

2024–25 Annual Report



Plant Health
AUSTRALIA

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ACKNOWLEDGEMENT OF COUNTRY

PHA acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands where we work, live and learn.



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Overview

FROM THE CHAIR

I am pleased to present Plant Health Australia’s (PHA) Annual Report for 2024–25, outlining the organisation’s key achievements and milestones over the past year. This report reflects our performance against the priorities and key performance indicators (KPIs) set out in the 2024–25 Annual Operational Plan (AOP) and captures progress reported in the 2024–25 Mid-Year Performance Report (MYPR).

The biosecurity landscape is becoming increasingly challenging, with the rising number of pest incursions and those incursions becoming more expensive, it reinforces the critical need for proactive leadership, consistent investment, and a unified approach across the entire system.

Activity for the year has been reported against PHA’s three Strategic Priorities: *Respond effectively*, *Strengthen partnerships*, and *Enhance integration*, alongside our two Operational Priorities: *Improve governance and administration* and *Enhance communication and engagement*.

Over the past year, PHA has made substantial progress in advancing Australia’s ability to respond and recover from plant pest incursions – reinforcing our commitment to building capacity and capability. We successfully delivered four industry liaison officer (ILO) training workshops in collaboration with state and territory governments and industry partners, enhancing national biosecurity preparedness.

To further strengthen our biosecurity readiness, we conducted three simulation exercises with government and industry stakeholders, ensuring that specific aspects of biosecurity preparedness were rigorously tested. We also made significant progress in strengthening national response arrangements with the scope and methodology for the 2025 Review of the Emergency Plant Pest Response Deed (EPPRD) being endorsed by the Signatories in May 2025.

For over 25 years, partnerships have been at the core of PHA’s mission. This year, we strengthened our collaborations with industry, government, and research stakeholders to drive the adoption of best practice to reduce risk. Key initiatives, such as CitrusWatch, Forest Watch Australia, and the National Bee Pest Surveillance Program, were once again successfully coordinated, alongside our active participation in national committees, providing expert advice on biosecurity issues. Biosecurity plans for several industries were endorsed, ensuring a unified approach to risk management, preparedness and response. Additionally, our involvement in the Sterile Insect Technique (SIT) strategy workshop reinforced our commitment to exploring science-based solutions and building collaborative capacity to address emerging biosecurity threats.

PHA has made notable strides in improving the integration of Australia’s plant biosecurity systems, fostering greater collaboration in the sharing of data, expertise, and resources across sectors. One of our key achievements was achieving

10 million record uploads in AUSPestCheck®, demonstrating its value as a critical system for aggregating surveillance data across governments and industries. With more than 30 participant organisations, 21 surveillance programs, and over 180 active users, the platform contributes to a connected and responsive surveillance system that evolves alongside national needs.

Building a robust company with streamlined processes and strong governance is not just a compliance exercise, it’s a strategic focus that underpins operational excellence, financial stability and cross-functional collaboration to ensure PHA is well-equipped for the future. In 2024–25, we continued to invest in our internal capabilities, ensuring both the wellbeing of our staff and the ongoing resilience of our operations. The results of the 2025 staff survey reflects this commitment, with 96% of staff rating PHA as an employer of choice – a testament to our positive workplace culture and leadership. In May 2025, we launched an Employee Recognition Program, based on our core values, to encourage peer-to-peer recognition and foster a positive and productive culture.

PHA has continued to improve communication and engagement across all channels in 2024–25, helping our messages reach a wider audience to support biosecurity efforts. Our digital reach has increased significantly – most notably our LinkedIn followers reached 8,376 in June 2025. Internally, our intranet site recorded over 55,000 visits, demonstrating that staff

remain consistently informed, engaged and connected to drive organisational performance. Another highlight was the successful development and rollout of the inaugural National Biosecurity Week in August. This landmark campaign emphasises the importance of biosecurity in protecting our environment, food supply and the economy by increasing awareness and participation in a shared biosecurity culture.

Other key milestones and achievements from the past 12 months are detailed in the timeline on pages 28-29 and in the Performance section. Delivery of this portfolio of work would not have been possible without our skilled staff and efficient business systems.

Although PHA's role and organisational structure has evolved over the years, our focus remains on bringing expertise, knowledge, and stakeholders together to create solutions.

Our regular Board meetings have been vital in supporting the Company's performance, setting strategies and ensuring that PHA remains on track to achieve its long-term goals. I would like to thank my fellow Board Directors for their strategic guidance and commitment. I would also like to express my gratitude to Kathy Kelly for taking on the Acting Company Secretary role and the hard work Kathy has done assisting the PHA team with the implementation of the new Enterprise Resource Planning (ERP) software system and the external audit.

As Chair, I am encouraged by the strong governance and strategic clarity that guides PHA's work.

On behalf of the Board, I extend my thanks to Sarah Corcoran and the entire PHA team for their hard work, and professionalism. It has been a busy year for them with the implementation of the ERP software system which enhances business operations by automating processes in finance, human resources, services and procurement. In addition, the team has managed a range of external matters that required considerable focus and time.

I would also like to thank our Members and partners for your continued trust and collaboration. I eagerly anticipate our continued collaboration in strengthening and transforming this vital system.

Together, we are building a more resilient, responsive, and unified biosecurity system that is fit for today's challenges and tomorrow's opportunities.

Kim Halbert
Chair



Overview

FROM THE CEO

It is my pleasure to present the 2024–25 Annual Report, highlighting another year of significant progress as we deliver on the Strategic Plan 2022–2027. This report showcases our performance over the third year of implementation and outlines key activities completed since the 2024–25 Mid-Year Performance Report.

The world around us is changing rapidly — shaped by shifting economic landscapes, technological advancements, and an increasing demand for social responsibility. Through this transformation, our organisation has cultivated a culture of agility and continuous learning, positioning us to navigate and lead amidst these challenges. Similarly, the plant biosecurity landscape is continuously evolving, with new and emerging threats reshaping production systems and increasing the complexity of stakeholder needs. In response, a coordinated, responsive, and future-focused approach is essential. Over the past year, PHA has adapted to these changes embracing uncertainty as an opportunity for growth. By fostering trusted partnerships, driving innovation, and aligning with a shared vision to protect what matters most, we continue to strengthen the national plant biosecurity system.

As we celebrate our 25th year of operation, PHA stands as a leading example of a purpose-driven organisation committed to driving impactful change and delivering essential outcomes for Australia's plant biosecurity system. Through our model of cross-sector collaboration, we ensure that biosecurity planning, preparedness, response, and recovery efforts remain well-coordinated and continuously evolve to meet emerging challenges.

Across our strategic priorities, we have advanced key programs that enhance national capability and preparedness. We have deepened our partnerships, modernised how biosecurity knowledge is shared, and strengthened the foundation for faster, smarter responses to emerging threats.

In line with **Strategic Priority 1: Respond effectively**, PHA has continued to drive initiatives that build national capability and improve response readiness. Our continued commitment to the Emergency Plant Pest Response Deed (EPPRD) is shared by Signatories and evidenced in the positive Signatories sentiment and maintenance of industry coverage. This shared commitment has been a cornerstone in strengthening our national biosecurity response and readiness. In the past year, PHA facilitated the endorsement of the 2025 Review of the EPPRD, ensuring the framework adapts to emerging challenges. Additionally, we supported seven Industry Parties in advancing their Owner Reimbursement Cost (ORC) evidence frameworks, ensuring a more coordinated approach across sectors. To enhance the financial management of biosecurity responses, we facilitated financial management training for three Cost Shared Incidents, with representatives from six states and territories, further ensuring effective resource allocation in the event of future incidents.

Under **Strategic Priority 2: Strengthen partnerships**, PHA has advanced its collaborative efforts by establishing new relationships with non-traditional and international partners, while enhancing existing collaborations. These partnerships have increasingly demonstrated their value, with more industry and partner programs focusing on best-practice biosecurity solutions. In the past year, PHA developed new project proposals addressing emerging biosecurity risks, showing our

proactive approach to safeguarding plant health. In addition, our annual touchpoints with Members including formal meetings, targeted one-on-one discussions, and program-specific engagement, have continued to strengthen relationships, ensure alignment with shared priorities, and support the delivery of coordinated outcomes.

By working together, we significantly enhance our impact. Over the past year, we strengthened our partnership with the Australian Research Council (ARC) Training Centre for Plant Biosecurity, participating in its Partner Consultation and Training and Education Committees, and contributing to the selection panel for a post-doctoral position. I was honoured to speak at the Centre's official launch in May 2025, which showcased 20 innovative project concepts, highlighting the critical role of cross-sector collaboration in addressing biosecurity challenges. This initiative brings together government, industry, researchers, and educators – a partnership model that's also been at the heart of PHA's approach for the past 25 years.

Our engagement in national committees has reinforced PHA's leadership role, providing expert advice on matters of national importance. Our involvement in various working groups has enabled us to guide the development of biosecurity plans for industries including apple and pear, blueberry, citrus, and sugarcane. Additionally, we contributed to VegWatch activities, including EPPRD training for AUSVEG staff and Board, and supported the development of an interim High Priority Pest List.

Key initiatives, such as CitrusWatch, Forest Watch Australia, and the National Bee Pest Surveillance Program, illustrate how PHA fosters cross-sector collaboration, enabling partners to

Sarah holds a Bachelor of Science, majoring in Botany and Zoology, Honours in Freshwater Ecology and has completed post graduate studies in Epidemiology for Public Health. She is passionate about preserving vital agricultural industries and Australia's unique environment from exotic pests and disease. Appointed as the Chief Executive Officer of Plant Health Australia (PHA) in July 2020, Sarah's experience as a biosecurity professional extends across the Australian Government, as well as the Queensland and Northern Territory state governments where she has gained a wealth of expertise in biosecurity, regulation, science, and innovation. During her career, Sarah has worked on a number of emergency responses to incursions of exotic pests and pathogens across the biosecurity continuum, including leading the national eradication programs for red imported fire ants, electric ants, banana freckle and citrus canker.

test, adapt and apply innovative approaches to strengthen national biosecurity capacity. Biosecurity plans for several industries were endorsed, ensuring a unified approach to risk management, preparedness and response.

Technology is a critical enabler of a stronger, more responsive biosecurity system and under **Strategic Priority 3: Enhance integration**, PHA worked relentlessly to improve Australia's ability to identify and detect biosecurity threats. Over the past year, PHA's flagship digital surveillance platform, AUSPestCheck® (APC), officially logged more than ten million pest surveillance records, which is four million more than a year ago. The milestone reflects the value of collaboration across the plant biosecurity system as they help us detect risks earlier, respond faster, and safeguard our environment, economy and way of life. To maintain the effectiveness of our digital systems, we convened four APC Steering Committee meetings, alongside various Pest and Disease Image Library (PaDIL) and Australian Plant Pest Database (APPD) Steering Committee meetings, providing regular guidance and oversight to align their workplans with emerging biosecurity needs. PHA also organised various virtual Annual Diagnostic Workshops and Annual Surveillance Workshops, facilitating vital knowledge exchange and capacity building among biosecurity professionals. In addition, PHA also played a central role in advancing National Diagnostic Protocols (NDPs), facilitating the endorsement of three NDPs and supporting the progression of more than 50 draft NDPs and National Surveillance Protocols (NSP).

Under **Operational Priority 1: Improve governance and administration**, PHA continued its focus on effective, efficient processes that ensure good governance and sound management. In 2024–25, we made significant progress in enhancing our management systems and processes, including the successful go-live of the new Enterprise Resource Planning system to further streamline our operations and improve internal efficiencies. In addition, we launched a cybersecurity uplift project aligned with the Essential Eight (E8) framework developed by the Australian Signals Directorate (ASD). This initiative has led to a significant improvement in PHA's cybersecurity capabilities, with progress from Maturity Level 0 to Level 2 across the majority of PHA Corporate systems and Level 3 in key areas such as Application Control and Office macro policies, ensuring stronger defences against cyber threats.

Internally, PHA's transformation focus was reflected in the recruitment of key staff and the continued development of our existing workforce. The employee recognition program, launched in May 2025, reinforces our commitment to fostering a culture aligned with PHA's values. This commitment is evidenced in the results of our 2025 staff survey, which indicated a 14% increase in staff satisfaction, morale, and performance and underscores our efforts to attract, retain, and motivate talent within the organisation.

With a strong emphasis on governance and risk mitigation, we continue to position PHA for future success, while embedding a culture of continuous learning and development across all levels of the organisation.

As part of **Operational Priority 2: Enhance communication and engagement**, a key highlight for 2024–25 was the continued growth of our social media presence, with 2,422 new followers across platforms, extending our reach and engagement with key stakeholders. Our content showcases not only PHA's initiatives but also Member activities and sector-related news. The continued implementation of our internal communications plan has been integral in supporting our organisational change journey. This plan has facilitated improved staff engagement, encouraged collaboration across functional areas, and reinforced a values-based culture within PHA. The success of these efforts was further reflected in 55,138 intranet site visits and the publication of 228 intranet news items, ensuring that staff remained well-informed and engaged with PHA's initiatives, People and Culture information, Work, Health and Safety (WH&S) updates, and critical reminders. These results reflect PHA's continued commitment to building an informed, engaged, and active community of Members, while fostering a professional and consistent brand presence both internally and externally.

While we have much to celebrate, our work is far from complete. The challenges ahead are both exciting and formidable. We must continue to question, adapt, and evolve to ensure our resilience.

I wish to express my gratitude to everyone who has contributed to this year's achievements. To our staff, thank you for your unwavering commitment and creativity in the face of uncertainty. To our Members, your collaboration and trust drive us to deliver stronger support, solutions, and leadership in achieving our shared biosecurity goals.



I would also like to acknowledge the Board for their support and guidance, which continue to help shape our strategic direction and keep us focused on our mission.

The future is built on the foundations we lay today. I am confident that with our shared vision, commitment to excellence, and supportive partners, we are well-positioned to meet the challenges and opportunities that lie ahead.

On behalf of the entire leadership team, I thank you for your continued trust and engagement. Let us move forward with optimism, courage, and belief in our ability to effect positive change.

Sarah Corcoran
CEO

About PHA

Established in 2000, Plant Health Australia (PHA) is the national coordinator of the government–industry partnership for the Australian plant biosecurity system, with a long history of forging collaborations that strengthen biosecurity for the benefit of the economy, environment and community.

PHA is a not-for-profit company, funded by Member subscriptions with additional revenue from non-subscription projects. PHA is formally registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC), reinforcing its standing as a purpose-driven organisation committed to accountability and transparency.

STRATEGIC PLAN 2022–27

The Plant Health Australia future

In a rapidly changing biosecurity environment, PHA has a critical role to play in working closely with Industry, Government, and associated stakeholders. The following statements define the future for PHA.

Our vision

A valued leader of a strong, integrated Australian plant biosecurity system.

Our mission

To strengthen the Australian plant biosecurity system for the benefit of the economy, environment, and community.

Our role

PHA is the trusted coordinator of the Australian plant biosecurity system.

We bring expertise, knowledge and stakeholders together to generate solutions that improve biosecurity outcomes to ensure that the system is future-oriented and solutions-focused.





Our values



Our Strategic Priorities

A strong and resilient Plant Biosecurity System is built on connected strategies and partnerships, effective, and efficient response and recovery and leveraged data and technology for improved decision-making and rapid response to biosecurity threats.



DRIVERS OF PHA STRATEGY



Changing geopolitics

Increased trade from non-traditional trade partners and new trade agreements changing supply chains. An uncertain trade future with geopolitical tensions disrupting patterns of global trade.



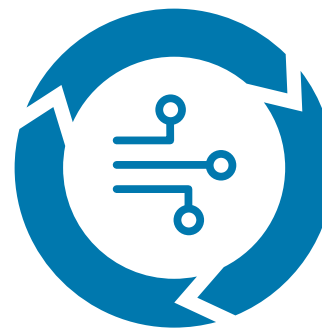
Climate variability

Changing weather patterns will provide alternative access routes for pests and will expand the range and scope of plant pests and diseases.



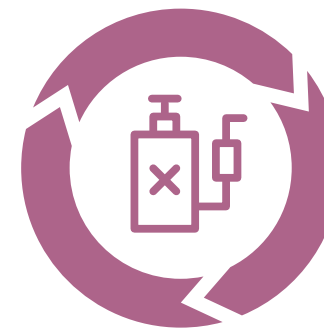
Changing face of agriculture

Corporatisation and foreign ownership of farms changing relationships, risks and partnerships while urbanisation will increase peri-urban plant production and risks with crop expansion in new geographic areas increasing the chances of green bridges.



Leveraging technology

The emergence of data-driven organisations with complex technology and data systems to enable the rapid detection, processing, communication and evaluation of capability. On-farm technology will improve labour utilisation and impact biosecurity detection and control. The application of technology to track product movement across global supply chains to detect contaminants, build trust with regulators and minimise trade disruptions.



Reduction of chemical controls

The loss of plant protection products such as agricultural chemicals available to growers for the control of pests.



Increasing competition for resources

Funding will not increase in proportion to threats. Increased focus on more efficient processes and alternative national response arrangements. Population growth will place pressures on food resources with demand for improved global food security.

Gaps in biosecurity management

Rising number of compounding and concurrent incidents. New national arrangements and mechanisms required to deal with pests deemed not feasible to eradicate.

Reliable information and communication

The degradation of producer trust through negative past experiences of pest and disease incursions requires closer and transparent communication around the science of plant biosecurity.

Increasing trade volumes

Increased global movement of cargo, non-containerised trade, air travel, cruise ships and online shopping. As more biosecurity threats arrive at regional neighbours and trading partners, there will be more pest incursion pressures on Australia.

On-farm biosecurity adoption

Slow uptake of effective on-farm biosecurity measures to protect properties from new pests and diseases.

OUR MEMBERS

There are three categories of Membership: Government Members including all State and Territory governments and the Australian Government; Plant Industry Members comprised of all major plant bodies representing Australian growers and beekeepers; and Associate Members consisting of Research and Development Corporations and other organisations with an interest in plant health or the Australian plant industry.

Industry Members



Government Members



Associate Members



The value of PHA Membership

PHA's autonomy fosters an impartial approach to servicing Member needs, allowing the company to put the interests of the plant biosecurity system first, as well as supporting a long-term view. Membership of PHA ensures an organisation is linked with and supported by governments, industries and research organisations. This assists in providing the best protection against the biosecurity challenges that lie ahead.

Benefits of membership include:

- input into and agreement on current and future needs of the plant biosecurity system including issues, solutions, strategies and policy with the view to strengthening the plant biosecurity system
- access to the benefits of the EPPRD including participation in decision-making
- access to a unique blend of expertise, knowledge and technology to:
 - help Members understand plant biosecurity risks and pathways
 - navigate biosecurity incidents and responses by reducing uncertainty, unpacking complexity and guiding discussions
 - advice on the identification, prioritisation and delivery of biosecurity investments
 - continuity of support and plant biosecurity knowledge
- provision of relevant, reliable and a reliable national repository of plant biosecurity information and resources, including pest and disease alerts and monthly biosecurity news round-ups
- biosecurity planning and training support to boost incursion response capacity and capability
- access to reputable nationally integrated digital systems to capture, validate and use biosecurity data to create intelligence to support and inform real-time, evidence-based, decision-making and support market access
- opportunities to network, connect with other Member industries and receive feedback from industry and biosecurity experts.

Corporate governance

PHA strives for a corporate governance system that allows the Board and management enough freedom to drive the organisation forward, with an effective framework of accountability.

THE PHA BOARD

PHA has a skills-based Board with between five and nine Directors. Further details about PHA's Directors are provided on pages 18-21.

Where positions become vacant, Directors are appointed after a selection process. A Board Selection Committee (BSC) convened for that purpose considers all candidates and puts forward recommendations to Members for voting and approval at a General Meeting of the Company.

The Directors comprising the Board as of 30 June 2025 are:

Chair – Mr Kim Halbert

Deputy Chair – Mr Doug Phillips

Board Director – Dr Jeremy Burdon

Board Director – Mr Jolyon Burnett

Board Director – Dr Ron Glanville

Board Director – Ms Kathy Kelly

Company Secretary – Ms Kathy Kelly

Functions of the Board

Responsibility for the operation and administration of the Company is delegated by the Board to the CEO and the Executive Management Team (EMT).

The Board ensures that this team is appropriately qualified and experienced to discharge their responsibilities and that the performance of the CEO and the EMT is monitored.

The Board is responsible for ensuring that management's objectives and activities are aligned with the expectations and risks identified by the Board. The Board has several mechanisms in place to ensure this is achieved including:

- approving the strategic direction and Strategic Plan for PHA
- continually reviewing the external strategic environment
- approving AOPs designed to meet stakeholders' needs
- monitoring the implementation of budgets by management and progress against agreed plans via the establishment and reporting of financial and non-financial key performance indicators
- reviewing the Company's performance in implementing the Strategic Plan against agreed key performance indicators annually
- approving the AR and other periodic performance reports
- approving and monitoring the progress of capital expenditure, capital management and acquisitions and divestitures
- overseeing and approving appropriate Company policies
- ensuring that any significant risks that arise are identified, assessed, appropriately managed and monitored
- reporting to Members
- reviewing PHA's staff succession plan annually.

Performance monitoring

The Board has developed a rolling four-year program to evaluate its performance. The review involves a mix of internal and external review processes, training, and workshops. Each year, the Directors of PHA evaluate the performance of the CEO and review staff succession planning.

Conflict of interest

Any actual or potential conflict of interest pertaining to a Director is fully disclosed to the Board and is dealt with as a standing item at each Board meeting.

Board meetings

The PHA Board meets formally at least four times during the year, holds a separate strategy meeting, and additional meetings are scheduled as required. Board committees are responsible for considering detailed issues and making recommendations to the Board.

Participation

Directors are encouraged to be actively involved at all meetings and to ensure that their views are expressed and considered. They are required to bring an independent judgement to bear in decision-making. Management provides the Board and its committees with information in a form and quality that enables the Board to effectively discharge its duties in a timely manner.

It is the Board's responsibility to ensure that an effective internal control framework exists within the Company. This includes controls to deal with the effectiveness and efficiency of significant business processes, the safeguarding of assets, the maintenance of proper accounting records, and the reliability of financial information as well as non-financial considerations such as the benchmarking of operational key performance indicators. All members of the Board are non-executive Directors and meet at least four times a year.

Committee meetings

Board committees are responsible for considering detailed issues and making recommendations to the Board. All members are non-executive Directors and the F&AC and P&CC meet up to or at least four times a year, as required.

Finance and Audit Committee (F&AC)

The F&AC operates under terms of reference reviewed and approved annually by the Board. The Committee provides the Board with additional assurance regarding the reliability of financial information and systems as well as areas of risk.

People and Culture Committee (P&CC)

The P&CC operates under terms of reference reviewed and approved annually by the Board. The Committee provides the Board with additional assurance regarding PHA Human Resources including the performance, remuneration and recruitment of the CEO, work health and safety framework and company culture.

Board Selection Committee (BSC)

When positions become vacant, Directors are appointed after a selection process. A Board Selection Committee is convened for that purpose to consider all candidates and put forward recommendations to members for approval.







Corporate information

ABN

97 092 607 997

Directors

K. Halbert (Chair)

D. Phillips (Deputy Chair)

J. Burdon

J. Burnett

R. Glanville

K. Kelly

Company Secretary

K. Kelly

Registered office

Level 1, 1 Phipps Close, Deakin, ACT 2600

Principal place of business

Level 1, 1 Phipps Close, Deakin, ACT 2600

Solicitors

Maddocks Lawyers

Level 1, 40 Macquarie Street, Barton, ACT 2600

Bankers

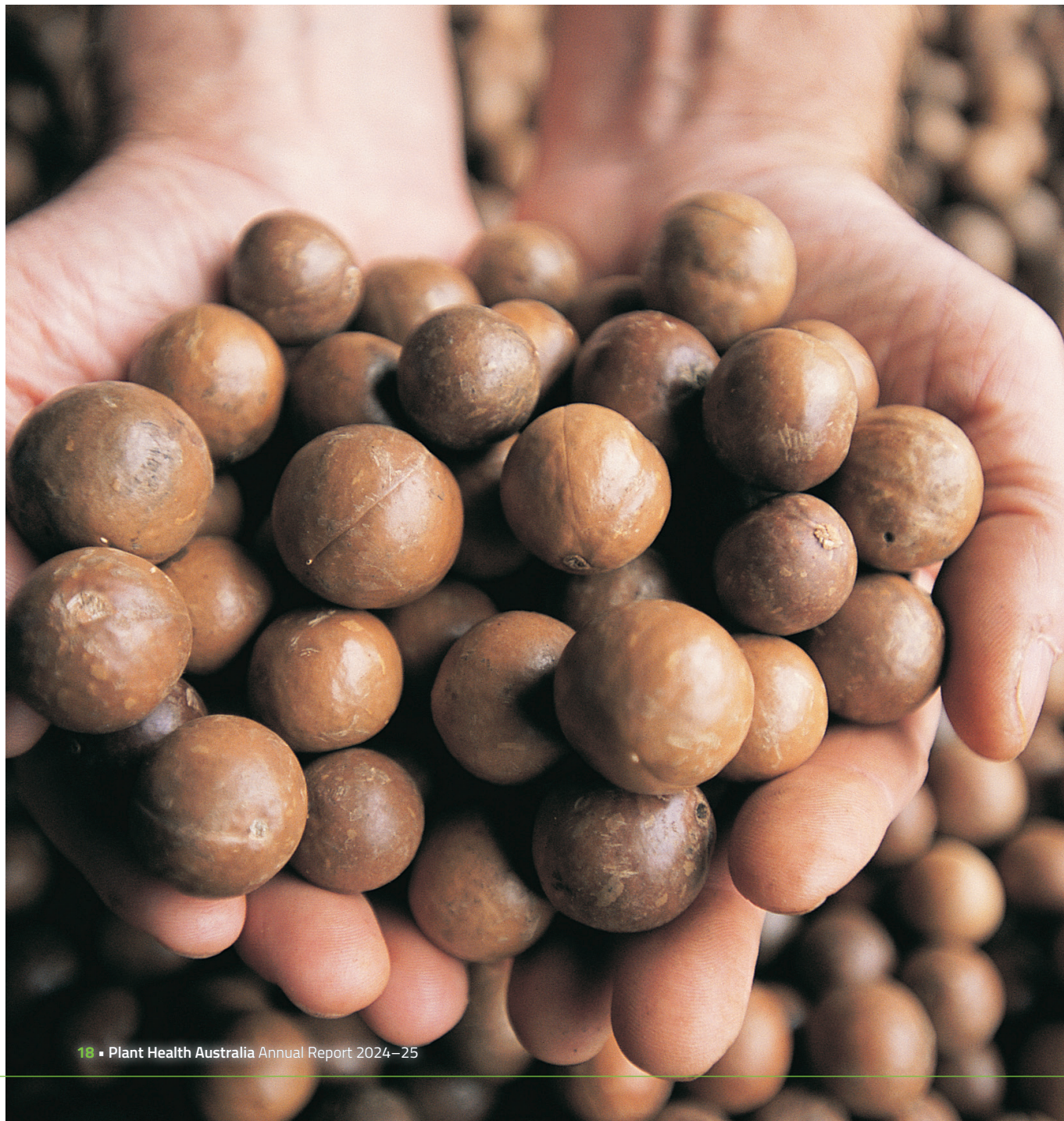
National Australia Bank Limited

39 Wollongong Street, Fyshwick, ACT 2609

Auditors

Nexia Canberra (Duescount Pty Ltd)

Level 5, 17 Moore Street, Canberra, ACT 2601



Directors' report

Your Directors submit their report on Plant Health Australia Limited (PHA or the Company) for the financial year ended 30 June 2025.

BOARD OF DIRECTORS

The names and details of the Company's Directors in office during the financial year and until the date of this report are set out below. Directors were in office for this entire period unless otherwise stated.



Kim Halbert (Chair)

(Appointed Director on 22 November 2017, appointed Deputy Chair on 1 December 2022, appointed Chair on 30 November 2023)

Kim Halbert was a grain grower from the mid-west of Western Australia for the past 36 years. Currently he is running a livestock enterprise just east of Perth. He has a combination of skills and experience from grain and livestock production, government policy, corporate leadership through to finance, risk and auditing.

Kim spent six years as Deputy Chair of the Grains Research and Development Corporation (GRDC), and understands production issues, industry operations and planning for pest incursions. He has served as a Director of Wheat Exports Australia, the Grain Licensing Authority in Western Australia, and the Mid-West Ports Authority.

Kim is a Director of PHA, Arafox Pty Ltd, Omega Plant Hire Pty Ltd and Omega Plant Holdings Pty Ltd.

He has undertaken large strategic planning processes while on the Board of GRDC and Mid-West Ports, chairing the GRDC and the Mid-West Ports Authority Finance Risk and Audit committees, and the Commercialisation Committee at GRDC.

Kim has a Bachelor of Commerce degree with a double major in finance and economics from Curtin University and is a graduate of the Australian Institute of Company Directors.



Kathy Kelly

(Appointed Director on 17 November 2020, re-appointed 28 November 2023, appointed interim Company Secretary 18 March 2024)

Kathy Kelly is a Chartered Accountant with over thirty years of board level experience across the public, commercial and not-for-profit sectors. She holds a Bachelor of Economics and is a Registered Company Auditor. She is a Graduate Member of the Australian Institute of Company Directors and a Fellow of the Institute of Chartered Accountants in Australia and New Zealand.

Kathy was also a director of the Mulloon Institute Limited until 6 July 2025, and a Director and member of the Finance Audit and Risk Committee of Landcare NSW Limited.

From 1989–2019 she was a Director at Boyce Chartered Accountants, the largest regional accounting firm in Australia. Based in Cooma NSW, she managed the office and provided specialist tax and audit services to agribusinesses and business advisory services.

Kathy has developed an understanding of the agriculture sector and the risks and issues facing boards and has deep and practical knowledge of the accounting and tax issues in agricultural and related agribusiness entities.

Direct experience in agriculture includes cotton, wheat and cereal crops, both irrigated and dryland; sugar; viticulture; almonds, apple, stone fruit and citrus trees; cattle and sheep grazing, poultry meat and eggs; forestry; grain marketing and water licence leasing.

Kathy has had various appointments including advising the Australian Government on the industry impacts of legislation and 'red tape' in small business and was on the Advisory Committee to the Minister for Small Business and R&D Tax Incentives.



Jeremy Burdon

(Re-appointed Director on 16 June 2025, having filled a casual vacancy from 29 September 2023)

Dr Jeremy Burdon has extensive experience as a non-executive Director and international reputation as a scientist, research manager and strategic planner. His broad interests across all plant-based agricultural industries developed through a previous role as Chief, Division of Plant Industry, CSIRO (2003-12). Subsequently those interests were further developed through serving on the Board of Trustees of Bioversity International (2009-15), on the Board of the Grains Research & Development Corporation (2011-17), as Chair of the Australian Academy of Science’s National Committee for Agriculture, Fisheries & Food (2015-17), and on the Boards of the Cotton Research & Development Corporation (2017-20) and Sugar Research Australia (2019-22) and the Australian Pesticides and Veterinary Medicines Authority (APVMA) (2022-25).

Jeremy is currently a member of the advisory Board of the Australian Plant Phenomics Network.

To his role as a non-executive director, Jeremy brings extensive practical knowledge of Australia’s R&D chain and international linkages, extensive strategy and business management development skills, a deep understanding of the complexities of plant pathogen associations in both agricultural and natural settings, and considerable experience in governance and compliance. He has been a member of the Australian Institute of Company Directors since 2004.

As an evolutionary biologist, Jeremy was elected to the fellowship of Australia’s two leading science bodies (AAS; ATSE) and made a foreign fellow of the Royal Swedish Academy of Science. He has published extensively and has received numerous national and international science awards and recognition.



Jolyon Burnett

(Appointed Director on 28 November 2023)

Jolyon Burnett has a 40 year career in industry leadership, association management, agriculture, environmental science and as a non-executive director and board chair.

Jolyon is currently Chair of the National Farmers Federation Horticulture Council, the peak body for horticulture in Australia. He is a Board Member of the North Coast Local Land Services, the NSW government agency charged with servicing rural landholders and natural resource management in the State and Chair of the North Coast Local Land Services Board. He has served on boards and represented horticulture at local, national and international level for both government and industry. These include the Australian Nut Industry Council, the International Nut and Dried Fruits Council, Horticulture Australia Council and NSW Business North Coast Regional Advisory Council.

Jolyon has led the Australian macadamia, irrigation, and nursery & garden industries as CEO of the national bodies. He has managed multi-million dollar research and development programs and overseen the global marketing of Australian macadamias, one of the most iconic food exports. He has been involved in the development of a number of national programs including National Tree Day and Smart Approved WaterMark. Through PHA he has been involved in numerous exotic pest and disease responses including myrtle rust, chestnut blight, red fire ant and varroa mite.

Jolyon has degrees in Agricultural Science, Environmental Science and is a graduate of the Australian Institute of Company Directors Diploma course.



Ron Glanville

(Appointed Director on 28 November 2023)

Dr Ron Glanville brings a wealth of biosecurity systems experience to the Board, given his over 47-year career working in biosecurity in Australia, including the positions of Chief Biosecurity Officer and Chief Veterinary Officer for Queensland. His government career highlights included establishment of Biosecurity Queensland as an integrated biosecurity agency, leadership roles in over 30 biosecurity emergency responses, and key roles in a range of other state and national programs.

Since 2011 he has established a successful consultancy business in biosecurity. Plant biosecurity related projects conducted include efficiency advocate reviews of the Giant Pine Scale response in Victoria and South Australia, Exotic Fruit Flies in Torres Strait (twice), and Red Witchweed in Queensland; writing the initial response plan for the Panama Disease outbreak in bananas in Queensland; a feasibility study into enhanced management of Black Sigatoka with a view to eradication in Torres Strait; and industry consultation to assist development of a nationally integrated plant pest surveillance program in Australia.

Ron currently Chairs the Australian Pork Limited Emergency Animal Disease Technical Advisory Panel. He was previously Chair of the Queensland Biosecurity Ministerial Advisory Committee.

Ron was awarded the David Banks Biosecurity Lifetime Achievement Award in 2020. The catalyst for this nomination was his work since 2016 to improve biosecurity systems in Torres Strait and Northern Peninsula Area. This included development of the Biosecurity Strategy for the region, with a focus of making biosecurity more meaningful for indigenous communities.



Doug Phillips

(Appointed Director on 22 November 2017, appointed Deputy Chair on 30 November 2023)

Doug Phillips served as a director and chairman of the Australian Banana Growers' Council during two separate exotic disease incursions: Banana Freckle and Panama Tropical Race 4. He understands plant health policy and government policy processes, plant health management and international trends in plant health practices from the unique perspective of an affected industry.

He has sound business and financial management skills and was involved in strategic planning processes for the banana and horticulture industries, and the development of strategic investment plans for the banana industry. Doug has a Bachelor of Engineering (Mechanical) from the University of Queensland and a Master of Business Administration from Deakin University. He is co-owner and manager of Johnstone River Produce with a history of banana, papaya and passionfruit production in Far North Queensland.

He has received a number of awards including Banana Industry Award of Honour in 2017, the Department of Agricultural and Fisheries Queensland's Excellence in Industry Leadership Award in 2016 and was a finalist in The Peter Kenny Medal in 2016.

DIRECTORS WHO RETIRED DURING THE FINANCIAL YEAR

Roslyn Baker

(Appointed Director on 28 November 2023, resigned on 14 March 2025)

Being born and raised in regional Queensland, Roslyn is a passionate advocate for developing regional economies and has worked as senior executive and non-executive director in support of regional communities for more than 15 years. She is an experienced non-executive director and Chief Executive Officer with substantial knowledge of contemporary governance and strategy issues impacting agricultural innovation, regional economic development, skills and training, and disability services.

Roslyn has served as a non-executive director on various boards including as an appointed committee member for Regional Development Australia (Townsville and Northwest) and as a non-executive director of Cootharinga (an iconic disabilities services organisation). She has extensive executive director experience including as chair of Ergon Retail's Energy Risk Management Committee and Ergon's telecommunications business (Nexium Communications).

In addition to her non-executive director experience, Roslyn has enjoyed a successful executive career with more than fifteen years' experience leading government (Local, State, and Commonwealth) government funded/ owned corporations, including levy-funded organisations. Roslyn's roles have included General Manager Customer Delivery with Sydney Water, Chief Operating Officer for Energy Queensland, Chief Executive Officer for Gladstone Regional Council, Interim Chief Executive for Ergon Energy, Executive General Manager Customer Service and Retail for Ergon Energy, and inaugural Chief Executive of Tec-NQ (formally the Australian Technical College North Queensland). Her most recent experience has been gained in the agricultural research and innovation sector as Chief Executive Officer for Sugar Research Australia (SRA). Roslyn's experience at SRA provided her with a detailed understanding of the plant biosecurity policy environment and the need for national coordination of plant biosecurity activities, data, and intelligence. During her time with SRA Roslyn developed a keen awareness of the importance of research and technology as a means of uncovering new ways to understand, monitor, detect and manage plant biosecurity threats, together with the importance of international, cross-sectoral and industry partnerships and intelligence sharing to effectively manage risks.

In addition to her board director and executive experience, Roslyn holds formal qualifications in Commerce and has a Bachelor of Commerce – Accounting, a Master of Business Administration (MBA), a Diploma Financial Markets, and is a Graduate of the Australian Institute of Company Directors (GAICD), and a Certified Practicing Accountant (CPA).

Susan Petrellis

(Appointed Director on 24 May 2022, resigned on 14 March 2025)

Susan Petrellis, BSc. MBA GAICD is an experienced CEO and non-executive director. She offers international experience in industry, research, government, and education, building capability in organisations, industries, and economies across the agrifood, manufacturing and tech verticals.

Raised from a trans-Tasman farming background, her international business experience spans roles in general management, marketing, R&D, and innovation in start-up to tier – 1 FMCG food and beverage, pharma, and tech businesses. Her public sector executive experience has included CEO and GM roles in federal and international government, universities and NGO's, working across trade and market access, investment, regional development, industry, innovation & science, workforce skills, health and agriculture.

Her governance specialisations in corporate development, innovation and ESG have developed through appointments with statutory authorities, public and private unlisted entities, including Innovation & Science Australia, Agrifutures Australia, National Computational Infrastructure, Manufacturing Industry Skills Alliance and Innovation Skills Australia. She offers subcommittee experience in strategy, investment, finance audit and risk and nominations, and has been honoured by Federal Ministerial and Governor-General appointments to national innovation system boards since 2013.

Directors’ meetings

Directors’ meetings are typically held to align with company events, particularly General Meetings. The number of meetings attended and number of meetings held that each Director was eligible to attend during the financial year was:

Director	Board of Directors		F&AC		P&CC	
	Attended	Eligible to Attend	Attended	Eligible to Attend	Attended	Eligible to Attend
Ms R. Baker	3	3	2	3	0	0
Dr J. Burdon	4	4	2	2	2	2
Mr J. Burnett	4	4	2	2	2	2
Dr R. Glanville	4	4	2	2	2	2
Mr K. G. Halbert	4	4	3	4	4	4
Ms K. M. Kelly	4	4	4	4	0	0
Ms S. L. Petrellis	3	3	2	2	1	1
Mr D. J. Phillips	4	4	0	0	3	4

Notes:

- Although the PHA Chair is not a member of the F&AC, the Chair is invited to attend the meeting during the year where the financial audit is discussed with the company auditors.
- There were two Director resignations and one casual vacancy Director appointment during the year.

Principal activities

The principal activity of Plant Health Australia Limited during the financial year was to function as the national coordinator of the government-industry partnership for plant biosecurity in Australia.

No significant changes in the nature of activities occurred during the financial year.

Objectives

Consistent with the Objects for which the Company is established described in the Company's Constitution, Plant Health Australia Limited's principal objectives are as follows:

- provide strategic leadership in the development of a genuine industry and government partnership for plant biosecurity in Australia
- improve operation of emergency plant pest response arrangements in Australia, including administration and review of the EPPRD
- commission, coordinate, facilitate and manage national plant biosecurity programs and services
- secure agreement to a national strategy to guide improvements in the efficiency and effectiveness of Australia's plant biosecurity system
- lead and contribute to the development of national agreements, arrangements, infrastructure, and policy in consultation with members and other relevant organisations
- bring ideas and priorities to the fore and provide effective leadership on the pest and disease incursion management framework
- maintain and improve international and domestic confidence in Australia's plant health status
- contribute to the sustainability of Australia's plant industries and the environment

- effectively engage with members and maintain high levels of accountability and goodwill
- increase PHA's capacity and scope to provide services for members and other stakeholders
- facilitate industry and government capacity and capability in plant biosecurity.
- deliver effective, consultative, transparent, and auditable systems for the management of the company.

Strategy for achieving the objectives

To achieve our objectives, PHA has adopted the following strategies:

- advancing Australia's collective ability to respond and recover from plant pest incursions
- developing cohesive networks among our Members, the supply chain and the science and technology community
- improving Australia's ability to identify and detect biosecurity threats
- build a robust company with effective, efficient processes that deliver good governance and management
- enhance PHA's reputation to support company sustainability and growth.

Operating result for the year

The operating profit for the year ended 30 June 2025 was \$342,211 (2024: \$78,772 profit). The operating profit was an improvement on the budgeted deficit of \$32,192 approved by Members for the financial year.

Review of operations

PHA fulfilled the majority of its operational objectives and performance measures in 2024-25. Main highlights of achievements and highlights appear within the AR.

Performance measures

The Board and management regularly review strategic KPIs and measures in comparison to the Strategic Plan 2022-27. Benchmarks are used by the Directors to assess the financial sustainability of PHA and whether our short-term and long-term objectives are being achieved.

Changes in state of affairs

There was no significant change in the state of affairs of the company during the financial year.

Subsequent events

In the opinion of the Directors, there has not been any matter or circumstance occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

Future developments

Your Directors are not aware of any future developments in the operations of the Company that will have a material effect on future results.

Indemnification and insurance of Directors and Officers

During the financial year, the Company has renewed contracts which insure the Directors and Officers of PHA against legal proceedings, including defence costs incurred in relation to proceedings involving alleged:

- wilful breach of duty; or
- contravention of sections 182 or 183 of the *Corporations Act 2001*, as permitted by section 199B of the *Corporations Act 2001*.

Indemnification of auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, Nexia Canberra (Duescount Pty Ltd) as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Nexia Canberra during or since the end of the financial year.

Risk management

The Company takes a proactive approach to risk management through all levels of the organisation. The Board is responsible for ensuring that risks, and also opportunities, are identified on a timely basis and that the Company's objectives and activities are aligned with the risks and opportunities identified by the Board.

Directors consider company risks at strategic and operational levels. Directors critically review a risk management report at each Board Meeting and F&AC Committee meeting which includes analysis by the EMT of risk ratings and reporting of risk mitigation actions and their effect.

PHA measures performance against the Strategic Plan 2022-27 which was formally released in November 2021.

Member commitment on winding up

Plant Health Australia Limited is a company limited by guarantee incorporated in Australia. At balance date, there were 58 Members (2024: 58) guaranteeing to contribute up to \$2.00 each to the property of the company in the event of it being wound up.

Auditor's independence declaration

The Directors received a declaration from the auditors of Plant Health Australia Limited in relation to audit independence.

A copy of this declaration is included in this report.

Non-audit services

The Company's auditor, Nexia Canberra have not performed any other services in addition to their statutory duties during the year.

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

K.G. Halbert
Director

14 November 2025



Auditor's independence declaration



Nexia Canberra
Level 5, 17 Moore Street
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GPO Box 500
Canberra ACT 2601
P: +61 2 6279 5400
nexia.com.au

Auditor's Independence Declaration Under Subdivision 60 - 40 of the Australian Charities and Not-for-profits Commission Act 2012 to the Directors of Plant Health Australia Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been no contraventions of the auditor independence requirements as set out in any applicable code of professional conduct in relation to the audit.

Nexia Duesburys (Audit)
Canberra, 14 November 2025

R C Scott
Partner

Audit. Tax. Advisory.

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Nexia Duesburys (Audit) (ABN 21 841 510 270) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see www.nexia.com.au/legal. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

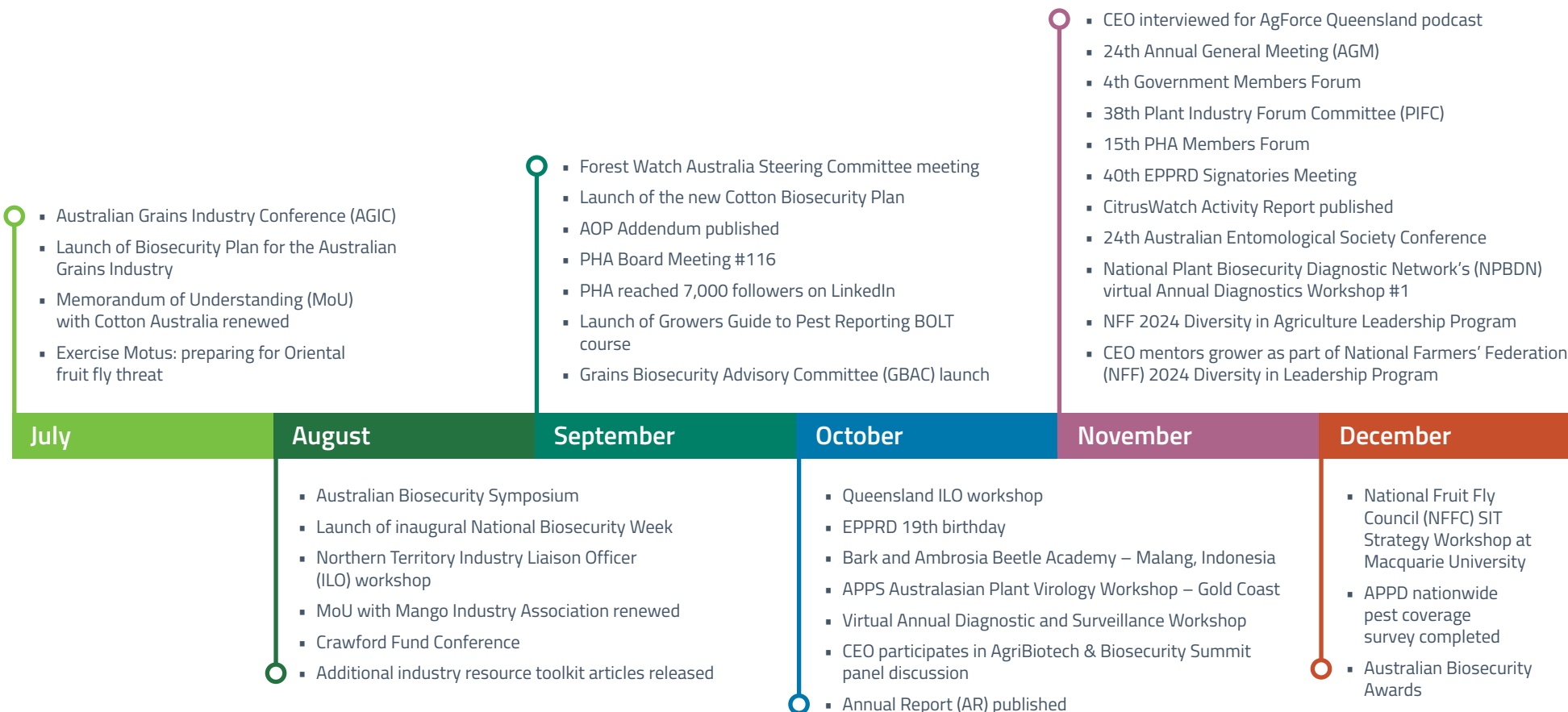
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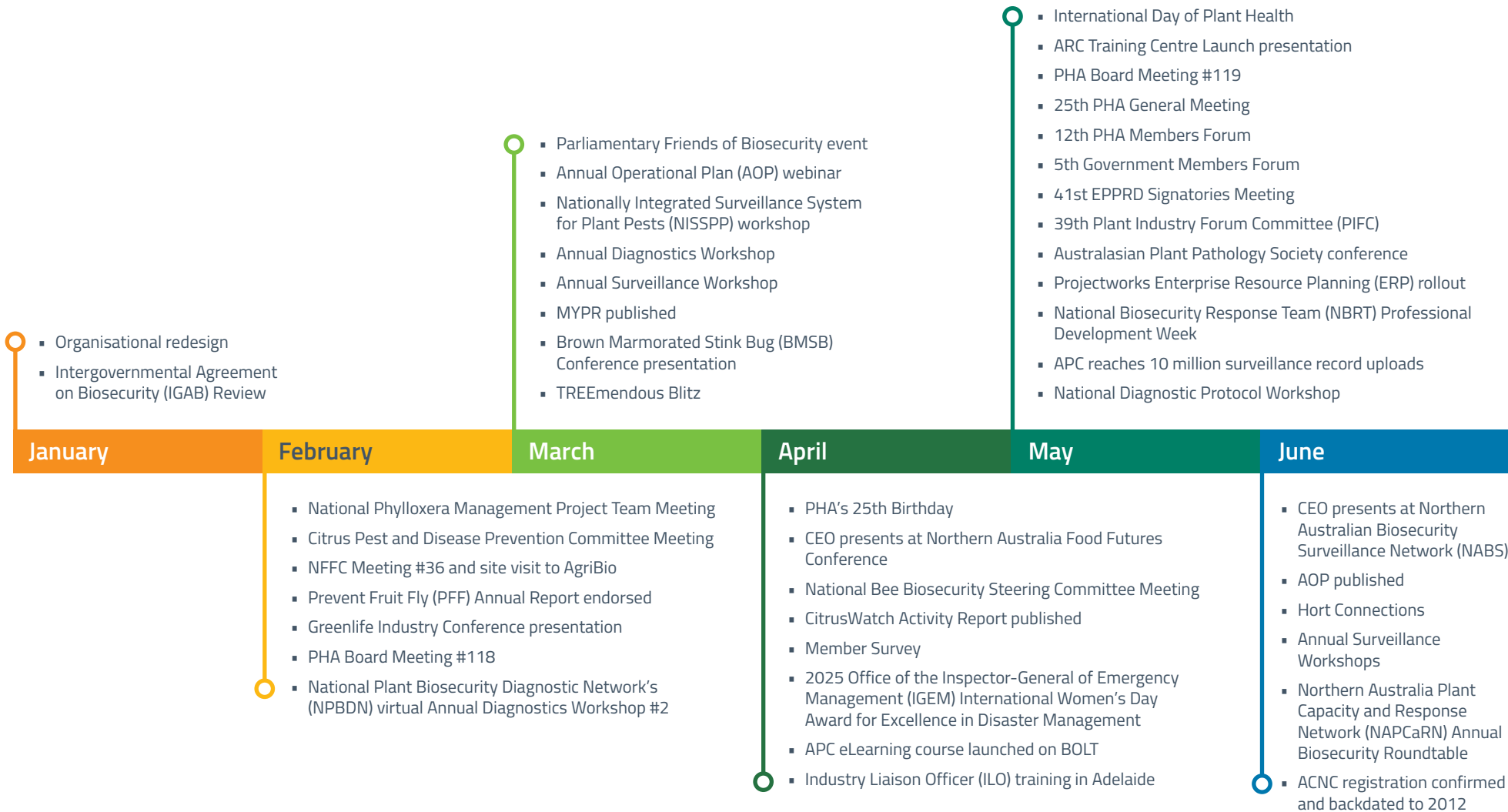




Year in review

TIMELINE



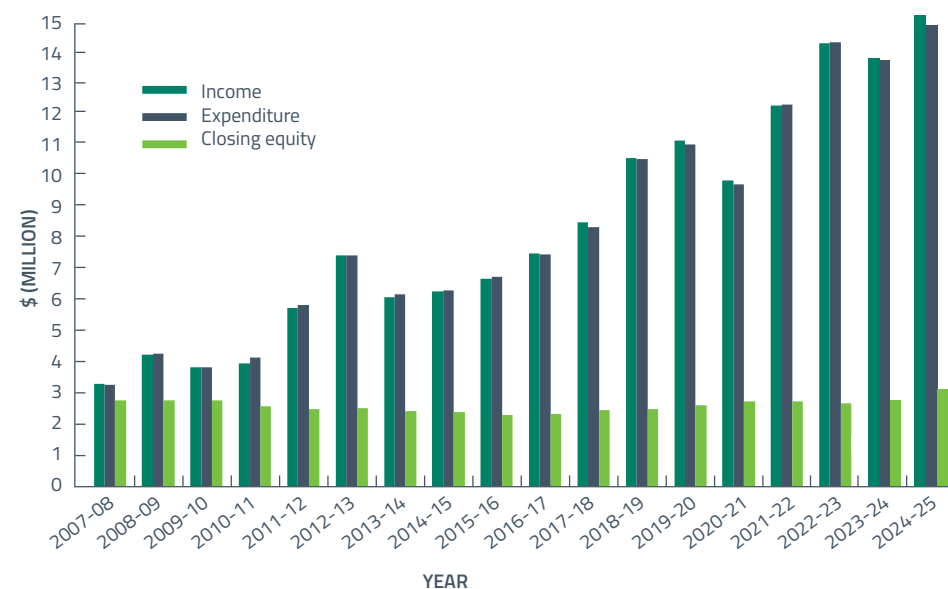


COMPANY TRENDS

Company income, expenditure and equity

There was a 10.4 per cent increase in PHA's revenue to \$15.1m in 2024-25 compared to \$13.6m in 2023-24. The increase was due to an increase in non-subscription project income of \$1.32m and a decrease in interest income of \$0.01m. PHA continues to ensure that expenditure closely matches income, as shown in Figure 1.

Figure 1. PHA income, expenditure and closing equity 2007 to 2025



Sources of income

Subscription funding

PHA activities that benefit all PHA Members are funded from annual subscriptions paid by Members (listed on pages 12-13). At the May 2023 GM it was agreed with Members agreed to a 4.1 per cent increase in subscriptions for the 2024-25 year.

During 2024-25, subscription funding was \$2.97m (2023-24: \$2.85m), as shown in Figure 2.

Non-subscription funding

In addition to subscription-funded activities, PHA undertakes separately funded projects for individual Members, groups of Members and non-Members. PHA's proven track record of bringing together partners to invest in biosecurity initiatives is resulting in more non-subscription funded plant biosecurity initiatives and projects.

During 2024-25, government project funding was \$4.61m, up 8.14 per cent compared to the \$4.26m received in 2023-24. Industry project funding at \$6.9m for 2024-25 an increase of 16.4 per cent on the \$5.9m received in 2023-24 as shown in Figure 2.

Industry project funding has benefited from plant industries increasing use of the PHA statutory levy to fund project activities.

Figure 2. PHA income, 2000 to 2025, by source



Statutory levy funding

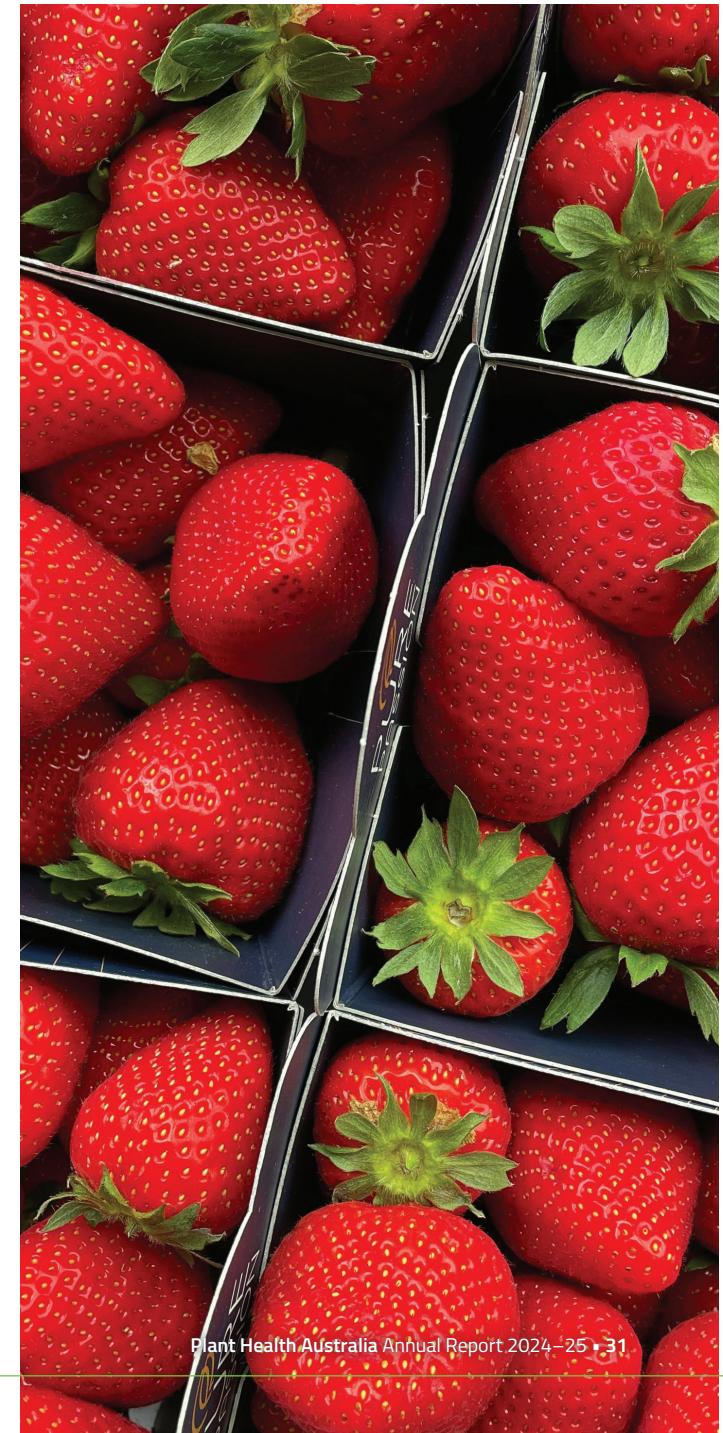
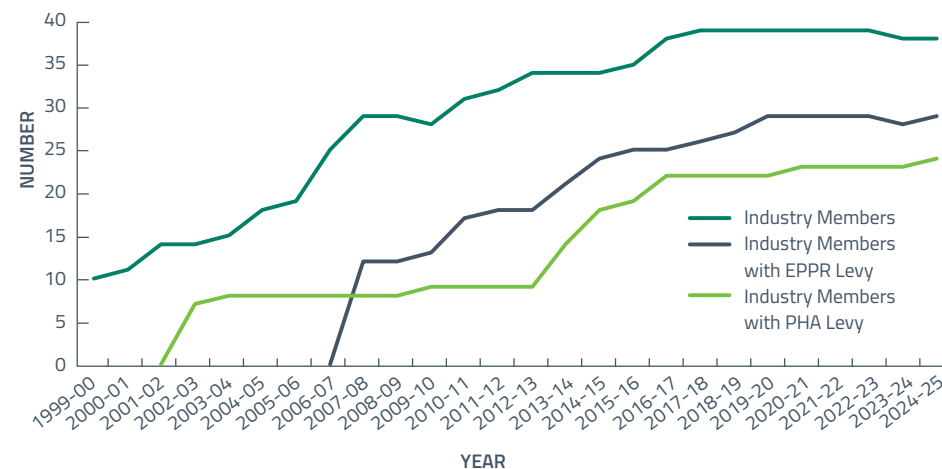
PHA levy

24 Member industries have implemented a PHA levy to pay for their PHA Member subscriptions and fund additional biosecurity preparedness activities. They include the grains, vegetables (including onions and potatoes), citrus, honeybee, nursery, banana, wine grape, sweet potato, mango, melon, apple and pear, rice, avocado, raspberries and blueberries, cotton, olive, chestnut, cherry, summer fruit, pineapple, strawberry, forestry and dried fruit industries.

Emergency Plant Pest Response levy

Eleven Member industries had a positive Emergency Plant Pest Response (EPPR) levy at 30 June 2024. The EPPR levy is an Australian Government approved mechanism to enable repayment of any emergency plant pest response costs incurred under the EPPRD. These industries included almond, apple and pear, cherry, chestnut, citrus, forestry, grains, honey, macadamia, mango and vegetable (including potatoes) industries. A nil Emergency Plant Pest Response (EPPR) levy rate is established for another 18 industries that can be activated if required.

Figure 3. Number of PHA industry members with biosecurity levies established, 1999 to 2024.







Performance

ABOUT THIS REPORT

The 2024–25 AR summarises and tracks PHA's achievements from 1 July 2024 to 30 June 2025 against the three Strategic Priorities and two Operational Priorities from PHA's Strategic Plan 2022–27 (see pages 8–9). The KPIs are those identified in the AOP for 2024–25.

A colour code is used to report on performance, as shown below.

Performance reporting key

-  KPI is on track or completed
-  KPI is behind schedule or KPI has been modified
-  KPI will not be met

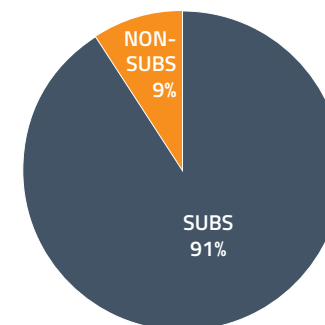
STRATEGIC PRIORITY 1:

Respond effectively

We will advance Australia's collective ability to respond and recover from plant pest incursions.

MEASURES AND OUTCOMES

- ✓ Continued shared commitment to the Emergency Plant Pest Response Deed (EPPRD), measured by positive sentiment of Signatories and no decrease in industry coverage.
- ✓ Fit for purpose national response arrangements underpinned by strengthened and expanded response partnerships.
- ✓ Maturing levels of biosecurity response capability across stakeholders, sustained through practices supporting continual and shared learning.
- ✓ Cohesive networks of informed and capable industry, government, and community stakeholders, ready to respond to biosecurity threats.



Delivered

4

industry liaison training workshops in collaboration with state and territory governments and Industry Parties



Delivered

3

simulation exercises to government and industry to test specific aspects of biosecurity emergency preparedness



The scope and methodology for the 2025 Review of the EPPRD was **endorsed** by the Signatories in May 2025



Supported at least

7

Industry Parties to progress their ORC evidence framework



Financial management of a Response Plan training was provided for

3

Cost Shared Incidents and included representatives from 6 states and territories

Action 1.1 Strengthening and expanding the scope of national response arrangements.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response arrangements	- Finalise implementation of priority outcomes from the <i>2020 Review of the EPPRD</i> and provide progress reports at each EPPRD signatories meeting. - Establish a scope and methodology for the <i>2025 Review of the EPPRD</i> for endorsement of the signatories by May 2025. - Improve awareness and capability of Parties to implement their responsibilities in respect of: - ORCs - financial management of response plans. - Identify and guide implementation of improved outcomes related to categorisation and normal commitments by May 2025. - Develop and improve guidance material to enhance Parties' understanding and implementation of the EPPRD.		- At the 40th EPPRD signatories meetings Parties were advised that 89 per cent of the 47 forward actions from the <i>2020 Review of the EPPRD</i> had been initiated and of those, 86 per cent were considered complete or ongoing activities. PHA continues to work with the Parties to finalise actions and will provide a final summary of the implementation of the <i>2020 Review of the EPPRD</i> in September 2025. - The scope and methodology for the <i>2025 Review of the EPPRD</i> was developed by a review working group including representatives from government and industry and was endorsed by the signatories at the 41st EPPRD signatories meeting in May 2025. - The Response team has actively supported at least seven industry Parties with progression of their ORC evidence frameworks with two near endorsement. Support in the provision of ORCs has also been provided to one Lead Agency and one Affected Industry Party during an active response. - Financial management of a Response Plan training was provided for three Cost Shared Incidents and included representatives from six states and territories. Advice and guidance were provided on financial components and EPPRD requirements for six Response Plans. - Work is being done by the Normal Commitments Issue Resolution Group to assess potential amendments to the EPPRD to provide greater flexibility to the National Management Group (NMG) in regard to Cost Sharing of existing staff. Proposed changes were presented to signatories at the 41st EPPRD signatories meeting with agreement from the Parties to progress this work in 2025. - A significant amount of analysis and consultation has been undertaken in the past few years on improvement of the categorisation model in the EPPRD. At the 41st EPPRD signatories meeting, Parties noted the reasons a three-category model did not progress and agreed to pause work on categorisation, with the intention to revisit it following the outcomes of the <i>2025 Review of the EPPRD</i>. - The Response team is currently updating EPPRD guidance material including the Peri-Urban Response Guideline and the Financial Management of a Response Plan Guideline. Work is also progressing with Department of Agriculture, Fisheries and Forestry (DAFF) to improve current Response Plan development guidance and templates.

Action 1.2 Strengthening response readiness and resilience.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response preparedness and training	- Deliver four industry liaison training workshops in collaboration with state and territory government and industry Parties. - Develop and host new eLearning content that supports 'just-in-time' training and improved capability of Members. - Implement and refine the training pathway to improve knowledge and engagement by the Members in EPPRD functions and biosecurity incident responses.		- Industry Liaison Officer (ILO) workshops were held in the Northern Territory, Queensland, Victoria and South Australia between August 2024 and June 2025. - Arrangements for ILO training for the 2025-26 financial year have been confirmed for Tasmania, Western Australia, and New South Wales. - A new eLearning course on <i>Financial Management of a Response</i> has been developed for government and industry and is undergoing final review before being released. The course follows micro-learning principles and allows users to access information when they need it most. - To improve member knowledge and engagement of the EPPRD functions and response, PHA has achieved the following: - Presentation at the PHA Members Forum (November 2024) on training options for subscription based and fee-for-service delivery - Commenced development of a Training Prospectus to provide a clear overview of PHA's training offerings on EPPRD functions and response for Members and other stakeholders.
eLearning 	- Support Members to: - design and develop contemporary and accessible eLearning courses - utilise the functionality of PHA's eLearning Biosecurity Online Training (BOLT) platform - provide BOLT administrative support.		- The AUSPestCheck® course, designed and developed by PHA, is now live on the BOLT platform and provides training to users on the functionality of AUSPestCheck®. - To improve the accessibility of eLearning, PHA successfully leveraged the BOLT platform as a centralised training hub using shared hosting arrangements for the <i>Introduction to Varroa management</i> course. - New features added to the BOLT platform have enabled faster access to course data and are supporting real-time updates and tracking of user enrolment trends.

Portfolio	KPIs	Status	Achievements
Simulation exercises 	- Deliver and report on two simulation exercises for Oriental fruit fly as part of the Biosecurity for Oriental Fruit Fly (FF18001) project by 31 December 2024. - Deliver and report on one simulation exercise as part of the Vegetable Industry Biosecurity and Business Continuity Strategy (VG22004) project.		- We successfully delivered simulation exercises for Oriental fruit fly (Exercise Motus) to over 40 participants from industry and government in Sydney from 18-19 July 2024 and in Cairns from 8-9 August 2024. - A final report on the simulation exercises was developed in consultation with the Exercise Planning Team and provided to Macquarie University. - The first VegWatch simulation exercise will be delivered in September 2025 with a focus on enhancing AUSVEG's decision-making capacity during an emergency response.
Biosecurity response preparedness 	Effective engagement as a member of the National Biosecurity Response Team (NBRT) Advisory Group, leading to the successful planning and delivery of recruitment, induction, professional development and training activities.		- We successfully delivered several key activities as a member of the NBRT Advisory Group, including: - finalising the Terms of Reference - finalising 2024-25 workplans - recruiting for the 2024-2028 NBRT members cohort - supporting delivery of the NBRT professional development week from 12-16 May 2025.

Action 1.3 Cultivating collaborations that improve national response arrangements.

Portfolio	KPIs	Status	Achievements
National co-ordination and cross sectoral engagement	- Promote the needs and expectations of stakeholders in plant biosecurity by engaging in national government committees such as the Biosecurity and Agricultural Emergency Network (BAEN). - Develop and deliver applicable cross-sectoral training in collaboration with Animal Health Australia (AHA). - Develop collaborations and share insights with the New Zealand Government Industry Agreement.		- PHA participated in several co-ordination and cross sectoral engagement activities including: - Animal Health Australia's (AHA) training workshop on the Consultative Committee on Emergency Animal Disease (CCEAD) - National Biosecurity Response Team (NBRT) Cadet Workshop - National Emergency Management Agency (NEMA) Exercise Convergence - Centre of Excellence for Biosecurity Risk Analysis (CEBRA) Technical Feasibility Workshop - Emergency Animal Disease Response Agreement (EADRA) Categorisation Working Group meetings - Future of Australia's Animal Health workshop series. Following engagement at the May 2024 EPPRD Signatories meeting, collaboration with New Zealand's Government Industry Agreement (GIA) has continued. This includes meetings to exchange insights into the implementation of biosecurity arrangements in both countries. Industry representatives from New Zealand were invited to participate in Exercise Motus to gain practical experience in response considerations and provide their perspective. PHA staff will visit New Zealand in August 2025 to participate in a BMSB simulation exercise.

Action 1.4 Reviewing and sharing learnings to improve responses.

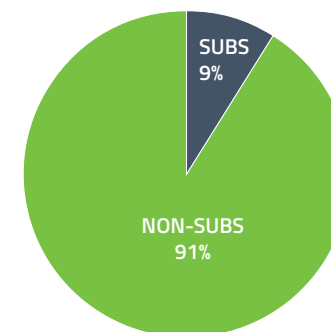
Portfolio	KPIs	Status	Achievements
Biosecurity response operations	- Ensure appropriately skilled and trained PHA personnel participate in notified incidents, in accordance with all specified terms and timeframes of the EPPRD. - Actively support affected Government and Industry Parties throughout major incidents by providing: - advice on the EPPRD - targeted, just-in-time training - support where appropriate. - Conduct timely evaluation activities to support continual learning and improvement of national response arrangements. Collate findings and lessons and present to Parties by May 2025.		- Appropriately skilled PHA staff participated in, and responded to all notified incidents in accordance with the specified terms and timeframes of the EPPRD. This included: - processing 49 Potentially Affected Industry Party requests in response to notifications - active participation and provision of advice during and in preparation for Consultative Committee on Emergency Plant Pest and National Management Group meetings - chairing of three Scientific Advisory Panels. - The Response team provided support to affected Government and Industry Parties throughout major incidents by: - Managing cost claim processes for active Incidents including Banana freckle, Polyphagous shot-hole borer (PSHB), exotic fruit fly and Varroa destructor responses. - Providing significant support and advice to all Government and 27 Industry Parties for responding to Tomato brown rugose fruit virus (ToBRFV), PSHB, banana freckle, exotic fruit flies and <i>Apis florea</i>; and Transition to Management support for <i>Varroa destructor</i>, PSHB and ToBRFV. - Providing ongoing support for the successful completion of the khapra beetle and exotic fruit fly Response Plans agreed to in previous years. - Spending approximately 4,034 hours (530 workdays) collectively on incursion management. - In order to evaluate activities and support continual learning and improvement of national response arrangements staff attended: - Highly Pathogenic Avian Influenza After Action Reviews (AAR): - AAR for the 2024 Responses - Financial AAR - Debrief planning for the EPP responses in 2025/26 was presented to the Parties in May 2025.

STRATEGIC PRIORITY 2: Strengthen partnerships

We will develop cohesive networks among our Members, the supply chain and the science and technology community.

MEASURES AND OUTCOMES

- ✓ New relationships established with non-traditional and international partners.
- ✓ Increased positive sentiment towards the value of existing partnerships.
- ✓ Increased number of industry and partner programs developing best practice solutions.
- ✓ Increased understanding of industry adoption of biosecurity practices.
- ✓ Benefits of partnered communication, extension and training valued by industry.



Successfully coordinated the delivery of CitrusWatch, Forest Watch Australia and the National Bee Pest Surveillance Program



Attended and participated in meetings of national committees and working groups to provide strategic and expert advice on plant biosecurity issues



Biosecurity plans for the apple and pear, berry (update to blueberry), citrus and sugarcane industries endorsed by industry and PHC



Successfully delivered key activities for VegWatch, such as EPPRD training to AUSVEG staff and Board and development of an interim High Priority Pest list



An NFFC led SIT strategy workshop was held on 20 November 2024 at Macquarie University

Action 2.1 Building new partnerships to face future risks.

Portfolio	KPIs	Status	Achievements
New partnerships	▪ Increase engagement and understanding of the importance of plant biosecurity through new or extended networks or joint industry-government forums. ▪ Develop new partnership proposals to address biosecurity risks.		▪ We have continued to strengthen our partnership with the New Zealand GIA team, collaborating on bees, the Varroa response and National Biosecurity Month initiatives. ▪ More than 12 project proposals have been developed and submitted to a range of funding agencies including DAFF, GRDC, When Bee Foundation, QDPI, Hort Innovation, and Forest and Wood Products Association. Some examples include: – A Northern Australia People Capacity and Response Network (NAPCaRN) response to tender was submitted to the Commonwealth. – Development of Grains Biosecurity Contingency Plans (for investment by Grains Research and Development Corporation [GRDC]). – A gaps and opportunity analysis of the biosecurity surveillance system for the grains industry (for investment by GRDC) – Review and development of new Biosecurity Plans for the Olive and Pineapple industries (funding by Hort Innovation). – Building Australian Melon industry biosecurity resilience (funding by Hort Innovation). – Implementation of Grains Industry Biosecurity Plan 2025-2029 (for investment by GRDC). – Delivery of AUSPestCheck® (2025-2027) – submitted to PHC. – Partnered with ALLFED (Alliance to Feed the Earth in Disasters) on a proposal for Growing Rural Resilience: Adaptation Planning For Cascading Disaster Impacts as part of the Disaster. – Development of Biosecurity Incident Standard Operating Procedures for the Grains Industry (for investment by GRDC). – Establishment of an Owner Reimbursement Framework for the Grains Industry (for investment by GRDC). ▪ Finalised the delivery of the <i>Safeguarding Indigenous-led forestry</i> project. Project partners are exploring funding options to expand on the positive outcomes of this project for biosecurity in Northern Australia.
	▪ Deliver project milestones through the Australian Government's Biosecurity Business grant: <i>Safeguarding Indigenous-led forestry</i>, including engagement and training with Indigenous communities in Northern Australia.		
	▪ Explore opportunities to engage with Indigenous communities to raise biosecurity awareness.		▪ Participated in the NAPCaRN face-to face annual Biosecurity Roundtable in October 2024 and June 2025. ▪ Participated in a NABS Mentoring Circle in June 2025, where CEO Sarah Corcoran shared reflections on leadership and governance challenges, fostering discussion and professional development within the biosecurity sector.
	▪ Expand engagement and form new partnerships at conferences and forums relevant to national plant biosecurity.		▪ Participated in a workshop at AgriBio with policy and researchers from Food and Environment Research Agency (FERA), United Kingdom (December) to exchange information on respective plant biosecurity systems. Representatives included PHA, AgVic, DAFF, Chairs of Subcommittee on National Plant Health Surveillance (SNPHS), Subcommittee on Plant Health Diagnostics (SPHD), Plant Biosecurity Preparedness Working Group (PBWG) and Subcommittee on Market Access, Risk and Trade (SMART).
	▪ Participate in the ARC Training Centre for Plant Biosecurity planning meetings and identify collaborative projects within the plant biosecurity training programs.		▪ The ARC Training Centre for Plant Biosecurity showcased 20 project concepts at the inaugural meeting in May. – PHA is part of the Centre's Partner Consultation and the Training and Education Committees. – PHA participated in the selection panel for a post-doctoral position with the training centre. – PHA attended the ARC Training Centre launch in May, where CEO Sarah Corcoran spoke about the importance of collaboration across sectors and how the Centre is a shining example of that principle in action.



Action 2.2 Improving our existing partnerships for emerging risks.

Portfolio	KPIs	Status	Achievements
National committees and working groups	- Attend and contribute to meetings of national committees and working groups, such as: - National Biosecurity Committee (NBC) - Plant Health Committee (PHC) - Subcommittee on Market Access, Risk and Trade (SMART) - Subcommittee on Plant Health Diagnostics (SPHD) - Subcommittee on National Plant Health Surveillance (SNPHS) - Australian Fruit Fly Technical Advisory Committee (AFFTAC) - Plant Biosecurity Preparedness Working Group (PBPWG) - Environment and Invasives Committee (EIC) - Northern Australia Biosecurity Framework Reference Group (NABFRG) - Plant Biosecurity Research Initiative (PBRI) - Other relevant committees and working groups as required.		- Participated in the following meetings - AFFTAC (August, October 2024) - EIC (August 2024, March 2025) - NABF (October 2024) - NBC (September, October 2024 and March, June 2025) - PBRI (November, December 2024) - PBPWG (October 2024 and February, April 2025) - PHC (July, September, December 2024 and March 2025) - SMART (August 2024, March 2025) - SNPHS (August, October 2024, June 2025) - SPHD (October 2024, May 2025) - Attended other national committees and working groups such as: - National Biosecurity Communications and Engagement Network (NBCEN) monthly meetings (June 2024–July 2025)

Portfolio	KPIs	Status	Achievements
Strategic planning and reporting	- Consult Members in determining 2025–26 operational priorities, aligned with subscription fund income and the 2022–2027 Strategic Plan. - Present the 2025–26 AOP to Members and secure Board approval by May 2025. - Present the 2024 AR and end-of-year financial statements to Members at the 2024 Annual General Meeting (AGM). - Provide a progress report on AOP implementation via the MYPR.	●	- AOP Member consultation completed and AOP webinar held in March 2025. - AOP endorsed by Board, presented and approved by Members at General Meeting (GM) in May 2025. - The 2024 AR was distributed to all Members prior to the AGM in November 2024. - MYPR published on the PHA website in March 2025 and communicated to Members.
Collective engagement (\$)	Develop and deliver the third Australian Biosecurity Symposium (August 2024, Gold Coast).	●	As part of the Biosecurity Collective, PHA co-delivered the 3rd Australian Biosecurity Symposium attended by 430 delegates.

Portfolio	KPIs	Status	Achievements
Member liaison	- Hold two general meetings annually to comply with legal requirements. - Host at least two plant industry and government forum meetings. - Conduct two PHA Member Forum meetings annually. - Host a joint PHA-AHA Board meeting. - Conduct one-on-one consultations with Member organisations at least once per year and provide opportunities for input into 2024–25 operational priorities. - Participate in industry/government meetings as requested by Members. - Publish Board meeting (BM) communiques on PHA's website and eNewsletter. - Monitor Member feedback and measure sentiment through the generic email address available on the PHA website and promoted through Tendrils.		Company activities aligned to Member priorities through ongoing engagement: - Member meetings (24th AGM, 38th PIF, 15th Members Forum, 4th Government Members and 40th EPPRD Signatories) held in November 2024 with presentations and content shared. - Member meetings (25th GM, 39th PIF, 16th Members Forum, 5th Government Members and 41st EPPRD Signatories) held in May 2025 with presentations and content shared. - Joint PHA-AHA Board meeting scheduled for July 2025. - Maintained regular engagement with Member organisations through various channels including phone calls, emails and scheduled meetings. - Invited input into 2024–25 priorities as part of regular Program Management Committee (PMC) meetings with levied Plant Industry Members. Participated in several key industry/government meetings, including: - Plant Industry Forum Committee (PIFC) meetings (August, October 2024 and March, April 2025) - Plant Industries Biosecurity Committee (PIBC) meetings (August, November 2024 and February, June 2025) - National Bee Biosecurity Steering Committee (November 2024 and April 2025) - Forest Watch Australia Steering Committee (September, December 2024) and Operations Team (August 2024). - Citrus Pest and Disease Prevention Committee (August, October 2024 and February 2025) - PIBC-PHC combined workshop on <i>Incentivising grower adoption of high health practices</i> (March 2025) - Boosting Diagnostics 2.0 <i>National Diagnostic Capacity Building Workshop</i> (March 2025) - National Phylloxera Management Project Management Team (February 2025). - BM communiques published on the PHA website and in Tendrils eNewsletter for BM116, 117, 118, and 119. - Member feedback channel promoted monthly via Tendrils and social media and feedback captured.

Action 2.3 Working with Members to develop best practice solutions for preparedness, response and recovery.

Portfolio	KPIs	Status	Achievements
Biosecurity planning and review	- Maintain and update the consolidated High Priority Pest (HPP) List for Members. - Prepare and submit funding proposals for the development and review of two biosecurity plans. - Share information arising from industry specific biosecurity plan reviews with wider Members. - As part of ongoing improvement, continue to identify and implement improvements and enhancements to the biosecurity planning process.		- Consolidated list of HPPs updated and maintained with each new biosecurity plan released. - Funding proposals prepared, submitted and contracted to review and develop biosecurity plans for the olive, pineapple and melon industries. - Information shared through Reference panels and the Biosecurity Preparedness portal. - Commenced review of the avocado biosecurity plan and the development of exotic pest management resources for HPPs of avocado.
Biosecurity plans 	- Develop and revise pest threat summaries for the vegetable, onion and potato industries. - Finalise endorsed biosecurity plans for blueberry, sugarcane, and apple and pear industries. - Hold reference panels for apple and pear, avocado, berry (rubus, strawberry and blueberry), ginger, production nursery, rice, sugarcane, tropical fruit (lychee, papaya and passionfruit) and vegetable industries.		- All Threat Summary Tables (TSTs) for vegetables completed and HPPs finalised. - Proposals to develop threat summaries for the onion, potato, cherry and summerfruit industries submitted. - Biosecurity plans for the apple and pear, berry (update to blueberry), citrus and sugarcane industries endorsed by industry and PHC. - Reference panel meetings held for the apple and pear, berry (rubus, strawberry and blueberry), ginger, production nursery, rice, sugarcane, tropical fruit (lychee, papaya and passionfruit) and vegetable industries.



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Action 2.4 Driving adoption of best practice solutions that reduce risk.

Portfolio	KPIs	Status	Achievements
National programs	- Provide a quarterly report on Farm Biosecurity Program (FBP) activities under the program strategy at Board meetings. - Develop resources for agronomists, consultants, and veterinarians to help producers implement biosecurity measures. - Develop and distribute articles for the Farm Biosecurity newsletter and industry publications. - Collaborate with jurisdictions on behavioral change research.		- Program updates included at Board meetings. - The FBP website continues to be a valuable resource, consistently updated with new and enhanced content. 99,121 users visited the website over the past 12 months, resulting in 208,114 page views. - Six Farm Biosecurity newsletters were distributed to 4,091 subscribers in June 2025, marking a 22.7 per cent increase in subscribers compared to June 2024. 28 News articles were produced and published on the website. - Attend regular NBCEN Behavioural Sub-group meetings focusing on change research to provide insight into best practice farm biosecurity. - Sponsored the Farm Biosecurity Producer of the Year category for the Australian Biosecurity Awards (ABA) due to be announced in the second half of 2025. - Promotional content featuring the winning farm biosecurity practices included in relevant channels.
Levy management 	- Assist industry Members to establish and manage the biosecurity activity component (formerly PHA levy) as circumstances change. - Monitor and manage PHA levies and their use to implement programs against agreed deliverables. - Encourage the establishment of levy funded programs for industry Members to strengthen preparedness for biosecurity risks and improve grower resilience following incursions.		- Finalised four new Memorandum of Understanding (MoU) with Plant Industry Members that provide a framework for programs to help improve biosecurity capacity and capability: - Cotton Australia (July 2024) - Australian Mango Industry Association (August) - Avocados Australia (March 2025) - Australian Grape and Wine Incorporated (pending execution). - Finalised variations to four existing MoUs with Plant Industry Members. - Held eight PMC meetings as part of the governance framework for existing MoUs with levied Plant Industry Members. - Regularly monitored project milestones across the suite of industry funded biosecurity programs. - The PHA Members Forum in November 2024 included presentations from Members, which promoted the use and benefits of PHA levies.

Portfolio	KPIs	Status	Achievements
Surveillance projects and programs 	- Coordinate with participants to ensure delivery and reporting of surveillance activities for forest pests at high-risk sites under the Forest Watch Australia program. - Manage and coordinate surveillance activities for citrus pests through the CitrusWatch program. - Coordinate with participants to ensure delivery and reporting of surveillance activities across the highest risk seaports under the National Bee Pest Surveillance Program (NBPSP). - Develop project proposals for the continuation of the NBPSP beyond 2024.		- Coordinated the third round of surveillance activities under the ForestWatch Australia program, including program reporting and the organisation of training activities. - Supported the delivery of the CitrusWatch program to deliver surveillance, preparedness and awareness material for the citrus industry. - Coordinated activities delivered by all state governments and the Northern Territory government across high-risk ports as part of the National Bee Pest Surveillance Program. - Worked with Hort Innovation and the Australian Honey Bee Industry Council (AHBIC) to secure funding to support a 12-month extension of the NBPSP to December 2025. - A project proposal was submitted to DAFF to develop a five-year plan outlining the proposed delivery, governance and funding models for national bee biosecurity surveillance activities.

Action 2.5 Collaborating with partners to ensure targeted communication, extension, and training.

Portfolio	KPIs	Status	Achievements
Partnered training and resources	Coordinate the delivery of training to forest stakeholders through the Forest Watch Australia program.		Facilitated the attendance of entomologists to the 5th Bark and Ambrosia Beetle Academy held in October 2024 in Malang, Indonesia.

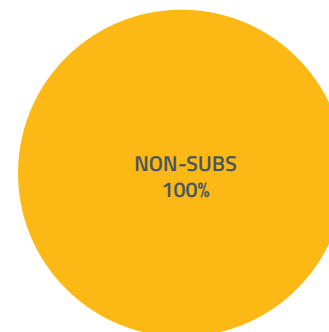
STRATEGIC PRIORITY 3:

Enhance integration

We will improve Australia's ability to identify and detect biosecurity threats.

MEASURES AND OUTCOMES

- ✓ Increased awareness of the use of innovative technologies and approaches in plant biosecurity.
- ✓ Enhanced national identification and detection capability across Australia that reflects biosecurity risk profiles.
- ✓ Increased knowledge brokering of industry and government intelligence.
- ✓ Increase in engagement activities and initiatives with the community.



Reached a milestone of
10 million records in AUSPestCheck®
proving its value as a system for aggregating surveillance
data across governments and industries



4 AUSPestCheck®, 3 PaDIL and 3 APPD
Steering Committee meetings were held in
2024/2025 which provided regular guidance
on the workplans for each system



Organised
**4 virtual Annual
Diagnostic Workshops**
and **2 virtual Annual
Surveillance Workshops**



Facilitated the endorsement of
3 National Diagnostic Protocols (NDPs)
and the progression of more than 50 draft NDPs
and National Surveillance Protocols

Action 3.1 Being a role model in the use of innovative technologies and approaches in plant biosecurity.

Portfolio	KPIs	Status	Achievements
Digital surveillance systems 	- Enhance digital systems in response to user requirements and remove any technological barriers to data-sharing and data interrogation. - Facilitate review processes for the Australian Plant Pest Database (APPD) and the Pest and Disease Image Library (PaDIL) to ensure data currency, scope and relevancy to national plant health policies. - Implement annual work plans for digital systems and report to committees on progress. - Demonstrate the use of APC to facilitate data-sharing across government and industry programs to support market access outcomes and increase system usage.		- Data sharing container (DSC) functionality was launched in December 2024 that allows sharing of selected data fields between programs within APC. A demonstration of functionality was provided to all users in February 2025, and PHA progressed work to develop a Data Sharing Agreement template that will support DSCs. - APC highlights include enhancements to the Identity Management System, Aquatics Tenancy Webform Enhancements, Power BI Private Reporting, optimisation of the database underpinning the system and ongoing improvements to the DSC. - APPD highlights include significant improvements to the APPD search function and interface, based on a user experience project conducted in early 2024. An Application Program Interface (API) connection to enable efficient data uploads to the APPD was successfully tested with the Tasmanian Plant Pest Database in May 2025, with final preparation for a live Application Program Interface (API) connection underway. In December 2024, PHA surveyed all collections to gain a nationwide view of pest coverage and resourcing needs, to inform future national reference collection strategy. - PaDIL highlights include updates to Library Manager functions to support effective content contribution. The Draft feature now allows easy navigation and filtering and deletion of draft pages, and saving drafts without compulsory fields. Users now benefit from simpler sorting and filtering. One new species record was published in PaDIL in the reporting period. PHA has also initiated data cleanup initiatives in PaDIL (encompassing duplicate records and legacy location data) and supported DAFF's efforts in reviewing PaDIL's Seed Library. - Comprehensive digital systems work plans are in place for each system, endorsed by the respective steering committees. - Key targets for the APC workplan included increased industry utilisation facilitated by using the DSC providing a secure and structured linkage of pest surveillance information between programs and participants. - In May 2025, APC reached a milestone of collating 10 million surveillance records, proving its value as a system for aggregating surveillance data across governments and industries.

Digital surveillance systems (continued)

- Advance integration of the PHA digital systems to create efficiencies for biosecurity practitioners.
- Identify and evaluate new tools, systems and connections for users to value-add to their data held in PHA digital systems.
- Develop and maintain national system governance that supports national plant biosecurity objectives



- The system enhancement work conducted for API Connections in APC and APPD will enable users to seamlessly push data from their source databases to the APC and APPD databases. API connections will eliminate the need for manual processes like exporting data, aligning it with APC/APPD data standards, and uploading CSV files periodically. Where manual upload processes are preferred by contributors, PHA supports users with templates and standards.
- All systems underwent penetration testing, and ongoing, regular remediation work was undertaken throughout the year to ensure all systems addressed any potential security issues.
- The electronic Plant Health Assurance Certificate (ePHAC) software was reviewed extensively including penetration testing for potential security issues. Updates were made in June 2025 to harden security.
- Other updates investigated in 2024/25 were overarching review of the system to determine if migration of hosting from the Department of Primary Industries and Regions South Australia (PIRSA) data centre to PHA's Azure cloud ecosystem could occur.
- PHA made significant progress in developing and maintaining national digital systems that underpin plant biosecurity objectives. A strong governance framework drives these efforts, which included:
 - Holding four AUSPestCheck®, three PaDIL and three APPD Steering Committee meetings in 2024/2025 which provided regular guidance on the workplans for each system. This regular meeting schedule ensures that the future direction of the operation and enhancement of the systems continues to be well-informed and aligned with organisational goals and the needs of our Members, stakeholders and end users.
 - Ensuring the APC Governance Steering Committee is comprised of government and industry representatives, providing strategic oversight from multiple perspectives and alignment with national biosecurity priorities.
 - Ensuring APPD and PaDIL comprise specialist expertise to guide their respective systems, providing targeted governance and monitoring.
 - Providing regular updates to users and PHC on the status of digital systems, highlighting operational successes, and showcasing progress on emerging products, such as the ePHAC system.



Action 3.2 Strengthening scientific rigour and capability.

Portfolio	KPIs	Status	Achievements
Networks coordination 	- Develop website content such as new tools, protocols, literature, employment and training opportunities for National Plant Biosecurity Diagnostic Network (NPBDN) and Plant Surveillance Network Australasia-Pacific (PSNAP) to ensure relevant and current information is available. - Coordinate professional development activities for NPBDN and PSNAP Members, through delivery of annual workshops, skills-based training workshops, and residential programs to address national capability gaps. - Promote and expand networks to produce a stronger biosecurity system, measured by increased skilled expertise to accurately detect and identify priority plant pests. - Assist national committees to develop a sustainably-funded Networks Coordination program.		- The NPBDN and PSNAP website content was continuously updated to ensure relevant and current information is available to network members. - Delivered four virtual Annual Diagnostics Workshops (vADW) between November 2024 and April 2025. The workshops covered plant virology, plant mycology, plant bacteriology and invertebrate plant pests. The workshops were well attended with a total of 432 NPBDN members attending. - Delivered two virtual Annual Surveillance Workshops in June 2025. The workshops focused on general surveillance program updates and were attended by a total of 197 PSNAP members. - PHA facilitated a National Diagnostic Protocol (NDP) implementation workshop at the Australasian Plant Pathology Society (APPS) conference (26-28 May 2025) with technical contributions from the Queensland Department of Primary Industries. - We have continued to promote the networks through the production and distribution of five PSNAP and five NPBDN newsletters reaching over 1,500 subscribers. This promotion contributed to an increase in network membership in 2024-25. - NPBDN members increased by 108 members to 823 - PSNAP members increased by 72 members to 731. - PHA provided an update on national projects (requiring national cost-sharing at PHC66) in December 2024. - Sustainable Investment Working Group (SIWG) highlighted cost pressures associated with the running of programs, such as NPBDN, at PHC66. - Supported the transition of the coordination of the PSNAP and NPBDN networks and the coordination of the development of National Surveillance Protocol (NSP) and NDPs PHA to DAFF, following a decision to cost-share these functions.

Portfolio	KPIs	Status	Achievements
Protocols to support surveillance and diagnostics 	- Coordinate the development and review of NDPs and NSPs for agreed National Priority Plant Pests (NPPPs) and industry High Priority Pests, to improve efficiencies in the development processes. - Assist national committees to develop a sustainably-funded National Protocol Development program.		- PHA coordinated the finalisation and endorsement of three NDPs with an additional two NDPs being considered for endorsement by the Subcommittee on Plant Health Diagnostics (SPHD). The project has also facilitated the development, review and verification of at least 29 draft NDPs in 2024-25. - PHA coordinated the endorsement of one NSP and the drafting and review of 26 draft NSPs in 2024-25. - PHA contributed with SPHD (SPHD39) and SNPHS (SNPHS25) in October 2024 in discussions on sustainable funding for both Networks and Protocols programs. These were presented at PHC66 in December 2024 by both subcommittees and PHA.
Proficiency testing 	Support laboratories to participate in the National Plant Health Proficiency Testing program through sample collection. Formal proficiency testing is essential		Round 12 completed through the Australian National Quality Assurance Program (ANQAP).

Action 3.3 Establishing PHA as the knowledge broker for plant biosecurity.

Portfolio	KPIs	Status	Achievements
National coordination and governance programs 	Participate in stakeholder engagements to identify and develop sustainable funding opportunities for plant biosecurity programs of national significance.		- Participated in a series of workshops (March and June 2025) as part of a national initiative led by PHC to develop a strategy for sustainable investment in Australia's plant biosecurity system. - Presented to Plant Biosecurity Research Initiative (PBRI) Members as part of the MoU between PHA and PBRI to identify key focus areas for collaboration to improve national plant biosecurity outcomes. - Presented at PHC66 in December 2024 on PHA's current nationally cost-shared projects and outlined potential future projects to support PHC efforts toward sustainable funding for plant biosecurity.

Action 3.4 Continually improving Australia's biosecurity systems and processes.

Portfolio	KPIs	Status	Achievements
Surveillance system reform 	Subject to funding, develop a project proposal to progress outcomes from the first phase of the NISSPP (Nationally Integrated Surveillance System for Plant Pests) including options for implementation of a nationally integrated surveillance system for plant pests.		Final NISSPP project report and Implementation Plan completed. Implementation will be coordinated by SNPHS.

Action 3.5 Engaging the community to enhance reporting of biosecurity threats.

Portfolio	KPIs	Status	Achievements
Community engagement 	- Maintain the Australian Interstate Quarantine (AIQ) website and associated Exotic Plant Pest Hotline - Develop scope to identify updates for the AIQ website. - Implement ongoing Spotted Anything Unusual campaign with increased community awareness of reporting mechanisms.		2024–2025 funding secured for the AIQ website and associated Exotic Plant Pest Hotline. - Worked with PHC to identify updates to the AIQ website and Travellers Guide. - Spotted Anything Unusual campaign is ongoing with the development of new industries, broadening reach and impact.

Action 3.6 Capturing greater benefits from national and international initiatives.

Portfolio	KPIs	Status	Achievements
Initiatives 	- Collaborate on the Australian celebrations of the International Day of Plant Health (IDPH). - Participate in international events with a biosecurity focus.		- Celebrated IDPH 2025 through social media and newsletter campaigns, raising awareness of the importance of plant biosecurity. CEO Sarah Corcoran also spoke at the launch of the ARC Training Centre in Plant Biosecurity that coincided with IDPH, highlighting the role of collaboration and innovation in protecting plant health. - Presentations delivered at the 24th Australian Entomological Society Scientific Conference in Hobart in November 2024. - Participated and chaired a session on <i>Plant virus diversity and detection</i> at the Australasian Plant Virology Workshop 2024 on the Gold Coast in October 2024. - Presented and Chaired sessions at the 25th Australasian Plant Pathology Society Conference in Sydney in May 2025. <i>Plant Health Australia's Role in the Biosecurity Partnership Between Government and Industry</i> abstract was accepted for oral presentation at the upcoming the 2025 Botanic Gardens Australia and New Zealand (BGANZ) Congress in November.

OPERATIONAL PRIORITY 1:

Improve governance & administration

Build a robust company with effective, efficient processes that deliver good governance and management.

MEASURES AND OUTCOMES

- ✓ Improved management systems and processes.
- ✓ Structured planning and strategy tracking system.
- ✓ Attract and retain key staff.
- ✓ Develop a culture aligned with PHA values.
- ✓ Support the Board Selection Committee with Director recruitment.
- ✓ Maintain high levels of staff satisfaction.

SUBS
100%

96%

of staff rating PHA as an employer of choice (2025 staff survey)



Go-live of
Enterprise Resource Planning system



Employee recognition program
focusing on PHA Values
launched in May 2025



Advanced from Maturity Level 0 to Level 2 across all eight controls in the
Australian Cyber Security Centre's Essential Eight
framework.

Action 4.1 Improving business, budgeting and contract management systems and processes.

Portfolio	KPIs	Status	Achievements
Company finance	- Implement a contemporary Enterprise Resource Planning (ERP) system that provides improved monitoring and evaluation of project delivery, supports business continuity and delivers efficiencies. - Develop processes, documentation and training to support implementation of the ERP. - Implement a Financial Management System that automates and streamlines finance functions. - Improved and meaningful reporting and transparency in real time. - Present PHA's 2025–26 budget and AOP to Members and agree on annual Membership subscriptions in May 2025. - Maintain adequate working capital and equity to ensure continued financial stability. - Engage external audit of financial statements to determine compliance.		- ProjectWorks ERP went live in May 2025 with the new staff timekeeping module. - ProjectWorks reports and training material to be rolled out later in 2025. - Successful implementation of finance management system in July 2024. The new finance system has improved the finance team's efficiency at completing key finance functions by 45%. - The new finance system has made reviewing and reporting numbers seamless. - Reporting software incorporated into the ERP, providing real-time projects and financial information. - The 2025–26 budget and AOP presented to Members prior to the 25th General Meeting (GM) in May 2025 with annual Membership subscription increase approved by Members at the GM. - Maintained reserves above the minimum threshold throughout the year with term deposit investments attracting higher interest. - The financial statements contained in the 2024 Annual Report received a clean audit report from the external auditor, Nexia.
Levies	- Enhance reporting to facilitate timely and accurate decision-making. - Assist Members to implement and manage statutory biosecurity levies.		- Statutory levies have been managed as per the <i>Primary Industries Levies and Charges Disbursement Act</i> (No. 59, 2024) including the Biosecurity Activity and Biosecurity Response components. - Facilitated ongoing Member consultation regarding industry levy balances, response payment support and development of biosecurity programs. - Consultation with the Commonwealth on modernisation of agriculture levies legislation. The new agricultural levies legislative framework commenced on 1 January 2025.

Action 4.2 Attracting and retaining key staff.

Portfolio	KPIs	Status	Achievements
People and Culture	- Enhance effectiveness, efficiency and transparency of recruitment and induction processes. - Maintain frameworks for a safe working environment in accordance with legislative requirements and implement an approach of continuous improvement based on learnings and review of incidents. - Support recruitment equity and candidate care through the development of enhanced policies, procedures and other relevant materials.		- Enhanced staff induction and onboarding procedures and resources with post-onboarding survey recording consistently high levels of satisfaction and an average rating of 88.8% of the overall onboarding experience. - Enhanced background checking policy and procedures for new staff. - Maintenance of Workplace Health and Safety (WH&S) through: - regular reviews and maintenance of WH&S risk register - implementation of new manager-based tools to lead WH&S conversations and build staff awareness - new digitised incident reporting and hazard identification form - finalisation of the Psychosocial Hazards Action Plan with Resilience, Respect and Diversity training provided for staff and management. - Recruitment activities fully devolved to line managers (with People and Culture (P&C) support as required) with: - recruitment toolkit for managers developed and published - enhancements made to the P&C section of the staff intranet to create an information resource hub covering all topics related to the employee life cycle.

Action 4.3 Actively fostering and promoting a culture in line with PHA values.

Portfolio	KPIs	Status	Achievements
People and Culture	- Develop and implement an Employee Recognition Program to recognise and incentivise everyday practice of PHA values. - Review PHA's cultural strengths and areas for improvement according to staff sentiment via an employee engagement survey. - Develop and implement strategies to address areas that improve and enhance organisational culture.		- Values in Action campaign launched in December 2024. - Employee recognition program launched in May 2025. - PHA Values fully embedded in Performance Review and Development Plan (PRDP) and Employee Recognition Programs. - Ongoing implementation of Psychosocial Hazards Action Plan. - Improved staff sentiment in the 2025 staff survey: - average overall engagement score of 94% with improvement in positive sentiment toward performance management, managerial effectiveness, cross-functional awareness and general morale - Employer of Choice sentiment increased to 96% agree (up from 94% in 2023) 4.1/5 employer rating on Glassdoor with 100% respondents stating they would recommend PHA as a good place to work. - Commenced ongoing series of People and Culture (P&C) information sessions for managers and staff (separate sessions) to improve understanding of management responsibilities and staff entitlements regarding key P&C policies, including Time Off in Lieu, Leave entitlements and Right to Disconnect.

Action 4.4 Reviewing and implementing a Board succession and management plan.

Portfolio	KPIs	Status	Achievements
Corporate Performance	- Ensure legal and constitutional compliance requirements are met. - Provide secretariat support to the Board, Finance and Audit Committee (F&AC), P&CC and other meetings attended by Directors. - Attendance of the PHA Board at over 80% of requested Member and stakeholder meetings. - Schedule and implement internal audit program and address findings.		- Met all legal and constitutional compliance requirements. - Provided secretariat support to ensure effective administration of all Board duties. 100% Board attendance at November AGM and May GM. - Internal cyber security audit completed in August with implementation of recommendations underway including: - Microsoft Office macro settings hardened in November. - User application hardening across three browsers and Adobe Acrobat Reader delivered in December. - MS Office applications pilots scheduled for early 2025.

Action 4.5 Reviewing and improving employee and Board induction, training and development processes.

Portfolio	KPIs	Status	Achievements
People and Culture	- Update and maintain Board induction processes, including the Director's Handbook and delivery of relevant training. - Monitor and review uptake and staff experience of PHA's Learning Strategy.		- Maintained the Director's Handbook. - Enhancement and digitalisation of staff induction process is underway. - Review and updated strategy scheduled for completion by mid-2025.

OPERATIONAL PRIORITY 2:

Enhance communication & engagement

Enhance PHA's reputation to support company sustainability and growth.

MEASURES AND OUTCOMES

- ✓ Informed and active Members.
- ✓ A professional and consistent brand with strong brand recognition.
- ✓ Increased levels of staff satisfaction, participation and collaboration.

- ✓ Increased awareness of Member obligations.
- ✓ Effective integration of new Members.

SUBS
100%



163,100
website page views



2,422
new social media followers



1,090
media mentions



55,138
intranet site visits



228
intranet news items published

Action 5.1 Developing a targeted PHA communications and engagement strategy and plan.

Portfolio	KPIs	Status	Achievements
Communications and engagement strategy and plan	Increased stakeholder engagement tracked via media mentions, media coverage, page views, social engagement, open and click-through rates, event/meeting attendance.		- Produced and distributed 12 monthly editions of our corporate e-newsletter <i>Tendrils</i>: – 1,932 subscribers – 38.24 per cent open rate – 24.39 per cent click-to-open-rate (CTOR). - Media monitoring captured PHA mentions: – 524 mentions in broadcast news – 566 mentions via digital news – more than 1,705 social media mentions. - Coordinated 11 media interviews, wrote six media releases, arranged seven speaking slots, and published 186 articles. 2,210 social media posts across Twitter (X), Facebook, Instagram and LinkedIn: – 4.67 million impressions across all platforms – Twitter (X): 121 new followers – Facebook: 227 new fans – Instagram: 153 new followers – LinkedIn: 1,921 new followers. - Corporate website maintained: – 45,489 users and 163,100 page views. - Maintained nine program websites. - Produced, published, and promoted the 2023–24 AR and MYPR through various channels.

Action 5.2 Maintaining a contemporary corporate style guide.

Portfolio	KPIs	Status	Achievements
Corporate identity guide	- Maintain a contemporary and practical guide supported by a full suite of easy-to-use templates on the company intranet. - Include the corporate identity guide as part of the employee induction process.		- Maintained the corporate identity guide and templates to provide consistent standards for the production of marketing and communications materials to maintain a consistent, recognisable, and professional corporate identity. - The corporate identity guide has been published on the staff intranet and will be included in the digitised induction process.

Action 5.3 Developing and implementing an internal communications strategy and plan.

Portfolio	KPIs	Status	Achievements
Internal communications strategy and plan	- Implement the Internal Communications strategy and plan: - Maintain and update the intranet. - Produce news items to increase awareness of corporate policies, procedures and improve WH&S practices. - Increase and track intranet engagement and usage via page views, staff turnover rate, internal promotion rate, active social ambassadors. - Monitor and increase response rates to employee engagement survey.		- Maintained and regularly updated the intranet: 228 news items written and published with 8,288 views 55,138 site visits were recorded. - An employee engagement survey was conducted in March/April 2025.

Action 5.4 Improving Member onboarding process.

Portfolio	KPIs	Status	Achievements
Improving Member onboarding process	Maintain and distribute the new Member onboarding information package to support government, industry and associate members.		Commenced a review to identify changes required to the Member information package to ensure it remains contemporary and fit for purpose.

Action 5.5 Developing Member training strategy and program.

Portfolio	KPIs	Status	Achievements
Developing Member training strategy and program	Develop a training strategy and implementation plan.		Commenced development of a Member training calendar to provide a framework for planning and scheduling training throughout the year.



Financial Statements

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Year Ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue			
Revenue from contracts with customers	2	14,500,015	13,063,895
Other income	2	619,859	631,433
		15,119,874	13,695,328
Expenses			
Administration and office expenses		495,843	468,406
Amortisation on leased assets		186,280	186,280
Contractors and consultants		6,808,889	6,401,040
Depreciation		78,634	73,668
Directors' fees		247,060	249,855
Insurance		60,591	49,526
Interest on leases		10,202	18,660
Meetings and conferences		115,050	190,871
Other staff costs		82,817	44,037
Salary and wages		5,617,653	4,918,519
Superannuation		643,799	542,924
Travel expenses		430,845	472,770
		14,777,663	13,616,556
Surplus/(deficit) before income tax		342,211	78,772
Income tax expense	1(a)	-	-
Surplus/(deficit) for the year		342,211	78,772
Total comprehensive income/(loss) for the year		342,211	78,772

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

	Note	2025 \$	2024 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	9,389,603	17,605,627
Trade and other receivables	4	545,491	817,210
Financial assets	5	19,271,265	11,831,028
Other assets	6	167,135	66,607
TOTAL CURRENT ASSETS		29,373,494	30,320,472
NON-CURRENT ASSETS			
Property, plant and equipment	7	217,694	241,632
Right-of-use assets	8	155,232	341,512
TOTAL NON-CURRENT ASSETS		372,926	583,144
TOTAL ASSETS		29,746,420	30,903,616
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	663,049	2,248,984
Lease liabilities	8	178,417	181,887
Employee benefits	10	383,301	341,041
Contract liabilities	12	25,302,451	25,102,495
Provisions	11	60,000	-
TOTAL CURRENT LIABILITIES		26,587,218	27,874,407
NON-CURRENT LIABILITIES			
Employee benefits	10	79,965	51,201
Provisions	11	-	60,000
Lease liabilities	8	-	180,982
TOTAL NON-CURRENT LIABILITIES		79,965	292,183
TOTAL LIABILITIES		26,667,183	28,166,590
NET ASSETS		3,079,237	2,737,026
EQUITY			
Retained surplus		3,079,237	2,737,026
TOTAL EQUITY		3,079,237	2,737,026

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2025

2025	Retained Surplus \$	Total \$
Balance at 1 July 2024	2,737,026	2,737,026
Surplus for the year	342,211	342,211
Balance at 30 June 2025	3,079,237	3,079,237

2024	Retained Surplus \$	Total \$
Balance at 1 July 2023	2,658,254	2,658,254
Surplus for the year	78,772	78,772
Balance at 30 June 2024	2,737,026	2,737,026

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2025

	Note	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipt from members and others		16,033,073	16,217,061
Payments to suppliers and employees		(17,203,820)	(13,310,383)
Interest received		644,310	560,742
Interest on lease liabilities		(10,202)	(18,660)
Net cash provided by/(used in) operating activities		(536,639)	3,448,760
CASH FLOWS FROM INVESTING ACTIVITIES:			
Payments for property, plant and equipment		(54,696)	(54,283)
Payments for term deposits		(7,440,237)	(10,009,421)
Proceeds from sale of property, plant and equipment		-	500
Net cash provided by/(used in) investing activities		(7,494,933)	(10,063,204)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Repayment of lease liabilities		(184,452)	(206,673)
Net cash provided by/(used in) financing activities		(184,452)	(206,673)
Net increase/(decrease) in cash and cash equivalents held		(8,216,024)	(6,821,117)
Cash and cash equivalents at beginning of year		17,605,627	24,426,744
Cash and cash equivalents at end of financial year	3	9,389,603	17,605,627

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2025

Plant Health Australia Limited (the Company) is a not-for-profit company limited by guarantee, incorporated and domiciled in Australia. The financial statements cover the Company as an individual entity. During the financial year the Company became registered as a charity with the Australian Charities and Not-for-profits Commission.

Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, Interpretations of the Australian Accounting Standards Board and the *Australian Charities and Not-for-profits Commission Act 2012*.

The financial statements are presented in Australian dollars which is the Company's functional and presentation currency. The amounts presented in the financial statements have been rounded to the nearest dollar.

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.

A number of new or revised Australian Accounting Standards are effective for the first time in the current financial year. These standards have had no material impact on the Company.

The following is a summary of the material accounting policies adopted by the Company in the preparation of the financial statements. The accounting policies have been consistently applied, unless otherwise stated.

1 Material Accounting Policy Information

(a) Income tax

The Company is exempt from income taxation under the relevant provisions of Section 50-40 of the *Income Tax Assessment Act 1997*.

(b) Property, plant and equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses.

The carrying amount of property, plant and equipment is reviewed at the end of the reporting period to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other costs (e.g. repairs and maintenance) are charged to the statement of profit or loss and other comprehensive income during the financial period in which they are incurred.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the profit or loss.

Depreciation

The depreciable amount of all property, plant and equipment including capitalised leased assets is depreciated on a straight-line basis from the time the asset is available for use. Leasehold improvements are depreciated over the shorter of the term of the lease and the asset's useful life.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Leasehold improvements	20% – 27%
Computer equipment	20% – 33.33%
Furniture and fittings	10% – 21.55%
Office equipment	10% – 33.33%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(c) Leases

At inception of a contract, the Company assesses whether a contract is, or contains, a lease.

A contract is considered to contain a lease if it allows the Company the right to control the use of an identified asset over a period of time in return for consideration.

Where a contract or arrangement contains a lease, the Company recognises a right-of-use asset and a lease liability at the commencement date of the lease.

A right-of-use asset is initially measured at cost, which is the present value of future lease payments adjusted for any lease payments made at or before the commencement date, plus any make-good obligations and initial direct costs incurred. Lease assets are depreciated using the straight-line method over the shorter of their useful life and the lease term. Periodic adjustments are made for any re-measurements of the lease liabilities and for impairment losses.

Lease liabilities are initially measured at the present value of future minimum lease payments, discounted using the Company's incremental borrowing rate if the rate implicit in the lease cannot be readily determined, and are subsequently measured at amortised cost using the effective interest rate. Minimum lease payments include fixed payments, amounts expected to be paid under a residual value guarantee, the exercise price of purchase options for which the Company is reasonably certain to exercise and incorporate the Company's expectations of lease extension options.

The lease liability is remeasured when there are changes in future lease payments arising from a change in rates, index or lease terms from exercising an extension or termination option. A corresponding adjustment is made to the carrying amount of the lease assets.

Short term leases (lease term of 12 months or less) and leases of low value assets (\$10,000 or less) are recognised as incurred as an expense in the statement of profit or loss and other comprehensive income.

(d) Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Company becomes party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the Company commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs, except where the instrument is classified "at fair value through profit or loss", in which case transaction costs are expensed to profit or loss immediately. In most circumstances trade receivables are initially measured at the transaction price.

Classification and subsequent measurement

Financial instruments are subsequently measured at either fair value or amortised cost using the effective interest rate method. The subsequent measurement depends on the classification of the financial instrument as described below.

Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

The effective interest method is used to allocate interest income or interest expense over the relevant period.

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and

- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at fair value through profit or loss (FVTPL).

Despite the above, the Company may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Company may irrevocably elect to present subsequent changes in fair value of an equity instrument in other comprehensive income if certain criteria are met; and
- the Company may irrevocably designate a financial asset that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses on financial assets that are measured at amortised cost or at FVTOCI. No impairment loss is recognised for investments in equity instruments. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial asset.

The Company recognises lifetime expected credit losses for trade receivables. The expected credit losses on these financial asset are estimated based on the Company's historical credit loss experience adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the future direction of conditions at the reporting date, including time value of money where appropriate.

(e) Impairment of non-financial assets

At the end of each reporting period the Company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the profit or loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the recoverable amount of the cash generating unit to which the asset belongs is estimated.

(f) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled plus related on-costs.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based on historical data.

Contributions are made by the Company to employee superannuation funds and are charged as expenses when incurred.

(g) Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

(h) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, deposits held at call with financial institutions, and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(i) Revenue and other income

Revenue is measured at the amount which the Company expects to receive in consideration for satisfying performance obligations to a customer. A performance obligation is the distinct good or service defined within the contract with a customer. The transaction price is allocated to one or more performance obligations contained within the contract, with revenue being recognised as or when the performance obligation is satisfied.

Where consideration comprises variable components, the amount recognised as revenue is constrained to that amount that would not result in a significant reversal of the cumulative revenue recognised when that uncertainty is resolved.

Timing of Revenue Recognition

Revenue is recognised either at a point in time or over time, when (or as) the Company satisfies performance obligations by transferring the promised goods or services to its customers.

If the Company satisfies a performance obligation before it receives the consideration, the Company recognises either a contract asset or a receivable in its statement of financial position, depending on whether something other than the passage of time is required before the consideration is due.

Revenue is recognised for the major business activities as follows:

Projects

Project funds received that are subject to specific conditions on the use of those funds are recognised as and when the Company satisfies its performance obligations by providing services under the funding agreements. A contract liability is recognised when project funds have been received but the Company has not yet satisfied its performance obligations under the funding agreement. A financial liability is recognised for unspent project funds for which a refund

obligation exists in relation to the funding period. General project funds that do not impose specific performance obligations on the Company are recognised as income when the Company obtains control of those funds, which is usually on receipt. Project funding may either be received up front or at the completion of milestones. Any deferred revenue arising from project funds is recognised as unexpended funding and included in contract liabilities on the statement of financial position

Membership Subscriptions

Subscriptions from Members are received by the Company on an annual basis in advance and are brought to account as revenue over the period that the Company is required to provide services to members. Any membership income received in advance are recorded as part of income in advance on the statement of financial position.

Interest Income

Interest income is recognised on an accrual basis using the effective interest method. Where interest is earned on unexpended funds, and is to be treated as part of those funds, the interest is added to the unspent funds liability and will be recognised as revenue when the relevant performance obligations are met.

(j) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(k) Comparative amounts

Comparative figures have been adjusted, where necessary to conform to changes in presentation for the current financial year.

Critical Accounting Estimates and Judgments

The Directors evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company.

The Directors do not believe that there were any key estimates or key judgments used in the development of the financial statements that give rise to a significant risk of material adjustment in the future.

2 Revenue

	2025 \$	2024 \$
Revenue from contracts with customers		
Membership subscriptions	2,965,553	2,851,392
Federal and State government project income	4,608,232	4,251,208
Industry project income	6,926,230	5,961,295
	14,500,015	13,063,895
Represented by:		
Revenue recognised at a point in time	-	-
Revenue recognised over time	14,500,015	13,063,895
	14,500,015	13,063,895
Other income		
Interest income	589,676	630,933
Gain on disposal of fixed assets	-	500
Other income	30,183	-
	619,859	631,433

3 Cash and Cash Equivalents

	2025 \$	2024 \$
Cash at bank	5,425,622	1,356,184
Cash on hand	350	350
Cash at bank (EPPR)	3,963,631	12,088,551
Short-term deposits	-	4,160,542
	9,389,603	17,605,627

4 Trade and Other Receivables

	2025 \$	2024 \$
Trade and other receivables	229,432	608,784
Accrued income	169,870	134,729
GST receivable	146,189	73,697
	545,491	817,210

5 Financial Assets

	2025 \$	2024 \$
Term deposits	19,271,265	11,831,028

Term deposits have an initial term to maturity of between three and four months (2024: between three and six months).

6 Other Assets

	2025 \$	2024 \$
Prepayments	100,489	5,000
Deposit paid	66,646	61,607
	167,135	66,607

7 Property, Plant and Equipment

	2025 \$	2024 \$
Leasehold improvements		
At cost	197,586	197,586
Accumulated depreciation	(196,849)	(195,960)
	737	1,626
Computer equipment		
At cost	284,567	322,866
Accumulated depreciation	(169,096)	(218,409)
	115,471	104,457
Office equipment		
At cost	81,754	104,722
Accumulated depreciation	(68,868)	(78,017)
	12,886	26,705
Furniture and fittings		
At cost	245,954	245,954
Accumulated depreciation	(157,354)	(137,110)
	88,600	108,844
	217,694	241,632

Movements in carrying amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Leasehold improvements \$	Computer equipment \$	Office equipment \$	Furniture and fittings \$	Total \$
Year ended 30 June 2025					
Balance at the beginning of year	1,626	104,457	26,705	108,844	241,632
Additions	-	54,696	-	-	54,696
Depreciation	(889)	(43,682)	(13,819)	(20,244)	(78,634)
Balance at the end of the year	737	115,471	12,886	88,600	217,694

8 Lease Assets and Liabilities

	2025 \$	2024 \$
Right-of-use assets		
At cost		
Balance at July 1	931,397	931,397
Additions during the year	-	-
Balance as at 30 June	931,397	931,397
Accumulated amortisation		
Balance at 1 July	(589,885)	(403,605)
Amortisation for the year	(186,280)	(186,280)
Balance as at 30 June	(776,165)	(589,885)
Net book value – right-of-use asset	155,232	341,512
Lease liabilities		
Current	178,417	181,887
Non-current	-	180,982
	178,417	362,869

The future minimum lease payments arising under the Company's lease contracts at the end of the reporting period are as follows:

	2025 \$	2024 \$
Not later than one year	180,259	212,277
Later than one year and not later than five years	-	180,259
	180,259	392,536

The lease relates to office premises at 1 Phipps Close, Deakin, ACT 2600 which commenced on 1 May 2021 and terminates on 30 April 2026. The renewal option of five years is not included in the calculation of the right-of-use asset or lease liability.

The amount expensed in the statement of profit or loss and other comprehensive income in relation to short-term and low-value leases was \$ nil (2024: \$ nil)

9 Trade and Other Payables

	2025 \$	2024 \$
CURRENT		
Trade payables	399,622	25,988
Other payables	(2,480)	180,172
Accrued expenses	265,907	2,042,824
	663,049	2,248,984

10 Employee Benefits

	2025 \$	2024 \$
CURRENT		
Provision for long service leave	125,762	107,629
Provision for annual leave	257,539	233,412
	383,301	341,041
NON-CURRENT		
Provision for long service leave	79,965	51,201

11 Provisions

	2025 \$	2024 \$
CURRENT		
Make good provision	60,000	-
NON-CURRENT		
Make good provision	-	60,000

12 Contract Liabilities

	2025 \$	2024 \$
Unexpended funds	13,150,280	13,043,217
EPPR levy funds	12,152,171	12,059,278
	25,302,451	25,102,495

13 Key Management Personnel

Key management personnel is defined by AASB 124 "Related Party Disclosures" as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Director of the Company.

The total of remuneration paid to the key management personnel of the Company during the year is:

	2025 \$	2024 \$
Total key management personnel compensation	1,652,486	1,619,039

In addition to the above compensation, the Company has paid insurance premiums of \$9,749 (2024: \$8,920) for Association Liability insurance which incorporates Directors' and officers' liability insurance. It is not practical to determine the details of the components of the insurance premiums that relate to key management personnel.

14 Related Party Transactions

Because of the nature of the skills and other interests related to agriculture there is potential for Director, to have conflicts of interest given the range of projects undertaken by the Company. The Company keeps a register of Directors' declared conflicts of interest with Directors' declaring at the start of each Board meeting any possible conflict that has not been previously disclosed.

All transactions are conducted using commercial arms-length principles and made under normal terms and conditions. The related party transactions during the year are as follows:

	2025 \$	2024 \$
Supply of services to related parties		
Membership subscriptions and project income: Sugar Research Australia (Associate Member)	71,146	-
Horticulture Innovation Australia Limited (Associate Member)	-	221,670
Total income from related parties	71,146	221,670
Purchase of services from related parties		
Assist members to manage biosecurity risks:		
Horticulture Innovation Australia Limited (Associate Member)	-	84,000
	-	84,000

15 Auditor's Remuneration

	2025 \$	2024 \$
Audit of the financial statements	40,000	25,000
Other services	5,500	-
	45,500	25,000

Other services include audit of grant funding acquittals.

16 Financial Risk Management

The Company's financial instruments consist mainly of deposits with banks, short and long term investments, accounts receivable and payable.

The carrying amounts for each category of financial instruments, measured in accordance with AASB 9: Financial Instruments as detailed in the accounting policies to these financial statements, are as follows:

		2025 \$	2024 \$
Financial assets			
<i>Financial assets held at amortised cost:</i>			
Cash and Cash Equivalents	3	9,389,603	17,605,627
Trade and Other Receivables	4	399,302	743,513
Financial Assets	5	19,271,265	11,831,028
Total financial assets		29,060,170	30,180,168
Financial liabilities			
<i>Financial liabilities at amortised cost:</i>			
Trade and Other Payables	9	663,049	2,248,984
Total financial liabilities		663,049	2,248,984

17 Contingent Liabilities and Contingent Assets

The Company currently has a contingent liability in regard to potential payroll tax owing where the application of charitable or non-beneficial organisation has not yet been determined. Formal professional and legal advice has been obtained and the Company has based its determination of the liability being contingent based on the advice received. Professional support is continuing in the resolution of this matter. If there is an adverse decision the potential liability is estimated to be in the order of \$1,001,463.

The Company has no other contingent liabilities or contingent assets at the end of the financial year.

18 Events After the Reporting Period

These financial statements were authorised for issue by the Directors on the date of signing the attached Directors' Declaration. The Directors have the right to amend and re-issue the financial statements after they are issued.

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

19 Company Details

The registered office and principal place of business is:

Plant Health Australia Limited
Level 1, 1 Phipps Close
Deakin ACT 2600

DIRECTORS' DECLARATION

The Directors of the Plant Health Australia Limited (the Company) declare that:

1. The financial statements and notes, as set out on pages 65 to 74 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 2025 and of the performance for the year ended on that date of the Company.
2. In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

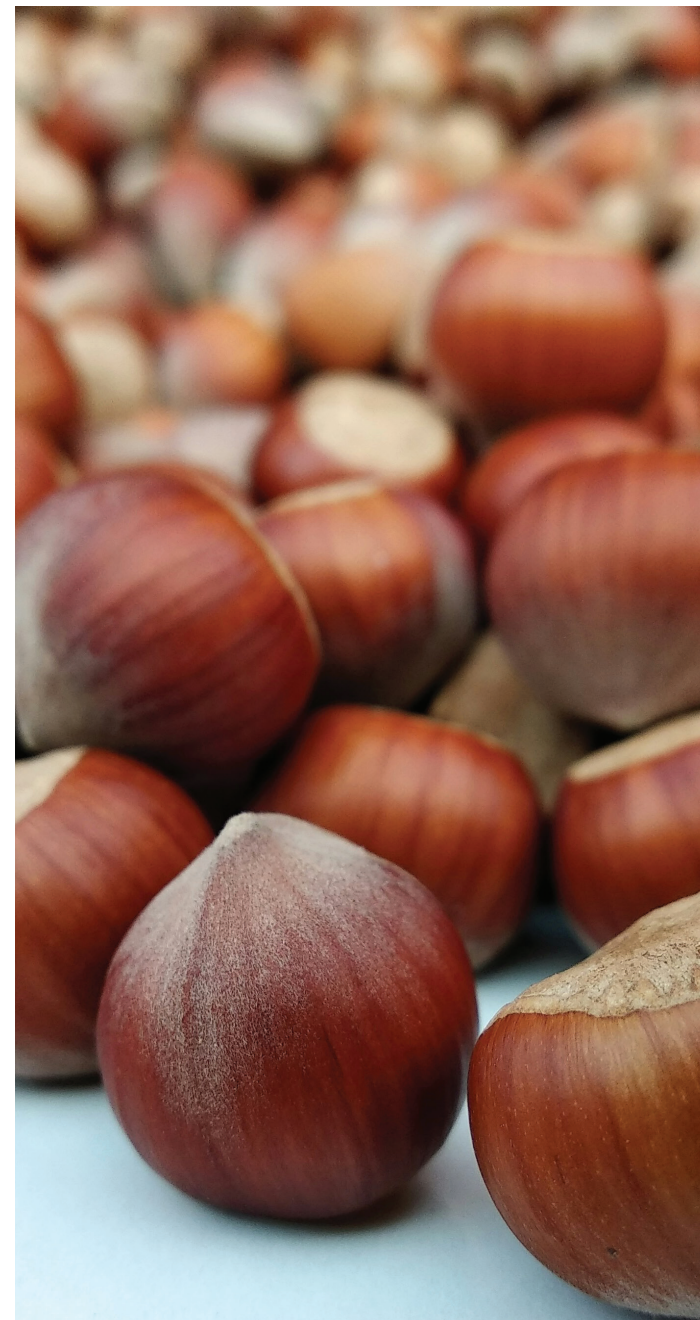
This declaration is made in accordance with a resolution of the Board of Directors.



Kim Halbert

Chair

14 November 2025



Independent Auditor's Report



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Independent Auditor's Report to the Members of Plant Health Australia Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Plant Health Australia Limited (the Company), which comprise the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and 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 accompanying financial statements of the Company, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i) giving a true and fair view of the Company's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Simplified Disclosures 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 responsibility for the audit of the financial statements section of our report. We are independent of the Company 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 Standards) (the Code) that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other information

The directors are responsible for the other information. The other information comprises the information in the Company's annual report for the year ended 30 June 2025, but does not include the financial statements and the auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements 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 the other information we are required to report that fact. We have nothing to report in this regard.

Audit. Tax. Advisory.

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Nexia Duesburys (Audit) (ABN 21 841 510 270) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see www.nexia.com.au/legal. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

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Directors' responsibility for the financial statements

The directors of the Company are responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company'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 entity or to cease operations, or have no realistic alternative but to do so.

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

Auditor's responsibility for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located at The Australian Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

Nexia Duesburys (Audit)
Canberra, 14 November 2025

R C Scott
Partner

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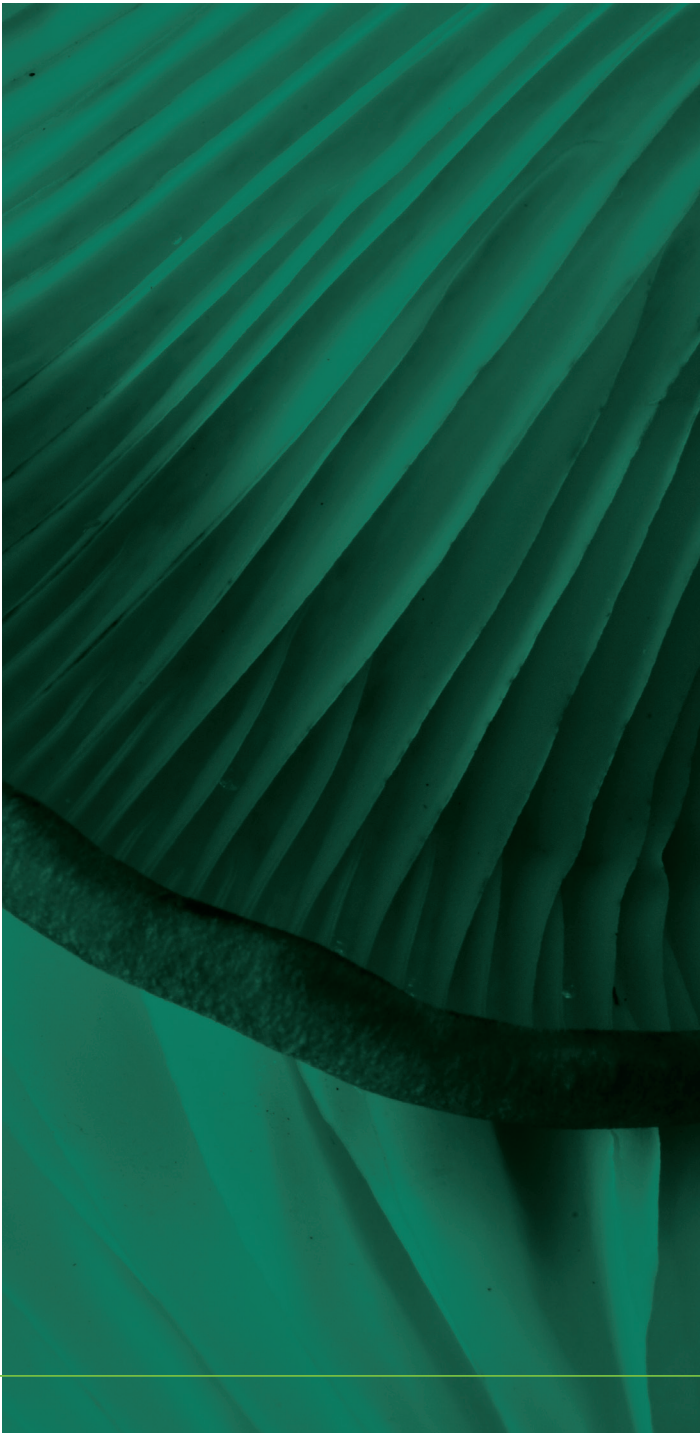
Acronyms

AAR	After Action Reviews
ABA	Australian Biosecurity Award
ACIAR	Australian Centre for International Agricultural Research
ACNC	Australian Charities and Not-for-profits Commission
ADSW	Annual Diagnostics and Surveillance Workshop
ADW	Annual Diagnosticians Workshop
AFFTAC	Australian Fruit Fly Technical Advisory Committee
AGIC	Australian Grains Industry Conference
AGM	Annual General Meeting
AgVic	Agriculture Victoria
AHA	Animal Health Australia
AHBIC	Australian Honey Bee Industry Council
AIQ	Australian Interstate Quarantine website
ANU	Australian National University
AOP	Annual Operational Plan
APC	AusPestCheck®
APPD	Australian Plant Pest Database
AR	Annual Report
ARC	Australian Research Council
ASW	Annual Surveillance Workshop
BAEN	Biosecurity and Agricultural Emergency Network
BMSB	Brown marmorated stink bug
BP	Biosecurity Plan

BSC	Board Selection Committee
CCEAD	Consultative Committee on Emergency Animal Disease
CEO	Chief Executive Officer
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAFF	Department of Agriculture, Fisheries and Forestry
EIC	Environment and Invasives Committee
EMT	Executive Management Team
EPP	Emergency Plant Pest
EPPR	Emergency Plant Pest Response
EPPRD	Emergency Plant Pest Response Deed
ERP	Enterprise Resource Planning
F&AC	Finance and Audit Committee
FBP	Farm Biosecurity Program
FERA	Food and Environment Research Committee
GBAC	Grains Biosecurity Advisory Committee
GFBP	Grains Farm Biosecurity Program
GIA NZ	Government Industry Agreement New Zealand
GM	General Meeting
GRDC	Grains Research and Development Corporation
HPP	High Priority Pest
IDPH	International Day of Plant Health
IGAB	Intergovernmental Agreement on Biosecurity
IGEM	Inspector-General Emergency Management

ILO	Industry Liaison Officer
KPI	Key Performance Indicator
MoU	Memorandum of Understanding
MYPR	Mid-year Performance Report
NABFRG	Northern Australia Biosecurity Framework Reference Group
NABS	Northern Australian Biosecurity Strategy
NAPCaRN	Northern Australian Plant Capacity and Response Network
NATA	National Association of Testing Authority
NBBP	National Bee Biosecurity Program
NBC	National Biosecurity Committee
NBPSP	National Bee Pest Surveillance Program
NBRT	National Biosecurity Response Team
NDP	National Diagnostic Protocols
NEMA	National Emergency Management Agency
NFF	National Farmers Federation
NFFC	National Fruit Fly Council
NISSPP	Nationally Integrated Surveillance System for Plant Pests
NMG	National Management Group
NPBDN	National Plant Biosecurity Diagnostic Network
NPPP	National Priority Plant Pests
NSP	National Surveillance Protocol
NSPWG	National Surveillance Protocols Working Group
ORC	Owner Reimbursement Cost

PaDIL	Plant and Disease Image Library
P&CC	People and Culture Committee
PBPWG	Plant Biosecurity Preparedness Working Goup
PBRI	Plant Biosecurity Research Initiative
PFF	Prevent Fruit Fly
PHA	Plant Health Australia
PHC	Plant Health Committee
PIBC	Plant Industries Biosecurity Committee
PIFC	Plant Industry Forum Committee
PIRSA	Department of Primary Industries and Regions
PMC	Plant Management Committee
PRDP	Performance Review and Development Process
PSHB	Polyphagous shot-hole borer
PSNAP	Plant Surveillance Network Australasia – Pacific
QDPI	Queensland Department of Primary Industries
SIWG	Sustainable Investment Working Group
SIT	Sterile Insect Technique
SMART	Subcommittee on Market Access, Risk and Trade
SNPHS	Subcommittee on National Plant Health Surveillance
SPHD	Subcommittee on Plant Health Diagnostics
ToBRFV	Tomato brown rugose fruit virus
TST	Threat Summary Table
WH&S	Work Health and Safety





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