

Year in Review **2024/25**



Great Barrier
Reef Foundation

Acknowledgement of Country

The Great Barrier Reef Foundation extends its deepest respect and recognition to all Traditional Owners of the lands on which we work, including the Great Barrier Reef and its Catchments. First Nations Peoples maintain a unique, unsevered and strong spiritual and cultural connection to their land and sea Country, and we pay our respects to their Elders, past and present.



Artwork credit: 'Great Barrier Reef' artwork by Melanie Hava, Mamu Aboriginal woman, Dugulbarra and Waribarra family groups, from the Johnstone River catchment of the Wet Tropics of Far North Queensland and the adjoining Great Barrier Reef Sea Country.

Contents

Our impact **5**

2030 strategy **6**

Our work **7**

Coral reefs 8

Islands and coasts 11

Pacific partnerships 14

Indigenous People and local communities 17

Reef Trust Partnership **20**

Water quality 22

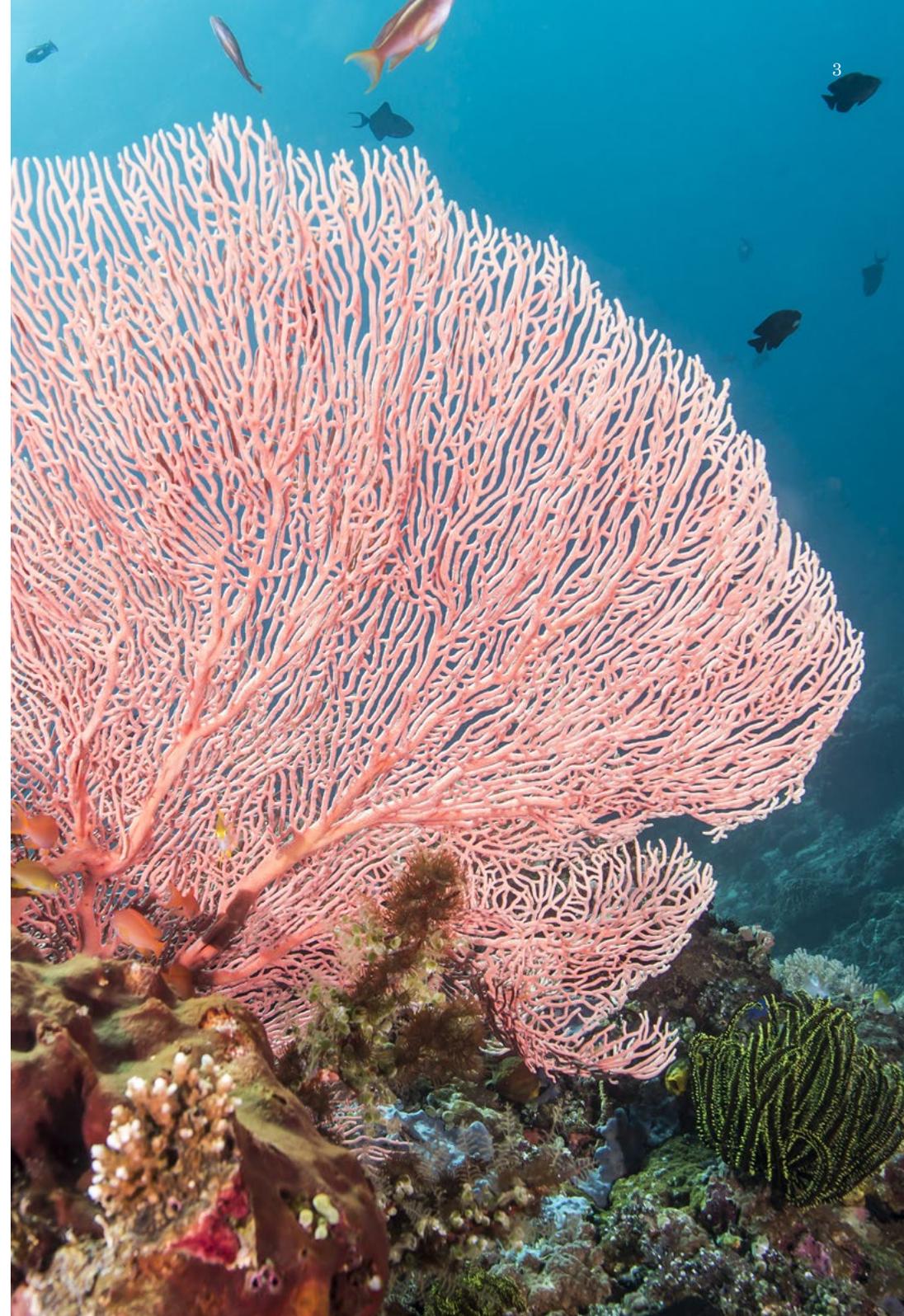
Community reef protection 24

Traditional Owner partnerships 26

Partnerships **28**

Financial statement **32**

Environmental, Social and Governance **34**



Protecting what is irreplaceable

Every year, the Reef tells a story. It is a story written in tides and seasons, but one that also reflects who we are, what we value, and how determined we are to protect what is irreplaceable. In 2025, that story became more urgent than ever.

Around the world, scientists warned that coral reefs are reaching critical thresholds. Marine heatwaves continued to test the Reef's natural resilience, and warming oceans are pushing these precious ecosystems closer to their limits, more often and with less time to recover.

In 2025, the Reef faced its sixth mass bleaching event in less than a decade. This marked only the second time in recorded history that consecutive mass bleaching events have occurred, with monitoring showing substantial declines in coral cover across multiple regions. It was a stark reminder of how narrow the window for recovery has become.

And yet, even in the face of these profound challenges, hope and progress held their ground.

We witnessed one of the most significant conservation wins of our time, as the green turtle, once on the brink of extinction, was officially removed from the endangered list.

During coral spawning season, we saw groundbreaking technologies take flight, including automated coral seeding systems, drones and advanced sensors, proving that innovation can accelerate restoration at a pace once only imagined.

