

Statement of Corporate Intent

2026-2031



Acknowledgement of Country

We acknowledge the Traditional Owners of the lands and waters on or near ASC's operations in South Australia and Western Australia – the Kaurna people of the Adelaide Plains and the Whadjuk Noongar people of Perth's Swan Coastal Plain.

We pay our respects to elders past and present, and we extend that respect to all Aboriginal and Torres Strait Islander peoples.



Artwork by Aaron Hayden

Aaron Hayden resides in Western Australia and was born in Port Lincoln, South Australia. With strong connections in both South Australia and Western

Australia, ASC engaged Aaron to illustrate both states in our Reconciliation Action Plan artwork.

The artwork represents ASC's values of protect, respect, integrity, discipline and excellence and uniquely depicts people working together on both the land and on water. The symbol at the centre depicts ASC people coming together through water and the Great Australian Bight.



Contents

Glossary	4	<i>Submariner Training</i>	16	Transform and Scale	30
Letter from the Chair	5	Submarine Rotational Force – West and SSN Sustainment	17	<i>Workforce Transformation Program</i>	30
1 Foundations	6	<i>US Entity</i>	17	<i>Corporate Processes Transformation Program</i>	30
Company Profile	7	SSN-AUKUS Build	18	<i>Data and Reporting Program</i>	30
Company Structure	8	<i>UK Entity</i>	18	<i>Digital Transformation Program</i>	30
Corporate Governance	9	Workforce Growth and Meaningful Work	19	<i>Digital infrastructure</i>	30
<i>Purpose</i>	9	<i>Workforce Capability Strategy</i>	19	Facilities and Infrastructure	31
<i>Operating model</i>	9	<i>Workforce growth</i>	21	<i>Key SA projects</i>	31
2 Context	10	Industry and Innovation	23	<i>Key WA projects</i>	31
Operating Environment	11	<i>Integrated Supply Chain Capability Program</i>	23	5 Enablers	32
<i>External</i>	11	<i>Technology Governance and Innovation</i>	23	Corporate Affairs	33
<i>Internal</i>	12	Nuclear and Licence to Operate	24	Risk Management	34
3 Strategy	13	<i>Progress to Nuclear Readiness</i>	24		
Overview	14	<i>Nuclear culture and mindset</i>	25		
Introducing the ‘ASC 8’	14	<i>Work Health, Safety and Environment</i>	25		
4 Plans	15	<i>Sustainability</i>	27		
Collins Class Submarine Program	16	<i>Security</i>	28		
<i>Collins Class Sustainment</i>	16	<i>Social licence</i>	29		
<i>Life of Type Extension</i>	16				

Glossary

AM	Member of the Order of Australia	EB	Electric Boat	LOTE	Life of Type Extension	SR	Sovereign-Ready
AO	Officer of the Order of Australia	ECP	Early Careers Program	MCS	Multi-Class Sustainment	SRF-West	Submarine Rotational Force – West
ACSM	Attack Class Submarine	ESG	Environmental, Social and Governance	NDS	National Defence Strategy	SSN	Ship Submersible Nuclear
AMC	Australian Marine Complex	EVP	Employee Value Proposition	NPSCY	Nuclear-Powered Submarine Construction Yard	SSP	Sovereign Submarine Partner
ANI	Australian Naval Infrastructure	ExCo	Executive Committee	N/SQEP	Nuclear Suitably Qualified and Experienced Personnel	SSSP	Sovereign Submarine Sustainment Partner
ANNPS	Australian Naval Nuclear Power Safety	FCD	Full-Cycle Docking	NSSG	Naval Shipbuilding and Sustainment Group	STA	Skills and Training Academy
APWD	Amended Planned Withdrawal Date	FMS	Foreign Military Sales	OJT	On-The-Job Training	STSC	Submarine Training and Systems Centre
AS	Australian Standard	FoC	First of Class	PHNSY	Pearl Harbor Naval Shipyard	TSIB	Trilateral Submarine Industry Base
ASA	Australian Submarine Agency	FOS	Full Operating Support	PLC	Public Limited Company	UK	United Kingdom
ASIB	Australian Submarine Industry Base	FTE	Full-Time Equivalent	PMT	Project Management Team	US	United States
AUKUS	Australia, United Kingdom, United States (a trilateral security partnership)	FY	Financial Year	POAP	Plan on a Page	VCS	Virginia Class Submarine
AWD	Air Warfare Destroyer	GBE	Government Business Enterprise	PoC	Product of Concern	WA	Western Australia
BASC	Business Assurance and Security Committee	HCFP	Hunter Class Frigate Program	PP	Performance Period	WHSE	Work Health, Safety and Environment
CCSM	Collins Class Submarine	HII NNS	Huntington Ingalls Industries Newport News Shipbuilding	PRIDE	Protect, Respect, Integrity, Discipline, Excellence		
CN	Chief of Navy	HMAS	His Majesty’s Australian Ship	PSPF	Protective Security Policy Framework		
CoA	Commonwealth of Australia	IJV	Incorporated Joint Venture	P&C	People and Culture		
CSC	Conspicuous Service Cross	IMF	Intermediate Maintenance Facility	RAN	Royal Australian Navy		
DDA	Defence Delivery Agency	IMT	Integrated Management Team	RN	Royal Navy		
DDG	Defence Delivery Group	IOS	Initial Operating Support	SA	South Australia		
DIVQ	Defence Industry Vendor Qualification	ISO	International Organization for Standardization	SME	Subject Matter Expert		
DoD	Department of Defence	ISSC	In Service Support Contract	SQEP	Suitably Qualified and Experienced Personnel		
DoF	Department of Finance	IT	Information Technology				
DTP	Digital Transformation Program	LLC	Limited Liability Company				

Letter from the Chair



I'm pleased to submit the ASC Pty Ltd (ASC) 2026-31 Statement of Corporate Intent.

As required by subsection 95 (1)(b) of the *Public Governance, Performance and Accountability*

Act 2013, it outlines ASC's purpose, corporate strategy, future opportunities, performance targets and approach to risk management.

Included are details of the activities ASC will undertake to deliver its commitments to the Commonwealth of Australia (CoA), Department of Defence (DoD), Royal Australian Navy (RAN), Australian Submarine Agency (ASA) and other key stakeholders for the 2026-31 period.

Foremost among ASC's commitments is the maximisation of Collins Class submarine (CCSM) availability for the RAN. The company is progressing on many fronts to achieve this, including ongoing productivity measures in accordance with the Enterprise Product of Concern (PoC) remediation plan.

The Collins Life of Type Extension (LOTE) program has also commenced. Following the CoA's direction that a boat-by-boat conditions-based approach will be taken to setting program scope for each of the six submarines, HMAS *Farncomb*'s first-of-class (FoC) LOTE Full-Cycle Docking (FCD) includes a detailed engineering assessment that will tailor its upgrades and inform work required across the class.

Concurrently, ASC is hitting Optimal Pathway milestones in its dual roles as the CoA's Sovereign Submarine Sustainment Partner (SSSP) and one of two Sovereign Submarine Partners (SSPs).

Preparations are on track for the launch of sustainment support services for the United States (US) and United Kingdom (UK) nuclear-powered submarines (SSNs) that will rotate through Submarine Rotational Force – West (SRF-West) at HMAS *Stirling*, Western Australia (WA), from 2027.

The company continues to collaborate with BAE Systems plc (BAE Systems) to establish the incorporated Joint Venture (IJV) that will build Australia's future SSN-AUKUS fleet in Osborne, South Australia (SA), with construction starting by the end of this decade.

Underpinning these programs, ASC is undertaking significant capability-uplift activity, strengthening both itself and the wider Australian and Trilateral Submarine Industry bases (ASIB and TSIB).

To help the company's growing workforce remain focused on these tasks, ASC has enhanced its strategic framework. It now identifies the three major programs discussed above and five key capability uplift areas collectively as 'the ASC 8'. This crystallises ASC's mission – beginning with delivering on Collins – for the entire organisation. Every employee can now see their own part in at least one of the company's eight strategic priorities.

The ASC Board and Executive endorse this Statement of Corporate Intent.

Jim McDowell AO
Chair



1

Foundations



Company Profile

ASC is Australia's sovereign submarine company. Its highly skilled people offer a depth of submarine sustainment, design, project management, supply chain, build and engineering experience and expertise that is unequalled in Australia's defence industry.

ASC built the nation's CCSMs, sustains them and is delivering the CCSM LOTE. It has also been selected by the CoA to sustain and jointly build SSNs in Australia; is driving the Australian industry and workforce capability uplift required to deliver the SSN programs; and plays a leading role in training RAN submariners.

ASC is a Government Business Enterprise (GBE), as provided for under section 5(2)(a) of the *Public Governance, Performance and Accountability Rule 2014*, and a proprietary company registered under the *Corporations Act 2001*. It is owned by the CoA, represented by the Department of Finance (DoF).

The first Australian defence company to achieve global standard ISO 55001 certification for the management of complex physical assets, ASC employs over 3,000 permanent and contracted employees, primarily located in Osborne, SA, and Henderson, WA.

History

Established in 1985, ASC executed a contract on 3 June 1987 to build six conventionally powered CCSMs – Australia's first sovereign-built submarine fleet. The first of the submarines was delivered in 1996 and the last in 2003.

In 1992, ASC commenced submariner training services for the RAN through the Submarine Training and Systems Centre (STSC) at HMAS *Stirling*, Garden Island, WA. ASC continues to perform this role today.

At the conclusion of the CCSM build in 2003, ASC was awarded the contract for the fleet's through-life support, maintenance and design upgrades, and in 2012 the In Service Support Contract (ISSC) for the submarines' ongoing sustainment and design enhancements.

In 2004, ASC established ASC Shipbuilding Pty Ltd to facilitate future business.

In 2005, following a competitive tender, the CoA selected ASC as the shipbuilder for the Hobart Class Air Warfare Destroyer (AWD) Program, as part of the AWD Alliance.

The first Hobart Class destroyer, HMAS *Hobart*, was delivered in 2017, providing the RAN its most advanced and complex warship. HMAS *Brisbane* followed in 2018 and HMAS *Sydney* in March 2020.

In June 2018, ASC Shipbuilding was announced as the shipbuilder for the RAN's Hunter Class Frigate Program (HCFP). Six months later, BAE Systems Australia Ltd acquired ASC Shipbuilding, and that entity now trades as BAE Systems Maritime Australia. ASC is not contracted to the HCFP.

In 2021, following the CoA's decision to cancel the Attack Class Submarine (ACSM) Program in favour of acquiring SSNs through the AUKUS trilateral security partnership, ASC was contracted by the CoA to deliver the Sovereign Shipbuilding Talent Pool (SSTP) Program. The SSTP facilitated the retention and development of Australia's submarine workforce through to contract completion on 14 February 2025, after which its activities were transitioned into ongoing ASC workforce initiatives.

In 2022, ASC's implementation of the LOTE for all six CCSMs was confirmed. The LOTE project will extend each CCSM's operational life.

LOTE planning and preparation is well underway, and FoC implementation commenced in mid-2026 on HMAS *Farncomb*.

AUKUS mandate

On 13 March 2023, the governments of Australia, the UK and US (partners in AUKUS) announced the Optimal Pathway as part of the AUKUS Pillar 1 plan to deliver Australia an enduring SSN capability. The ASA was established on 1 July 2023 to manage Australia's SSN capability, via the AUKUS partnership.

On 22 March 2024, the CoA announced that it had selected ASC as its SSSP (for SSN sustainment) and one of two SSPs (for Australia's SSN-AUKUS build). This established ASC as the only industry organisation supporting all three Optimal Pathway phases and marked the beginning of a new era for the company.

In Phase 1, ASC is providing sustainment support for visiting and forward rotating US and UK submarines, including through SRF-West (from 2027); in Phase 2, it will sustain Australia's US-built Virginia Class submarines (VCSs, from the early 2030s); and in Phase 3 an IJV formed by ASC and fellow SSP BAE Systems will build Australia's SSN-AUKUS submarines. SSN-AUKUS construction will begin by the end of this decade, with the first submarine delivered to the RAN in the early 2040s; ASC will also sustain the future SSN-AUKUS fleet at HMAS *Stirling* and Henderson in WA.

While remaining focused on maintaining CCSM availability, ASC has evolved into a multiplatform company, driving the expansion of Australia's workforce capability and defence-industrial-base capacity that will underpin the Optimal Pathway's delivery.

Company Structure

ASC’s company structure is shown in Figure 1.

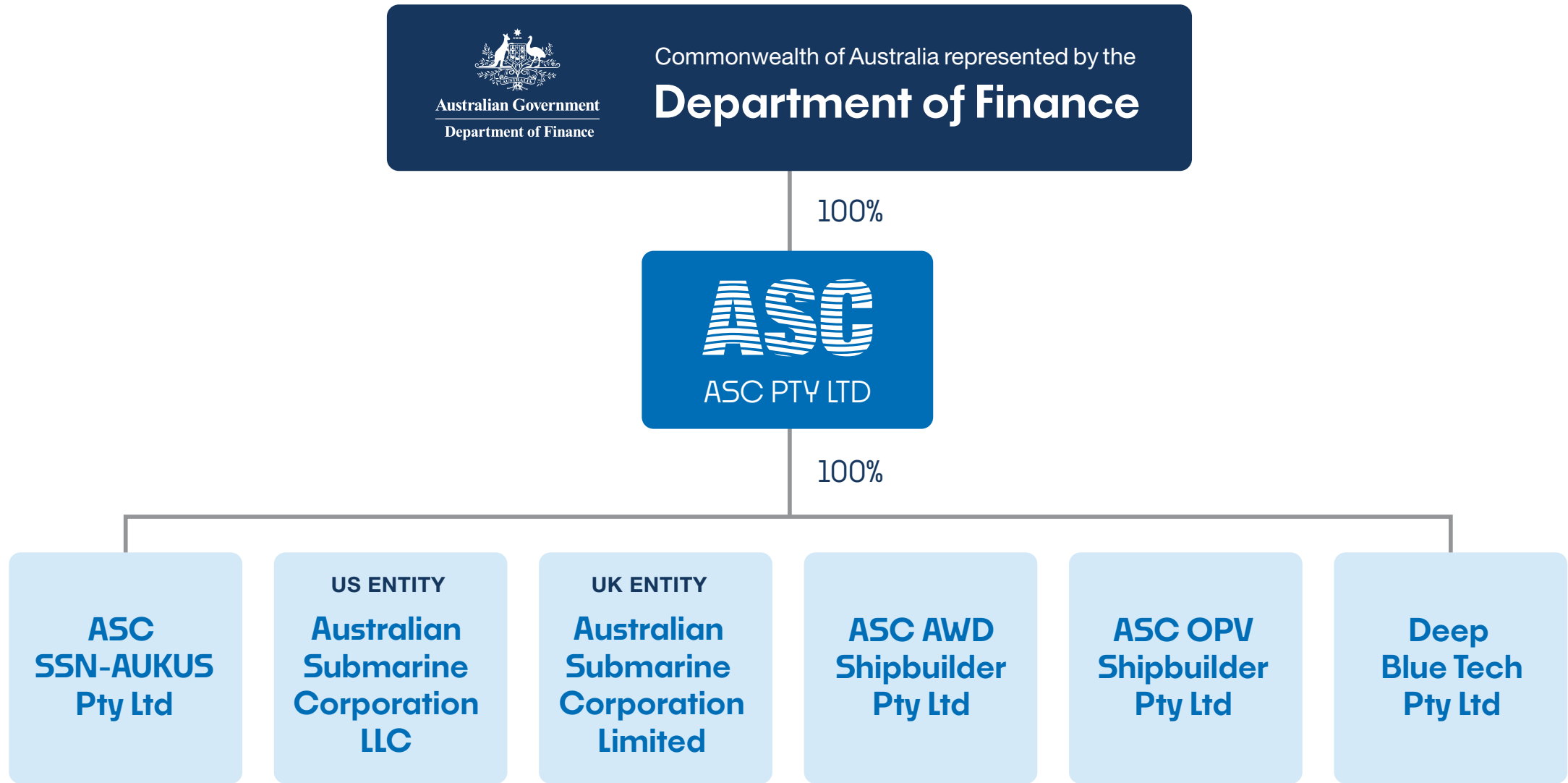


Figure 1: ASC company structure.



Corporate Governance

Purpose

ASC is following a ‘Guiding Statement’ to orient key elements of its purpose, strategy, culture and engagements with key stakeholders:

ASC is Australia’s sovereign submarine company, the Government Industry Partner to the CoA.

ASC delivers on its contracted, nuclear and regulatory responsibilities as Australia’s SSP.

ASC takes a proactive, Enterprise-first approach, particularly in our appointed role to grow capabilities to support both existing and future submarine Enterprises.

Where ASC holds a relative advantage, be it expertise, resources or operational capacity we offer contribution ahead of our contractual mandates to benefit the success of the Optimal Pathway, inclusive of Collins, both now and in the future. We do so in situations where we can and where the benefit to the Enterprise exceeds the opportunity risk to ASC, ensuring sustainable and impactful contributions to Australia’s submarine capability.

ASC stands as a cornerstone of Australia’s National Defence Strategy, committed to delivering excellence, innovation and a nuclear and safety mindset culture across the Submarine Enterprise.

- The company’s constitution sets out two key objectives that guide its activities:
- Support the CoA’s national security objectives through the efficient, safe, reliable and secure delivery of submarine capability and availability through:
 1. complying with any future naval nuclear power safety licence requirements;
 2. sustaining Australia’s submarines (conventional and nuclear-powered) and any activities relating to the construction and repairing of Australia’s submarines;
 3. jointly building Australia’s fleet of SSN-AUKUS Class submarines with the CoA’s selected Sovereign Submarine Build Partner; and
 4. achieving the above while embodying the highest naval nuclear power and submarine safety standards, and by efficiently and effectively developing and maintaining submarine workforce, systems and processes, and managing the Company’s assets in a manner that supports an integrated and coordinated approach by all stakeholders to deliver sovereign submarine capability.
 - Support CoA policies in relation to the Australian naval surface shipbuilding and repair industry, and the submarine sustainment and construction industry.

Vision

To be Australia’s sovereign submarine builder and sustainer, as evidenced by our leadership and delivery in the submarine Enterprise.

Mission

Trusted by the CoA as its SSP in submarine design, build and sustainment activities, whilst underpinning an Enterprise capable of delivering the Optimal Pathway.

Values

- Protect** – We look out for each other and maintain a safe and secure workplace.
- Respect** – We value diverse perspectives, treating others considerately and professionally.
- Integrity** – We are always honest, thoughtful and accountable for our decisions.
- Discipline** – We follow proven processes to deliver on commitments to each other and our customer.
- Excellence** – We strive together to be the best we can be, now and in the future.

Operating model



Figure 2: ASC’s operating model.

2

Context



Operating Environment

External

Deputy Prime Minister and Minister for Defence the Hon. Richard Marles MP states unequivocally in the 2026 National Defence Strategy (NDS) that: “There is no more important a task for the Government than defending Australia and protecting the security, interests and way of life of the Australian people.”

Released in April, the 2026 NDS states that:

- the deteriorating trends in our strategic environment have broadened and intensified since the 2024 NDS, with new strategic challenges emerging, further threatening Australia’s security;
- intense competition between major powers, principally the US and China, remains a major factor in our strategic environment, as China continues the largest military build-up in the world today;
- the coming decade will likely be defined by fracture, rivalry and disorder;
- Australia continues to recognise the US as its closest ally and principal strategic partner, and looks to the alliance to support Indo-Pacific peace and stability; and
- the ‘Strategy of Denial’ remains the cornerstone of national defence planning, with submarines and AUKUS as critical priorities.

In this context, ASC’s work across the AUKUS Pillar 1 Optimal Pathway – from CCSM sustainment and the LOTE through to the build and sustainment of SSN-AUKUS – is a vital component of the CoA’s strategy to improve Australia’s deterrence capability.

Enterprise

The Australian Submarine Enterprise (the Enterprise) continues to evolve to support Optimal Pathway delivery.

The ASA has continued to mature its organisational design to meet its broad work scope and is filling key strategic and leadership roles.

The Defence Minister announced on 1 December 2025 a DoD restructure to create the Defence Delivery Group (DDG) by 1 July 2026, which will transition to the independent Defence Delivery Agency (DDA) by 1 July 2027.

The new Secretary of Defence, Ms Meghan Quinn PSM, commenced in that role on 18 May 2026 and Vice Admiral Mark Hammond AO RAN will commence as Chief of the Defence Force in July 2026 with Rear Admiral Matthew Buckley AM CSC RAN promoted to the role of Chief of Navy (CN).

This is a substantial number of changes to leadership roles across the Enterprise.

ASC will respond over the 2026-31 planning horizon with an increased effort and focus on effective Enterprise stakeholder engagement and relationship building between key executive teams.





Internal

ASC continues to embed its operating model, identify and fill gaps in internal capability, transform systems and processes to support the multiplatform environment.

Over the past year, ASC has strengthened its UK and US operations, ensuring they directly contribute to the company's strategic objectives and provide value back into the Australian Submarine Enterprise.

Engagement with key US stakeholders, including the US Navy (USN) and Pearl Harbor Naval Shipyard (PHNSY), has intensified as ASC supports SRF-West and TSIB requirements. This deepening relationship will remain a focus as ASC works to enhance Australia's integration within the combined industrial base. Looking further ahead, these relationships will be critical to building the sovereign capability required for long-term VCS sustainment in Australia.

Core business

ASC's core business is delivering the sovereign industrial capability required to safely and effectively support Australia's current and future submarine fleets. ASC's responsibilities include:

- sustaining the CCSM fleet under the performance-based ISSC, including progressing PoC remediation and embedding uplift initiatives;
- delivering the CCSM life extension program, ensuring each submarine remains safe, capable and available through a further decade of service;
- supporting visiting and rotational US and UK SSNs and maturing the sovereign capability required for future Australian-flagged-VCS sustainment;
- preparing for Australia's SSN-AUKUS Build Program, together with build partner BAE Systems;
- driving the uplift of Australia's supply chain and the process to enable suppliers to participate in UK and US supply chains;
- capability and workforce development, and Australia's broader nuclear preparedness; and
- providing submarine-platform-systems training to RAN submariners at the STSC.

Through the CCSM LOTE program, ASC's CCSM sustainment responsibilities now extend into the 2040s, and its SSN role will continue for decades beyond, reflecting the long-term sovereign capability required to support Australia's future submarine fleet.

Locations

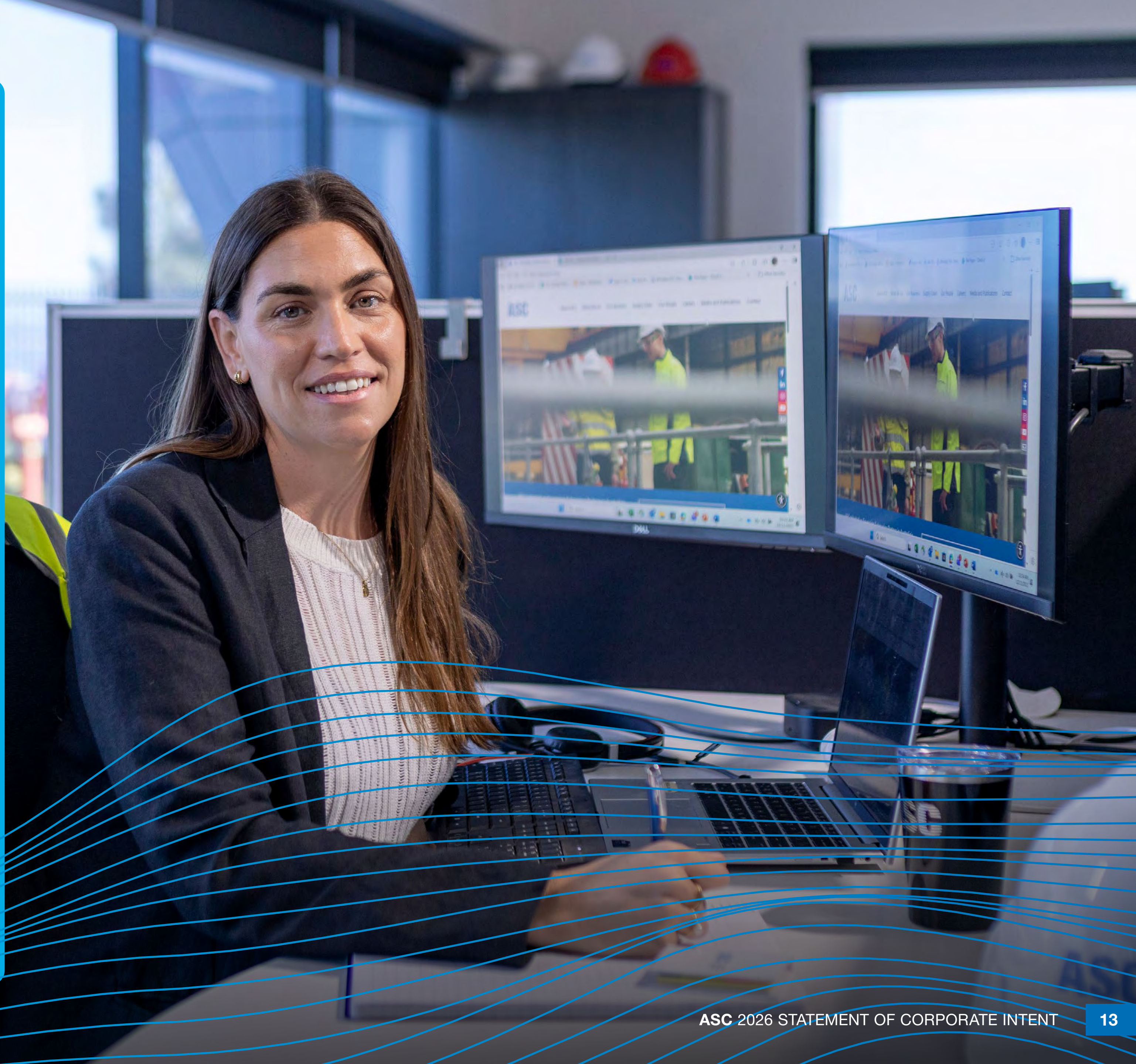
ASC now operates across multiple locations within Australia and internationally:

1. Osborne Naval Shipyard, SA – the home of CCSM deep maintenance, the LOTE, and the future SSN-AUKUS build.
2. Australian Marine Complex (AMC), Henderson, WA – delivering in-service docked maintenance.
3. HMAS *Stirling*, WA – providing alongside maintenance, training, and support for visiting and sovereign SSNs.
4. Bristol, UK – corporate office supporting ASC's SSN-AUKUS Build Program by facilitating ASC personnel placements within UK industry organisations.
5. Pearl Harbor, US – corporate office facilitating ASC personnel's secondments in the US for critical VCS sustainment training and knowledge transfer.

ASC also maintains an expeditionary maintenance capability to support deployed CCSMs throughout the Indo-Pacific.

3

Strategy



Overview

ASC plays a central role in delivering the largest industrial undertaking in Australia's modern history; the company's scope spans the entire Optimal Pathway – from Collins LOTE to SSN Sustainment – giving it a unique perspective on the opportunities and risks ahead.

ASC will continue to evolve its strategic approach to strengthen whole-of-program planning, improve integration across business areas, and broaden understanding of the critical path required to deliver the Optimal Pathway.

Building on the framework developed last year, ASC has further matured its identification of key interdependencies, capability requirements and program milestones across the Optimal Pathway timeline. The framework now guides an increasingly sophisticated forward-planning model that underpins ASC's mission to optimise sovereign submarine availability across the entire lifecycle.

Introducing the 'ASC 8'

ASC's Strategic Framework has been enhanced this year through the evolution of the four strategic pillars identified in the company's 2025-30 Statement of Corporate Intent (Operational Excellence; Transformation; Capability Leadership; and Enterprise Leadership) into eight key strategic priorities, to be known as the 'ASC 8'.

The **ASC 8** includes three programs:

- 1 CCSM and LOTE.**
- 2 SRF-West and SSN Sustainment.**
- 3 SSN-AUKUS Build.**

And five key capability uplift areas:

- 4 Workforce Growth and Meaningful Work.**
- 5 Industry and Innovation.**
- 6 Nuclear and Licence to Operate.**
- 7 Transform and Scale.**
- 8 Facilities and Infrastructure.**

This change describes more directly ASC's existing Optimal Pathway roles and responsibilities as the CoA's SSSP and an SSP, within the Australian Submarine Enterprise. The ASC 8 provides a framing structure that simplifies the company's business planning and is aligned with its operating model, while ensuring all previous functional breakdowns and components are maintained.

ASC 8 priority objectives, and plans to progress towards and/or achieve them during the 2026-31 period, are detailed on subsequent pages.



4

Plans



Collins Class Sustainment

The CCSMs remain essential to Australia's national security, delivering a stealthy, long-range deterrent and vital intelligence-gathering capability. Sustaining the CCSM fleet is also fundamental to achieving the AUKUS Pillar 1 Optimal Pathway during Australia's transition to an SSN fleet.

ASC's priority is to safely and effectively perform its role in the CCSM Sustainment Program, balancing the need to support submarine availability and reliability, together with program sustainability and affordability in line with ISSC objectives.

ASC is now in the second year of the ISSC's four-year Performance Period 5 (PP5). Submarine availability is, and will continue to be, challenged by the platform's age; ASC will work collaboratively with the RAN to manage this and maximise maintenance periods' effectiveness.

Life of Type Extension

The LOTE project, together with ongoing sustainment, will enable the RAN's CCSMs to continue operating effectively beyond their original withdrawal date, ensuring Australia retains a potent, conventionally powered submarine capability.

Through the LOTE project, ASC will execute a scope of work in support of the CoA that aims to:

- address major risks to CCSM availability which have been identified to potentially occur during the submarine life extension period; and
- install significant updates being developed by ASC to meet CoA requirements.

The FoC life extension, on HMAS *Farncomb*, commenced in late May 2026. The scope for *Farncomb*'s LOTE will be informed by a conditions-based determination, which will include retaining and restoring base components while continuing to upgrade critical weapons and systems.

To continue providing submarine capability to meet the RAN's needs, life extensions of the remaining CCSMs will be delivered in a period equivalent to an FCD over and beyond the 2026-31 timeline.

Submariner Training

ASC has an excellent performance record as the RAN's training partner over 34 years, and as the CCSM builder and sustainer is in a unique position to share its technical expertise and platform knowledge through submarine crew training. The advanced training capabilities ASC has developed provide a strong, mature foundation for Australia's only sovereign submarine training capability.

ASC employs 44 staff at the STSC, including instructors, training developers, learning technology specialists, quality and project support staff. Most of its instructors are veteran submariner technicians, providing an avenue for the nation to retain these uniquely skilled individuals in the Australian Submarine Enterprise beyond their uniformed service career.

ASC's team works alongside RAN staff to develop and deliver over 100 individual courses, forming approximately 70% of CCSM crew training requirements, arranged into a variety of role-specific continuums. ASC's learning technology development is a particularly innovative capability, as it increases the RAN's options for realistic onshore submariner training, thus reducing demands on operational boats and uniformed RAN members.

Key objectives

ASC's primary aims for STSC operations during the 2026-31 planning period are to:

- deliver exceptional service and value to the CoA to support the sustainment of a skilled and capable submarine workforce;
- remain the RAN's preferred provider of submarine training services for the CCSM fleet out to its amended planned withdrawal date (APWD); and
- if requested, support the CoA with emergent crew training needs for future RAN SSN platforms.

2 Submarine Rotational Force – West and SSN Sustainment

ASC's SSN Sustainment Program continues to mature, with strengthened trilateral relationships foundational to progress.

ASC has been directly involved in two recent Submarine Maintenance Periods (SMPs) for visiting US and UK SSNs at HMAS *Stirling*, with several personnel returning to take part after completing specialist training in the US. The SMPs were for:

- USS Vermont (SSN 792), a USN VCS, in October and November 2025; and
- HMS Anson (S 123), an RN Astute Class submarine, in February and March 2026.

ASC involvement in SMP activities includes both wharf-side support and shipboard maintenance, some examples of which are given below.

Wharf-side support

ASC teamed with personnel from the US's Naval Sea Systems Command (NAVSEA) and Australian industry to develop and deliver novel support systems during the USS Vermont's SMP. This included a portable reactor plant makeup-grade pure water plant; and a portable high-pressure air compressor (HPAC) and high-pressure air dryer (HPAD). The former was developed with water treatment solutions provider MAK Water and Diverse Welding Services, and the latter with Australian Safety Engineers. All three businesses are headquartered in Perth.

Shipboard maintenance

ASC employees who have returned from specialist training at the PHNSY and Intermediate Maintenance Facility (IMF) have provided shipboard support for several maintenance activities, including:

- Total Ship's Readiness Assessment testing and evaluation;
- external ballast tank entry, inspection and closure; and
- scaffolding, rigging, slinging and weight-handling operations.

ASC's focus for SRF-West readiness is through: active engagement in the program's Steering Group and subordinate work streams; supporting over 200 deployed ASC personnel completing specialist training at the PHNSY and IMF; and responding to discrete tasks in support of SSN sustainment at HMAS *Stirling*.

Preparing for SSN-AUKUS sustainment

ASC is involved in planning for Contingent Dry-Docking Capability (CDDC), Depot-Level Maintenance on future Australian-owned SSNs, and workforce planning.

SSN-AUKUS sustainment capability is underpinned by activities undertaken along the AUKUS Optimal Pathway. Australia's VCS acquisitions require the establishment of a complex international support ecosystem. This global VCS support system is foundational to establishing a future bilateral SSN-AUKUS sustainment enterprise with the UK.

SSN sustainment workforce

ASC will continue delivering CCSM sustainment and the fleet's LOTE, while progressively building SSN sustainment capability. This will require workforce growth throughout the 2026-31 period and beyond, with an estimated demand of around 1,000 full-time equivalent (FTE) personnel between 2026 and 2034 to support SSN sustainment and phased increases aligned with key program milestones, including for SRF-West.

To mitigate milestone risk, ASC will recruit, develop and onboard talent in advance of demand. This includes building capability through international training deployments, with personnel currently undertaking training at the PHNSY to support the SRF-West Initial Operating Support (IOS) milestone in 2027.

See also *Workforce Growth and Meaningful Work*.

US Entity

On 16 February 2024, ASC received the Minister for Finance's approval to establish a US subsidiary. Australian Submarine Corporation LLC (the US Entity) was subsequently established on 18 April 2024 to:

- support the placement of ASC personnel within industry organisations, education providers or other third parties in the US (including visa sponsorship);
- facilitate ASC personnel's secondments in the US for critical VCS sustainment training and knowledge transfer;

- support Australian Government policies in relation to the Australian naval surface shipbuilding and repair industry and the submarine construction and repair industry; and
- undertake any other tasks necessary to support these activities.

The US Entity provides an opportunity for ASC to more effectively integrate into the complex US SSN ecosystem.

In coordination with the ASA and NSSG, ASC will lead efforts to develop, refine and mature the SSN Sustainment value chain Concept of Operations and Program Plan. This effort will refine the US Entity design and requirements.

ASC expects the US Entity will achieve Initial Operating Capability in Q3 of 2026 (calendar year) through the establishment of a US office in Pearl Harbour staffed by a small US-based team to support ASC embeds.

Working alongside fellow SSP BAE Systems, ASC is progressing initial mobilisation activities to support the construction and delivery of the SSN-AUKUS fleet of conventionally armed SSNs for the RAN.

The SSPs are currently developing the pathway to the IJV's establishment. The IJV will progressively develop standalone capability and be substantively self-sufficient in line with program needs. In the meantime, ASC and BAE Systems are collaborating to support the necessary workforce and capability build-up.

Collectively, the build partners have progressed joint workforce planning, industrial capability design and infrastructure readiness, ensuring the foundations for Australia's sovereign build capability are in place when the IJV transitions to full operational form.

Concurrently, the UK's FoC SSN-AUKUS build in Barrow-in-Furness is providing an increasingly detailed baseline for Australia's future program. As lessons, tooling and technologies emerge from the UK build, ASC and BAE Systems are working jointly to ensure these are captured and transferred effectively.

SSN-AUKUS Build workforce

ASC is developing its SSN-AUKUS Build Program workforce in line with Program requirements to ensure employees have the skills and readiness needed for future construction phases. This includes strengthening targeted development pathways, including international assignments.

Current international assignments are deployed to BAE Systems' shipyard in Barrow-in-Furness, UK, where ASC employees gain exposure to contemporary SSN build practices and develop capability through experience on active nuclear-class programs. In future, international assignments may be broadened to include opportunities across other nuclear industry partners in both the UK and US, further expanding ASC's access to advanced capability development and global best-practice.

By embedding employees early and leveraging these development programs, ASC is building the skills, knowledge and operational preparedness required at the commencement of SSN-AUKUS construction. This will ensure a smoother project start, reduce early skill gaps, and position ASC with a workforce ready to meet long-term commitments.

See also *Workforce Growth and Meaningful Work*.

Social licence

Social licence for the SSN-AUKUS Build Program remains a significant focus. See the **Social Licence** section of this document for details.

UK Entity

On 16 February 2024, the Minister for Finance approved ASC's establishment of Australian Submarine Corporation Limited (the UK Entity) in the UK and it was subsequently incorporated on 22 April 2024.

The UK Entity provides valuable support to ASC's SSN-AUKUS Build Program. Its primary purpose is to facilitate personnel placements within UK

industry organisations (providing an efficient, viable visa pathway) to support the development of nuclear suitably qualified and experienced personnel (N/SQEP) for Australia's sovereign industrial workforce.

Maintaining a minimal presence and led by an in-country Chief Operating Officer – UK, the entity also:

- fulfills ASC's duty of care to seconded personnel (embeds);
- establishes and maintains relationships with key regional AUKUS participants and suppliers to enhance collaboration; and
- provides specialist, locally informed advice to ASC in relation to the UK submarine enterprise to minimise AUKUS program risk.

The UK Entity achieved Full Operating Capability in June 2026 by achieving compliance with UK legislation and supporting multiple cohorts of ASC embeds – engineers and production experts embedded with ASC's fellow SSP, BAE Systems, at the Barrow-in-Furness shipyard where BAE Systems builds the RN's nuclear-powered submarines.

Embeds undertake on-the-job training (OJT) to achieve prescribed knowledge-transfer objectives relating to SSN design and construction.



4 Workforce Growth and Meaningful Work

ASC is continuing to produce long-term workforce demand forecasts for all elements of Multi-Class Sustainment (MCS) – SSN, CCSM and LOTE – and the SSN-AUKUS Build Program, in line with the latest program information.

The program demand profiles have been developed in line with the CoA’s Optimal Pathway timeline and provide insight into the growth trajectory that ASC’s workforce will experience over the next 20 years. The demand forecast has been defined using a series of volumetric assumptions and program demand inputs received from experts and international partners.

ASC’s workforce strategy will focus on developing critical capabilities through a ‘buy, build and grow’ approach for key roles. This will help address program milestone risks, while a strong early-careers intake will support the development of a sustainable long-term talent pipeline.

Workforce Capability Strategy

ASC has developed a Workforce Capability Strategy to support the increased resourcing and capability requirements of its programs.

The strategy comprises three core pillars to enable ASC to attract, develop, retain and scale its future workforce (see Figure 3):

- 1. Capability Development Initiatives** include growing workforce capability by onboarding and upskilling experienced new hires and upskilling the existing workforce based on agreed and measurable competencies, providing expanded and enhanced training facilities and mockups, and embedding ASC’s Capability Operating Model.
- 2. Capability Execution Initiatives** include continuing to drive and grow ASC’s Early Careers Program (ECP, covering Graduates, Apprenticeships, Traineeships and Degree-Based Apprenticeships (DBAs)), support defence-sector programs, expand ASC’s Capability Pool to support future demand for ASC’s skilled workforce, and establish relationships with the company’s external partners (both domestic and international) to provide meaningful work that supports ASC workforce skills development.
- 3. Capability Enablement Initiatives** include a range of supporting strategies, tools, systems, processes and requirements that are critical to ensuring ASC develops the necessary workplace culture and learning environment for its workforce strategy to be effective.



Figure 3: ASC Workforce Capability Strategy core pillars.



Figure 4: ASC Workforce Capability Strategy core pillars.

Key Capability Development initiatives

Training delivery support

To meet workforce growth requirements and ensure it can deliver high-quality training, ASC will progress several initiatives during 2027-28.

ASC will continue implementation of its Train in Australia Strategy (see Figure 4) to reduce reliance on international deployments by increasing the use of Australian-based training products. This will incrementally uplift sovereign capability and ultimately enable domestic delivery of all desirable SSN Program workforce training.

The Train in Australia approach will leverage:

- ASC's internal training programs; and
- Australia's broader education and training sector, including private registered training organisations, original equipment manufacturers, TAFEs and universities.

Planning is underway to upgrade facilities in SA and WA to support training for:

- CCSM/LOTE;
- SSN-AUKUS Build (where training is not delivered by the Skills and Training Academy (STA)); and
- SSN Sustainment.

Initial facility establishment in SA is expected mid-2026, with WA to follow in late 2026 and ongoing expansion thereafter. In SA, ASC will continue working with industry and government partners on the STA Campus, which is expected to be operational in mid-2028.

Key Capability Execution initiatives

Early Careers Program

ASC will continue to enhance and grow its early-careers offerings throughout the 2026-31 period to build the company's talent pipeline in key capabilities and business support areas. Key actions will include:

- Scaling ASC's ability to support larger ECP cohorts;
- continuing to build relationships within the education sector to enhance awareness of ASC as an employer and promote career opportunities;
- expanding traineeships company-wide, including through the CoA's Defence Industry Pathways Program;
- expanding the range of DBA disciplines on offer in SA and establishing them (or similar) in WA;
- expanding technical-college partnerships with the Department for Education (SA) and developing bespoke training programs; and
- establishing a pre-apprenticeship program for minority groups.

Capability Pool and meaningful work

Established in late 2025, ASC's Capability Pool underpins the company's hire-to-develop workforce strategy. The Capability Pool is designed to build sustainable, Australian Submarine Enterprise-wide workforce capacity by recruiting talent early and deliberately developing critical skills required

to support the MCS Program and ASC's multi-program operating model.

One feature of the Capability Pool is the use of forward-filling initiatives, through which personnel are recruited ahead of forecast demand and systematically developed through targeted training and exposure to the submarine sustainment environment. This ensures they will be ready to transition into critical roles as requirements mature.

Another key Capability Pool feature is the placement of personnel in short-term secondments with external Approved Partner organisations that can provide opportunities for meaningful work, structured development and targeted training. These secondments allow Capability Pool personnel to apply and build skills in relevant environments while maintaining readiness ahead of their ultimate deployments.

To date, the Australian Nuclear Science and Technology Organisation (ANSTO) and Defence Science and Technology Group have been contracted as Approved Partners. ASC will continue working to expand its range of Capability Pool Approved Partner relationships throughout the 2026-31 period.

International placements

ASC's International Placements Program accelerates sovereign capability development by embedding personnel in US and UK organisations. ASC will continue to strengthen its Global Mobility Framework across the 2026-31 planning period to ensure placements remain competitive, well-supported and deliver enduring skill-transfer outcomes.

Key Capability Enablement initiatives

Culture

A positive culture is fundamental to being both a high-performance company and an employer of choice that attracts and retains the best talent. It's vital during this period of change and growth that ASC reinforces and strengthens a culture centred around the importance of compliance, its PRIDE values (Protect, Respect, Integrity, Discipline, Excellence), effective leadership, change readiness and trust.

To enable this, by the end of 2026 ASC will finalise a Culture Program Roadmap, defining the steps it will take to build a culture that ultimately enables the company to achieve its long-term strategic objectives in a multi-program and nuclear environment.

In addition, ASC will implement its 2026-28 Diversity, Equity and Inclusion (DEI) Strategy to further strengthen the company's PRIDE values and reinforce its commitment to an inclusive culture.

Retention

ASC recognises the importance of retaining its critical personnel. The company will implement in mid-2026 an enhanced Retention Strategy that builds on current effective retention elements, reflects the requirements of a multi-program organisation, and best utilises funding.

The strategy includes defined retention levers that can be applied strategically to ensure the company maintains its industry leading attrition rate to allow delivery across all programs.

Complementing this work, ASC's DEI Strategy will expand and enhance programs that continue to improve ASC's workplace diversity and inclusivity, with a focus on increasing the number of women in leadership and professional roles, as well as early-careers cohorts.

Workforce growth

CCSM Sustainment and LOTE

Maintaining CCSM Sustainment Program capability and performance is of primary importance as ASC looks to build its future workforce.

Success will be measured by protecting the CCSM and LOTE workforce through to a managed future transition into the SSN programs, and successfully implementing the Capability Pool and forward-filling processes.

SSN Sustainment

ASC continues to work closely with the ASA, NSSG and AUKUS partners to align workforce demand with international deployment requirements – over 220 personnel were undertaking VCS sustainment training at the PHNSY as at March 2026.

Looking forward to 2027, ASC anticipates deploying approximately 310 personnel to the US for VCS-related training to achieve Optimal Pathway milestones, supported by structured inbound and outbound OJT arrangements to facilitate critical knowledge transfer.

Based on ASC's long-term demand forecast, the SSN Sustainment workforce is expected to grow to approximately 770 FTE by 2031 across key technical and operational job families. This growth is based on conservative planning assumptions, prescribed attrition factors, and alignment with current US SSN technologies.

Success will be measured by the:

- timely delivery of trained personnel to achieve SRF-West IOS in 2027;
- establishment of a skilled and resilient sovereign workforce;
- effective retention across SRF-West IOS and Full Operating Support (FOS) milestones, followed by the achievement of Sovereign-Ready (SR) status;
- delivery of sustainable training systems and facilities; and
- implementation of workforce governance and risk management arrangements commensurate with the scale and complexity of SSN sustainment in WA.

SSN-AUKUS Build

ASC's SSN-AUKUS Build Program is now in its second year of mobilisation, with Integrated Project Teams (IPTs) including members from ASC and BAE Systems jointly progressing program development. Current IPT activity is focused on preparing for initial production outputs, including production demonstration, prototyping, and development of the long-term strategies and plans required to support full program delivery.

Between 2026 and 2030, the Build Program will establish the four core foundations required for long-term delivery: submarine design and production; shipyard infrastructure; supply chain; and industrial base development. Central to this is the attraction and development of suitably qualified and experienced personnel (SQEP).

ASC will continue to work with UK and US submarine enterprise partners to support knowledge transfer at unprecedented scale. Through its Strategic Workforce Planning cycle, ASC is assessing internal capability demand, cross-program transfer feasibility, and backfill requirements. In partnership with BAE Systems, ASC is developing a transition roadmap to align People and Culture (P&C) processes, frameworks and tools to support the safe and efficient movement of personnel into the future IJV.

Success will be measured by the timely delivery of trained personnel to achieve Product Demonstration and successfully integrating the STA into the employee lifecycle.

5 Industry and Innovation

Integrated Supply Chain Capability Program

Through its Supply Chain Strategy, ASC is continuing to deliver on its responsibility as an SSP to:

- translate the CoA's strategic priorities into clear demand forecasts and industry requirements for each Australian submarine program;
- develop and manage their supply chains, and monitor and maintain their health over time;
- coordinate and contract with Australian suppliers seeking to supply into AUKUS submarine programs, working closely with UK and US Primes; and
- develop Australian industry capability plans detailing how the CoA's strategic priorities for the ASIB will be satisfied.

Key Supply Chain Strategy objectives

1 Understand supply chain demand for VCS, MCS and SSN-AUKUS Build

ASC has worked with the ASA and the wider ASIB and TSIB to determine long-term demand requirements across all programs.

This has been done through the ASA's Defence Industry Vendor Qualification (DIVQ) program, launched in January 2024, which streamlines and accelerates the qualification of Australian companies to provide components and services into trilateral supply chains.

The DIVQ program targets qualification across 'waves' of product families. It's now being executed through an in-country qualification team, established

in Australia in October 2025, consisting of ASC and personnel from the US shipbuilders Electric Boat (EB) and Huntington Ingalls Industries Newport News Shipbuilding (HII NNS).

A formal knowledge-transfer plan is in place to ensure ASC builds the sovereign capability – by the end of 2026 – to qualify Australian suppliers for the VCS program. To date, five suppliers have been qualified through the DIVQ program and over a dozen more are expected to follow suit by the end of 2026.

2 Increase resilience and qualify Australian suppliers to support VCS, MCS and SSN-AUKUS Build

In addition to the DIVQ Program activity discussed above, ASC will progress several other complementary ASIB supplier qualification initiatives across the 2026-31 period. For example:

- ASC is working with H&B Defence to ensure a clear and coordinated approach to market for the Australian Submarine Supplier Qualification program (launched by the ASA in April 2025 and executed by H&B Defence in Australia).
- Since late 2025, ASC has worked with the ASA to develop a qualification program for VCS Sustainment (DIVQ-S) and there are currently three DIVQ-S pilot programs underway. ASC is now working to focus DIVQ-S pilot activity on the wider VCS sustainment program for the commencement of SRF-West in 2027.
- ASC's centralised Supply Governance function is continuing to deploy advanced

technology solutions to enable continuous, proactive risk monitoring and detection across the company's suppliers (new and existing). This is strengthening supply chain resilience, transparency and oversight across critical risk domains, including security, modern slavery, international sanctions and sub-tier supplier ownership.

3 Enhance ASC's strategic capability partnerships

ASC currently works with a range of suppliers and maintains a longstanding partnership with EB. To further strengthen its SSN sustainment capability, ASC is developing a Strategic Capability Partner Panel. This panel will include:

Tier 1: Shipbuilders and original equipment manufacturers; and

Tier 2: Specialist advisory agencies.

A review of ASC's proposed capability partners was initiated by the NSSG (in line with ISSC guidance) in early 2025, and undertaken in collaboration with the US AUKUS I&A (Integration and Acquisition) program office. While that review continues, ASC was directed in August 2025 to engage EB and fellow US shipbuilder HII NNS through a Foreign Military Sales (FMS) case. The FMS case engagement with EB is currently underway, while progress has also been made to contract all other proposed capability partners through Direct Commercial Sales.

Technology transfer will be addressed in collaboration with selected partners once the NSSG and AUKUS I&A review is complete and a detailed Statement of Work has been developed for each partner.

Note that capability partnerships for the SSN-AUKUS Build Program will be developed by the future IJV due to the program's later timing. Following the IJV's establishment, ASC will work with the IJV to assist it in leveraging any suitable SSN Sustainment capability partners.

Technology Governance and Innovation

ASC's Technology Governance and Innovation (TGI) capability enables the governance, systems and organisational maturity required to safely and effectively deliver CCSM, LOTE and future SSN programs. While not a direct contract deliverable, TGI underpins ASC's ability to meet its regulatory obligations, protect its licence to operate, and deliver sovereign submarine capability.

Over the 2026-31 period, TGI will establish an integrated capability comprising:

- Digital Tools Governance and Support;
- Innovation and Improvement, including Continuous Improvement (CI), Science and Technology, Strategy and Engagement, and Knowledge Management;
- Technology Controls; and
- Transfer of Technology.

Together, these functions will operate as a coordinated system to strengthen program delivery, uplift workforce capability, enable data-driven decision-making, and support ASC's transition to a sovereign SSN enterprise.

6 Nuclear & Licence to Operate

Progress to nuclear readiness

Personnel

ASC's Nuclear People strategy is built to meet demand across both the SSN-AUKUS Build and SSN Sustainment programs, without compromising independence or objectivity.

ASC has defined its nuclear baseline requirements and adopted a centralised model that makes it easier to deploy expertise where it's needed. All key leadership roles have been filled, and skills development has been achieved using partner organisations within the AUKUS construct across the US and UK, with extensive use of the PHNSY.

This step-change in the ASC nuclear skill base now needs aligning to the Australian regulatory competency framework. To this end, ASC will continue expanding collaboration within Australia's small, but important, nuclear industry throughout the 2026-31 period to share knowledge and accelerate learning.

Additionally, ASC will continue investing in its future workforce through targeted youth development and partnerships with Australian and international education providers.

The company's aim is to prepare an N/SQEP workforce that will build and sustain Australia's sovereign-owned SSN fleet, ensuring that the right people, with the right skills, are in the right roles at the right time.

Processes

With the Australian Naval Nuclear Power Safety Regulator legislative settings now available, a structured review against ASC's existing management systems has confirmed a strong foundation, and this is now being built on to support consistent, confident delivery as regulatory expectations mature.

A key task is the development of a single, centralised Nuclear Safety Management System (NSMS) that brings policy, plans and processes together at the right level of detail for the SSN-AUKUS build partners' pre-IJV mobilisation work, and the SSN Sustainment Program.

ASC's NSMS will continue to allow for engagement with established assurance regimes and future development, while continued collaboration with safeguards and non-proliferation authorities will ensure the company's approach remains aligned with international expectations.

Facilities

ASC will continue supporting early licensing organisations – such as Australian Naval Infrastructure (ANI) at Osborne, and the ASA at HMAS *Stirling* – to establish the conditions required for safe and reliable nuclear-related activity.

The company is contributing:

- practical sustainment and operability insights into design phases so that facilities are built for productive real-world use from the outset; and
- where required, assistance with targeted equipment acquisition to remove delivery bottlenecks.



Nuclear culture and mindset

To position the organisation for success, ASC has undertaken a comprehensive scoping exercise to identify the cultural attributes and behaviours required for nuclear readiness and to determine the shifts needed in how it operates.

Building on these insights, ASC will pursue four key strategic initiatives during the 2026-31 period to establish a robust nuclear culture:

- 1. Deliver a business-wide Cultural Transformation Program to modernise and strengthen the compliance culture and company’s PRIDE values and behaviours, ensuring they align with the demands of nuclear operations.
- 2. Ensure alignment with the ASA’s Nuclear Mindset Principles (see Figure 5) to reinforce a unified national approach to nuclear stewardship.
- 3. Embed the evolved PRIDE values and behaviours into day-to-day decision-making, leadership expectations and operational practice.
- 4. Incorporate a general uplift in ASC’s existing submarine safety culture to reduce the transition to nuclear by aligning with nuclear mindset principles now.



Figure 5: ASA Nuclear Mindset Principles.

Work Health, Safety and Environment

The health, safety and wellbeing of ASC’s employees, contractors and visitors remains the company’s highest priority. ASC is committed to protecting the natural environment, aiming to go beyond legislative requirements and embed an organisation-wide ethos of sustainability, environmental awareness and stewardship.

Recognising that organisational culture has a direct impact on WHSE performance, ASC has developed a 10-year WHSE Strategic Plan with focused objectives spanning 2026-36. The plan provides a roadmap for:

- achieving a positive, mature and generative safety culture;
- empowering a future-ready workforce and harnessing immersive, emerging technologies to drive efficiency and innovation;
- creating an environment in which safety is viewed as a continual process that improves over time; and
- strengthening ASC’s environmental management standards in alignment with best-practice stewardship principles.

WHSE objectives

To guide delivery of its WHSE Strategic Plan 2026-36 objectives, ASC has developed a series of WHSE near-term ‘plans on a page’ (POAPs). The POAPs outline plans grouped within the following broad themes.

WHSE leadership and culture

ASC will deliver a strengthened WHSE Leadership Program by:

- enhancing supervisor and frontline leader training and accountabilities;
- improving apprentice WHSE capability to foster a generative safety culture; and
- expanding the company’s WHSE secondment program to build cross-functional capability and relationships.

WHSE Risk Management Framework and compliance

ASC will strengthen WHSE assurance by uplifting its Critical Risk Program to ensure high-consequence risks are systematically identified, effectively controlled and actively monitored across all operations. This includes:

- embedding consistent critical risk management practices;
- strengthening control verification; and
- improving leadership visibility and risk escalation:
 - psychosocial risk management will be consolidated into a clear, accessible and cohesive framework to support early

identification, prevention and effective response; and

- emergency response capability will be enhanced and aligned across sites to ensure preparedness, interoperability and confidence in managing credible emergency scenarios.

Health and medical risk outcomes will be improved through a more integrated and collaborative approach to injury management, early intervention and return-to-work, focusing on holistic wellbeing and sustainable recovery.

The program will also support the expansion of nuclear readiness and future-focused capability, underpinned by legal review, cultural maturity assessment and proactive stakeholder engagement to ensure safe, compliant and informed progression into emerging operational frontiers.

In parallel, occupational hygiene programs will be further developed and matured to:

- strengthen the management of chemical, atmospheric and health exposures;
- enhance industrial hygiene practices; and
- support long-term workforce wellbeing through improved monitoring, controls and assurance mechanisms.

Build WHSE capability and capacity

ASC will enhance its WHSE capability through a ‘coaching’ approach that supports managers, supervisors and frontline leaders to consistently apply safe work practices and sound risk judgement in daily operations.

To enable this, ASC will develop its WHSE team’s capability in coaching, investigations, project management and storytelling to improve the quality of incident investigations, strengthen accident prevention, and embed effective learning from adverse events.

WHSE technology enablement and assurance

ASC will implement a WHSE maturity model supported by technical assurance mechanisms to ensure risk management tools and controls are clearly documented, easily accessible and capable of supporting effective escalation.

These outcomes will be facilitated by improving the usability and functionality of ASC’s WHSE safety management application to:

- enable higher-quality data capture, reporting and insight generation; and
- consolidate psychosocial risk management measures into a single, accessible environment to support consistency, visibility and effective management across the organisation.

Environmental stewardship and sustainability

ASC will implement a baseline physical monitoring program to support enhanced environmental stewardship and best-practice performance, strengthening regulatory compliance, environmental assurance and the organisation’s ongoing licence to operate.

Guiding principles

The company’s approach to delivering these improvements is guided by the following five key principles:

1. Information and awareness

We effectively communicate understandable and accessible WHSE information for our workforce, reflective of business needs.

2. Organisational collaboration and standardisation

We consult, cooperate and coordinate WHSE activities with our workforce to create relevant, effective and standardised improvements.

3. Smart systems analysis reporting and governance

We report on proactive WHSE performance of the system and constituent elements, using data that is valid, reliable and accurate.

4. Health, safety, wellbeing, environmental and cultural excellence

We embed and foster ASC PRIDE values in all WHSE activities and conduct to inspire our workforce.

5. Innovation and CI

We continually reflect on the way we work to find innovative ways to improve.

Performance measurement and continuous improvement

ASC measures its WHSE performance through metrics aligned with industry best-practice, ensuring that consistent and comparable information is collected, analysed and reported. WHSE performance metrics incorporate both ‘lead’ and ‘lag’ targets. The former measure specific aspects like ‘employee sentiment’ and gauge ASC’s cultural progress; the latter establish areas for improvement.

ASC will continue to review and improve management and performance measurement practices in line with the guiding principles of innovation and CI. The company will review and update its WHSE plans annually to reflect the company’s evolving operating scope and ensure continuing alignment with industry best-practice.

Sustainability

ASC strives to achieve sustainability excellence by generating long-term value creation and embedding resourceful practices in business operations and facilities management. Integrating sustainability into strategy, operations and decision-making will reduce exposure to climate risks, while driving innovation, and improving resilience.

The company is focused on achieving compliance with mandatory Australian Accounting Standards Board Climate-Related Disclosure reporting requirements by:

- identifying climate-related risks and opportunities;
- building strong governance, risk management and strategies to mitigate these risks; and
- establishing metrics and targets for measuring performance.

ASC has undertaken an independent assessment to ensure it’s well positioned to meet emerging sustainability reporting requirements and deliver its inaugural Sustainability Report for FY 2025-26.

Environmental, Social and Governance

ESG performance indicators are tracked and reported, and the insights this provides are used to refine strategy. By integrating ESG perspectives and objectives into business decisions, ASC provides long-term value for staff and contributes positively to society and the environment.

Environment themes

During the 2026-31 period, ASC will remain primarily focused on climate-risk management and reducing Scope 1 and 2 greenhouse gas emissions to meet the company’s long-term targets. Other focus areas will include:

- waste management and diversion from landfill;
- enhancing water management; and
- protecting biodiversity and ecosystems.

Social themes

Work on social themes during the 2026-31 planning period will prioritise employee wellbeing, safety and development, the promotion of equity, and upholding human rights. ASC will continue to engage constructively with communities, ensure ethical supply chains, and deliver products and services that create positive social outcomes. Key focus areas include:

- building the social licence to operate;
- strengthening the company’s culture of health and safety;
- enhancing employee engagement and wellbeing;
- enhancing workforce DEI; and
- attracting and retaining the right talent.

Governance themes

Strong governance underpins both environmental and social performance. ASC has a mature governance structure with robust risk management practices and ethical conduct, and clear ESG policies to ensure commitments are translated into action. Building on this solid foundation, ASC will work during the 2026-31 period to further strengthen and refine:

- ethical practices and accountability;
- data integrity;
- supply chain sustainability;
- delivery of quality and safe assets;
- risk and compliance monitoring; and
- corporate governance structure.



Security

ASC’s security mission is to ensure the company delivers an uncompromised submarine capability, by protecting the people, information and assets of ASC, Defence and partners against threats across all security domains.

Key security objectives

The ASC Security team is working closely with counterparts in relevant CoA and AUKUS-partner agencies to ensure:

- protection of ASC personnel and assets owned by, or entrusted to, the company, including information, data and physical material – most critically, naval nuclear propulsion technology;
- compliance with Defence Industry Security Program requirements as outlined in the Defence Security Principles Framework, Protective Security Policy Framework (PSPF), and Information Security Manual; and
- compliance with regulatory requirements for the protection of critical infrastructure assets under ASC management.

Capabilities and projects

The company has adopted Secure by Design structures within its security objectives and is executing projects and resources across the six Secure by Design foundations:

1. Holistic secure organisation
2. Early and sustained security
3. Secure product development
4. Testing
5. Continuous assurance
6. Secure deprecation

Enhancements in these foundational areas will be delivered through people, processes and technological systems.

A complex environment

Australia’s national security environment is becoming increasingly complex and challenging, with significant threats needing to be mitigated. Key among them are:

- cyber-attack;
- espionage and foreign interference;
- trusted insiders; and
- issue-motivated groups.

In response, ASC’s security arrangements support Australia’s national security and the company’s business objectives through the identification and management of potential and known threats and risks. The company’s security management is aligned to the six PSPF Security Domains:

1. Governance
2. Risk
3. Information
4. Technology
5. Personnel
6. Physical

Social licence

To successfully deliver the build and sustainment of Australia's SSNs, ASC will need to establish and maintain the social licence to operate, both within its workforce and throughout the Australian community.

The International Atomic Energy Agency refers to social licence as: 'the situation in which a project has ongoing approval and acceptance within the local community and among other key stakeholders. Absence of trust limits the availability of a social licence for governments, institutions and companies to proceed with their activities.'

Establishing it involves creating and communicating legitimacy, credibility, and trust - a long-term process requiring ongoing effort and commitment.

Internal approach

To build social licence within its own workforce, ASC has commenced delivering nuclear training and education packages to build a nuclear mindset. This will ensure the company's workforce operates safely to protect itself and the community.

The initial focus is still on raising nuclear awareness. The aim has been to build a confident, knowledgeable and engaged workforce to shape Australia's nuclear future.

A variety of events have occurred which were tailored to what the workforce wanted to know more about.

These have included:

- guest lectures from ANSTO on nuclear and radiation literacy;
- monthly knowledge tests and displays of how a submarine reactor works;
- 'lunch and learn' sessions on different reactor types; and
- a panel discussion on engaging indigenous communities.

This training and education will continue throughout the 2026-31 period, with a variety of formal and information events planned.

External approach

As ASC's employees are among its strongest advocates, internal and external initiatives must be closely aligned. Likewise, any external campaign or engagement will be shaped by a wide range of activities across the Australian Submarine Enterprise.

To clarify ASC's role in shaping and sustaining long-term social licence and stakeholder trust, ASC is developing a draft Licence to Operate Framework, which it expects to finalise in the second half of 2026.

To inform its framework, and enable progress measurement over time, ASC is using community views to inform its social licence plans. Without reliable first-hand information, public perspectives can be misrepresented, with the most extreme or polarising voices amplified in the media and shaping broader perception.

ASC will also continue to demonstrate its commitment to the highest standards of environmental stewardship and safety, ensuring its operations protect both ASC people and the ecosystems in which the company operates. Through regular communication, open dialogue and visible adherence to best-practice environmental and safety protocols, ASC will build trust and reinforce its reputation as a responsible, transparent and accountable partner.

First Nations communities

Trusted relationships with Traditional Owners are essential to ASC's social licence. ASC has both a responsibility and an opportunity to contribute to Australia's reconciliation effort by deepening cultural understanding, fostering culturally safe workplaces, and partnering with First Nations communities on employment and economic participation.

Following the conclusion of ASC's Innovate Reconciliation Action Plan (RAP) in May 2025, development of a second Innovate RAP (2026-28) is now nearing completion as the company continues its reconciliation journey. The first draft was submitted to Reconciliation Australia in June 2026.

SSN-AUKUS Build social licence activities

As Australia's SSN-AUKUS Build partners, ASC and BAE Systems have jointly developed a social licence strategy (2025-27) to support the program. Endorsed by the ASA in October 2025, the strategy sets out strategic objectives, guiding principles, and focus areas to manage the social licence risks and opportunities associated with the build program.

An accompanying social licence plan, now with the ASA for approval, outlines the actions required to operationalise the strategy. The plan will align with the ASA's social licence strategy and framework, both currently under development. As the ASA leads the national approach to social licence for the SSN programs, alignment will be essential to achieving success.

ASC and BAE Systems will continue collaborating with the CoA to support the ASA in developing and delivering its social licence strategy, including through active participation in SSN-AUKUS Build Program forums.

Complementing this work, ASC will implement a tailored and comprehensive community engagement plan from September 2026 onwards to deliver meaningful and continual engagement with community stakeholders.

7 Transform and Scale

Over the course of 2025-26, ASC has established key programs of work to enable significant shifts in how it delivers corporate functions to support wider organisational goals, while continuing to progress its Digital Transformation Program (DTP).

Workforce Transformation Program

The Workforce Transformation Program's initial focus (Horizon 1) is to execute initiatives in the company's Strategic Workforce Plan that transform the employee value chain. This incorporates updated systems and processes that enable workforce transition, skills development and cross-function cultural alignment.

Simultaneously, in Horizon 2 ASC is conducting an end-to-end review of the company's hire-to-retain lifecycle to determine where transformation is required to deliver on the organisation's vision for its workforce ecosystem: *An integrated, insight-driven and human-centred workforce ecosystem that attracts exceptional talent, grows critical capability, and delivers a seamless employee experience, enabling ASC to remain mission-ready with the right people, skills and capacity when it matters most and supporting a seamless transition to the [SSN-AUKUS Build] IJV when required.*

Corporate Processes Transformation Program

The Corporate Processes Transformation Program seeks to deliver efficiencies in priority corporate and cross-functional processes utilising a recognised business process framework, to ensure the business can support its required growth and scale.

The program commenced in the 2025-26 financial year (FY) with a Discovery and Design phase; process uplift will be delivered throughout FY2026-27.

Data and Reporting Program

The Data and Reporting Program involves the design, development and implementation of consistent, ASC-wide reporting and data governance practices to support performance measurement, decision-making, and improvement. This will deliver improvement to data-driven reporting practices, enabling real-time performance monitoring and strategic decision-making.

Discovery and Design began in FY 2025-26; delivery will begin in 2026-27.

Digital Transformation Program

ASC's DTP involves the implementation of modern information and communications technology systems throughout the business to drive efficiencies, and deliver improved business capability and customer outcomes.

Tranche (T)1 of the program, now complete, involved the implementation of an IFS Financial Management System. T2 remains in progress; it involves the implementation of Siemens' Teamcenter Product Lifecycle Management (PLM) solution.

T2 is currently in the Detailed Design Phase, with a plan to move into the Build and Implementation phases of Release 1 in 2026-27. This will involve the implementation of core PLM functionality to replace current capability, and associated process change. ASC will then commence Preliminary Design for Release 2, which will further uplift PLM capability.

Digital infrastructure

As ASC and its partners transition into a more technologically advanced and internationally integrated Defence environment, digital systems must be designed to support the secure handling, processing and transfer of highly sensitive information – particularly in the context of AUKUS collaboration with the US and UK.

The digital backbone of this trilateral enterprise must be capable of supporting the establishment of secure, high-bandwidth communication networks that can facilitate real-time collaboration across international partners, while maintaining strict compliance with national security protocols.

These 'digital backbone' systems must be resilient, and capable of operating in contested cyber environments.

ASC has completed the modernisation of core elements of the digital backbone by upgrading end-user computing devices and foundational infrastructure to improve capacity, resilience and capability. Throughout 2026 a systems modernisation program will deliver improved safety, engineering and workforce systems capability.

Complementing this activity, ASC is implementing a 24/7 cybersecurity operations centre to monitor all of ASC's digital infrastructure, enabling rapid response in the face of increased threats present in the AUKUS environment. Due to go live in the second half of 2026, the centre will provide additional support to the company's international entities operating in different time zones.



8 Facilities and Infrastructure

A significant investment in physical infrastructure will be required to enable ASC to grow for new programs and maintain productivity on CCSM/ LOTE programs due to:

- a rapidly expanding workforce;
- the ageing of existing CCSM infrastructure;
- SSN construction and sustainment facility requirements; and
- the evolution of technical and regulatory standards to continually improve safety and security in submarine facilities.

Key SA projects

In SA, upgrades to the Osborne Naval Shipyard will be essential to support:

- the extended use of existing CCSM sustainment facilities to meet LOTE requirements;
- future SSN-AUKUS construction; and
- long-term industrial growth and workforce development.

ASC will continue to engage with the CoA and ANI to ensure that critical investments and delivery timeframes are planned in line with program requirements and funding capacity.

Key WA projects

In WA, critical infrastructure works are needed to ensure Australian submarines can be maintained safely and efficiently, while also supporting the rotational presence of allied submarines in SRF-West. This includes the development of:

- nuclear-certified maintenance facilities;
- expanded berthing and docking capabilities; and
- secure facilities to meet industrial and workforce expansion requirements.

Together, these infrastructure investments will enable ASC and its partners to deliver a world-class SSN capability.



5

Enablers

Australia's
Submarine
Company

asc.com.au

ASC

Source: Royal Australian Navy

Corporate Affairs

Renamed Corporate Affairs in March 2026 (formerly Stakeholder Relations), the function reflects ASC's expanding national role and the increasing complexity, visibility and consequence of its operating environment. The change recognises the function's breadth, depth and strategic importance, extending beyond stakeholder engagement to encompass corporate communications and media, government relations, and community and social performance.

As ASC undertakes MCS and supports pre-IJV SSN-AUKUS Build Program mobilisation, the company's Corporate Affairs function supports Optimal Pathway delivery by:

- strengthening stakeholder trust;
- protecting reputation;
- constructively contributing to decision-making; and
- ensuring disciplined engagement across government, industry and the community.

Throughout the 2026-31 period, the function will reinforce and enhance ASC's standing as a credible, coordinated and authoritative participant within the Australian and trilateral AUKUS submarine enterprises.



Risk Management

ASC positions risk management as a core enabler across the organisation to drive timely decision-making and performance accountability, and strengthen reporting transparency.

During the 2026-31 period ASC will progressively scale and transform its risk management function to support organisational growth, integrating capability that can flex with increasing complexity and workforce expansion. Through a disciplined approach, the risk management team will:

- continue to simplify risk management processes and embed fit-for-purpose tools and reporting into shared platforms to improve data integrity and visibility; and
- in parallel, adopt contemporary ways of educating and focus on developing real-time risk insights and guidance to integrate into day-to-day decision-making.

Framework and governance

The ASC Board leads risk management through the effective operations of its Business Assurance and Security Committee (BASC). The BASC oversees the company's Risk Management Framework's practical implementation and is responsible for monitoring risk performance to ensure threats and opportunities are appropriately identified, assessed, communicated and managed.

The Framework includes an overarching policy direction for risk management and connects to the company's Risk Appetite statements and key-risk-indicator reporting. The Framework's design and operation aligns with AS ISO 31000:2018

Risk Management – Guidelines and describes ASC's approach to the risk management process, including communication, consultation, risk identification, evaluation, treatment and monitoring, reporting and continuous improvement. As ASC is a CoA-owned entity, the Framework also gives effect to elements mandated in the CoA Risk Management Policy.

Management process

In late 2025, ASC consolidated and re-set its strategic risk profile to reflect the company's current operations and future direction.

The company-wide risk register captures information, including controls and reporting against required mitigation actions, to effectively manage risk in line with ASC's risk appetite. ASC uses the Predict! software system, which is mandated by the CoA's Capability Acquisition and Sustainment Group for Defence major projects.

The ASC Board, ExCo and respective programs and business units routinely report on and monitor key risk indicators, with supporting metrics, against defined risk-tolerance levels. When current risk ratings are deemed to be outside ASC's appetite, targeted risk management plans are applied and actively monitored to reduce the associated risks and bring them closer to, or within, appetite.

ASC's risk profile considers risks at the strategic, operational, program and project level across areas that could impact organisational and strategic performance. Multiple risk categories have been incorporated into the Framework to enable

the risk profile's review and analysis, ensuring the completeness of ASC's risk profile. Those categories are:

- Strategic Planning;
- Sustainment;
- Operations;
- Engineering;
- Supply Chain;
- P&C;
- Finance and Commercial;
- Governance, Risk and Compliance;
- Technology;
- WHSE;
- Security;
- Nuclear; and
- Workforce Development.





ASC Pty Ltd

ACN 008 605 034

Registered and Head Office
694 Mersey Road North,
Osborne, South Australia 5017

T +61 8 8348 7000

F +61 8 8348 7001

W asc.com.au

Find ASC on:

