mandatory information		
17AH(1)(a)(i)	118	If the entity conducted advertising campaigns, a statement that <i>'During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website.'</i>	If applicable, mandatory
17AH(1)(a)(ii)	N/A	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, mandatory
17AH(1)(b)	N/A	A statement that <i>'Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]'</i> .	If applicable, mandatory
17AH(1)(c)	41	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	63	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	N/A	Correction of material errors in previous annual report.	If applicable, mandatory
17AH(2)	69 106–107 111–116 117 119 121 140–142	Information required by other legislation.	Mandatory

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