



Australian Government  
Defence

Defence Incoming  
Government Brief 2025

# The Defence Portfolio

**OFFICIAL**









## Introduction

As you commence in your role as Minister for Defence in the 48th Australian Parliament, we have prepared this document to provide you with an overview of the Defence portfolio.

This includes an outline of the structure, agencies and boards within the portfolio and related organisations, along with key information about our leadership, budget, force structure and posture, workforce, estate footprint, security arrangements and international partnerships.

Defence is a strategy-led organisation, and this document provides you with a synopsis of the key strategies guiding our work to fulfil our mission to defend Australia and its national interests.

This document also includes an overview of our corporate support to you and other Defence portfolio ministers, which we will discuss with you directly at our first meeting and subsequent briefings by our leadership team.

Defence is a large and complex organisation, with a diverse and integrated Australian Defence Force (ADF) and Australian Public Service (APS) workforce and a national and global footprint. We are unified by the Defence values of Service, Courage, Respect, Integrity and Excellence. We seek to exemplify these values in all the work we do with you and your office, as we implement the Government's policies and decisions over the coming term.





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## Our support to you and Defence portfolio ministers

Defence supports you, your office and staff to effectively deliver your ministerial responsibilities.

We provide support to all Defence portfolio ministers.

You are entitled to Departmental Liaison Officers (DLOs) drawn from the Department of Defence and an Aide-de-Camp (ADC) drawn from the Australian Defence Force (ADF). We can also provide Departmental staff to your office to support you as ministerial advisers.

We will discuss these appointments with you.

Defence works with the Department of Finance to provide you and Defence portfolio ministers with secure and appropriate office accommodation in your home state to fulfil your ministerial responsibilities. We also work with the Department of Parliamentary Services to provide you with secure communications and storage in your Parliament House office.

In your role as Minister for Defence, you may approve the use of Special Purpose Aircraft in the Royal Australian Air Force fleet within the limitations set out in the Guidelines for the use of Special Purpose Aircraft. We will discuss

arrangements for the administration and operation of the Special Purpose Aircraft fleet directly with you.

Ministerial and Executive Coordination and Communication (MECC) is a Division in Governance Group. MECC has responsibility for providing you and your staff with corporate support services, including strategic communications advice, media monitoring, media liaison, media releases, talking points and speechwriting services, quality assurance on ministerial briefs and correspondence, compliance with Freedom of Information legislation, Cabinet support and Parliamentary support, including answers to Questions on Notice, and supporting the Government's work with Parliamentary committees. MECC also provides the central coordinating function for visits to Defence bases by elected officials.

MECC will be your principal liaison for ensuring that the support we provide to you and your office meets your expectations.

At your earliest convenience, Dr Mark Bazzacco, First Assistant Secretary, MECC, will meet with you and your office to discuss your requirements.

## Ministerial authorities and legislation

Under the *Defence Act 1903*, the ADF consists of the Royal Australian Navy, the Australian Army and the Royal Australian Air Force. The Department of Defence is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*. The ADF and Department of Defence are generally referred to collectively as 'Defence'.

The Australian Public Service (APS) workforce is employed and managed under the *Public Service Act 1999*. Members of the ADF are engaged under the *Defence Act 1903*, and are also subject to military discipline under the *Defence Force Discipline Act 1982*. ADF pay and conditions are set out in determinations made under the *Defence Act 1903*.

Only some of Defence's functions and authorities are set out in legislation. Most defence activities, including in operations, are authorised under the executive power of the Constitution.

Legislative reform is required to address gaps in the legal framework necessary to deliver defence capabilities and activities, including in collaboration with Australia's defence industry and international partners. Legislative reform will also be required to implement the decisions made in the *Government's Response to the Final Report of the Royal Commission into Defence and Veteran Suicide*.



## Defence's leadership: the diarchy

The Secretary of the Department of Defence and the Chief of the Defence Force (CDF) jointly manage Defence under a diarchy arrangement, supported by section 10 of the *Defence Act 1903*.

The diarchy reflects the individual responsibilities and accountabilities of the Secretary and the CDF and their joint responsibilities and accountabilities in ensuring Defence delivers the Australian Government's priorities and meets its mission and purpose.

In your role as the Minister for Defence, we recommend you detail the manner in which the diarchy operates in a joint ministerial directive to the Secretary and the CDF.

This may include the respective roles, responsibilities, and accountabilities of the Secretary and the CDF, ministerial expectations and changes to program implementation.

A joint ministerial directive is an opportunity for you to give detailed direction to both officers on how you expect them to conduct their business in delivering Defence outcomes to the Australian Government.

We will discuss with you the issue of a new directive in order for you to provide direction on the manner in which the enterprise should operate.

The Associate Secretary and the Vice Chief of the Defence Force (VCDF) are the immediate deputies to the Secretary and the CDF respectively and act in their place when required.

The Associate Secretary deputises for the Secretary when required. The Associate Secretary manages the critical enabling functions that Defence needs to ensure it has the workforce strategy, funding, facilities, information and communications technology, data management and legal arrangements (not including military justice) to support the delivery of the Defence mission.

The VCDF is the military deputy to the Chief of the Defence Force, the Joint Force Authority and Chair of the Investment Committee. As the Joint Force Authority, VCDF's role is to ensure the current and future joint force meets the capability requirements directed by the Government and preparedness requirements directed by the CDF. VCDF has oversight of the Advanced Strategic Capabilities Accelerator (ASCA), with a focus on ensuring the rapid development and transition of asymmetric capabilities to the ADF. VCDF also oversees the Integrated Investment Program.

### Defence's Senior Leaders:



The Secretary of the Department of Defence is Greg Moriarty AO.



The Chief of the Defence Force is Admiral David Johnston AC RAN.



The Associate Secretary of the Department of Defence is Matt Yannopoulos PSM.



The Vice Chief of the Defence Force is Air Marshal Robert Chipman AO CSC.

## About the Defence Portfolio

The Defence portfolio is comprised of military and corporate organisations that together are responsible for supporting the defence of Australia and its national interests.

The two most significant bodies are the ADF and the Department of Defence.

The ADF is commanded by the CDF and incorporates the following units:

- » Australian Defence Force Headquarters
- » Joint Capabilities Group
- » Joint Operations Command
- » Guided Weapons and Explosive Ordnance Group
- » Royal Australian Navy
- » Australian Army, and
- » Royal Australian Air Force.

The Chief of Personnel (Military Personnel Organisation) also reports to the CDF.

Reporting to the Secretary of Defence are the following groups:

- » Associate Secretary Organisation
  - › Defence Digital Group
  - › Defence Finance Group
  - › Defence People Group (People Strategy Organisation)
  - › Governance Group, and
  - › Security and Estate Group
- » Capability Acquisition and Sustainment Group
- » Defence Intelligence Group
- » Defence Science and Technology Group
- » Naval Shipbuilding and Sustainment Group, and
- » Strategy, Policy and Industry Group

The Defence portfolio also contains a number of agencies and entities, including:

- » Department of Veterans' Affairs
- » Australian Submarine Agency
- » Australian Signals Directorate
- » Defence Housing Australia
- » Inspector-General of the ADF
- » Australian War Memorial
- » Defence Honours and Awards Appeals Tribunal, an independent statutory office created by the *Defence Act 1903*, which resides administratively within Defence.
- » A number of statutory offices created by the *Defence Force Discipline Act 1982* which are independent but reside administratively within Defence. These include the Judge Advocate General, the Chief Judge Advocate, the Director of Military Prosecutions and the Registrar of Military Justice, and
- » Various trusts and companies, including Army Amenities Fund Company; Australian Strategic Policy Institute; Royal Australian Air Force Welfare Recreation Company; Trustees of the Australian Military Forces Relief Trust Fund and Trustees of the Royal Australian Navy Relief Trust Fund.



# Agencies within the Defence Portfolio

## Department of Veterans' Affairs

The Department of Veterans' Affairs (DVA) provides support, services and information for serving and former serving ADF members and their families, war widow/ers, Australian British Nuclear Tests participants and certain members of the Australian Federal Police.

DVA also conducts commemorative programs to acknowledge the service and sacrifice of serving and former serving ADF members and manages the program of official commemorations through the Office of Australian War Graves.

The Veterans Affairs' portfolio is made up of two statutory authorities – the Department of Veterans' Affairs and the Australian War Memorial.

Other organisations in the portfolio include the Military Rehabilitation and Compensation Commission, the Office of Australian War Graves, the Repatriation Commission, the Repatriation Medical Authority, the Specialist Medical Review Council and the Veterans' Review Board.

As at 1 April 2025, DVA employs over 4,000 staff throughout Australia. Between the four-year outlook of 2022-23 and 2025-26, there has been a projected increase in compensation payments of \$11.3 billion.

Serving members and reservists make around half of DVA claims and have a growing proportion of Permanent Impairment claims lodged, linked to compensation payments.

DVA's purpose is to support the wellbeing of those who serve or have served in the ADF and their families, including through income support and compensation, physical and mental healthcare funding, promoting recognition of service, official commemorations and the preservation of Australia's wartime heritage.

Defence and DVA work closely together to ensure we meet the needs of serving personnel from the time they enlist through to transition into civilian life.

This coordinated approach is essential to delivering the Government's Response to the Final Report of the Royal Commission into Defence and Veteran Suicide. This work is detailed further under the heading Workforce: Response to the Royal Commission into Defence and Veteran Suicide.

■ **The Department of Veterans' Affairs is led by Secretary Alison Frame.**

## Australian Signals Directorate

The Australian Signals Directorate (ASD) is a statutory agency within the Defence Portfolio and is established under the *Intelligence Services Act 2001*. ASD's status as a statutory agency reflects its significant national responsibilities, including support for whole-of-government and whole-of-economy objectives.

ASD's purpose is to defend Australia from global threats and advance the national interest by providing foreign signals intelligence, cyber security and offensive cyber operations, as directed by the Australian Government.

ASD provides foreign signals intelligence to the ADF and Australian Government to support military operations and inform strategic decision making.

The *Intelligence Services Act 2001* specifies that ASD's functions are to:

- » collect foreign signals intelligence
- » communicate foreign signals intelligence
- » prevent and disrupt offshore cyber-enabled crime
- » provide cyber security advice and assistance to Australian governments, businesses and individuals
- » support military operations

- » protect the specialised tools that ASD uses to fulfil its functions
- » provide assistance to Commonwealth and State authorities in relation to particular types of technology, and
- » cooperate with, and assist, the National Security Community's performance of its functions.

Within ASD, the Australian Cyber Security Centre (ACSC) is the Australian Government's technical authority on cyber security. It provides cyber security advice and assistance to Commonwealth entities, state, territory and local governments, and businesses and individuals. The ASD's ACSC's focus is on the protection of Australia's critical infrastructure, and disrupting and deterring cybercriminals operating offshore. The ACSC utilises signals intelligence to inform cyber defence activities.

All of ASD's activities are subject to oversight from the Inspector-General of Intelligence and Security. The Parliamentary Joint Committee on Intelligence and Security provides further oversight of ASD's administration, expenditure and enabling legislation.

■ **The Australian Signals Directorate is led by Director-General Abigail Bradshaw CSC.**

## Australian Submarine Agency

The Australian Submarine Agency (ASA) was established on 1 July 2023 to safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia's conventionally-armed nuclear-powered submarine capability for Australia, through the AUKUS partnership.

The ASA is a non-corporate Commonwealth entity within the Defence portfolio and reports directly to you in your role as Minister for Defence.

The ASA has two key activities. Firstly, delivering nuclear-powered submarines in accordance with the AUKUS Optimal Pathway and within government-approved costs in collaboration with AUKUS partners. Secondly, exemplifying best practice nuclear stewardship to build and maintain naval nuclear propulsion technology, in compliance with Australian and international obligations.

The ASA is responsible for leading trilateral engagement on the nuclear-powered submarine program and works collaboratively with Commonwealth Departments and agencies, including Defence, to ensure the

nuclear-powered submarine program is aligned with related Commonwealth strategies and policies.

The ASA also works with States and Territories, industry and education and skilling organisations to build the capabilities needed in Australia to deliver the nuclear-powered submarine program.

The total Agency workforce as at 1 April 2025 was 834 and is comprised of both APS and ADF personnel.

Domestically, the ASA has the majority of its workforce in the Australian Capital Territory with additional workforce in Victoria, South Australia and Western Australia. Internationally the ASA has workforce in the United States (primarily Washington DC) and the United Kingdom (primarily London). ASA's footprint in the United States and United Kingdom will extend to additional locations as more Australians undertake nuclear related training and work in AUKUS partner shipyards.

■ **The Australian Submarine Agency is led by Director-General Admiral Jonathan Mead AO RAN**

## Defence Housing Australia

Defence Housing Australia (DHA) is a corporate Commonwealth entity and Government Business Enterprise.

DHA is governed by a Board of Directors who report to two Shareholder Ministers: the Minister for Finance, and you in your role as the Minister for Defence. You may delegate this responsibility to another Minister within the Defence portfolio.

The *Defence Housing Australia Act 1987* establishes that the main function of DHA is to provide adequate and suitable housing for, and housing related services to:

- » members of the Defence Force and their families
- » officers and employees of the Department of Defence and their families, and
- » persons contracted to provide goods or services to the Defence Force and their families.

DHA provides 30 per cent of Defence's accommodation and manages booking and administration components for housing (excluding Living Environment Accommodation Precincts<sup>1</sup>).

As at 1 April 2025, DHA employed 656 staff across Australia.

Security and Estate Group administers the relationship with DHA for the provision of these services and will advise you in your shareholder role.

■ **The Chair of the Defence Housing Australia Board of Directors is Dr Robert Lang.**

■ **The Managing Director of Defence Housing Australia is Mr Andrew Jaggers PSM.**

<sup>1</sup> LEAP is located across 17 bases and offers long term occupancy (more than 6 months) with flexibility for short term usage to meet Defence capability needs.



# Defence Intelligence and the National Intelligence Community

There are three National Intelligence Community (NIC) agencies within Defence: ASD, the Australian Geospatial-Intelligence Organisation (AGO) and the Defence Intelligence Organisation (DIO). ASD is a statutory agency (covered separately, see above) and AGO and DIO are part of the Defence Intelligence Group.

The Defence Intelligence Group brings together Defence's intelligence functions to deliver priority-driven and fused intelligence products. The Defence Intelligence Group also delivers new intelligence capability to support ADF operations and Government policy making, and sets intelligence policies and frameworks to meet the defence intelligence needs of the Government.

AGO and DIO support the planning and conduct of ADF operations, defence capability and policy development, as well as wider government planning and decision making. Both AGO and DIO are subject to oversight by the Inspector-General of Intelligence and Security and the Parliamentary Joint Committee on Intelligence and Security.

AGO is the lead agency for geospatial data, information and intelligence for Defence and the NIC. AGO brings together advanced technologies and the core disciplines of imagery and geospatial analysis to better understand Australia's environment and enable safety of navigation and Defence operations. AGO's functions are defined by law in the *Intelligence Services Act 2001* and the *Navigation Act 2012*.

DIO is Defence's all-source intelligence assessment agency. DIO provides intelligence assessments and insights on state and non-state actors, threat capabilities, and other military-strategic issues. DIO is subject to aspects of the *Intelligence Services Act 2001* and its functions are defined by a ministerial-approved mandate.

## The National Intelligence Community (NIC)

The NIC brings together ten agencies to protect and enhance Australia's security, prosperity and sovereignty. It provides advice to the Prime Minister and the National Security Committee of Cabinet, policymakers, law enforcement and Defence. The NIC is led by the Office of National Intelligence, headed by Director-General of National Intelligence Andrew Shearer, and is comprised of the following agencies:

- » Office of National Intelligence (ONI)
- » Australian Criminal Intelligence Commission (ACIC)
- » Australian Federal Police (AFP)
- » Australian Secret Intelligence Service (ASIS)
- » Australian Security Intelligence Organisation (ASIO)
- » Australian Signals Directorate (ASD)
- » Australian Transaction Reports and Analysis Centre (AUSTRAC)
- » Defence Intelligence Organisation (DIO)
- » Australian Geospatial-Intelligence Organisation, and
- » the Department of Home Affairs.

In September 2023, the Prime Minister announced an independent review of the NIC. The unclassified report of the review was released on 21 March 2025, and the Government announced \$44.6 million over four years from 2025-2026 for ONI to begin implementation of key priorities identified by the review.

■ **The Defence Intelligence Group is led by the Chief of Defence Intelligence Tom Hamilton.**

# National Defence Strategy

On 17 April 2024, the Government released the inaugural National Defence Strategy. The National Defence Strategy sets out the Government's approach to address Australia's most significant strategic risks based on the concept of *National Defence*.

The National Defence Strategy establishes a clear and priority-driven approach to shift the ADF to an integrated, focused force. A Strategy of Denial became the cornerstone of Defence planning.

The Strategy of Denial aims to deter any conflict before it begins, prevent any potential adversary from succeeding in coercing Australia through force, support regional security and prosperity, and uphold a favourable regional strategic balance.

The National Defence Strategy requires Defence to ensure the ADF has the capacity to achieve the following five tasks:

- » Defend Australia and our immediate region
- » Deter through denial any potential adversary's attempt to project power against Australia through our northern approaches
- » Protect Australia's economic connection to the region and the world
- » Contribute with our partners to the collective security of the Indo-Pacific, and
- » Contribute with our partners to the maintenance of the global rules-based order.

The six immediate priorities established for Defence by the National Defence Strategy are:



- 1 | Advancing our conventionally-armed, nuclear-powered submarine capability



- 2 | Enhancing our long-range strike capabilities and our Guided Weapons and Explosive Ordnance enterprise



- 3 | Strengthening our northern bases



- 4 | Improving the growth and retention of a highly skilled workforce



- 5 | Boosting innovation, including through the Advanced Strategic Capabilities Accelerator (ASCA), and



- 6 | Prioritising our partnerships in the Indo-Pacific.

The Defence enterprise is focused on the achievement of the six immediate priorities, at pace.

When the National Defence Strategy was released the Government announced it would be updated biennially alongside the Integrated Investment Program to ensure defence policy, strategy, capability and planning keeps pace with the rapidly evolving strategic environment.

The next National Defence Strategy is scheduled to be delivered in 2026 as part of the 2026-27 Commonwealth Budget process.

Defence's key strategies and plans are being updated on a biennial basis in line with the National Defence Strategy to ensure they remain aligned and focused on delivering *National Defence*.



# Integrated Investment Program

The *2024 Integrated Investment Program* sets out the specific capabilities Defence will invest in to give effect to the National Defence Strategy.

Underlying the Integrated Investment Program is a rigorous process of analysis that involves matching capabilities against scenarios to ensure we are prioritising against the greatest risks.

The capability investment priorities for the integrated focused force are: undersea warfare, maritime capabilities for sea denial and localised sea control operations, targeting and long-range strike, space and cyber, amphibious capable combined-arms land system, expeditionary air operations, missile defence, theatre logistics, theatre command and control, guided weapons and explosive ordnance, and enhanced and resilient northern bases.

In addition to these capability priorities, the Integrated Investment Program also outlines investment in the enabling areas of enterprise infrastructure and enterprise data and information and communications technology that are needed to support, sustain and inform ADF operations.

To develop an integrated, focused force structure through the Integrated Investment Program, Defence used the following criteria:

- » The applicability of the capability to the strategic environment and integrated force design priorities in accordance with the capability investment priorities in the National Defence Strategy
- » The definition of Minimum Viable Capability for each project
- » Whether projects with like or duplicated scope could be combined to deliver Minimum Viable Capability, and
- » Alignment of the project to key Defence policy – including the Defence Industry Development Strategy.

The Integrated Investment Program is a ten-year plan that is being revised biennially in line with the National Defence Strategy.

The Integrated Investment Program is a living document, managed with a keen focus on identified priorities but allowing for movement as projects move ahead and behind schedule. Expenditure has been planned at the limit of Government-approved over-programming caps across the Forward Estimates.

Defence will provide you with biannual updates on how the current force structure, force posture and capability investments are aligned to deliver on the strategic settings agreed by your Government and respond to identified strategic developments.

# Budget

In the 2025-26 Defence Portfolio Budget Statements, the Defence Portfolio is provided with \$59.0 billion in 2025-26 and \$262.6 billion over the Forward Estimates, including funding adjustments for key measures agreed since the 2024-25 Portfolio Additional Estimates Statements.

In the 2024 National Defence Strategy and Integrated Investment Program, the Government announced an additional \$50.3 billion has been invested in the Defence budget over the decade, with funding growing to above 2.3 per cent of GDP by the early 2030s.

A breakdown of the Defence budget can be found on the next page.

As part of the 2025-26 Budget, \$1 billion in funding is being brought forward into 2026-27 and 2027-28 to accelerate capability acquisition in line with the Integrated Investment Program demand.

The key Defence 2025-26 Budget measures include:

- » *Continued Defence support to Ukraine*
- » *Investing in Naval Shipbuilding and Sustainment in Australia – further investment*
- » *Attorney-General's Portfolio – additional resourcing (continuation of Office of Special Investigator funding)*
- » *Nuclear-Powered Submarine Program – continuation of whole-of-government support, and*
- » *Savings from External Labour – Extension (continuation – 2028-29).*

The total budget measure impact across 2024-25, in addition to the budget and forward estimates is an increase of \$3.3 billion. This is as a result of \$3.3 billion of foreign exchange gains; additional funding in 2025-26 for Major Operations (\$266.8 million); and funding for other budget adjustments (\$48.6 million); offset by funding reductions from budget measures of \$288.0 million.

Other significant budget adjustments (Estimate Variations) include a re-profiling of \$700 million of appropriation into 2024-25 to support Defence's working capital requirements and continue the acceleration of capability acquisition in line with the Integrated Investment Program demands.

Across the decade to 2034-35, the Defence budget is projected to increase to over \$104 billion compared to our estimated actual funding of \$56.6 billion in 2024-25. As announced in the 2024-25 Budget, this includes spending on capability investment of \$330 billion over the decade.

Over the forward estimates, Defence funding continues to maintain projected spending at an average of 2.13 per cent of GDP, rising to 2.23 per cent by 2028-29 (Table 1). As forecast in 2024-25 Budget, Defence's spending is expected to rise to above 2.3 per cent of GDP by the early 2030s. It should be noted that while Defence's budget is routinely calculated as a percentage of GDP, they are not coupled together. All increases in Defence funding must be decided by the Government.

**Table 1: Defence Portfolio Funding**

	2023-24 Actual	2024-25 Estimated Actual	2025-26 Budget Estimate	2026-27 Forward Estimate	2027-28 Forward Estimate	2028-29 Forward Estimate	Total 2025-26 to 2028-29
Defence Funding (\$B)	50.2	53.5	56.1	58.9	65.0	71.5	251.5
ASD Funding (\$B)	2.9	2.7	2.5	2.5	2.2	2.3	9.4
ASA Funding (\$B)	0.2	0.4	0.4	0.5	0.4	0.4	1.7
Defence, ASD and ASA Funding (\$B)	53.3	56.6	59.0	61.8	67.6	74.1	262.6
Percentage of GDP (%)	1.99%	2.03%	2.05%	2.07%	2.15%	2.23%	2.13%

Notes:

- » The percentage of GDP is based on the Treasury forecast as at 5 March 2025. Totals may not add due to rounding.
- » All estimates in this brief are from the Defence 2025-26 Portfolio Budget Statements, and
- » The Defence net cash result for 2023-24 is a deficit of \$0.4 billion (0.9 per cent of total funding) (2022-23: surplus of \$0.7 billion).

 **The Chief Finance Officer is Steven Groves.**



## Defence 2025-26 Budget Summary

**Defence's appropriation (excluding ASD and ASA) is \$56.1 billion for 2025-26 and \$251.5 billion over the Forward Estimates.**

In 2025-26, Defence planned expenditure includes:

**\$18.8 billion (32.7 percent of the Defence budget) for capability acquisition:**

- » \$14.3 billion for military equipment
- » \$3.5 billion for facilities and infrastructure
- » \$0.4 billion for ICT, and
- » \$0.5 billion for other capital equipment (such as minor military equipment and other plant and equipment).

**\$17.2 billion (29.9 percent of the Defence budget) for workforce:**

- » \$13.0 billion for military employees
- » \$2.8 billion for civilian employees, and
- » \$1.4 billion for other employee costs (e.g. recruitment and training).

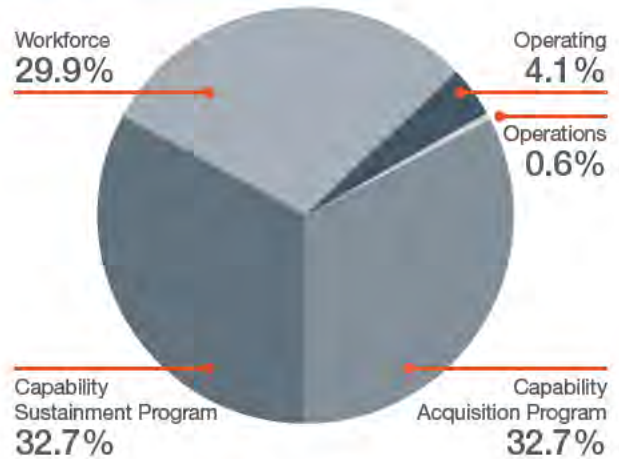
**\$18.8 billion (32.7 percent of the Defence budget) for sustainment:**

- » \$13.0 billion for military capability sustainment
- » \$3.8 billion for facilities sustainment, and
- » \$2.0 billion for ICT sustainment.

