NOPSEMA

Offshore Infrastructure Regulator

Annual Report

2025-26



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Acknowledgement of Country

Perth

NOPSEMA respectfully acknowledges the Traditional Custodians of the land on which we have our Perth office, the Whadjuk people of the Noongar Nation, and pays respect to their Elders past and present.

Melbourne

NOPSEMA respectfully acknowledges the Traditional Custodians of the land on which we have our Melbourne office, the Bunurong Boon Wurrung and Wurundjeri Woi people, and pays respect to their Elders past and present.

NOPSEMA also acknowledges the many First Nations communities around Australia who we engage with in relation to offshore energy regulation.

About this report

This report outlines the operations and performance of the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA), including in its capacity as the Offshore Infrastructure Regulator (OIR), for the financial year ending 30 June 2026.

NOPSEMA is an independent statutory authority established under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS Act).

The OIR oversees the offshore renewables industry in accordance with functions and powers under the *Offshore Electricity Infrastructure Act 2021* (OEI Act). The functions of the OIR are administered by NOPSEMA.

This report has been prepared in accordance with section 46 of the *Public Governance Performance and Accountability Act 2013* (PGPA Act), the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and the Department of Finance Resource Management Guide Number 136.

The list of requirements in this report states the information required by the PGPA Act and PGPA Rule and the corresponding page within this report where specific information can be found.

This annual report can be found on NOPSEMA's website at nopsema.gov.au/AnnualReport.

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Letters of transmittal

The Hon Madeleine King MP
Minister for Resources
Parliament House
Canberra ACT 2600

Dear Minister,

I am pleased to present the Annual Report of the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) for the year ending 30 June 2026. Given the dual role of NOPSEMA as regulator under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS Act) and the *Offshore Electricity Infrastructure Act 2021* as the Offshore Infrastructure Regulator (OIR), this report details the activities of both NOPSEMA and the OIR.

This report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 690 of the OPGGS Act, which requires that I provide an Annual Report to you for presentation to Parliament.

The Annual Performance Statements in Part 4 of this report have been prepared in accordance with section 39(1) of the PGPA Act and accurately present NOPSEMA's performance for the 2025-26 financial year in accordance with subsection 39(2) of the PGPA Act.

The report includes NOPSEMA's audited financial statements prepared in accordance with the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*. I certify that I am satisfied that NOPSEMA has in place appropriate fraud control mechanisms that meet our needs and comply with the PGPA Act, PGPA Rule and associated framework applying in 2025-26.



Sue McCarrey
Chief Executive Officer
17 September 2026

Letters of transmittal

The Hon Josh Wilson MP
Minister for Resources
Parliament House
Canberra ACT 2600

cc: The Hon Chris Bowen MP, Minister for Climate Change and Energy

Dear Assistant Minister,

I am pleased to present the Annual Report of the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) for the year ending 30 June 2026. Given the dual role of NOPSEMA as regulator under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS Act) and the *Offshore Electricity Infrastructure Act 2021* as the Offshore Infrastructure Regulator (OIR), this report details the activities of both NOPSEMA and the OIR.

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Sue McCarrey
Chief Executive Officer
17 September 2026

Part 1

Year in review



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CEO review

I am pleased to present the 2025–26 Annual Report for the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) and the Offshore Infrastructure Regulator (OIR).

The focus of this period was to continue strengthening Australia's offshore energy regulatory framework through risk-based, transparent and effective regulation, while supporting industry to manage safety, well integrity, environmental and infrastructure risks in an increasingly complex operating environment.

Australia's offshore energy sector continues to evolve. Offshore petroleum and greenhouse gas storage activities remain important to Australia's energy security, while offshore renewables projects are moving from early planning into more detailed feasibility studies and project development. Across this changing sector, our purpose remains clear: to assure the protection of lives and the environment offshore.

In 2025-26, NOPSEMA continued to progress its National Priorities: structural integrity, redundant wells, psychosocial health, control of work, and leadership and management. These priorities focus regulatory effort on the most critical safety and environmental challenges facing the offshore industry, and provide a coordinated framework for targeting areas where sustained improvement is required.

In support of these priorities, NOPSEMA staged two Better Practice Forums during the year. The first focused on leadership and safety, recognising the critical role of senior leaders and effective management systems in driving safe outcomes. The second focused on psychosocial health, reflecting NOPSEMA's increased regulatory attention on the management of psychosocial risks in offshore workplaces.

Following the commencement of the amended offshore safety regime in June 2025, duty holders are required to explicitly consider psychosocial risks in safety cases and report incidents such as sexual harassment, bullying and harassment. NOPSEMA has supported industry through updated guidance, engagement and inspection activity, recognising that worker health and safety includes both physical and psychosocial wellbeing.

NOPSEMA's regulatory assurance, inspection and investigation work also remained central to our role. Throughout the year, we continued to monitor compliance, respond to incidents and complaints, and take proportionate regulatory action where required. This work supports continuous improvement across industry and reinforces the importance of effective systems, capable leadership and a strong safety culture.

A significant regulatory milestone was the commencement of the remade Offshore Petroleum and Greenhouse Gas Storage (Resource Management and Administration) Regulations 2025. These regulations support more effective management of Australia's offshore petroleum and greenhouse gas resources, including through modernised well operations management plan requirements, annual well integrity reporting, improved data management, and strengthened oversight and transparency. NOPSEMA worked closely with industry and stakeholders through consultation, information sessions and development of guidance material to support implementation.

Decommissioning and the management of redundant wells remained a major focus. Australia's offshore oil and gas industry is entering a period of increased decommissioning activity as assets age and reach the end of their operational life. Decommissioning must be planned early, undertaken safely and completed in a timely and environmentally responsible manner. Additionally, the new Australian Government guidance on the removal of offshore oil and gas property and the sea dumping of infrastructure in Commonwealth waters reinforced that full removal remains the legislated base case for decommissioning.

In May 2026, NOPSEMA released Australia's Offshore Energy Industry Performance Report 2025, providing a consolidated view of offshore activity and performance across regulated jurisdictions. Drawing on regulatory data, assessments, inspections, enforcement outcomes and engagement insights, the report improves transparency, shares lessons and supports continuous improvement across the sector.

Work continued on developing our new digital platform, Central Operations for Regulatory Excellence (CORE) to modernise how duty holders interact with us. CORE is being designed to bring regulatory and engagement processes into a single streamlined portal, allowing industry to lodge applications, track progress, access guidance and make better use of regulatory information. Engagement with offshore oil, gas and offshore renewables stakeholders throughout 2025–26 helped shape the design of the platform, ensuring it is practical, intuitive and aligned with operational needs.

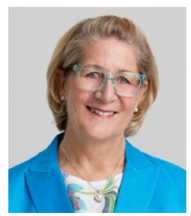
Stakeholder engagement remains central to the work of our organisation. We continued to engage directly with industry, unions, government, community groups, fisheries organisations and First Nations groups to explain our role, regulatory expectations and regulatory processes.

We placed particular focus on strengthening engagement with First Nations groups across Victoria, Western Australia and the Northern Territory, with a focus on Sea Country, the offshore energy project lifecycle, consultation processes, and how groups can provide effective input.

For the OIR, 2025-26 was a year of continued regulatory maturity. As offshore renewables projects progress through feasibility and early-stage planning, the OIR has focused on setting clear expectations, transparent decision-making and strong protections for workers, the environment and other marine users.

There is much for NOPSEMA and the OIR to look forward to as we continue to meet the challenges of a changing offshore energy sector. I thank NOPSEMA's staff for their professionalism and commitment, our Ministers for their support, and the NOPSEMA Advisory Board for its guidance. I would also like to thank the Department of Industry, Science and Resources and the Department of Climate Change, Energy, the Environment and Water for their continued policy support.

Looking ahead, I am confident NOPSEMA and the OIR will continue to regulate with independence, integrity and purpose, supporting safe, responsible and transparent offshore energy activities in Australia.



Sue McCarrey
Chief Executive Officer
NOPSEMA

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Financial performance

NOPSEMA reported a surplus of $11.9 million in 2025-26, compared with a surplus of $33.9 million in 2024-25. Total revenue for the year was $71.3 million, comprising $68.8 million in own-source revenue and $2.5 million in government funding, while total expenses were $59.4 million.

Revenue from fees and levies totalled $65.2 million in 2025-26, compared with $61.9 million in 2024-25. Revenue was influenced by the level and mix of regulatory activity undertaken throughout the year, including increased safety case levy activity and assessment work associated with emerging decommissioning projects across the offshore petroleum industry. The assessment of significant decommissioning environment plans contributed to higher cost recovery revenue during the reporting period.

Interest revenue of $3.3 million also contributed to the financial result.

Employee benefits remained NOPSEMA's largest expenditure category at $47.4 million, representing approximately 80% of total expenses. Supplier expenses were $9.7 million, reflecting expenditure across a range of operational and strategic activities, including the continued delivery of NOPSEMA's Digital Transformation Program. During the year, Project DRS was implemented, transitioning the agency's document and records management capability to Microsoft SharePoint, while Project CORE progressed through key design, governance and solution development activities. The timing of expenditure associated with these initiatives contributed to lower overall expenditure than originally budgeted.

At 30 June 2026, NOPSEMA reported total assets of $114.1 million, total liabilities of $25.3 million and net assets of $88.8 million. Cash and cash equivalents increased from $77.8 million to $90.9 million during the year, reflecting the combined effect of operating cash inflows and the timing of planned expenditure. Equity increased by the amount of the annual surplus, resulting in a closing equity balance of $88.8 million.

NOPSEMA exercised its powers under section 577 of the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* to ensure the continued safe monitoring and maintenance of an offshore facility following a breach of a general direction.

NOPSEMA expects that sufficient funding arrangements will be available to meet forecast obligations arising from these activities.

NOPSEMA's financial position at year end provides a sound basis to support its ongoing regulatory responsibilities and organisational priorities.





National Priorities

NOPSEMA's National Priorities represent a focused and risk-based approach to offshore safety and environmental regulation. These priorities guide additional regulatory effort toward the most critical challenges in Australia's offshore energy sector, ensuring resources are strategically allocated to drive measurable improvements in safety, integrity, and environmental performance.

1. Structural integrity: Ensuring offshore assets remain safe and well-maintained

The structural integrity National Priority has progressed a broad suite of initiatives aimed at strengthening life cycle management of offshore assets. One key initiative is ongoing risk-based inspections with a focus on structural integrity across industry. Supporting work has advanced guidance material and position papers to promote consistent approaches to structural integrity management across the asset life cycle.

These initiatives are contributing to a more structured and proactive regulatory framework, supporting improved industry understanding and application of life cycle integrity principles. Further work is planned to build on these foundations, including publication of guidance and sharing case studies (what good looks like). This ongoing program of work will support continuous improvement in structural integrity management through a consistent, risk-based regulatory approach.

2. Addressing redundant wells: Strengthening oversight to ensure wells are decommissioned responsibly

The addressing redundant wells National Priority has delivered strong progress in establishing a coordinated, risk-based approach to well decommissioning across industry. A compliance strategy aimed at reducing the inventory of redundant wells by prioritising regulatory focus on highest risk wells has been developed and finalised. This work was informed by engagement with duty holders and industry forums. Risk ranking of all redundant wells has been completed, enabling a more targeted and transparent approach to identifying higher risk wells for regulatory focus.

These initiatives have strengthened industry awareness and capability in managing well decommissioning, while providing a clearer framework for regulatory intervention. Work is continuing to further embed the compliance approach, including ongoing engagement with priority duty holders to progress necessary well decommissioning, development of monitoring tools such as dashboards, and integration of reporting requirements into broader regulatory frameworks. This work ensures continued progress through a structured, proportionate approach that supports safe and responsible well abandonment across the sector.

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3. Psychosocial health: Protection of worker mental health and wellbeing

The psychosocial health National Priority has delivered substantial progress across inspection, legislative, and capability-building initiatives, supporting improved management of psychosocial risks across industry.

Legislative changes have been fully implemented, and significant advancements have been made in capability development through the release of guidance, internal procedures, and targeted education initiatives. Increased transparency has also been achieved through regulator publications and strengthened engagement with industry better practice forums.

These initiatives have contributed to a more informed and capable industry response to psychosocial hazards. In 2026, focus will be placed on external capability building, completion of planned offshore inspections, and the psychosocial health benchmarking campaign. Ongoing engagement, monitoring, and guidance will ensure continued improvement in the management of psychosocial risks through a proportionate and sustained regulatory approach.

4. Control of Work: Promoting effective systems to ensure work is carried out safely and we learn from incidents to continually improve.

Control of Work (CoW) systems include job task analysis, permit to work processes, and isolations, and are essential to effectively manage risk in offshore operations.

A targeted analysis of Control of Work has commenced within NOPSEMA. The analysis leverages AI to examine historical inspection and incident records to inform the identification of recurring themes related to Control of Work. Phase 1 of the analysis indicates that despite CoW systems being well established, they were not consistently effective, with emerging themes on hazard awareness, control implementation, field verification and training. Phase 2 of the analysis will expand the data set, to confirm areas of NOPSEMA focus and support industry-wide learning. Further industry engagement is planned via regulator publications and industry forums.

There has also been considerable progress on initiatives to support quality investigation and reporting to improve root cause identification, and to enhance data collection and analysis to support industry wide learning from incidents.

5. Leadership and management: Sharing how decision-making impacts safety and environmental outcomes on offshore facilities.

The leadership and management National Priority was successfully delivered, with a range of initiatives strengthening engagement with senior industry leaders and reinforcing a focus on organisational performance.

Key actions included delivery of a leadership focused Better Practice Forum, the establishment of structured CEO and senior executive engagement mechanisms through both industry forums and meetings, and the publication of supporting materials to promote regulatory expectations.

These efforts were complemented by ongoing performance reporting and the introduction of external facing CEO dashboards, which provide industry leaders with tailored organisational performance data on safety, infrastructure integrity and environmental management. These support more targeted, informed and data-driven discussions between the regulator and duty holders.

Overall, the actions undertaken contributed to a strengthened emphasis on leadership and performance across industry, with feedback indicating increased attention to organisational performance supported by improved use of data. As a result of the initiatives implemented over the reporting period, NOPSEMA has determined that the leadership and management National Priority will now move to relevant areas of focus to be incorporated as part of NOPSEMA's regular compliance program.

More information on our National Priorities can be found at nopsema.gov.au/NationalPriorities.

Regulatory activities

NOPSEMA's compliance programs are operated under the NOPSEMA Compliance Strategy and include work streams across:

- advice and promotion of good practice and compliance
- assessments
- compliance monitoring, including inspections
- investigations
- enforcements.

During FY 2025–26, NOPSEMA:

- received 207 key permissioning documents to assess
- provided notice on 186 key permissioning documents, of which 99% were within legislated timeframes (the 1% of notices which did not meet the legislated timeframe were due to varying extenuating circumstances which were discussed with the duty holder at the relevant time)
- assessed 281 other regulatory submissions
- undertook 140 inspections, from which 613 recommendations were issued
- investigated 668 reports of notifiable incidents, 25 complaints and 57 instances of non-reportable incidents and information
- issued the following enforcements:

General direction	6
Environmental management improvement notice	0
OHS improvement notice	5
OHS prohibition notice	1
Request for a revised safety case	0
Request for a revision to an environment plan	0
Well integrity improvement notice	1

- regularly cooperated with other State and Commonwealth agencies which have functions relating to NOPSEMA's regulated operations, including but not limited to: Department of Industry, Science and Resources (DISR), Department of Climate Change, Energy, the Environment and Water (DCCEEW), Australian Maritime Safety Authority (AMSA), the Department of Energy, Environment and Climate Action (Victoria) (DEECA), Environment Protection Authority Victoria (EPA Victoria) and the Department of Mines, Petroleum and Exploration (Western Australia) (DMPE).



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NOPSEMA overview



Enabling legislation and principal functions

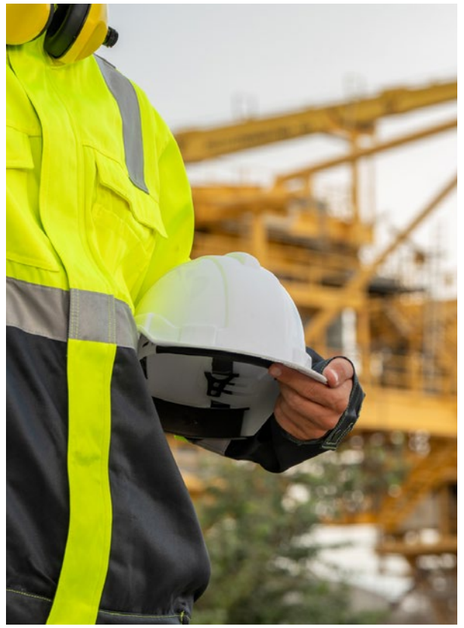
NOPSEMA

NOPSEMA is Australia's independent expert regulator for offshore petroleum and greenhouse gas storage activities in Commonwealth waters. Its regulatory oversight includes occupational health and safety (OHS), the structural integrity of facilities, wells and well-related equipment, and environmental management.

NOPSEMA was established under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS Act). Its functions are set out in section 646 of the OPGGS Act and are summarised as follows:

- To promote the OHS of persons engaged in offshore petroleum and greenhouse gas storage operations.
- To develop and implement effective monitoring and enforcement strategies to secure compliance by persons with their obligations under the OPGGS Act and regulations, a structural integrity law or an environmental management law.
- To investigate accidents, occurrences and circumstances that affect or have the potential to affect OHS, or involve or may involve deficiencies in structural integrity or environmental management.
- To report on investigations, as appropriate, to the responsible Commonwealth Minister (RCM), and to State and Northern Territory petroleum Ministers.
- To advise persons on matters relating to OHS, structural integrity, and environmental management.
- To make reports, including recommendations, to the RCM and to State and Northern Territory petroleum Ministers on issues relating to OHS, structural integrity, and environmental management.
- To provide information, assessments, analysis, reports, advice, and recommendations to the RCM in relation to the RCM performing functions or exercising powers in relation to offshore greenhouse gas storage operations.
- To cooperate with the Titles Administrator on the administration and enforcement of the OPGGS Act and regulations and with other Commonwealth, State and Northern Territory agencies and authorities that have related functions.
- Such other functions conferred on NOPSEMA by or under the OPGGS Act.
- To do anything incidental to or conducive to the performance of any of the above functions.

NOPSEMA can regulate in state and Northern Territory waters where powers and functions are conferred.



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Offshore Infrastructure Regulator (OIR)

The OIR is Australia's expert regulator for offshore renewables. The OIR is responsible for overseeing work health and safety (WHS), infrastructure integrity and environmental management of offshore infrastructure activities in the Commonwealth offshore area.

The *Offshore Electricity Infrastructure Act 2021* (OEI Act) establishes the functions and powers of the OIR and designates NOPSEMA to administer them. Its functions under section 177 of the OEI Act are summarised as follows:

- To promote the WHS of persons engaged in offshore infrastructure activities.
- To develop and implement effective monitoring and enforcement strategies to secure compliance by persons with their obligations under the OEI Act, applied WHS provisions, a licence, or matters relating to WHS, environmental management and infrastructure integrity.
- To investigate accidents, occurrences and circumstances that affect, or have the potential to affect WHS or involve, or may involve, deficiencies in environmental management or infrastructure integrity.
- To report on investigations, as appropriate, to the Minister for Energy.
- To advise persons on matters relating to WHS, environmental protection and infrastructure integrity.
- To make reports, including recommendations, to the Minister for Energy on issues relating to WHS, environmental protection and infrastructure integrity.
- To provide information, assessments, analysis, reports, advice and recommendations to the Minister for Energy in relation to the administration and functioning of the OEI Act and applied WHS provisions.
- To cooperate with the Registrar in matters relating to the administration and enforcement of the OEI Act and the applied WHS provisions, and with other Commonwealth, State or Territory agencies and authorities that have functions related to the regulation of offshore infrastructure activities.
- Such functions conferred on the OIR under the OEI Act including the applied WHS provisions
- To do anything incidental to or conducive to the performance of any of the above functions.

Jurisdiction

NOPSEMA regulates all petroleum and greenhouse gas storage activities in Commonwealth waters as defined under the OPGGS Act. Commonwealth waters start three nautical miles off the coast and extend to the boundary of Australia's exclusive economic zone.

In accordance with the OEI Act, the OIR is responsible for regulating offshore infrastructure activities in the Commonwealth offshore area.

NOPSEMA also regulates the health and safety and structural integrity of petroleum and greenhouse gas storage activities in the coastal waters of Victoria following conferral of state powers and functions to NOPSEMA.

Discussions regarding the conferral of powers and functions continue with other jurisdictions.

Vision, purpose, approach and values

In early 2026, NOPSEMA conducted a review of its vision, purpose, approach and values to ensure they remain clear, relevant and aligned to the agency's future direction – the refreshed statements and values are as follows:

Our vision

A protected offshore workforce and environment for current and future generations.

Our purpose

To independently regulate offshore energy activities using a risk-based approach to protect people and the environment.

Our approach

Influence
Improve
Oversee
Enforce

Our values - Australian Public Service (APS) and NOPSEMA

Impartial

APS:
The APS is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.

NOPSEMA:
We act objectively, fairly and without bias in all that we do.

Committed to Service

APS:
The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

NOPSEMA:
We deliver high quality, professional and responsive regulatory functions that protect the community, workers and the environment.

Accountable

APS:
The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

NOPSEMA:

We are transparent in our decision making and responsible for our actions and outcomes.

Respectful

APS:
The APS respects all people, including their rights and their heritage.

NOPSEMA:
We foster a respectful, inclusive and safe workplace and engage constructively with stakeholders.

Ethical

APS:
The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

NOPSEMA:
We act with integrity, professionalism and honesty at all times.

Stewardship

APS:
The APS builds its capability and institutional knowledge and supports the public interest now and into the future, by understanding the long-term impacts of what it does.

NOPSEMA:
We strengthen regulatory capability and knowledge for enduring outcomes, balancing present needs with future impacts.

Independence

NOPSEMA:
We make our decisions independently on the merits of the circumstances, and without undue influence.

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Our outcome

Outcome 1

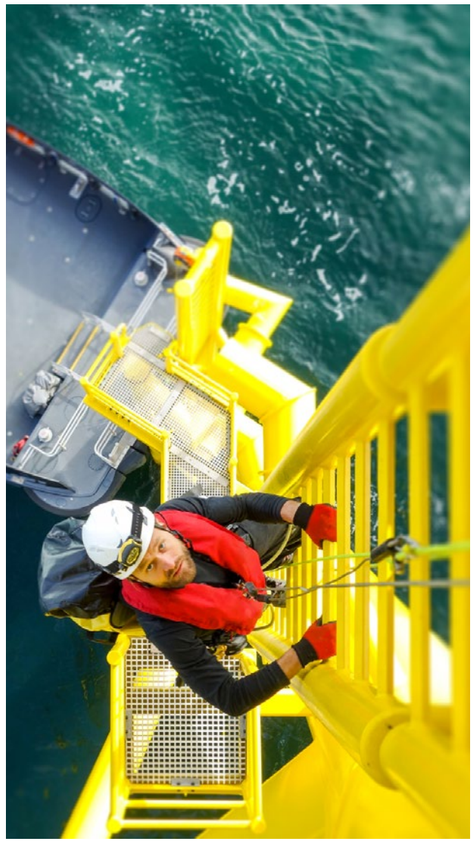
A protected offshore workforce and environment through regulatory oversight of Australia's offshore energy industries, as well as through engaging, advising, and educating the regulated community. Our Corporate Plan 2025-30 articulates how we seek to achieve this outcome and how achievement and success is measured.