We expanded our work in the Pacific with the launch of Resilient Reefs Pasifika, accelerating climate adaptation and reef restoration by connecting frontline communities with global science and funding partners.

We also began scaling SeaGrow, the world's largest seagrass nursery, with the help of Traditional Owner partners and community volunteers – laying foundations for healthier habitats, improved water quality and stronger coastal ecosystems.

While this work was taking shape on the ground, the Reef also took its place on the world stage. Our Executive Director of Impact, Theresa Fyffe, took the Reef's story to the TED stage, reminding millions why this natural wonder matters, and what's at stake. In New York, music icon Kylie Minogue helped light the Empire State Building in Australia's national colours, green and gold, in partnership with the Great Barrier Reef Foundation. It was a powerful moment of global visibility for the Reef and everyone fighting for its future.

That global attention was matched by hard evidence at home. *At What Cost? Safeguarding the Great Barrier Reef's Role in Australia's Economy*, commissioned from Deloitte Access Economics, reinforced something Australians have long understood. The Reef is priceless environmentally, and central to the nation's economic future, supporting more than 70,000 jobs and contributing over \$9 billion to the Australian economy each year. In economic terms, it is a \$95 billion asset we cannot afford to lose.

This Year in Review captures the collective impact of a community that pushed forward when it mattered most. It is proof that progress is possible, even as pressures intensify, and that coordinated action can still shift the trajectory of the Reef's future. Every one of these achievements was made possible because people like you chose to act with generosity, urgency and belief.

As we look ahead to 2026, we do so with a renewed sense of responsibility, and with real optimism. There is still much to protect, restore, and fight for. But the momentum we have built together is powerful. With your partnership, we will continue to protect and restore one of the most extraordinary natural wonders on Earth.

Because wonders should never cease.



David Thodey
David Thodey AO,
Co-chair



Martin Parkinson
Dr Martin Parkinson AC PSM,
Co-chair



Anna Marsden
Anna Marsden,
Managing Director

Our impact at a glance



Coral reefs

58 million healthy baby corals deployed on the Reef during spawning season.

Kept huge volumes of land-based pollution out of the Reef, including 342 kilotonnes of sediment, 485 tonnes of fertiliser run-off, and 8.5 million units of pesticide pollution risk.