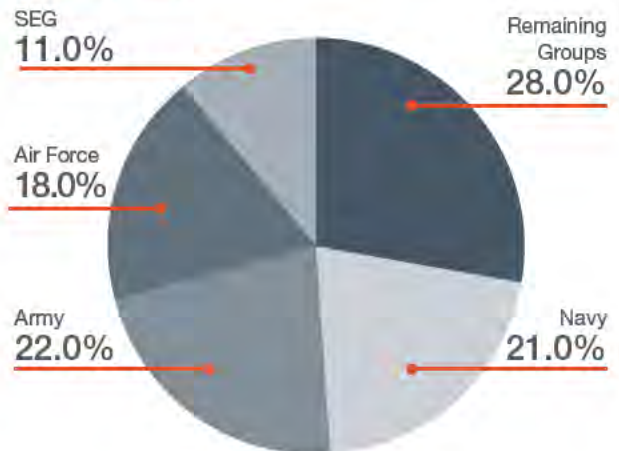
**\$2.4 billion (4.1 percent of the Defence budget) for operating activities and services including business travel and consumable items**

**\$0.3 billion (0.6 per cent of the Defence budget) for military operations**

**Total Forward Estimates 2025-26 to 2028-29**  
(by key internal category)



**Total Forward Estimates 2025-26 to 2028-29**  
(capability view)



**Table 2: Defence, ASD and ASA funding over the Forward Estimates**

	2025-26 Budget Estimate	2026-27 Forward Estimate	2027-28 Forward Estimate	2028-29 Forward Estimate	Total Budget and FEs
Defence Funding (\$m)	56,112.7	58,852.1	65,034.5	71,495.1	251,494.4
ASD Funding (\$m)	2,478.4	2,466.5	2,217.0	2,253.6	9,415.5
ASA Funding (\$m)	397.6	529.0	379.5	394.4	1,700.5
Combined Funding (\$m)	58,988.7	61,847.6	67,631.0	74,143.1	262,610.4
Percentage of Gross Domestic Product	2.05%	2.07%	2.15%	2.23%	2.13%

# Workforce

## Overview of the Defence workforce

The National Defence Strategy requires Defence to recruit, retain and grow a highly specialised and skilled workforce as one of its six priorities.

The ADF's workforce is managed according to the ADF Total Workforce System, a flexible and agile system that enables Defence to meet current and future workforce demands. At the core of the ADF Total Workforce System is the Service Spectrum, consisting of Seven Service Categories (SERCATS) and three Service Options (SERVOPS).

Everyone in the ADF is allocated a SERCAT between 2 and 7 reflecting their relative service commitment. SERCAT 1 is applicable to employees of the Defence APS who are Force assigned. [Explanation of ADF Total Workforce System is overleaf.]

The 2024 Defence Workforce Plan released in November 2024 outlines how Defence will achieve the ADF, Australian Public Service (APS) and external workforce required to deliver the National Defence Strategy and Integrated Investment Program.

Through the initiatives included in the Workforce Plan, the permanent ADF is expected to grow to around 69,000 by the early 2030s, with a focus on strengthening the junior and middle ranks. Defence continues to invest in the professionalisation, skilling and development of the APS workforce.

The forecast growth path for the full-time equivalent Defence workforce is 79,236 in 2025-26, comprising 59,373 permanent ADF (75 per cent) and 19,863 APS employees (25 per cent).

The average staffing level of the Defence APS as at 1 April 2025 is 18,987.

The average funded strength of the ADF as at 1 April 2025 is 58,911.

The average funded strength service breakdown of the permanent ADF as at 1 April 2025 is:

- » 15,184 Navy personnel
- » 27,984 Army personnel, and
- » 15,743 Air Force personnel.

The ADF permanent force inflow target for FY 2024-25 is 8,105. The inflow target includes all avenues of inflow into the permanent workforce, including Ab-initio, prior service entry, service and SERCAT transfers, and overseas recruitment. 4,338 personnel had entered the permanent workforce in FY 2024-25 as at 1 April 2025, which is 75 per cent of the FY24/25 target. This is an improvement on the EOFY 2023-24 achievement of 66 per cent for the ADF.

The ADF workforce is showing signs that indicate recovery. Strength in Air Force is increasing and Navy has very early signs of growth however, Army permanent workforce is yet to recommence growth. The APS workforce has recommenced growth, after a period of stabilisation in the second half of 2024. The average funded strength achievement forecasts are matching the budgeted workforce requirement waypoints on the path to 69,000 by early 2030s. ADF Ab-initio inflow, whilst still insufficient, has improved from this time last year and is likely to continue to marginally improve throughout the FY; prior service inflow exceeds targets for all three services. Separations continue to marginally reduce and are currently relatively low with the ADF rate at 8.6 per cent and the APS separation rate at 10.1 per cent. ADF workforce hollowness across middle ranks remains a challenge.

The ADF Reserves are an important part of the total ADF workforce, and play an essential role in supporting ADF readiness. In late 2024, the Strategic Review of the ADF Reserves was released. Defence is implementing the review's recommendations. The forecast contribution from SERCATS 3, 4 and 5 in 2025-26 is 1,135,450 days of service performed by an estimated 21,690 members of the Reserve Forces. As at 1 April 2025, 951,875 days have been attended by 21,339 members. The total number of Reserve members is 42,541, broken down as follows:

- » SERCAT 5 - 18,329
- » SERCAT 4 - 650
- » SERCAT 3 - 14,107, and
- » SERCAT 2 - 9,455.

Aligned to the recommendations of the Royal Commission into Defence and Veteran Suicide, effort in the Defence People System is directed to improve the safety and wellbeing of the Defence workforce as well as Defence culture reform. Support to ADF families remains vitally important.

Defence has developed programs to ensure that Defence personnel have access to the right support, at the right time, especially those who are vulnerable or at risk. Defence Member and Family Support Branch provide critical services to families in support of postings requirements, absence from home, responding to critical incidents and community engagement.

Defence supports the wellbeing of ADF families through enhanced communication with ADF families, delivery of support services, and strengthening engagement with external service organisations. Examples of the services to support ADF families include the Partner Employment Assistance Program, the ADF Family Health program, the SMART resilience program, school transitions

aids, community group coordinators and the Education Assistance Scheme.

Defence crisis support services to families include the Defence Member and Family 24-hour accessible Helpline which is staffed by qualified human services professionals including social workers and psychologists, bereavement support teams, the Australians Dangerously Ill Scheme and the Special Accommodation for Emergencies Scheme.

In 2023, the structure of Defence's people management was reformed in response to the Defence Strategic Review. The ADF's personnel management was centralised into a single integrated system, led by the Chief of Personnel (CPERS) reporting directly to the CDF. CPERS delivers the ADF personnel system, operating in a diarchy with Deputy Secretary Defence People who provides the enterprise people strategy, policy and planning.

The Australian Public Service Commission launched the Whole-of-Government Strategic Commissioning Framework on 24 October 2024. The Defence 'Above the Line' Contractor Strategy aligns with the principles outlined in the Framework and incorporates additional measures to drive increased leadership accountability for value-for-money contracting decisions. There continues to be a need for contracted support in specialist areas.

In 2023, Defence committed to a reduction of 2000 'above the line' contractors by December 2024, and is on track to meet that target. This target is to reduce these roles, which can instead be taken on by APS or ADF personnel.

- **The Chief of Personnel is Lieutenant General Natasha Fox AO CSC.**
- **The Deputy Secretary Defence People is Justine Greig PSM.**

## ADF Total Workforce System

### SERCAT 1

Employees of the APS who are force assigned to Operations and provide a direct contribution to ADF capability.

### SERCAT 2

Members of the Reserve Forces who do not render service and have no service obligation. They are liable for call out.

### SERCAT 3

Members of the Reserves who provide a contingent contribution to capability by indicating their availability to serve, or who are rendering service to meet a specified task within a financial year.

### SERCAT 4

Members of the Reserves who provide a contingent capability at short notice, with their notice to move defined by their Service.

### SERCAT 5

Members of the Reserve who provide a contribution to capability that extends across financial years and who have security of tenure for the duration of their approved commitment to serve.

### SERCAT 6

Members of the Permanent Forces rendering a pattern of service other than full-time, who are subject to the same obligations as SERCAT 7.

### SERCAT 7

Members of the Permanent Forces rendering full-time service.

### SERVOP C

Members of the Reserve Forces rendering full-time service.

### SERVOP G

Members of the Permanent Force, or Reserve Force rendering full-time service, in the ADF Gap Year program.



## Headcount of the Defence Workforce

The figures below are based on headcount as at 1 April 2025 and includes APS and ADF on long term leave, working part-time and 9,455 Reservists currently not undertaking any Reserve time.

**57,862**

**Total Permanent  
ADF**  
(SERCAT 6 & 7)

**859**

**Gap Year program  
participants**

**42,511**

**Total ADF  
Reserves**  
(SERCAT 2,3,4,5)

**20,250**

**Total APS**

## Personnel by location

The map indicates the distribution of the Defence workforce by State.  
In addition there are:

ADF located overseas 1.7%

APS located overseas 0.7%

### Western Australia

ADF Permanent	7.21%
ADF Reserve	9.68%
APS	2.99%

### Northern Territory

ADF Permanent	6.98%
ADF Reserve	2.92%
APS	1.07%

### Queensland

ADF Permanent	26.94%
ADF Reserve	25.17%
APS	7.07%

### New South Wales

ADF Permanent	29.33%
ADF Reserve	27.79%
APS	13.70%

### Australian Capital Territory

ADF Permanent	12.34%
ADF Reserve	11.35%
APS	45.50%

### South Australia

ADF Permanent	5.44%
ADF Reserve	7.73%
APS	10.73%

### Victoria

ADF Permanent	9.91%
ADF Reserve	13.40%
APS	18.35%

### Tasmania

ADF Permanent	0.17%
ADF Reserve	1.94%
APS	0.51%

Note: Location data is reported as respective percentages of total ADF Permanent, total APS and total ADF Reserves and does not include Gap Year program participants.

# Response to the Royal Commission into Defence and Veteran Suicide

On 2 December 2024, the Government released its response to the *Final Report of the Royal Commission into Defence and Veteran Suicide*.

Defence is committed to implementing the response in a transparent, timely and thorough way.

Defence is solely responsible for 53 recommendations and has shared responsibility for a further 20 recommendations.

The Defence Royal Commission Implementation Taskforce provides governance, oversight and support to Defence's implementation of those aspects of the Government Response for which Defence has sole or shared responsibility.

Defence has also established a Royal Commission into Defence and Veteran Suicide Implementation Program Board chaired by the CDF to ensure implementation occurs in a timely and coordinated manner. The Program Board includes a representative from DVA to ensure collaboration on the recommendations that span both Departments.

Defence is aiming to have approved Reform Management Plans in place by December 2025 for Defence-led, Government-agreed recommendations included in the 2024/25 Forward Work Plan.

The Government established a Commonwealth Implementation Taskforce within the Department of the Prime Minister and Cabinet to consider how to best implement the Government response. Defence is working

closely with the Commonwealth Taskforce and seconded three personnel in December 2024 to support its work.

Defence has prioritised Reform Management Plans related to sexual misconduct and those mitigating health and safety concerns for ADF members. This work builds on reforms commenced during the term of the Royal Commission.

The Defence and Veterans' Services Commission will provide independent oversight and evidence-based advice to the Government on reforms to improve suicide prevention and wellbeing outcomes for defence members and veterans. On 17 January 2025 Mr Michael Manthorpe PSM was appointed the interim head of the Commission, and legislation authorising the Commission's establishment was passed by the Australian Parliament on 13 February 2025. These amendments will see the establishment of the Defence and Veterans' Services Commission by 29 September 2025 and implement the key design features regarding independence, powers of inquiry and reporting obligations, set out by the Royal Commission in their Final Report. These amendments will be subject to a review by the Senate Foreign Affairs Defence and Trade Legislation Committee with the Committee to report their findings by 29 August 2025.

■ **The Head of the Defence Royal Commission Implementation Taskforce is Air Vice-Marshal Barbara Courtney AM.**

## Honours and Awards System

Honours and awards are profoundly important to Defence personnel and have a substantial and positive effect on ADF culture by providing national recognition of an individual's commitment to service. Defence Honours and Awards are nested within the Australian Honours and Awards system. They provide recognition for acts of gallantry and bravery; distinguished, conspicuous, meritorious or noteworthy service; and acknowledge individual, or group, commitment and contribution.

Defence recognises its current and former ADF members for their service through various means, including medallion recognition. Medals visually represent a member's service and achievements. Medallion recognition is bound by Letters Patent, Regulations and subordinate instruments, and these are reviewed to ensure they are contemporary and relevant to military service. Honours and awards is a topic of significant interest in the ADF and veteran communities.

- » From 1 July 2023 to 30 June 2024, 23,716 medal applications were received with 37,797 medals, badges, citations and clasps issued. An application can result in multiple medals being issued.
- » From 1 July 2024 to 1 January 2025, 6,474 medal applications were received with 18,675 medals, badges, citations and clasps issued.

The Defence Honours and Awards Appeals Tribunal is an independent statutory body established in 2011 under Part VIIIIC of the *Defence Act 1903* to consider Defence honours and awards matters. Individuals are able to apply to the Tribunal for an independent review of a decision of the Department of Defence regarding eligibility for a defence honour, defence award or a foreign award. The Government is also able to refer general eligibility issues to the Tribunal for inquiry and recommendation.

■ **The Deputy Secretary Defence People Justine Greig PSM is responsible for the Defence Honours and Awards System.**

## Defence Force structure, posture and bases

Defence is the largest landholder in the Commonwealth, with over 3.8 million hectares at more than 70 major sites. The estate is critical to the generation and projection of military capability to defend the nation.

The Defence estate is complex and geographically dispersed, and includes major bases, training ranges, advanced research laboratories, logistics and maintenance facilities, living in accommodation, dining, medical and sporting facilities.

The National Defence Strategy requires Defence to posture to enable the projection of military effects from Australia, to project and sustain a deployed force and to drive efficient use of training areas.

Defence's domestic posture is required to:

- » Deliver a logistically networked and resilient set of bases, predominantly across the north of Australia, to enhance force projection and improve Defence's ability to recover from an attack
- » Maintain a resilient network of southern basing infrastructure focused on force generation, sustainment, health networks, and logistics nodes to sustain combat operations and support the projection of Australian forces
- » Increase protection of bases and provide the ability to withstand disruption in crisis or conflict
- » Enable enhanced US and key partner training and cooperation on Australian territory where these activities are in our national interest

- » Adopt climate adaptation strategies and energy resilience, and
- » Adopt civil-military arrangements for infrastructure in the event of a crisis or conflict.

In April 2023, the Government agreed that Defence should deliver upgrades and development of the northern bases network as a matter of priority.

Priority works are underway, including at RAAF Base Learmonth, RAAF Base Darwin, RAAF Base Tindal, RAAF Base Townsville and Cocos (Keeling) Islands. Maritime investments include HMAS Coonawarra, HMAS Cairns and the Harold E Holt Naval Communications Station. Upgrades to land and joint estate capabilities have occurred in Darwin at the Larrakeyah Defence Precinct and Robertson Barracks.

The National Defence Strategy committed to reviewing Defence estate holdings as part of the biennial National Defence Strategy cycle to ensure continued alignment with Defence priorities.

The following 2 infographics provide you with key information regarding the size, scope and location of key Defence bases.

Responsibility for the management of the Defence Estate lies with Security and Estate Group.

■ **Security and Estate Group is led by Deputy Secretary Celia Perkins.**



## Major Defence Bases



## The Defence Estate

The Defence Estate is the largest land holding in the Commonwealth with a net book value of **\$37.8 billion\*** (2023-24).



**70**

Major Bases



**73**

Wharves, Docks  
& Jetties



**28**

Sealed Airfields



**3.87 m**

Hectares

All properties owned & leased  
(includes leased training areas)



**72**

Properties containing  
Ranges & Training Areas  
(Excluding obstacle courses)



**862**

Owned or leased  
properties domestically  
& internationally  
(812 domestic & 50 international)



**2,400 +**

APS & ADF



**7,900 +**

Contracted  
SEG Workforce



**\$2.6 bn**

Approved EEIP Budget  
2024-25 (Net Plan)

**\$3.0 bn**

Approved EEIP Budget  
2025-26 (Net Plan)

**FY 2024-25 SEG Group Budget \$6.607 billion**

\* Figure inclusive of land holdings, buildings, other infrastructure and plant & equipment, excludes intangibles.

## Securing our people, partners, bases, capability and networks

Defence's security environment is characterised by growing threats to the physical and cyber security of our people, partners, bases, capability, data and networks.

Espionage and foreign interference is growing and we are witnessing persistent threats to Defence and to our partners in industry and academia.

To respond to these threats, Defence has strengthened our internal security settings, uplifted insider threat and counter-espionage capabilities. Defence works closely with intelligence and law enforcement agencies to monitor the threat environment and respond to threats. We also work actively with defence industry to address the risk of serious harm to our sovereignty, values and national interest.

Security and Estate Group is responsible for the delivery of Defence security and securing our work with defence industry. Defence applies the Defence Security Principles Framework to manage security within Defence's unique operational context and constraints, ensure the most appropriate people are setting security requirements, and have clear processes and accountabilities.

Within Security and Estate Group, the Australian Government Security Vetting Agency (AGSVA) is the central agency for the granting of security clearances. AGSVA plays a key role in supporting over 600 federal, state/territory government agencies and industry partners to mitigate against insider threats, through the provision of responsive and assured security vetting services.

The Defence Industry Security Program (DISP) is a membership-based program that sets baseline security requirements for industry entities wishing to engage in Defence projects, contracts and tenders. DISP is one control in a layered approach to security that helps protect Defence capability. DISP membership supports industry to identify security risks and to understand and apply security controls across governance, personnel security, physical security, and information and cyber security. DISP membership is just like a security clearance for companies; and it needs to be established, maintained and reviewed at regular intervals.

Security and Estate Group administers the *Defence Amendment (Safeguarding Australia's Military Secrets) Act 2024* (the SAMS Act) which commenced on 6 May 2024. Under the SAMS Act, certain former members of the ADF and former Defence and Australian Submarine Agency public servants are now required to obtain a Foreign Work Authorisation if they intend to work for a foreign military organisation or government body. The legislation also applies to Australian citizens and permanent residents who want to provide training to a foreign military organisation, government body or government controlled entity relating to controlled military goods under Part 1 of the Defence and Strategic Goods List and military tactics, techniques and procedures.

We will brief you further on the specific security threats facing Defence and the actions we are taking to meet heightened threats.



## International partnerships

Increasing uncertainty and tension, against a backdrop of intensifying strategic competition in the Indo-Pacific, demand strong partnerships and a concentrated effort to counter coercive actions to ensure security and stability in Australia's immediate region.

The National Defence Strategy requires Defence to focus our international engagement activities on achieving outcomes that contribute to regional security and stability and strengthen deterrence against the threat of military coercion or major conflict.

Defence works in close partnership with the Department of Foreign Affairs and Trade (DFAT) in the design, development and delivery of our international engagement activities.

Australia's Alliance with the United States (US) is fundamental to our national security and the ADF's capacity to generate, sustain and project credible military capability. Defence is focused on strengthening our defence engagement with the US, including through support of the US force posture initiatives.

In 2025, we will conduct the 11th iteration of Exercise Talisman Sabre (TS25). Talisman Sabre is bilaterally designed between Australia and the US, and is a multilaterally planned and conducted exercise conducted at a number of ADF training areas in Australia. TS25 will be the largest ever iteration of the exercise. TS25 will consist of a live fire exercise and field training exercises incorporating force preparation activities, amphibious landings, ground force manoeuvres, and air combat and maritime operations. We will brief you further on planning for TS25, including opportunities for you to observe the exercises and meet Australian, US and partner nation participants.

Advancing AUKUS, our trilateral capability partnership with the United States and the United Kingdom, is a high priority for Defence. AUKUS Pillar I refers to the acquisition of a conventionally-armed nuclear-powered submarine capability for Australia. Pillar II focuses on advanced capabilities and is a key element of Australia's broader sovereign defence capability development. Pillars I and II are interoperable efforts that will secure the near-term and long-term security of Australia, and together with the ASA we will brief you on the considerable progress that has been made under both Pillars of AUKUS.

Australia's primary area of interest is our immediate region encompassing the Northeast Indian Ocean through maritime Southeast Asia into the Pacific.

Defence is committed to working with partners to build a region that is open, stable, prosperous and respectful of sovereignty and international law. Our priorities are to build resilience, deter aggression and coercion, and contribute to stability in the region – including through longstanding bilateral and multilateral defence partnerships.

We will brief you on the work we are doing to strengthen our bilateral and multilateral defence partnerships in Southeast, North and South Asia and the bilateral and multilateral exercises we are planning for this year. This will include our efforts to enhance our access in Southeast Asia, expand bilateral and trilateral cooperation with Japan, and deepen our defence engagement with India and the Republic of Korea.

We will also brief you on the work we are doing with our 'Five Eyes' partners (United States, United Kingdom, Canada, and New Zealand) to enhance Australia's situational awareness, support ADF operations and bolster our collective deterrence efforts.

The Pacific is vital to Australia's security and prosperity. Defence engagement in the Pacific – both bilaterally and through regional institutions – is intended to enhance regional capacity and enable our forces to work together.

The Defence Cooperation Program is the primary mechanism for Australia's practical defence engagement in the Indo-Pacific, supporting Australia's strategic interests and defence relationships with Papua New Guinea, Indonesia, Timor Leste, the South West Pacific, Southeast Asia, Pakistan and the Middle East. The program promotes the capacity of our international partners and improves Australia's capacity to work with partners in response to common security challenges. Posting Defence personnel into a country helps to build strong people-to-people links with regional security partners at the tactical, operational and strategic levels.

Defence also contributes to enhanced maritime security through the Pacific Maritime Security Program.

We will provide you with a dedicated briefing on defence engagement in the Pacific.

While the immediate region is our strategic focus, Defence also makes a contribution to action in support of global peace and security, as directed by the Government. This includes our steadfast support for Ukraine.

■ **Defence's International Engagement is led by Deputy Secretary Hugh Jeffrey.**

# ADF Operations

In addition to our work with international partners, defence personnel serve around the world on ADF operations

Government is responsible for approval of all ADF operations. When a requirement for a new operation is identified, Defence will draft a submission to the National Security Committee of Cabinet to provide advice and options. The drafting process includes consultation with other Government agencies.

National Security Committee decisions form the legal authority for ADF operations. The Chief of the Defence Force then issues orders to achieve Government objectives. Military Strategic Commitments draft orders for the Chief of the Defence Force to consider. Once

approved, these orders authorise the Chief of Joint Operations to execute ADF operations.

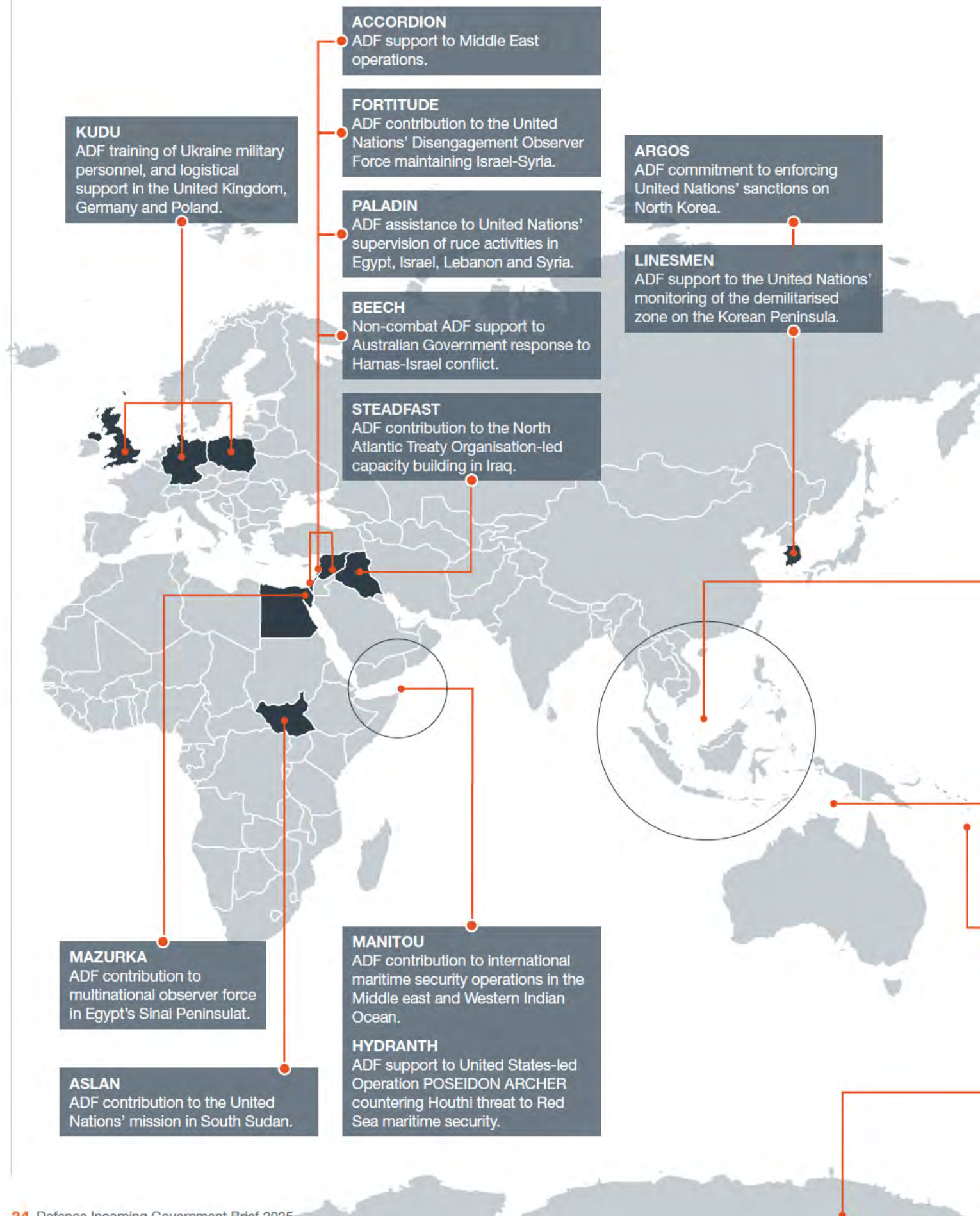
Headquarters Joint Operations Command provide routine operational reports to the Chief of the Defence Force.

Military Strategic Commitments support the Chief of the Defence Force to provide regular updates and advice to Government.

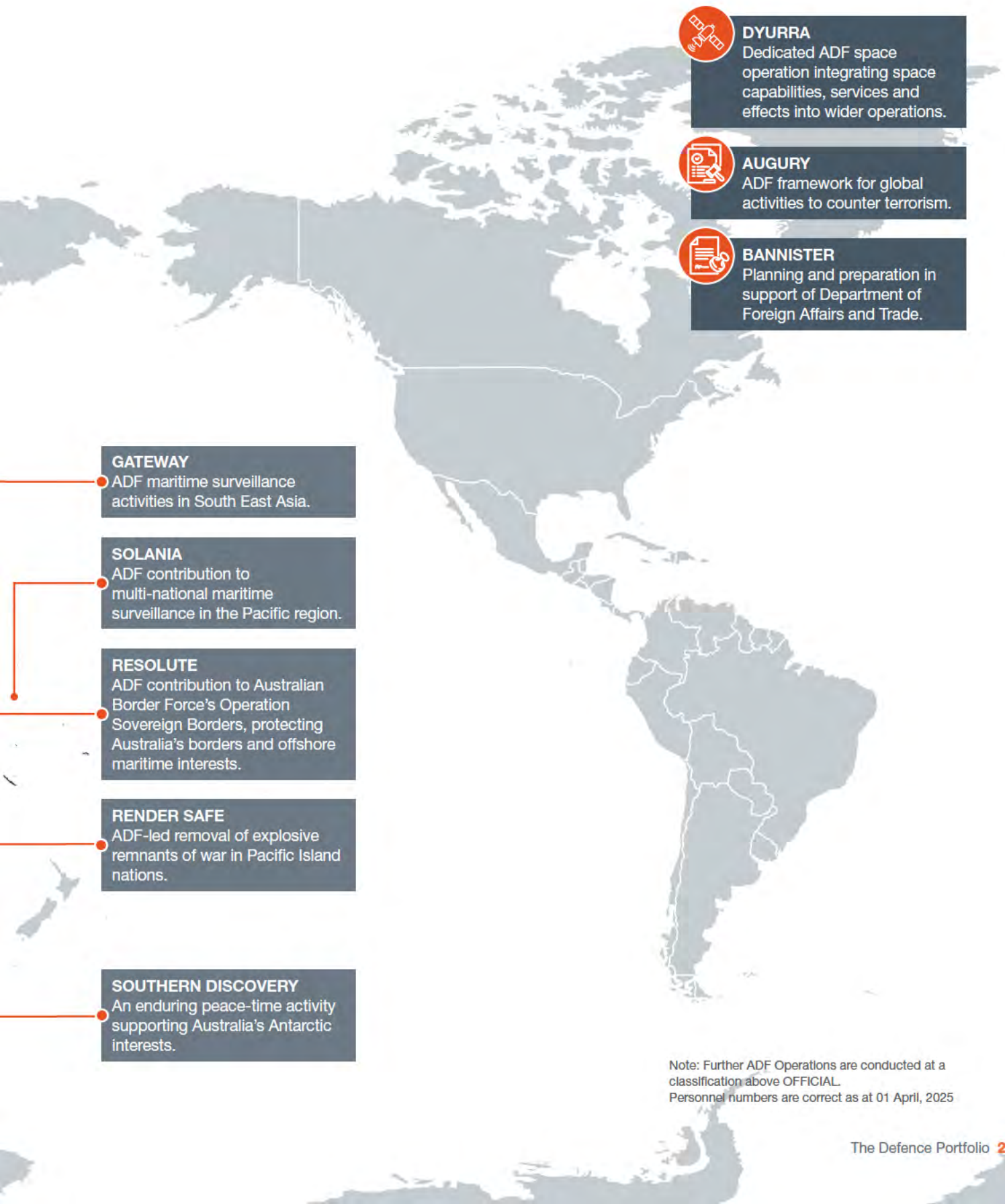
The following infographic provides you with key information on current ADF operations which are strengthening our Defence partnerships and building regional security.

► **The Chief of Joint Operations is Vice Admiral Justin Jones AO CSC RAN**

## Current ADF Operations







#### DYURRA

Dedicated ADF space operation integrating space capabilities, services and effects into wider operations.



#### AUGURY

ADF framework for global activities to counter terrorism.



#### BANNISTER

Planning and preparation in support of Department of Foreign Affairs and Trade.

#### GATEWAY

ADF maritime surveillance activities in South East Asia.

#### SOLANIA

ADF contribution to multi-national maritime surveillance in the Pacific region.

#### RESOLUTE

ADF contribution to Australian Border Force's Operation Sovereign Borders, protecting Australia's borders and offshore maritime interests.

#### RENDER SAFE

ADF-led removal of explosive remnants of war in Pacific Island nations.

#### SOUTHERN DISCOVERY

An enduring peace-time activity supporting Australia's Antarctic interests.

Note: Further ADF Operations are conducted at a classification above OFFICIAL.  
Personnel numbers are correct as at 01 April, 2025

# Defence Industry Development Strategy

The Defence Industry Development Strategy (DIDS) was released by the Government on 29 February 2024.

It establishes the framework and principles for the direction of defence industry policy.

It provides a definition of the sovereign defence industrial base and sets out pathways for maximising support for Australian industry and its critical contribution to national security.

This includes:

- » Sovereign Defence Industrial Priorities supported by detailed information on areas of priority
- » Reforms to procurement processes
- » Growing and developing the workforce required to deliver defence industrial capability,
- » Uplifting the security posture of defence industry
- » Our approach to industry innovation, and
- » Changes to the way Defence engages with industry to better inform industry of Defence's needs and Defence of industry's capabilities.

The Sovereign Defence Industrial Priorities represent the domestic industrial capabilities Defence requires. The seven Sovereign Defence Industrial Priorities are:

- » Maintenance, repair, overhaul and upgrade of Australian Defence Force aircraft
- » Continuous naval shipbuilding and sustainment

- » Sustainment and enhancement of the combined arms land system
- » Domestic manufacture of guided weapons, explosive ordnance and munitions
- » Development and integration of autonomous systems
- » Integration and enhancement of battlespace awareness and management systems, and
- » Test and evaluation, certification and systems assurance.

Each SDIP has a capability manager and a delivery manager. A capability manager is responsible for raising, training and sustaining the capabilities. A delivery manager is responsible for the growth and health of the industrial capabilities required to deliver and sustain the directed Defence capabilities. Both are accountable for the Defence Industry Development Strategy's delivery.

Capability Acquisition and Sustainment Group (CASG) is responsible for the delivery of the Defence Industry Development Strategy.

► **Capability Acquisition and Sustainment Group is led by Deputy Secretary Chris Deeble AO CSC.**

# Defence innovation, science and technology

The National Defence Strategy identifies investment in innovation, science and technology as fundamental to delivering advanced capabilities to the warfighter at the earliest opportunity.

Six innovation, science and technology priorities have been identified: hypersonics, directed energy, trusted autonomy, quantum technology, information warfare and long-range fires. As a middle power we must seek military advantage in innovative ways, so Defence's innovation, science and technology resources are focused on accelerating the development of innovation, science and technology into capability to give the ADF asymmetric advantage.

The Defence Innovation, Science and Technology Strategy *Accelerating Asymmetric Advantage – delivering more, together* articulates the collaborative and coordinated effort that will be required across our ecosystem to meet our strategic Defence innovation, science and technology priorities, Defence's long-term objectives, and the ADF's immediate needs. Partnerships are vital to our success – we cannot do this alone. The Strategy emphasises the need to focus on mission-driven activities to address immediate capability requirements as well as research and development for longer-term capability advantage.

Inside Defence, innovation, science and technology is comprised of the:

- » Defence Science and Technology Group (DSTG)
- » Advanced Strategic Capabilities Accelerator (ASCA) inside VCDF Group, and
- » Service-based innovation including Warfare Innovation in Navy, Robotics and Autonomous Systems Implementation and Coordination Office in Army, and Jericho Disruptive Innovation, and Innovation and Experimentation Group in Air Force.

DSTG leads the department's work with universities and undertakes applied and directed research to deliver scientific advice and innovative solutions for Defence. This research, often sensitive or classified, provides

unique decision-making opportunities and capabilities for the Government. DSTG delivers innovation, science and technology solutions to enhance and transform the ADF, supports operations and preparedness, provides expert advice and integration for acquisition and sustainment of capabilities and assesses emerging and disruptive technologies to support the Defence mission or signal a future threat.

DSTG employs approximately 2200 staff, predominantly scientists, engineers, IT specialists and technicians, the majority of whom hold high-level security clearances to allow them to work on classified projects.

ASCA's role is to drive the development and testing of technologies then hand them over to capability managers in Navy, Army and Air Force. ASCA sits within Vice Chief of Defence Force Group, creating a close nexus between innovation and the warfighter.

ASCA comprises three programs:

- » Missions, which are focused on rapidly pulling through disruptive technologies into capabilities to meet Defence's most pressing needs
- » Innovation Incubation, which identifies and supports opportunities to partner with Australian industry and universities to rapidly adapt, test and acquire new or commercial technology for military purposes, and
- » Emerging and Disruptive Technologies, which shapes and nurtures critical research and development capability aligned with Defence priorities over a three to five year time horizon. This program is delivered by DSTG.

We will brief you on the challenges and opportunities in Defence innovation, science and technology.

- **The Chief Defence Scientist is Professor Tanya Monro AC.**
- **The Head of Advanced Strategic Capabilities Accelerator is Major General Hugh Meggitt AM CSC.**



# Inspector-General of the ADF

The Inspector-General of the Australian Defence Force (IGADF) is appointed by the Australian Government to oversee the quality and fairness of Australia's military justice system.

The Inspector-General's Office is an independent statutory body. The Inspector-General reports to you in your role as Minister for Defence and is independent of the ADF's chain-of-command.

It is the responsibility of the Inspector-General to:

- » Investigate or inquire into military justice matters including the professional conduct of Service Police
- » Conduct performance reviews of the military justice system, including audits of Defence Force units, ships and establishments
- » Advise on matters concerning the military justice system and make recommendations for improvement
- » Promote military justice values across the ADF
- » Independently consider complaints by ADF members
- » Conduct inquiries into the death of ADF members, where the death appears to have arisen out of, or in the course of, the member's Defence service, and
- » If directed by the Minister or CDF, inquire into or investigate a matter concerning the ADF.

The IGADF has no authority to overturn or alter military decisions, but can recommend that an appropriate authority takes action to remedy an issue.

The IGADF currently has two public inquiries underway:

- » Inquiry into the crash of an Australian Army MRH-90 Taipan helicopter on 28 July 2023 (inquiry commenced on 31 October 2023), and
- » Inquiry into the 'weaponisation' of the military justice system, which is open for public submissions until 22 June 2025 (inquiry commenced on 16 August 2024).

## **Recommendations of the Royal Commission into Defence and Veteran Suicide and the Twenty-Year Review of the Office of the Inspector-General of the Australian Defence Force**

Recommendations 30, 32 and 42 to 54 of the final report made by Royal Commission into Defence and Veteran Suicide apply to the activities, functions and structure of the Office of the IGADF.

The Government Response to the Royal Commission's final report was released on 2 December 2024. The Government noted Recommendation 42 (ensure that future Inspectors-General of the Australian Defence Force will not have served in the Australian Defence Force) and agreed to the other 12 recommendations relating to the IGADF, stating that *"All recommendations related to the Inspector-General of the Australian Defence Force will be implemented with regard to the recommendations of the Twenty-Year Review of the Office of the Inspector-General of the Australian Defence Force."*

The IGADF requested the Twenty-Year Review be conducted to mark the Office's 20th anniversary of operations, which occurred in 2023. The Prime Minister appointed former Federal Attorney-General, Federal Court Justice, and President of the Administrative Appeals Tribunal, the Hon Duncan Kerr, to conduct the Review. Mr Kerr transmitted his report to the Government on 21 March 2024.

The report of the Twenty-Year Review was tabled in the Senate on 18 September 2024 and a copy of the report is available on the IGADF website.

Both the Royal Commission and the IGADF Twenty-Year Review found that the IGADF has never failed to act impartially or fairly.

Advice will soon be provided regarding the proposed Government Response to the Twenty-Year Review and to inform the way forward to implement the Review's recommendations.

## Defence Boards, Committees and Panels

Below is a list of boards, committees and panels within the Defence portfolio.

We will seek your advice as to how you would like to manage appointments in the future.

- » Computer Emergency Response Team Australia
- » Australian Maritime Defence Council
- » Australian Strategic Policy Institute Limited
- » Woomera Prohibited Area Advisory Board
- » Australian Space Agency Advisory Board
- » CEA Technologies Pty Limited
- » Naval Shipbuilding Expert Advisory Panel
- » Repatriation Commission
- » National Defence Strategy External Advisory Panel
- » Centre for Defence Industry Capability Advisory Board
- » Defence Industry Tri-partite Council
- » Submarine Advisory Committee
- » Army and Air Force Canteen Service
- » Australian Military Forces Relief Trust Fund
- » Defence Families of Australia
- » Defence Honours and Awards Appeals Tribunal
- » Defence Housing Australia
- » Defence Housing Australia Board
- » Defence Housing Australia Advisory committee
- » Navy Health Limited
- » Phoenix Australia – Centre for Posttraumatic Mental Health
- » Religious Advisory Committee to the Services
- » Royal Australian Air Force Veterans Residences Trust Fund
- » Royal Australian Air Force Welfare Trust Fund
- » Royal Australian Navy Relief Trust Fund
- » Royal Australian Navy Central Canteen Board, and
- » Young Endeavour Youth Scheme Advisory Board.

## Senior Leadership Team

### Secretary of the Department of Defence

#### Greg Moriarty AO



Mr Greg Moriarty commenced as Secretary of the Department of Defence on 4 September 2017 and was reappointed for another 5-year term in September 2022.

The Secretary of the Department of Defence has primary responsibility for providing timely policy advice to the Government, budget and resource allocation, and stewardship of the Australian Public Service workforce.

Mr Moriarty first worked in Defence from 1986 to 1995, primarily in the Defence Intelligence Organisation. He also served in the Headquarters of the United States Central Command in the Persian Gulf during Operations Desert Shield and Desert Storm.

Prior to his appointment as the Secretary of Defence, Mr Moriarty held senior roles in the Prime Minister's office, first as the International and National Security Adviser and then as Chief of Staff to Prime Minister Malcolm Turnbull.

In June 2015 Mr Moriarty was appointed Commonwealth Counter Terrorism Coordinator in the Department of the Prime Minister and Cabinet. Mr Moriarty was responsible

for coordinating and implementing Australia's counter terrorism arrangements, in close partnership with the States and Territories.

Mr Moriarty has extensive experience within the Department of Foreign Affairs and Trade (DFAT). He served in a number of senior roles, including as Deputy Secretary (2015), Ambassador to Indonesia (2010-2014), First Assistant Secretary, Consular Public Diplomacy and Parliamentary Affairs Division (2009-2010), Assistant Secretary, Parliamentary and Media Branch (2008-2009), Ambassador to Iran (2005-2008), Assistant Secretary, Maritime South East Asia Branch (2002-2005), and as the Senior Negotiator with the Peace Monitoring Group on Bougainville.

Mr Moriarty holds a Bachelor of Arts Degree with Honours from the University of Western Australia and a Masters Degree in Strategic and Defence Studies from the Australian National University. Greg Moriarty has studied Indonesian and Tok Pisin.

### Chief of the Defence Force

#### Admiral David Johnston AC RAN



Admiral David Johnston joined the Royal Australian Naval College as a junior entry Cadet Midshipman in 1978. Graduating as a Seaman Officer in 1982, he later specialised as a Principal Warfare Officer.

Admiral Johnston was appointed Chief of the Defence Force on 10 July 2024. He has extensive experience across a range of leadership, maritime and joint operations, training and capability management appointments, in Australia and overseas.

Admiral Johnston's senior command appointments include Commanding Officer of HMAS Adelaide (FFG 01), HMAS Newcastle (FFG 06), Commander Border

Protection Command, Chief of Joint Operations, and Vice Chief of the Defence Force.

His operational experience includes Operation RELEX (2002), Operation QUICKSTEP in Fiji (2006), Operation RESOLUTE (2007) and Operation SLIPPER (2010).

Admiral Johnston's honours and awards include his appointment as Member of the Order of Australia in 2012, advancement to Officer of the Order of Australia in 2018 and Companion of the Order of Australia in 2022 'for eminent service to the Australian Defence Force through strategic stewardship and capability engagement.'



## Associate Secretary

### Matt Yannopoulos PSM



Mr Matt Yannopoulos commenced as the Associate Secretary of the Department of Defence on 5 October 2021.

The Associate Secretary's role integrates the work done across the Defence enterprise to enable more effective and efficient outcomes, particularly in the areas of enterprise transformation and prioritisation.

Together with the Vice Chief of the Defence Force, the Associate Secretary works with the business areas to support Defence in operating as an end-to-end organisation, rather than a federation of separate parts. This is about achieving coordination across land, sea, air, space, and intelligence and cyber domains to deliver joint effects, prioritising investment in corporate and military enablers, and professionalising the workforce.

Mr Yannopoulos first worked in Defence from 2008 to 2013 as the first Chief Technology Officer.

Prior to his appointment as the Associate Secretary of Defence, Mr Yannopoulos was the Deputy Secretary

Budget and Financial Reporting at the Department of Finance where he was responsible for providing policy and financial advice to the Government on expenditure and non-taxation revenue policy issues.

Mr Yannopoulos has held previous government positions, including Chief Operating Officer in the Department of Health and Deputy Secretary, Senior Responsible Officer for the Child Care Reform Implementation at the Department of Education. Mr Yannopoulos was awarded a Public Service Medal in January 2019 for his substantial achievements in this role.

Other positions include First Assistant Secretary, Portfolio Investment Division and Chief Information Officer at the Department of Health, as well as other significant roles such as Portfolio CIO of the Department of Immigration and Border Protection.

Mr Yannopoulos has an accounting and information technology background and is an accredited Fellow Certified Practising Accountant.

## Vice Chief of the Defence Force

### Air Marshal Robert Chipman AO CSC



Air Marshal Robert Chipman joined the Royal Australian Air Force in 1989 as an Officer Cadet at the Australian Defence Force Academy, graduating from Sydney University with Honours in Aeronautical Engineering. He was appointed Vice Chief of the Defence Force on 9 July 2024.

He completed Pilot's Course, F/A-18 Operational Conversion and the Fighter Combat Instructor Course. Following operational and instructor assignments, he commanded No 75 Squadron and No 81 Wing.

Air Marshal Chipman has experience in capability development within Capability Development Group and Air Force Headquarters. He has completed a tour as Director of the Australian Air and Space Operations Centre, Headquarters Joint Operations Command. In 2015, he was an inaugural Director of Plan Jericho, an Air Force transformation program delivering joint, integrated air and space capability for the ADF.

On promotion to Air Vice-Marshal Air Marshal Chipman served as Australia's Military Representative to NATO and the European Union. He was the Head of Military Strategic Commitments (MSC) until his selection as Chief of Air Force and promotion to Air Marshal in July 2022.

Air Marshal Chipman deployed on Operation SLIPPER, as a Battlecab Director in the United States Air Force 609th Air and Space Operations Centre. He deployed on Operation OKRA as inaugural Commander Air Task Unit 630.1, for which where he was awarded a Conspicuous Service Cross in 2015. He was appointed a Member of the Order of Australia in 2019 and an Officer of the Order of Australia in 2024.

Air Marshal Chipman completed a Masters in Business Administration and graduated as a fellow of the Defence and Strategic Studies Course in 2016. He is a Graduate of the Australian Institute of Company Directors and has completed the United Nations Senior Mission Leaders Course.

## Group Heads and Service Chiefs

### Chief of Navy

#### Vice Admiral Mark Hammond AO RAN



Vice Admiral Mark Hammond joined the Royal Australian Navy in 1986 as an Electronics Technician, before commissioning as a Naval Officer in 1988. Graduating from the Australian Defence Force Academy in 1990, he served in frigates before volunteering for submarine service. He is a dual qualified officer, graduating from the RAN Principal Warfare Officers Course, and the Netherlands and USN Submarine Command Courses, and Australia's Senior Submariner.

Vice Admiral Hammond has served extensively in Collins Class submarines. He gained international experience in French, British and United States nuclear attack submarines and Dutch conventional submarines. His Command of HMAS Farncomb included submarine operations across the Indo-Pacific. Shore postings included the Assistant Naval Attaché in Washington DC, Submarine Capability and Joint Exercise Staff roles, and Chief of Staff to the Chief of the Defence Force.

On promotion to Commodore, Vice Admiral Hammond was appointed Director General Maritime Operations.

He returned to the United States as the Liaison Officer to the Chairman of the United States Joint Chiefs of Staff. He was awarded the United States Legion of Merit (Officer) for his performance in this role, and in 2018 was appointed a Member of the Order of Australia for exceptional service to the ADF in senior command and staff roles.

On promotion to Rear Admiral, he assumed duties as the Deputy Chief of Navy in 2018, and in late 2020 was appointed Commander of the Australian Fleet. Vice Admiral Hammond assumed Command as Chief of Navy on 7 July 2022. In 2023, he was advanced as an Officer of the Order of Australia for distinguished service in senior command roles.

Vice Admiral Hammond holds a Bachelor of Science, Masters in Management and Masters in Maritime Studies, and is a graduate of the Harvard Business School Advanced Management Program.

### Chief of the Australian Army

#### Lieutenant General Simon Stuart AO DSC



Lieutenant General Simon Stuart assumed command of the Australian Army on 2 July 2022.

Enlisting as a soldier in 1987, Lieutenant General Stuart was commissioned into the Royal Australian Infantry Corps in 1990. He has over thirty eight years' experience across a range of leadership, operations, training and program management appointments in Australia and overseas.

Lieutenant General Stuart's regimental experience was in the 2nd/4th and 2nd Battalions, Royal Australian Regiment, culminating in command of the 8th/9th Battalion from 2008-10.

He has commanded on operations on five occasions at the company, Joint Task Force, brigade and force levels in East Timor, Afghanistan and Egypt/Israel. His early career included significant training experience, while his staff appointments have largely been in capability development. He has worked in joint, whole-of-government, international and multi-national environments. Lieutenant General Stuart fulfilled the role of Head of Land Capability in Army Headquarters after a

three-year deployment in command of the Multinational Force & Observers from 2017-19.

Lieutenant General Stuart is a graduate of the Royal Military College – Duntroon (1990), the United Kingdom's Joint Services Command and Staff College (2003), the United States Army War College (2015) and the Harvard Business School Advanced Management Program (2022). He holds a Bachelor's Degree from the University of New England and Masters' degrees in Project Management (UNSW), Arts - Defence Studies (Kings College, London) and Strategy (US Army War College).

Lieutenant General Stuart's honours and awards include his appointment as Member of the Order of Australia (2011), the Distinguished Service Cross (2014) and advancement to Officer of the Order of Australia (2020). He has also received a number of foreign awards, including from the United States, Timor Leste, Columbia, Uruguay, Czech Republic, Japan and Indonesia.

Lieutenant General Stuart is the patron for the Army Drone Racing Team and the Army Australian Football League.



## Chief of Air Force

### Air Marshal Stephen Chappell DSC CSC OAM



Air Marshal Stephen Chappell joined the Royal Australian Air Force in January 1993, graduating from the Australian Defence Force Academy in 1995.

He completed Pilot's Course in 1997, F/A-18 Operational Conversion in 1998, and Fighter Combat Instructor course in 2001. Following instructional and flight commander assignments, he was the inaugural exchange officer with the United States Air Force 65th Aggressor Squadron.

Air Marshal Chappell has held various command appointments and has accumulated over 2,900 flying hours on the F/A-18A, F-15C, F/A-18F and EA18G.

Senior staff appointments include Chief of Staff to the Chief of the Defence Force late in 2017 and the Head of Military Strategic Commitments, until his selection as Chief of Air Force and promotion to Air Marshal in July 2024.

Operationally, Air Marshal Chappell deployed to the Middle East with No. 75 Squadron on Operation FALCONER in 2003, and with No 1 Squadron in

2014 contributing to the Air Task Group commitment to Operation OKRA.

Air Marshal Chappell received a Conspicuous Service Cross as Commander of No. 1 Squadron in January 2017, and a Distinguished Service Cross in recognition of his "distinguished command and leadership" on Operation Okra in June 2017.

He was awarded the Medal of the Order of Australia for meritorious service to the Royal Australian Air Force in the field of Air Combat in the 2013 Queen's Birthday Honours; and received the United States Meritorious Service Medal for performing outstanding services as Assistant Director of Operations, 65th Aggressor Squadron.

In 2013, Air Marshal Chappell attended the Australian Command and Staff College and was awarded the Chief of Air Force prize. He graduated the Defence Strategic Studies Course at the Australian War College in 2017. He has also completed the Pinnacle General and Flag Officer Course at the National Defense University in Washington, DC.

## Chief of Defence Intelligence

### Tom Hamilton



Mr Tom Hamilton is Chief of Defence Intelligence and leader of the Defence Intelligence Group, a role he commenced on 6 July 2024.

Mr Hamilton joined the Australian Public Service in the Department of Defence in 2001. In Defence he has held senior leadership roles in international policy, strategic policy and intelligence, including as First Assistant Secretary Strategic Policy and Director Australian Geospatial-Intelligence Organisation.

Mr Hamilton was the lead drafter of the 2016 Defence White Paper, and in 2019 led a review of Defence policy and was the principal author of the consequent

2020 Defence Strategic Update. Immediately prior to his current role, Mr Hamilton was Deputy Secretary Defence Strategic Review Implementation, responsible for leading the implementation of the Defence Strategic Review including the delivery of the 2024 National Defence Strategy.

Mr Hamilton has also served in the Treasury as First Assistant Secretary of the Foreign Investment Division, responsible for foreign investment policy and regulatory operations, in the Department of the Prime Minister and Cabinet, in the National Security and Social Policy divisions and in the Office of the Minister for Defence.



## Chief Defence Scientist

### Professor Tanya Monro AC



Professor Tanya Monro commenced as Chief Defence Scientist in March 2019. Prof Monro is head of Defence Science and Technology Group and Capability Manager for Innovation, Science and Technology in the Australian Department of Defence.

In June 2022, Prof Monro was awarded a Companion of the Order of Australia for eminent service to scientific and technological development, to research and innovation, to tertiary education, particularly in the field of photonics, and to professional organisations.

Prof Monro holds the Bragg Gold Medal for the best physics PhD thesis in Australia, Prime Minister's Malcolm McIntosh Prize for Physical Scientist of the Year, SA Australian of the Year, and the Eureka Prize for Excellence in Interdisciplinary Scientific Research.

Prof Monro obtained her Doctor of Philosophy in physics from The University of Sydney, and was awarded a Royal Society University Research Fellowship at the University of Southampton. Previous roles include Deputy Vice Chancellor Research and Innovation at the University of South Australia and inaugural director of the Institute for Photonics and Advanced Sensing and the Australian Research Council Centre of Excellence for Nanoscale Bio Photonics at the University of Adelaide.

For contributions to optics engineering and advancing Australian national security, Prof Monro is an International Member of the United States National Academy of Engineering. Prof Monro is a Fellow of the Australian Academy of Science, the Australian Academy of Technology and Engineering, the Optical Society of America and the Australian Institute of Physics.

## Chief Finance Officer

### Steven Groves



Mr Steven Groves is the Chief Finance Officer (CFO) for the Department of Defence.

Before being appointed as the CFO, Steven was the Acting Chief Operating Officer, Deputy Secretary Corporate and Enabling Group at the Department of Home Affairs.

Prior to this, Steven was the CFO of the Department of Home Affairs including in its various pre-merger entities including the Department of Immigration and Border Protection, the Australian Customs and Border Protection Service (ACBPS) and the Australian Customs Service (ACS). While at ACBPS Steven also led a taskforce on Revenue and Trade Crime.

Steven joined ACS in 2008. Steven was first appointed a CFO of a Commonwealth Department in 2007 at the Department of Veterans' Affairs.

Prior to Veterans' Affairs, Steven spent 8 years in corporate accounting roles at the Australian Taxation Office (ATO) leading at various times the Management Accounting and Financial Operations Branches. During this time, he worked directly to the ATO CFO in a deputy role.

Steven has extensive experience in executive and leadership positions within the Commonwealth Public Service with over 20 years working predominantly in senior corporate finance roles.

Steven graduated in 1994 from the James Cook University in Townsville with a Bachelor of Commerce. Steven is a Fellow of Certified Practising Accountants Australia and has completed a number of post graduate courses.



## Chief of Guided Weapons and Explosive Ordnance

### Air Marshal Leon Phillips OAM



As an engineer and program manager, Air Marshal Leon Phillips has over 36 years of extensive experience across Defence, with a proven reputation for establishing highly effective teams to deliver complex aerospace projects and manage their in-service support. In May 2023, on promotion to Air Marshal, he was appointed the inaugural Chief to head the Guided Weapons and Explosive Ordnance (GWEO) Group.

His junior appointments spanned a range of materiel support, engineering and staff roles supporting the F-111, Classic Hornet and Headquarters Northern Command. In 2008, Air Marshal Phillips was posted to the Airborne Early Warning and Control Program as Engineering Manager in Seattle USA, culminating in him accepting the first two E-7 Wedgetail aircraft.

As a Group Captain and Air Commodore, Air Marshal Phillips continued to play a pivotal role in capability and acquisition, bringing platforms to service that collectively elevated the Royal Australian Air Force to become a 5th generation fighting force.

In 2017 he was promoted to Air Commodore and given responsibility for the acquisition and sustainment of Air Force's maritime patrol, airborne surveillance and aircrew training capabilities as well as fleetwide-enabling aerospace materiel.

In 2022, he was promoted to Air Vice-Marshal and appointed as the Head of Aerospace Systems Division within Capability Acquisition and Sustainment Group, responsible for the materiel acquisition and sustainment for all of Air Force's airborne air combat, surveillance and air mobility capabilities.

Air Marshal Phillips has a degree in Electronic Engineering, Masters in Project Management and an Executive Masters in Business. He is also a Master Project Director with the Australian Institute of Project Management and a Fellow of Engineers Australia. He was awarded the Medal of the Order of Australia in 2018 for his work in complex acquisition projects and for mentoring staff.

## Chief Information Officer

### Chris Crozier



Mr Chris Crozier was appointed Chief Information Officer (CIO) on 1 August 2023, leading the Defence Digital Group (DDG).

Prior to joining Defence, Mr Crozier was the Group CIO for Orica International, the world's largest manufacturer and supplier of explosives for mining and civil construction. As the Group CIO, Mr Crozier was accountable for global digital technology strategies and operations across a footprint of the organisation spanning 120 countries, covering business (IT), customer (internet of things), and manufacturing (operational technology) systems, including the governance of Orica's digital ecosystems, architecture, data and cyber posture.

Prior to this, Mr Crozier held executive roles within Orica as Vice President of Australia-Pacific region, Chief Digital Officer and Global Vice President Supply Chain, and BHP as Global CIO and Global Chief Procurement Officer.

As a 35 year veteran of the mining and resources sector, having commenced his professional life with Rio Tinto as a Research Engineer, Mr Crozier has experienced the highs and lows of the commodity cycle. He has worked in Asia for more than 25 years, residing in Singapore for 18 years.

Mr Crozier has a Chemical Engineering Degree (Honours First Class) and Masters of Business Administration.



## Chief of Joint Capabilities

### Lieutenant General Susan Coyle AM CSC DSM



Lieutenant General Susan Coyle enlisted in the Army Reserves in 1987 before completing the Australian Defence Force Academy and graduating from the Royal Military College in 1992 into the Royal Australian Corps of Signals. She was appointed as Chief of Joint Capabilities Group in July 2024, becoming the first female to lead a warfighting and operational domain.

Lieutenant General Coyle has worked at the tactical, operational and strategic level in a variety of command and staff appointments. She has commanded at every rank, including Commander Forces Command, Commander Joint Task Force 633, Commander 6th Brigade, Commander Task Group Afghanistan and Commanding Officer 17th Signal Regiment. She has seen operational service on Operations CITADEL, ANODE, SLIPPER, HIGHROAD and ACCORDION. Key staff appointments include Head Information Warfare, Director Workforce and Behaviours - First Principles Review, Director Soldier Career Management - Army, Director of Studies Land at the Australian Command and Staff

College, Military Assistant to the Deputy Chief of Army and Aide-de-camp to Commander Australian Theatre.

Lieutenant General Coyle holds various post-graduate qualifications including a Master of Strategic Studies, a Master in Organisational Development and Strategic Human Resource Management and a Master of Management in Defence Studies. She is an alumnus of the Harvard Advanced Management Program.

Lieutenant General Coyle was appointed a Member of the Order of Australia as Commander Joint Task Force 633, a Distinguished Service Medal as Deputy Commander JTF 636/Commander Task Group Afghanistan, and a Conspicuous Service Cross as Commanding Officer 17th Signal Regiment. She has also received a Chief of Joint Operations Command Commendation as Officer Commanding 104th Signal Squadron, and a Commander Australian Theatre Commendation as Staff Officer to Commander Australian Theatre Joint Intelligence Centre. Whilst posted to the United States, she received the U.S. Army Commendation Medal as the 11th Signal Brigade Satellite Engineer.

## Chief of Joint Operations

### Vice Admiral Justin Jones AO CSC RAN



Vice Admiral Justin Jones joined the Royal Australian Navy from Melbourne in 1988.

Vice Admiral Jones has served on patrol boats, guided missile destroyers, guided missile frigates, amphibious assault ships, and combat support ships. He deployed to the Middle East four times, was force assigned to 11 named operations, and deployed into the Indo-Pacific region on 13 occasions during his career. He commanded the guided missile frigate HMAS Newcastle and the combat support ship HMAS Success and held a variety of joint operations postings, including Director-General Operations (J3) Headquarters Joint Operations Command, secondment as Commander of the multiagency task force Maritime Border Command/Commander Joint Agency Task Force Operation Sovereign Borders/ Commander Joint Task Force 639 - Operation Resolute, and most recently as Deputy Chief of Joint Operations.

He is a graduate of the Royal Australian Naval College and the Australian Command and Staff College, and

holds a Masters in Management Studies, a Master of Arts (Strategy and Policy) and a Graduate Diploma in Defence Studies. He completed the United States Capstone Course and Pinnacle Course, the Commander Joint Task Force Course, the Operations Based on Experience Course, the NATO Joint Synchronisation Course, and the United States Senior Officer Information Operations Application Course.

He was the inaugural Navy Fellow at the Lowy Institute for International Policy in 2010, contributing to the Lowy Institute MacArthur Foundation's major publication *Crisis in Confidence: major powers and maritime security in Indo-Pacific Asia*. He has edited two books: *A Maritime School of Strategic Thought for Australia: Perspectives* in 2013, and the follow-on *Australian Maritime Strategic Thought 2013-2023* published in 2023.

Vice Admiral Jones was appointed as the seventh Chief of Joint Operations on 5 July 2024.



## Chief of Personnel

### Lieutenant General Natasha Fox AO CSC



Lieutenant General Natasha Fox entered the Australian Defence Force Academy in 1988 and graduated from the Royal Military College in 1991. Her early foundation appointments were in logistics specialising in combat supplies and logistics planning, and in training positions culminating with her being the Commanding Officer/Chief Instructor at the Australian Defence Force Academy for which she received a Conspicuous Service Cross.

Lieutenant General Natasha Fox has been employed across the Australian Defence Force in Forces Command, Joint Logistics Command, Special Operations Command, Training Command - Army, Defence People Group and Army Headquarters. She has deployed to Lebanon, Syria, and Israel and was the Chief of Staff for Joint Task Force 633 in the Middle East where she was appointed a member of the Order of Australia (AM) for her service. In

2023, Lieutenant General Fox was appointed an Officer (AO) of the Order of Australia for her service as Head People Capability and Deputy Chief of Army.

Lieutenant General Natasha Fox is a graduate of the Australian Command and Staff College, and the Defence and Strategic Studies Course. She has completed numerous degrees including Masters of Business Administration, Master of Politics and Policy, and Masters of Management in Defence Studies. She is a graduate of the Australian Institute of Company Directors, the Lee Kwan Yew School of Public Policy (Singapore), The Wharton School (University of Pennsylvania), and The Said Business School (Oxford University).

Lieutenant General Natasha Fox was appointed Chief of Personnel on 5 June 2023.

## Deputy Secretary Capability Acquisition and Sustainment

### Chris Deeble AO CSC



Mr Chris Deeble is the Deputy Secretary of the Capability Acquisition and Sustainment Group (CASG) in Defence.

Chris has extensive experience spanning the defence, industry and commercial sectors and working with Government. He also served for 37 years in the Australian Defence Force, most notably as an Air Vice-Marshal.

His most recent appointment was Chief Executive at Northrop Grumman Australia. Prior to that he worked for Airservices Australia as the program executive for OneSKY, responsible for delivering the Civil Military Air Traffic Management System for Australia.

Chris returns to CASG after previously holding the role of Senior Program Manager where he managed more than \$25 billion of complex acquisition and sustainment programs including the Joint Strike Fighter, Wedgetail Airborne Early Warning and Control, Multi Role Tanker Transport and Collins Class Submarine.

Chris has a bachelor's degree in mathematics from the University of Sydney. He was awarded the Conspicuous Service Cross (CSC) in 2007, and recognised in 2016 as an Officer of the Order of Australia (AO).

## Deputy Secretary Defence People

### Justine Greig PSM



Ms Justine Greig was appointed to the role of Deputy Secretary Defence People in June 2018. This appointment was on promotion from the role of First Assistant Secretary People Policy and Culture.

As Deputy Secretary Defence People, Ms Greig is responsible for people strategy, policy development and service delivery to support the 100,000 strong integrated Australian Defence Force and Defence Australian Public Service workforce. This includes leadership of Defence's overarching culture, mental health and wellbeing strategies, development and implementation of the Defence Strategic Workforce Plan, and stewardship of Work Health and Safety across the enterprise.

In June 2023, Ms Greig was awarded a Public Service Medal for outstanding service to Defence and in senior policy roles.

In July 2023, in implementing the Defence Strategic Review, Justine joined together with the Chief of Personnel responsible for the ADF people system, to form a diarchy in leading the Defence People Group and workforce reforms.

Ms Greig is an Executive Sponsor of the South Australian Defence Industry Workforce and Skills Group. She is a member of the whole-of-government Chief Operating Officer Committee, a Board and council member of the Institute of Public Administration Australia and is a member of the Australian Human Resource Institute Public Sector Panel. Justine has had a long term professional interest in organisational culture and leadership development.

Ms Greig's qualifications include a Bachelor of Arts (Hons Psychology, ANU), a Master of Science (Occupational Psychology, University of London) and a Master of Arts (Strategic Studies, Deakin University).



## Deputy Secretary Governance

### John Reid PSM



Mr John Reid was appointed Deputy Secretary Governance on 8 January 2024. Prior to this, he was First Assistant Secretary, Enterprise Transformation and Governance.

Before moving to Defence, Mr Reid was First Assistant Secretary, Government Division, in the Department of the Prime Minister and Cabinet. In this role he was responsible for legal policy advice to the Prime Minister and the administration of the Executive Branch of Government, which included Ministerial arrangements and administration, parliamentary operations, and policy on Australia's national symbols and honours.

Previously, Mr Reid led the Office of International Law in the Attorney-General's Department. He was responsible for providing legal advice to Government on all areas of international law, including international humanitarian law, air law, international environment law, human rights, and the law of the sea. In 2009, Mr Reid was a Principal Legal Officer for the Commonwealth in Whaling in the Antarctic (Australia v. Japan).

In 2016, Mr Reid was appointed Agent for Australia before the International Court of Justice and the Permanent Court of Arbitration, appearing before both tribunals in legal disputes with Timor Leste. Mr Reid received the Public Service Medal (PSM) in 2018, for the provision of legal advice to Government.

## Acting Deputy Secretary Naval Shipbuilding and Sustainment

### Rear Admiral Steven Tiffen AM CSM RAN



Rear Admiral Steve Tiffen assumed the role of Acting Deputy Secretary of NSSG from 11 April 2025. Rear Admiral Tiffen served as Head of Maritime Sustainment from 2 November 2022, responsible for sustainment business. In October 2024, he also assumed responsibilities as Head Patrol Boats and Specialist Ships.

Rear Admiral Tiffen joined the Royal Australian Navy in 1986 as an Undergraduate Engineer Officer whilst studying Mechanical Engineering at Curtin University of Technology. Rear Admiral Tiffen has held numerous sea postings as a marine engineer including HMA Ships Paramatta, Newcastle, Canberra, and Anzac. In 1998 Rear Admiral Tiffen became an exchange officer position at HMS Sultan in the United Kingdom, instructing marine engineering theory and practice.

Rear Admiral Tiffen has held several positions in capability and fleet management. He was posted to the Defence Materiel Organisation as Platform Systems Director for the Air Warfare Destroyer (AWD) Program in 2006 and in

2007 managed the project's design interface activities at Navantia's Ferrol facility in Spain. Promoted to Commodore in 2010, Rear Admiral Tiffen commenced duties as a project General Manager with responsibilities for the establishment of the sustainment arrangements for the future Hobart Class AWDs.

In 2014 he commenced duties as Director General Major Surface Ships responsible for the materiel aspects of asset management of 17 major warships. In 2018 he returned to shipbuilding as Director General Naval Construction, responsible for overseeing all aspects of shipbuilding in SA and WA, including delivery of the last two AWDs. In 2022 he was appointed a member of the Order of Australia (AM) for exceptional service in surface ship acquisition and sustainment for the ADF.

Steve is a chartered fellow of the Institute of Marine Engineering Science and Technology, and Engineers Australia and an Affiliate of the Australian Institute of Company Directors.

## Deputy Secretary Security and Estate

### Celia Perkins



Ms Celia Perkins became Deputy Secretary Security and Estate in December 2021 after being appointed as Deputy Secretary Estate and Infrastructure in August 2021.

Ms Perkins joined the Department of Defence through the Graduate Development Program in 1994, and served in a wide range of roles in international and strategic policy and intelligence.

Throughout her career, Ms Perkins has contributed to major defence initiatives including the Defence Reform program, the 2000 Defence White Paper, the establishment of the Australian Strategic Policy Institute, resolving long-standing security vetting backlogs, implementation of the 2020 Defence Strategic Update and Defence Planning Guidance. In 2021 she was appointed as a Defence Indigenous Champion.

Ms Perkins's key leadership positions have included First Assistant Secretary Strategic Policy 2019-2021, First Assistant Secretary Defence Security and Vetting Services 2015-2019, Assistant Director General Open Source Centre, Office National Assessments 2011-15, Assistant Secretary Communication and Media 2011 and Counsellor Defence Policy, Australian Embassy Washington, 2007-2010.

Ms Perkins has a Bachelor of Arts (Communication) from the University of Canberra) and a Master of Public Policy from the Australian National University. She has completed senior leadership programs including the Oxford Advanced Management and Leadership program and the Harvard Kennedy School Senior Leaders in National Security program.

## Deputy Secretary Strategy, Policy and Industry

### Hugh Jeffrey



Mr Hugh Jeffrey joined Defence in August 2018, as First Assistant Secretary International Policy, and was appointed as Deputy Secretary Strategy, Policy, and Industry in February 2023.

Mr Jeffrey has a background in foreign and national security policy and intelligence. Prior to joining Defence, Mr Jeffrey held positions in the Department of Prime

Minister and Cabinet, the Department of Foreign Affairs and Trade, and the Office of National Assessments.

Mr Jeffrey has had four overseas postings, including as Minister Counsellor at the Embassy of Australia in Washington DC, and to NATO in Afghanistan, where he was Senior Adviser to the International Security Assistance Force Commander and the NATO Ambassador.



## Portfolio Agency leaders

### Secretary Department of Veterans' Affairs

#### Alison Frame



Ms Alison Frame commenced as Secretary of the Department of Veteran's Affairs in January 2023. Prior to this, Ms Frame was Deputy Secretary, Social Policy in the Department of the Prime Minister and Cabinet from August 2020. This work included leading the partnerships between the Commonwealth and state and territory jurisdictions on delivering social policy and services outcomes for all Australians. A key priority was providing sustained leadership and coordination across government to manage Australia's response to the COVID-19 pandemic.

Ms Frame has led social policy initiatives and reform across both the Commonwealth and the NSW governments as a senior executive for over 16 years. Most recently in the NSW Government as Group Deputy Secretary, Property and Housing, Alison was responsible

for nine housing and property agencies, including Crown Lands, Property NSW and Land and Housing Corporation.

During her time in other NSW Government senior leadership roles Alison led reforms on child protection, domestic violence, indigenous policy, disability policy, housing and planning, and governance. Prior to this, Ms Frame worked in a number of social policy roles, including First Assistant Secretary, Policy and Strategy, Department of Human Services.

Ms Frame holds a Bachelor of Speech-Language Pathology and a Bachelor of Arts in Political Science from the University of Queensland and a Master of Public Administration from the London School of Economics and Political Science.

### Director General Australian Submarine Agency

#### Vice Admiral Jonathan Mead AO RAN



Vice Admiral Jonathan Mead was appointed as the Director-General of the Australian Submarine Agency, which commenced operations on 1 July 2023. This followed Vice Admiral Mead's leadership of the Nuclear Powered Submarine Taskforce within the Department of Defence, which worked with the United States and United Kingdom to identify the Optimal Pathway for Australia to acquire conventionally-armed nuclear-powered submarines. In 2024, Vice Admiral Mead received a Legion of Merit from the United States Armed Forces, and an Australian Defence Force Federation Star.

Vice Admiral Mead joined the Royal Australian Navy in 1984. He undertook Mine Clearance Diving and Explosive Ordnance training; and served as Executive Officer of Clearance Diving Team One. He trained as a Principal Warfare Officer, followed by sea postings as the Anti-Submarine Warfare Officer of HMA Ships Melbourne and Arunta, and Executive Officer of HMAS Arunta.

In 2005, Vice Admiral Mead assumed the position as Commanding Officer of the frigate HMAS Parramatta. He saw active service in the North Arabian Gulf as part of Operation Catalyst. In 2011, he deployed to Bahrain as Commander of Combined Task Force 150 (Maritime Counter Terrorism) on Operation Slipper, and was awarded a Commendation for Distinguished Service.

On promotion to Rear Admiral in 2015, he was the Head of Navy Capability in Canberra. From 2018 to 2020 Vice Admiral Mead served as Commander of the Australian Fleet. In 2020, Vice Admiral Mead was appointed an Officer in the Order of Australia for his service to the Royal Australian Navy in senior management and command roles. Upon promotion to Vice Admiral in November 2020, he assumed the position as Chief of Joint Capabilities and Command of Joint Capabilities Group.

Vice Admiral Mead holds a Master's Degree in International Relations, a Master's Degree in Management, and a PhD in International Relations.

## Director-General Australian Signals Directorate

### Abigail Bradshaw CSC



Ms Abigail Bradshaw was appointed the Director-General of the Australian Signals Directorate (ASD) in September 2024.

Ms Bradshaw previously served as Deputy Director-General ASD and Head of ASD's Australian Cyber Security Centre (ACSC), responsible for leading the Australian Government's operational advice and assistance to improve cyber security for Australians and Australian entities. Ms Bradshaw led ASD's response to nationally significant cyber security incidents and spearheaded the Government's cyber security partnership with industry, forging critical partnerships, which underpin Australia's national resilience.

Ms Bradshaw has held key national security roles where she has led whole of government operations,

as well as policy and international roles, focussing on advancing Australia's national security agenda domestically and offshore.

Ms Bradshaw has held senior appointments within the Department of the Prime Minister and Cabinet, the Department of Home Affairs, and the Department of Immigration and Border Protection.

Ms Bradshaw began her career in the Royal Australian Navy and was awarded the Conspicuous Service Cross in 2005. She holds a Bachelor of Laws and a Bachelor of Asian Studies.



