Australian Government

Australian Institute of Marine Science

Corporate Plan

2025 – 2026

AIMS Corporate Plan 2025-26

The Australian Institute of Marine Science is Australia's tropical marine research agency. We provide world-class research that helps governments, industry and the community make informed decisions on the management of Australia's marine estate.

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This document, along with a range of other information about AIMS, is available online at www.aims.gov.au.
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The Australian Institute of Marine Science acknowledges the Traditional Owners of the land and sea on which we work. We recognise Aboriginal and Torres Strait Islander people as Australia's first scientists and acknowledge the unique relationships and enduring cultural and spiritual connection that Aboriginal and Torres Strait Islander people have to land and sea, and pay our respects to Elders past, present and future.

We particularly recognise the Traditional Owners of the land on which our main laboratory and office bases are located: the Bindal and Wulgurukaba peoples in Townsville, the Larrakia people in Darwin, the Noongar people in Perth, and the Ngunnawal people in Canberra. We also recognise and pay our respects to Aboriginal and Torres Strait Islanders who are Traditional Owners of the areas of our marine science operations across tropical northern Australia.

Aboriginal and Torres Strait Islander people are advised that this document may contain images of deceased people.

Cover Image: Coral seeding devices developed by AIMS researchers, at two different stages. The white one is a newly assembled device with microscopic corals settled on the grey tab, and the other is a device deployed a few years ago showing a healthy growing branching coral colony developing as intended.

Background Image: Aerial view of the National Sea Simulator National Facility at our Townsville headquarters

IMAGE: MARIE ROMAN

01 Introduction

1.1 Chair of Council's Foreword

As Chair of the Council of the Australian Institute of Marine Science (AIMS), it is with great pride and anticipation that I present the Corporate Plan for 2025-26. This document reflects our enduring commitment to marine science and the pivotal role AIMS plays in advancing the understanding, management and sustainable growth of Australia's marine estate.

Our oceans are more than just bodies of water; they are vital to our national identity, economy, and way of life. It is imperative that we continue to safeguard these precious ecosystems.

AIMS has been at the forefront of marine research for more than 50 years, and this Corporate Plan reaffirms our dedication to providing the science necessary to protect and enhance the health of our marine environments.

In 2025-26, AIMS will build on the investment provided as part of the Government's commitment to the long-term sustainability and enhancement of our science and technology capabilities for monitoring and analysis, including through continued investment in the capability and resilience of our research infrastructure and digital technologies.

From this solid foundation, we are reviewing our strategic priorities, identifying opportunities for greater collaboration and partnership across our core areas of science and research, exploring digital technologies providing greater access to essential research insights, services, resources, and support, and promoting the use of our national science infrastructure..

AIMS' long-term monitoring and evaluation will also continue to play a critical role in assessing the effectiveness of various restoration techniques, as well as providing stakeholders in government, industry, and the community with robust data on the health of Australia's coral reefs.

IMAGE: CAMERON LAIRD

Collaboration is key to delivering impactful science, and we will continue to forge partnerships with government, industry, academia, and First Nations peoples. As a cornerstone of our strategic direction, our incorporation of traditional ecological knowledge with scientific research is empowering Traditional Custodians of sea Country. We are committed to capacity building through training designed to upskill a growing cohort of Sea Rangers. By strengthening these partnerships, we aim to achieve positive outcomes for Indigenous communities and enhance the capacity for local marine management.

I look forward to overseeing the work in the AIMS Corporate Plan for 2025-26 as it sets a clear and steady path for the Institute in the coming year. By focusing on our strategic priorities, leveraging our capabilities, and fostering strong partnerships, we are confident in our ability to deliver science that matters. As we navigate the complexities of marine science and management, our commitment to excellence and impact remains strong. Together, we will continue to advance marine research, protect our oceans, and contribute to the sustainable future of Australia's marine estate.

Dr Beth Woods, OAM
Chair of Council
Australian Institute of Marine Science

1.2 Chief Executive Officer's Foreword

After concluding my first year as the Chief Executive Officer of the Australian Institute of Marine Science (AIMS), I am delighted to provide our Corporate Plan for 2025-26.

This Corporate Plan encapsulates our purpose, commitment, and role in advancing marine science, improving ocean health and contributing to the sustainable management of Australia's marine estate.

With eighty-five per cent of Australians living near the coast, our oceans are an important economic, social and cultural feature of the nation. AIMS is well placed to leverage its knowledge of ocean and coastal ecosystems. Our research, as articulated in the Corporate Plan, will continue to emphasise critical areas such as supporting growth in the blue economy, enhancing marine biodiversity conservation, and contributing to sustainable livelihoods.

For more than 50 years, AIMS has been a trusted advisor to government, industry and the community, committed to providing accurate, timely, and accessible evidence. With Australia's oceans warming at a speed never scientifically evidenced before and growing interest in our blue economy, AIMS research is more important than ever. AIMS delivers this critical evidence through our world-leading scientists and support staff, cutting-edge infrastructure and collaborative partnerships.

AIMS' success rests on the dedication and collaboration of our people. This Corporate Plan emphasises our commitment to a safe, inclusive, and sustainable work environment. AIMS is investing in our people, particularly growing our Indigenous Partnerships team. We recognise greater research impact and value can be co-created when science is interwoven with knowledge, intuition, capacity and capability of the Traditional Owners of sea Country.

IMAGE: CAMERON LAIRD

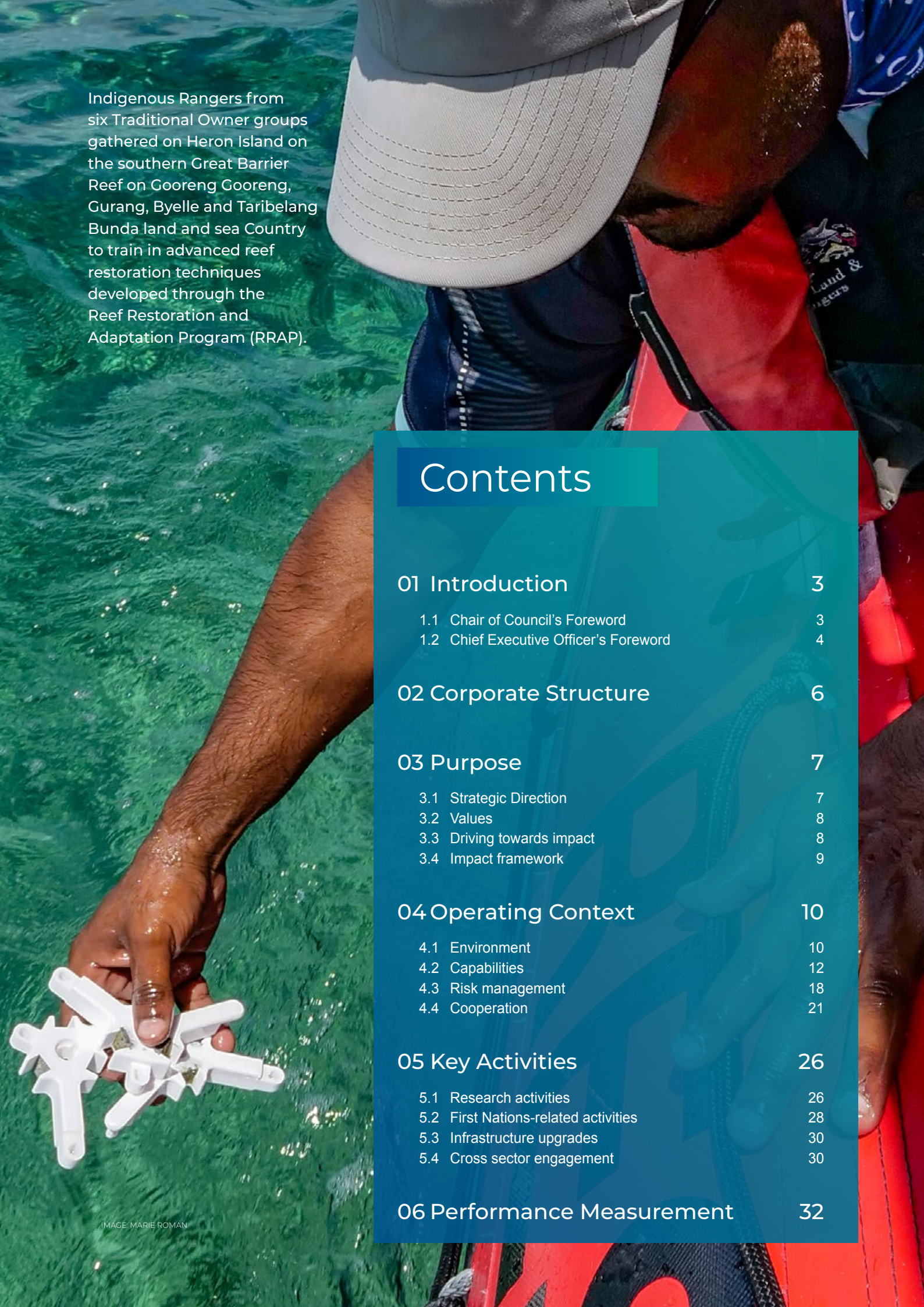
In 2025-26, AIMS will refresh our strategic priorities, ensuring a focus on significant capabilities where AIMS can add value for all Australians. We are exploring what AIMS is good for - beyond just the critical work in protecting our reefs, to exploring how we can further support Australian sustainable ocean livelihoods.

In the coming year, my priority is to strengthen AIMS' cohesive, comprehensive, and integrated strategy through a refresh of our research priorities and a review of organisational culture and structure. By leveraging fundamental and applied science, long-term monitoring, and technological advancements, we will support rapid and scalable efforts in science innovation to safeguard Australia's tropical marine ecosystems. This commitment will ensure AIMS remains at the forefront of marine science and technology innovation, delivering positive impacts for Australia and the global community.

Professor Selina Stead, BSc, MSc, PhD
Chief Executive Officer
Australian Institute of Marine Science

Fiji WCS scientists collecting data for ReefCloud

IMAGE: TOM VIERUS



Indigenous Rangers from six Traditional Owner groups gathered on Heron Island on the southern Great Barrier Reef on Gooreng Gooreng, Gurang, Byelle and Taribelang Bunda land and sea Country to train in advanced reef restoration techniques developed through the Reef Restoration and Adaptation Program (RRAP).

IMAGE: MARIE ROMAN

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02 Corporate Structure

The Australian Institute of Marine Science is a corporate Commonwealth entity established by the *Australian Institute of Marine Science Act 1972* (AIMS Act).

AIMS is accountable to the Minister for the Environment and Water and is governed by a Council that reports to the Minister. The Council, which meets every second month, sets the strategic direction and oversees the management of the Institute. The Chief Executive Officer (CEO) is responsible for the day-to-day operations of the Institute.

The Council (as at 31 August 2025) comprises Dr Beth Woods OAM (Chair), Professor Simon Biggs (James Cook University Representative), Professor Selina Stead (AIMS CEO), Ms Patricia Kelly PSM, Professor Peter Steinberg, Mr Steve Duffield and Dr Cass Hunter.

AIMS' enabling legislation is the AIMS Act and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

AIMS Council: (L to R) Dr Cass Hunter, Stephen Duffield, Professor Peter Steinberg, Dr Beth Woods, Professor Simon Biggs, Erika Techera, Patricia Kelly, Professor Selina Stead

IMAGE: CLARE BONA

03 Purpose

AIMS' purpose is to improve ocean and coastal health and contribute to positive economic, cultural and social co-benefits for coastal communities. We achieve this by providing the research and knowledge of Australia's marine estate required to support growth in its sustainable use, effective environmental management and protection of its unique ecosystems.

3.1 Strategic Direction

In pursuing its mission, AIMS deploys its core research capabilities and infrastructure, and establishes strategic collaborative partnerships with government, industry, academia and First Nations peoples to deliver long-term impact for the nation. Areas of targeted impact include:

1. Supporting Australia to meet international obligations, including a number of the 2030 United Nations Sustainable Development Goals (SDGs).
2. Supporting Australian Government policies, including those on net zero and climate adaptation, such as the Reef 2050 Plan, Powering Australia, the National Climate Resilience and Adaptation Strategy, and Net Zero 2050. We also contribute to the Blue Carbon program, the National Environmental Science Program, and the Blue Economy sector, including the National Marine Science Plan and the National Reconstruction Fund. AIMS works on initiatives alongside First Nations, like actions around Closing the Gap and working with Indigenous Rangers, and supports international policies such as the Commonwealth Blue Charter, the Paris Agreement, the Oceans Panel, and World Heritage Areas through the United Nations Educational, Scientific and Cultural Organisation (UNESCO).
3. Supporting Australian industries in sustainably growing the blue economy, examples include conservation aquaculture, offshore oil and gas exploration and extraction, marine tourism and recreation, renewable energy, coastal industries and fishing.

In 2025-26, AIMS will focus on delivering high impact research in areas that include:

- Delivery of robust and trusted information on the health and forecast state of marine ecosystems as the basis for policy and management decisions;
- Supporting the identification and adoption of offshore oil and gas decommissioning practices that maximise environmental social and economic returns;
- Restoration and adaptation science and development of scalable technologies that help coastal and ocean systems adapt to, and recover from climate change impacts;
- Solutions to challenges and opportunities faced by coastal industries, communities and traditional owners across Northern Australia; and
- Science that underpins the conservation and management of threatened and endangered marine species.

In 2025-26, AIMS will refresh its strategic priorities, ensuring a focus on significant capabilities where AIMS can add value for all Australians, including exploring how AIMS can support Australian sustainable ocean livelihoods.

In addition, in 2025-26 AIMS will continue to implement the $163.4 million 2023-24 Budget measure *Securing the Future of Australia's Marine Science*. This includes critical infrastructure upgrades, refurbishment of science facilities and replacing the research vessel RV *Apollo*.

AIMS will continue to act as the managing entity and undertake research, in conjunction with consortium partners, to progress the Reef Restoration and Adaptation Program (RRAP). The RRAP is focused on developing and deploying options for coral reef recovery, restoration and adaptation technologies for coral reefs threatened by climate change. It will inform future approaches and investment in reef restoration and adaptation.

AIMS is also establishing and maintaining national and international research collaborations with government, industry, research, and First Nations partners. This will leverage investment and strengthen uptake of research. It will also promote outcomes enhancing Australia's role in supporting the blue economy and the sustainable use, management and protection of marine ecosystems.

3.2 Values

Our values support achieving our mission, guiding the behaviours and decision-making of our people.

FIGURE 1: VALUES OF THE AUSTRALIAN INSTITUE OF MARINE SCIENCE

3.3 Driving towards impact

We focus on delivering impact by ensuring that:

- Project development is informed by engagement with users, stakeholders, rightsholders, and collaborators and focused on addressing real world problems. This helps maximise the likelihood that the resulting science will be taken up and deliver beneficial economic, environmental and social impact;
- Project results fill knowledge gaps that are actionable by target audiences and cross sectors;
- A programmatic approach is taken where a suite of projects combines to achieve larger scientific outcomes;
- Capability is leveraged by collaborating or partnering, where appropriate;
- Projects with potential to deliver tangible benefits to First Nations peoples are identified and developed in partnership with sea Country Traditional Owners; and
- We recognise that decision-making in marine science can be multifaceted, principally due to the inherent existence of trade-offs between sociopolitical, environmental and economic factors, thus we adopt a systems thinking approach to addressing local, state, national and global challenges.

3.4 Impact framework

To deliver impacts that support AIMS' mission in enhancing the sustainable, effective environmental management and protection of Australia's tropical marine ecosystems, we take the following approach to planning and understanding the impacts of our research:

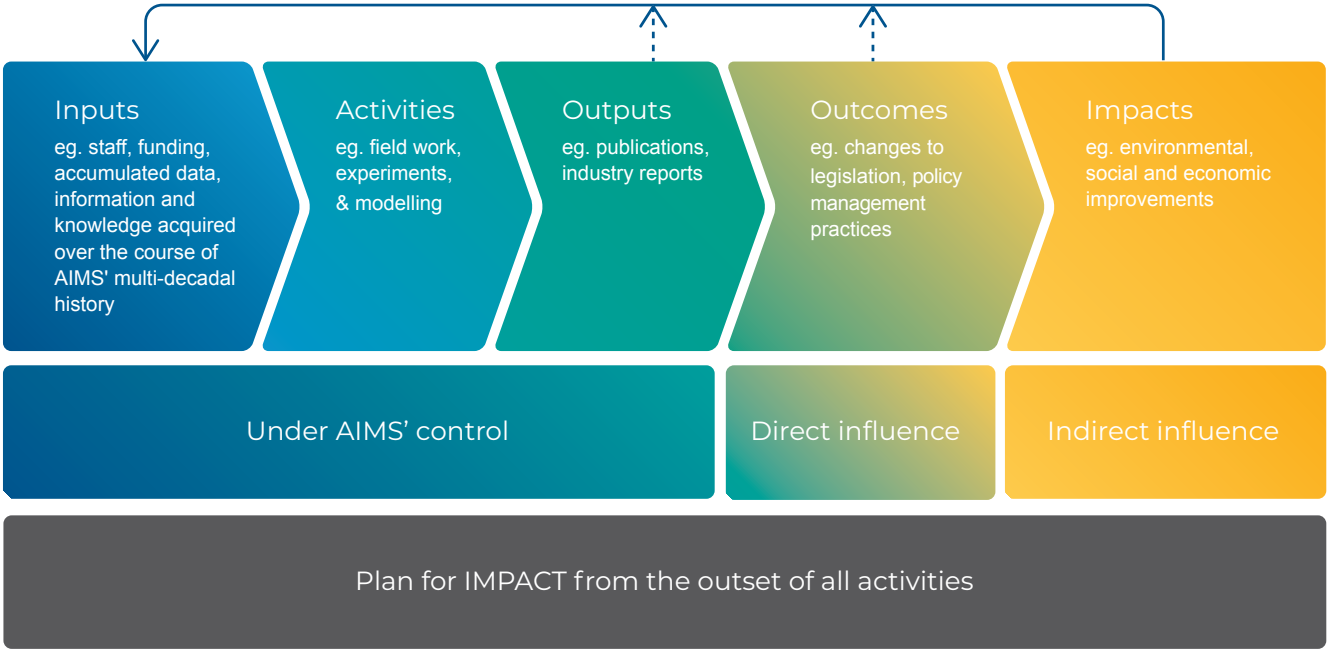


FIGURE 2: IMPACT FRAMEWORK

Building on this approach, AIMS is committed to ensuring we remain focused on undertaking science that addresses local, national, and international needs, and that we continue to contribute to tangible outcomes and impact.

To enable an organisation-wide approach, we have taken steps to further embed research impact into our portfolio planning, prioritisation, and reporting framework. This includes providing a high-quality research culture and environment that focuses on trust and transparency, sound governance and integrity.

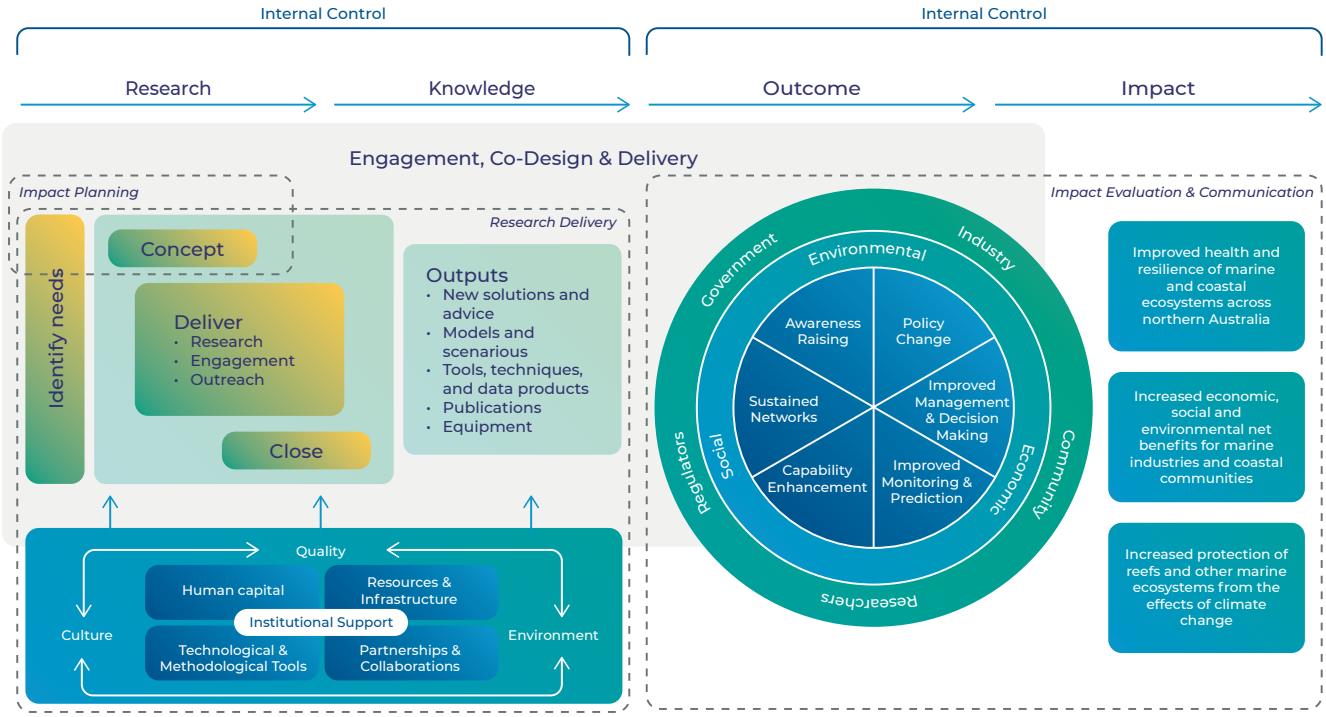


FIGURE 3: PORTFOLIO PLANNING, PRIORITISATION, AND REPORTING FRAMEWORK FRAMEWORK

04 Operating Context

4.1 Environment

The marine research environment is complex, globally connected and affected by climate change, emerging technologies, and nature repair.

4.1.1 Legislative context

In addition to obligations under AIMS' enabling legislation, its operations are governed by a range of other Commonwealth, state and territory legislation including:

- Health, safety and environment obligations under the *Work Health and Safety Act 2011* (Cwlth).
- Environmental obligations under the *Environmental Protection and Biodiversity Conservation Act 1999* (Cwlth), the *Great Barrier Reef Marine Park Act 1975* (Cwlth) and the *Fisheries Act 1994* (Qld).
- Information services obligations under the *Archives Act 1983* (Cwlth) and the *Freedom of Information Act 1982* (Cwlth).

Our primary obligations under the AIMS Act are:

- To carry out research and development (R&D) in relation to marine science and marine technology; and
- To encourage and facilitate the non-commercial and commercial application of the results arising from such activities.

We provide fundamental knowledge of the marine environment that enables regulators and marine industries to make informed decisions and meet their regulatory requirements.

4.1.2 Marine science priorities

Biodiversity conservation and ecosystem health

Human activities and climate change threaten marine biodiversity, the natural functioning of marine ecosystems and their sustainable use by present and future generations. Marine biodiversity is challenged by multiple pressures, and it is important that empirical data is collected to inform on their cumulative impact before any negative impacts becomes evident. Understanding of the cumulative impacts of these multiple stressors on warming marine ecosystems is drawn from AIMS' long term and large-scale monitoring of the Great Barrier Reef for nearly 40 years. This knowledge has become increasingly important for the development of effective responses such as conservation aquaculture and nature repair to support biodiversity and ecosystem health. Long-term ecological research and monitoring is also required to inform marine managers on the status and trends of key assets and values in ecosystems under management.

Urban coastal environments

More than 85 per cent of Australians live within 50 kilometres of the coast. As the location of most of our transport, commercial, residential and defence infrastructure, this urban coastal environment is critical to Australia's strategic and economic security and fulfils important cultural, recreational and aesthetic needs. In addition, it has intrinsic biological diversity value and provides essential ecosystem functions such as primary productivity, nutrient cycling and water filtration. In a sustained period of pronounced economic development with a focus on resource extraction and infrastructure development – with much of it centred on coastal hubs – the challenge for coastal managers and policy makers is to balance these multiple competing uses and their impacts. AIMS' scientific knowledge is fundamental to informing actions required to protect and conserve the marine estate.

Climate variability and change

Climate variability and change affects all aspects of society and both the marine and terrestrial environment. Heat, water, carbon and nutrients are the fundamental elements of the climate system, and the ocean is the dominant reservoir for all four constituents. To understand the climate system and its impact on society and the natural environment, we must be able to observe and model its oceanic branch including the storage and transport of heat, fresh water, nutrients and carbon in the ocean, and their exchange to the atmosphere and marine and terrestrial ecosystems, at global, regional and local scales. AIMS is the managing entity and a major research provider for the Reef Restoration and Adaptation Program (RRAP), which brings together Australia's leading experts to create an innovative suite of safe, acceptable interventions to help the Great Barrier Reef resist, adapt to and recover from the impacts of climate change.

Resource Allocation

Sustainable use of Australia's marine locations requires increased certainty about future trajectories and what natural and anthropogenic processes affect those trajectories. Making decisions on whether to take action or not, what those actions might be and how best to use available resources, is becoming more critical for managing Australia's marine and coastal ecosystems and requires AIMS' knowledge and expertise delivered in a form that can be readily adopted by stakeholders.

Guiding documents

The following table provides information on the documents that guide how we approach activities that respond to marine science priorities and deliver outcomes for government, industry and communities.

TABLE 1: GUIDING DOCUMENTS

Guiding Documents[1]	Requirement
Statement of Expectations	As a publicly funded research agency, AIMS is required by its Act to respond to its Portfolio Minister. *Our obligations are set out in a Statement of Expectations issued by the Minister, to which the AIMS Council responds with a Statement of Intent. This lays out and confirms AIMS' commitment to the Australian Government's policy agenda and the strong connections between this and the AIMS Strategy 2030.*
National science and research priorities	In August 2024 the Australian Government released the latest version of the National Science and Research Priorities. *Our core capability and research programs contribute strongly to several of the new National Science and Research Priorities.*
National science agenda and strategies	We support the Australian Government's National Innovation and Science Agenda, the National Science Statement, and the Innovation and Science Australia strategy document – Australia 2030: Prosperity Through Innovation. *We particularly focus on fostering a strong national science and research base as the foundation for a competitive Australia.*
National Marine Science Plan	AIMS continues to be a leader in and core member of the National Marine Science Committee, actively supporting the next iterations of the National Marine Science Plan. *AIMS is increasing its resourcing and effort directed to Resource Allocation, a pillar within Australia's National Marine Science Plan.*
Sustainable Development Goals (SDGs)	We support the SDGs of the United Nations including: (1) No poverty; (2) Zero hunger; (5) Gender equality; (8) Decent work and economic growth; (13) Climate action; (17) Partnerships for the Goals; and most notably (14) Life below water. *Our partnerships deliver breakthrough scientific solutions to support the SDGs and help secure the future of fisheries and protect ecosystems and wildlife.*
2050 Strategy for the Blue Pacific & Pacific Coral Reef Action Plan 2021-2030	AIMS' activities in the Pacific are guided by the priorities, outcomes and approaches that have been articulated by Pacific peoples and leaders in the 2050 Strategy and the Coral Reef Action Plan. *Our partnerships support the protection and sustainability of the ocean and the resilience and health of coral reef ecosystems. These crucial marine systems underpin Pacific economies and communities.*

4.1.3 Geographical locations of key AIMS sites

AIMS operates primarily across the north of Australia, from Ningaloo Reef in Western Australia to the southern tip of the Great Barrier Reef in Queensland.

We recognise the unique benefits gained from the geographic location of our various centres:

- Our Townsville headquarters is adjacent to the Great Barrier Reef and in a city that is recognised as world leading in the delivery of coral reef research and management;
- Perth is the corporate hub for marine-based industries that operate on the Western Australian coast and in the Timor Sea;
- Darwin is close to neighbouring countries including development activities in the Arafura and Timor seas. It is also the centre for many Traditional Owner agencies and organisations operating across central northern Australia; and
- Canberra is the seat of the Australian Government, of which we are part.

AIMS extends its geographic reach internationally, particularly to the Pacific and Indian oceans, through partnerships and collaborative arrangements with other international marine science fora and government agencies.

1 As these guidance documents are updated, AIMS will ensure its activities are aligned in order to deliver the best outcomes for government, industry and the community.

4.2 Capabilities

4.2.1 People

We take pride in the professionalism, capability and productivity of our people. AIMS employs approximately 480 science and support staff (including 50 under labour-hire arrangements) and another 45 in outsourced functions. Our scientists are on the ground and in the water, mapping, monitoring and collecting information on Australia's marine estate. They are in our labs, analysing data, modelling and pushing the boundaries of marine science, delivering scientific knowledge and contributing towards impacts for our nation. Many of our scientists are international leaders in their field.

We maintain a strong educational program, particularly through postdoctoral fellowships co-funded with university and industry partners (between 20-25 at any one time) and PhD scholars jointly funded and supervised in partnership with some of Australia's leading universities. AIMS also partners with universities to support Masters by research and other higher education work experience programs. Core scientific expertise is supported by operational expertise. While focused on the delivery of scientific outcomes, we aim to raise foundation skills such as leadership, project management, stakeholder engagement and research communication.

Since 2023, AIMS has grown its research, digital and data science and technology transformation capabilities. We have also focused on strengthening our Traditional Owner Partnerships.

Our workforce initiatives support the wider Australian Public Service undertakings on diversity and gender equity and Indigenous employment. AIMS has an Equity, Diversity and Gender (EDGE) Working Group to integrate gender equity and diversity within AIMS' culture. AIMS was awarded Athena Swan Bronze status in 2020 by the Science in Australia Gender Equity (SAGE) program. This award recognises AIMS' commitment to improving gender equity, diversity and inclusion in STEM disciplines. The key element is the action plan that AIMS staff and leadership have committed to complete, coordinated by the EDGE Working Group and the People and Culture Team. The four key themes of the AIMS Action Plan are:

- Equity considerations in AIMS policy;
- Workforce gender balance;
- Diversity culture; and
- Training and communication.

We have obtained two of the five cygnets required to seek silver accreditation status.

4.2.2 Research capabilities

Supporting our stakeholders' and partners' needs is a primary focus of AIMS. Our expertise in molecular and microbial sciences, mathematical modelling, ocean monitoring (from microbes to regional ecosystems and both the habitats and biodiversity), marine human impacts on ocean ecosystems (both noise and infrastructure), and decision support capability aligns with these evolving needs – from the ocean to the laboratory, from data analysis and models to the ultimate development of products for direct use by end users.

AIMS' success is demonstrated by our consistently high position in relevant rankings based on science publication metrics.

4.2.3 Digital and Data Science capabilities

Digital and data science capabilities are core to the knowledge, services and tools that AIMS produces. AIMS continues to innovate within its digital landscape, spearheading the development of new digital tools, such as ReefCloud AI and ReefScan, to support the global community in improving reef monitoring and reporting.

AIMS' Digital Plan is advancing the integration of digital and data science capabilities into our research, support services, and technology development.

With the Digital Plan, AIMS will increase access to essential insights, services, resources, and support, thus providing a seamless digital experience for AIMS researchers, stakeholders, and partners to foster innovation, operational excellence, and impact.

4.2.4 Transformative technology capabilities

Critical functions such as environmental monitoring require continuous advances in technology if costs are to be kept manageable and stakeholder expectations in relation to data-led insights are to be met. These expectations are increasing rapidly, driven by requirements that include field work in locations that are unsuited for divers, a desire from Traditional Owner and citizen-science groups to deliver high quality data, and access to near-real time data.

In parallel we are experiencing a rapid increase in the volume of data and analysis required. There is an increasing need to actively manage natural assets such as reef adaptation and restoration interventions, where for example compared to assessing the current state of a reef you need one to two orders of magnitude more information on a reef to guide intervention actions on that reef. This can only be achieved by increased partnering with those operating in the marine environment. Automated technologies provide an avenue for this to occur. By packaging up what is typically completed by an expert diver and ecologist into automated

systems, it opens the door for trained but not expert marine scientists to be part of solving this challenge.

In response, we established the AIMS Technology Transformation Program to test ideas, design whole-of-pipeline technology solutions and move these into operational use. We have established partnerships with developers and with other reef parties, several of which are investing in our development program, an example being the Joint Field Management Program (JFMP) which undertakes operational and management activities on the Great Barrier Reef. The program has invested in the AIMS development program in return for access to the technology as it becomes operational.

Several of the systems in development are fully autonomous, requiring certification for trusted operational use. Consequently, AIMS has formed a partnership with the Queensland Government, the Australian Maritime Safety Authority (AMSA) and several other organisations to create a marine autonomous systems development, testing and certification range at our Townsville site. Known as ReefWorks, it is enabling development programs to progress and ultimately will be a pathway to operational certification. It includes Australia's only autonomous marine systems "testing sandbox" where developers can test systems without the need for complex permits and other approvals. Importantly, it is filling a critical gap in the Australian innovation sector. There is a strong demand to develop technology aligned to Australia's needs and interests and there is currently a gap in the market to test and certify these systems.

4.2.5 Quality assurance capability

AIMS' rigorous quality assurance and quality control procedures ensure we deliver high-quality and timely research.

Our multi-layer quality control systems approach includes internal and external peer review of publications and reports, rigorous data collection procedures, quality assurance, and data curation.

AIMS Research Quality & Integrity Policy, approved by the AIMS Council, establishes clear standards for the delivery of quality scientific research and services in line with the Australian Code for the Responsible Conduct of Research 2018.

The procedures that support the Research & Quality Policy provide a foundation for high quality research, credibility, integrity, and community trust in our research outputs.

An external review process is conducted every five years (most recently in 2022-23) by an expert panel of scientists of international renown and diverse technical backgrounds to assess the quality and impact of our science against international benchmarks, and an evaluation of how well AIMS is currently positioned to achieve its mission.

AIMS is characterised by an ambitious, honest, ethical and conscientious research culture and committed to the principle of open access in our research publications as the best means to support maximum uptake and application that benefits as wide a user base as possible.

4.2.6 Health, safety and environment

AIMS' commitment to safety is expressed in our core values and Strategy 2030. Put simply, our highest priority is the health and wellbeing of our staff, volunteers, visitors and all who work with us.

Recent and profound organisational growth, demanding work environments and an innovative research focus require active care to manage the health and safety of our workers and reduce our impact on the environment.

AIMS responds to this challenge through an organisation-wide approach to physical and psychosocial risk management, progressive leadership, and a relentless focus on developing a future-ready safety management system together with a proactive safety culture.

We are committed to continuous improvement in safety performance, recognising the integral connection between safety management, staff wellbeing, and the pursuit of quality science. We have set ourselves explicit targets for key safety performance measures, ensuring an active focus on injury prevention during a period of continued growth and change.

4.2.7 Financial

Core Funding

Core funding for AIMS is provided through Australian Government annual appropriations. These are identified in the 2025-26 Portfolio Budget Statements, Budget Related Paper no. 1.3, Climate Change, Energy, The Environment and Water Portfolio, pp. 89-107 (PBS)[2].

The Commonwealth continued its commitment to the *Securing the Future of Australia's Marine Science* funding package for AIMS. AIMS will continue to implement this budget measure, including completing critical infrastructure upgrades, refurbishment of science facilities and replacing the research vessel RV *Apollo*.

External revenue

External revenue comes from industry, philanthropy and a range of state and federal government departments, authorities and agencies. This external revenue stream provides essential support to maintain AIMS' current capability, augment its scientific excellence and deliver impactful outcomes.

External revenue forecasts for the four-year period 2025-26 to 2028-29 are driven by continuing revenue related to reef adaptation science and social investments from the resources industry as well as underlying maintenance of external revenue

2 https://www.dcceew.gov.au/about/reporting/budget

income from government renewal sources (e.g. Integrated Marine Observing System (IMOS)).

A conservative contingency approach around managing overall revenue and full-time equivalent staff for AIMS has been adopted. The forecast net revenue for 2025-26 is $27 million. The forecast is supported by a pipeline that is already well established with many contracted projects, extending our confidence into the forecast.

In the out years we are forecasting a stabilisation of net revenue earnings of around $23 million per year.

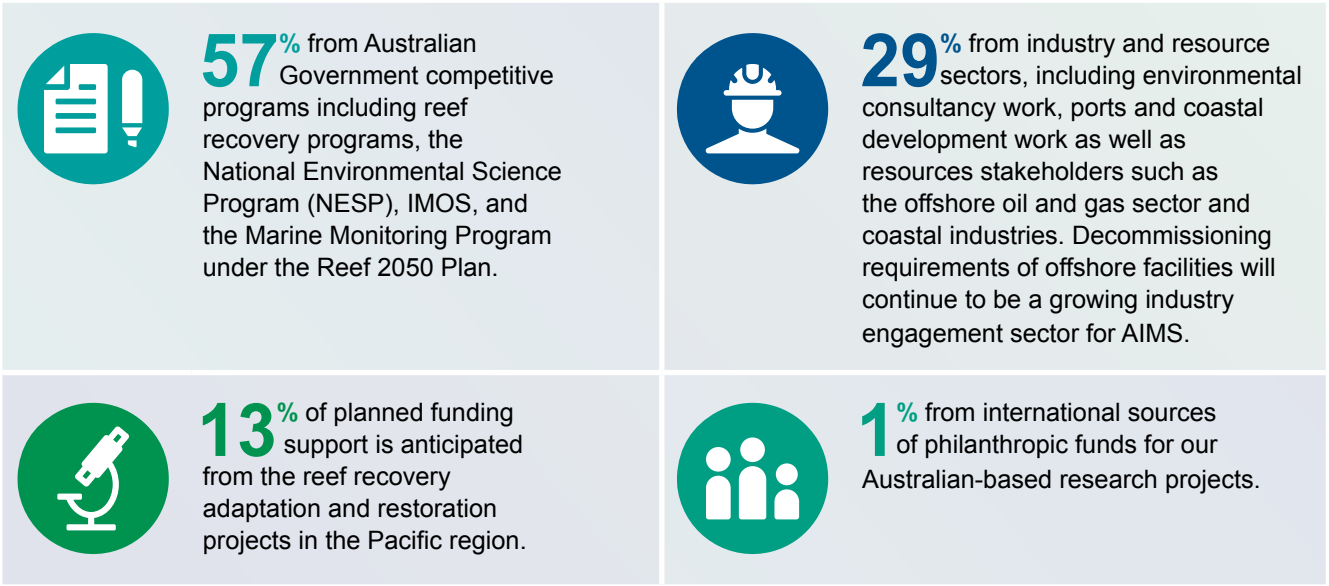


FIGURE 4: SOURCES OF EXTERNAL REVENUE

AIMS business development activities in recent years have focused increasingly on developing large-scale, long-term partnerships. Further bolstered by increased stakeholder management efforts, and a continued focus on quality and delivery, AIMS' external revenue pipeline of opportunities is healthy, comprising a large complement of strategic programs of work.

In addition to significant engagement with RRAP partners, AIMS has focused its strategic engagement with industry and government partners such as ENI, Woodside, the Department of Foreign Affairs and Trade (DFAT), IMOS and Parks Australia.

AIMS extends the breadth and impact of its research through co-investment with these stakeholders. These collaborative arrangements are typically mandated for government-funded programs, including NESP and IMOS. We take care to ensure the arrangements, whether through commercial contracts or co-funding, align with national science priorities and result in transfers and benefits back to the nation. Leveraging innovative technology developments such as ReefCloud and ReefScan, we have significantly enhanced our monitoring data acquisition and processing capability. These technology systems are transforming tasks that previously took hours to minutes, and those that were previously not feasible are becoming manageable. Our continued advancements will make direct access to data products by all potential users a practical possibility.

Our long-term approach to delivering improved research outcomes through external funding includes the following criteria:

- The research must contribute to future impact (i.e. net economic, environmental or social benefit for Australia);
- The research must advance strategic government objectives as reflected in AIMS Strategy 2030, in addition to meeting customer needs;
- The quality of research is appropriate to achieve robust outcomes;
- AIMS retains intellectual property access; and
- AIMS is not inappropriately restrained from presenting the findings to government or correcting any misrepresentation of its findings.

We charge commercial rates and decline co-investment opportunities when the research is for the direct commercial gain of an organisation or company.

Operating result forecast

AIMS is forecasting operating losses in the 2025-26 to 2028-29 years of the Corporate Plan. The reason for these losses is continuation of funding for depreciation expenses being less than the expected depreciation expense.

Capital investment

All major assets of AIMS are subject to a capital replacement program to ensure lowest life-cycle cost, maximum return on investment

and tight alignment with our current and future research needs. The program comprises:

- Routine replacements (e.g. motor vehicles, computers and scientific equipment);
- Ongoing facility maintenance and refurbishment;
- Technological development associated with new autonomous monitoring equipment; and
- Upgrades to in-house corporate systems.

4.2.8 Infrastructure

AIMS operates out of four primary locations across Australia. AIMS' headquarters at Cape Ferguson, about 50 kilometres from Townsville in Queensland, has been our primary centre of research since the 1970s. Our Darwin office is located at the Arafura Timor Research Facility (ATRF) adjacent to the Charles Darwin University campus. AIMS in Perth is co-located within the Indian Ocean Marine Research Centre (IOMRC) at The University of Western Australia's Crawley campus. Our Canberra office supports and facilitates interaction with the Department of Climate Change, Energy, the Environment and Water, and other government departments and agencies.

We also operate a vessel berthing and maintenance facility within the Port of Townsville that is the home port of our two large Research Vessels, the RV *Solander* and the RV *Cape Ferguson*, and acts as a temporary logistics and mobilisation hub while our wharf and marine precinct at our Townsville Headquarters at Cape Ferguson await refurbishment.

A specialised research fleet, unique aquaria, sophisticated laboratories, mechanical and electronics workshops, extensive collections, analytical technology and an array of marine observing equipment enable our scientists to examine subjects ranging from microbiology through to broad-scale ecology and oceanography, both in the laboratory and in the field.

AIMS' headquarters at Cape Ferguson was opened in 1976. Some of the critical underpinning services and infrastructure are undergoing upgrade and refurbishment to ensure that our current and future research capability is adequately supported and resilient to future demands and challenges. In 2025-26 AIMS will continue to deliver our electrical resilience upgrade, which will ultimately enable our Townsville site to operate independently for up to two weeks in the event of electrical grid disruption. We will also continue with broad master planning and refurbishment of offices and laboratories in Townsville.

Below is a summary of our nationally significant research infrastructure:

The SeaSim National Facility

The SeaSim National Facility represents a paradigm shift in how researchers conduct experiments on tropical marine systems. By combining modern process automation engineering with marine science, and supported by highly qualified and experienced staff, SeaSim enables precise control over environmental

The SeaSim National Facility will launch a merit-based access program in late 2025, opening its advanced experimental spaces to top national and international researchers. The National Facility is supported by the National Collaborative Research Infrastructure Strategy (NCRIS), to help address marine research priorities of the Australian Government.

IMAGE: MARIE ROMAN

variables such as light, temperature, ocean acidification, sedimentation, and emerging and priority contaminants.

SeaSim's capabilities allow for replication of environmental variables over seasonal, monthly and diurnal cycles with extremely high levels of control. The reliability of these controls and automation systems enables large-scale, long-term experiments where multiple generations of organisms can be studied under experimental conditions, a capability that is unique to SeaSim.

Since 2021, the SeaSim has been undergoing a $42.8 million expansion that will nearly double its original experimental capacity.

This includes funding to support a National Facility funded access model, providing merit-based access for top national and international researchers. This model allocates 35% of the existing SeaSim's experimental spaces to the expanded facility.

Construction of the expanded experimental facility was completed in August 2024, with the first experiments conducted in this space supporting coral spawning projects. Other aspects of the expansion, including new seawater processing capacity and new seawater intakes will be completed in 2026.

The merit-based funded access program will be implemented in the second half of 2025. Online application and scoring portals have been developed which will be supported by a newly developed experimental management system.

The AIMS research fleet

AIMS operates two large purpose-built research vessels (the RV *Cape Ferguson* and the RV *Solander*) and several smaller vessels to provide unique capacity for researchers to access and conduct research in the diverse tropical marine habitats across Australia's northern coastline. The large vessels are equipped with specialist oceanographic equipment, onboard laboratories and experimental equipment, support for flow-through aquaria and onboard dive support. This combination of capabilities, unrivalled in the Australian research fleet, enables our scientists and collaborators to safely and effectively conduct research at sea, in some of our country's most remote and challenging tropical regions.

Our research fleet is ageing, with the RV *Cape Ferguson* well beyond her design life (at 25 years of age) and the RV *Solander* approaching 20 years of age. A project to design the next generation of coastal research vessel for Australia, as a replacement for the RV *Cape Ferguson* was completed in 2024-25, with construction of the vessel contingent on securing construction phase funding. Other key scientific infrastructure includes:

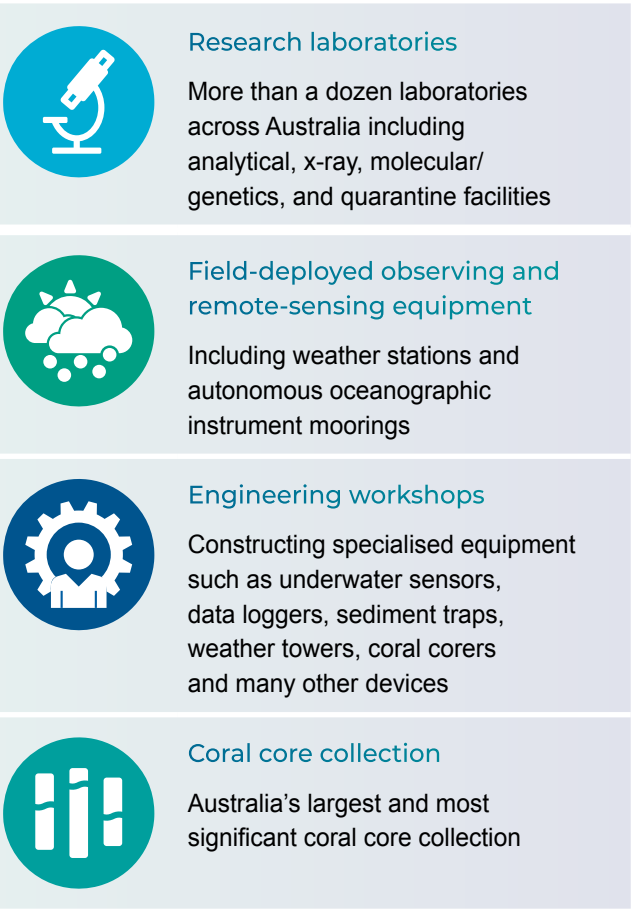


FIGURE 5: OTHER KEY SCIENTIFIC INFRASTRUCTURE

AIMS will continue to focus on ways to maintain and, where necessary, replace ageing infrastructure to ensure safe, fit-for-purpose platforms for conducting marine science.

As well as maximising the value derived from our diverse research infrastructure for ourselves, we will ensure its high use by external collaborators in industry, universities and other research institutions.

4.2.9 Systems and processes

Our physical capabilities are supported by an array of corporate and operational systems and processes. AIMS continues to review improvements in project management frameworks and supporting systems, which include Microsoft Project Online and TechnologyOne CiAnywhere. The program of continuous improvement and integration continues across our underlying business information and corporate systems using the implementation of the Power Platform and includes those for visitors and field work logs, improving integration within TechnologyOne, and cementing our position as a preferred partner and employer of choice.

4.2.10 Intellectual assets

AIMS possesses unique collections, observations and measurements containing decades worth of information on Australia's tropical marine ecosystems, extending from the Great Barrier Reef to north-western Australia. This collection includes the assets described above.

These assets are unparalleled. The continuity of long-term and broad-scale geographic collections and information enables critical long-term analysis of natural and human-induced trends in ecosystem change. Over the life of this Corporate Plan, we will leverage and develop these intellectual assets to support our research activities and continue to deliver impact.

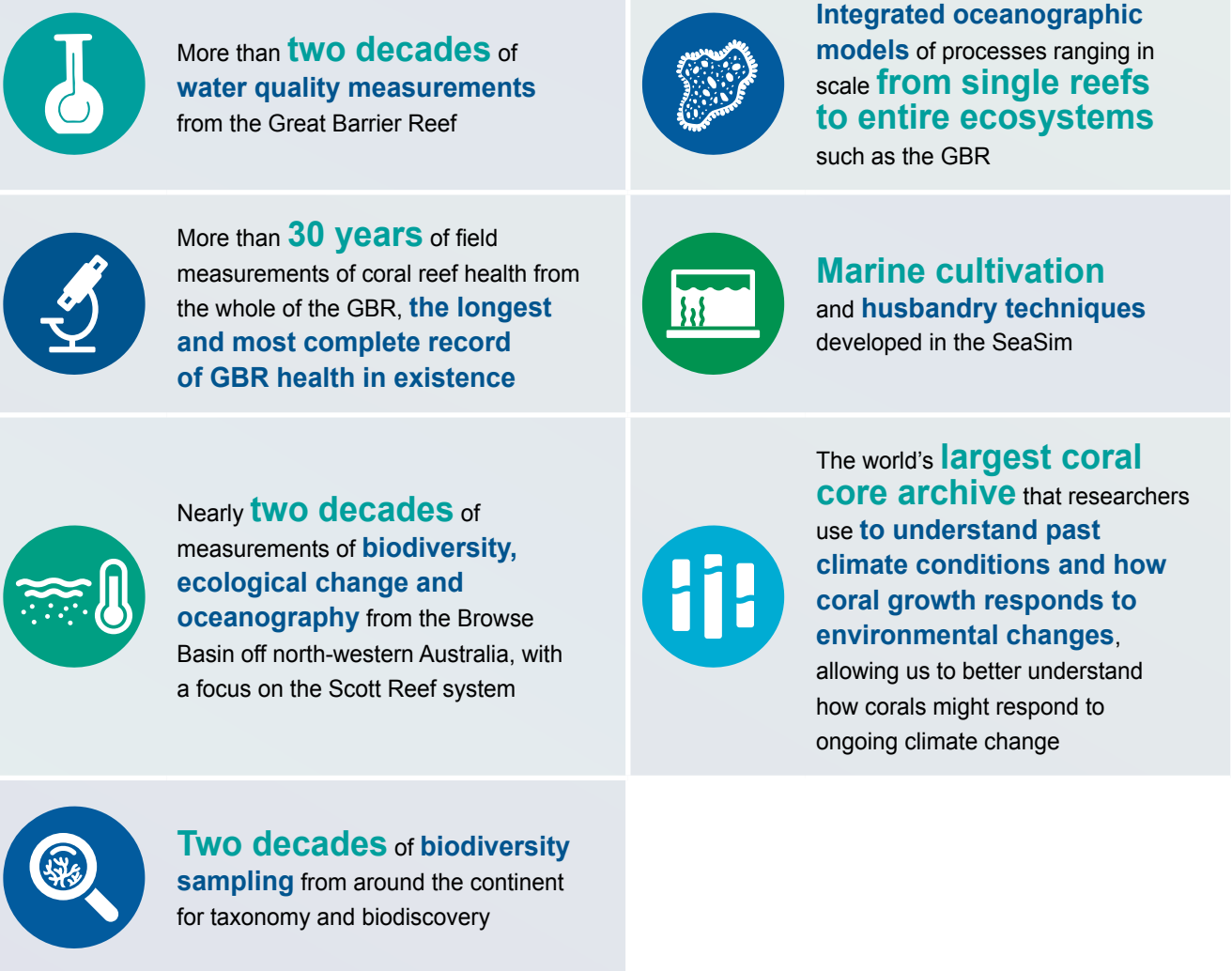


FIGURE 6: KEY SCIENTIFIC ASSETS

4.3 Risk management

To fulfil our purpose and achieve our strategic targets, we need to engage with risk, manage uncertainty and exploit opportunity. Our corporate risk management system includes processes to identify and assess new risks, together with the refinement of existing control measures. It is based on an organisational risk management framework and an associated corporate risk register and risk appetite statement. This risk framework aligns with ISO 31000 Risk Management and complies with the Australian Government's Risk Management Policy.

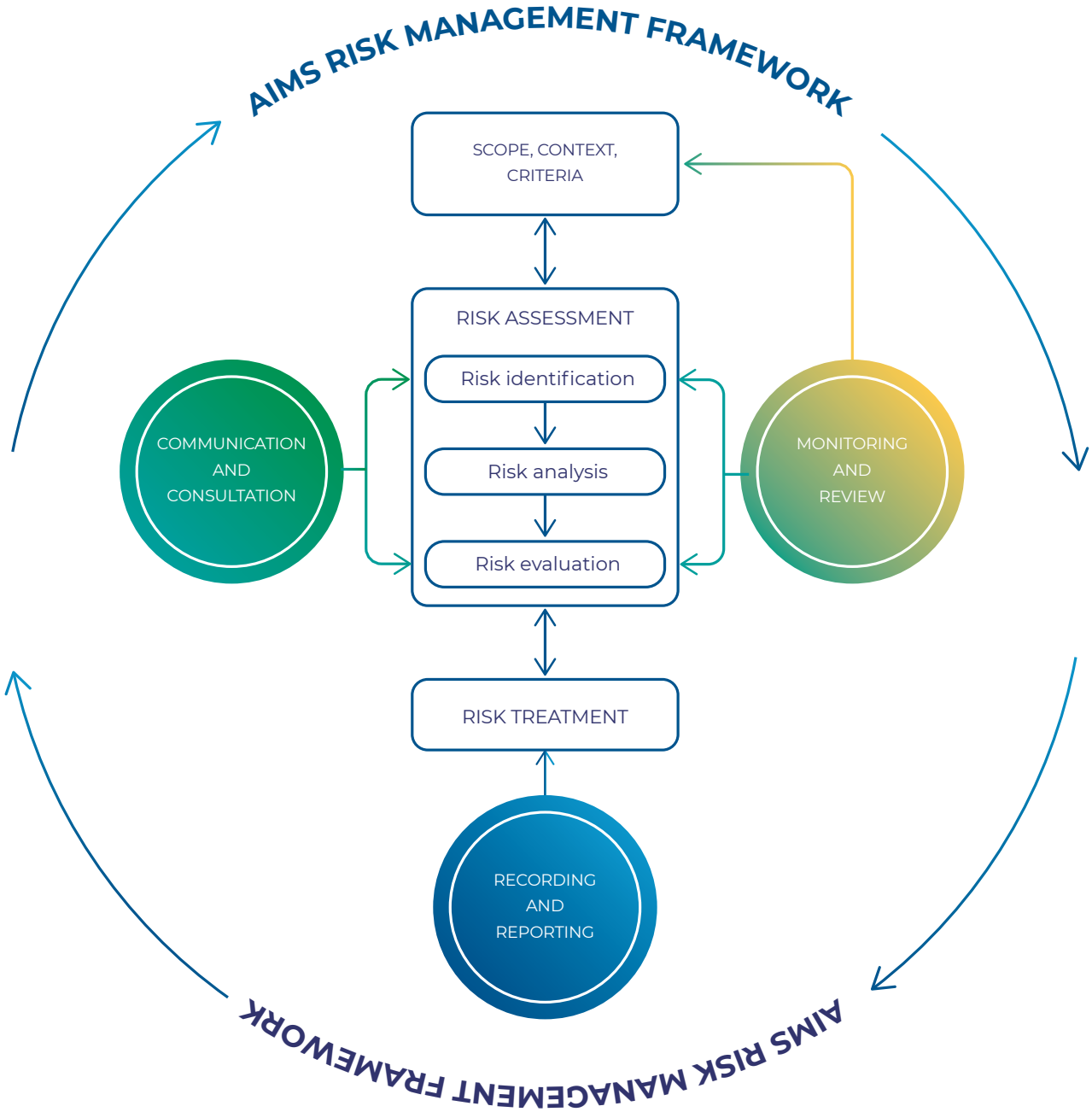


FIGURE 7: AIMS RISK FRAMEWORK

A key part of oversight of AIMS' risk management system are the governance structures in place, which includes the AIMS Audit Committee (a subcommittee of the AIMS Council). This body oversees AIMS' discharge of its responsibilities under the AIMS Act and the PGPA Act in respect of financial reporting, performance reporting, risk oversight and management, internal control and compliance with relevant laws and policies.

4.3.1 Risk culture

AIMS has recently undergone several external benchmarking exercises for its risk management

framework and culture and has developed a roadmap to increase its risk maturity.

In 2024, AIMS established its first dedicated risk function, to support and strengthen its risk maturity and capability.

A complete review of enterprise risk management (via the corporate risk register) has been completed, and a review of operational risk management is currently underway.

During 2024-25, AIMS' Council and executive leadership team has been highly engaged in a comprehensive review of risk management governance and reviewing key aspects of AIMS' framework to align with AIMS' strategy review and current risk profile.

The risk maturity roadmap for 2025-26 includes initiatives to better embed AIMS' Risk Appetite Statement into all decision-making, improve risk reporting and escalation processes and measure and strengthen risk culture across AIMS.

4.3.2 Risk summary

AIMS' risk profile over the period of this Corporate Plan will be characterised by a period of rapid change in our operating environment. As climate change continues to advance over the coming decade, including the likelihood of further bleaching events on Australia's coral reefs, we anticipate our services will continue to be in increasing demand and require a step-up in operating tempo.

Additionally, AIMS is undergoing a period of rapid growth with significant investment in our capabilities alongside a review of our strategy.

The recent increase to AIMS' appropriation funding has provided the opportunity to elevate AIMS' profile and expand scientific capabilities, however, it also exposes AIMS to risks resulting from large numbers of new staff and expansion into new areas of research.

The table below summarises AIMS' key enterprise risks and identified controls. AIMS reviews its corporate risk register every three months to ensure that risks and controls remain current. For the life of this Corporate Plan, a continuous improvement approach will be applied to ensure that all risks continue to be as managed consistently with the AIMS' Council-approved risk appetite.

TABLE 2: AIMS' KEY ENTERPRISE RISKS AND IDENTIFIED CONTROLS

Key Risks	Description	Controls and Mitigation Strategies
Financial Risk	Financial risk is the risk to AIMS' long-term financial viability and its overall financial strength. Financial risks at AIMS include: ■ Funding Risk; ■ Financial Management Risk; and ■ Fraud Risk.	■ Strategic planning and business development activities to develop and strengthen external revenue pipeline; ■ Financial governance processes; ■ Financial forecasting and planning and monitoring; ■ Audit Committee and internal audit; ■ AIMS Code of Conduct; and ■ Staff education and training.
Impact Risk	Impact risk relates to AIMS undertaking science that is not fit for purpose and does not have the desired impact. By undertaking science that has limited impact, AIMS would not achieve its strategic goals.	■ Review of AIMS' Strategy; ■ Corporate planning processes and Statement of Expectations; ■ Horizon scanning and analysis of government policy; ■ Capacity planning to position AIMS to respond to external opportunities; and ■ Stakeholder engagement.
Third Party Risk	Third Party Risk relates to the activities AIMS undertakes in conjunction with third party collaborators and the potential reputational damage resulting from conflict or negative events occurring in relation to the third party. Key Third Party Risks to AIMS include issues arising in relation to: ■ The National Sea Simulator partnership with NCRIS; ■ The Reef Restoration and Adaptation Program; and ■ Partnerships with Traditional Owners.	■ Stakeholder and collaborator engagement; ■ Communications governance and planning; ■ Shared risk management processes; and ■ Third Party due-diligence processes.

Key Risks	Description	Controls and Mitigation Strategies
Climate Risk	Climate Risk is the risk of adverse weather or climate and changing geopolitical conditions induced by climate change which may impact AIMS. Key climate risks include: ■ Business continuity being impacted by weather events; ■ Site availability; ■ Changes in government and industry priorities; and ■ Increased coral bleaching.	■ Emergency Response Plan; ■ Business Continuity Plan; ■ Business Impact Analysis; ■ Project Planning – costing risk into projects; and ■ Horizon scanning to identify emerging risks to AIMS.
Legal and Regulatory Risk	Legal and regulatory risk relates to AIMS breaching any law, regulation, contract or code.	■ Documented policies and procedures; ■ Annual compliance attestation process; ■ In-house legal teams; ■ Education and training; and ■ External legal advice.
Workplace Health and Safety Risk	Workplace Health and Safety Risk relates to the wellbeing of AIMS staff whilst undertaking their duties. Given the nature of AIMS' operating environment there are a significant number of workplace health and safety risks that staff are exposed to, including risks associated with: ■ Diving; ■ Marine operations; ■ Engineering and workshops; and ■ Psychosocial hazards.	■ Implementation of external HSE review recommendations; ■ Health and safety governance, systems, processes, work procedures and support; ■ Appropriately resourced and skilled workforce including a dedicated WHS function; ■ Strong safety culture fostered by AIMS leadership team; and ■ Staff training and engagement.
Security Risk	Security risk relates to the harm or unauthorised access to AIMS' facilities, systems and workforce. Significant security risks at AIMS include: ■ Cyber security risk; ■ Site security; ■ Personal security whilst staff travel overseas; and ■ Foreign interference.	■ ICT Security Policy & Associated Policies; ■ Cyber Security Incident Register; ■ Intrusion Prevention and detection monitoring; ■ Firewalling; ■ Incident management processes; and ■ Education and training.
Systems and Assets Risk	AIMS relies on key infrastructure, facilities and assets that enable the delivery of world leading marine science. System and asset risk relates to any threat to this infrastructure. Key threats to infrastructure and assets at AIMS include: ■ Availability of marine assets (including RV Cape Ferguson and RV Solander); ■ Availability of onshore infrastructure (wharf and laboratories); ■ Maintenance of facilities and fit for purpose corporate systems; and ■ Delivery and disruption of major capital projects.	■ Strategic planning of science infrastructure informed by AIMS science needs; ■ Strategic laboratory group that identifies future use cases; ■ Site master planning; ■ Capital management and infrastructure plan; ■ Maintenance register; and ■ Fit for purpose project governance framework and systems.
Workforce Risk	Workforce risk is defined as any workforce related threat that will impact AIMS achieving its strategic objectives. Significant workforce challenges include: ■ Talent availability for research and enabling functions; ■ Industrial action; ■ Changing workforce expectations; ■ Workplace regulation compliance; and ■ Management of psychosocial hazards.	■ Competitive salary and conditions, including flexible working conditions; ■ Leadership program; ■ Geographical spread of worksites; ■ Strategic workforce planning; ■ Capability Development Fund and Reward Review Program; and ■ Succession planning.

Key Risks	Description	Controls and Mitigation Strategies
Science Delivery Risk	Science Delivery Risk relates to the risks to AIMS delivering world leading marine science. Key Science Delivery Risk challenges include: Delivery of science on budget and schedule; and Maintaining scientific quality and scientific integrity.	■ Review of AIMS' Strategy and science priorities; ■ Reporting to Council and AIMS Leadership Team; ■ Peer review process; ■ Workforce Planning; ■ Research Policy Framework; ■ Project Management systems and processes; and ■ Regular external science reviews.

4.4 Cooperation

The opportunities and challenges facing Australia's marine systems are considerable – no single research organisation can provide all the scientific capability and capacity required to address them. AIMS plays a leadership role where appropriate and brings partners into projects and programs as required. In other contexts, we provide specialised capability for projects led by others.

4.4.1 Contributing to government priorities

Australian Government

In response to the Minister's Statement of Expectations[3], the Institute's Statement of Intent expresses its commitment to the Government's legislated requirements, policy framework and key priorities. AIMS fulfills its responsibilities through the delivery of world-class R&D in relation to marine science and marine technology and the provision of impartial and accurate advice to inform decision making.

Department of Climate Change, Energy, the Environment and Water

AIMS supports the Department of Climate Change, Energy, the Environment and Water (DCCEEW), to assist with the development of strategies and plans that support and enhance the health of Australia's tropical marine estate. This includes scientific research and advice on tropical water quality and biodiversity within the NESP, and input to other policies and documents such as the Sustainable Ocean Plan and the development of the offshore renewable energy industry.

In recent years, AIMS has built strong relationships with DCCEEW and DFAT to apply science diplomacy and capability development using our international networks. These include the International Coral Reef Initiative (ICRI) and the Global Coral Reef Monitoring Network (GCRMN) which are used to deliver coral reef monitoring, management, conservation and restoration solutions that are mutually beneficial for both Australia and Australia's international partners. Further, AIMS' active engagement provides opportunities to grow external investment in research that addresses priority marine issues that affect both Australia and our international neighbours and partners.

Department of Foreign Affairs and Trade

AIMS works closely with DFAT to help advance Australia's diplomacy interests, particularly in marine science. We contribute advice and guidance, and participate in relevant fora on the blue economy, coral reefs, First Nations partnerships, and sustainable marine development. We support the strengthening of Australia's bilateral relations and regional and international cooperation through our contribution to selected projects and the global exchange of information and knowledge. AIMS also provides advice to DFAT's Office of First Nations International Engagement and Ambassador for First Nations People.

Department of Industry, Science, and Resources

AIMS works closely with the Department of Industry, Science and Resources to help advance Australia's science and industry interests, particularly in marine science. We contribute research and advice on the sustainable development of the blue economy.

Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

With a growing government focus on northern Australia, which intersects with our footprint and scientific focus, we expect to also develop a closer relationship with the Office of Northern Australia and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

State and Territory governments

AIMS undertakes a broad range of monitoring, research and reporting and provides advice to state and territory governments addressing information needs for regional strategic planning (e.g. Reef 2050 Plan, Darwin Harbour Master Planning), quantifying potential impacts of the development and operations of specific ports and coastal infrastructure and the impacts of contaminants

3 https://www.aims.gov.au/docs/about/corporate/corporate-profile-governance/statement-of-expectations

introduced into marine systems through offshore and coastal industries and other sources adjacent to coastal ecosystems. Consistent with our focus on tropical waters, we work most closely with the governments of Queensland, Western Australia and the Northern Territory.

Great Barrier Reef Marine Park Authority

AIMS provides significant support to the Great Barrier Reef Marine Park Authority to assist with the implementation of the Reef 2050 Long Term Sustainability Plan (Reef 2050 Plan). This plan is Australia's overarching long-term strategy for protecting and managing the Reef to support its health and resilience in the future. AIMS is also a formal partner in the implementation and delivery of the Reef 2050 Integrated Monitoring and Reporting Program.

We also monitor, research, report and provide advice on the condition of water quality and coral reefs in the inshore Great Barrier Reef through the Marine Monitoring Program. We provide assistance with and lead surveys and sample corals during acute bleaching events.

National Indigenous Australians Agency

The National Indigenous Australians Agency (NIAA) works with the Minister for Indigenous Australians to implement policies, particularly the Closing the Gap agenda, to improve the lives of First Nations People. AIMS' Indigenous Partnership Program intersects strongly with NIAA's Environment Focus Area, particularly the Indigenous Protected Areas Program and the Indigenous Ranger Program both of which are currently undergoing significant expansion. Further, AIMS is participating in NIAA's development of a National Indigenous Ranger Sector Strategy.

National Offshore Petroleum Safety and Environment Management Authority

The National Offshore Petroleum Safety and Environment Management Authority (NOPSEMA) is Australia's offshore energy regulator with administrative remit in Commonwealth waters. AIMS engages and works collaboratively with NOPSEMA and industry to provide advice on environmental information needs, including the appropriate scale and scope of environmental baseline studies and impact assessment of petroleum exploration, operations and decommissioning activities. NOPSEMA's functions include the regulation of other large scale, technically complex offshore energy infrastructure activities, namely offshore renewable energy projects in Commonwealth waters covering offshore fixed and floating wind, wave and tidal power, and other technologies. AIMS will work closely with NOPSEMA and other regulators to provide relevant environmental knowledge as the offshore renewable energy industry grows.

Parks Australia

Parks Australia is the Australian Government agency charged with managing Australia's national parks and conservation areas. AIMS and Parks Australia have an established collaborative partnership underpinned by common strategic goals and activities concerning conservation of biodiversity and cultural heritage, and scientific and commercial endeavour in Commonwealth marine reserves. Projects undertaken in partnership include biological and bio-cultural surveys of values tied to Commonwealth marine parks in the north-west, north and Coral Sea marine park networks. AIMS and Parks Australia collaborate on projects involving Traditional Owner and industry sector participation and partner in support of training and upgrade needs for the Australian Marine Science Atlas.

4.4.2 Traditional Owner and First Nations partnerships

AIMS continues to build strong partnerships with Traditional Owner and First Nations groups. Through long-standing collaborations with Traditional Owners, we recognise that partnership projects in areas of shared interest and priority generate significant mutual benefits, including a greater understanding of each other and the marine environment. We know that greater research impact and value can be created, and new insights gained, if our science is interwoven with the knowledge, perspectives, capacity and capability of the Traditional Owners of sea Country. We also know that science partnerships support the aspirations of Traditional Owners for greater leadership in sea Country monitoring, research and decision making, and science partnerships.

4.4.3 Research partnerships

AIMS partners to increase the capability and capacity to solve the scientific challenges we need to overcome and involves stakeholders and end-users in the design and conduct of our science, ultimately increasing its adoption and eventual impact. We engage with both national and global marine science capabilities, using joint ventures and strategic alliances to increase the scope and scale of collaborative research projects.

Organisations and centres that have complementary capability in tropical marine science with whom we collaborate include:

- Australian Nuclear Science and Technology Organisation (ANSTO);
- Bureau of Meteorology (BoM);
- CSIRO;
- Geoscience Australia (GA);
- Universities, including James Cook University (JCU), the University of Western Australia (UWA), Charles Darwin University (CDU), the Australian National University (ANU), the University of Melbourne (UoM), Curtin University (CU), the University of Queensland (UQ), the Queensland University of Technology (QUT), the University of Tasmania (UTAS), and Griffith University (GU); and

- State-based agencies (e.g. departments of environment, primary industries and fisheries, and natural resource management agencies).

We adopt a collaborative approach to R&D at the national level, engaging early with well-respected partners capable of delivering science at the required scale and relevance. These include partnerships and programs such as the Western Australian Marine Science Institution, NESP, IMOS, and the IOMRC. Three initiatives with universities located in the cities where we locate our scientists and facilities, AIMS@JCU, AIMS@UWA and AIMS@CDU, focus on early career researchers to produce the next generation of marine scientists.

4.4.4 Industry partnerships

AIMS works in partnership with several industries important to Australia's blue economy, including the natural resources sector, involving both offshore petroleum extraction and onshore mining activities with coastal and marine footprints. Increasingly, AIMS' partnerships with these sectors incorporate on-ground community engagement and participation in AIMS' research activities, including with Traditional Owners. The commercial and recreational fishing and tourism sectors are collaborators or highly relevant stakeholders for the purpose of AIMS generating impactful science outcomes.

Resources sector

AIMS provides essential research that supports the sustainable development of energy, minerals and other valuable resources in and under Australia's oceans, while protecting these rich and ecologically diverse habitats. The offshore oil and gas sector is now a major end user of our research.

The social license and approvals drivers for the petroleum industry are centred around decarbonisation. AIMS works with resources partners to address operational challenges including decommissioning and impacts of liquid discharge studies. The decommissioning space will continue to be a growing industry engagement sector for AIMS where opportunities will be dependent on whether industry chooses to remove structures or opt for deviations to full removal. Within this work, an increasing topic of importance in the future will be Traditional Owner engagement.

AIMS will continue to work with our major industry partners to support the sustainable development of the primary resources activities in coastal Australia. Our Northern Territory team works closely with Rio Tinto (aluminium) providing research support for their activities in the Gulf of Carpentaria. The Rio Tinto Alcan Gove operations include a bauxite mine, refinery (ceased operation), residue disposal area and port facility.

The Northern Australian Marine Monitoring Alliance (NAMMA) is a partnership between Indigenous Rangers, Traditional Owners and AIMS to support the sustainable management of sea Country through modern scientific methods for monitoring marine environments across the expanse of Australia's tropics.

IMAGE: MARIE ROMAN

Offshore Renewable Energy

The introduction of offshore renewable energy (ORE) in Australia has been catalysed by relevant legislation and regulation frameworks. New South Wales, Victoria and Western Australia have announced several sites for ORE development. AIMS is leading engagements with the sector and government to remain at the forefront in terms of shaping its role in delivery of relevant research.

Industry social investment

AIMS has received industry funding directly sourced from company corporate community or social investment funds. Companies are looking to build social value and AIMS is currently in discussions with several industry partners who are seeking options for funding further blue carbon and megafauna research.

AIMS continues to work with ENI on training and engagement with Thamarrur Rangers in the Joseph Bonaparte Gulf, off the coast of the Northern Territory and northern Western Australia.

Ports and maritime industries

Around 98 per cent of Australia's trade travels by sea and economic growth is the driving force for the port sector[4]. With the continued development of major ports across northern Australia, AIMS has become an important source of advice on sustainable port development and operations. AIMS works with the port operators, maritime industries and state and federal regulators to fill knowledge gaps related to potential impacts of port operations across Australia's tropical marine estate, and to assist with understanding and minimising potential environmental risk associated with operational and development activities, including dredging, reclamation and infrastructure works.

Tourism

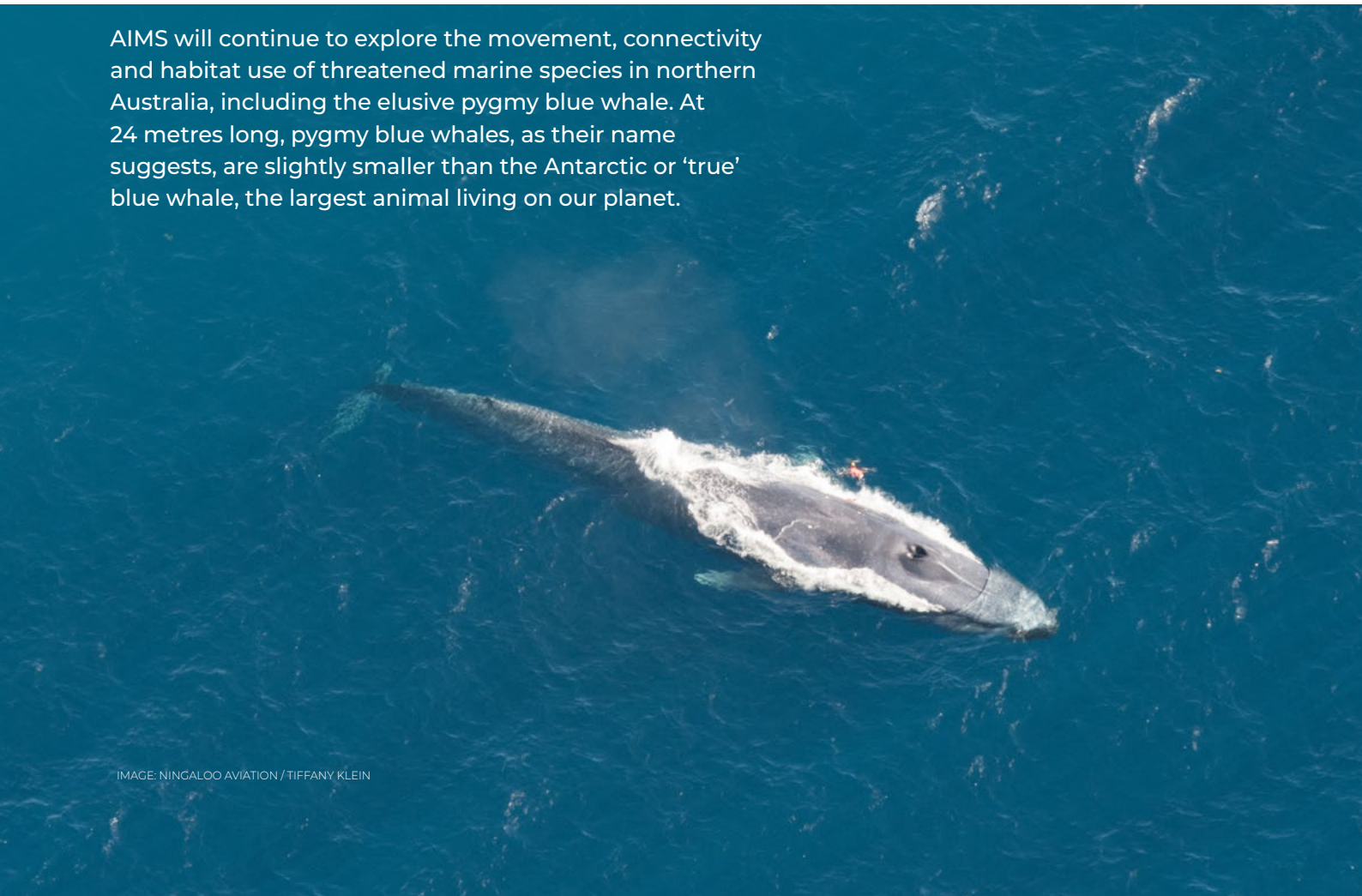
Historically, reef tourism has been a significant marine industry. AIMS' research is critical to supporting economic activity and jobs in the region. It provides opportunities for coastal communities to improve their livelihoods and protect their way of life.

AIMS is a key provider of research that contributes to the protection of the natural asset that is the Great Barrier Reef – a key element of Australia's global brand – to help it survive the impacts of climate change and other environmental pressures. We conduct targeted projects focused on monitoring marine health, controlling the spread of the predatory crown-of-thorns starfish and providing strategic advice for managing the marine estate.

Commercial and recreational fisheries

Coral reef ecosystems support important commercial, recreational and subsistence fishery resources in northern Australia. Fishing also plays a central social and cultural role in many island and coastal communities, and is often a critical source of food and income. AIMS compares

4 https://www.portsaustralia.com.au/value-of-ports/economy



AIMS will continue to explore the movement, connectivity and habitat use of threatened marine species in northern Australia, including the elusive pygmy blue whale. At 24 metres long, pygmy blue whales, as their name suggests, are slightly smaller than the Antarctic or 'true' blue whale, the largest animal living on our planet.

IMAGE: NINGALOO AVIATION / TIFFANY KLEIN

fish diversity and abundance across tropical Australia, through the combination of its east coast surveys and its comprehensive assessment of coastal, nearshore, oceanic atolls and shoals from Ningaloo to Darwin.

Our findings will help policy makers, regulators and fishers determine how much catch to take and how much to leave behind for the reefs to remain productive in the face of increasing stress from climate change and other pressures.

4.4.5 Not-for-profit sector partnerships

AIMS works with the not-for-profit sector, including national and international philanthropic organisations such as the Great Barrier Reef Foundation (GBRF) and the Coral Research & Development Accelerator Platform (CORDAP). AIMS works in close association with the GBRF in a number of fora and advisory bodies and has a representative on the GBRF's International Science Advisory Panel.

4.4.6 International partnerships

AIMS extends its geographic reach internationally, particularly to the Pacific and Indian oceans, through project collaborations, partnerships with marine science organisations and engagement in international committees and fora.

These strategic relationships enable AIMS to augment its own capability to address national priorities and enhance Australia's contribution to tackling global challenges.

Internationally, AIMS has formal research agreements and relationships with several universities and research institutes including the National Oceanic and Atmospheric Administration (US), the University of the South Pacific (Fiji), the Palau International Coral Reef Center, Plymouth Marine Laboratory (UK), the Maldives Marine Research Institute, the Institute of Oceanography (Vietnam), and the National Centre for Coastal Research (India).

Australia is a founding member of the International Coral Reef Initiative (ICRI). ICRI's Global Coral Reef Monitoring Network (GCRMN) is a worldwide group of coral reef scientists, managers and organisations that monitor the health of the world's coral reefs. AIMS has been the global coordinator of the network for most of the time since it was established in 1995. In 2024, AIMS also became a partner with the International Partnership for Blue Carbon (IPBC). The IPBC was established in 2015 and is a global network of government agencies, research institutions, non-governmental and intergovernmental organisations, who share a vision to protect, restore and sustainably manage global blue carbon ecosystems.

A key aspect of our international partnering is its implementation of Australia's strategic interests in marine science diplomacy. This underpins our mature relationship with DFAT.

05 Key Activities

5.1 Research activities

While AIMS is undertaking a refresh of our strategic priorities, we will continue to work towards the impact targets identified in AIMS Strategy 2030, focusing on delivering the following nine research outcomes over the five-year period encompassed by this Corporate Plan. Delivery of longer-term research outcomes will be achieved through the implementation of a number of shorter-term activities described below.

TABLE 3: RESEARCH OUTCOMES AMD KEY ACTIVITIES

Five Year Research Outcomes	Key Activities	2025-26	2026-27	2027-28	2028-29	2029-30
Baseline, status and trend data that are the trusted information base for stakeholder decisions	Continue delivering long-term coral reef and physico-chemical monitoring programs.					
	Maintain AIMS' role as the major Integrated Marine Observing System (IMOS) operational partner for northern Australia and the Great Barrier Reef					
	Deliver specific monitoring and baseline assessments in response to external demand including work with Australian Government, state agency and other research partners to implement the Reef Integrated Monitoring and Reporting Program (RIMReP)					
	Improve the efficiency and capability for marine observing and assessment methods through technology, including continuous development of reporting indices and operationalising an innovative cloud-based analyses tool					
More information for stakeholders produced through autonomous and automated technologies and processes	Trial prototypes from high impact technology development projects (e.g. agile) underwater vehicle development, autonomous image analysis)					
	Advance development, testing and adoption of automated data and image analysis pathways to enhance operational efficiencies					
Science that underpins conservation and management of threatened and endangered marine species	Determine the status, movement and habitat use of key megafauna species, and how they are influenced by coastal development and industry activities, to inform their conservation and management					
	Explore movement and population connectivity of threatened species in northern Australia					
	Develop cumulative threat maps for threatened and exploited species in the tropics					
Models of environmental condition and function that are used to manage tropical marine ecosystems	Maintain and improve models describing the functioning of coastal areas to support ecosystem-scale management decisions					
	Develop and deliver specific models and regional assessments, in response to industry and stakeholder client needs					
	Develop, validate and apply predictive benthic habitat models based on geomorphological, biophysical and environmental attributes for priority regions across northern Australia					

Five Year Research Outcomes	Key Activities	2025-26	2026-27	2027-28	2028-29	2029-30
Improved health for tropical marine ecosystems via AIMS' solutions that mitigate local, regional and cumulative pressures	Improve understanding of coastal and ocean acidification in the Great Barrier Reef and its impacts on benthic communities					
	Understand the potential causes of crown-of-thorns starfish (CoTS) population outbreaks to inform actions and strategies to manage and mitigate current and future outbreaks					
	Develop sampling and analysis protocols for microplastics in marine environments, and produce a contamination baseline for northern Australia					
	Understand sensitivity of tropical marine organisms to priority contaminants, including importance of factors relevant to the tropical environment (e.g. temperature, light)					
Coral reef condition forecasts based on knowledge of recovery, acclimatisation and adaptation	Understand drivers and limitations of coral reef recovery, coral growth and reef accretion rates					
	Optimise coral propagation, settlement and post-settlement survival in the National Sea Simulator to support coral reef recovery and restoration R&D					
	Understand risks and scope for enhancing coral tolerances to support coral reef recovery and restoration by developing approaches such as hybridisation, selective breeding, assisted gene flow and gene editing technologies					
Restoration science and scalable technologies that help coral reefs resist, adapt to, and recover from climate change impacts	Deliver the Reef Restoration and Adaptation Program with partners, which will develop and test an innovative suite of interventions to help the Great Barrier Reef resist, adapt to, and recover from climate change impacts					
Advanced data analysis workflows and knowledge delivery systems that improve stakeholder use of AIMS information	Modernise data systems into a coherent research data platform					
	Maintain a nationally recognised repository of research data					
	Expand online delivery of environmental information					
	Integrate the eAtlas[5] into national data portals					
Decision support tools that are used by stakeholders for management decisions and policies	Advance decision support capability within the Reef Integrated Monitoring and Reporting Program (RIMReP), the Reef Restoration and Adaptation Program (RRAP), and other initiatives					
	Document Traditional Owner sea Country in tropical Australia					

5.1.1 Intervening to help build reef resilience – The Reef Restoration and Adaptation Program

Between 2017 and 2019 AIMS led a study to assess the need, the feasibility of developing and benefits of deploying additional new reef interventions to help maintain and build reefs' resistance to climate change. It concluded that interventions would likely be needed, were possible and could provide positive net benefits, but that all of the interventions would require R&D to develop. In 2020 an R&D program called the Reef Restoration and Adaptation Program (RRAP) was established with $100 million of government investment over four years, supplemented by third party investments and in-kind support by core R&D providers.

The Reef Restoration and Adaptation Program is developing new interventions that cover the spectrum of protection (retaining the corals we have), adaptation (helping corals to adapt and reducing the need for ongoing interventions) and restoration (restoring smaller high value, but degraded areas). Key to the program is an extensive engagement and partnering program with stakeholders and Traditional Owners. Full details can be found at www.GBRRestoration.org.

The 2024/25 year represents the commencement of the 5th year for the R&D program, with significant achievements to date including:

- World-first demonstration of high-throughput semi-automated coral production for dozens of coral species.

5 https://eatlas.org.au/content/about-e-atlas

- Innovative inert coral seeding devices for rapid diver-less deployments.
- World-first heat-evolved symbiont algae to increase coral thermal tolerance.
- Increased understanding of variation in coral heat tolerance and breeding methods to propagate more tolerant corals.
- Progressed coral spawn capture, larval rearing and reseeding methods towards larger scales of routine production.
- World leading technology and capacity development of cloud brightening and seawater fog-based coral reef cooling and shading strategies.
- Progress towards up-scaling of coral cryopreservation methods.
- Laboratory simulations and in-field experimental data leading to the development of models to predict rubble generation and persistence.

In addition, the program has been building the required fundamental knowledge, understanding of risks and benefits, models and decision support systems to enable well-guided future deployment decisions. The R&D program has a strong focus on building partnerships with stakeholders and traditional owners.

In 2025 the program will enter a new phase with selected methods moving to at-scale pilot testing. In parallel, selected methods will be field tested at scale over 2025¬2028. The objectives of these tests are broad and include:

- Demonstrate the end-to-end processes and systems underpinning the selected RRAP interventions.
- Implement and assess co-design engagement models with Traditional Owners and communities to enable long-term ownership of, and support for, interventions.
- Commence the process of creating the capabilities required to support a restoration industry, with a strong focus of method and technology transfer to third parties.
- Test and develop decision and governance models.
- Develop the scientific foundations for, and assess the feasibility of, market-based mechanisms to leverage Government investments and mobilise private sector capital in restoration and nature repair.

During 2024 AIMS will also be leading efforts to secure a second tranche of R&D investment. The program is making excellent progress, but is well short of the originally envisaged 10-year-plus program so this need is not unexpected. The urgency in timing and the case for needing these interventions has only strengthened as marine heatwaves are increasing in strength and intensity.

5.2 First Nations-related activities

AIMS is striving to establish a larger proportion of our research portfolio in genuine partnership with First Nations people and organisations, incorporating Indigenous -led science and innovation and delivery of meaningful co-benefits. Projects such as the Woppaburra Coral Project and marine monitoring partnerships within NAMMA have demonstrated that greater research impact and value can be created, and new insights gained when AIMS science is interwoven with the knowledge, perspectives, customary practices, capacity, and capability of this country's original marine scientists – the Traditional Owners of land and sea Country.

Our approach is outlined in the AIMS Strategy 2030 and in the AIMS Indigenous Partnerships Policy, Procedures and Plan. The process began with formal recognition that Traditional Owners held enduring spiritual and cultural connections to land and sea and inherent responsibilities to care for it. AIMS made a commitment to position Traditional Owners as decision makers regarding which activities can be conducted by AIMS in their sea Country, by engaging strongly to seek free prior and informed consent (FPIC) for all projects that intersect with sea country or Traditional Owner interests. AIMS is also committed to continual improvement in the cultural competency amongst AIMS staff for respectful engagement with First Nations peoples.

The Indigenous Partnerships Plan (IPP) has established a four-tiered framework to characterise the level of engagement now required across all AIMS' research projects. Tier allocation as either bronze, silver, gold or platinum depends first on the strength of the intersection between the project and Traditional Owner interests and their sea country, and second, on the level of Indigenous leadership of the project.

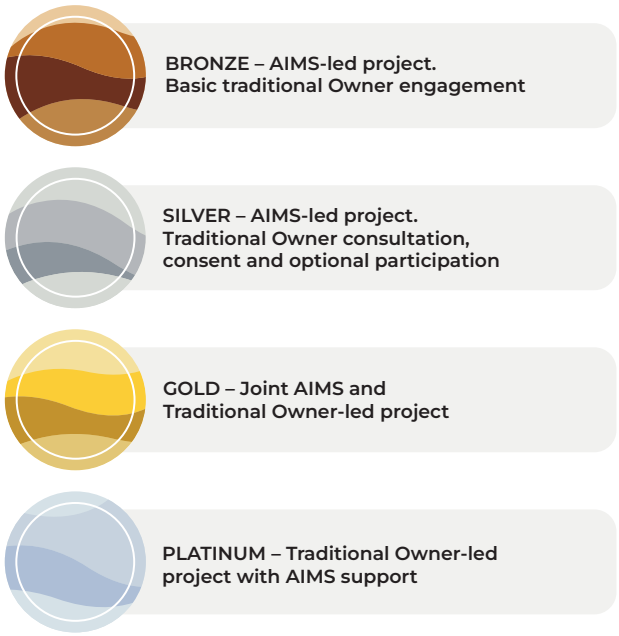
Current gold tier projects include the Northern Australian Marine Monitoring Alliance demonstration projects with Bardi Jawi, Anindilyakwa and Torres Strait communities. A current platinum tier project is a collaboration with the Dhimurru Aboriginal Corporation (as lead agency). AIMS assisted Dhimurru in the development of their successful $450,000 Our Marine Park Grant (OMPG) to explore their indigenous Protected Area (IPA) and the Wessel Marine Park, and AIMS is now subcontracted by Dhimurru to provide marine survey method training to the corporation's Rangers.

5.2.1 Levels of Traditional Owner engagement for projects

The ubiquitous commitment to seeking FPIC across all AIMS research has led to deep engagement about marine science and Indigenous knowledge needs with over 50 Traditional Owner groups and Indigenous

organisations across northern Australia. This has, in turn, led to the development of many respectful relationships based on mutual understanding and trust, and re-positioned AIMS to work with Traditional Owner partners in areas of priority, meaning and benefit to them.

Our Indigenous Futures team will continue using AIMS



science as a platform to create and deliver pathways and opportunities for Indigenous people to lead in marine science and sea Country stewardship. This team works at all levels, from supporting high-school youth engagement programs (eg JCU's Aboriginal and Torres Strait Islanders in Marine Science (ATSIMS) program and Winter School), vocational training and microcredentials, and university training including through two paid Indigenous undergraduate internships each year. The team has been developing formally accredited units of competency within the Vocational Education and Training (VET) sector, for skillsets that enable stronger participation in partnership projects (eg marine monitoring skillsets in NAMMA) and also translate outcomes from AIMS research into real-world practice (eg deployment-ready RRAP intervention skillsets ready for the RRAP Pilot Deployment Program). While the team is leading development of these units following Indigenous pedagogies, there is no intention for AIMS to become a training organisation. Rather, once trialled and tested as fit-for-purpose, the developed units are being made available for the VET sector to deliver into the future.

This Corporate Plan period will see more activity in the next area of development and uplift for the Indigenous Partnerships program, to embed Indigenous science innovation and leadership into AIMS research programs and further re-position AIMS science within a social-ecological framework. Two new Indigenous identified research positions (currently under recruitment) will provide internal leadership and capacity in this new area, along with growing collaborations with marine social scientists in the areas of blue economy equity, and marine tenure and stewardship. This corporate

In late 2025, AIMS will lead pilot testing of large-scale coral restoration approaches during the Great Barrier Reef mass spawning event through the Pilot Deployments Program. These techniques have been developed through the collaborative Reef Restoration and Adaptation Program, and testing will involve collaboration between scientists, Indigenous rangers, industry and reef managers.

IMAGE: ROEINA EDMUND

plan will also see growth in our capacity and capability across all research programs for participatory and co-design research methodologies that support ethical integration of Traditional Knowledge with western science in ways that protect cultural data sovereignty and Indigenous Cultural and Intellectual Property.

The Indigenous Partnerships Program began in 2018 with a focus on service delivery across AIMS in Indigenous engagement, FPIC negotiation and cultural competency advice and training. This Corporate Plan will see these basic services continue across AIMS, with integration into the various corporate systems to streamline delivery. Over the past few Corporate Plans the IPP has matured along with our respectful relationships with First Nations organisations and the capacity of our team (now 17FTE). In this Corporate Plan, we will continue to support programs that deliver meaningful co-benefits to our Traditional Owner partners particularly through our Indigenous Futures team, and grow new areas of social-ecological research and co-designed science.

5.3 Infrastructure upgrades

Over the period of this plan, AIMS will continue to deliver critical infrastructure upgrades of our ageing assets and support services, and continue to develop and promote business cases to support both appropriate maintenance of our current infrastructure, and growth in our research infrastructure capability in line with organisational and national demand.

- The October 2020 Federal Budget included funding from the National Research Infrastructure Investment Plan for expansion of the SeaSim and to establish merit-based access for external researchers through the establishment of the SeaSim National Facility. The expansions were opened in 2024/25, and merit-based experiments will commence in 2025/26.
- Our original headquarters buildings and marine facilities near Townsville continue to require significant ongoing investment in both critical maintenance and facility upgrades to support AIMS' science activities and growth. Critical upgrades to our power systems commenced in 2024 and will continue through 2025 and into 2026, and detailed master planning and remediation works to prepare for upgrades to ageing laboratory and office spaces has begun and will continue during the period of this plan. Outcomes of our master planning will be informed by future science and infrastructure needs and increased capacity and will, in turn, underpin future funding business case development.
- Our marine facilities and wharf require significant remediation and upgrading to ensure ongoing operation and to cater for AIMS' future capability needs. The March 2022 Federal Budget included $26.5 million for remediation and upgrade of the AIMS wharf, including expansion of the existing infrastructure to support larger sized, modern research vessels and the requirements of the ReefWorks maritime technology testing range. This is an extremely challenging project in a complex regulatory environment, with approvals processes continuing into 2025-26.
- The RV *Cape Ferguson* (commissioned in 2000) is beyond end-of-life and needs urgent replacement in order to continue to efficiently and safely support AIMS' core sea-going activities. The project to design a future Research Vessel to replace the RV *Cape Ferguson* commenced in 2022 and has delivered a construction-ready design. We will continue to pursue opportunities to secure construction phase funding for a replacement of the RV *Cape Ferguson*.

5.4 Cross sector engagement

As one of Australia's publicly funded research agencies, public engagement through events, the media, and the Parliament supports our Strategy 2030 reputation targets. Awareness of who we are and what we do helps the public understand the value that AIMS provides to the nation, and of our central role in tropical marine science.

Through the communication of our research achievements AIMS has maintained its position as a leader in marine science, building a positive image about our efforts to provide the science required to support the use, management and protection of Australia's oceans.

We measure the impact of our public communications and engagements, and are investing in ongoing improvements to our media and social media monitoring and analysis capabilities. This helps us to understand how AIMS' communication is perceived, and supports improvements in its presentation and reach.

Communication will be an important corporate function in promoting AIMS' refreshed strategy. Allied with this will be informing and educating audiences of AIMS science findings and profiling and protecting AIMS' brand. An important component to achieve this is to enhance AIMS' capacity at promoting our organisation and its achievements and capabilities (through both science staff and our key communication channels) by projecting a cohesive institutional narrative.

The successful introduction into service of our centralised image gallery has enabled better management of our non-scientific imagery and improved its availability to stakeholders. As this system matures it will provide further access to the public.

Use of artificial intelligence (AI) is seen by many communication practitioners as the biggest challenge to their function and a key learning area. While it can save time on tedious tasks, AI does pose questions on its use within corporate and science communication, particularly for an organisation, like AIMS, that is grounded on maintaining public trust. AIMS communication group will invest time in increasing its understanding of AI and learning how it can be best used to accurately and ethically promote AIMS' science.

An indigenous Ranger training in advanced reef restoration techniques developed through the Reef Restoration and Adaptation Program (RRAP) is about to deploy a coral seeding device in reef waters near Heron Island.

IMAGE: MARIE ROMAN

06 Performance Measurement

The high-level directions and objectives set out in AIMS Strategy 2030 cascade into detailed implementation plans, as outlined in the Portfolio Budget Statements and Corporate Plan. These form the basis for our research and investment decisions. AIMS Strategy 2030 has 11 strategic targets to be achieved by 2030. In 2025-26, AIMS is undertaking a refresh of our strategic priorities which may result in changes to strategic targets in future Corporate Plans.

AIMS Strategy 2030

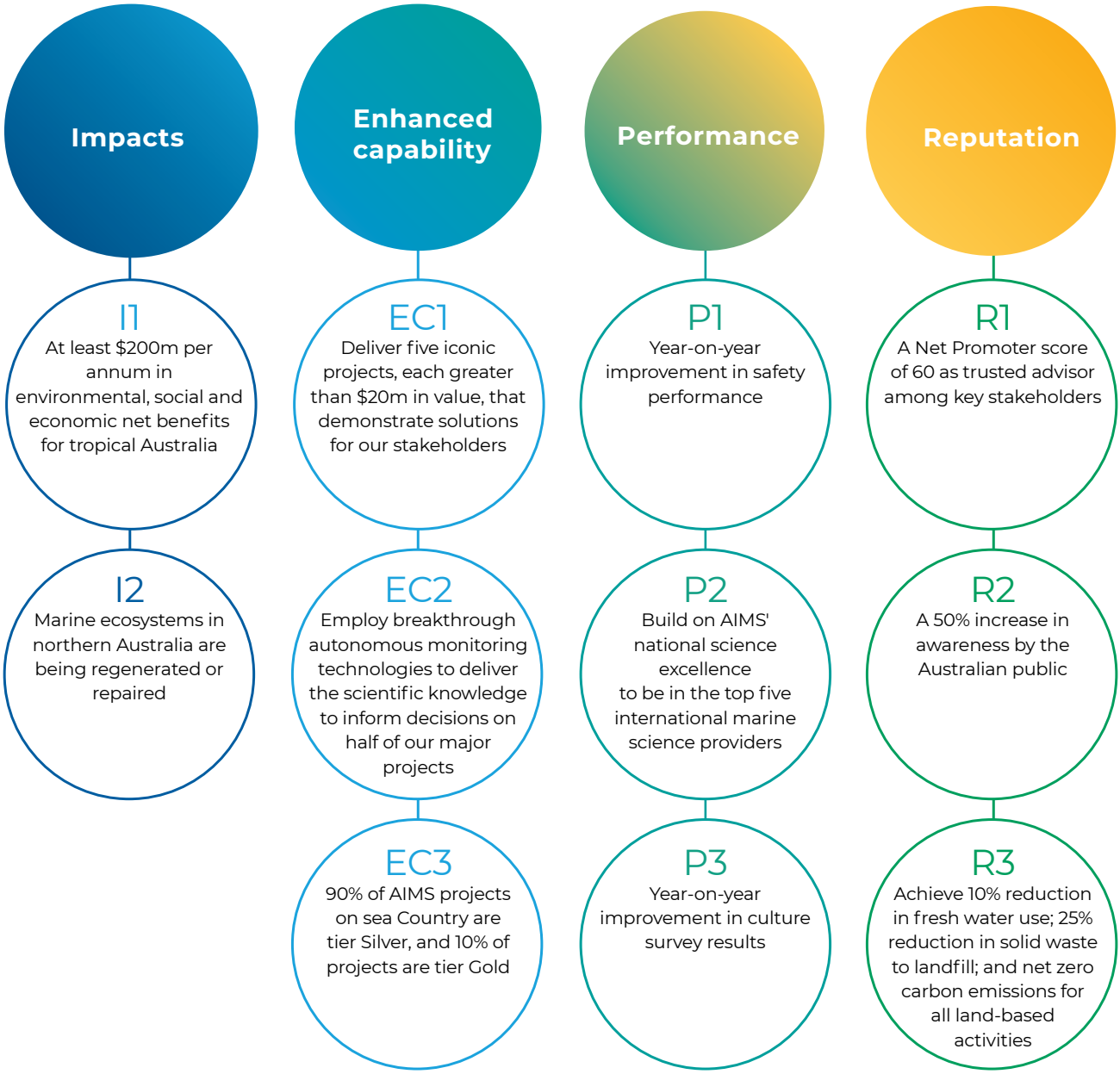


FIGURE 8: AIMS STRATEGY 2030

To ensure our progress against these long-term targets, this Corporate Plan contains eight key performance criteria against which we measure our performance on an annual basis. A combination of quantitative and qualitative indicators that draw on internal and external metrics of activity and success allow us to provide an objective and meaningful assessment of whether we are meeting our performance criteria.

Key Performance Criteria

TABLE 4: KEY PERFORMANCE CRITERIA

Performance Criteria	Portfolio Budget Statement (PBS) performance targets	Key Performance Indicators	2025-26	2026-27	2027-28	2028-29	2029-30
1. AIMS research creates a positive triple bottom line* contribution (impact value) to Australia	Minimum two case studies	≥ 2 new triple bottom line case studies published per year (pa)	≥2 new triple bottom line case studies published per year				
		Demonstrated total impact value	≥$200M per annum total impact value				
2. Deliver strategic and applied research and monitoring that addresses stakeholder needs	Achieve revenue budget from stakeholder commissioned research	Achieve revenue budget from stakeholder commissioned research	Achieve revenue budget from stakeholder commissioned research				
	Demonstrate value by addressing national research priorities and stakeholder needs						
3. Maintain or increase current standings for scientific excellence, innovation and impact	Maintain acknowledged domestic and global high standing in relevant fields of research, and confidence of key stakeholders in research outputs	Maintain top 3 ranking in marine science in Australia and top 10 globally and pursuing a top 5 global ranking**	Maintain top 3 ranking in marine science in Australia and top 10 globally			Maintain top 3 ranking in marine science in Australia and top 5 globally	
		Maintain high stakeholder confidence in AIMS' scientific outputs gauged using a net promoter score	NPS ≥55	NPS ≥60	NPS ≥60	NPS ≥60	NPS ≥60
4. Deliver research advice, scientific products and guidance that are critical for stakeholders to assess and better manage the impacts of natural and human pressures on marine ecosystems	Maintain or increase the number of peer reviewed publications and other knowledge products, and make datasets or data products publicly available	Maintain annual journal publication rates ≥200 per annum***	≥210 journal articles and technical reports			Maintain annual journal publication rates ≥220 per annum	
		Datasets held by AIMS are accessible to the public, subject to any confidentiality restrictions	100%				
5. Increase research capability, capacity, impact and science diplomacy through participation in formal national and international collaborations, joint ventures, partnerships and strategic alliances	Maintain or increase the number and scale of domestic and international research partnerships, collaborations, joint ventures and strategic alliances	Maintain proportion of published papers and reports that include collaborators (≥ 80 per cent)	≥80% of published papers and reports include collaborators				
	Specialist advice and expertise provided by AIMS is used by relevant advisory panels and committees	≥ 2 new case studies published per year	≥2 new case studies published per year that demonstrate the value of AIMS' contributions for advisory panels and committees				

Performance Criteria	Portfolio Budget Statement (PBS) performance targets	Key Performance Indicators	2025-26	2026-27	2027-28	2028-29	2029-30
6. Improve research outcomes and impact through increased Traditional Owner partnership in the planning and delivery of coastal research and development	Year on year increase in % by value of projects with Indigenous partnership in the planning and delivery phases	≥ 1 new case study published per year	At least one case study per year that demonstrates how partnership with Traditional Owner communities improves outcomes for the community and delivers value for AIMS' science.				
7. Reduce AIMS' environmental footprint	Meet Government expectations to reduce AIMS' environmental footprint, including carbon emissions	Carbon emission reduction ≥ 20 per cent compared with 2017-18	≥30% reduction	≥35% reduction	≥40% reduction	≥40% reduction	≥45% reduction
8. Optimise utilisation of research infrastructure	Maintain or increase usage of research infrastructure	≥ 90 per cent use of major research assets	≥90%				

* Economic, social and environmental net benefit.

** Improved methodology for benchmarking commenced from 2023-24.

*** Improved measure from 2023-24 to specify scientific paper productivity.

The AIMS Annual Report 2024-25 will provide a comprehensive assessment of our performance for the financial year. Overall performance and performance against research goals will be reported in detail. This report will be available on the AIMS website in late October 2025.

The links between our planning process and performance are shown below.

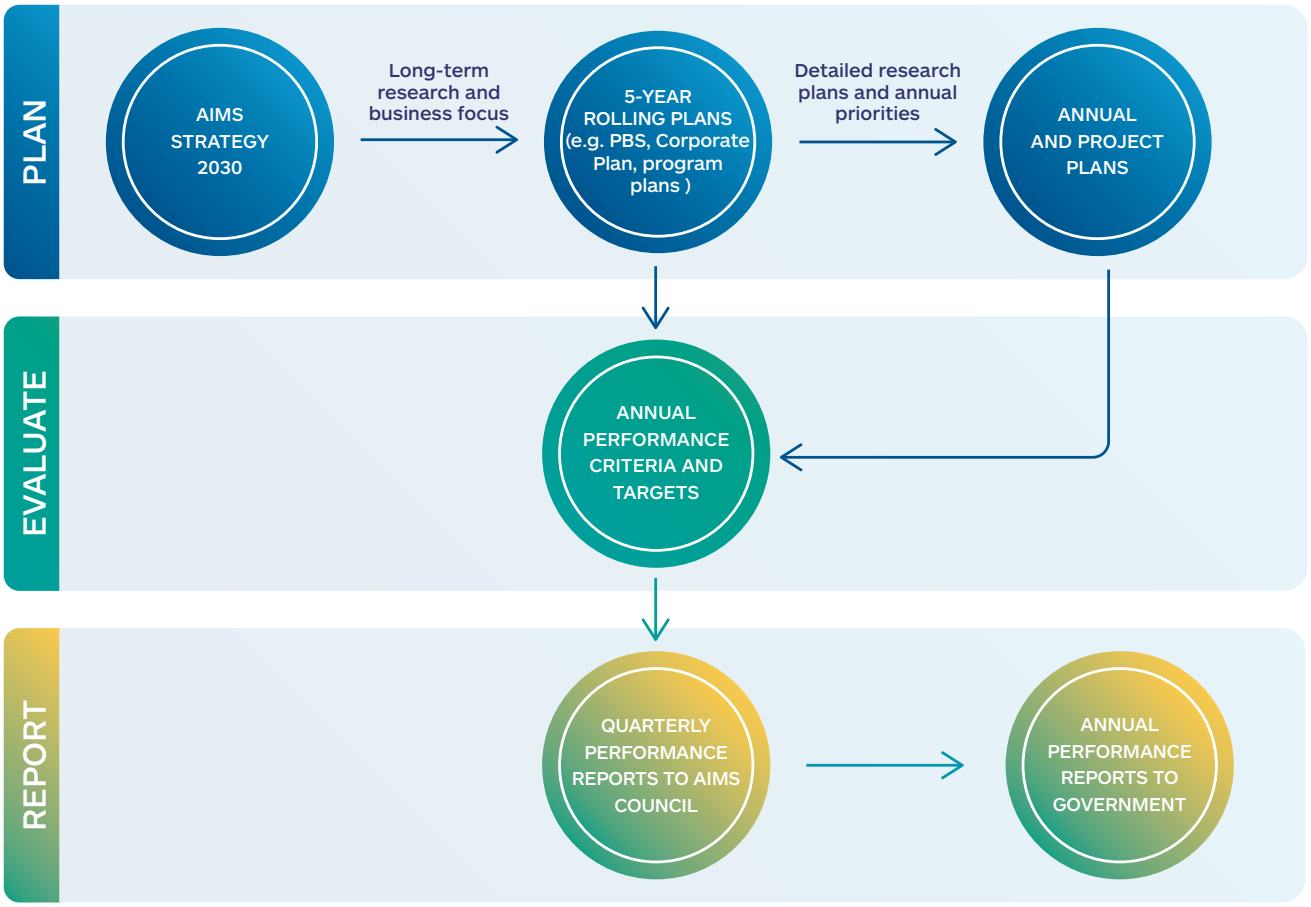


FIGURE 9: PLANNING PROCESS AND PERFORMANCE LINKS

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