Standards Australia

Better.
By Design.

2025-26 Annual Review



Standards exist because the things a nation relies on deserve to be designed, not left to chance. For more than a century, that conviction has guided how Standards Australia shapes the invisible infrastructure that underpins how the country functions and progresses.

Over the last year, we turned that conviction on ourselves.

An organisation that asks the nation to keep improving cannot be the one thing that stands still. So in the first year of our FIT for the Future strategy, we took the discipline we bring to everything else –

examine honestly, listen widely, design deliberately

and applied it to how we work. We began rebuilding the way standards are made, from the ground up, so the process serves a faster-moving nation. We moved to lift the cost barriers that keep people from standards they are required to meet. And we invested in our people, our systems and a new home for the organisation.

We did this alongside industry and government at home, and with partners across the Pacific and further afield, where Australian expertise increasingly helps shape the standards the world shares.

None of it is finished; a five-year strategy is by definition a work in progress. But this year the direction sharpened, the pace lifted and the organisation grew surer of the role it is choosing – not simply to publish standards, but to actively steward the systems that depend on them.



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The value of an organisation such as Standards Australia is measured not in weeks or months, but over years and decades. The standards we develop underpin critical aspects of Australia's economy, infrastructure, safety and quality of life. They are relied upon by industry, governments and communities alike, and that reliance is earned through consistency, technical excellence, independence and trust.

The Board's responsibility is to safeguard and strengthen that trust, ensuring the organisation remains fit for purpose not only today but for future generations. It is through this lens of stewardship, accountability and long-term value creation that the Board approached its work during FY26.

This year marked the commencement of our FIT for the Future strategy, an ambitious program designed to strengthen Standards Australia's impact, relevance and sustainability. As the organisation began delivering against this agenda, the Board focused on ensuring that the foundations required for success were firmly in place. Effective strategy execution requires not only vision, but also disciplined governance, sound risk management and organisational capability.

To support this, the Board approved a new risk appetite framework that provides greater clarity in decision-making and strengthens oversight of strategic opportunities and emerging risks. We also enhanced delivery governance across the organisation to improve transparency, accountability and oversight of major initiatives. These measures are intended to ensure that transformation is pursued responsibly, resources are allocated effectively, and organisational priorities remain aligned with our long-term objectives.

A particular area of focus during the year was the continued integrity and effectiveness of Australia's standards development system. Together with the Standards Development and Accreditation Committee, the Board supported an independent review of standards development processes. The review provided a candid assessment of current practices and identified opportunities to strengthen efficiency, transparency and stakeholder confidence. Importantly, all recommendations were accepted, reflecting the organisation's commitment to continuous improvement. The Board will closely monitor implementation and hold management accountable for delivering the intended outcomes.

The Board also devoted significant attention to organisational resilience and leadership capability. Following a period of leadership transition, Standards Australia now enters its next phase with stable executive leadership, a clear strategic direction and renewed focus on execution. The Board is encouraged by the progress made during the year and remains confident in the organisation's ability to deliver lasting value for its members, stakeholders and the broader community.

Underlying all of our work is a recognition that Standards Australia is a unique national institution. Its success depends on the expertise, collaboration and commitment of a broad network of contributors who volunteer their time and knowledge to develop standards in the public interest. The Board is deeply appreciative of the role played by our members, contributors, nominating organisations and stakeholders in supporting this important mission.

On behalf of the Board, I extend my sincere thanks to our members, technical experts, contributors and partner organisations for their ongoing commitment and support. I also acknowledge the dedication and professionalism of our employees, management team and fellow directors, whose efforts have enabled substantial progress during a year of significant activity and change.

Together, we continue to strengthen the foundations of Standards Australia and position the organisation to deliver enduring value for Australia in the years ahead.

T. Gramlick

Tracey Gramlick
Chair of the Board of Directors



As Standards Australia moved to deliver the first year of its *FIT for the Future* strategy,

the Board worked to ensure the foundations could carry the ambition.







Science Meets Parliament, National Press Club, Canberra

A year ago, I wrote that I had joined Standards Australia at a pivotal moment. This year, the task was to make good on that moment, taking a strategy set out on paper and bringing it to life.

FY26 was the first year of our five-year plan, FIT for the Future, and this was the year the direction became momentum.

A highlight of this year is something that many have long advocated for: the Australian Government committed to sponsored access to mandatory standards.

This commitment represents one of the most significant changes to Australia's standards system in decades. It will help ensure that the standards underpinning safety, productivity and compliance are accessible to the people who need them most, regardless of organisation size or location.

That did not happen on its own. In July, we stood alongside the leaders of Australia's construction and building sector at Parliament House and made a shared case – that access to the standards underpinning safety and productivity should never be a barrier to doing the right thing.

It is a clear example of what collaborating with trusted partners looks like: advocating together for the people who depend on our work, to better serve the nation as a whole.

As we work to ensure the standards that underpin Australia's safety and progress keep pace with a changing world, we must also ensure our internal operations do too.

We commissioned an independent review of how we develop standards, invited our stakeholders to tell us honestly what was and was not working, and published what they told us. The feedback challenged us to think differently about the role Standards Australia plays in standards development.

We have accepted all recommendations and begun the work of strengthening leadership, improving digital tools, enhancing committee support and creating a more responsive and accountable standards development system.

At the heart of our response is a change in how we understand our own role: from facilitating a process and standing back, to leading it and being accountable for what it produces.

This is not change for its own sake. It is about making participation easier, improving outcomes and ensuring the standards system continues to meet the needs of a rapidly changing Australia.



Mid Year Member Meeting



NATA *Accreditation Matters* conference

Throughout it all, the everyday business of standards development continued, across the remarkable range of industries, contributors and members we work with. This year, we published on everything from a world-first standard addressing carbon dioxide build-up in infant beds to bungy jumping, and about 500 other areas in between.

Behind each one sits a committee of experts; people who give their time and their deep expertise to get the details right. More than 7,000 Australians contribute to our standards; they are the engine room of the organisation. Without them and the Standards Australia staff, this work simply would not be possible.

And that is why we are working to make that contribution easier, more rewarding, and to bring through the next generation who will carry it.

This year more than 2,000 people applied for eight places in our graduate program. We also continued investing in the next generation of standards leaders, including supporting Australia's first participation in the International Standards Olympiad and strengthening pathways for emerging professionals into standards development through our NEXTgen and the IEC Young Professionals programs.

Inside the organisation, we continued investing in a high-performance culture that empowers our people to do their best work, supports accountability and creates the capability required to deliver our long-term strategy. All of this is being further enabled by our recent move to a new home in Sydney; designed for our future ways of working.

The year ahead is about depth: embedding the new operating model, delivering sponsored access in practice, and

continuing the cultural change we have begun.

Our influence beyond our borders grew as well. We strengthened our closest partnership of all, with New Zealand, and convened the first regional kava standards committee with experts from nine Pacific nations. More broadly, we continued to expand Australia's influence in international standardisation; contributing to emerging priorities including artificial intelligence, quantum technologies, digital transformation and the energy transition. Australia's voice in global standards has rarely mattered more, and we will continue to play our part thoughtfully and constructively.

I also want to acknowledge the people of Standards Australia, who have carried an extraordinary amount of change with professionalism, commitment and care. From the implementation of our new strategy and the evolution of our standards development model, to the cultural work underway and the move to our new Sydney home, our team has continued to deliver for Australia while helping shape the organisation we need to become.

I am equally grateful to the Board for its guidance and stewardship through this period, and particularly to Tracey, as she concludes her tenure as Chair. Her leadership, judgement and deep commitment to Standards Australia have made a lasting contribution. I thank her sincerely for both her support and the role she has played in guiding the organisation through an important chapter in its history.

The year ahead is about depth: embedding the new Standards Development operating model, delivering sponsored access in practice, and continuing the cultural change we have begun.

Our work is collaborative, forward-looking and essential to this country's progress. Together with our members, contributors and partners, we will keep doing what we have always done: enabling the safe and sustainable progress of Australian communities.

Rod Balding
Chief Executive Officer

Highlights

502
publications

75%
of publications aligned to international standards

$42.7m
in Commonwealth funding over four years for access to mandatory standards

3
handbooks published, available at no cost to users

5,000+
sign-ups for Government-backed access to standards before launch.

7,701
technical contributors

2,883
nominating organisations

88
member organisations

18%
increase in Store revenue

6
peak bodies sign Memorandum of Understanding widening access to construction standards.

200+
media mentions, reaching 4.3M Australians.

Future fit: a strategy for a changing world

A strategy is only as good as its execution. Standards Australia set out its five-year plan, *FIT for the Future*, last year; this was the year we moved from intention to delivery.





Some big questions are occupying Australia right now – how to lift productivity, house a growing population, change the way the country makes and uses energy, and keep pace with technologies arriving faster than ever.

Different questions, one underlying demand: that the country keep progressing, safely and sustainably. That is also the purpose that Standards Australia is united around, and FY26 was the first year of the five-year plan written to help enable it.

FIT for the Future

Our plan was built for an uncertain moment. Its vision – to be the trusted voice that delivers confidence in a changing world – is a deliberate response to the current environment.

It is built on three pillars.

Financial responsibility

means securing the organisation's long-term sustainability through smarter operations, diversified revenue and disciplined investment.

Impact

means demonstrating the value of standards more clearly and extending that recognition into frontier areas such as artificial intelligence, electric vehicle infrastructure and renewable energy.

Trust

means strengthening relationships with members, contributors and government partners through transparency, usability and innovation.

From plan to delivery

This year, we demonstrated how we will make good on our purpose: opening sponsored access to mandatory standards, the End-to-End Review reshaping how standards are developed, instituting a high-performance culture program and strengthening our cyber and digital foundation. Together they mark the shape of a year spent turning ambition into results.

The discipline behind them matters as much as the programs themselves. A new program delivery unit and project management office now hold major programs to account and a Board-approved risk appetite framework guides decisions across the business. These measures take the strategy beyond a document, and into operation.



Rebuilding the engine room: the End-to-End Review

Standards Australia asked an independent reviewer to examine how we make standards. We invited our stakeholders to tell us what was not working and then we transparently published the results. The outcome is a comittment to the most significant change to the organisation's core process in decades.

The way standards are made has to keep pace with what they are made for. Technologies move faster than they once did, regulatory expectations have risen and the pressures on Australian productivity have sharpened. In late 2025, backed by the Standards Development and Accreditation Committee and the Board, Standards Australia commissioned an independent review of its standards development process, from proposal through to publication and maintenance.



Asking, and listening

The review was built on consultation rather than assumption. Through September and October, eight open sessions were held, in Sydney, Melbourne, Brisbane, Perth, Adelaide and Canberra, and online. Alongside this, there were more than 20 individual and small-group discussions with nominating organisations, government departments, committee Chairs and long-serving members. Thirty written submissions followed, from brief notes to detailed reports.

What came back was constructive. Contributors were both overwhelmingly positive about the value of standards and candid about the experience of helping make them. The process was slower than it needed to be. The digital tools were a genuine impediment; there was no shared drafting environment, so separately edited drafts were still being combined by email, a workaround few would tolerate in their day jobs.

This is a multi-year transformation:

a future operating model to evolve towards,

not a blueprint to impose everywhere at once.



From facilitator to leader

The review returned nine core recommendations. Standards Australia accepted all of them.

At their centre is a single change of stance: from administrative support to active management. Standards Australia has historically facilitated the process and left leadership to committees and their Chairs. It will now take end-to-end accountability for how committees run and what they produce: setting them up well, providing genuine leadership alongside Chairs, managing the dynamics within a committee rather than only its progress and arbitrating when something needs to be resolved.

The rest follows. A new senior leadership role will sit beside committee Chairs, bringing industry knowledge as well as process expertise. Committee composition will be actively shaped so the right expertise is in the room. Drafting will be modernised, with better digital tools, trials of AI for revision and editing, and contentious issues settled early rather than late. Chairs will get real support, including peer development designed by Chairs for Chairs. And service level agreements and risk-based audits will hold the whole process to account.

A change measured in years

This is a multi-year transformation: a future operating model to evolve towards, not a blueprint to impose everywhere at once. Many committees already work well, and the early effort will go where the risk and complexity are greatest.

Work is already underway. A redesigned organisational structure has been settled and is being implemented, with new roles, additional capacity and a 20-week handover to protect continuity for the people who depend on it.

Standards Development Performance

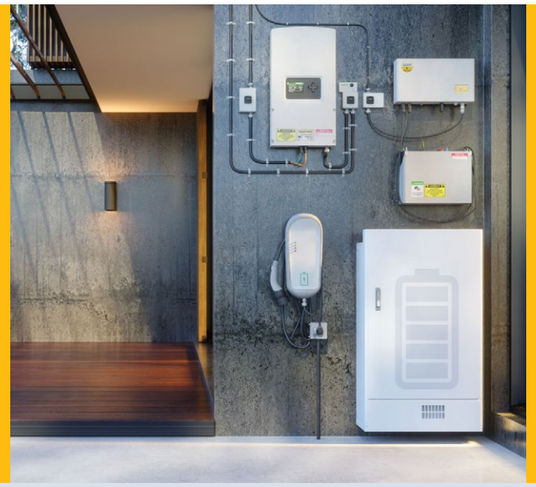
In FY2025-26, we published 500+ standards, handbooks, amendments, technical reports and technical specifications.

Published documents per financial year

2025-26	502
2024-25	509
2023-24	453
2022-23	396
2021-22	406

Publications by sector

29%	Electricity and gas
21%	Manufacturing
19%	Information Media and Telecommunications
10%	Professional, Scientific and Technical Services
6%	Construction
4%	Arts and Recreation Services
4%	Public Administration and Safety
3%	Health Care and Social Assistance
2%	Mining
1%	Administrative and Support Services
>1%	Agriculture, Forestry and Fishing
>1%	Retail Trade
>1%	Transport, Postal and Warehousing
>1%	Water and Waste Services



Better energy

The shift to cleaner power depends on the infrastructure behind it working together – storage that supports the grid, and electrification reaching even the hardest industrial settings.

Battery safety and grid connection

As home battery uptake accelerated under the Cheaper Home Batteries Program, so too did the need for supporting standards. Standards Australia published two new technical specifications that set out how storage systems stay safe and work with the grid. One brings lithium-ion and lead-acid equipment into a single safety framework; the other gives batteries, solar and inverters a common protocol so they can be actively managed as part of the network.

> SA TS 5398:2025, *Electrical Energy Storage Equipment – Safety Requirements;* SA TS 5573:2025, *Common Smart Inverter Profile - Australia with Test Procedures*

Battery-powered machines for underground mines

Electrification is now reaching underground, where diesel machinery has long dominated. To support this innovation a new interim standard has been released that sets safety requirements for battery-powered machines operating in the confined, high-risk conditions of underground mines, supporting cleaner air, lower emissions and safer operations below the surface.

> AS 5487 (Int):2025, *Battery powered electric machines for use in underground mines*



Better materials

Some of the year's most forward-looking work involved what things are made of, how to keep materials in use for longer, and building with lower carbon alternatives.

Composting natural-fibre textiles

Australia generates around 860,000 tonnes of textile waste each year* and recycles very little of it. In a world first, a new technical specification provides a test method to determine whether a natural-fibre garment can be safely composted, opening a pathway to return end-of-life textiles to the soil rather than to landfill.

> SA TS 5399:2025, *Compostable Natural Fibre Textiles*

Glued laminated structural timber

Engineered timber lets designers build higher and span further with a renewable, lower-carbon material. The publication of revised requirements for glued laminated timber (glulam) set the performance and production benchmarks – covering timber properties, joint strength and adhesives – that support confident use of these beams in larger structures, helping timber take on roles once reserved for steel and concrete.

> AS/NZS 1328.1:2025, *Glued laminated structural timber, Part 1: Performance requirements and minimum production requirements*

* National waste and resource recovery report 2024, Department of Climate Change, Energy, the Environment and Water, dcceew.gov.au



Better prepared

Standards also ready Australia for what is coming, whether that is a technology still taking shape, or a fire season that returns every year.

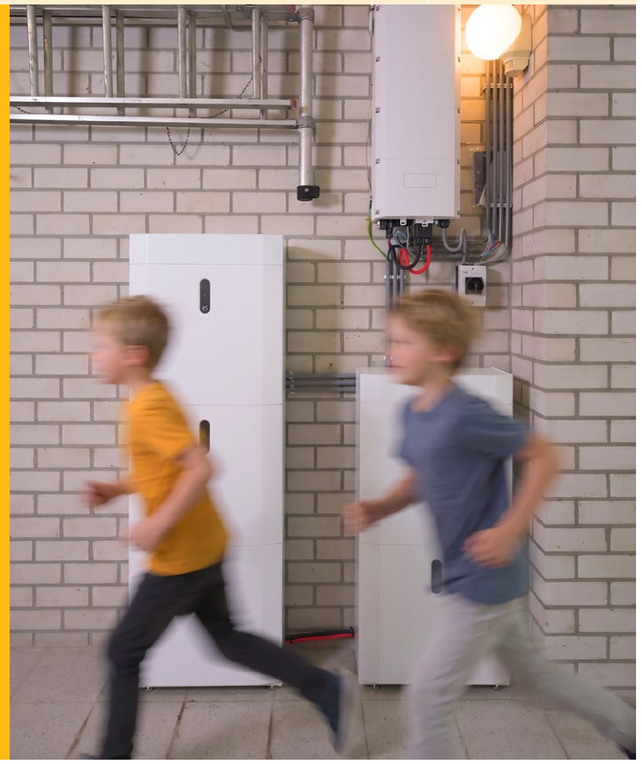
Building resilience to bushfire

For communities in bushfire-prone areas, clear guidance protects homes and lives. The release of new free handbooks translate the requirements for building and maintaining property in these areas into practical advice, one for practitioners designing and constructing homes, and one to help homeowners reduce the bushfire risk to their homes.

> SA HB 208.1:2026, *Construction of buildings and maintenance of properties in bushfire prone areas, Part 1: Practitioner's Handbook; SA HB 208.2:2026, Part 2: Homeowner's Handbook*

Standards within reach

A standard only realises its full value when the people who need it can access it and act on it. This year much of Standards Australia's effort went into closing gaps between standards existing and standards being used, through access, plain-language guidance, and the beginnings of a smarter way to navigate it all.



A turning point on access

For years, the cost of reaching standards referenced in law has been a barrier – felt most by small businesses, apprentices and tradespeople. In May 2026, the Australian Government committed to sponsored public access to mandatory Australian Standards, a reform Standards Australia welcomed as a significant step for both productivity and safety.

The commitment followed years of concerted advocacy. In July 2025, construction leaders and Standards Australia gathered at Parliament House to make a shared case: that fragmented and costly access to standards was holding back compliance, workforce capability and the delivery of housing and infrastructure. The alliance was broad, spanning the Housing Industry Association, Master Builders Australia, Master Electricians Australia, the National Electrical and Communications Association, Master Plumbers and the Australian Sustainable Built Environment Council. As CEO Rod Balding put it, removing the upfront cost would deliver "a substantial red tape reduction boost for the industry," and improve the reach of the National Construction Code and the standards it relies on.

Practical guidance, at no cost to users

Alongside sponsored public access, a growing library of guidance – available at no cost to users – now translates technical requirements into everyday action.

New guidance resources are helping households, practitioners and businesses confidently navigate the transition to new technologies, including battery energy storage systems, building resilience measures and emerging construction methods. And a new suite of consumer reference guides, beginning with button batteries and launched with CHOICE, puts safety information directly in the hands of families and retailers.

What comes next: standards you can navigate

Making standards available at no cost, and making them readable, is a beginning, not an end. The harder ambition is standards that are genuinely easy to navigate: searchable, explained in plain language and connected to the codes and other standards around them.

This is where new tools, including AI, hold real promise: helping a user find the right clause, understand what it asks, and see how it fits the broader regulatory picture. The move to smarter, integrated standards is an important step toward a more fit-for-purpose regulatory system. It is the natural destination of a year spent bringing standards within reach, and one that Standards Australia is deeply committed to investing in.



From left to right: **Jocelyn Martin,** Housing Industry Association; **Oliver Judd,** National Electrical and Communications Association; **Ken Gardner,** Master Plumbers Australia and New Zealand; **Alison Scotland,** Australian Sustainable Built Environment Council; **Kate Raymond,** Master Electricians Australia; **Denita Wawn,** Master Builders Australia; **Rod Balding,** Standards Australia

A growing library of guidance – available at no cost to users – now translates

technical requirements into everyday action.



Safer homes, by design

The home is where Australians should be safest. Countless standards work quietly behind the scenes to minimise danger in everyday life. This year, several Australian standards led the world.



"Anything that reduces that confusion and lightens the mental load has the potential to

make a real difference for families

and, importantly, support safer sleep practices."

Alexandra Hamilton
Founder of River's Gift

A world-first for safer sleep

Around two babies a week in Australia die of Sudden Unexpected Death in Infancy, and emerging research points to a little-understood contributor: carbon dioxide building up in the sleep surface near a baby's nose and mouth, where exhaled air can become trapped. "Breathable" has been used widely as a marketing claim, without any agreed way to verify what it means.

This year Standards Australia published the first standard in the world for a performance-based test for carbon dioxide build-up in infant sleep surfaces and design requirements to reduce it. It shifts the ground from marketing claims to measurable performance, and complements the world-first infant mattress firmness standard revised the year before. Developed with industry, safety advocates and experts together, it was written to be practical for manufacturers and meaningful for families.

For Alexandra Hamilton, who founded the charity River's Gift after losing her son River to SIDS, the value is in cutting through confusion: "Parents of newborns are already exhausted and doing their best to make safe choices, but the reality is the market can be confusing," she said. "Anything that reduces that confusion and lightens the mental load has the potential to make a real difference for families and, importantly, support safer sleep practices."



The change opens the door to

reusable and more sustainable designs

that the previous standard simply could not assess

Small batteries, serious harm

Around 20 children a week are taken to emergency departments in Australia after a suspected button battery* ingestion or insertion. As these tiny cells turn up in ever more products, the packaging that keeps them out of small hands has to keep pace. This year's revision of the child-resistant packaging standard does that, aligning more closely with international practice.

The change opens the door to reusable and more sustainable designs that the previous standard simply could not assess. As Catherine Oh, who chairs the child-resistant packaging technical committee, put it, the update "paves the way for novel packaging, including reusable button battery packaging", protecting children and reducing waste at the same time.

* Button Battery Safety: Final Recommendation to the Minister, 2020, Australian Competition and Consumer Commission, productsafety.gov.au

Designs that remove danger from the home

A newly strengthened trans-Tasman standard requires washing machines to use a dual-action switch, so that two deliberate steps are needed to start a cycle – a direct response to incidents, including a child becoming trapped in a machine in New Zealand, where a single accidental action was enough.

Separately, a decade-long international effort to lower the exterior temperatures of household appliances, prompted by Australian and New Zealand work on cooler oven doors, has now concluded, having touched more than 100 standards across the global range.

Standards for what comes next

The pace of technological change has never been faster, and neither has the need for standards to guide and organise the deployment and use of emerging technologies.

Australia has set ambitious targets; from cutting emissions to building a domestic battery industry and shifting to electric vehicles. But setting a target is easier than reaching it.

The gap between intent and delivery is where standards are vital. In the past year, we have been focused on shaping the systems of the future, from batteries and electric vehicles to environmental data, quantum technologies and the systems that keep critical infrastructure secure.

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Senator Andrew McLachlan, CSC, speaking at our Standards in a Sustainable World forum

The groundwork for a battery economy

Australia's transition to a low-emissions economy requires trusted frameworks that enable innovation while maintaining safety and confidence. Throughout FY26, Standards Australia played an important role in supporting the development of the standards ecosystem underpinning batteries, electric vehicles, energy storage and circular economy initiatives.

In addition to the technical specification setting out requirements for battery storage, we delivered three standards roadmaps commissioned by the Department of Finance and developed with the Department of Industry, Science and Resources and the Department of Climate Change, Energy, the Environment and Water: end-user safety for secondary batteries, their reuse, repurposing and recycling, and the essentials of electric vehicle charging infrastructure.

Each roadmap reviewed the standards already in place, identified international benchmarks suitable for adoption here, and assessed where Australian-specific development is needed.

The recycling work matters commercially as much as environmentally – black mass recovered in Australia is currently exported for refining, in a sector with the potential to become a $3.1 billion industry. The charging work recommends updated standards, further international adoption and new labelling for vehicle-to-grid technology. Implementation is now underway.

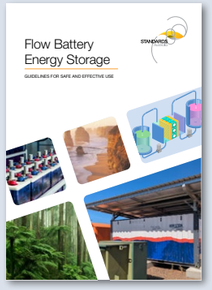
Standards for a sustainable world

In February, following the Standards in a Sustainable World Forum, we published *Standards enabling Australia's sustainable transition*, an insights paper examining how standards are supporting the shift from policy to outcome across carbon markets, recycling systems and the built environment.



Drawing on perspectives from parliament, industry and technical experts, it set out six areas where standards can have the greatest effect: acting as national infrastructure that enables comparability across sectors and supply chains; moving with greater agility as technologies and markets change; offering clearer pathways through a crowded standards landscape; achieving adoption at scale through stronger alignment with regulation and procurement; supporting performance-based and circular outcomes; and underpinning trust in carbon markets, sustainability claims and environmental data.

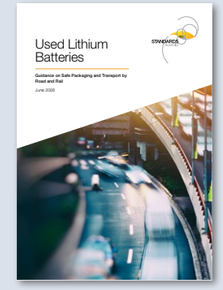
Guidance where standards do not yet exist



Formal standards rightly take time, but parts of the energy and technology transition are moving at a rapid pace.

Flow batteries are one example. Australia is the birthplace of the vanadium redox flow battery and remains a leader in the technology, with manufacturing initiatives in Townsville and commercial deployments across the country. This year we released Flow Battery Energy Storage – Guidelines for Safe and Effective Use, covering system design, installation and commissioning, operation and maintenance, transport and handling, and decommissioning.

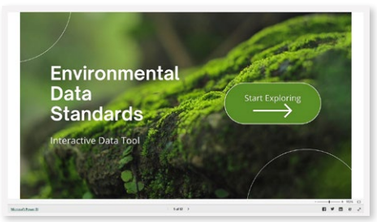
Used lithium-ion batteries are another. Australia is approaching what the recycling sector describes as a tsunami of used batteries. They carry real fire risk and the businesses collecting them have been working across fragmented requirements with little consolidated practical advice. Working with the Association for the Battery Recycling Industry and Powering Australia, we published Used Lithium Batteries: Guidance on Safe Packaging and Transport by Road and Rail. A free, practical resource, it gives collectors, installers, the automotive sector and everyone in the logistics chain one consistent account of how to get a used battery safely to a recycler.



Making environmental standards searchable

Working with the International Organization for Standardization, we helped develop an interactive dashboard mapping more than 1,100 international standards drawn from 48 technical committees, covering ecosystem monitoring, pollution tracking, environmental performance, product sustainability and the responsible use of artificial intelligence.

Users can search by theme, data type or sustainability priority, from green finance through to AI governance. Showcased at the United Nations Environment Assembly in Nairobi in December, Australia's leadership involvement means the resource reflects Australian priorities and supports practical local implementation.



Explore the dashboard and learn more:
https://www.iso.org/environmental-data

Getting ahead of what comes next

Quantum technologies are not yet broadly deployed, which makes this the moment to agree how they will work together. This year we completed the first quantum initiative delivered under the Asia-Pacific Economic Cooperation Sub-Committee on Standards and Conformance, producing a final report and a collaboratively developed regional quantum standards roadmap. The roadmap sets out practical actions across awareness, standards development, skills and policy alignment. Its purpose is to prevent a quantum divide, in which the benefits of the technology reach only the economies large enough to set its terms.

Elsewhere innovation has already arrived. In July, Australia adopted the AS IEC 62443 series as national standards for protecting operational technology, the industrial control systems behind energy, water, transport, building automation and medical devices. These environments are not conventional IT. They often run legacy equipment, cannot easily be taken offline, and carry consequences that are physical rather than merely informational. Adopting the international series gives asset owners, suppliers and regulators a shared benchmark and a structured way to assess and improve security across the life of a system.



A regional partner, a global voice

Standards Australia's work extends well beyond our borders. Through Australia's participation in the international standards system and our partnerships across the Pacific and Southeast Asia, we work to ensure Australian expertise helps shape the benchmarks the world relies on.



International alignment sits at the heart of how standards support Australian industry. Where our standards match those used by our trading partners, businesses can move goods into global markets without duplicating testing, certification or design. Where they diverge, that complexity is felt directly by exporters, regulators and consumers alike.

Around three-quarters of the standards published this year were aligned to international benchmarks: adopted identically or modified only where Australian conditions require it. This alignment supports trade, reduces regulatory duplication and reflects our obligations as a signatory to the World Trade Organization Agreement on Technical Barriers to Trade. It also reflects our broader commitment: that Australia should be present when global benchmarks are set, not simply adapting to them afterwards.

Our closest partnership, modernised

Australia and New Zealand maintain more than 2,000 joint standards between them, the most integrated standards relationship of its kind anywhere. In January, a new Standards Development and Distribution Agreement between Standards Australia and Standards New Zealand took effect, the first substantial modernisation of that arrangement in years.

Publicly recognised by both country Prime Ministers, the agreement sets contemporary governance arrangements, clearer pathways for developing joint standards and adopting international ones together, and updated commercial terms between the two national bodies. For industry, the practical effect is less duplication: one set of requirements to build to and fewer places where the two systems diverge without good reason.

It also sharpens where the two organisations will work together next: emerging technologies, the energy transition, climate resilience, artificial intelligence, biometrics and supply chain resilience.

Convening the world in Australia

In October, Standards Australia hosted more than 180 artificial intelligence experts from around the world for the plenary of the ISO/IEC committee responsible for standards across the entire AI ecosystem. It was the first time Australia had convened the meeting.

Hosting the plenary reflects the standing of that committee internationally. It also placed Australian industry, researchers and regulators in the room as decisions were made about technology reshaping every sector of the economy.

The same week, we welcomed 30 delegates from across the ASEAN-Australia-New Zealand Free Trade Area for a regional workshop on digital transformation in standards development, sharing the tools and frameworks that make standards faster to produce and easier to use.

And in June, the committee on human exposure to electromagnetic fields hosted an international workshop at a live mobile supercell site on the Gold Coast, testing the latest international measurement methods against real 5G Advanced networks. With 6G under development, validating those methods in the field is how the standards stay usable.

Aligning the region's energy market

Clean energy technologies move across borders, and the standards that govern them work best when neighbouring markets are aligned. In January we launched the International Standards Cooperation in Renewable, Green and Clean Energy, a regional initiative under the ASEAN-Australia-New Zealand Free Trade Area, bringing together Australia, New Zealand and the ten ASEAN member states to examine how shared international standards can accelerate the shift to solar, wind, geothermal and battery storage.

The stakes are commercial as well as environmental. Aligning standards across these markets makes investment less risky and trade more predictable.

Standards built with the Pacific

The Pacific Island Standards Committee was endorsed by Pacific Island Forum Trade Ministers as the region's standards body in July 2025. Within months, it had produced its first draft regional standard.

The subject was quick frozen cassava, a staple crop and a significant export for Fiji and Tonga. A regional standard means safer handling, clearer guidance for local producers and processors, and a shared benchmark that opens cross-border trade. Standards Australia supported the work through the Pacific Quality Infrastructure Initiative, alongside the Pacific Islands Forum.

In April, 20 technical experts from nine Pacific Island countries met in Sydney for the first session of the committee developing regional kava standards, delivered with the Pacific Islands Forum Secretariat and supported by the Department of Foreign Affairs and Trade. Kava carries deep cultural significance across the Pacific and the global market could grow from $2.1 billion to $7.3 billion within a decade.



Building capability in Timor-Leste

Timor-Leste is preparing for ASEAN accession and World Trade Organization membership, both of which require a functioning national standards framework. This year Standards Australia began the second phase of the Timor-Leste Standards Uplift Initiative with the Institute of Quality of Timor-Leste, travelling to Dili to establish technical committees in coffee – the country's most significant agricultural export – and electronics, and to deliver leadership training across the emerging standards system.



Celebrating international award winners

In August, four Standards Australia contributors received the prestigious International Electrotechnical Commission (IEC) 1906 Award, recognising their outstanding achievements in international standards development.



From left to right: CEO Rod Balding, Alex Baitch, James Sankar, Lucy Finlay, and Jean Cross.

Alex Baitch

Alex represents IEC Technical Committee 99, focusing on insulation coordination and system engineering of high-voltage electrical power installations, as well as chairing national mirror committee, EL-043 High Voltage Installations.

Jean Cross

Jean is a member of IEC Technical Committee 56 on Dependability and the national committee QR-005 Dependability. Her work supports standards that help organisations manage system reliability and technical risks throughout the lifecycle of products and services.

Lucy Finlay

Lucy represents the IEC Technical Committee 23 on Electrical accessories and is a chair of the national committee EL-004-09 Circuit Breakers and Residual Current Devices. She has been instrumental in advancing discussions on emerging topics such as environmental impacts and cybersecurity.

James Sankar

James is a member of the IEC Systems Committee (SyC) on Smart Cities and chairs the national committee IT-269 Smart Cities Systems, representing the Australian Smart Communities Association. His work supports standards that improve the integration and efficiency of urban systems.

The people who make it happen

Standards are built by people: the contributors who volunteer their technical expertise, time and passion, and the staff who bring the process together. This year Standards Australia invested deeply in the next generation of those talented people.

A culture of high performance

This year Standards Australia asked its people directly how it was doing. The engagement survey drew a strong response – 87% took part, well up on the year before – and the answers were candid: staff valued the purpose in their work and the support of their teams, but were equally clear about what held the organisation back, from fragmented ways of working to bureaucracy and uneven paths for career growth. The response is a High-Performance Culture roadmap, built on the idea that culture, not just systems and structures, delivers strategy. It sets a clearer direction, works to create the conditions in which people do their best work and defines how teams work together day to day.

Culture sets a clearer direction, works to create the conditions in which people do their best work and

defines how teams work together day to day.



Building the pipeline

Several programs now form a pathway into standards work. This year, more than 2,000 people applied for just eight places in the twelve-month graduate program, arriving from backgrounds as varied as astrophysics, law, economics and cybersecurity and rotating across the business to learn how standards are made. Our NEXTgen program continues to bring emerging industry and technical experts into national and international standardisation.

On the global stage, two emerging professionals, Sepideh Koohestani and Al Hanoof Al Maamari, were selected for the 2025 IEC Young Professionals Programme, joining peers worldwide at the IEC General Meeting in New Delhi.

And, for the first time in August this year, Australia participated in the International Standards Olympiad, providing secondary school students with an opportunity to explore the role standards play in innovation, safety and economic development. Students from Methodist Ladies' College in Western Australia and Loyola College in Victoria represented Australia on the international stage, highlighting the value of standards education in inspiring future contributors and technical leaders.





NEXTgen Workshop



Josi Cuccurullo, Victoria Kanicki, Sebastian Parisella, Noah King Barradas, Isaac Schembri, Nic Millar



Nic Millar, Samantha Dodras, Heidi Tan, Chelsea Robinson, Josi Cuccurullo.
Missing: Victoria Siew

Balancing the scales

In March, more than 200 people joined the annual Women in Standards event, marking International Women's Day and its 2026 theme, "Balance the Scales." A panel of leaders from industry and standards reflected on why representation matters: more diverse committees produce richer discussion, more balanced decisions, and standards better aligned with the communities they serve. As panellist Michelle Su of ResMed observed, so much of everyday life is shaped by standards that securing fair representation at that level is one of the most effective places to start.



Michelle Su, ResMed; Jocelyn Martin, Housing Industry Association; and Lucy Finlay, Schneider Electric





Reconciliation Action Plan

During FY26, Standards Australia made significant progress in developing its inaugural Reflect Reconciliation Action Plan (RAP). Following extensive consultation across the organisation, the RAP was approved by the Board and has received conditional approval from Reconciliation Australia. Feedback from this process is informing final refinements ahead of its formal launch.

As the first stage of Standards Australia's reconciliation journey, the Reflect RAP provides a structured framework to strengthen relationships, build respect and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples across our organisation and the broader standards ecosystem.

An important part of this work has been the commissioning of bespoke artwork by Dharug Aboriginal artist Kane Wright, who has provided a First Nations interpretation of Standards Australia's role and purpose, offering a unique cultural perspective on how our work connects people, communities, industries and nations through shared knowledge and collaboration.

Titled *Yanama Ngurra*, the artwork (right) draws on Dharug language, with *Yanama* meaning to walk, journey or travel and *Ngurra* representing Country, place and belonging.

Through imagery of flowing waterways and mountain forms, the artwork reflects connection, shared knowledge, strength and the guidance of Elders. It represents Standards Australia's journey of bringing together people, communities and industries, balancing local knowledge with global collaboration and tradition with innovation.

Yanama Ngurra will feature in our RAP and new Darling Park office as a lasting expression of cultural recognition, respect and our commitment to reconciliation.



Financial Overview

As an overview of the statutory financial report, we set out our summary of the financial performance for the year, the investment portfolio composition & performance, the financial strategy, and the investment objective and governance.

Financial performance

Standards Australia delivered a stronger financial result in FY26, reflecting continued progress in strengthening the organisation's long-term financial sustainability.

Operational revenue increased by $1.8 million to $54.8 million, supported by growth in funded projects and increasing sales through Standards Australia's digital and distribution channels. At the same time, operational expenses reduced by $3.5 million as major transformation initiatives reached completion and operational efficiencies continued to be realised. Together, these factors contributed to a 32% improvement in the operating result compared with the previous year.

The organisation also benefitted from positive returns generated by the Standards Australia Future Fund, despite periods of heightened volatility across global financial markets during the year. The diversified investment portfolio continued to provide a valuable source of financial resilience, supporting Standards Australia's ability to invest in strategic priorities, organisational capability and activities that deliver public benefit.

The FY26 result demonstrates the benefits of Standards Australia's diversified revenue model, disciplined financial management and long-term investment approach. These outcomes strengthen the organisation's capacity to continue supporting the development and adoption of Australian Standards while maintaining a sustainable financial foundation for the future.

	2026 $'000	2025 $'000
Operations		
Revenues	**54,770**	**52,990**
Expenses	**(65,716)**	**(69,185)**
Operations Surplus/(Deficit)	**(10,946)**	**(16,195)**
Total Investment income	**33,215**	**31,901**
Net Profit (Reported P&L)	**22,269**	**15,706**

Investment portfolio

On 30 June 2026, the investment portfolio and the investment returns of the Standards Australia Future Fund, were as follows:

Sector	Portfolio %	$M	1 year return %	3 years return % per annum
Overseas equities	**32.7**	124.6	16.5	17.2
Australian equities	**22.4**	85.2	7.0	10.5
Alternatives	**13.8**	52.4	5.7	5.0
Infrastructure	**11.3**	43.0	4.0	6.3
Cash and receivables	**8.4**	32.1	3.9	4.2
Fixed Interest	**5.8**	22.0	1.9	N/A
Property	**5.3**	20.0	7.7	0.6
Kungari	**0.4**	1.5	(68.9)	N/A
	100	**380.8**	**7.9**	**7.8**

During the year the Future Fund delivered income and gains totalling $29.5 million, a return of 7.9%, above the targeted return of 7.8% (CPI + 4%). There was $10.0 million in transfers during the year from the Future Fund to the business to provide working capital.

The portfolio is currently invested across 15 actively managed wholesale investment funds, cash at bank and the investments held by Kungari Pty Ltd. These assets were valued at $380.8 million on 30 June 2026.

The nominal assets of the Future Fund do not include cash required as working capital for the business of Standards Australia.

The Investment Year

The FY26 Financial Year delivered strong equity market returns overall, albeit with heightened volatility during early 2026. For much of the year, developed market equities extended a powerful rally, underpinned by resilient economic growth, robust corporate earnings and continued enthusiasm for AI-linked technology. Markets also became less concerned about trade policy uncertainty; driven by cooling US–China trade tensions and a series of trade deals that further supported sentiment.

In late February 2026, there was an escalation of conflict in the Middle East; which drove energy prices higher, reignited inflation concerns and triggered a broad equity selloff in March. Markets then rebounded strongly as investors looked past the potential effects of the conflict. There has been a subsequent refocus on AI beneficiaries, which has since been the key thematic driving markets.

There has also been a sharp reversal in expectations for monetary policy. For example, the Reserve Bank of Australia cut rates as late as August 2025 before pivoting into a tightening cycle from February 2026; as inflation pressures became more prevalent. Similarly, the US Federal Reserve cut in December before pausing their rate-cutting cycle. Markets have now also priced out any further easing for the US.

Key thematics over the year included:

- **Monetary Policy Divergence and a Domestic Pivot to Tightening:** The early part of the financial year was characterised by a divergence in policy trajectory between countries in late 2025. Subsequently there was generally a reversal in the direction of monetary policy expectations for many geographies. As inflation and energy prices climbed, markets have since priced out further easing in the US for the remainder of 2026. The European Central Bank held rates at 2.0% for most of the financial year before raising rates by 25 basis points in June 2026; its first rate hike since 2023. The Reserve Bank of Australia delivered its third rate cut of 2025 in August, taking the cash rate to 3.6%. Persistence in some components of the inflation basket, coupled with concerns of energy-driven inflation, prompted a decisive pivot; with three rate hikes in 2026 lifting the cash rate to 4.35%.

Financial Overview *continued*

- **AI Leadership Drove Equity Market Performance:** Enthusiasm for AI-linked spending was the dominant driver of equity markets, powering large-cap technology and semiconductor and memory names across the US and Asia. The strength was punctuated by sharp reversals however; linked to periods of doubt around the extent of hyperscaler capex and the capacity to generate economic returns on this investment. The Korean market best reflected this volatility, with very high concentration in semiconductor companies driving significant monthly swings in the index.
- **Geopolitical Shocks Drove Energy and Inflation Concerns:** The escalation of conflict in the Middle East, in late February, reshaped the second half of the Financial Year. Higher energy prices added to inflation concerns, with US headline CPI accelerating to 4.2% by May, its highest in around two years. Australian inflation continues to run well above the RBA's 2–3% target. Net energy-importing economies were most exposed to the March selloff. US growth has proved resilient however, with the US economy continuing to expand at a robust pace. AI-linked capex has been a key support to US GDP growth. Earlier in the financial year, the US had announced trade deals with the EU, Japan (among others). Cooling US–China trade tensions, including agreements over rare-earth exports and tariff exclusions, provided an additional tailwind to sentiment over late 2025.

Financial strategy

As an independent, self-sustaining not-for-profit organisation, Standards Australia maintains a long-term financial strategy designed to support its public purpose, strengthen organisational resilience and ensure the ongoing sustainability of Australia's national standards system. The organisation generates revenue through a diversified mix of publications sales, licensing and royalty arrangements, funded projects, grants, and returns generated by its investment portfolio, the Standards Australia Future Fund. The continued diversification of revenue sources and customer access channels remains an important strategic priority as the needs of standards users and market expectations continue to evolve.

The financial strategy is intended to provide a sustainable funding model that enables Standards Australia to invest in standards development, strategic initiatives, organisational capability and services that create lasting value for industry, government, consumers and the broader Australian community. Investment income generated by the Future Fund complements operational revenues and supports the organisation's capacity to pursue activities that deliver public benefit while maintaining long-term financial resilience.

The key principles underpinning Standards Australia's financial strategy are to:

- Maintain long-term financial sustainability to support the organisation's role as Australia's peak standards body and ensure it can continue fulfilling its constitutional objectives into the future.
- Diversify sources of revenue and customer access pathways to respond to evolving market conditions and the changing needs of standards users.
- Apply disciplined financial management and stewardship to ensure resources are allocated effectively and responsibly.
- Utilise investment income prudently to support strategic priorities, organisational capability and initiatives that deliver public benefit.
- Balance investment returns and financial risk through a long-term approach to planning, investment management and resource allocation.
- Support the ongoing strength and capability of Australia's standards ecosystem by investing in activities that advance standards development, adoption and impact.

The Board regularly reviews financial performance, strategic priorities and future funding requirements to ensure Standards Australia remains well positioned to deliver value for stakeholders and contribute to Australia's economic and community outcomes.

Investment objective and governance

The Standards Australia Future Fund supports the long-term financial sustainability of the organisation and enables the delivery of its constitutional objectives, strategic priorities and public purpose. The Fund provides financial resilience and flexibility, supporting investments in standards development, organisational capability, strategic initiatives, and activities that deliver broader community benefit.

The Future Fund is managed with a long-term investment objective of achieving returns of at least CPI + 4% per annum, after fees and measured over rolling seven-year periods, with moderate volatility. The portfolio is diversified across asset classes and actively managed by specialist investment managers, principally through a fund-of-funds structure, to balance long-term returns, risk and liquidity requirements.

Governance of the Future Fund is undertaken in accordance with the Investment Governance Framework, which was developed with external advisory input and adopted by the Board in February 2024. The Finance, Investment and Audit Committee reviews compliance with the Framework annually and, together with the Board, oversees the Fund's investment strategy, risk settings, performance and use of investment income.

During FY26, the Finance, Investment and Audit Committee and the Board, in consultation with JANA Investment Advisers, completed the annual review of the Future Fund's asset allocation. The portfolio remained aligned with the Interim Strategic Asset Allocation adopted pending the redemption of the remaining directly held property and infrastructure investments.

Consistent with advice received in FY24, Standards Australia continued its transition from direct ownership of investments to the fund-of-funds approach. The transition is expected to be completed during FY27 following the redemption of the remaining directly held property and infrastructure funds. This simplified ownership structure is expected to reduce administration and transaction costs and enable investment managers to implement approved changes to asset allocations more efficiently.

Standards Australia also maintains a portfolio of strategic investments through its wholly owned subsidiary, Kungari Pty Ltd. No additional investments were made during FY26. Following the annual review of investment valuations, the carrying value of the portfolio reduced from approximately $4.9 million to $1.5 million, representing a 69% decrease. The reduction primarily reflected a write-down of one investment following a reassessment of forecast performance and the market conditions, while the remaining investment remained broadly consistent with the prior year.

The FY26 valuations were prepared using the valuation framework and models previously endorsed by the Finance, Investment and Audit Committee and were reviewed by independent corporate valuation specialists, whose review assessed the methodology and key valuation inputs as reasonable.

Through this governance approach, the Board seeks to preserve the Future Fund's long-term value while ensuring that investment income and capital are managed prudently in support of Standards Australia's financial sustainability and enduring contribution to the Australian community.

Directors' Report

30 June 2026

The Directors present their report, together with the financial statements of the Consolidated Entity, being Standards Australia Limited (the Company) and its controlled entities, for the financial year ended 30 June 2026.

Directors

The following persons were Directors of the Company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Names	Appointed/Resigned
Tracey Gramlick	
Marlene Kanga AO	
Nick Koukoulas	
Bill Tabourlos	Appointed on 28 November 2025
Ian Oppermann	Resigned on 28 November 2025
Ken Slattery	
Louise McGrath	
Berne Gibbons	

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Company secretary

Marie Annick Ah Lan holds the role of Company Secretary.

Principal activities

The principal activities of the Consolidated Entity during the financial year was fulfilling the role as Australia's peak standards body in the development of Australian standards.

No significant change in the nature of these activities occurred during the year.

Review of operations

The consolidated surplus of the Consolidated Entity for the financial year after providing for income tax amounted to $22,269,000 (2025: consolidated surplus of $15,706,000).

The Company has a diversified investment portfolio which generates earnings that contribute to meeting the operational costs of standards development. The Entity's regular monitoring includes management of investments, cashflow position and engagement with wholesalers on royalty revenue.

Significant changes in state of affairs

On 12 May 2026, as part of the 2026/27 Federal Budget, the Australian Government committed $42.7m in funding over four years, to provide read-only digital access to standards referenced in State, Territory and Commonwealth legislation and regulation, to all Australians. Implementation of this initiative will take place during the second half of FY 2027.

Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Consolidated Entity, the results of those operations or the state of affairs of the Consolidated Entity in future financial years.

Environmental issues

The Consolidated Entity's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

Future developments and results

The Company expects to maintain the present status and level of operations and hence there are no likely significant developments in the Company's operations.

Indemnification and insurance of officers and auditors

The Company has indemnified the Directors and Executives of the Company for costs incurred, in their capacity as a Director or Executive, for which they may be held personally liable, except where there is a lack of good faith in accordance with the provisions of Articles 70 to 74 of the Constitution of Standards Australia Limited.

Proceedings on behalf of company

No person has applied for leave of court under Section 237 of the *Corporations Act 2001* to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings.

The Company was not a party to any such proceedings during the period.

Members' guarantee

In accordance with the constitution the liability of members in the event of being wound up will not exceed $100 per member. In the event of winding up, any surplus net assets can only be distributed to an organisation with similar objectives, tax exempt status and a constitutional prohibition on the payment of income or property to members. The constitution precludes the payment of any portion of the Company's income or property by way of dividend, bonus or otherwise by way of profit to any member.

Board of Directors



Left to right: Tracey Gramlick, Ken Slattery, Berne Gibbons



Left to right: Marlene Kanga AO, Nick Koukoulas, Louise McGrath, Bill Tabourlos

Tracey Gramlick

MAICD, GradDipMechEng, MBA(TechMgt)
Chair of the Board of Directors

Current Positions

CSIRO Regulatory Consultant; Life Member of the Australian Glass and Window Association (AGWA); Honorary Technical Assessor for the National Association of Testing Bodies, Australia (NATA); International Electrotechnical Commission (IEC) International Board (IB) Member; Member of 100 Women; Member of the CSIRO Alumni.

Former Positions

Member & Councillor, Standards Australia; Deputy Director, Growth and Strategy, Infrastructure Technologies CSIRO, Executive Director, Company Secretary & CEO, Australian Window Association; Director & Chair, Australian Fenestration Rating Council; Director, Chair & Company Secretary, Building Products Innovation Council; Chair, Industry Technical Infrastructure Forum; Member, Australian Sustainable Built Environment Council; Member, Australian Construction Industry Forum; Director, Furniture, Cabinetry and Joinery Alliance; Industrial Products Sector Manager, Alcan Australia & Capral Aluminium; Advisory Board Co-chair, Marriott Vacation Club Owners Phuket, Thailand; Chair of MQ (Macquarie University) School of Engineering Industry Advisory Board.

Special Responsibilities

Chair of the Board of Directors; Observer – Finance, Investment & Audit Committee; Observer – Membership Committee; Member – People, Governance & Risk Committee; Observer – Standards Development & Accreditation Committee; Observer – Kungari Pty Ltd

Ken Slattery

GAICD
Deputy Chair of the Board of Directors

Current Positions

Honorary Member of the Concrete Institute of Australia; Director, Hargrave Advisory Pty Ltd; Strategic Advisor, SmartCrete CRC Pty Ltd.

Former Positions

Chief Executive Officer, Cement Concrete & Aggregates Australia; Member representative, Cement Concrete & Aggregates Australia (Member of Standards Australia); Director and Company Secretary, Building Products Industry Council; Chairman, CemAssure Ltd; Chair, Industry Technical Infrastructure Forum.

Special Responsibilities

Deputy Chair of the Board of Directors; Chair – Membership Committee; Member – People, Governance & Risk Committee

Berne Gibbons

Assoc Prof (Industry), Faculty of Health, University of Technology Sydney

Current Positions

Principal, Big Sky Consulting; Chief Strategy Officer, InfoMedix; Member, Dean's Industry Advisory Board, Faculty of Health, UTS; Co-Founder and Advisor to CrowdCoder.

Former Positions

Registered Nurse; Head of Healthcare Vertical, Telstra Enterprise and Government; CEO, Central Hospital Supplies; Managing Director, Vitro Software; Senior Stakeholder Engagement Advisor, Digital Healthcare Standards Lead, Australian Digital Health Agency (ADHA); Director of the board, Pathfinders; Director of the Board, Digital Health CRC.

Special Responsibilities

Chair – People, Governance & Risk Committee; Member – Finance, Investment & Audit Committee; Board Reconciliation Action Plan (RAP) Champion.

Marlene Kanga AO

BTech (Chem Engg), MSc (Lon), PhD (Macq), Hon DEng, FAICD, FAA, FTSE, FREng, HonFIEAust, HonFIChemE

Current Positions

Non-Executive Director Endeavour Energy, Australian Rail Track Corporation; Director iOmniscient Pty Ltd; Director Rux Energy Holdings Pty Ltd, Business Technology Pty Ltd.

Former Positions

Non-Executive Director Airservices Australia, Business Events Sydney and Sydney Water Corporation, Hearing Co-operative Research Centre; Board Member Innovation Science Australia; Asialink; NSW Smart Sensor Network, Chair R&D Incentives Committee, Department of Industry Innovation and Science; Chair and Board Member Engineers Australia; Chair and Board Member World Federation of Engineering Organisations.

Special Responsibilities

Chair – Standards Development & Accreditation Committee, Member – Finance, Investment & Audit Committee; Director Kungari Pty Ltd.

Nick Koukoulas

MBA, GAICD

Former Positions

Member and Councillor Standards Australia; Chief Executive and Company Secretary Austroads Ltd and Transport Certification Australia Ltd; Councillor PIARC (World Road Association); Managing Director BSI Group ANZ Pty Ltd; General Manager Wiltrading Pty Ltd.

Special Responsibilities

Chair – Finance, Investment & Audit Committee; Member – Membership Committee; Director Kungari Pty Ltd.

Louise McGrath

Current Positions

Executive at Australian Industry Group; Member by invitation of The Australian Consortium for 'In-Country' Indonesian Studies (ACICIS) National Reference Group; Member Modern Slavery Expert Advisory Group; Member International Trade Remedies Forum; Representative to East Asia Business Council; Representative Global Business Coalition; Member Building Codes Committee; Member Net Zero Economy Authority Stakeholder Group; Member, National Committee Trade Facilitation

Former Positions

Chair La Trobe University Committee for Master of International Business; Director Product Stewardship Centre of Excellence; Executive Officer, Australia Saudi Business Council; Executive Officer Australian Russian Dialogue; Member Indonesian Business Working Group; Member CSIRO Manufacturing Advisory Group.

Special Responsibilities

Member - Standards Development & Accreditation Committee; Member – Membership Committee

Bill Tabourlos

B.Eng, BSc, MBA, GAICD

Current Positions

Managing Director and CEO of the Australian Gas Association (AGA), Technical Assessor for the National Association of Testing Bodies (NATA), Chairman of School Advisory Council at St Louis De Monfort.

Former Positions

Member of the Physical Performance Accreditation Advisory Committee for the National Association of Testing Bodies (NATA), Member of the Technical Advisory Committee of Energy Safe Victoria (ESV).

Special Responsibilities

Member - Standards Development & Accreditation Committee from 28 November 2025

Meetings of Directors

During the financial year, 24 meetings of Directors (including Committees of Directors) were held. Attendances by each Director during the year were as follows:

Directors' Meetings

Directors' Meetings	Number eligible to attend	Number attended
Tracey Gramlick	5	5
Marlene Kanga AO	5	4
Nick Koukoulas	5	5
Bill Tabourlos	3	3
Ian Oppermann	2	2
Ken Slattery	5	5
Louise McGrath	5	5
Berne Gibbons	5	5

Committee Meetings

Finance, Investment & Audit Committee	Number eligible to attend	Number attended
Tracey Gramlick	5	4
Marlene Kanga AO	5	5
Nick Koukoulas	5	5
Bill Tabourlos	-	-
Ian Oppermann	-	-
Ken Slattery	4	4
Louise McGrath	-	-
Berne Gibbons	2	2

People, Governance & Risk Committee	Number eligible to attend	Number attended
Tracey Gramlick	5	5
Marlene Kanga AO	-	-
Nick Koukoulas	-	-
Bill Tabourlos	-	-
Ian Oppermann	-	-
Ken Slattery	5	5
Louise McGrath	-	-
Berne Gibbons	5	5

Membership Committee	Number eligible to attend	Number attended
Tracey Gramlick	5	4
Marlene Kanga AO	-	-
Nick Koukoulas	5	5
Bill Tabourlos	-	-
Ian Oppermann	2	2
Ken Slattery	3	3
Louise McGrath	3	3
Berne Gibbons	-	-

Standards Development & Accreditation Committee	Number eligible to attend	Number attended
Tracey Gramlick	4	3
Marlene Kanga AO	4	4
Nick Koukoulas	-	-
Bill Tabourlos	2	1
Ian Oppermann	2	2
Ken Slattery	1	1
Louise McGrath	4	4
Berne Gibbons	-	-

Auditor's independence declaration

The auditor's independence declaration in accordance with Subdivision 60C of the Australian Charities and Not-for-profits Commission Act 2012, for the year ended 30 June 2026 has been received and can be found on page 36 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director: **Ms Tracey Gramlick**
Chair of the Board of Directors

Director: **Mr Nick Koukoulas**
Chair of the Finance, Investment & Audit Committee

Dated: 10 September 2026

Auditor declaration

PKF(NS) Audit & Assurance Limited Partnership
ABN 91 850 861 839
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Level 8, 1 O'Connell Street, Sydney NSW 2000

Newcastle T: +61 2 4962 2688 F: +61 2 4962 3245
Sydney T: +61 2 8346 6000 F: +61 2 8346 6099
info@pkf.com.au
www.pkf.com.au

Auditors' Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Directors of Standards Australia Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2026, there have been:

(i) no contraventions of the auditor independence requirements as set out in the under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 in relation to the audit; and

(ii) no contraventions of any applicable code of professional conduct in relation to the audit.

PKF

KYM REILLY
PARTNER

10 SEPTEMBER 2026
SYDNEY, NSW

PKF(NS) Audit & Assurance Limited Partnership is a member of PKF Global, the network of member firms of PKF International Limited, each of which is a separately owned legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s). Liability limited by a scheme approved under Professional Standards Legislation.

Financial Statements

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2026

	Note	2026 $'000	2025 $'000
Revenue from contracts with customers	4	**54,770**	52,990
Expenses			
Employee benefits expense		**(41,031)**	(44,689)
Finance costs	5	**(309)**	(243)
Depreciation, amortisation and impairment expense	5	**(2,544)**	(2,326)
Occupancy expenses		**(878)**	(828)
Travel expenses		**(2,253)**	(1,750)
Legal expenses		**(325)**	(361)
Technology expenses		**(8,264)**	(8,576)
Royalty expenses		**(3,036)**	(3,699)
Consultant expenses		**(1,894)**	(1,285)
Membership fees		**(1,158)**	(1,078)
Other expenses		**(4,024)**	(4,350)
		(65,716)	(69,185)
Deficit from operations		**(10,946)**	(16,195)
Income from investing activities	4	**40,850**	29,493
Net (loss)/gain on investments designated at fair value through profit or loss	7	**(7,635)**	2,408
Surplus before income tax expense		**22,269**	15,706
Income tax expense	2(e)	**-**	-
Surplus after income tax expense for the year attributable to the members of Standards Australia Limited		**22,269**	15,706
Other comprehensive income			
Fair value movements on investments held at FVOCI	7(b)	**(3,352)**	87
Total comprehensive income for the year attributable to the members of Standards Australia Limited		**18,917**	15,793

The accompanying notes form part of these financial statements.

Financial Statements *continued*

Consolidated Statement of Financial Position

As At 30 June 2026

	Note	2026 $'000	2025 $'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	**13,292**	7,450
Trade and other receivables	8	**7,689**	7,292
Inventories		**207**	204
Prepayments		**3,146**	2,811
Accrued income	9	**1,421**	1,129
Financial assets	7	**62,645**	50,068
TOTAL CURRENT ASSETS		**88,400**	68,954
NON-CURRENT ASSETS			
Financial assets	7	**318,126**	312,160
Property, plant and equipment		**795**	561
Right-of-use assets	10	**1,152**	3,401
TOTAL NON-CURRENT ASSETS		**320,073**	316,122
TOTAL ASSETS		**408,473**	385,076
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	11	**10,311**	6,144
Lease liabilities	10	**1,717**	1,527
Employee benefits	13	**2,295**	2,366
Contract liabilities	12	**17,248**	15,244
TOTAL CURRENT LIABILITIES		**31,571**	25,281
NON-CURRENT LIABILITIES			
Lease liabilities	10	**303**	2,028
Employee benefits	13	**454**	539
Provisions		**400**	400
TOTAL NON-CURRENT LIABILITIES		**1,157**	2,967
TOTAL LIABILITIES		**32,728**	28,248
NET ASSETS		**375,745**	356,828
EQUITY			
Reserves	14	**(3,265)**	87
Retained surplus		**379,010**	356,741
TOTAL EQUITY		**375,745**	356,828

The accompanying notes form part of these financial statements.

Consolidated Statement of Changes in Equity

For the Year Ended 30 June 2026

2026	Note	Reserves $'000	Retained Earnings $'000	Total $'000
Balance at 1 July 2025		**87**	**356,741**	**356,828**
Surplus after income tax for the year		**-**	**22,269**	**22,269**
Fair value loss on financial assets held at FVOCI	14	**(3,352)**	**-**	**(3,352)**
Balance at 30 June 2026		**(3,265)**	**379,010**	**375,745**

2025	Note	Reserves $'000	Retained Earnings $'000	Total $'000
Balance at 1 July 2024		24,124	316,911	341,035
Change in accounting policy to reflect the retrospective adjustments - adoption of AASB 9	14	(24,124)	24,124	-
Balance at 1 July 2024 restated		-	341,035	341,035
Surplus after income tax for the year		-	15,706	15,706
Fair value gain on financial assets held at FVOCI	14	87	-	87
Balance at 30 June 2025		87	356,741	356,828

The accompanying notes form part of these financial statements.

Financial Statements *continued*

Consolidated Statement of Cash Flows

For the Year Ended 30 June 2026

	Note	2026 $'000	2025 $'000
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from customers		**59,079**	53,117
Payments to suppliers and employees		**(62,377)**	(66,949)
Net cash used in operating activities		**(3,298)**	(13,832)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		**55**	-
Purchase of property, plant and equipment		**(555)**	(265)
Investment in term deposits		**(4,408)**	-
Payment for acquisition of investments		**(69,189)**	(45,650)
Proceeds on sale of investments		**53,888**	46,375
Interest and distributions received		**31,156**	19,679
Net cash provided by investing activities		**10,947**	20,139
CASH FLOWS FROM FINANCING ACTIVITIES:			
Repayment of lease liabilities		**(1,638)**	(1,495)
Finance costs		**(169)**	(242)
Net cash used in financing activities		**(1,807)**	(1,737)
Net increase in cash and cash equivalents held		**5,842**	4,570
Cash and cash equivalents at beginning of year		**7,450**	2,880
Cash and cash equivalents at end of financial year	6	**13,292**	7,450

Notes to the Financial Statements

For the Year Ended 30 June 2026

The financial report covers Standards Australia Limited and its controlled entities ('the Consolidated Entity'). Standards Australia Limited is a not-for-profit Company, registered and domiciled in Australia.

Each of the entities within the Consolidated Entity prepare their financial statements based on the currency of the primary economic environment in which the entity operates (functional currency). The consolidated financial statements are presented in Australian dollars which is the parent entity's functional and presentation currency.

The financial report was authorised for issue by the Directors on 10 September 2026.

Comparatives are consistent with prior years, unless otherwise stated.

1. Basis of Preparation

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012, as appropriate for not-for-profit oriented entities.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Material accounting policy information is consistent with prior reporting periods unless otherwise stated.

2. Material Accounting Policy Information

(a) Basis for consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Standards Australia Limited ('company' or 'parent entity') as at 30 June 2026 and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities over which the consolidated entity has control. The consolidated entity controls an entity when the consolidated entity is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the consolidated entity. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the consolidated entity are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Consolidated Entity.

A list of controlled entities is contained in Note 18 to the financial statements.

(b) Parent entity information

In accordance with the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012, these financial statements present the results of the consolidated entity only. Supplementary information about the parent entity is disclosed in note 19.

(c) Restatement of comparatives

The following comparative amounts in the Statement of Financial Position and corresponding notes, have been reclassified to provide consistency with current period classifications:

- Other assets and contract liabilities have been reduced by $3,801,000 in the Statement of Financial Position at 30 June 2025, due to a change in the recognition criteria of accrued royalty income. Reclassified amounts have not resulted in any changes to the net current assets or the net assets of the company and its controlled entities.
- Income from investing activities (investment distributions) have increased by $9,362,000 and net gain/(loss) on investments designated at FVTPL have decreased by $9,362,000, due to a change in the recognition criteria of investment distributions from a cash to accrual basis. Reclassified amounts have not resulted in any changes to the net surplus of the company and its controlled entities

Notes to the Financial Statements *continued*

For the Year Ended 30 June 2026

(d) Revenue recognition

The Consolidated Entity recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the entity is expected to be entitled in exchange for transferring goods or services to a customer.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Royalty revenue

Royalty revenue from wholesale partners is recognised when received for single sales, while subscriptions are recognised over the term of the subscription.

E-commerce revenue

Revenue from e-commerce sales generated through Standards Australia's direct sales channel are recognised when received for single sales, while subscription sales are recognised over the term of the subscription.

Externally funded projects

Income from externally funded standards development projects is recognised based over the term of contract which reflects the entity's performance obligations.

License revenue

Revenue from licenses is recognised over the term of the license.

Grant revenue

Grants from the government and other organisations are recognised over the term of the grant when money has been received and the Entity complies with all performance obligations and conditions attached to the grant.

Investment distributions and interest income

Revenues from investment distributions are recognised in the financial year they are earned. Revenue from interest income is recognised using the effective interest method.

Other income

Other revenue is recognised when it is received or when the right to receive payment is established.

Contract liabilities

When an amount of consideration is received from a customer prior to the entity transferring a good or service to the customer, the Consolidated Entity presents the contract as a contract liability.

(e) Income tax

As the Consolidated Entity is a charitable institution in terms of section 50-52 subdivision 50-B of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

(f) Cash and cash equivalents

Cash and cash equivalents includes cash on hand and the operating bank account. Cash term deposits held with financial institutions are classified under "other financial assets" as they form part of the Company's investment portfolio.

(g) Trade and other receivables

Receivables are carried at invoice amount including GST less an estimate for doubtful debts where collection of the full amount is no longer probable. Bad Debts are written off when identified.

(h) Intangible assets

Intangible assets are accounted for using the cost model. Development costs, primarily relating to computer software, are capitalised when the item meets the definition of an asset and the entity can demonstrate all of the following: the technical feasibility of completing the asset so that it will be available for use or sale; the intention to complete the asset and use it or sell it; the ability to use or sell the asset; how the asset will generate probable future economic benefits; the availability of adequate technical, financial and other resources to complete the development and to use or sell the asset; and the ability to measure reliably the expenditure attributable to the asset during its development. Otherwise, they are recognised in profit or loss as expenses as incurred.

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates.

Capitalised software costs are amortised on a straight-line basis over their estimated useful life of three years.

The residual balances of the intangible assets are reviewed at each reporting date.

Software-as-a-service (SaaS) arrangements are service contracts providing the entity with the right to access the cloud provider's application software over the contract period, therefore, the entity does not receive a software intangible asset at the contract commencement date and costs are recognised as expenses as the services are received.

(i) Financial instruments

Financial assets

Classification

On initial recognition, the Consolidated Entity classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL
- fair value through other comprehensive income - equity instrument (FVOCI - equity)

Financial assets are not reclassified subsequent to their initial recognition unless the Consolidated Entity changes its business model for managing financial assets.

Amortised cost

The Consolidated Entity's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the consolidated statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Fair value through other comprehensive income

The Consolidated Entity has a strategic investment in an unlisted entity over which they do not have significant influence nor control. The Consolidated Entity has made an irrevocable election to classify this equity investment as fair value through other comprehensive income as it is not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to retained earnings and is not reclassified to profit or loss.

Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at FVTPL.

Net gains or losses, including any interest or dividend income are recognised in profit or loss.

(j) Impairment of assets

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Notes to the Financial Statements *continued*

For the Year Ended 30 June 2026

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

(k) Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset comprises the initial amount of the lease liability, lease payments made at or before the commencement date less any lease incentives received, and any initial direct costs. Whenever the Entity incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying assets to the condition required by the terms and conditions of the lease, a provision is recognised.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The Consolidated Entity has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Extension options on leases where appropriate are included in the useful life of the right-of-use asset. These are used to maximise operational flexibility in terms of managing the assets used in the Consolidated Entity's operations. The extension and termination options held are exercisable only by the Entity and not by the respective lessor. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

(l) Trade and other payables

These amounts represent liabilities for goods and services provided to the Consolidated Entity prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

(m) Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(n) Lease liabilities

Leases are recognised in accordance with AASB 16. A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Entities incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

The lease term represents the non-cancellable period of the lease and includes periods covered by an option to extend if the Consolidated Entity is reasonably certain to exercise that option. Lease terms shall only be revised if there is a change in the non-cancellable period or there is a reassessment upon a significant event or change in circumstance that is both within the control of the lessee and affects whether or not the lessee is reasonably certain to exercise an option.

(o) Provisions

Provisions are recognised when the Consolidated Entity has a present (legal or constructive) obligation as a result of a past event, it is probable the Consolidated Entity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

(p) Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

(q) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

(r) Rounding of Amounts

The Entity is a kind referred to in Instrument 2016/191 issued by the Australian Securities and Investments Commission relating to "rounding off" of amounts in the financial report. Amounts in the financial report have been rounded off in accordance with the Instrument to the nearest thousand dollars, or in certain cases to the nearest dollar.

(s) New or Amended Accounting Standards and Interpretations adopted

There have been no new or amended accounting standards or interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Notes to the Financial Statements *continued*

For the Year Ended 30 June 2026

3. Critical Accounting Estimates and Judgments

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Key estimates - fair value of investments held at FVOCI

The Consolidated Entity holds a strategic unlisted investment which has been irrevocably designated at fair value through other comprehensive income ("FVOCI") on initial recognition.

The fair value of unlisted investments is determined using valuation techniques that incorporate both observable and unobservable inputs, including:

- growth in EBITDA, calculated as adjusted operating profit before depreciation and amortisation;
- long-term growth rates;
- the selection of discount rates to reflect the risks involved; and
- net asset value methodologies.

The valuation of unlisted investments requires management to make assumptions regarding future earnings, discount rates, growth rates and market comparability. Changes in these assumptions may have a significant impact on reported fair values.

Management considers the carrying value of investments designated at FVOCI to represent the best estimate of fair value at 30 June 2026.

Key estimates - Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the Consolidated Entities' operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset.

Key estimates - Employee benefits provision

As discussed in note 2(m), the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Key estimates - Software costs

Note 2(h) describes the accounting policy in respect of SaaS arrangements. In applying the accounting policy the Consolidated Entity has made an assessment regarding costs that configure and customise the SaaS software – such costs are regarded as distinct and are expensed as incurred as the software is configured or customised. Further, in migrating to a fully managed Platform-as-a service (PaaS) cloud environment, the Entity has incurred internal and external costs in developing software code that either builds new capability or enhances or modifies existing owned software. Judgement has been applied in determining whether software code developed in a third party's cloud platform meets the definition of and recognition criteria for an intangible asset in accordance with Australian Accounting Standards. For material expenditures, it was determined that the developed software is fully integrated with the SaaS arrangement cloud-based application such that costs cannot be separated. In addition, it was determined that the Entity does not have control over the software as it would not be feasible to either run the software on-premise or migrate to another third party platform. As such, the costs are treated consistently with the underlying SaaS arrangement and are recognised as expenses as incurred.

	2026	2025
	$'000	$'000
4. Revenue and Other Income		
Revenue from contracts with customers		
- E-commerce revenue	**5,785**	5,372
- Royalties	**41,884**	41,142
- Grant income	**3,440**	3,384
- Externally funded project revenue	**3,465**	2,647
- Recoveries and other income	**196**	445
	54,770	52,990
Income from investing activities		
- Investment distributions	**39,072**	27,287
- Interest income	**1,778**	2,206
	40,850	29,493

Disaggregation of revenue from contracts with customers
The disaggregation of revenue from contracts with customers is as follows:

Timing of revenue recognition		
- Sales transferred at a point in time	**10,123**	10,318
- Sales transferred over time	**44,647**	42,672
	54,770	52,990

5. Expenses		
Surplus before income tax includes the following specific expenses:		
Finance costs		
Interest on lease liabilities	**143**	177
Other finance charges	**166**	66
	309	243
Depreciation and amortisation expense		
Depreciation of plant and equipment	**265**	259
Depreciation of leasehold improvements	**-**	516
Amortisation of intangible assets	**-**	7
Amortisation of right of use assets	**2,249**	1,544
Impairment of FVTPL financial assets	**30**	-
	2,544	2,326

Notes to the Financial Statements *continued*

For the Year Ended 30 June 2026

		2026	2025
		$'000	$'000
6. Cash and Cash Equivalents			
Cash at bank		**13,292**	7,450
7. Financial assets			
CURRENT			
Held at amortised cost			
Investments in term deposits and other liquid assets		**4,408**	-
Investments in other liquid assets		**26,790**	28,472
Franking credits receivable		**860**	703
Held at fair value through profit and loss (FVTPL)			
Investments in managed funds		**30,587**	20,893
		62,645	50,068
NON-CURRENT			
Held at fair value through profit and loss (FVTPL)			
Investments in managed funds	(a)	**316,598**	307,250
Convertible note		**623**	653
Held at fair value through other comprehensive income (FVOCI)			
Unlisted equity instrument	(b)	**905**	4,257
		318,126	312,160
(a) Reconciliation of investments in managed funds held at FVTPL (non-current)			
Opening fair value		**307,250**	292,030
Additions		**69,188**	46,133
Disposals		**(52,205)**	(33,739)
Fair value gain / (loss)		**(7,635)**	2,826
Closing fair value		**316,598**	307,250
(b) Reconciliation of unlisted equity instruments held at FVOCI			
Opening fair value of unlisted equity instruments		**4,257**	4,170
Fair value (loss)/gain		**(3,352)**	87
Closing fair value of unlisted equity instruments		**905**	4,257

(c) Security deposits

Financial assets include security deposits with a value of $4,407,731 over which there are bank guarantees in relation to the property at Level 16 and Suite 17.02, Level 17, Tower 1, Darling Park, 201 Sussex Street, Sydney.

	2026	2025
	$'000	$'000
8. Trade and Other Receivables		
CURRENT		
Trade receivables	**4,619**	7,216
Deposits	**33**	76
Other receivables	**3,037**	-
	7,689	7,292

Due to the short-term nature of the receivables, the carrying amount is assumed to approximate their fair value. As at 30 June 2026 and 30 June 2025, there were no significant concentrations of past due debts.

	2026	2025
	$'000	$'000
9. Other assets		
CURRENT		
Accrued royalty income	**1,421**	1,129

10. Leases

Right-of-use assets

	Buildings	Total
	$'000	$'000
Year ended 30 June 2026		
Balance at beginning of year	**3,401**	**3,401**
Depreciation charge	**(2,249)**	**(2,249)**
Balance at end of year	**1,152**	**1,152**

Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year	1 - 5 years	> 5 years	Total undiscounted lease liabilities	Lease liabilities included in this Consolidated Statement Of Financial Position
	$'000	**$'000**	**$'000**	**$'000**	**$'000**
2026					
Lease liabilities	**1,747**	**300**	-	**2,047**	**2,020**

Notes to the Financial Statements *continued*

For the Year Ended 30 June 2026

10. Leases *continued*

On 18 November 2025 Standards Australia executed a lease agreement for the lease of Level 16 and Suite 17.02, Level 17, Tower 1, Darling Park, 201 Sussex Street, Sydney NSW 2000. The lease is scheduled to commence on 01 December 2026 and has an initial term of 8 years with a 5 year option.

At reporting date, the underlying asset had not been made available to Standards Australia. Consistent with AASB 16 Leases, no right-of-use asset or lease liability has been recognised in respect of this arrangement as of 30 June 2026.

The undiscounted lease payments associated with the new lease are approximately $40.15 million over the initial 8 years term of the lease, comprising $4.36 million within one year, $19.24 million between one and five years, and $16.55 million after five years.

The undiscounted lease payments do not include lease incentives of $16.04 million comprising of $6.25 million for fit out and $9.79 million rent abatement over 8 years.

The right-of-use asset and lease liability will be measured at the lease commencement date based on the lease term and discount rate applicable at that date. The commencement date remains subject to early access arrangements with the landlord.

Fit out and related establishment costs incurred prior to lease commencement have been assessed separately for accounting purposes and, where appropriate, expenditure meeting the asset recognition criteria has been recognised as capital work in progress, while expenditure that does not meet the relevant asset recognition criteria has been recognised as an expense when incurred.

	2026	2025
	$'000	$'000
11. Trade and Other Payables		
CURRENT		
Trade payables	**3,596**	769
Other payables	**6,715**	5,375
	10,311	6,144
12. Contract liabilities		
CURRENT		
Deferred revenue	**17,248**	15,244
13. Employee benefits		
CURRENT		
Annual leave	**1,796**	1,849
Long service leave	**499**	517
	2,295	2,366
NON-CURRENT		
Long service leave	**454**	539

	2026	2025
	$'000	$'000
14. Reserves		
Financial asset realisation reserve		
Opening balance	**-**	24,124
Transfers to retained earnings for prior period realised gains	**-**	(24,124)
	-	-
Financial asset revaluation reserve		
Opening balance	**87**	-
Unrealised gain/(loss) on financial assets held at FVOCI	**(3,352)**	87
	(3,265)	87

(a) Financial asset realisation reserve

In the previous financial years, the financial asset realisation reserve was used to record realised gains/(losses) on financial assets held at fair value through profit or loss. On adoption of AASB 9, the consolidated entity records all realised gains/losses through profit or loss, thus prior period reserves have been adjusted to retained earnings

(b) Financial asset revaluation reserve

The financial asset revaluation reserve records fair value gains/losses on financial assets held at fair value through other comprehensive income.

15. Financial Risk Management		
Financial assets		
Held at amortised cost		
Cash and cash equivalents	**13,292**	7,450
Trade and other receivables	**7,689**	7,292
Financial assets	**32,058**	29,175
Held at fair value through profit or loss (FVTPL)		
Financial assets	**347,808**	328,796
Held at fair value through Other Comprehensive Income (OCI)		
Financial assets	**905**	4,257
Total financial assets	**401,752**	376,970
Financial liabilities		
Held at amortised cost		
Trade and other payables	**10,311**	6,144
Other liabilities	**17,248**	15,244
Total financial liabilities	**27,559**	21,388

Notes to the Financial Statements *continued*

For the Year Ended 30 June 2026

15. Financial Risk Management *continued*

The Consolidated Entity has exposure to a number of financial risks primarily related to its investment portfolio. The Finance, Investment & Audit Committee assists the Board in overseeing and fulfilling its responsibilities relating to risk management. Independent investment advisers monitor the performance of all investments and advise the Board on investment strategy, asset allocation and the selection of individual fund managers. Funds are invested with a diverse range of professional licensed fund managers, primarily through investment unit trusts covering a range of investment classes, strategies, geographical sectors and risk profiles. The Consolidated Entity has not invested directly in derivative transactions.

The Consolidated Entity's investment portfolio is structured to maximise long term values and to achieve the agreed targeted return of CPI +4%. These returns are used to fund a significant portion of total operating expenses. Whilst the portfolio is constructed to manage volatility, there are external influences and cycles that impact investment values and returns in the short term.

As a not-for-profit organisation, the Consolidated Entity's policy is to set short term operating expense budgets at a level that can be sustained by realistic medium term (5-7 year) investment returns. Accordingly, whilst short term volatilities affect the value of investments and returns these are not considered as risks that will normally affect the Consolidated Entity's medium term operational and financial performance.

Financial risks faced by Standards Australia

The primary risks are market risk relating to investments and, to a lesser extent, credit risk and interest rate risk.

(a) Market risk

Market risk is the risk of loss arising from movements in market variables including but not limited to foreign exchange risk and market price risk.

i) Foreign exchange risk

Foreign exchange risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The Consolidated Entity has some investments with international fund managers which invest funds in the USA and other countries. Some of these fund managers utilise derivatives to hedge against fluctuations between the Australian dollar and the currencies in which the securities they invest in are denominated. Some exposure to foreign currency risk is retained as part of the overall portfolio management strategy.

ii) Market price risk

Market price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments in the market. The Consolidated Entities' investments have inherent pricing risks. This varies across the different asset classes based on the underlying securities or assets held by each individual fund manager. Asset classes invested are Australian equities, overseas equities, property, alternatives, infrastructure, fixed interest and cash.

Market price risk management involves decisions regarding the allocation of funds across the asset classes and includes management of those risks within these asset classes, that is, the selection of individual fund managers. Each fund manager's performance is measured against industry recognised index benchmarks that are relevant to the particular investment class. Compliance of a manager's investment approach against its mandate is also monitored.

The Consolidated Entities' exposure to market price risk at the reporting date was the value of investments in managed funds investments of $347,185,000 (2025: $328,143,000). Refer to note 7.

(b) Interest rate risk

Investments in managed funds have some exposures to underlying investments in financial assets which may be subject to fixed and/or variable interest rates. This exposure varies and the share of exposure to the Consolidated Entity is not considered significant.

Cash and cash equivalents are subject to variable interest rates, however the direct impact is minimised due to the relatively low allocation to this asset class.

(c) Credit risk

Credit risk arises from cash and cash equivalents, and accounts receivable.

Cash funds are only invested with major banks where credit risk is mitigated through the Consolidated Entities' policy of only investing with the four major Australian Banks.

The maximum estimated exposure to credit risk at 30 June 2026 is the carrying amount of term deposits, cash and cash equivalents, and accounts receivable which have been recognised on the Statement of Financial Position net of any provision of impairment of these receivables.

(d) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities. The Consolidated Entity manages liquidity risk by continuously monitoring forecast and actual cash flows.

At reporting date, exposure to liquidity risk comprises trade and other payables of $10,311,000 (2025: $6,144,000). The majority of these liabilities mature in less than 60 days.

16. Members' Guarantee

The Company is registered with the Australian Charities and Not-for-profits Commission Act 2012 and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of $ 100 each towards meeting any outstanding obligations of the Company. At 30 June 2026 the number of members was 88 (2025: 86).

	2026	2025
	$	$
17. Auditors' Remuneration		
Remuneration of the auditor PKF, for:		
- auditing the financial statements	**56,000**	50,000
- other assurance services	**-**	22,900
- other services	**3,000**	3,000
	59,000	75,900

18. Interests in Subsidiaries

Composition of the Group

Subsidiaries	Principal place of business / Country of Incorporation	Percentage owned (%)* 2026	Percentage owned (%)* 2025
Kungari Pty Ltd	Australia	**100**	100

*The percentage of ownership interest held is equivalent to the percentage voting rights for all subsidiaries.

Notes to the Financial Statements *continued*

For the Year Ended 30 June 2026

	2026	2025
	$'000	$'000
19. Parent Entity		
Consolidated Statement of Financial Position		
Assets		
Current assets	**88,400**	68,953
Non-current assets	**320,073**	316,454
Total Assets	**408,473**	385,407
Liabilities		
Current liabilities	**31,571**	29,083
Non-current liabilities	**1,157**	2,967
Total Liabilities	**32,728**	32,050
Equity		
Retained surplus	**375,745**	357,159
Total Equity	**375,745**	357,159
Consolidated Statement of Profit or Loss and Other Comprehensive Income		
Surplus for the year	**18,586**	16,124
Total comprehensive income/(loss)	**18,586**	16,124

20. Key Management Personnel Disclosures

The remuneration paid to key management personnel of the Company is $2,755,365 (2025: $3,177,960).

21. Related Parties

(a) The Consolidated Entity's main related parties are as follows:

Key management personnel - refer to Note 20.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

(b) Transactions with related parties

Excluding fees paid to Directors for service, there were no transactions with related parties during the current and previous financial year.

Excluding payables related to Director fees, there were no trade receivables from or trade payables due to related parties at the current and previous reporting date.

There were no trade receivables from or trade payables due to related parties at the current and previous reporting date.

22. Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2026 (30 June 2025: None).

23. Events After the End of the Reporting Period

The financial report was authorised for issue on 10 September 2026 by the Directors.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Consolidated Entity, the results of those operations or the state of affairs of the Consolidated Entity in future financial years.

24. Statutory Information

The registered office and principal place of business of the company is:

Standards Australia Limited
Level 17, Tower 1
Darling Park
201 Sussex Street
Sydney, New South Wales.

Directors' Declaration

30 June 2026

The Directors of the Company declare that:

1. The financial statements and notes, as set out on pages 37 to 55, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:
   a. comply with Australian Accounting Standards - Simplified Disclosure Standard; and
   b. give a true and fair view of the financial position as at 30 June 2026 and of the performance for the year ended on that date of the Company and Consolidated Entity.
2. In the Directors' opinion, there are reasonable grounds to believe that the Company and the Consolidated Entity will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director: **Ms Tracey Gramlick**
Chair of the Board of Directors

Director: **Mr Nick Koukoulas**
Chair of the Finance, Investment & Audit Committee

Dated: 10 September 2026

Independent Auditor's Report

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INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF STANDARDS AUSTRALIA LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Standards Australia Limited (the Company) and its controlled entities (the Consolidated Entity), which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the directors' declaration.

In our opinion the financial report of Standards Australia Limited and its controlled entities, has been prepared in accordance with *Division 60 of the Australian Charities and Not-for-profits Commission Act 2012*, including:

a) giving a true and fair view of the Consolidated Entity's financial position as at 30 June 2026 and of its financial performance for the year then ended; and

b) complying with Australian Accounting Standards – Simplified Disclosure Requirements and *Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Consolidated Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (including Independence Standard) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Consolidated Entity's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

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Independent Auditor's Report *continued*

Other Information (cont'd)

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors for the Financial Report

The directors of the Consolidated Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012*. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, directors are responsible for assessing the Consolidated Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Consolidated Entity or to cease operations, or has no realistic alternative but to do so.

The directors are responsible for overseeing the Consolidated Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian 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 report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, 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 our 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 Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

Independent Auditor's Report *continued*

Auditor's Responsibilities for the Audit of the Financial Report (cont'd)

- Conclude on the appropriateness of the directors' 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 Consolidated Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Consolidated Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the Consolidated Entity financial report. We are responsible for the direction, supervision and performance of the Consolidated Entity audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, action taken to eliminate threats or safeguards applied.

PKF

KYM REILLY
PARTNER

10 SEPTEMBER 2026
SYDNEY, NSW

Accord Australasia
The Australasian Corrosion Association Incorporated
Australasian Fire and Emergency Service Authorities Council
The Australasian Institute of Mining & Metallurgy
Australasian Procurement and Construction Council Inc
Australian Acoustical Society
Australian Aluminium Council
Australian Building Codes Board
Australian Chamber of Commerce and Industry
Australian Communications Consumer Action Network
Australian Computer Society Inc
Australian Council of Trade Unions
The Australian Council on Healthcare Standards
Australian Dental Association Inc
Australian Digital Health Agency
Australian Fashion Council
Australian Food & Grocery Council
Australian Gas Association
Australian Industry Group
Australian Information Industry Association Ltd
Australian Institute of Architects
Australian Institute of Building
Australian Institute of Building Surveyors
Australian Institute of Health & Safety
Australian Institute of Petroleum Ltd
Australian Institute of Refrigeration, Air Conditioning and Heating
Australian Organisation for Quality Ltd
Australian Paint Manufacturers Federation
Australian Steel Institute
Australian Telecommunications Alliance
Austroads Limited
AWA-AGGA Ltd
Bureau of Steel Manufacturers of Australia
Business NSW
Caravan Industry Association of Australia Ltd
Cement Concrete & Aggregates Australia
Chemistry Australia
CHOICE
Civil Contractors Federation
Commonwealth Scientific and Industrial Research Organisation
Concrete Institute of Australia
Concrete Pipe Association of Australasia
Consult Australia
Consumer Electronics Suppliers Association
Consumers' Federation of Australia
Council of Small Business Organisations of Australia Ltd
The Cranes Industry Council of Australia
Department of Industry, Science and Resources
Energy Networks Australia
Energy Safe Victoria
Engineers Australia
Exemplar Global
Facility Management Association of Australia Limited
Federal Chamber of Automotive Industries
Fire Protection Association Australia
Forest and Wood Products Australia Limited
Furntech/Australasian Furnishing Research and Development Institute
Galvanizers Association of Australia
Gas Energy Australia
Governance Institute of Australia
Government of South Australia
GS1 Australia
Housing Industry Association Ltd
The Institute of Plumbing Australia
Institute of Public Works Engineering Australasia
Insurance Council of Australia
Joint Accreditation System of Australia & New Zealand
Lighting Council Australia
Master Builders Australia
Master Plumbers Australia and New Zealand
Materials Australia
Medical Technology Association of Australia
Minerals Council of Australia
National Association of Testing Authorities Australia
National Electrical and Communications Association
NATSPEC/Construction Information Systems Australia
Plastics Industry Pipe Association of Australia Ltd
Plumbing Products Industry Group Inc
Professional Standards Authority
Property Council of Australia
Royal Australian Chemical Institute Incorporated
Safework NSW
Steel Reinforcement Institute of Australia
Swimming Pool and Spa Association
Think Brick
WA Government – Building & Energy
Water Services Association of Australia
Weld Australia



Australia’s voice in global standards has rarely mattered more,

and we will continue to play our part thoughtfully and constructively.

Rod Balding
Chief Executive Officer

Standards Australia

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