Designed a new Crown-of-thorns starfish (COTS) Control Innovation Program in collaboration with over 40 researchers, managers, strategic advisors and industry stakeholders to strengthen early detection, response and long-term control at scale.



Islands and coasts

208,585 seagrass seeds harvested to support restoration trials across 2,500 hectares of seagrass meadows.

Connected 34 local organisations through the Queensland Marine Turtle Network, strengthening collaboration, knowledge sharing, and community-led turtle conservation.

The world's largest seagrass nursery, established in Gladstone, expanded existing efforts to scale seagrass restoration and research.



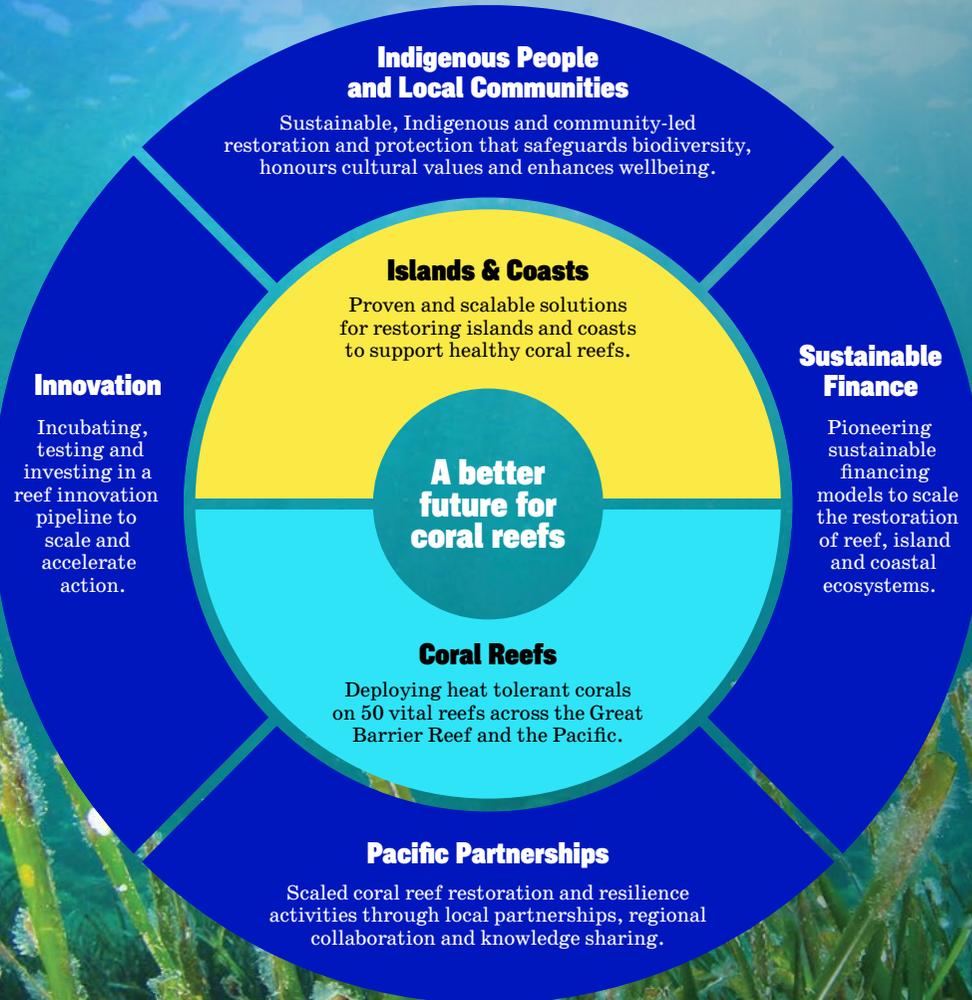
Collaboration

Brought together 90 Traditional Owners from 27 organisations for the Traditional Owner Grants Gathering in Cairns.

Launched a seven-year Nature-based Economy program, providing a foundational learning and development space for the Reef's 74 Traditional Owner groups.

Launched Resilient Reefs Pasifika, a five-year program supporting frontline Pacific communities to deliver their highest-priority reef protection work.

2030 strategy



The challenge

Corals can't recover fast enough from threats like warming sea temperatures, and current restoration solutions are too costly and not scalable.

The solution

Break down the barriers to large-scale restoration, ensuring reef ecosystems and their wildlife can withstand a changing climate.

Our work





Coral reefs

Coral reefs are the beating heart of our oceans. They provide shelter and food for a quarter of all marine life, and sustain more than a billion people worldwide. On the Great Barrier Reef, they are also the focus of some of the world's most ambitious restoration and adaptation efforts.

Yet rising ocean temperatures, poor water quality and other local pressures are putting their future in jeopardy. Half the world's coral reefs have already been lost, and without urgent action, up to 90% are projected to disappear by 2050.

But it's not too late.

Over the past five years, the world's largest team of reef scientists and engineers has worked together to pioneer technologies to make reef restoration faster, stronger and more cost-effective than ever before. In that time, we have made more progress than in the previous 50 years – and moved from theory to proven, scalable solutions.

Today, these solutions are ready to be shared with frontline communities across Australia and the Pacific.

Our impact at a glance



- **Trained more than 50 tourism operators and 18 Traditional Owners** in hands-on reef restoration, building lasting local capacity to care for the Reef.
- **Deployed nearly 10,000 ceramic seeding devices onto the Reef**, each carrying baby corals to help rebuild damaged areas.
- **Advanced the fight against crown-of-thorns starfish** by validating two cutting-edge detection technologies in real-world conditions.

Scaling Coral IVF

The Great Barrier Reef is the largest living structure on the planet, representing 10% of the world's coral reef ecosystems. Restoring the Reef at the scale required demands a skilled, coordinated workforce spanning tourism operators, marine industries and Traditional Owners.

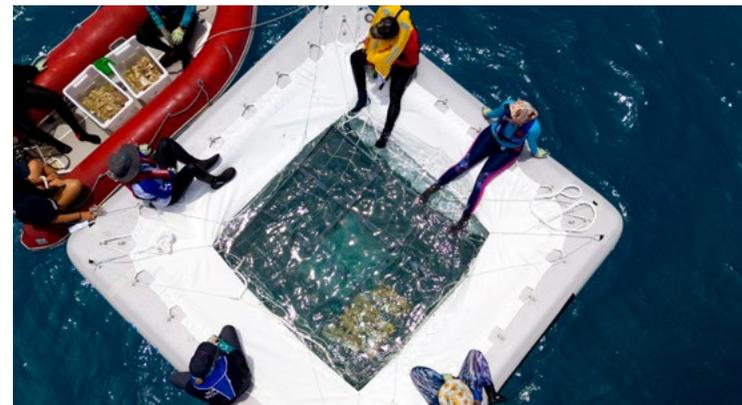
In 2024, the Reef Restoration and Adaptation Program (RRAP) – the world's largest coral reef research and development program – commenced targeted capacity building through the Pilot Deployments Program (PDP). Led by the Australian Institute of Marine Science (AIMS), the program brings together research organisations and local partners to test and refine coral restoration techniques so they can be deployed at much larger scale.

A key focus of the program is training tourism operators, marine contractors, charter fishers and Traditional Owners to carry out Coral IVF during the annual spawning season.

Participants collect coral eggs and sperm from healthy reefs and grow millions of baby corals in specially designed floating pools. Once ready, young corals are released onto damaged reefs or attached to ceramic tiles to help them settle and grow.

Activities took place across Cairns and Port Douglas, where approximately 57 million larvae and nearly 10,000 ceramic seeding devices were deployed. More than 50 tourism personnel and six Traditional Owners participated in the training. Practical improvements were identified and integrated into restoration methods, including seabed mapping to optimise pool placement and refinements to how seeding devices are suspended within pools.

By placing this capability in the hands of the people who live and work on the Reef every day, the program is strengthening regional readiness for restoration in the years ahead.



Researchers, tourism operators, restoration practitioners and Traditional Owners carrying out Coral IVF activities under the Pilot Deployments Program. Credit: Gus Burrows

Early detection for crown-of-thorns starfish outbreaks

Crown-of-thorns starfish (COTS) outbreaks have plagued the Great Barrier Reef for decades. They are a major driver of habitat loss and coral decline, making early detection critical if we want to protect our precious coral reefs.

Through the COTS Control Innovation Program (CCIP), two new detection technologies have now been developed and tested in real-world reef management: ReefScan Deep, a remotely operated underwater camera system that searches the reef and uses Artificial Intelligence (AI) to detect COTS in real time; and environmental DNA (eDNA) monitoring, which uses genetic analysis to detect COTS in small samples of seawater.

In early 2025, Marine Parks rangers used these cutting-edge tools to monitor 18 reefs offshore from Mackay and Yeppoon, alongside established survey methods – strengthening accuracy and early-warning capability.

Despite challenging conditions, ReefScan Deep surveyed more than 40 nautical miles of reef, captured over 300,000 images and detected more than 20 individual COTS in real time. Complementary eDNA sampling revealed that seven of the 18 reefs surveyed are at risk of future outbreak.

With these monitoring tools now demonstrated in real-world conditions, they have the potential to become components of the COTS early-detection toolkit alongside traditional survey methods.



(Top) A crown-of-thorns starfish (COTS) outbreak. Credit: Australian Institute of Marine Science. (Bottom left and right) Marine Parks rangers using eDNA technology to monitor crown-of-thorns starfish populations on the Reef.



Islands and coasts

A healthy Reef starts on land.

Across the Great Barrier Reef's 1,050 islands and 2,300km of coastline, biodiversity hotspots provide crucial refuges and food sources for the thousands of species that live on and around the Reef. These coastal and island ecosystems shape the conditions the Reef depends on, regulating water quality, sheltering marine life and protecting communities from storms.

But they are disappearing. More than half of the Reef's coastal wetlands have already been lost. Islands are under pressure from invasive species and erosion, and many seagrass meadows are declining due to flooding, cyclones and warming seas.

When these ecosystems weaken, the Reef's ability to recover weakens with them.

The good news is that restoration works. When seagrass meadows are replanted, water quality improves and turtles, fish and seabirds return. When wetlands are repaired, they filter millions of litres of water before it reaches the Reef. When islands are restored, critical breeding and nesting habitats rebound.

That is why the Foundation is turning science into real-world action — identifying what has historically held back effective coastal restoration, pioneering new technologies, and working alongside Traditional Owners and local communities to scale solutions across the Reef and around the world.

Our impact at a glance



- **Mobilised nearly 200 community members** to take part in island and coastal restoration efforts.
- **Supported 30 Traditional Owners** working on projects to restore and protect island and coastal habitats.
- **Developing a practical blue carbon guidebook** to unlock new restoration and carbon opportunities for landholders across the Great Barrier Reef.

Lady Elliot Island

As the southernmost island on the Great Barrier Reef, Lady Elliot Island plays a critical role as a potential climate change refuge for more than 1,200 marine species. The 42-hectare coral cay is also one of the Reef's most significant seabird nesting sites — a landscape that was stripped bare by guano mining in the late 1800's.

Over generations, past and present custodians have worked to restore the island through native planting. However, the size of the island, the scale of degradation, and the resources required to address it, demanded a different approach.

The Great Barrier Reef Foundation stepped in to catalyse funding and bring together partners from Lady Elliot Island Eco Resort, the Great Barrier Reef Marine Park Authority, Queensland Parks and Wildlife Services and the University of the Sunshine Coast. Together, they transformed what began as small-scale restoration into a whole-of-island approach through the Reef Islands Initiative.

The program established Australia's first native plant nursery on a coral cay island — a critical breakthrough that enabled large-scale revegetation on an island with no freshwater and no soil.

Over the past seven years, almost three-quarters of the island has been revegetated, with 17,400 native trees, grasses and ground covers planted. Biodiversity has rebounded dramatically. More than 50,000 seabirds return to the island to nest each summer — including noddies, red-tailed tropicbirds and sooty terns — a powerful sign that healthy breeding habitat has been restored. Turtle nesting habitat has also increased by 125%.

This long-term partnership has strengthened one of the Reef's frontline defenders and created a model for island restoration that can endure well into the future.



(Top) Volunteers at Lady Elliot Island. (Bottom left) