

Statement of Corporate Intent 2025–28



Acknowledgement of Country (Ngunnawal Country, Australia)

JASANZ acknowledges the Traditional Owners of the land on which we meet and work, and all Traditional Owners of Country throughout Australia. We recognise Aboriginal and Torres Strait Islander peoples' continuing unique connection to land, place, waters and their rich contribution to society. We pay our respects to their cultures, Country and Elders past and present.

Welcome to Aotearoa (Māori welcome)

JASANZ acknowledges the status of Māori as Tangata Whenua and honour Te Tiriti o Waitangi – Treaty of Waitangi by embracing the three guiding principles of Partnership, Protection and Participation. We are committed to fostering the organisation's relationship with Māori and supporting the aspirations of Māori staff, customers and Māori communities.

Welcome from Chair of the Board



The next three years offer a vital opportunity for JASANZ to advance with clear purpose and strong momentum.

This Statement of Corporate Intent outlines how we will deliver impact through accreditation by helping government and industry respond to change, drive positive outcomes, foster innovation and support safer, more resilient communities. It reflects the strength of the JASANZ Treaty, our unique partnership between Australia and New Zealand and our shared commitment to quality, innovation and public value.

As our economies and communities grow more complex, the role of trusted accreditation has never been more important. From climate response and emerging technologies to global market shifts, we are focused on meeting the moment with expertise, credibility and impact.

Our efforts will be guided by smart investment in digital capability, bold thought leadership, and a strong commitment to strengthening our people, culture and partnerships. By modernising our systems, we aim to improve efficiency, enhance service delivery and position JASANZ as a leader in the future of assurance.

As always, our strength lies in collaboration with governments, industry and our international peers. I thank all those who contribute to our mission and look forward to the progress we will make together over the next three years.

Jeanette Roberts
Chair, JASANZ Board

JASANZ: Confidence through trusted accreditation

Who we are

Established in 1991 by treaty between the Governments of Australia and New Zealand, JASANZ is the region's joint independent accreditation body. The Treaty guarantees our impartiality and reflects a shared commitment to cooperation, quality and public confidence.

What we do

We provide accreditation to the organisations that certify, test and inspect businesses, ensuring they operate with competence, impartiality and integrity. This gives confidence that the products you buy, the services you rely on and the systems behind them meet rigorous standards for quality, safety and performance.

Through expert assessments, training and global partnerships, we underpin reliable assurance systems across industries — from food and healthcare to technology, consumer products and the environment — supporting better outcomes for communities, industry and government.



Our Impact

Our work builds confidence, protects consumers and strengthens the quality and reliability of everyday life. We support innovation, inform policy and help businesses succeed in global markets.



Our Vision

JASANZ will be the accreditation body of choice nationally, regionally and internationally.



Our Mission

To enhance national, trans-Tasman and international trade through JASANZ accreditation, achieving global recognition for the excellence of Australian and New Zealand goods and services.

Confidence across industries

JASANZ builds trust in the systems, products, and services that shape our daily lives. Across every sector, our accreditation delivers confidence in quality, safety and performance.

Our sectors



Business and innovation

Secure, well-governed systems that build trust and lasting growth.



Food and biologicals

Safe and responsibly produced food and biological products.



Health and human services

High-quality, ethical care that safeguards people and communities.



Product certification

Products that meet quality and safety standards consumers depend on.



Sustainability and environment

Environmental care that supports a sustainable future.

Strategy 2025–28

Our purpose

Maintain a joint accreditation system delivering shared outcomes for Australia and New Zealand.

Strategic priorities

From 2025 to 2028, we will focus on four key priorities that reflect our long-term goals and the intent of the JASANZ Treaty to strengthen our purpose and deliver lasting value to the communities we serve. While these priorities remain steady, specific initiatives will evolve annually.

People and communities

Improve outcomes for people, communities and the environment

Governments

Support government policy and national priorities

Business and industry

Drive productivity, innovation and economic opportunity

International partners

Strengthen global trust and cooperation

How we'll deliver

Our priorities are supported by focused actions in our business plan, guiding our work and investment through 2025–28.

Broaden our impact



Expand our capabilities to better serve government, industry and communities

Thought leadership and advocacy



Shape the future of assurance through influence and collaboration

Digital transformation

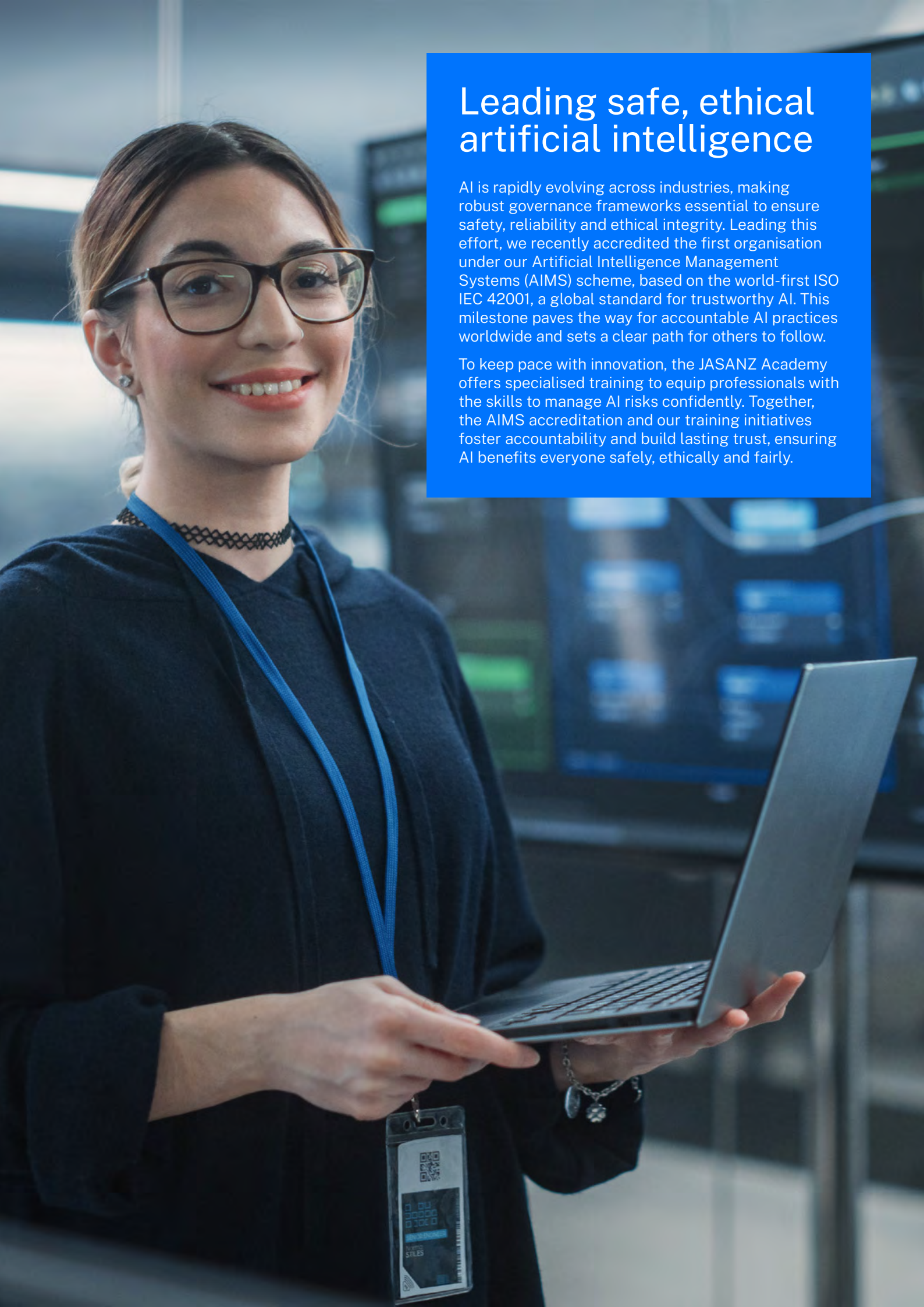


Modernise systems to improve efficiency and impact

People and culture



Foster a diverse, inclusive workplace and strengthen our workforce

A woman with brown hair and glasses, wearing a dark blue hoodie and a blue lanyard, is smiling and holding a silver laptop. She is standing in a server room with multiple server racks and monitors in the background. A blue text box is overlaid on the right side of the image.

Leading safe, ethical artificial intelligence

AI is rapidly evolving across industries, making robust governance frameworks essential to ensure safety, reliability and ethical integrity. Leading this effort, we recently accredited the first organisation under our Artificial Intelligence Management Systems (AIMS) scheme, based on the world-first ISO IEC 42001, a global standard for trustworthy AI. This milestone paves the way for accountable AI practices worldwide and sets a clear path for others to follow.

To keep pace with innovation, the JASANZ Academy offers specialised training to equip professionals with the skills to manage AI risks confidently. Together, the AIMS accreditation and our training initiatives foster accountability and build lasting trust, ensuring AI benefits everyone safely, ethically and fairly.

Strategic priority 1: Improve outcomes for people, communities and the environment

We will deliver accreditation that ensures safe, high-quality goods and services, protects and strengthens communities and promotes environmental stewardship.

Focus area

Business plan goal

Customer-focused accreditation

Partners have confidence in accreditation that consistently meets their needs and supports their success.



We will:

- embed a clear, consistent service commitment across all operations.
- increase transparency and operational excellence.
- align risk management and policies to strengthen stakeholder trust.
- enhance visibility and engagement through targeted communications and forums.
- further develop organisational capability with focused development pathways and a values-driven culture.

AI and digital technologies

Faster, more accurate and transparent accreditation processes deliver greater value while upholding ethical standards.



We will:

- apply AI and automation to streamline core processes and improve internal efficiency.
- build robust digital infrastructure to foster innovation, operational excellence and sustainable growth.
- deliver digital transformation to enhance workflows and stakeholder engagement.
- lead accreditation in AI and digital technologies to support innovation and trust.
- expand our AI management scheme to promote ethical, transparent and responsible AI use.

Public outcomes

Accreditation adapts to evolving risks, technologies and community expectations.



We will:

- launch schemes that deliver public value and attract conformity assessment bodies.
- align services with public policy and regulatory goals.
- expand accreditation in key areas like sustainability, AI and business continuity.

Accreditation adaptability and resilience

Accreditation remains effective by adapting to evolving risks, technologies and community expectations.



We will:

- monitor and respond to technological, social and environmental shifts.
- engage experts and stakeholders to ensure continued relevance.
- develop frameworks for emerging areas like AI governance and climate resilience.

Building confidence in construction

Safe, sustainable and high-quality construction starts with trust in materials. JASANZ drives this trust by accrediting certification bodies under the trusted CodeMark and WaterMark schemes, partnering with regulators like the Australian Building Codes Board and New Zealand's Ministry of Business, Innovation and Employment.

These rigorous schemes guarantee building products meet the highest safety and compliance standards, empowering regulators, builders and communities to build with confidence. By delivering robust assurance, JASANZ fuels innovation, supports sustainable practices, and paves the way for stronger homes and infrastructure.



Strategic priority 2: Support government policy and national priorities

We will strengthen national systems, infrastructure and sovereign capability to support public services and advance government priorities, especially in regulated sectors.

Focus area	Business plan goal
Government priorities Accreditation drives progress on government and regulatory objectives. We will: ■ deepen partnerships with government to align with regulatory priorities. ■ support critical sectors including disability services, construction, critical technologies and manufacturing. ■ implement the Endorsed Scheme Management Lifecycle to uphold scheme integrity. ■ increase participation in strategic forums aligned with public policy.	
Future-ready public services Governments are prepared for emerging challenges through assurance that fosters innovation, resilience and capability. We will: ■ develop frameworks for emerging areas like digital infrastructure, AI regulation and net-zero technologies. ■ attract new conformity assessment bodies and forge partnerships to expand expertise in emerging sectors. ■ lead accreditation in AI-related systems and technology-driven industries.	

Developing future leaders

In a rapidly evolving world, staying ahead means building strong, future-ready skills. The JASANZ Academy leads the way by equipping industries with the knowledge and tools to innovate, adapt and compete globally.

With an expanded course lineup, including the upgraded Futures Program, the Academy cultivates essential capabilities across the conformity assessment ecosystem. Its practical, high-quality training sets the industry standard — boosting resilience, fostering growth and helping businesses confidently navigate change and seize new opportunities both domestically and internationally.



Strategic priority 3: Drive productivity, innovation and economic opportunity

We will accelerate industry growth by fostering innovation, competition and market access — both domestically and internationally — built on confidence in Australian and New Zealand goods and services.

Focus area

Business plan goal

Trans-Tasman economic integration

Trade between Australia and New Zealand becomes more seamless through closer accreditation alignment and cooperation.



We will:

- formalise bilateral Mutual Recognition Agreements (MRAs).
- support the Australia–New Zealand trade agreement to simplify cross-border trade and reduce costs.
- contribute to government free trade negotiations.

Industry innovation

Businesses can confidently innovate and adapt to technological, workforce and sustainability changes with reliable accreditation.



We will:

- identify emerging sectors and develop corresponding accreditation schemes.
- expand the JASANZ Academy to support skills and industry knowledge growth.

Global market access and alignment

International market opportunities grow through schemes aligned with global standards and trade requirements.



We will:

- collaborate with industry, government and scheme owners to align accreditation schemes with international markets.
- enhance influence via strategic communications and stakeholder engagement.
- increase participation in international and regional forums.
- provide guidance on global trade policy and standards alignment.



Confidence across borders

The Mutual Recognition Arrangement (MRA) embodies a powerful commitment to collaboration and partnership. By working hand-in-hand with international accreditation bodies, JASANZ strengthens conformity assessment capabilities across the region and beyond. This global cooperation builds unmatched trust in accreditation, unlocks seamless trade opportunities, breaks down regulatory barriers and aligns standards worldwide. Through these strategic partnerships, JASANZ positions Australia and New Zealand as forward-thinking leaders in a unified, resilient and future-ready accreditation ecosystem.

Strategic priority 4: Strengthen global trust and cooperation

We will advance Australia and New Zealand's global engagement by fostering trust in assurance systems, facilitating mutual recognition and breaking down technical barriers to trade.

Focus area

Business plan goal

Regional and global partnerships

Robust international partnerships foster regional stability and align with global accreditation practices.



We will:

- continue our active participation in the International Accreditation Forum (IAF), International Laboratory Accreditation Cooperation (ILAC) and Asia Pacific Accreditation Cooperation (APAC).
- participate in APAC peer evaluations.

Mutual recognition and regulatory alignment

Governments and businesses benefit from reduced trade barriers and improved regulatory alignment.



We will:

- provide trusted advice to governments on trade negotiations that support mutual recognition, regulatory alignment and international standards.
- underpin mutual recognition through participation in peer review and technical forums.
- maintain MRA signatory status with IAF, ILAC and APAC.

Global standards

Strengthen global accreditation systems by actively contributing to standards and practices.



We will:

- attend and contribute to international technical committees and forums.
- engage in global dialogue to shape the future of conformity assessment.

Conformity assessment capability

Regional capability grows through collaboration, mentoring and shared technical expertise.



We will:

- collaborate with partners to improve regional accreditation infrastructure.
- share expertise through peer review, mentoring and regional engagement initiatives.
- contribute to the Pacific Quality Infrastructure initiative.

Financial outlook

The 2025–26 budget projects a modest surplus with revenue expected to grow steadily through to 2028.

Summarised budget

Table 1: 2025–2028 budget forecast

	Revised forecast	Budget		
(\$'000)	2024–25	2025–26	2026–27	2027–28
Revenue	11,206	13,520	14,559	15,307
Less cost of services	(1,296)	(1,976)	(1,797)	(1,632)
Gross surplus	9,910	11,544	12,762	13,675
Less operating costs	(9,403)	(11,332)	(12,266)	(12,864)
Net surplus after tax	507	212	496	811

Financial performance indicators

The following table shows the key financial performance indicators for the financial periods ending 30 June in 2025–28.

Table 2: Key financial performance indicators 2025–28

	Revised forecast	Budget		
(\$'000)	2024–25	2025–26	2026–27	2027–28
Revenue				
Revenue (\$'000)	11,206	13,520	14,559	15,307
Revenue growth (%)	9.5	20.6	7.7	5.1
Liquidity				
Quick ratio (Acid test)	9.3	6.8	7.5	8.7
Profitability				
Return on equity (%)	5.4	2.1	11.8	16.1
Operating margin (%)	4.5	1.6	8.2	11.9
Financial health				
Gearing (debt*/debt and equity) (%)	0.2	31.0	26.7	21.9
Equity ratio (equity/total assets) (%)	87.8	63.1	67.3	73.9
Cash and cash equivalents (\$'000)	8,483	8,695	9,891	11,712

*includes lease liabilities

Our values



Integrity

We act with honesty, transparency and care



Excellence

We commit to quality, learning and accountability



One Team

We collaborate and share knowledge to achieve our goals



Make a Difference

We create positive change for people, clients and the wider accreditation landscape



Stay connected

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