Program 1.1: National Offshore Petroleum Safety and Environmental Management Authority

Promote and enforce the effective management of risks to the workforce, the environment, and the structural integrity of facilities, wells and well-related equipment through regulation of the Australian offshore petroleum and greenhouse gas storage industries.

Program 1.2: Offshore Infrastructure Regulator

Promote and enforce the effective management of risks to the workforce, the environment, and the integrity of infrastructure through regulation of the Australian offshore renewable energy and electricity transmission infrastructure industries.



Our Ministers

As of 30 June 2026, NOPSEMA's Ministers were:

- The Hon. Madeleine King MP, Minister for Resources and Minister for Northern Australia
- The Hon. Chris Bowen MP, Minister for Climate Change and Energy
- The Hon. Murray Watt MP, Minister for the Environment and Water
- The Hon. Lily D'Ambrosio MP, Minister for Energy and Resources, Victoria

Executive



Sue McCarrey
Chief Executive Officer

Sue McCarrey was appointed Chief Executive Officer of NOPSEMA in February 2023 and reappointed in February 2026, bringing more than 40 years of leadership experience across government, education, transport and regulatory sectors. Prior to joining NOPSEMA, Sue served for eight years as Chief Executive at the Office of the National Rail Safety Regulator, where she led national reform in rail safety and regulatory efficiency, while building industry trust and driving systemic safety improvements.

Her career has included senior executive roles at the WA Department of Transport, where she was Deputy Director General of Policy, Planning and Investment, and with the Public Transport Authority. Earlier in her career, she worked in education, including as a school principal – providing a strong foundation in public service and operational leadership.

Sue brings deep expertise in policy development, regulatory frameworks, and risk management across safety and environmental domains. She is recognised for her ability to lead complex reform, build regulatory maturity, and engage at the highest levels of industry and government. Sue now leads NOPSEMA and the OIR through a pivotal period of change as the agency expands its oversight into offshore renewables while maintaining robust regulation of the offshore energy sector.

She holds a Bachelor of Law from Murdoch University and a Master of Education from Edith Cowan University and is a graduate of the Australian Institute of Company Directors. Sue is a fellow of the Institute of Public Administration and a member of the National Association of Women in Operations.



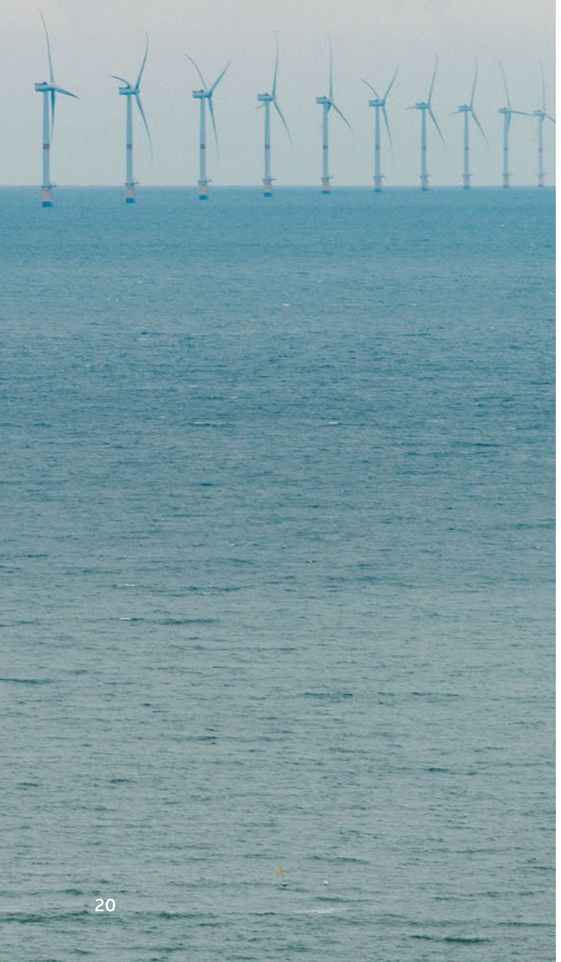
Graham Blair
Deputy CEO,
Regulatory Operations

Graham leads the Regulatory Operations division, spanning Environment, Safety and Well Integrity disciplines. His Regulatory Operations teams ensure NOPSEMA's legislated functions are fulfilled by undertaking structured assessment, inspection, enforcement, promotion and advisory activities across all duty holders. Graham's teams administer the regulatory functions that ensure a protected offshore workforce and environment. These functions are provided across the entire industry life cycle, from exploration through development, production and eventual decommissioning.

Graham joined NOPSEMA in 2023, having previously worked for more than 20 years with energy company Shell, both internationally and in Australia. He has extensive leadership experience at an executive level in the oil and gas industry where roles have included driving regulatory compliance of new offshore ventures and high-level stakeholder management. He has a technical background across subsurface and engineering, plus a broad understanding and experience of managing risk.

Graham holds a Bachelor of Science (Hons, Geology) from the University of Glasgow (UK) and a Master of Science (Petroleum Geoscience) from the University of Aberdeen (UK).

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Cameron Grebe
Deputy CEO, Strategic Regulation and Improvement

Cameron Grebe heads NOPSEMA's Strategic Regulation and Improvement division, leading long-term regulatory strategy, data management and analytical functions, and major investigation oversight. His division supports coordination of National Priorities, delivers early-stage regulatory advice on offshore petroleum, greenhouse gas storage and carbon capture and storage projects, and leads major improvements in regulation. The division also provides supporting technical skills across environmental sciences, cultural heritage, regulatory stakeholder engagement and psychosocial health.

Prior to NOPSEMA, Cameron has more than 16 years' experience in the resources industry as an environmental engineer and advisor, having held senior roles at BHP, Woodside Energy, and Shell Global Solutions International. He joined NOPSEMA in 2011 as the inaugural Head of Environment and took on decommissioning coordination and offshore renewables establishment project responsibilities.

Cameron is Chair of the International Offshore Petroleum Environment Regulators Forum and a member of the National Council for the Australasian Environmental Law Enforcement Network. He holds a Bachelor of Engineering (Environmental Engineering) from the Royal Melbourne Institute of Technology, a Postgraduate Diploma in Energy Studies from Murdoch University and is a member of the Australian Institute of Company Directors.



Charmain FitzGerald
Executive General Manager, Corporate and Business Transformation

Appointed in August 2023, Charmain leads NOPSEMA's Corporate and Business Transformation Division – overseeing human resources and safety, finance and procurement, information management and technology, planning and business services, risk and internal audit, and transformation activities. As a member and Chair of the Corporate Management Committee, and advisor to the agency's Audit and Risk Committee, she ensures strategic alignment and operational excellence across all corporate functions.

With significant cross-industry experience, Charmain's past roles include leadership positions at RAC WA, Bankwest, Ernst & Young, and Downer EDI, where she led strategy and planning, digital transformation, and program management across transport, infrastructure, utilities, and energy sectors.

Her expertise spans business performance, process improvement, organisational and digital change, culture and capability building, and governance – all of which has helped drive efficient corporate support systems underpinning NOPSEMA's regulatory objectives. Charmain holds a Bachelor of Science (Honours) from Cranfield University (UK), is a certified PRINCE2 Project Management Practitioner, and serves as Non-Executive Director and Deputy Chair at Disability Assembly WA, where she champions improved outcomes for people with disabilities, their families, and carers.



Lisa Azzarello
Executive Director, Strategic Communications and Engagement

Lisa Azzarello is Executive Director, Strategic Communications and Engagement at NOPSEMA, appointed in January 2025. She brings more than two decades of experience across energy, infrastructure, government, and not-for-profit sectors. Lisa delivers strategies that shape reputation, build stakeholder trust, and influence policy in complex regulatory and community environments.

Prior to NOPSEMA, she was General Manager – External, Government & Stakeholder Relations at Mitsui E&P Australia, leading national and international engagement on energy transition and carbon sequestration. Her career also includes senior roles with Newmont Australia, CSIRO, Chevron, and the Chamber of Minerals and Energy of WA, where she led strategic communications, Indigenous engagement, and public policy.

Lisa is responsible for leading the Strategic Communications and Engagement Directorate including communications, media, government relations and policy, crisis management, and stakeholder engagement functions, in addition to statutory secretariat functions for the NOPSEMA Advisory Board. She provides strategic counsel to the CEO and Executive Leadership Team on emerging trends and sector-wide issues relevant to Australia's offshore energy regulator. She holds a Bachelor of Arts (Honours) in Cultural Heritage Management and Archaeology from the University of Sydney.

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Kavitha Khoosal
Chief Financial Officer

Kavitha is a highly experienced finance executive with close to two decades of experience across the energy, consulting, and government sectors. She was appointed Chief Financial Officer in November 2024. Her earlier experience includes serving as Group CFO for a multinational energy consultancy, where she led global finance, HR, and administrative functions across operations in the United Kingdom, Australia, United Arab Emirates and the United States. In this role, she played a key role in strengthening business resilience, leading enterprise-wide transformation, and supporting strategic decision-making through enhanced forecasting and performance reporting.

Throughout her career, Kavitha has developed a strong reputation for financial leadership, corporate governance, and cross-jurisdictional compliance. She has extensive experience engaging with boards and executive teams, overseeing statutory and tax compliance across multiple regions, and delivering sustainable financial outcomes during periods of organisational change.

She is a member of Chartered Accountants Australia and New Zealand and holds dual Bachelor of Commerce Honours degrees in Accounting and Management Accounting. She is also a graduate of the Women's Leadership Development Programme at Saïd Business School, University of Oxford. Kavitha brings a collaborative and strategic approach to leadership, focused on long-term value creation and operational excellence.



Owen Wilson
Executive Director, Offshore Renewables

Following more than a decade in senior roles at NOPSEMA, Owen Wilson was appointed Executive Director of Offshore Renewables in 2023 with additional functions for financial assurance added to his role in early 2026.

Owen leads the Offshore Infrastructure Regulator (OIR), which regulates work health and safety, infrastructure integrity and environmental management for Australia's emerging offshore renewables industry.

He is also leading the agency's implementation of proposed reforms to requirements for decommissioning planning and financial assurance for the oil and gas industry.

Owen and his team have a strong focus on delivering modern, adaptive and transparent regulation underpinned by clear advice and guidance to industry, government, and community stakeholders.

Placing an emphasis on effective collaboration with other agencies, Owen seeks to ensure that regulation is delivered in a manner that is fit-for-purpose, future-focused, and capable of upholding robust safety and environmental standards.

Owen has more than 20 years' experience in onshore and offshore energy and resources regulation, including leading development and implementation of significant reforms to enhance the efficiency and effectiveness of regulatory frameworks for high hazard industries.

He holds a Bachelor of Science from Murdoch University, a Diploma in offshore wind and has broad experience in the Australian public service at the Commonwealth and State levels. Owen represents Australia in several international forums on offshore renewables regulation and is the current chair of the International Regulator's Forum Offshore Renewable Energy Subcommittee.

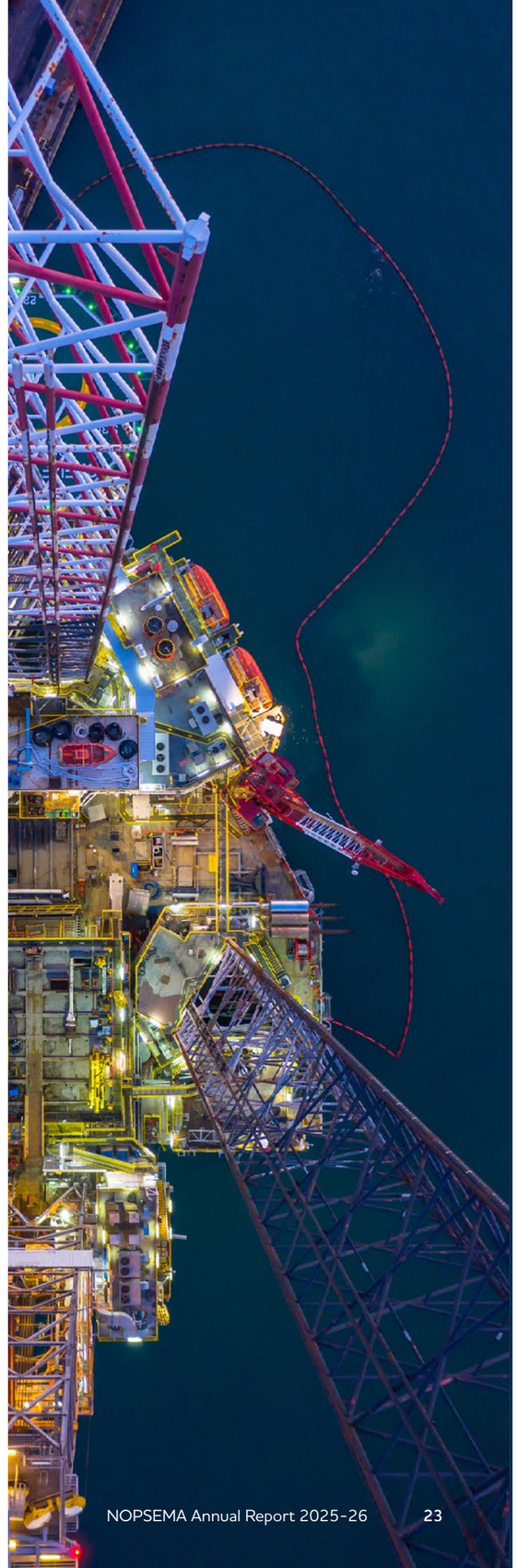


Oliver Young
Executive Director, Legal and Governance; General Counsel

Oliver joined NOPSEMA in September 2024 as General Counsel and Executive Director - Legal and Governance. Leading the Legal and Governance Division, he provides strategic legal counsel and oversight across regulatory, legislative, governance, and public law matters. As a member of the Executive Leadership Team and advisor to the agency's Audit and Risk Committee, he ensures legal integrity and alignment with Commonwealth priorities in support of NOPSEMA's regulatory mandate.

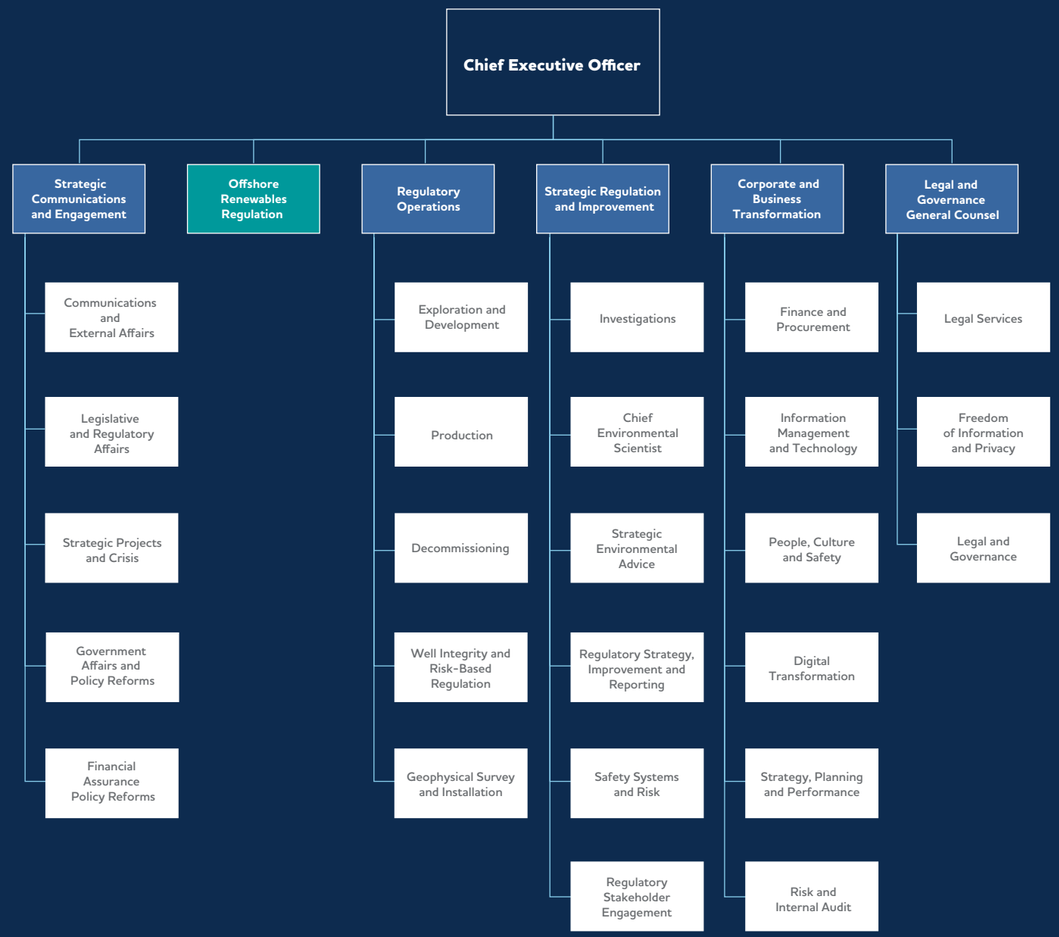
With nearly two decades of experience as a senior executive and public lawyer, Oliver has held leadership roles in both government and private practice, including as a partner at a leading national law firm. He has advised on complex legal, operational, and policy issues, and brings a deep understanding of government drivers, industry challenges, and the value of risk-based approaches to legal and governance frameworks.

Oliver leads by example and fosters a culture of collegiality and collaboration, building teams with shared purpose and vision. He is known for delivering organisational change during periods of transformation, and his expertise spans public law, regulatory compliance, governance, and stakeholder engagement. His people-focused leadership style is underpinned by integrity, accessibility, and a strong reputation across government and industry. Oliver holds a Bachelor of Laws (Honours) and Asian Studies from the Australian National University.



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Organisational structure



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Management and accountability



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Accountable authority

Accountable authority

The Chief Executive Officer (CEO) is the accountable authority of NOPSEMA.

Time spent as the accountable authority during the reporting period			
Name	**Position/title**	**Date of commencement**	**Date of cessation**
Sue McCarrey	CEO	01/07/2025	17/09/2025
		16/10/2025	29/03/2026
		03/04/2026	19/06/2026
		29/06/2026	30/06/2026
Charmain FitzGerald	Acting CEO	18/09/2025	15/10/2025
Cameron Grebe	Acting CEO	30/03/2026	02/04/2026
Graham Blair	Acting CEO	20/06/2026	28/06/2026



Corporate governance

NOPSEMA

The CEO has overall responsibility for the management of NOPSEMA. Under the OPGGS Act, all legal powers and functions of NOPSEMA are vested in the CEO. The CEO, with approval from the responsible Commonwealth Minister (RCM), may delegate authority for the day-to-day operations of NOPSEMA to senior NOPSEMA staff.

NOPSEMA is required under the OPGGS Act to report on its investigations to the responsible Commonwealth, State and Northern Territory petroleum ministers. NOPSEMA is also required to report to the Minister for the Environment and Water on its performance under streamlined environmental authorisation arrangements, an endorsed program under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

The RCM may issue written policy principles to NOPSEMA to direct the way it performs its functions. If a written policy principle relates to NOPSEMA operations in designated coastal waters, the RCM must first consult with the relevant State or Northern Territory petroleum ministers. These policy principles do not extend to NOPSEMA's regulatory decision-making.

As a Corporate Commonwealth Entity, NOPSEMA has obligations under the PGPA Act and the *Public Service Act 1999*. NOPSEMA ensures compliance with these obligations through its corporate governance arrangements.

Offshore Infrastructure Regulator

The CEO of NOPSEMA is also the CEO of the OIR. The CEO has responsibility for exercising the powers and functions of the OIR under the OEI Act and for the day-to-day management of the OIR.

In discharging its functions under the OEI Act, the OIR advises the Minister for Climate Change and Energy and may provide reports and recommendations to the Minister on matters relating to work health and safety, infrastructure integrity and environmental management for activities regulated under the OEI Act.

Risk, fraud and corruption control

NOPSEMA is strongly committed to governance that involves internal controls and an ethical culture. It is a responsibility of all NOPSEMA officials to safeguard NOPSEMA's property against loss through fraud, corruption or negligence and to support fraud and corruption control efforts.

NOPSEMA's enterprise risk management framework aligns to AS/NZS ISO 31000:2018 Risk Management - Guidelines and aligns with the Commonwealth Risk Management Policy. The framework facilitates the management and control of all reasonably foreseeable enterprise risks relevant to NOPSEMA.

NOPSEMA has implemented risk appetite statements that communicate NOPSEMA's expectations of how much risk the organisation is willing to accept to achieve its strategic priorities.

NOPSEMA also has a Fraud and Corruption Control Plan setting out the steps NOPSEMA will take to prevent, detect and respond to fraud and corruption.

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Audit and Risk Committee

The Audit and Risk Committee is established by the accountable authority in compliance with section 45 of the PGPA Act and section 17 of the *Public Governance, Performance and Accountability Rule 2014*. The Committee Charter, published on the NOPSEMA website, outlines the purpose, membership, key functions and responsibilities of the committee, as part of the overall financial governance structure of NOPSEMA.

During 2025-26, the committee met in September and December 2025, and March and June 2026.

Audit and Risk Committee members

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended	Total annual remuneration (GST inc.)	Additional information
Michelle Andrews (Chair)	Michelle has more than 40 years' experience in State and Federal Government, most recently as Director General WA Department of Water and Environmental Regulation. Michelle brings expertise in strategy, governance, policy and regulation, and holds a Bachelor of Science (Environment).	4	$4,000	
Ammar Raza	Ammar is a Member of Chartered Accountants Australia and New Zealand with extensive experience in Commonwealth and state government agencies and the private sector. He specialises in financial statement audits, risk management, financial reporting, and public sector compliance. Ammar holds a Master of Professional Accounting and applies his expertise to ensure strong financial governance and accountability.	1	$600	Resigned as a member in December 2025.
George Araj	George has more than 25 years of experience leading governance, risk management and internal audit engagements across five continents. George has diverse industry experience including in the energy and resources sectors. George holds qualifications as a CPA, Internal Audit leadership, certifications as an internal auditor and fraud examiner and certification in risk management assurance.	4	$2,460	Registered for GST from 20 March 2026.
Richard Thomas	Richard was the lead partner of Deloitte Perth Risk Advisory from 2011-2018. For the duration of the ACCC determination, he was the Domgas Trade Practices auditor for the NWS and Gorgon projects. He currently chairs Audit & Risk Committees at Brightwater Care Group, the Public Trustee of WA, Perth Markets Group Ltd and Identitii Ltd. He is a member of CAANZ and IIA, as well as being the Special Adviser to The Whadjuk Foundation Inc.	4	$2,520	Registered for GST from 1 January 2026.



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People management



In 2025-26 NOPSEMA continued to:

- build a high performing and values-based culture
- attract, recruit and retain a highly skilled workforce
- proactively plan for future workforce needs
- provide high quality and timely learning and development opportunities to employees
- enhance use of contemporaneous and accessible human resource information systems.

We will continue to support this through the strategic direction, projects and initiatives outlined in NOPSEMA's People Plan 2025-2028.

Workforce planning

Workforce planning continued to be an important part of identifying common workforce risks and opportunities to mitigate those risks.

NOPSEMA's 2025-26 workforce planning cycle involved discussions with executives and managers from across all divisions and directorates. The process was expanded to cover a broader range of topics, such as succession planning, and to integrate into our corporate planning and budgeting processes. Outcomes included business area workforce plans and identification of future corporate learning priorities and workforce requirements.

Talent acquisition, induction and retention

During the 2025-26 period NOPSEMA was successfully able to recruit to most of its vacant positions; and has an occupancy rate of approximately 90% for the reporting period.

During the reporting period NOPSEMA had 24 commencements and 21 separations (includes non-ongoing and ongoing).

There continued to be a focus on improving attraction, induction and retention of employees through initiatives undertaken as part of NOPSEMA's People Plan.

NOPSEMA established an Employee Value Proposition of 'Expertise with Impact' during the reporting period based on the key themes of work that matters, trusted flexibility and having an environment for good judgement. This will now be implemented through updates to our recruitment, selection and onboarding processes, for example new candidate kits and realistic job previews.

NOPSEMA also managed a move to a new recruitment, selection and onboarding platform which will commence operations in July 2026. This will provide an improved experience for candidates through streamlined application and engagement processes. It will also enhance the timeliness and efficiency of recruitment, selection and onboarding activities for managers through increased automation of these activities.

Development and performance

NOPSEMA is committed to retaining its position as a learning organisation that continues to review and develop a broader skillset and engage in new ways of working together to ensure that we continue to deliver our regulatory functions efficiently and effectively.

In support of this, NOPSEMA continued to provide employees with access to a range of developmental opportunities across the period to support the delivery of job role requirements. This includes on-the-job and formal technical, professional and compliance training opportunities delivered face to face and/or virtually to employees. We expanded this during 2025-26 to include regulatory professional development courses to support our employees to apply these skills when undertaking regulatory activities.

Corporate training initiatives that were delivered across the period included:

- leadership training for our executive management team and senior leadership group
- regulatory professional development training covering presentation skills, relationship management and resilience
- Appropriate Workplace Behaviour training focusing on the APS Code of Conduct and applying APS values in the workplace
- work health and safety roles and responsibilities training
- cultural competency (First Nations) training.

Individual career planning is available for employees as part of their performance management and development discussions to support progress towards career aspirations. NOPSEMA maintains a strong focus on continuous professional development, providing a range of opportunities to employees, including study assistance for those wishing to pursue further education that is relevant and necessary to their career path at NOPSEMA. Activity has commenced to better equip employees to self-manage their career planning, including late career planning and other initiatives undertaken as part of NOPSEMA's People Plan supported by bespoke toolkits and checklists, as well as access to in-house profiling and coaching.

Employee benefits

NOPSEMA offers staff highly competitive remuneration packages and exceptional working conditions. These include:

- competitive employer superannuation contributions at 15.4 per cent
- 25 days of annual leave and 18 days of personal leave per annum
- ability to purchase additional leave subject to operational requirements
- learning and development opportunities
- flexible working arrangements
- employee assistance program for staff and immediate family members
- annual influenza vaccinations and biennial health checks, e.g. skin cancer and heart health checks
- $300 subsidy for employees requiring prescription glasses to perform their duties
- $750 per calendar year for appropriate professional memberships/subscriptions.

Diversity and inclusion

NOPSEMA is committed to embracing an inclusive workplace where all employees are valued and treated with respect. We actively promote a work environment that recognises and values individual differences of employees and fosters contributions of people from different backgrounds, experience and perspectives. This is supported by our human resource management policies and practices, which seek to ensure a workplace free from discrimination and harassment.

We have placed greater focus on diversity and inclusion during the period by establishing the NOPSEMA Diversity and Inclusion Plan 2026-2029. This confirms our ongoing commitment to strengthening diversity and inclusion in our workplace.

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It also outlines the activities we will undertake to support employees to understand and build on our workforce diversity, ensure an equitable workplace and to make a full contribution and fulfil their potential through inclusive tools, processes and systems.

We have also continued to celebrate days of cultural significance. NOPSEMA hosted a panel discussion during National Reconciliation Week, featuring distinguished guest speakers Dr Richard Walley, OAM, Oral McGuire and Sharon Wood-Kenney, and moderated by John McGuire, Senior First Nations Adviser. The event was well attended and offered employees a valuable opportunity to engage with diverse perspectives and explore meaningful ways to support reconciliation in the workplace.

Australian Public Service (APS) Employee Census

NOPSEMA participates in the annual APS Employee Census, which collects information on the attitudes and opinions of employees on a voluntary basis.

The survey results are discussed by NOPSEMA's Executive Leadership Team and Senior Leadership Group to support the identification of areas for action and shape corporate strategies and initiatives. They are also presented to employees, who are given the opportunity to reflect on the results and make suggestions for improvement activities. NOPSEMA also produces an annual Action Plan in response to the results.

The 2026 Australian Public Service Census Report and Action Plan are available on NOPSEMA's website at **nopsema.gov.au**.



Standards of behaviour

Code of Conduct

In 2025-26, NOPSEMA continued to actively support and uphold the APS Values and Code of Conduct. NOPSEMA informs and educates employees on the APS Values and Code of Conduct through online induction training for new employees, face-to-face biennial Appropriate Workplace Behaviour training program for all employees and the continuing provision of access to APS policy and guidance materials. NOPSEMA also considers and, where appropriate, investigates any potential breaches of the APS Values and Code of Conduct. Our policies and practices will be further strengthened through the establishment of NOPSEMA's Ethics Framework during the reporting period.

Conflicts of interest

To fulfil our mission as an independent and professional regulator of the offshore energy sector, NOPSEMA has a policy to manage any real and perceived conflicts of interest which was updated to incorporate the APS 'Conflict of Interest Framework: Better Practice Model'. All employees must take reasonable steps to avoid any conflict of interest or other threats to the integrity of NOPSEMA and declare any conflicts of interest prior to commencing with the agency. In addition, NOPSEMA's key management personnel must annually declare in writing their own financial and other interests and those of their family members that could involve a real or apparent conflict of interest.

Performance management

NOPSEMA has a strong focus on managing the performance of all its employees to ensure effective contribution to the achievement of NOPSEMA goals. All employees participate in an annual performance management and planning process which includes mid-cycle reviews that monitor and measure employee progress against agreed objectives and goals, as well as learning and development plans. Activity has commenced to implement the APS's 'Non-SES Performance Framework' for the next performance appraisal cycle.

APS Strategic Commissioning Framework

In 2025-26, NOPSEMA took steps to bring core work in-house in line with the APS Strategic Commissioning Framework. Our target for 2025-26 aimed to bring $80,000 (excl. GST) of core work in-house in accounting and finance. This target was substantially met, with an actual reduction of $61,564 (excl. GST) in relevant supplier expenditure in 2025-26.

Work health and safety

NOPSEMA recognises that strong work, health and safety (WHS) performance is fundamental to organisational success and is committed to providing a safe, respectful, inclusive and psychologically healthy workplace for all workers.

In 2025-26, NOPSEMA continued to strengthen its WHS management system, with a focus on embedding a proactive safety-first culture supported by visible leadership commitment and shared accountability across the organisation. NOPSEMA continues to monitor and report on the organisation's WHS performance.

NOPSEMA developed its WHS Plan 2025-28, which sets out a clear strategic direction for managing both physical and psychosocial risks. The plan emphasises due diligence and continuous improvement in our processes and systems, and reinforces NOPSEMA's commitment to creating a culture where all workers feel empowered to speak up, contribute, and take ownership of WHS outcomes.

Through this plan, NOPSEMA seeks to nurture a culture grounded in psychosocial safety and respect. Leaders at all levels are expected to demonstrate a strong commitment to safety and actively promote safe systems of work, ensuring WHS is integrated into everyday practices and decision making. Our objective is to achieve or exceed the standard of WHS performance we expect from the industry we regulate.

NOPSEMA maintains the resources, systems and governance practices required to meet its obligations under the *Work Health and Safety Act 2011* (WHS Act). This includes a robust consultative framework, the ongoing development and implementation of policies and procedures, effective management of hazards and incident reports, and the provision of targeted information, education and training to all workers.

Programs and initiatives

NOPSEMA has delivered a range of WHS programs and initiatives which are summarised below.

- All employees and their immediate family members are provided with access to up to six free counselling sessions through the Employee Assistance Program. Employees are also provided with access to an additional six counselling sessions for any work-related matters. Agency-wide support has been put in place during periods of increased stress.
- Before Blue program in conjunction with BeyondBlue: this is an early intervention mental health program that provides mental health coaching to all NOPSEMA employees. The program includes eight personalised coaching sessions and access to video content and podcasts to help practice the new skills explored during coaching sessions.
- Training on the WHS role and responsibilities across the organisation is provided to all employees. Provision of targeted training for NOPSEMA's Executive Leadership Team and other employees with specific responsibilities as officers under the WHS Act.
- Regular workplace hazard inspections are undertaken in the Perth and Melbourne offices by the Health and Safety Representatives (HSR).

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- Ergonomic assessments are provided for all new employees, or where existing employees report any discomfort or injuries.
- All regulatory employees at the EL1 or EL2 level undergo a pre-employment medical assessment and continue to undergo regular medical assessments to perform work offshore.
- Critical Incident Response framework review: NOPSEMA commenced a piece of work to design a bespoke response framework for employees exposed to potentially traumatic events in the workplace. The framework will include a tailored response process, targeted training for NOPSEMA managers and employees, and access to additional external supports in the event of a critical incident occurring. A working group of employees from across the agency was engaged to shape the draft framework.
- Employees are offered onsite:
  - skin cancer checks
  - influenza vaccinations
  - heart health checks
  - eye examinations.



Work Health and Safety Committee

The Work Health and Safety (WHS) Committee facilitates consultation and cooperation between NOPSEMA and employees by providing an avenue for effective communication between senior management and employees on workplace health, safety and environmental management matters. The committee considers and monitors referred WHS matters, assists in WHS issue resolution, and contributes towards improving NOPSEMA's risk management and WHS management system.

The WHS Committee has eight members, consisting of management and HSRs. The WHS Committee met four times in 2025-26 with meeting minutes published on NOPSEMA's intranet.

Governance

Comcare is the national regulator of WHS. It conducts a program of management system audits (on all federal employers) to assess policies and practices to ensure employers are meeting and maintaining their responsibilities under the WHS Act. Comcare conducted a proactive inspection on NOPSEMA's WHS consultation, cooperation and coordination processes during the reporting period. The proactive inspection determined that NOPSEMA has appropriate and effective WHS systems regarding consultation, cooperation and coordination processes.

Incidents, investigations and other matters

Under the WHS Act, NOPSEMA is required to notify Comcare of any notifiable or dangerous incidents arising from the organisation's conduct of business or undertakings. In 2025-26, there were no notifiable or dangerous incidents.

Under the WHS Act, NOPSEMA is required to report any WHS investigations conducted during the year relating to businesses or undertakings conducted. This includes details of all notices given to the entity during the year under Part 10 of the WHS Act.

In 2025-26, there were no investigations conducted, and no notices issued to NOPSEMA.



Environmental performance

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) requires NOPSEMA to report annually on how its activities accord with and contribute to the principles of Ecologically Sustainable Development (ESD) and the environmental performance of its internal operations.

The principles of ESD (as defined by section 3A of the EPBC Act) are an object of the environment regulations administered by NOPSEMA. NOPSEMA seeks to ensure that the industry carries out offshore petroleum and greenhouse gas activities in a manner consistent with the principles of ESD through its regulatory activities (assessment, compliance monitoring, enforcement, promotion and advice).

As an Australian Government agency responsible for implementing federal environment policy, NOPSEMA also supports the work of the Federal Government to meet Australia's global greenhouse gas and climate change commitments and associated legal frameworks. This includes legislative and other requirements in place to implement Australia's commitments to the 1997 Kyoto Protocol and the 2016 Paris Agreement which include:

- To reduce greenhouse gas (GHG) emissions by 43 per cent below 2005 levels by 2030.
- To reduce the emissions of Commonwealth Government agencies to net zero by 2030.
- To reduce GHG emissions by 62-70 per cent below 2005 levels in 2035.
- To reduce GHG emissions to net zero by 2050.

Reducing the environmental impact of our own operations is an important part of NOPSEMA's corporate responsibility. NOPSEMA's day-to-day operations are largely office-based and as such our environmental footprint is limited to our offices in Perth and Melbourne and associated activities such as travel.

NOPSEMA has an internal Environment and Sustainability Policy which drives measures to reduce the environmental impact of our operations.

These measures include:

- travel policies that promote the use of phone and video conferencing in preference to air travel
- maintaining office locations in proximity to industry stakeholders to minimise travel requirements
- encouraging staff to walk, cycle or use public transport to and from work by providing suitable end-of-journey facilities at both our office locations, such as showers, lockers, and secure cycle storage
- discouraging car use by excluding car parking facilities in our office leasing agreements
- our Perth office has a 5-star NABERS energy rating (National Australian Built Environment Rating System) and a 4.5-star NABERS water rating
- our Melbourne office has a 4.5-star NABERS energy rating and a 5-star NABERS water rating
- encouraging the reduction of office energy and resource consumption through less printing, procurement waste, and energy use
- daylight harvesting (adjustable sensor) lighting in the Perth office
- maintaining waste segregation facilities and recycling contracts for disposable coffee cups, organic waste, paper, cardboard, plastics, batteries and toner ink cartridges
- where possible during all our procurement activities, we choose products that are environmentally friendly and/or sustainable.

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Emissions reporting

As part of the Net Zero in Government Operations Strategy, and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The greenhouse gas emissions inventory and electricity greenhouse gas emissions tables present greenhouse gas emissions over the 2025-26 financial year. The greenhouse gas emissions reported are calculated as carbon dioxide equivalents (CO2-e) and in line with the 2025-26 Emissions Reporting Framework. This is consistent with a whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy and Commonwealth Climate Disclosure requirements.

Please note:

- Not all waste data was available at the time of the report and amendments to data may be required in future reports. The quality of data is expected to improve over time as emissions reporting matures.
- Due to the billing cycles not aligning with the end of the financial year, some electricity data was not available during the initial collection process in July-August 2026. Adjustments to the data may be required in future reports.

2025-26 greenhouse gas emissions inventory – location-based method

Emission source	Scope 1 tCO_2-e	Scope 2 tCO_2-e	Scope 3 tCO_2-e	Total tCO_2-e
Electricity (location-based approach)	n/a	100.73	11.99	112.72
Natural gas	0.00	n/a	0.00	0.00
Solid waste	0.00	n/a	7.39	7.39
Refrigerants*	0.00	n/a	n/a	0.00
Fleet and other vehicles	0.00	n/a	0.00	0.00
Domestic commercial flights	n/a	n/a	171.49	171.49
Domestic hire car	n/a	n/a	1.26	1.26
Domestic travel accommodation	n/a	n/a	23.32	23.32
Other energy	0.00	n/a	0.00	0.00
Total t CO2-e	**0.00**	**100.73**	**215.45**	**316.18**

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO_2-e = Carbon Dioxide Equivalent. n/a = not applicable.

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



2025-26 electricity greenhouse gas emissions

	Scope 2 tCO_2-e	Scope 3 tCO_2-e	Total tCO_2-e	Electricity kWh
Location-based electricity emissions	100.73	11.99	112.72	186065
Market-based electricity emissions	124.66	16.93	141.59	153894.37
Total renewable electricity[1]	**n/a**	**n/a**	**n/a**	**32170.64**
Renewable power percentage[2]	n/a	n/a	n/a	32170.64
Jurisdictional renewable power percentage[3]	n/a	n/a	n/a	0
GreenPower	n/a	n/a	n/a	0
Large-scale generation certificates	n/a	n/a	n/a	0

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

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

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

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

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External scrutiny

Inquiries and reviews

NOPSEMA was not subject to any inquiries or reviews during FY 2025-26.

Senate estimates

Estimates of government expenditure are referred to Senate committees as part of the annual budget cycle. This opportunity to examine the operations of government plays a key role in the parliamentary scrutiny of the executive.

NOPSEMA attended three Estimates hearings held by the Economic Legislation Committee during the reporting period, held on 10 October 2025, 12 February 2026 and 3 June 2026.

OIR did not attend any Senate Budget Estimates hearings during the reporting period

Freedom of information

NOPSEMA is subject to the *Freedom of Information Act 1982* (FOI Act).

NOPSEMA promotes the objectives of the FOI Act through proactive disclosure and transparency of its regulatory decisions. NOPSEMA publishes information on its website as required under the FOI Act's Information Publication Scheme.



Offshore Infrastructure Regulator (OIR)

Regulatory operations

The functions and powers of the Offshore Infrastructure Regulator (OIR) are set out under the *Offshore Electricity Infrastructure Act 2022* (OEI Act) and the Offshore Electricity Infrastructure Regulations 2022 (Regulations), collectively, the OEI Framework.

The functions of the OIR are administered by the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA), and include the regulation of work health and safety, infrastructure integrity and environmental management for offshore infrastructure activities.

The OEI framework applies to offshore locations from three nautical miles off the coast to the boundary of Australia's exclusive economic zone, with coastal waters remaining the responsibility of State and Territory governments.

Since the OEI regulatory framework became fully operational, the OIR has approved six management plans for feasibility stage activities, all from licence holders in the Gippsland declared area. These approvals enable licence holders to carry out a range of studies and site investigations to identify potential risks and uncertainties and determine whether it is viable to progress to a full-scale commercial project. The OIR has also conducted three inspections to verify licence holders' compliance with the OEI Act, its regulations and approved management plans. No significant issues were identified through these inspection processes and the OIR will continue to implement its inspection monitoring program over forward years in line with industry activity.



To enhance understanding of the OEI Act framework, the OIR has developed a suite of guidelines, policies and information materials. These documents support industry and other stakeholders in understanding and complying with regulatory requirements and are available on the OIR's website, oir.gov.au.

The OIR has focused on establishing a team of qualified and experienced regulatory personnel. The dedicated team has expertise in work health and safety, infrastructure integrity, environmental management, stakeholder engagement, offshore wind development, project management and offshore energy regulation.

The OIR is continuing to support the Department of Climate Change, Energy, the Environment and Water (DCCEEW) with development of further regulatory amendments for the OEI Regulations. Specialist technical advice was also provided to DCCEEW under contract to support the department's assessment of offshore renewable energy proposals under the EPBC Act.

At a state level, the OIR is building relationships with relevant state agencies and regulators to support coordinated and consistent approaches to work health and safety, infrastructure integrity and environmental management as they relate to the OEI framework.

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Engagement

The OIR provides advice on work health and safety, infrastructure integrity and environmental management in relation to regulated offshore infrastructure activities.

During the 2025-26 reporting period, the OIR undertook more than 170 engagements with a broad range of stakeholders including industry, government, First Nations groups, workforce representative bodies, non-government and international regulatory counterparts.

These engagements largely focused on clarifying the role and remit of the OIR, increasing understanding of the OEI Act framework, and promoting leading practice as Australia's offshore renewables industry continues to mature.

As the OEI framework becomes increasingly operationalised, a key priority for the OIR is to provide clear, practical guidance to support licence holders in understanding and meeting regulatory obligations. The OIR supports this objective through the development of written materials, including guidance documents, brochures and fact sheets, as well as through direct engagement activities such as meetings, workshops, webinars and participation in industry conferences and events.

Events hosted by the OIR are informed by stakeholder feedback and common areas of industry interest. During the reporting period, these included industry forums focused on the work, health and safety provisions under the OEI framework.

Strong international engagement remains an important priority. The OIR represents Australia on the Global Offshore Wind Regulators Forum which brings together regulators from experienced and emerging markets to share knowledge and best practice in planning, licensing, and environmental oversight.

The OIR also represents Australia as the current chair of the International Regulators' Forum Offshore Renewable Energy Subcommittee (IRFORES). The subcommittee held its second Annual General Meeting in October 2025, attended by representatives from Canada, Denmark, Netherlands, Norway, and the United Kingdom. The forum provides an opportunity for collaboration on emerging health and safety risks, regulatory challenges and shared areas of interest in offshore renewables.

While the offshore renewables sector is relatively new to Australia, technologies such as offshore wind have been generating energy in overseas jurisdictions for many years. As an emerging jurisdiction in a global sector, Australia has the opportunity to learn from established jurisdictions and to apply those learnings to the management of safety, infrastructure integrity and environmental management risks throughout the project development lifecycle.

This applies not only to offshore renewables licence holders, many of whom have brought experience and knowledge from developing projects in other jurisdictions, but also to the structure of the regulatory framework for the sector and how it is applied.

As the sector continues to evolve, the OIR will work closely with industry, government, First Nations groups, communities and workforce representatives to foster a shared understanding of the OEI framework and support safe, sustainable, and environmentally responsible development of Australia's offshore renewables industry.

Financial statements relevant to the activities of NOPSEMA in its capacity as the OIR are provided in a consolidated form in Part 5 of this report.

Part 4

Annual performance statements



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Introduction

The overarching objective of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) is to provide a framework of governance and accountability for the performance and use of public resources by government agencies.

The agency must report on actual results achieved against the performance measures published in the Corporate Plan and Portfolio Budget Statements. This must be presented as Annual Performance Statements in accordance with the PGPA Act and *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). These annual performance statements incorporate results for performance measures published in the NOPSEMA and OIR Corporate Plan 2025-30, which aligns with the Regulator Performance – Best Practice Principles reporting requirements.

These results are drafted in accordance with Resource Management Guide (RMG) 134 – Annual performance statements for Commonwealth entities, as published by the Department of Finance, to streamline reporting processes and requirements.

The appropriateness of the agency's performance reporting is reviewed each year by its Audit and Risk Committee as per section 17(2)(b) of the PGPA Rule.

Note: The terms "Performance measures" and "Key Performance Indicators (KPIs)" will be used interchangeably throughout the Annual Performance Statements.

Accountable authority statement

I, Ms Sue McCarrey, CEO, as the accountable authority of the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA), present NOPSEMA's annual performance statements for 2025-26, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS Act), and the Regulator Performance – Best Practice Principles.

In my opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity, and comply with subsection 39(2) of the PGPA Act.

Portfolio Budget Statements (PBS) Performance

Strategic direction statement

The National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) is established as an independent statutory authority under the OPGGS Act and as a Corporate Commonwealth Entity under the PGPA Act. It operates on a cost recovery basis through duty holder levies and fees.

NOPSEMA regulates occupational health and safety (OHS), structural and well integrity and environmental management for all offshore petroleum and greenhouse gas storage activities in Commonwealth waters. Commonwealth waters comprise those areas beyond three nautical miles from the territorial sea baseline. NOPSEMA also regulates petroleum and greenhouse gas storage activities in coastal waters where a state or the Northern Territory has conferred regulatory powers and functions.

NOPSEMA's legislated functions are detailed in section 646 of the OPGGS Act. NOPSEMA fulfils its legislated functions through delivery of regulatory activities, including promotion and advice, assessment, compliance monitoring, investigation, and enforcement.

The Offshore Infrastructure Regulator (OIR) oversees the operations of the offshore renewables sector with primary focus on work health and safety, infrastructure integrity and environmental management for offshore infrastructure activities in the Commonwealth offshore area. The OIR's functions are set out in section 177 of the *Offshore Electricity Infrastructure Act 2021* (OEI Act).

NOPSEMA continues to focus on fulfilling its legislated functions to bring about improvements in industry performance and to secure compliance.

The Portfolio Budget Statements inform parliament of the resource allocation to government outcomes and programs and are linked to an entity's planning and performance. The agency has a single outcome and two programs:

Outcome 1 (Shared)

A protected offshore workforce and environment through regulatory oversight of Australia's offshore energy industries, as well as through engaging, advising, and educating the regulated community.

Program 1.1 (NOPSEMA)

Promote and enforce the effective management of risks to the workforce, the environment, and the structural integrity of facilities, wells and well-related equipment through regulation of the Australian offshore petroleum and greenhouse gas storage industries.

Program 1.2 (OIR)

Promote and enforce the effective management of risks to the workforce, the environment, and the integrity of infrastructure through regulation of the Australian offshore renewable energy and electricity transmission infrastructure industries.

NOPSEMA selected our regulatory-focused performance measures – KPIs 1 to 6 – for inclusion in the 2025-26 PBS, to measure the performance for our programs.

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Data quality

The agency has made every endeavour to ensure the data included in the annual performance statements is accurate at the time of publication. However, data may subsequently vary as further information becomes available over time. These may be amended in future reporting periods and will be noted accordingly.

Performance measures development and linkages

Development of performance measures

As per our Corporate Plan 2025-30, NOPSEMA conducted a review of performance measures in early 2025 to ensure the measures for 2025-26 remained fit for purpose, and that there is continued focus at the strategic level. Qualitative and quantitative measures were used, as well as all three performance measure types: output, efficiency and effectiveness, as recommended by the Regulator Performance (RMG 128) | Department of Finance.

Performance measure details

The Corporate Plan performance measure results are primarily extracted from NOPSEMA's Regulatory Management System (RMS) database and the Document Record System (DRS). These contain a range of data, information, document types and sources, e.g. emails, minutes, discussion papers, reports and worksheets. Transformation, data processing and data analyses may occur on the data to provide appropriate results; the methodologies for analysing and measuring each KPI are described in the tables in the analysis of performance results sections.

Types of performance measures

KPIs are also identified by types (in line with the Department of Finance – measures of outputs, efficiency and effectiveness). These are briefly described below and provide the agency with assurance that we are using a range of measures to assess our performance:

Outputs	Output measures assess the quantity and quality of the goods and services produced by an activity (including their volume or quantity).
Efficiency	These are about obtaining the most benefit from available resources – minimising inputs used to deliver the policy or other outputs in terms of quality, quantity, and timing.
Effectiveness	These assess how well an entity has delivered on its purposes, i.e. whether the activities of the entity have had the intended impact, policy objective, or contribution.

KPI links to strategic goals

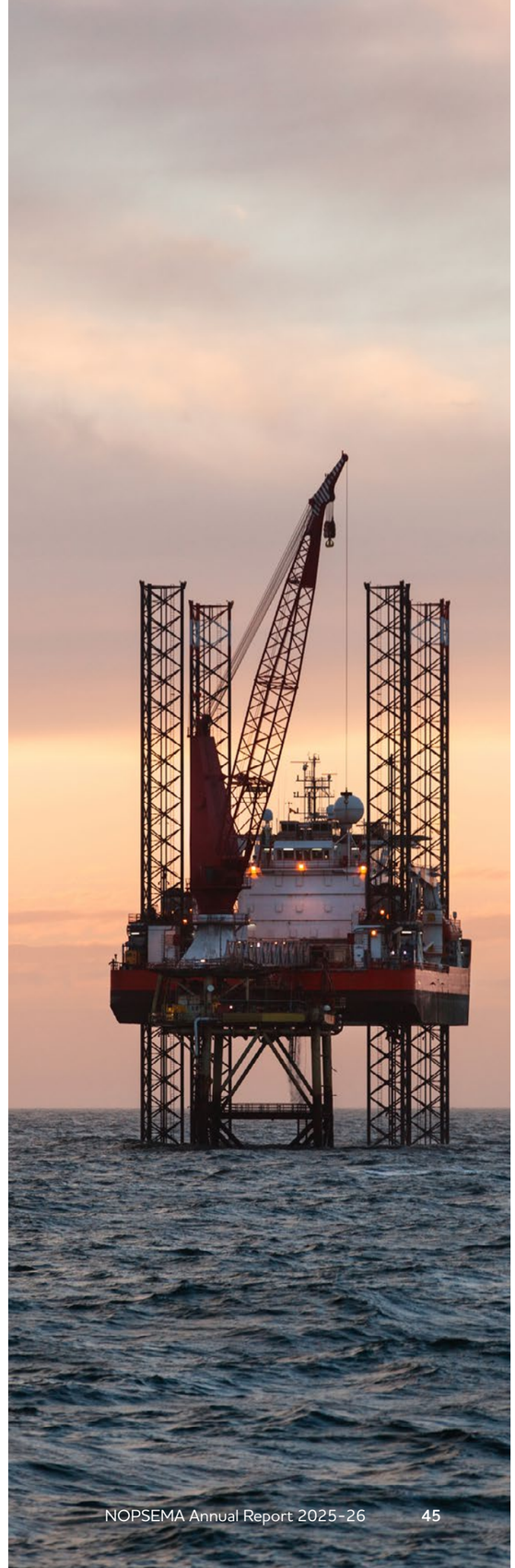
KPIs all link back to NOPSEMA's strategic goals in accordance with the Corporate Plan 2025-30 as follows:

Strategic Goals		KPIs
1	Enhance our regulatory approach	1-6
2	Build our organisational capability	7-10
3	Strengthen our external relationships	11-12

Links to regulator performance – best practice principles

Our KPIs also serve to meet the reporting requirements for regulator best practice in line with the principles outlined below:

Regulator Performance Guide (RPG) - Best Practice Principles		KPIs
RPG 1	Continuous improvement and building trust	6-9
RPG 2	Risk-based and data driven	1-5, 10
RPG 3	Collaboration and engagement	11-12



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Statement of Expectations and Statement of Intent

NOPSEMA

The current NOPSEMA Ministerial Statement of Expectations (SoE) was issued on 29 September 2025 by the Hon Minister Madeleine King MP, Minister for Resources and Minister for Northern Australia. The SoE outlines the Minister's expectations and provides greater clarity about government policies and objectives relevant to NOPSEMA's statutory objectives and how it conducts its operations.

NOPSEMA responded to the SoE with a Statement of Intent (SoI) on 26 November 2025, outlining how the agency will deliver on the Minister's expectations. It provides information and perspective on NOPSEMA's purpose, strategic direction and the delivery of statutory objectives, as well as engagement with regulated entities, policy departments and the Minister. These are the foundations for NOPSEMA's delivery strategies and key performance measures, as reflected in the Corporate Plan 2025-30.

OIR

The current OIR Ministerial Statement of Expectations was issued on December 2024 by the Hon Minister Chris Bowen MP, Minister for Climate Change and Energy. The SoE outlines the Minister's expectations and provides greater clarity about government policies and objectives relevant to the OIR's statutory objectives and how it conducts its operations.

In response to the SoE, the OIR provided a Statement of Intent on 18 February 2025, outlining how the agency will deliver on the Minister's expectations. It provides information and perspective on the OIR's strategic direction, delivery of statutory objectives in a manner consistent with the principles of regulator best practice, as well as engagement with regulated entities, policy departments and the Minister. These are the foundations for the OIR's delivery strategies and key performance measures.





Performance snapshot and results summary – NOPSEMA

Performance snapshot

NOPSEMA's annual performance statements report on the period from 1 July 2025 to 30 June 2026. The statements provide a clear read of our performance over the financial year against the performance measures and targets outlined in NOPSEMA's Corporate Plan 2025-30 and the Portfolio Budget Statements (PBS) 2025-26. For this reporting period, we applied five ratings when assessing our results:

Result rating category	Definition
Achieved	The result fully met or exceeded the target for the reporting period.
Substantially achieved*	The result met at least 65% of the target but was not fully achieved during the reporting period.
Partially achieved	The result met between 30% to 65% of the target during the reporting period.
Not achieved	The result was less than 30% of the target for the reporting period.
Data not available	Data is not yet available for the reporting period.

***Note:** This category was introduced this financial year to establish more defined rating criteria and to support clearer performance reporting.

In 2025-26, we assessed our results against our purpose using 12 performance measures across our three strategic goals. NOPSEMA achieved seven measures and substantially achieved five measures.

A summary of NOPSEMA's performance for the measures and associated targets is shown in the following tables. An analysis of the results of individual measures is included in subsequent sections.

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Results summary

STRATEGIC GOAL 1 – ENHANCE OUR REGULATORY APPROACH				
Key activity	**Performance measure / KPI***	**Target**	**2025-26 result rating**	**RPG principle**
1.1 We provide excellent regulatory management so that we may assure that the offshore industry workforce and environment is safe and protected	1. The industry's lost time injury (LTI) ≥ 3 days, major injury, and fatality rates are maintained at or below international benchmarks[1]	Achieved	Substantially achieved	RPG 2
	2. The industry has no significant marine pollution events (Level 3 National Plan[2]).	No Level 3 events	Achieved	RPG 2
1.2 We ensure our regulatory effort is targeted and risk-based, and we make merit-based decisions and assign effort according to risk	3. We implement our inspection program.	90%	Achieved	RPG 2
	4. Assessment decisions are made in line with statutory timeframes and documented commitments	95%	Achieved	RPG 2
1.3 We evolve and adapt to meet government key priorities, including reducing unnecessary burden on industry, maintaining effective future operations and meeting future challenges	5. Appropriate decommissioning plans are in place prior to cessation of production.	80%	Achieved	RPG 2
	6. We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency.	Achieved	Achieved	RPG 1

***Note:** The 2025-26 PBS included KPIs 1-6 as they measure NOPSEMA's program outcomes. There are some differences in KPIs 1-6 published in the 2025-26 PBS and the Corporate Plan 2025-30. A summary of these changes can be found in the Corporate Plan.

[1] Using averages from performance data published annually by the International Regulators' Forum (IRF) and others.

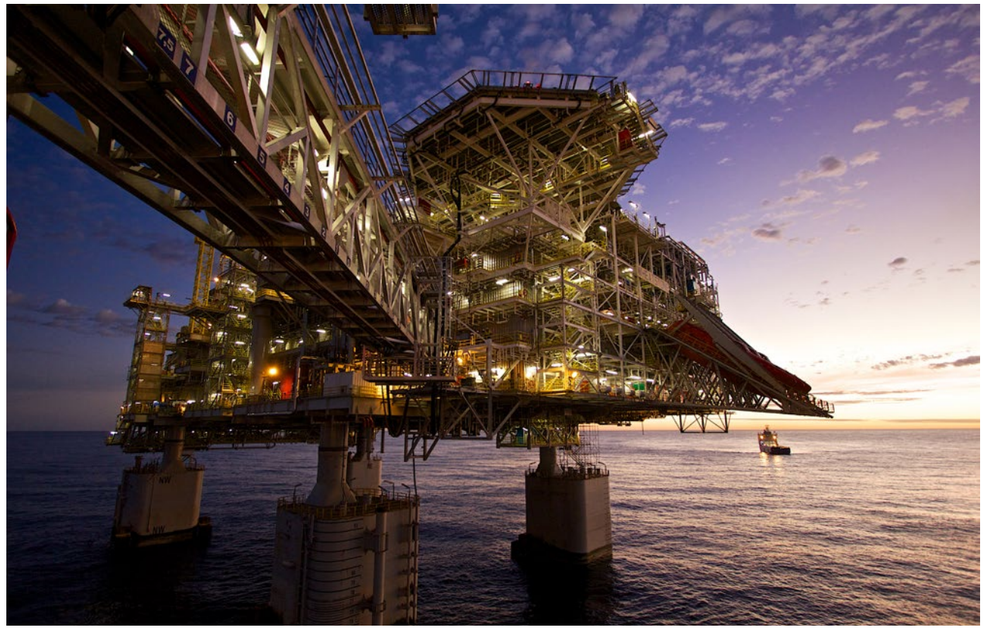
[2] As per page 49 of National Plan for Maritime Environmental Emergencies 2020 (amsa.gov.au)

STRATEGIC GOAL 2 – BUILD OUR ORGANISATIONAL CAPACITY				
Key activity	**Performance measure/KPI**	**Target**	**2025-26 result rating**	**RPG principle**
2.1 We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes	7. Our employee engagement score in the annual APS Employee Census survey is maintained above the target.	>75	Substantially achieved	RPG 1
	8. Percentage of current employees completing annual mandatory training.	100%	Substantially achieved	RPG 1
2.2 We review and improve our policies and processes to meet compliance requirements and model best practice regulatory and business standards	9. Our activities[3] are subject to regular internal and external audits and reviews to measure alignment with best practice standards.	85% of scheduled assurance activities are completed as per the approved assurance plan	Achieved	RPG 1
2.3 We invest in technology to ensure our systems are robust, adaptive, fit for purpose and provide an improved user-experience	10. The Digital Transformation Program (DTP) milestones are met in accordance with the approved project plan.	90%	Achieved	RPG 2

[3] Includes our corporate and regulatory functions

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STRATEGIC GOAL 3 – STRENGTHEN OUR EXTERNAL RELATIONSHIPS				
Key activity	**Performance measure/KPI**	**Target**	**2025-26 result rating**	**RPG principle**
3.1 We engage and cultivate targeted, specific, productive and trusted relationships	11. The majority of stakeholders rate the agency highly for having effective engagement and education initiatives.	>75%	Substantially achieved	RPG 3
3.2 We promote the regulatory framework to influence continuous improvement in safety and environmental outcomes	12. The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format.	>75%	Substantially achieved	RPG 3



Analysis of performance results – NOPSEMA

Strategic goal 1 – Enhance our regulatory approach

Performance measure 1

KPI 1	**The industry's lost time injury (LTI) ≥ 3 days, major injury, and fatality rates are maintained at or below international benchmarks***
Target	Achieved
Methodology/ measurement methods	Injury rates are calculated using total offshore hours worked as a normaliser (number of injuries per million hours worked). This allows for a more reliable comparison of injury data over time as it takes into account variations in industry activity levels from year to year. Progress will be measured by analysing the 5-year trends, comparing Australia's industry injury rates against IRF averages, for each of the three injury categories: Lost time injuries (LTIs) / Restricted work injuries (RWI) > 3 days, major/serious injuries, and fatalities.
Data sources	• RMS database • IRF website – country performance data
Caveats	• Injury rates may be subject to slight variations as new information becomes available, especially for the most recent year. This is due to potential data lag, such as delays in reporting of offshore hours worked and further information being available after an investigation. • Published IRF country performance data is based on a calendar year. To enable accurate benchmarking, the data used for Australia will also be based on a calendar year. • There is a time lag with publication of IRF data - the most recent available published IRF data will be used for trend comparison purposes. • Interpreting and drawing conclusions from IRF figures requires careful consideration of differences across regulatory jurisdictions. For example: – When analysing injury rates for LTI/RWI > 3 days, it is important to note that some countries, such as the UK, report only injuries exceeding 7 days. – For all injury types, Mexico and Ireland are excluded due to incomplete or missing data – such as offshore hours or number of workers – required to calculate injury rates. – Countries included in the analysis are: Brazil, Canada, Denmark, Netherlands, New Zealand, Norway, UK and USA. – A member country will be excluded in the analysis if it doesn't provide either injury data or the total offshore hours worked.

*Using averages from performance data published annually by the International Regulators' Forum (IRF) and others.

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Results and analysis:

NOPSEMA is an active member of two key international offshore regulatory forums:

- The International Regulators' Forum (IRF), a longstanding collaboration of offshore health and safety regulators from multiple jurisdictions, established in 1994 and comprising regulators from 11 countries.
- The International Offshore Petroleum Environmental Regulators (IOPER), established in 2013 and comprising environmental regulators from 16 member countries.

IRF and IOPER forums provide opportunities to compare regulatory performance and outcomes across jurisdictions. Such comparisons allow NOPSEMA to benchmark Australia's performance against international averages or peer regulators to identify areas of relative strength or potential improvement.

The figures on the next page present aggregated data from IRF member countries, summarising the total number of injuries and offshore hours (excluding Australia), and calculating a single rate for each year.

Overall, this performance measure was substantially achieved in 2025, as Australia was at or below the IRF averages for two out of the three injury categories.

Using the most recent five calendar years of data where available, it suggests that Australia continues to perform well against the IRF average for major injury rates and records zero fatalities in most years; however, a fatality in 2023 and persistently higher LTI/RWI rates highlight the need for continued focus on both rare but high-consequence events and everyday injury prevention.



Fatality rate: Australia vs IRF average

	2021	2022	2023	2024	2025
Australia – fatality rate	0.00	0.00	0.10	0.00	0.00
IRF average – fatality rate	0.01	0.01	0.00	0.00	0.00
Result rating	Not a performance measure in previous Corporate Plans				Achieved

Major injury rate: Australia vs IRF average

	2021	2022	2023	2024	2025
Australia – major injury rate	0.19	0.19	0.28	0.40	0.41
IRF average – major injury rate	0.47	0.48	0.59	0.52	0.59
Result rating	Not a performance measure in previous Corporate Plans				Achieved

LTI and RWI > 3 days rate: Australia vs IRF average

	2021	2022	2023	2024	2025
Australia – LTI and RWI > 3 days rate	4.3	3.0	3.4	3.7	3.4
IRF average – LTI and RWI > 3 days rate	0.9	1.2	1.3	1.3	1.1*
Result rating	Not a performance measure in previous Corporate Plans				Not achieved

***Note:** Norway was excluded from the calculation of the 2025 IRF average for this injury category, as this data was not available at the time of analysis.

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Performance measure 2

KPI 2	There are no significant marine pollution events (Level 3 National Plan)
Target	No level 3 events
Methodology/ measurement methods	The agency identifies significant events as level 3 incidents defined in the National Plan for Maritime Environmental Emergencies 2020 edition (National Plan), published by the Australian Maritime Safety Authority (AMSA). The National Plan states that level 3 Incidents are generally characterised by a degree of complexity that requires the Incident Controller to delegate all incident management functions to focus on strategic leadership and response coordination and may be supported by national and international resources. Characteristics of level 3 incidents may include: • Multiple jurisdictions, including international • Requires a detailed Incident Action Plan • Requires national or international resources • Potential for multiple loss of life • Significant area affected and recovery may take months • Large numbers of fauna at risk • Severe impairment to infrastructure • Has international media coverage Progress is measured by the number of reported environment incidents in the financial year that have characteristics of a level 3 incident (per National Plan classification), particularly if a release of oil impacts multiple jurisdictions, requires dedicated resources or the incident response occurs over an extended period.
Data sources	• RMS database • DRS
Caveats	• In NOPSEMA's RMS, reportable environment incidents are not specifically categorised using the incident classification levels (1–3) defined in the National Plan. • The National Plan incident classifications are intended to provide direction on the potential consequence and impact of the incident, and guidance for agency readiness, incident notifications, response actions and potential escalation.

Results

	2021–22	2022–23	2023–24	2024–25	2025–26
# of Level 3 pollution events	Achieved for these reporting periods, however this was not previously a Corporate Plan performance measure			0	0
Result rating	Not a performance measure in previous Corporate Plans			Achieved	Achieved

Analysis of results

During 2025–26, NOPSEMA maintained a compliance focus on titleholders' oil spill response arrangements and capability, in particular source control planning and preparedness, and operational and scientific monitoring arrangements.

Promotion of cooperative solutions with titleholders continued through engagement with industry representative bodies, including the Australian Energy Producers (AEP) Oil Spill Preparedness and Response Working Group, and Drilling Industry Steering Committee.

There was liaison with oil spill response organisations and service providers to maintain awareness of new technologies for reducing the probability and consequences of a significant oil pollution incident, and to ensure such technologies are considered and evaluated by titleholders in permissioning documents.

NOPSEMA participated in several committees and workshops, such as the National Plan Strategic Coordination Committee, National Plan Strategic Industry Advisory Forum, National Plan Environmental Scientific and Technical Network Workshop, and the National Oiled Wildlife Working Group.

The agency is continuing to participate in the review of the National Plan, and supporting the Department of Industry, Science, and Resources to review the strengths and limitations of the offshore petroleum spill preparedness and response framework, aiming to clarify and simplify arrangements and inform potential policy and legislative changes.

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Performance measure 3

KPI 3	We implement our inspection program
Target	90%
Methodology/ measurement methods	NOPSEMA's inspection planning and programming cycle occurs in October/November annually, which establishes a number of proposed inspections for the next calendar year. This proposed number of inspections for the year accounts for inspections that could be reasonably anticipated at the time of initial planning. Progress will be measured by taking a snapshot at the end of each reporting period, taking the actual number of inspections commenced – either completed or in progress – as a percentage of the total number of inspections proposed at the start of the calendar year.
Data sources	RMS database
Caveats	• NOPSEMA's inspection planning is currently done on a calendar year basis (inspections planned for January to December.) Data for this indicator is collected and reported for a calendar year and therefore the most recent data represents calendar year 2025 rather than the financial year ending 30 June 2026. • The number of actual inspections can change over a given period. There are a variety of circumstances that may result in a change to the confirmed NOPSEMA inspection program. This may include, but not limited to, the following: – Duty holder initiated: a change in duty holder, rescheduling of an activity, cancellation of an activity, duty holder availability and logistic constraints. – NOPSEMA initiated: inspector resource availability, change in duty holder risk profile, socio-political interest, and strategic factors.

Results

	2021	2022	2023	2024	2025
% of inspections commenced, per annual integrated inspection program	NOPSEMA's annual integrated inspection planning cycle was not yet operationalised			107% (136 out of 127)	92% (162 out of 177)
Result rating	Not a performance measure in previous Corporate Plans				Achieved

Analysis of results

NOPSEMA's 2025 integrated inspection program proposed 177 inspections for the calendar year. As at 31 December 2025, 162 inspections had commenced (92%).

NOPSEMA achieved the target in 2025 for implementation of the annual integrated inspection program, and had exceeded this the previous year. This sustained performance demonstrates that inspection planning is providing a reliable foundation for directing regulatory effort, managing inspection delivery and maintaining oversight of key safety, well integrity and environmental risks across the offshore industry. Continued refinement of this process will support a more proportionate, risk-based and responsive inspection program, while allowing NOPSEMA to adjust to changes in industry activity, emerging risks and available regulatory resources.

Performance measure 4

KPI 4	Assessment decisions are made in line with statutory timeframes and documented commitments.
Target	95%
Methodology/ measurement methods	When a dutyholder submits a key permissioning document or Petroleum Safety Zone application to NOPSEMA for assessment, the decision from NOPSEMA to the dutyholder is required to occur within a legislated or Petroleum Safety Zone policy time frame, which is dependent on the assessment type. Progress of the KPI will be measured by calculating in a given reporting period, the percentage of decisions made by NOPSEMA that occur within the legislated or policy timeframe for the particular assessment type. The following key assessment types will be included for the measure: • Safety case • Diving safety management system • Well operations management plan (Cth.) • Environment plan • Offshore project proposal • Petroleum safety zone
Data sources	RMS database
Caveats	Not applicable

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% assessments notified within specific timeframes	98%	95%	99%	98%	99%
Result rating	Not a performance measure in previous Corporate Plans				Achieved

Analysis of results

NOPSEMA achieved a strong result in 2025-26, with 99% of assessments notified within statutory timeframes and documented commitments. This represents an improvement on 2024-25 and continues a pattern of consistently high performance over recent years (95-99%). The result was achieved despite increasing assessment complexity associated with regulatory reforms, including the updates to the OPGGS Act, Safety Regulations and RMA Regulations, the commencement of three new offshore oil and gas projects and a growing focus on decommissioning. The sustained performance demonstrates the effectiveness of NOPSEMA's risk-based assessment framework and its ability to deliver timely, predictable and robust regulatory decisions in a changing operating environment.

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Performance measure 5

KPI 5	**Appropriate decommissioning plans are in place prior to cessation of production.**
Target	80%
Methodology/ measurement methods	The 'appropriateness' of decommissioning planning is determined by confirming the following is in place, for any given production system: 1. There is an EP in force, addressing section 572 of the OPGGS Act and consistent with the associated regulatory policy; and/or 2. The activity is subject to an enforcement (e.g. general direction) prescribing clear decommissioning outcomes and timeframes. Notes: a. The closer to cessation of production (CoP), the more comprehensive and detailed the plans are required to be. If CoP is within 5 years or less, additional detail is expected in the EP, such as: – Recognition and plans for implementation of requirements of section 270 of the OPGGS Act (for title relinquishment). – Detailed property inventory with composition of material. – Scheduling for planning and execution of decommissioning scope. – Scope of planned studies required to inform decommissioning. b. Decommissioning planning for wells (i.e., plug and abandonment and wellhead removal) must also be considered as part of production system EPs, while also tracked through WOMP and well integrity team activities. c. Compliance with the decommissioning approach presented in EPs will be verified through inspections based on a prioritisation sampled approach, which may verify: – Property inventories and status, including maintenance. – Evidence of resourcing (budgets and personnel) linked to decommissioning planning and/or execution. – Status of decommissioning scopes of work and cost estimates. – Schedules for planning and/or execution activities. CoP information will be updated and maintained on a regular basis, based on intelligence available from the latest permissioning documents, NOPTA information, titleholder updates, inspection findings, annual reports, other official sources.
Data sources	• RMS database • DRS
Caveats	• A 'decommissioning plan' is not an actual class of permissioning document. • NOPSEMA currently considers a decommissioning plan as being comprised of relevant section(s) of an in-force EP (for a petroleum activity), which presents the title holder's decommissioning commitments for property on title, linking to OPGGS Act sections 572 and 270 (and respective policy papers). • This position is presented in NOPSEMA's proactive planning information paper and risk ranking approach, which also requires increased focus on decommissioning planning if within 5 years to Cessation of Production (CoP). • As the KPI relates to cessation of production (CoP), only property brought on title which is (or has been) associated with production activities has been considered. This forms part of a recognised 'production system' (comprised of production wells, pipelines and facilities). • Other property (e.g., wellheads related to exploration activities) is also monitored for compliance with s572 requirements under EPs, but is not tracked for the purpose of this KPI. • Cessation of production is a dynamic concept and linked to end of field life and reserve estimates. This may change with reserves evaluation reviews, operational changes, infill projects, well relifing, etc.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% decommissioning plans in place prior to cessation of production	This was not a Corporate Plan performance measure for these years. Progress on decommissioning activities was reported against a different performance measure.				89%
Result rating	Not a performance measure in previous Corporate Plans				Achieved

Analysis of results

As at the end of 2025-26, 89% of production systems have appropriate decommissioning plans in place.

During the reporting period, NOPSEMA has continued to collaborate and engage with stakeholders, other government departments and agencies, and interest and industry groups to improve decommissioning outcomes and suggest enhancements to the regulatory framework for decommissioning.

NOPSEMA continues to give heightened focus to the planning and execution of decommissioning. NOPSEMA applies a risk-based, tiered approach to regulating industry and has, and will continue to, take compliance and enforcement action when necessary to ensure the industry meets its decommissioning obligations.

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Performance measure 6

KPI 6	**We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency.**
Target	Achieved
Methodology/ measurement methods	**International collaboration** NOPSEMA is an active member of the International Regulators' Forum (IRF) and the International Offshore Petroleum Environmental Regulators (IOPER). The IRF and IOPER have a global perspective with privileged access to information, and the legal powers to enact change and influence at many levels. NOPSEMA is also a participant in the Management of Ocean Noise by Multinational Energy Regulators (MONMER) forum, to share information and collaborate on scientific, technological, and regulatory issues associated with ocean noise related to offshore energy development. In relation to international collaboration, this KPI will be measured by: • Attendance at mid-year meetings, Annual General Meetings (AGM) for IRF and IOPER • Participation in key scheduled IOPER topical working group meetings and IRF opportunity statements steering committee meetings • Participation in MONMER AGMs and key intersessional meetings **Domestic collaboration** NOPSEMA is a member of the Australasian Environmental Law Enforcement and Regulators Network (AELERT), to access the collective wisdom of the regulators and grow capability. In addition, NOPSEMA collaborates with other Australian government departments, agencies and authorities that have functions that interface with the OPGGS Act and *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act.) In relation to domestic collaboration, this KPI will be measured by: • Participation in AELERT National Council meetings and member forums • Executive attendance at key meetings with Australian Maritime Safety Authority (AMSA) and Department of Climate Change, Energy, the Environment and Water (DCCEEW)
Data sources	Stakeholder register, minutes, communiques
Caveats	Minor working groups and informal engagements have not been included as part of the assessment of this KPI.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
Attendance/engagement in key domestic and international collaborative meetings, forums, working groups	Achieved for these reporting periods, however performance was previously reported against a different performance measure.				Achieved
Result rating	Not a performance measure in previous Corporate Plans				Achieved

Analysis of results

NOPSEMA achieved this performance measure during 2025-26 by participating in key domestic and international regulatory forums, maintaining leadership roles in international regulatory bodies, and supporting collaborative arrangements that promote information sharing, regulatory improvement and greater consistency in regulatory practice.

International collaboration

NOPSEMA remained an active participant in the International Regulators' Forum (IRF), the International Offshore Petroleum Environmental Regulators (IOPER) forum, and the Management of Ocean Noise by Multinational Energy Regulators (MONMER) forum.

Attendance at annual and mid-year meetings, together with participation in working groups and specialist forums, enabled NOPSEMA to exchange information and regulatory experience with offshore energy regulators from other jurisdictions. Topics of common interest included decommissioning, First Nations engagement, carbon capture and storage, underwater sound management and emerging technologies. These forums provided opportunities to consider international experience and regulatory approaches when addressing new and complex issues in Australia.

NOPSEMA continued to hold leadership positions within the international regulatory community. The Chief Executive Officer served as Chair of the IRF Management Committee and the Deputy CEO, Strategic Regulation and Improvement served as Chair of IOPER. NOPSEMA also provided secretariat support to both forums, facilitating meetings and supporting collaboration between member regulators.

NOPSEMA also participated in MONMER forum activities during 2025-26, including annual and intersessional meetings and membership of the coordinating committee. Participation in MONMER supported awareness of current scientific, technical and regulatory developments relating to the management of underwater sound from offshore energy activities.

Domestic collaboration

NOPSEMA maintained active engagement with domestic regulators and government agencies whose functions intersect with the offshore energy sector. This included regular executive-level engagement with the DCCEEW on matters including environmental law reform, administration of environmental assessment arrangements, offshore renewables regulation and major project assessments. These arrangements supported information sharing and coordination across government.

NOPSEMA continued its participation in the Australasian Environmental Law Enforcement and Regulators Network (AELERT). Through representation on the National Council and engagement in communities of practice, NOPSEMA contributed to discussions on contemporary regulatory issues and shared lessons with regulators across Australia and New Zealand.

NOPSEMA also worked closely with the Australian Maritime Safety Authority (AMSA) and state agencies on matters of shared regulatory interest. This included joint inspection activities and interagency engagement on offshore decommissioning, maritime safety and regulatory reform. These activities assisted agencies to maintain a shared understanding of regulatory responsibilities and emerging issues across jurisdictions.



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Strategic goal 2 – Build our organisational capability

Performance measure 7

KPI 7	**Our employee engagement score in the annual APS Employee Census survey is maintained above the target.**
Target	>75%
Methodology/ measurement methods	A baseline target of 75% was established in early 2024 by averaging NOPSEMA's employee engagement scores (from the annual APS Employee Census survey) for the previous five years. The aim is to maintain the annual score above this target. The KPI will be measured through the agency's engagement index score published in annual APS Census survey results.
Data sources	APS Employee Census Survey
Caveats	The APS Employee Census Survey results apply to both NOPSEMA and the OIR.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
Engagement score in APS Employee Census Survey	73%	75%	75%	75%	71%
Result rating	Not a performance measure in previous Corporate Plans			Achieved	Substantially achieved

Analysis of results

NOPSEMA's response rate for the 2025-26 APS Employee Census Survey was 81%, which continued our trend of high response rates in comparison to the broader APS. The engagement index score was 71% for 2025-26, a decrease from previous years.

NOPSEMA publishes the APS Employee Census Survey results and associated action plan on our website each year in accordance with government requirements.

APS Annual Census	2021-22	2022-23	2023-24	2024-25	2025-26
All APS response rate	83%	80%	81%	81%	80%
NOPSEMA response rate	92%	78%	89%	86%	81%
NOPSEMA engagement index score	73%	75%	75%	75%	71%

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Performance measure 8

KPI 8	Percentage of current employees completing annual mandatory training.
Target	100%
Methodology/ measurement methods	This KPI measures if the workforce is reaching the required training and competencies. The following is identified as annual mandatory all staff training: • Annual appropriate workplace behaviour training • Annual Work Health and Safety (WHS) training The following is identified as mandatory all staff training where refresher training is required every two years: • Fraud and corruption training • Privacy training
Data sources	• Internal learning management portal • Training attendance sheets
Caveats	• Training occurs across separate scheduled sessions with face-to-face and online delivery methods available dependent on the specific training. • Percentage completion rates are taken at a point in time. With an evolving workforce, the objective is to maintain the overall training rate as close to 100% where possible.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% completion – appropriate workplace behaviour training	96%	99%	Training not scheduled	91%	88%
% completion – WHS training	Data not available – NOPSEMA WHS training was only introduced in 2025-26				93%
% completion – fraud and corruption training	87%	100%	96%	98%	100%
% completion – privacy training	N/A	96%	92%	98%	100%
Result rating (overall)	Not a performance measure in previous Corporate Plans				Substantially achieved

Analysis of results

Annual appropriate workplace behaviour training

During 2025-26, NOPSEMA continued to strengthen awareness and understanding of workplace conduct and integrity through the delivery of its appropriate workplace behaviour training program.

The mandatory program reinforced expected standards of conduct, strengthened employee understanding of workplace behaviours, and increased awareness of individual and collective responsibilities. Focus areas included key conduct and integrity issues, including managing conflicts of interest, as well as applying the APS and NOPSEMA Values in the workplace to support ethical decision making.

This training supports NOPSEMA's commitment to fostering a workplace culture and maintaining a work environment in which all staff act with integrity and are treated with dignity and respect.

Annual WHS training

During 2025-26, NOPSEMA strengthened its commitment to maintaining a safe and healthy workplace through introduction of a NOPSEMA annual work health and safety (WHS) training program.

In previous years, the agency ensured staff completed external-based WHS training to ensure an awareness and appreciation of their duty of care requirements. The introduction of a NOPSEMA-specific program reflects the commitments and strategic outcomes identified in NOPSEMA's WHS Plan 2025-28.

The mandatory course refreshed employees' understanding of their WHS responsibilities, hazard identification and reporting, and incident management processes, ensuring employees maintain current knowledge of NOPSEMA's WHS expectations and procedures.

This supports a proactive safety culture by reinforcing shared accountability for workplace health and safety and promoting the identification and management of WHS risks across the agency.

Fraud and corruption training

During 2025-26, NOPSEMA maintained its commitment to integrity, accountability and ethical conduct through the completion of mandatory fraud and corruption control training by staff. The training raises awareness of fraud and corruption risks relating to Commonwealth entities, and assists staff in understanding their responsibilities for prevention, detection, response and reporting of fraud or corruption.

This mandatory training is part of NOPSEMA's induction process, with retraining required every two years. The high completion rate in 2025-26 supports NOPSEMA's ongoing efforts to prevent, detect and respond to fraud and corruption risks, while fostering a culture of integrity and good governance across the agency.

Privacy training

During 2025-26, NOPSEMA continued to strengthen its privacy and information handling culture through the delivery of mandatory privacy training to all staff. The training reinforces employees' obligations under the *Privacy Act 1988*, promotes the secure handling of personal information, and increases awareness of privacy risks and reporting requirements.

This mandatory training is part of NOPSEMA's induction process, with retraining required every two years. The high completion rate in the reporting period demonstrates NOPSEMA's ongoing commitment to protecting personal information, maintaining compliance with legislative requirements, and embedding good privacy practices across the agency.

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Performance measure 9

KPI 9	**Our activities* are subject to regular internal and external audits and reviews to measure alignment with best practice standards**
Target	85% of scheduled assurance activities are completed as per the approved assurance plan
Methodology/ measurement methods	The agency devises internal audit assurance plans based on risk that map out the cadence and type of assurance activities to be undertaken, which are reviewed annually. In addition, policies and procedures have defined review periods – typically every 2-4 years or when there is legislative change that impacts policies and procedures. Progress will be measured by the percentage completion of the number of scheduled internal audit assurance activities for the financial year, as per the internal audit and improvement plan.
Data sources	DRS – Internal Audit and Improvement Activities Plan
Caveats	• Audit performance of business systems, undertaken by internal auditors and audit service providers has in previous years been reported against different Corporate Plan KPIs using a different methodology. • Organisation restructure reviews or major project reviews are not reported against this KPI.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% scheduled audits completed	Was previously reported against a different performance measure and not suitable to use for comparative purposes			85%	85%
Result rating	Not a performance measure in previous Corporate Plans			Achieved	Achieved

*Includes our corporate and regulatory functions

Analysis of results

The numbers of audits undertaken each year vary depending on the scale and complexity of the activity undertaken. During 2025-26, NOPSEMA undertook two substantial audits on complaints management processes and on NOPSEMA's work health and safety and security management systems. Notable audit findings confirmed that NOPSEMA has an established protective security and workplace safety framework to mitigate risks in the workplace. A third assurance activity involving the review of NOPSEMA controls to mitigate regulatory capture was undertaken and the draft report was prepared during the reporting period.



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Performance measure 10

KPI 10	**The DTP milestones are met in accordance with the approved project plan.**
Target	90%
Methodology/ measurement methods	The agency's DTP is governed by a steering committee, which provides executive oversight and strategic direction for the program's two projects – • Central Operations for Regulatory Excellence (CORE) • DRS Progress is measured by determining whether each milestone from the DTP's project plan in the reporting period, is met.
Data sources	The primary data source is the DTP project status reports. These reports track milestone completion and provide evidence for KPI measurement.
Caveats	• The methodology relies on the accuracy and timeliness of project status reporting. • Any changes to the approved project plan (e.g. scope adjustments, timeline shifts) go through the formal CORE steering committee change request process to be formally accepted. • The KPI is designed to be consistent and clear, but it is important to note that milestone definitions and measurement criteria must be agreed upon and communicated across both NOPSEMA and OIR to ensure consistency.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% DTP milestones met	The DTP was not yet initiated / delivery contract not established			90%	100%
Result rating	Not a performance measure in previous Corporate Plans			Achieved	Achieved

Analysis of results

During 2025-26, the DTP achieved 100% of planned milestones in accordance with the approved project plan, exceeding the performance target of 90%. The program's two projects – the CORE project and the DRS project - delivered all scheduled milestones for the reporting period.

Achievement of milestones was monitored through regular project status reporting and oversight by the DTP steering committee. Where emerging risks, dependencies or changes were identified, these were actively managed through established governance processes, ensuring delivery remained aligned with approved plans.

The timeframes for both the CORE and DRS projects were extended from their original schedules, however this reflected NOPSEMA's commitment to implementing fit-for-purpose solutions that deliver benefits for staff and the industry.

As project design and development progressed, additional work was undertaken to refine business requirements, improve processes, strengthen system integration, and complete more extensive testing and validation than initially anticipated.

In addition, significant effort was invested in engaging with industry stakeholders for the CORE project, and with NOPSEMA staff more broadly, to ensure that system functionality and capabilities effectively support regulatory and corporate operations. Through engagement, opportunities were identified to enhance usability, data quality, information management and operational efficiency, which required additional development effort but was necessary to ensure a more sustainable and user-centred outcome for the program.

The result demonstrates the effectiveness of the program's governance, project management and stakeholder engagement arrangements and reflects continued progress towards modernising NOPSEMA's regulatory and corporate systems.

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Strategic goal 3 – Strengthen our external relationships

Performance measure 11

KPI 11	**The majority of stakeholders rate the agency highly for having effective engagement and education initiatives.**
Target	>75%
Methodology/ measurement methods	We undertook a formal independent stakeholder survey for the first time in 2025 and used a mixed method survey combining qualitative and quantitative research techniques to collect stakeholder feedback. A focus of the survey was obtaining stakeholder feedback and views on the effectiveness of NOPSEMA's engagement and education initiatives. We also regularly and proactively engage with our stakeholders through targeted activities and invite feedback through various other channels to ensure there is continuous improvement, and our engagement and education initiatives are refined to better meet stakeholder needs.
Data sources	NOPSEMA stakeholder survey
Caveats	Scores for this measure were taken and consolidated across a set of related survey questions, rather than relying on one question alone. For qualitative measures, responses of always, mostly or sometimes were counted as contributing towards a positive result.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% stakeholders who rate the agency highly for engagement and education	Survey not previously undertaken – data not available				82.75%
Average rank (out of 10)	Survey not previously undertaken – data not available				6.8
Result rating	Not a performance measure in previous Corporate Plans			Data not available	Substantially achieved

Analysis of results

The stakeholder survey results provide a basis for reporting against this measure, particularly in relation to direct engagement with agency staff.

More than 75% of online survey respondents rated engagement with and visits by agency staff as either effective or very effective. This is a direct and positive majority result and strongly supports the engagement component of the KPI, reinforced by broader feedback that staff are generally viewed as professional, responsive, proactive and willing to engage.

The education component is supported where survey respondents gave average ratings of 6.21 out of 10 for guidance materials and 6.07 out of 10 for the accessibility and quality of educational materials. These scores sit above the midpoint and indicate that stakeholders generally regard these materials as useful and of reasonable quality. However, because the survey reports these as average scores rather than the percentage of stakeholders rating them highly, they are not as strong a KPI measure as the engagement result.

The results also show that the agency's official communication and education channels are well used. More than 96% of respondents had visited the website and almost 65% read the regular update publication. Stakeholder comments indicate that these channels are generally regarded as useful, accessible and fit for purpose, although there are opportunities to improve navigation, simplify materials and ensure information reaches different stakeholder groups effectively.

Overall, the KPI has been met for engagement and is broadly supported for education initiatives. A majority of stakeholders rated direct engagement highly, while education and communication initiatives were generally viewed positively. The evidence also identifies opportunities to strengthen future performance, particularly through clearer plain language materials, improved promotion of events and more tailored approaches for stakeholder groups that may face barriers to participation.



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Performance measure 12

KPI 12	**The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format.**
Target	>75%
Methodology/ measurement methods	We undertook a formal stakeholder survey for the first time in 2025 and used a mixed method survey combining qualitative and quantitative research techniques to collect stakeholder feedback. Included in the survey were a series of questions that focused on how well NOPSEMA provides the right information to provide clarity, in an accessible format. We also regularly and proactively engage with our stakeholders through targeted activities and invite feedback through various other channels to ensure there is continuous improvement, and our materials and approaches are refined to better meet stakeholder needs.
Data sources	NOPSEMA stakeholder survey
Caveats	Scores for this measure were taken and consolidated across a set of related survey questions, rather than relying on one question alone. For qualitative measures, responses of always, mostly or sometimes were counted as contributing towards a positive result.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% stakeholders who rate the agency highly for information provision	Survey not previously undertaken – data not available				67.85%
Average rank (out of 10)	Survey not previously undertaken – data not available				6.07
Result rating	Not a performance measure in previous Corporate Plans			Data not available	Substantially achieved

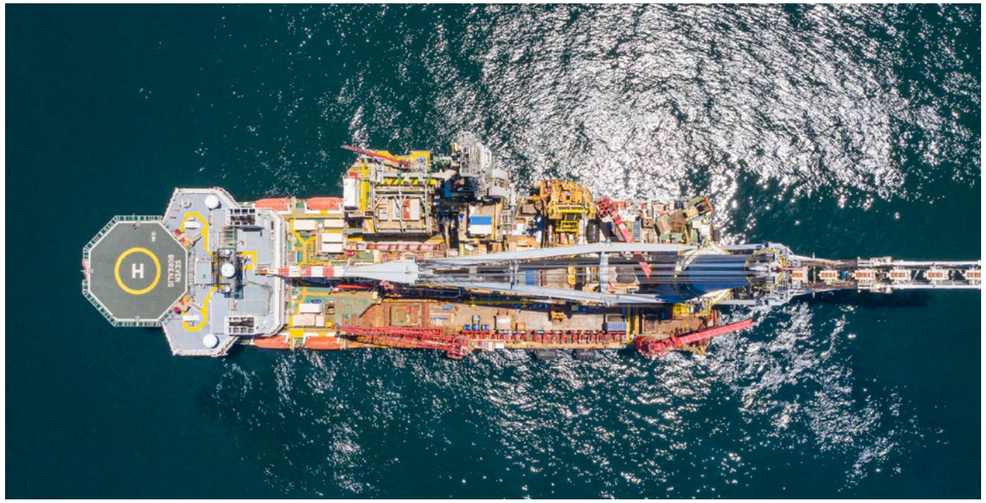


Analysis of results

The stakeholder survey results show the majority of stakeholders regard the agency as regularly providing relevant information that supports clarity and is generally accessible. Stakeholders strongly rely on the agency's official communication channels, with more than 96% of online survey respondents having visited the website and almost 65% reading regular agency updates. Feedback on these channels was broadly positive, with stakeholders describing the website and update materials as useful, fit for purpose, well-constructed and helpful for understanding the agency's focus, activities and expectations.

The results also show that guidance and educational materials are generally viewed as useful and of reasonable quality, with average ratings of 6.21 out of 10 for guidance materials and 6.07 out of 10 for the accessibility and quality of educational materials. While these results support the KPI overall, feedback also indicates opportunities to improve accessibility and clarity further, particularly by simplifying guidance, improving website navigation, using more plain language and ensuring information reaches stakeholder groups through channels that suit their circumstances.

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Overall analysis of performance against entity purpose – NOPSEMA

Measuring full impact or effectiveness on the offshore energy industry can be challenging as NOPSEMA cannot always directly connect some of our regulatory work to a tangible impact on industry e.g. the agency's promotion and advice activities.

NOPSEMA can however extrapolate this to conclude that our engagement activities have a positive effect on the management of offshore occupational health and safety, structural and well integrity, and management of the environment.

The table below summarises factors that may have impacted NOPSEMA's performance:

Factor	Summary
Purpose	NOPSEMA conducted a review of its vision, purpose and values in early 2026 to ensure they remain fit for purpose. The updated purpose is: To independently regulate offshore energy activities using a risk-based approach to protect people and the environment. This has not impacted performance, rather the updated purpose reinforces the principles that underpin NOPSEMA's regulatory approach.
Activities	While there was a decrease in offshore hours worked in 2025-26 compared to 2024-25, regulatory activity remained strong across assessments, inspections, incidents investigated, compliance and enforcement activity – demonstrating NOPSEMA's proactive approach to monitoring regulatory compliance and driving improved performance across the offshore energy industry. Regulatory performance data tables are published quarterly on NOPSEMA's website.
Organisational capabilities	NOPSEMA continued to focus on improving people, processes, and systems capabilities. This included initiatives such as implementation of initiatives in the People Plan and Work Health and Safety Plan, process improvement and streamlining activities to address risks, increase efficiencies and support implementation of the agency's Digital Transformation Program.

Performance snapshot and results summary – OIR

Performance snapshot

The OIR's annual performance statements report on the period from 1 July 2025 to 30 June 2026. The statements provide a clear read of our performance over the financial year against the performance measures and targets outlined in the OIR's Corporate Plan 2025-30 and the Portfolio Budget Statements (PBS) 2025-26. For this reporting period, we applied five ratings when assessing our results:

Result rating category	Definition
Achieved	The result fully met or exceeded the target for the reporting period.
Substantially achieved*	The result met at least 65% of the target but was not fully achieved during the reporting period.
Partially achieved	The result met between 30% to 65% of the target during the reporting period.
Not achieved	The result was less than 30% of the target for the reporting period.
Data not available	Data is not yet available for the reporting period.

***Note:** This category was introduced this financial year to establish more defined rating criteria and to support clearer performance reporting.



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In 2025-26, the OIR assessed our results against our purpose using eight performance measures across the agency's three strategic goals. The OIR achieved six measures and substantially achieved two measures.

A summary of the OIR's performance for the measures and associated targets is shown in the tables below. An analysis of the results of individual measures is included in subsequent sections.

Results summary

STRATEGIC GOAL 1 – ENHANCE OUR REGULATORY APPROACH				
Key activity	**Performance measure / KPI***	**Target**	**2025-26 result rating**	**RPG principle**
1.2 We ensure our regulatory effort is targeted and risk-based, and we make merit-based decisions and assign effort according to risk	4. Assessment decisions are made in line with statutory timeframes and documented commitments.	95%	Achieved	RPG 2
1.3 We evolve and adapt to meet government key priorities, including reducing unnecessary burden on industry, maintaining effective operations and meeting future challenges	6. We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency.	Achieved	Achieved	RPG 2

* Note: The 2025-26 PBS included KPI 6 as it measures the OIR's program outcomes. There are minor differences in the KPIs published in the 2025-26 PBS and the Corporate Plan 2025-30. A summary of these changes can be found in the Corporate Plan.

STRATEGIC GOAL 2 – BUILD OUR ORGANISATIONAL CAPACITY				
Key activity	**Performance measure / KPI**	**Target**	**2025-26 result rating**	**RPG principle**
2.1 We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes	7. Our employee engagement score in the annual APS Employee Census survey is maintained above the target.	>75	Substantially achieved	RPG 1
	8. Percentage of current employees completing annual mandatory training.	100%	Substantially achieved	RPG 1
2.2 We review and improve our policies and processes to meet compliance requirements and model best practice regulatory and business standards	9. Our activities are subject to regular internal and external audits and reviews to measure alignment with best practice standards.	85% of scheduled assurance activities are completed as per the approved assurance plan	Achieved	RPG 1
2.3 We invest in technology to ensure our systems are robust, adaptive, fit for purpose and provide an improved user-experience	10. The DTP milestones are met in accordance with the approved project plan.	90%	Achieved	RPG 2

STRATEGIC GOAL 3 – STRENGTHEN OUR EXTERNAL RELATIONSHIPS				
Key activity	**Performance measure / KPI**	**Target**	**2025-26 result rating**	**RPG principle**
3.1 We engage and cultivate targeted, specific, productive and trusted relationships	11. The majority of stakeholders rate the agency highly for having effective engagement and education initiatives.	>75%	Achieved	RPG 3
3.2 We promote the regulatory framework to influence continuous improvement in safety and environmental outcomes	12. The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format.	>75%	Achieved	RPG 3

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Analysis of performance results – OIR

Strategic goal 1 – Enhance our regulatory approach

Performance measure 4

KPI 4	Assessment decisions are made in line with statutory timeframes and documented commitments.
Target	95%
Methodology/ measurement methods	When a licence holder submits an application to the OIR for assessment, the notification/ decision from OIR to the licence holder is required to occur within a legislated timeframe, which is dependent on the assessment type. Progress of the KPI is measured by calculating the percentage of notifications from the OIR to the licence holder that occur either within the legislated timeframe for the assessment type, or by another date communicated with the licence holder during a reporting period. The following application types are included for the measure: • Management plans • Design notifications • Safety zones • Protection zones
Data sources	Assessment register
Caveats	Regulator may extend the timeframe required for making decisions, by communication/ notice to licence holder.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% assessments notified within specific timeframes	No historical data available – the OIR regulatory framework had not commenced.			100%	100%
Result rating	Not a performance measure in previous Corporate Plans				Achieved

Analysis of results

The OIR has received six management plan submissions since commencement of the regulatory framework in December 2024. Under the OEI Regulations, the OIR has 60 days from the day a management plan is submitted to make an initial decision.

To date, the OIR has completed assessment of all management plans within statutory timeframes. The average assessment timeframe is approximately 47 days of assessment time with the OIR. No other applications listed in this KPI have been submitted to date.

Performance measure 6

KPI 6	We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency
Target	Achieved
Methodology/ measurement methods	The OIR collaborates internationally by sharing expertise, information, and leading practice, to help develop regulatory excellence and drive improvements across the industry. The OIR is a member of the Global Offshore Wind Regulators Forum (GOWRF) and is the current Chair of the International Regulators Forum Offshore Renewable Energy Sub-committee (IRFORES). The OIR also collaborates and cooperates with domestic agencies and authorities that have functions that may interface with OEI Act regulated activities such as: • Department of Climate Change, Energy, the Environment and Water (DCCEEW). The OIR's role is to provide regulatory, technical and operational advice to support administration of the OEI Act framework. The OIR cooperates with DCCEEW closely on interfaces between the OEI Act and EPBC Act frameworks. • Offshore Infrastructure Registrar. The OIR collaborates on matters relating to the administration and enforcement of the OEI Act and applied WHS provisions. • Other State and Commonwealth government departments and agencies, e.g. Australian Maritime Safety Authority, the Department of Energy, Environment and Climate Action (DEECA), EnergySafe Victoria or WorkSafe Victoria. The KPI is measured by attendance at mid-year meetings and Annual General Meetings (AGM), as well as the number of engagements with other regulators/groups.
Data sources	• Stakeholder register, minutes, communiques • Memorandum of Understanding (MOU) and administrative arrangements with other agencies and regulators.
Caveats	Not applicable

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
Attendance/engagement in key domestic and international collaborative meetings, forums, working groups	Achieved for these reporting periods, however performance was previously reported against a different performance measure.				Achieved
Result rating	Not a performance measure in previous Corporate Plans				Achieved

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Analysis of results

The OIR participated in the 2025 AGM of the Global Offshore Wind Regulator's Forum in London, United Kingdom, this year including providing a presentation on stakeholder engagement and shared regulatory challenges with mis- and disinformation relating to offshore wind. The OIR also participated in the 2026 mid-year meeting.

The OIR chaired the 2025 AGM of the IRFORES in St John's Newfoundland and Labrador, Canada, in conjunction with the broader IRF AGM and conference. The group covered a range of topics across the key themes of regulatory practice and responding to emerging technologies and innovation. Updates from G+ and International Marine Contractors Association (IMCA) were also provided to the group.

Members agreed to examine establishment of an opportunity statement regarding safety relating to walk to work systems and how the group may contribute to broader initiatives such as those being led through IMCA. The OIR also chaired the 2026 mid-year IRFORES meeting.

The OIR entered into formal arrangements including MOU and administrative arrangements with AMSA, DCCEEW and DEECA (Victoria) during the reporting period which set out agreed approaches to engagement, information sharing and regulation as well as other relevant matters.

In total the OIR has undertaken approximately 147 engagements with international and domestic regulatory and government agencies in the 2025-26 reporting period.



Strategic goal 2 – Build our organisational capability

Performance measure 7

KPI 7	Our employee engagement score in the annual APS Employee Census survey is maintained above the target.
Target	>75%
Methodology/ measurement methods	A baseline target of 75% was established in early 2024 by averaging the agency's employee engagement scores (from the annual APS Employee Census survey) for the previous five years. The aim is to maintain the annual score above this target. The KPI will be measured through the agency's engagement index score published in annual APS Census survey results.
Data sources	APS Employee Census Survey
Caveats	The APS Employee Census Survey results apply to both NOPSEMA and the OIR.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
Engagement score in APS Employee Census Survey	73%	75%	75%	75%	71%
Result rating	Not a performance measure in previous Corporate Plans			Achieved	Substantially Achieved

Analysis of results

The agency's response rate for the 2025-26 APS Employee Census Survey was 81%, which continued our trend of high response rates in comparison to the broader APS.

The engagement index score was 71% for 2025-26, a decrease from previous years.

The agency publishes the APS Employee Census Survey results and associated action plan on our website each year in accordance with government requirements.

APS Annual Census	2021-22	2022-23	2023-24	2024-25	2025-26
All APS response rate	83%	80%	81%	81%	80%
NOPSEMA response rate	92%	78%	89%	86%	81%
NOPSEMA engagement index score	73%	75%	75%	75%	71%

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Performance measure 8

KPI 8	Percentage of current employees completing annual mandatory training.
Target	100%
Methodology/ measurement methods	This KPI measures if the workforce is reaching the required training and competencies. The following is identified as annual mandatory all staff training: • Annual appropriate workplace behaviour training • Annual work health and safety (WHS) training The following is identified as mandatory all staff training where refresher training is required every two years: • Fraud and corruption training • Privacy training In addition, OIR staff undertake mandatory training specific to the offshore renewables industry as part of onboarding programs for all new starters.
Data sources	• Internal learning management portal • Training attendance sheets
Caveats	• Training occurs across separate scheduled sessions with face-to-face and online delivery methods available dependent on the specific training. • Percentage completion rates are taken at a point in time. With an evolving workforce, the objective is to maintain the overall training rate as close to 100% where possible.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% completion – appropriate workplace behaviour training	96%	99%	Training not scheduled.	91%	88%
% completion – WHS training	Data not available – the agency's WHS training was only introduced in 2025-26				93%
% completion – fraud and corruption training	87%	100%	96%	98%	100%
% completion – privacy training	N/A	96%	92%	98%	100%
Result rating (overall)	Not a performance measure in previous Corporate Plans				Substantially achieved

Analysis of results

All staff mandatory training:

During 2025–26, the agency strengthened its commitment to a safe, respectful and ethical workplace through the delivery of four mandatory training programs covering appropriate workplace behaviour, work health and safety (WHS), fraud and corruption control, and privacy. These programs reinforced employee understanding of expected standards of conduct, integrity, WHS responsibilities, fraud and corruption prevention, and privacy obligations, while promoting awareness of individual and collective responsibilities, including conflict of interest management, hazard and incident reporting, secure information handling, and compliance with legislative and organisational requirements. Together, the training initiatives supported the agency's objectives by fostering a culture of integrity, accountability, respect and shared responsibility, while strengthening good governance, risk management and workplace safety across the agency.

OIR-specific mandatory training

OIR staff undertake mandatory offshore wind learning. This training equips staff with the knowledge and skills needed to effectively oversee a rapidly evolving sector. By strengthening understanding of offshore renewable energy technologies, operational practices, safety risks and regulatory obligations, this training supports informed, consistent and risk-based decision-making. Ongoing professional development ensures our workforce remains capable of regulating the industry effectively, helping to protect workers, the environment and the integrity of offshore infrastructure projects while supporting the safe and sustainable growth of Australia's offshore renewables sector.



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Performance measure 9

KPI 9	Our activities* are subject to regular internal and external audits and reviews to measure alignment with best practice standards
Target	85% of scheduled assurance activities are completed as per the approved assurance plan
Methodology/ measurement methods	The OIR is committed to governance and accountability and strives to innovate and proactively improve our policies, guidance materials and processes. We embed new legislation and standards as required in a timely manner and adopt best practice principles where relevant. The OIR's processes and functions are also subject to review through the NOPSEMA and OIR Audit and Risk Committee.
Data sources	DRS – emails, minutes, reports, worksheets, OIR website
Caveats	Not applicable

*Includes our corporate and regulatory functions

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
Review of guidelines, policies and procedures	Not a performance measure in previous OIR Corporate Plans				85%
Result rating	Not a performance measure in previous OIR Corporate Plans				Achieved

Analysis of results

The OIR is committed to providing clear, practical regulatory guidance to build understanding of regulatory requirements and communicate regulatory expectations. During 2025-26, the OIR commenced a review of its guidance materials, policies, and procedures to ensure they remain fit for purpose. Updates to guidance materials and regulatory processes were informed by lessons learned and stakeholder feedback following the first year of regulatory implementation.

Given the emerging nature of Australia's offshore renewable energy industry, these reviews have necessarily focused on regulatory experience and industry activities undertaken to date. Revised materials are published on the OIR website, including:

Guidelines	
Design notifications	June 2026
Work health and safety under the OEI Act framework	April 2026
Consultation and engagement for OEI management plans	January 2026
Policies	
Regulatory fees and levies	May 2026
Enforcement	May 2026
Investigation	October 2025
Support material	
Brochure – Offshore renewables and coexistence with fisheries	April 2026
Brochure – Offshore wind energy	February 2026

The OIR is also accountable to the Audit and Risk Committee. The Audit and Risk Committee is established by the accountable authority in compliance with section 45 of the PGPA Act and section 17 of the *Public Governance, Performance and Accountability Rule 2014*. The Committee Charter, published on the OIR's website, outlines the purpose, membership, key functions and responsibilities of the committee, as part of the overall financial governance structure of NOPSEMA including in relation to the functions of the OIR.

Performance measure 10

KPI 10	The DTP milestones are met in accordance with the approved project plan.
Target	90%
Methodology/ measurement methods	The agency's DTP is governed by a steering committee, which provides executive oversight and strategic direction for the program's two projects – • CORE • DRS Progress is measured by determining whether each milestone from the DTP's project plan in the reporting period, is met.
Data sources	The primary data source is the DTP project status reports. These reports track milestone completion and provide evidence for KPI measurement.
Caveats	• The methodology relies on the accuracy and timeliness of project status reporting. • Any changes to the approved project plan (e.g. scope adjustments, timeline shifts) go through the formal CORE steering committee change request process to be formally accepted. • The KPI is designed to be consistent and clear, but it is important to note that milestone definitions and measurement criteria must be agreed upon and communicated across both NOPSEMA and OIR to ensure consistency.

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Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% DTP milestones	The DTP was not yet initiated/delivery contract not established			90%	100%
Result rating	Not a performance measure in previous Corporate Plans			Achieved	Achieved

Analysis of results

During 2025-26, the DTP achieved 100% of planned milestones in accordance with the approved project plan, exceeding the performance target of 90%. The program's two projects, the CORE project and the DRS project, delivered all scheduled milestones for the reporting period. Achievement of milestones was monitored through regular project status reporting and oversight by the DTP steering committee.

Where emerging risks, dependencies or changes were identified, these were actively managed through established governance processes, ensuring delivery remained aligned with approved plans.

The timeframes for both the CORE and DRS projects were extended from their original schedules, however this reflected the agency's commitment to implementing fit-for-purpose solutions that deliver benefits for staff and the industry.

As project design and development progressed, additional work was undertaken to refine business requirements, improve processes, strengthen system integration, and complete more extensive testing and validation than initially anticipated.

In addition, significant effort was invested in engaging with industry stakeholders for the CORE project, and with internal staff more broadly, to ensure that system functionality and capabilities effectively support regulatory and corporate operations. Through engagement, opportunities were identified to enhance usability, data quality, information management and operational efficiency, which required additional development effort but was necessary to ensure a more sustainable and user-centred outcome for the program.

The result demonstrates the effectiveness of the program's governance, project management and stakeholder engagement arrangements and reflects continued progress towards modernising the agency's regulatory and corporate systems.

Strategic goal 3 – Strengthen our external relationships

Performance measure 11

KPI 11	The majority of stakeholders rate the agency highly for having effective engagement and education initiatives.
Target	>75%
Methodology/ measurement methods	We undertook a formal stakeholder survey in 2025 and used a mixed method survey combining qualitative and quantitative research techniques to collect stakeholder feedback. A key focus of the survey was obtaining stakeholder feedback and views on the effectiveness of OIR's engagement and education initiatives. Rankings of 7 (out of 10) and above represent judgements of highly to very effective. We also regularly and proactively engage with our stakeholders through targeted activities and invite feedback through various other channels to ensure there is continuous improvement, and our engagement and education initiatives are refined to better meet stakeholder needs.
Data sources	• Stakeholder engagement and liaison register • OIR stakeholder survey • OIR website
Caveats	• The OIR is a relatively new regulator in the offshore renewables sector, reflecting a smaller cohort of survey participants compared to NOPSEMA. • The OIR also regularly invites feedback from stakeholders through various other channels such as via the OIR website.



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Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% stakeholders who rate the agency highly for engagement and education	Survey not previously undertaken – data not available				63%
Average rank (out of 10)	Survey not previously undertaken – data not available				8.2
Result rating	Not a performance measure in previous Corporate Plans			Data not available	Achieved

Analysis of results

The OIR received positive feedback via the 2025 stakeholder survey, with results indicating strong confidence in the regulator's performance, people and approach.

The survey received a modest number of responses. This reflects the OIR's status as a relatively new regulator operating in an emerging offshore renewables sector. While the sample size is limited, the findings provide valuable insight into early stakeholder perceptions and experiences. Participants represented a broad cross section of key external stakeholder groups, including regulated entities, government agencies, the fishing industry, conservation organisations, Indigenous representative bodies and unions.

Stakeholders rated the OIR's overall effectiveness strongly. Interview participants gave an average score of 8.21 out of 10, highlighting staff expertise and the regulator's ability to draw on established regulatory frameworks from NOPSEMA as key strengths.

Stakeholders also viewed engagement positively, describing OIR staff as knowledgeable, proactive and responsive, and valuing early engagement and practical risk-based guidance.

Communication emerged as a consistent strength. Stakeholders reported consistent use of the OIR website and guidance materials, praising the plain-English explanations, practical examples, diagrams, workshops and fact sheets that support understanding and compliance.

The OIR engages with a diverse range of stakeholders including industry, service providers, government representatives at all levels, academia, marine users, unions and workforce representatives, environmental and non-government organisations, First Nations peoples and the community.

Engagement interactions include in-person meetings, online meetings and briefings, forums, roundtables, workshops, presentations, conferences and participation in working groups and committees.

Workshops and forums hosted by the OIR are shaped in response to questions from industry regarding regulatory requirements and their obligations under the regime. Following these events the OIR issues a survey to attendees to assess delivery, themes and opportunities for future events.

The OIR maintains a register of engagement, advice and promotional activities with external stakeholders. In the 2025-26 reporting period the OIR conducted approximately 217 engagements.

Performance measure 12

KPI 12	The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format.
Target	>75%
Methodology/ measurement methods	We undertook formal stakeholder surveys for the first time in 2025 and used a mixed method survey combining qualitative and quantitative research techniques to collect stakeholder feedback. Included in the survey were a series of questions that focused on how well the OIR provides the right information to provide clarity, in an accessible format. Rankings of 7 (out of 10) and above represent judgements of highly to very effective. We also regularly and proactively engage with our stakeholders through targeted activities and invite feedback through various other channels to ensure there is continuous improvement, and our materials and approaches are refined to better meet stakeholder needs.
Data sources	• Stakeholder engagement and liaison register • OIR Stakeholder survey
Caveats	• The OIR is a relatively new regulator in the offshore renewables sector, reflecting a smaller cohort of survey participants compared to NOPSEMA. • The OIR also regularly invites feedback from stakeholders through various other channels such as via the OIR website.

Results

	2021-22	2022-23	2023-24	2024-25	2025-26
% stakeholders who rate the agency highly for information provision	Survey not previously undertaken – data not available				63%
Average rank (out of 10)	Survey not previously undertaken – data not available				8.2
Result rating	Not a performance measure in previous Corporate Plans			Data not available	Achieved

Analysis of results

During the reporting period the OIR continued to rollout new guidance materials, systems and processes to support ongoing implementation of the OEI Act regulatory framework.

The OIR aims to ensure stakeholders are provided with clear, accessible and practical regulatory information supported by proactive engagement via meetings, workshops and industry events. A summary of key activities during 2025-26 is included below.

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Guidelines	
Design notifications	June 2026
Work health and safety under the OEI Act framework	April 2026
Consultation and engagement for OEI management plans	January 2026
Health and safety representatives training	December 2025
Licensing high-risk work	November 2025
Enforceable undertakings guideline	November 2025
Policies	
Regulatory fees and levies	May 2026
Enforcement	May 2026
Investigation	October 2025
Support material	
Brochure – Offshore renewables and coexistence with fisheries	April 2026
Brochure – Offshore wind energy	February 2026
Brochure – Consultation on offshore renewables management plans	January 2026
Fact sheet – Registration of plant and plant design	November 2025
Frequently asked questions	April 2026
Workshops, forums and events	
Event – World Renewables Energy Conference	February 2026
Industry workshop – WHS industry and regulators workshop	November 2025
Event – APAC Wind Energy Summit	September 2025
Event – Gippsland New Energy Conference	July 2025

To ensure continuous improvement and relevance, the OIR invites ongoing feedback from licence holders and other stakeholders on areas where additional clarity or further guidance would be beneficial. This helps the OIR refine materials and engagement approaches to better meet stakeholder needs.

Overall analysis of performance against entity purpose – OIR

During the reporting period the OIR shifted from regulatory development into regulatory implementation and improvement as more licence holders and other stakeholders started to formally engage with the OEI Act framework.

The table below identifies any changes that may have impacted the OIR's performance:

Factor	Summary
Purpose	The OIR conducted a review of its vision, purpose and values in early 2026 to ensure they remain fit for purpose. The updated purpose is: **To independently regulate offshore energy activities using a risk-based approach to protect people and the environment.** This has not impacted performance, rather the updated purpose reinforces the principles that underpin our regulatory approach.
Activities	The OIR continued to release and revise guidance and supporting material to build understanding of regulatory requirements. The changes in industry activity from 2024-25 to 2025-26 include: • Management plan approvals for feasibility-stage activities in the Gippsland declared area. • Commencement of feasibility activities by some licence holders in the Gippsland declared area. • Commencement of the OIR's inspection program. • Feasibility licences granted in Southern Ocean and Bunbury declared areas. • Activation of the transmission infrastructure licensing and research and demonstration licensing streams by the Registrar and DCCEEW to support ongoing implementation and enable more industry activity. • Temporary financial relief provided to the offshore renewables sector by the Australian Government recognising global cost pressures facing the sector.
Organisational capabilities	During the reporting period, the number of staff in the OIR decreased from 10 to 8 FTE. Despite this reduction, the OIR remained focused on attracting, developing and retaining a highly skilled workforce through targeted people, wellbeing and work health and safety initiatives. Core processes and systems were established and enhanced to support organisational capability and the effective administration of the OIR's regulatory functions.

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Part 5

Financial statements



Independent auditor's report

Australian National Audit Office

To the Minister for Resources

Opinion

In my opinion, the financial statements of the National Offshore Petroleum Safety and Environmental Management Authority (the Entity) for the year ended 30 June 2026:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2026 and its financial performance and cash flows for the year then ended.

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

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

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

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

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

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Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office

Naveed Nisar
Audit Principal
Delegate of the Auditor-General

Canberra
17 September 2026

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Statement by Chief Executive Officer and Chief Financial Officer

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

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Offshore Petroleum Safety and Environmental Management Authority will be able to pay its debts as and when they fall due.

Sue McCarrey
Chief Executive Officer
17 September 2026

Kavitha Khoosal
Chief Financial Officer
17 September 2026

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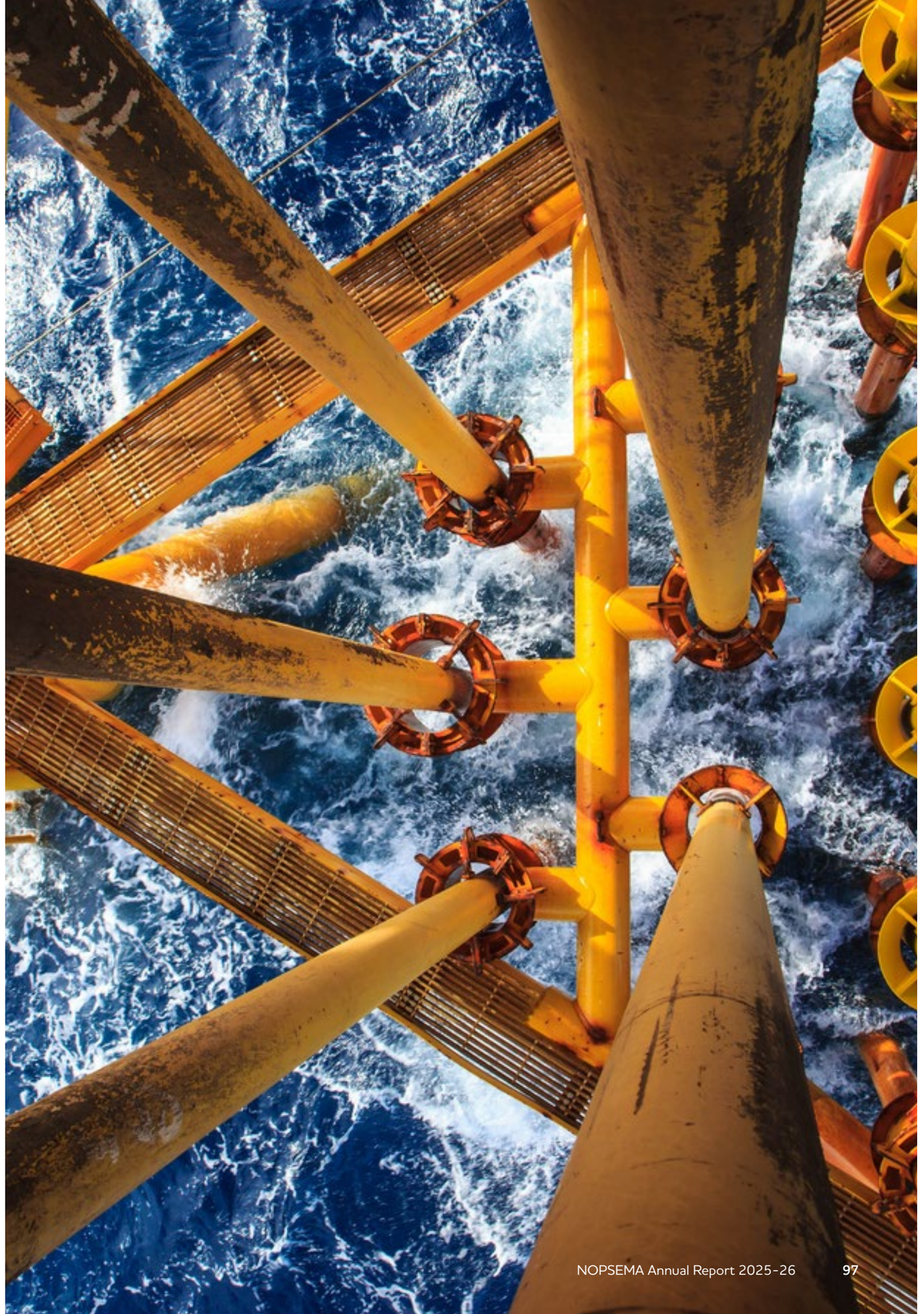
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Primary financial statements

Statement of comprehensive income

For the period ending 30 June 2026		2026	2025	2026 Budget
	Notes	$'000	$'000	$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	**47,416**	43,706	49,973
Suppliers	1.1B	**9,711**	7,057	13,245
Depreciation and amortisation	2.2A	**1,772**	1,811	1,711
Finance costs		**324**	409	344
Other expenses	2.1B	**204**	-	-
Total expenses		**59,427**	52,983	65,273
Own-source revenue				
Levies and fees	1.2A	**65,222**	61,941	55,366
Interest		**3,290**	3,156	2,070
Other revenue	1.2B	**272**	484	629
Total own-source revenue		**68,784**	65,581	58,065
Gains				
Other gains		**-**	-	-
Total gains		**-**	-	-
Net contribution by services		**9,357**	12,598	(7,208)
Revenue from Government	1.2C	**2,498**	21,306	1,755
Surplus/(deficit) on continuing operations		**11,855**	33,904	(5,453)
Total comprehensive income/(deficit)		**11,855**	33,904	(5,453)

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

Budget variances commentary

NOPSEMA's 2025-26 budget was developed using conservative revenue assumptions reflecting ongoing uncertainty in offshore petroleum activity levels and levy income. Actual revenue from fees and levies was higher than budget in 2025-26.

The variance was primarily driven by higher levels of activity across the offshore petroleum sector, including increased safety case levy activity and the commencement of industry decommissioning projects. These projects resulted in the submission and assessment of significant decommissioning environment plans, generating additional cost recovery revenue.

In November 2025, amendments to the OEI Regulations temporarily suspended elements of the offshore electricity infrastructure cost recovery framework by waiving annual levies for feasibility licences and research and demonstration licences, and reducing annual levies for transmission and infrastructure licences by 50 per cent for a two-year period.

These measures were introduced to reduce cost barriers for the emerging offshore electricity infrastructure industry. To offset the reduction in revenue associated with these arrangements, NOPSEMA received an additional unbudgeted government appropriation of $0.9 million in 2025-26.

Interest revenue was higher than budget due to higher cash balances and interest rates than assumed in the budget.

Total expenses were lower than budget primarily due to the timing of expenditure associated with NOPSEMA's Digital Transformation Program.

During 2025-26, Project DRS was successfully implemented, transitioning the agency from Objective to Microsoft SharePoint, while Project CORE progressed through key design, governance and solution development milestones. As delivery planning evolved, additional work was undertaken to address migration complexity, data quality considerations and solution assurance requirements. These activities resulted in the rescheduling of some implementation activities and associated expenditure to future periods.

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Statement of financial position

As at 30 June 2026		2026	2025	2026 Budget
	Notes	$'000	$'000	$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	**90,852**	77,838	52,532
Trade and other receivables	2.1B	**14,759**	13,547	14,628
Other financial assets	2.1C	**2,018**	2,621	3,338
Total financial assets		**107,629**	94,006	70,498
Non-financial assets				
Land and buildings[1]	2.2A	**5,368**	6,892	5,455
Plant and equipment	2.2A	**443**	292	565
Intangibles	2.2A	**-**	26	-
Other non-financial assets		**644**	644	781
Total non-financial assets		**6,455**	7,854	6,801
Total assets		**114,084**	101,860	77,299
LIABILITIES				
Payables				
Trade creditors and accruals	2.3A	**2,280**	1,022	273
Other payables	2.3B	**6,603**	6,434	8,736
Total payables		**8,883**	7,456	9,009
Interest-bearing liabilities				
Leases	2.4A	**6,984**	9,049	7,404
Total interest-bearing liabilities		**6,984**	9,049	7,404
Provisions				
Employee provisions	3.1A	**9,347**	8,355	7,886
Other provisions	2.5A	**113**	98	98
Total provisions		**9,460**	8,453	7,984

1 Right-of-use assets are included in this line item.

As at 30 June 2026		2026	2025	2026 Budget
	Notes	$'000	$'000	$'000
Total liabilities		**25,327**	24,958	24,397
Net assets		**88,757**	76,902	52,902
EQUITY				
Contributed equity		**2,361**	2,361	2,361
Retained surplus		**86,396**	74,541	50,541
Total equity		**88,757**	76,902	52,902

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

Budget variances commentary

Cash and cash equivalents at 30 June 2026 were higher than budget, primarily reflecting levy revenue exceeding budget assumptions, the timing of expenditure associated with the Digital Transformation Program and lower overall expenditure than anticipated.

Trade and other receivables were broadly consistent with budget. The lower than budgeted balance of unearned revenue was principally attributable to an increase in accepted environment plans during the year and the temporary relief measures introduced under the OEI regulatory framework.

Supplier and other payables were higher than budget due to the timing of payments associated with activities undertaken during the final quarter of the financial year, including continued delivery of the Digital Transformation Program and implementation of Project DRS. Employee provisions were higher than budget primarily due to increases in accrued annual leave and long service leave balances.

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Statement of changes in equity

For the period ending 30 June 2026		2026	2025	2026 Budget
	Notes	$'000	$'000	$'000
CONTRIBUTED EQUITY				
Opening balance				
Balance carried forward from previous period		**2,361**	2,361	2,361
Adjusted opening balance		**2,361**	2,361	2,361
Transactions with owners				
Contributions by owners				
Equity injection - appropriations		**-**	-	-
Total transactions with owners		**-**	-	-
Closing balance as at 30 June		**2,361**	2,361	2,361
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		**74,541**	40,637	55,994
Adjusted opening balance		**74,541**	40,637	55,994
Comprehensive income				
Surplus/(deficit) for the period		**11,855**	33,904	(5,453)
Total comprehensive income/(deficit)		**11,855**	33,904	(5,453)
Closing balance as at 30 June		**86,396**	74,541	50,541
For the period ending 30 June 2026				
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period		**76,902**	42,998	58,355
Adjusted opening balance		**76,902**	42,998	58,355

For the period ending 30 June 2026		2026	2025	2026 Budget
	Notes	$'000	$'000	$'000
Comprehensive income				
Surplus/(deficit) for the period		**11,855**	33,904	(5,453)
Total comprehensive income/(deficit)		**11,855**	33,904	(5,453)
Transactions with owners				
Contributions by owners				
Equity injection – appropriations		**-**	-	-
Total transactions with owners		**-**	-	-
Closing balance as at 30 June		**88,757**	76,902	52,902

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

Budget variances commentary

In 2026, retained earnings increased further, attributable to revenue outcomes that exceeded expectations. This positive variance reflects the cautious budgeting approach adopted in response to prior uncertainties.

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Cash flow statement

For the period ending 30 June 2026		2026	2025	2026 Budget
	Notes	$'000	$'000	$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from levies and fees		**63,767**	62,408	55,366
Sale of goods and rendering of services		**-**	-	577
Interest[1]		**3,207**	3,057	2,070
GST received		**1,086**	934	-
Other		**274**	652	629
Appropriations		**2,498**	21,306	1,755
Total cash received		**70,832**	88,357	60,397
Cash used				
Employees		**(46,054)**	(42,522)	(49,973)
Suppliers		**(8,516)**	(6,266)	(13,245)
Interest payments on lease liabilities		**(324)**	(409)	(344)
GST paid		**(1,089)**	(920)	-
Total cash used		**(55,983)**	(50,117)	(63,562)
Net cash from operating activities		**14,849**	38,240	(3,165)
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		**(373)**	(129)	(350)
Total cash used		**(373)**	(129)	(350)
Net cash used by investing activities		**(373)**	(129)	(350)
FINANCING ACTIVITIES				
Cash received				
Receipts from investment in sublease		**603**	566	-
Total cash received		**603**	566	-

1 Interest receipts on investment in sublease is included in this line item.

For the period ending 30 June 2026		2026	2025	2026 Budget
	Notes	$'000	$'000	$'000
Cash used				
Principal payments of lease liabilities		**(2,065)**	(2,082)	(2,183)
Total cash used		**(2,065)**	(2,082)	(2,183)
Net cash used by financing activities		**(1,462)**	(1,516)	(2,183)
Net increase in cash held		**13,014**	36,595	(5,698)
Cash and cash equivalents at the beginning of the reporting period		**77,838**	41,243	58,230
Cash and cash equivalents at the end of the reporting period	2.1A	**90,852**	77,838	52,532

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

Budget variances commentary

Cash reserves ended the financial year well above budget, driven by higher-than-expected levy revenues, the deferral of expenditure related to the Digital Transformation Program and overall lower than budgeted expenditure.

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Notes to the financial statements

Overview

Basis of preparation

The financial statements are general purpose financial statements and are required by section 42 of the PGPA Act.

The financial statements have been prepared in accordance with:

a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and

b) Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

The financial statements are presented in Australian dollars.

New accounting standards

All new standards that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on NOPSEMA's financial statements.

Taxation

NOPSEMA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the reporting period

Refer to **5.2 Events after the reporting period.**

Budgetary reporting of major variances (AASB1055)

Budget variances commentary provides a comparison between the original budget reported in the Portfolio Budget Statements 2025-26, and the final outcome of the 2025-26 financial statements. The original budget provided is not audited, however, major changes in budget have been explained as part of the variance analysis where relevant.

Variances are considered 'major' where:

c) the variance between budget and actual is greater than +/- 10% of the budget for the line items; and

d) the variance between budget and actual is greater than +/- 2% of total expenses or total own-source revenue.

1. Financial performance

This section analyses the financial performance of NOPSEMA for the year ended 2026.

1.1 Expenses

	2026	2025
	$'000	$'000
1.1A Employee benefits		
Wages and salaries	**34,473**	31,280
Superannuation:		
Defined benefit plans	**356**	354
Defined contribution plans	**5,808**	5,222
Leave and other entitlements	**6,400**	5,790
Other employee benefits	**379**	1,060
Total employee benefits	**47,416**	43,706

Accounting policy

Accounting policies for employee-related expenses are contained in **3. People and relationships.**

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	2026	2025
	$'000	$'000
1.1B Suppliers		
Goods and services supplied or rendered		
Communication	**38**	31
Consultants	**3,361**	1,952
Consumables	**316**	282
IT services and software licences	**1,988**	1,561
Other	**101**	103
Recruitment and staff welfare	**183**	149
Subscriptions	**131**	119
Temporary staff	**696**	273
Training and conferences	**729**	597
Travel and accommodation	**1,301**	1,238
Total goods and services supplied or rendered	**8,844**	6,305
Goods supplied	**641**	524
Services rendered	**8,203**	5,781
Total goods and services supplied or rendered	**8,844**	6,305
Other suppliers		
Insurance	**53**	51
Property expenses	**720**	673
Workers' compensation expenses	**94**	28
Total other suppliers	**867**	752
Total suppliers	**9,711**	7,057

1.2 Own-source revenue

	2026	2025
	$'000	$'000
1.2A Revenue from levies and fees		
Wells	**6,636**	6,985
Safety	**26,334**	25,772
Environment	**29,533**	25,263
Offshore Infrastructure Regulator	**2,719**	3,921
Total revenue from levies and fees	**65,222**	61,941

Accounting policy

Revenue from fees and levies is recognised in accordance with AASB15 Revenue from Contracts with Customers. Receivables for goods and services, which have 30-day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

	2026	2025
	$'000	$'000
1.2B Other revenue		
Resources received free of charge:		
Remuneration of auditors – ANAO	**50**	50
Other revenue	**222**	434
Total other revenue	**272**	484

Accounting policy

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

	2026	2025
	$'000	$'000
1.2C Revenue from Government		
Department of Industry, Science and Resources:		
Corporate Commonwealth entity payment item	**2,498**	21,306
Total revenue from Government	**2,498**	21,306

Accounting policy

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the non-corporate Commonwealth entity as a corporate Commonwealth entity payment item for payment to this entity) is recognised as revenue from Government by the corporate Commonwealth entity unless the funding is in the nature of an equity injection or a loan.

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2. Financial position

This section analyses NOPSEMA's assets used to conduct its operations and the operating liabilities incurred as a result. Employee-related information is disclosed in 3. People and relationships.

2.1 Financial assets

	2026	2025
	$'000	$'000
2.1A Cash and cash equivalents		
Cash at bank	**90,852**	77,838
Total cash and cash equivalents	**90,852**	77,838

Accounting policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

a) cash on-hand;

b) demand deposits in bank accounts with an original maturity of three months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and

c) cash in special accounts.

	2026	2025
	$'000	$'000
2.1B Trade and other receivables		
Goods and services receivables		
Goods and services	**9,366**	7,745
Total goods and services receivables	**9,366**	7,745
Other receivables		
Levy receipts to be appropriated by the Department of Industry, Science and Resources	**-**	1,259
Interest	**331**	248
Accrued revenue	**5,104**	4,135
Travel advances	**2**	2
GST receivable from the Australian Taxation Office	**102**	99
Other	**58**	59
Total other receivables	**5,597**	5,802
Total trade and other receivables (gross)	**14,963**	13,547
Less impairment loss allowance	**(204)**	-
Total trade and other receivables (net)	**14,759**	13,547

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

Subsequent to 30 June 2026, Triangle Energy Operations Pty Ltd, from which NOPSEMA had an outstanding receivable balance of $203,935 at year end, entered voluntary administration on 14 July 2026. The appointment of administrators provided additional evidence regarding the recoverability of the receivable existing at the reporting date.

Accordingly, the receivable has been fully impaired in the financial statements for the year ended 30 June 2026.

Accounting policy

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

	2026	2025
	$'000	$'000
2.1C Other financial assets		
Investment in sublease asset	**2,018**	2,621
Total other financial assets	**2,018**	2,621

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2.2 Non-financial assets

2.2A Reconciliation of the opening and closing balances of land and buildings, plant and equipment, and intangibles

	Land and buildings	Plant and equipment	Intangibles[1]	Total
	$'000	$'000	$'000	**$'000**
Gross book value	12,245	1,607	9,025	**22,877**
Accumulated depreciation, amortisation and impairment	(5,353)	(1,315)	(8,999)	**(15,667)**
Total as at 1 July 2025	6,892	292	26	**7,210**
Additions:				
Purchase	4	369	-	**373**
Depreciation and amortisation	(847)	(218)	(26)	**(1,091)**
Depreciation on right-of-use assets	(681)	-	-	**(681)**
Disposals:				
Cost	(25)	(8)	-	**(33)**
Accumulated depreciation	25	8	-	**33**
Total as at 30 June 2026	5,368	443	-	**5,811**
Total as at 30 June 2026 represented by				
Gross book value	12,224	1,968	9,025	**23,217**
Accumulated depreciation, amortisation and impairment	(6,856)	(1,525)	(9,025)	**(17,406)**
Total as at 30 June 2026	5,368	443	-	**5,811**
Carrying amount of right-of-use assets	2,367	-	-	**2,367**

1 Intangibles consisted of internally generated software.

No indicators of impairment were found for land, buildings, plant and equipment and intangibles.

No land, buildings, plant and equipment, or other intangible assets are expected to be sold or disposed of within the next 12 months, with the exception of the Regulatory Management System (RMS). Disposal of the RMS which was scheduled for this financial year was postponed due to delays in implementation of the CORE system under Digital Transformation Program. NOPSEMA anticipates the disposal in financial year 2026-2027. This asset is now fully amortised.

Accounting policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate. Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than $2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the entity where there exists an obligation to restore the property to its original condition. These costs are included in the value of the entity's leasehold improvements with a corresponding provision for the 'make good' recognised.

Leased right-of-use (ROU) assets

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

On initial adoption of AASB 16, NOPSEMA adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment, and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

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

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

	2026	2025
Leasehold improvements	**Lease term**	Lease term
Plant and equipment	**3 to 5 years**	3 to 5 years

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

Impairment

Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful life of the entity's software is 5 years (2025: 5 years).

All software assets were fully amortised as at 30 June 2026.

2.3 Payables

	2026	2025
	$'000	$'000
2.3A Trade creditors and accruals		
Trade creditors	**303**	302
Accrued expenses	**1,977**	720
Total trade creditors and accruals	**2,280**	1,022

Settlement is usually made within 30 days.

	2026	2025
	$'000	$'000
2.3B Other payables		
Salaries and wages	**1,669**	1,361
Unearned income	**4,793**	5,073
Other payables	**141**	-
Total other payables	**6,603**	6,434

2.4 Interest bearing liabilities

	2026	2025
	$'000	$'000
2.4A Leases		
Lease liabilities	**6,984**	9,049
Total leases	**6,984**	9,049
Maturity analysis – contractual undiscounted cash flows		
Within 1 year	**2,659**	2,580
Between 1 to 5 years	**4,747**	7,188
More than 5 years	**-**	-
Total leases	**7,406**	9,768

Accounting policy

For all new contracts entered into, NOPSEMA considers whether the contract is, or contains a lease. A lease is defined as 'a contract' or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration. Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

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

2.5 Other provisions

	2026	2025
	$'000	$'000
2.5A Other provisions		
Provision for restoration	**98**	98
Provision for credit notes	**15**	-
Total other provisions	**113**	98

Accounting judgements and estimates

NOPSEMA has two agreements for the leasing of premises in Perth and Melbourne. The makegood for the Perth lease has been waived by the landlord, while the provision to restore the Melbourne premises to its original condition remains in place. NOPSEMA maintains a provision for the Melbourne lease which reflects the present value of this obligation.

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3. People and relationships

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

3.1 Employee provisions

	2026	2025
	$'000	$'000
3.1A Employee provisions		
Annual leave	**3,899**	3,297
Long service leave	**5,448**	5,058
Total employee provisions	**9,347**	8,355

Accounting judgements and estimates

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

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

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

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

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2026 using the Department of Finance shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and redundancy

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

Superannuation

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

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

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

The entity makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government.

The entity accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June 2026 represents outstanding contributions.

3.2 Key management personnel remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. The entity has determined the key management personnel to be the Chief Executive Officer, two Deputy CEOs, one Executive General Manager, two Executive Directors, the Executive Director Legal and Governance/General Counsel.

Key management personnel remuneration is reported in the table below:

	2026	2025
	$'000	$'000
3.2A Key management personnel remuneration		
Short-term employee benefits	**2,448**	2,495
Post-employment benefits	**378**	343
Other long-term employee benefits	**47**	42
Termination benefits	**-**	103
Total key management personnel remuneration[1]	**2,873**	2,983

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

The total number of key management personnel that are included in the above table is 7 (2025: 10).

3.3 Related party disclosures

Related party relationships

NOPSEMA is an independent statutory authority established under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006*. Related parties to NOPSEMA are Key Management Personnel and the Portfolio Minister.

Transactions with related parties

Significant transactions with related parties can include:

- the payments of grants or loans
- the purchases of goods and services
- asset purchases, sales transfers or leases
- debts forgiven; and
- guarantees

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the entity, it has been determined that there are no related party transactions to be separately disclosed.

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4. Managing uncertainties

This section analyses how NOPSEMA manages financial risks within its operating environment.

4.1 Financial instruments

	2026	2025
	$'000	$'000
4.1A Categories of financial instruments		
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	**90,852**	77,838
Trade and other receivables	**14,759**	13,547
Other financial assets	**2,018**	2,621
Total financial assets at amortised cost	**107,629**	94,006
Total financial assets	**107,629**	94,006
Financial liabilities		
Financial liabilities at amortised cost		
Trade creditors and accruals	**2,280**	1,022
Other payables	**6,603**	6,434
Total financial liabilities at amortised cost	**8,883**	7,456
Total financial liabilities	**8,883**	7,456

Accounting policy

Financial assets

Under AASB 9 Financial instruments NOPSEMA classifies its financial assets in the following categories:

a) financial assets at fair value through profit or loss;

b) financial assets at fair value through other comprehensive income; and

c) financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition.

Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date. Comparatives have not been restated on initial application

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

	2026	2025
	$'000	$'000
4.1B Net gains or losses on financial assets		
Financial assets at amortised cost		
Interest revenue	**3,290**	3,156
Net gains/(losses) on financial assets at amortised cost	**3,290**	3,156

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5. Other information

5.1 Current/non-current distinction for assets and liabilities

	2026	2025
	$'000	$'000
5.1A Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**90,852**	77,838
Trade and other receivables	**14,759**	13,547
Other financial assets	**683**	627
Other non-financial assets	**644**	644
Total no more than 12 months	**106,938**	92,656
More than 12 months		
Land and buildings	**5,368**	6,892
Plant and equipment	**443**	292
Intangibles	**-**	26
Other financial assets	**1,335**	1,994
Other non-financial assets	**-**	-
Total more than 12 months	**7,146**	9,204
Total assets	**114,084**	101,860
Liabilities expected to be settled in:		
No more than 12 months		
Trade creditors and accruals	**2,280**	1,022
Leases	**2,435**	2,099
Employee payables	**1,668**	1,361
Other payables	**4,935**	5,073
Other provisions	**15**	-
Total more than 12 months	**11,333**	9,555
More than 12 months		
Leases	**4,549**	6,950
Employee provisions	**9,347**	8,355
Other provisions	**98**	98
Total more than 12 months	**13,994**	15,403
Total liabilities	**25,327**	24,958

5.2 Events after the end of the reporting period

5.2A Non-adjusting event

On 17 July 2026, following a breach of a General Direction issued by NOPSEMA, NOPSEMA exercised its powers under section 577 of the OPGGS Act to ensure the continued safe monitoring and maintenance of the platform.

As a consequence, NOPSEMA entered into commitments relating to those activities after the reporting date. These commitments represent a non-adjusting event as the obligations arose from circumstances occurring after 30 June 2026.

As at the date of authorisation of these financial statements, NOPSEMA has progressed procurement activities for approximately $4.7 million in relation to these activities.

Based on information available at the reporting date, management has developed a preliminary estimate of the costs associated with the expected activities. This estimate is subject to uncertainty, as the scope, duration and nature of required activities continue to be assessed. Accordingly, actual costs incurred may differ from current expectations.

NOPSEMA has considered the financial implications of the intervention and expects that sufficient funding will be available to meet forecast obligations arising from these activities, including through existing cash reserves and anticipated government funding arrangements.



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6. Funding

6.1 Regulatory charging summary

	2026	2025
	$'000	$'000
Amounts applied		
Payments from Department of Industry, Science and Resources:		
Annual appropriations	**1,501**	20,510
Special appropriations	**62,343**	57,805
Payments from Department of Climate Change, Energy, the Environment and Water:		
Special appropriations	**2,719**	3,921
Own source revenue	**3,722**	3,855
Total amounts applied	**70,285**	86,091
Expenses		
Regulatory charging activities	**54,531**	51,307
Total expenses	**54,531**	51,307
External revenue		
Regulatory fees and levies	**65,062**	61,726
Total external revenue	**65,062**	61,726

Regulatory charging activities

NOPSEMA provides regulatory services to the offshore energy industry in Commonwealth waters. Duty holders submit permissioning documents for proposed operations to NOPSEMA for acceptance. If NOPSEMA accepts the permissioning document, following a thorough assessment, it will then monitor the duty holders compliance with that accepted permissioning document during operations.

NOPSEMA is fully cost recovered through a combination of fees and levies collected under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS Act), *Offshore Petroleum (Regulatory Levies) Act 2003* (Regulatory Levies Act), *Offshore Electricity Infrastructure Act 2021* (OEI Act), and relevant regulations.

Where fees and charges collected for a cost-recovered program exceed its costs during the year, the excess revenue is reported in the total comprehensive income/(loss) for the period.

Further information can be found in NOPSEMA's Cost Recovery Implementation Statements available at nopsema.gov.au/levies and oir.gov.au/fees.



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Appendices



Appendix 1: Performance report – EPBC streamlining

1 July 2025 to 30 June 2026

Presented to:
The Hon Murray Watt MP, Minister for the Environment and Water, and
The Hon Madeleine King, Minister for Resources and Northern Australia

On 28 February 2014, the National Offshore Petroleum Safety and Environmental Management Authority's (NOPSEMA) environmental management authorisation process was endorsed by the Minister for the Environment as a program that meets requirements of Part 10 of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The Minister for the Environment also approved a class of actions which, if undertaken in accordance with the endorsed Program, do not require further assessment and approval under the EPBC Act. These decisions removed duplicative environmental approvals processes and made NOPSEMA the sole regulator for the environmental management of petroleum activities in Commonwealth waters. Further information is available at www.nopsema.gov.au.

This report provides a summary of NOPSEMA's performance under the endorsed Program for the period 1 July 2025 to 30 June 2026. In financial year (FY) 2025-26, NOPSEMA provided decision notices (in relation to the offshore project proposals and environment plans below) within legislated timeframes 100% of the time.

Regulatory activity – 1 July 2025 to 30 June 2026

Submission type	Category	Number
Offshore project proposal[1]	Accepted for public comment[2]	0
	Accepted[3]	3
	Assessments in progress – for public comment[4]	1
	Assessments in progress – for acceptance[4]	0
Environment plan	Accepted[5]	28
	Assessments in progress[4]	19
	Decisions – Refuse to accept[5]	1
	Assessments stopped/cancelled[5]	2
	Acceptances that pose unacceptable impacts to matters protected under Part 3 of the *Environment Protection and Biodiversity Conservation Act 1999*	0

[1] The offshore project proposal (OPP) process streamlines decision-making on the overall environmental acceptability of offshore projects in Commonwealth waters and is designed to deliver equivalent environmental outcomes to the environmental impact assessment process under the EPBC Act.

[2] NOPSEMA publishes OPPs that are open for public comment following its determination that the OPP is suitable for publication. The public then have an opportunity to review and provide comment on the OPP. Based on year of acceptance for public comment (1 July 2025 to 30 June 2026).

[3] The final accepted OPP. Based on year of completion (1 July 2025 to 30 June 2026).

[4] Based on year of submission (1 July 2025 to 30 June 2026).

[5] Based on year of completion (1 July 2025 to 30 June 2026).

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In addition to the environmental management assessment and authorisation process which forms the foundation of the Program (see annual statistics above), NOPSEMA continued to discharge complementary compliance monitoring and enforcement functions under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006*. *During FY 2025-26 NOPSEMA*:

- conducted 43 environment inspections to monitor duty holder compliance
- received and investigated 18 environmental reportable incident notifications from titleholders
- issued 4 general directions for environmental management matters, 5 notices requiring giving of evidence, and 1 notice to produce documents.

NOPSEMA published Australia's Offshore Energy Industry Performance Report 2025 on 25 May 2026, which provides a consolidated view of offshore activity and performance across NOPSEMA's regulated jurisdiction. Further information on industry performance and NOPSEMA regulatory activity can be found in that report.

Key areas of focus for NOPSEMA in environmental assessments and compliance monitoring over the reporting period have continued to be the decommissioning of offshore petroleum infrastructure, marine seismic surveys, oil pollution risk management, management of greenhouse gas emission impacts, and compliance with statutory instruments for the protection and conservation of matters protected under the EPBC Act.

During the reporting period, NOPSEMA continued to implement administrative arrangements between NOPSEMA and the Department of Climate Change, Energy, the Environment and Water (DCCEEW) that are in place for the endorsed Program. This includes sharing information with DCCEEW about relevant regulatory activities such as environment plan assessments, compliance monitoring, incident investigations, and enforcement actions.

NOPSEMA engages with DCCEEW and the newly established National Environmental Protection Agency (National EPA) on a regular and ad-hoc basis covering a range of matters, including application of EPBC Act instruments, guidance materials and geospatial tools in regulatory assessments, and maintaining appropriate executive oversight of each agency's Program-related workstreams and initiatives.

NOPSEMA will work with DCCEEW and the National EPA to ensure continuity of information sharing under the Program and an orderly transition of relevant parts of the administrative arrangements to respective agencies.

NOPSEMA will continue to closely monitor implementation of reforms to the EPBC Act that were passed by the Australian Parliament in November 2025. NOPSEMA will continue to engage with DCCEEW and National EPA to understand and address potential implications of reforms for the Program while it remains in effect.

Australia's Offshore Energy Industry Performance Report 2025

Appendix 2: Advisory Board report

NOPSEMA board functions

The NOPSEMA Board is established under Part 6.9, Division 3 of the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS Act) and is established as a separate entity to NOPSEMA.

It does not have a role in decision-making matters, nor may it direct the operations or individual decisions of NOPSEMA. Section 654 of the OPGGS Act sets out the functions of the Board in full. The Board may provide advice and recommendations to the CEO of NOPSEMA about operational policies and strategies to which the CEO must have regard.

The Board scheduled four meetings during the reporting period and provided regular written reports to the responsible Commonwealth Minister following each meeting. The key themes raised by the Board to the Minister included:

- Ongoing focus on improving frameworks and legislative support for decommissioning activities, including high-risk titleholders and the Northern Endeavour project.
- Continued efforts to refine NOPSEMA's strategic direction, enhance data analytics capabilities, and align National Priorities and progress on digital initiatives aimed at improving regulatory efficiency and stakeholder engagement.
- Notable advancements in consultation practices and relationship-building with First Nations communities, including key appointments to support this work.
- Noting the strengthened relationships with unions and industry stakeholders to promote NOPSEMA's role and foster collaborative engagement.

Board membership and attendance

The Board is operating with three members with no A/Chair until a new Chair is appointed. Attendance for the four meetings during the reporting period is indicated below. Meetings 55 and 58 were held via video conference.

Name	10/09/2025	24/11/2025	12/03/2026	16/06/2026
	Meeting 59	Meeting 60	Meeting 61	Meeting 62
Ms Robyn Glindemann	Yes	Yes	Yes	Yes
Ms Stephanie Mayman	Yes	Yes	Yes	Yes
Ms Wendy Kennedy	Yes	Yes	Yes	Yes

NOPSEMA CEO Ms Sue McCarrey, NOPSEMA Deputy CEO Regulatory Operations Division and Deputy CEO Strategic Regulation and Improvement attended all meetings of the Board during the reporting period.

Senior representatives of the portfolio Department are invited at each meeting to provide an update on policy matters and to ensure effective communications between the Board and portfolio department are maintained.

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Board financial statement

Remuneration of Board members is set by the Remuneration Tribunal. NOPSEMA funds the remuneration of the Board and its members and the cost of travel to meetings. NOPSEMA also provides secretariat support for board meetings. The Board does not employ staff and does not own or lease physical assets.

Board expenditure in 2025-26 in comparison to NOPSEMA's 2024-25 budget allocation and expenditure is set out in the table below.

Expenditure items	Annual budget 2025-26	Actuals 2025-26	Variance: Favourable/ Unfavourable	Last year's actuals 2024-25
	$'000	$'000	$'000	$'000
Members' remuneration	306	132	174	227
Travel and accommodation	64	31	33	64
Other expenses	2	0	2	1
TOTAL	**372**	**163**	**209**	**292**

Appendix 3: Executive remuneration

Remuneration for key management personnel (2025-2026 financial year)

Name	Position Title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits ($)	Total Remuneration ($)
		Base Salary ($)	Bonuses and other benefits and allowances ($)	Non-monetary benefits ($)	Superannuation Contributions ($)	Long Service Leave ($)	Other Long-term benefits ($)		
Sue McCarrey	Chief Executive Officer	433,245	62	Nil	66,753	8,133	Nil	Nil	**508,194**
Graham Blair	Deputy Chief Executive Officer - Regulatory Operations	425,476	62	Nil	58,753	7,010	Nil	Nil	**491,302**
Cameron Grebe	Deputy Chief Executive Officer - Strategic Regulation and Improvement	329,093	62	Nil	53,525	8,904	Nil	Nil	**391,585**
Charmain FitzGerald	Executive General Manager - Corporate and Business Transformation	379,996	-	Nil	54,584	6,233	Nil	Nil	**440,813**
Owen Wilson	Executive Director - Renewables and Financial Assurance	333,171	1,229	Nil	49,263	8,539	Nil	Nil	**392,202**
Oliver Young	Executive Director - Legal Governance	238,541	47,298	Nil	57,005	4,505	Nil	Nil	**347,348**
Lisa Azzarello	Executive Director - Strategic Communications and Engagement	217,478	42,251	Nil	37,842	3,597	Nil	Nil	**301,168**
TOTAL		**2,357,001**	**90,965**	**-**	**377,725**	**46,921**	**-**	**-**	**2,872,611**

In addition to the Remuneration Tribunal Determination for the Chief Executive Officer, accrued annual leave and accrued long service leave are included in accordance with the reporting guide.

All Senior Executive staff are included in the key management personnel table above and are therefore not disclosed separately.

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Remuneration for highly paid staff

Remuneration band	Number of Other Highly Paid Staff	Short-term benefits		Post-employment benefits	Other long-term benefits		Termination benefits	Total Remuneration
		Average base salary ($)	Average bonus and other benefits and allowances ($)	Average superannuation contributions ($)	Average long service leave ($)	Average other long-term benefits ($)	Average termination benefits ($)	Average total remuneration ($)
$265,000 - $270,000	1	225,809	-	37,846	3,452	Nil	-	**267,107**
$270,001 - $295,000	27	241,203	273	36,428	4,761	Nil	3,540	**286,206**
$295,001 - $320,000	23	259,834	860	39,552	5,809	Nil	-	**306,055**
$320,001 - $345,000	7	281,054	465	41,231	6,422	Nil	-	**329,172**
$345,001 - $370,000	6	295,096	14,633	45,791	6,053	Nil	-	**361,574**
$370,001 - $395,000	8	326,761	999	47,893	6,840	Nil	-	**382,493**
$395,001 - $420,000	8	345,073	1,185	52,214	7,892	Nil	-	**406,364**
$420,001 - $445,000	1	361,080	398	52,319	6,527	Nil	-	**420,324**
$445,001 - $470,000	1	388,794	398	53,047	17,819	Nil	-	**460,058**
$470,001 - $495,000	0	-	-	-	-	Nil	-	**-**
$495,001 - $520,000	0	-	-	-	-	Nil	-	**-**
$520,001+	0	-	-	-	-	Nil	-	**-**

Appendix 4: Employee profile

NOPSEMA staffing and remuneration 2025-26

NOPSEMA classification	APS3	APS4	APS5	APS6	APS6 Well integrity	EL1	EL1 Regulatory	EL1 Well integrity
Full-time salary range ($)	$77,427 to $84,732	$86,191 to $100,800	$102,261 to $116,870	$118,330 to $132,939	$138,917 to $156,065	$160,695 to $199,265	$237,763 to $267,483	$326,923 to $349,214
Staff total	1	18	11	20	6	30	58	12
Perth	1	18	11	20	6	28	50	9
Melbourne	0	0	0	0	0	2	8	3
Part time	0	1	0	3	0	2	4	1
Full time	1	17	11	17	6	28	46	11
Male	0	2	4	5	3	13	47	2
Female	1	16	7	15	3	17	11	10
Indigenous	0	0	0	0	0	0	0	0

NOPSEMA classification	EL2	EL2 Lead	EL2 Director	EL2 Executive Director	EL2 Well Integrity Lead	EL2 Well Integrity Director	SES 1	SES 2
Full-time salary range ($)	$204,522 to $241,042	$270,456 to $295,714	$297,203 to $326,923	$334,703 to $350,824	$351,692 to $354,166	$356,642 to $366,474	$345,567	$388,627
Staff total	8	1	17	3	0	0	2	1
Perth	8	1	16	3	0	0	2	1
Melbourne	0	0	1	0	0	0	0	0
Part time	0	0	1	0	0	0	0	0
Full time	8	1	15	3	0	0	2	1
Male	6	1	14	2	0	0	1	1
Female	2	0	3	1	0	0	1	0
Indigenous	1	0	0	0	0	0	0	0

Note: All staff are employed on common law contracts.

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Glossary of acronyms and abbreviations

AASB	Australian Accounting Standards Board
AELERT	Australasian Environmental Law Enforcement and Regulators Network
AEP	Australian Energy Producers
AGM	Annual General Meeting
AMSA	Australian Maritime Safety Authority
ANAO	Australian National Audit Office
APES	Accounting Professional and Ethical Standards
APS	Australian Public Service
CAANZ	Chartered Accountants Australia and New Zealand
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CO_2-e	Carbon dioxide equivalent
CoP	Cessation of production
CORE	Central Operations for Regulatory Excellence
CoW	Control of Work
CPA	Certified Practising Accountant
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSS	Commonwealth Superannuation Scheme
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DEECA	Department of Energy, Environment and Climate Action
DISR	Department of Industry, Science and Resources
DMPE	Department of Mines, Petroleum and Exploration
DRS	Document Record System
DTP	Digital Transformation Program
EL	Executive Level
EP	Environment plan
EPBC Act	*Environment Protection and Biodiversity Conservation Act 1999*
EPA Victoria	Environment Protection Authority Victoria
ESD	Ecologically sustainable development
FBT	Fringe benefits tax
FOI Act	*Freedom of Information Act 1982*
FRR	*Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*
FTE	Full-time equivalent
FY	Financial year
GHG	Greenhouse gas
GOWRF	Global Offshore Wind Regulators Forum
GST	Goods and services tax
HR	Human resources

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HSR	Health and Safety Representative
IIA	Institute of Internal Auditors
IMCA	International Marine Contractors Association
IOPER	International Offshore Petroleum Environmental Regulators
IRF	International Regulators' Forum
IRFORES	International Regulators' Forum Offshore Renewable Energy Subcommittee
IT	Information technology
JRPP	Jurisdictional renewable power percentage
KPI	Key performance indicator
kWh	Kilowatt-hour
LGC	Large-scale generation certificate
LTI	Lost time injury
MONMER	Management of Ocean Noise by Multinational Energy Regulators
MOU	Memorandum of Understanding
NABERS	National Australian Built Environment Rating System
NOPSEMA	National Offshore Petroleum Safety and Environmental Management Authority
NOPTA	National Offshore Petroleum Titles Administrator
OEI Act	*Offshore Electricity Infrastructure Act 2021*
OHS	Occupational health and safety
OIR	Offshore Infrastructure Regulator
OPGGS Act	*Offshore Petroleum and Greenhouse Gas Storage Act 2006*
OPP	Offshore project proposal
PBS	Portfolio Budget Statements
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PGPA Rule	*Public Governance, Performance and Accountability Rule 2014*
PSS	Public Sector Superannuation Scheme
PSSap	Public Sector Superannuation accumulation plan
RCM	Responsible Commonwealth Minister
RET	Renewable Energy Target
RMA Regulations	*Offshore Petroleum and Greenhouse Gas Storage (Resource Management and Administration) Regulations 2025*
RMS	Regulatory Management System
ROU	Right-of-use
RPG	Regulator Performance Guide
RPP	Renewable power percentage
RWI	Restricted work injury
SES	Senior Executive Service
SoE	Ministerial Statement of Expectations
SoI	Statement of Intent
SPPI	Solely payments of principal and interest
WHS	Work health and safety

List of requirements

PGPA Rule reference	Part of report	Description	Requirement
17BE	**Contents of annual report**		
17BE(a)	Enabling legislation and principal functions	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Enabling legislation and principal functions	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Entity vision and purpose	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Our Ministers	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	N/A	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	N/A	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	N/A	Particulars of non-compliance with: a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Part 4: Annual performance statements	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	N/A	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	Accountable authority	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Organisational chart	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

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PGPA Rule reference	Part of report	Description	Requirement
17BE(ka)	Employee profile	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: a) statistics on full-time employees; b) statistics on part-time employees; c) statistics on gender; d) statistics on staff location	Mandatory
17BE(l)	N/A	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than $10,000 (inclusive of GST): a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	N/A	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	N/A	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	N/A	Particulars of any reports on the entity given by: a) the Auditor-General (other than a report under section 43 of the Act); or b) a Parliamentary Committee; or c) the Commonwealth Ombudsman; or d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	N/A	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	Corporate governance	The following information about the audit committee for the entity: a) a direct electronic address of the charter determining the functions of the audit committee; b) the name of each member of the audit committee; c) the qualifications, knowledge, skills or experience of each member of the audit committee; d) information about each member's attendance at meetings of the audit committee; e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Appendix 3: Executive remuneration	Information about executive remuneration	Mandatory
17BF	**Disclosure requirements for government business enterprises**		
17BF(1)(a)(i)	N/A	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(ii)	N/A	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	N/A	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	N/A	Details of any community service obligations the government business enterprise has including: a) an outline of actions taken to fulfil those obligations; and b) an assessment of the cost of fulfilling those obligations	If applicable, mandatory
17BF(2)	N/A	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

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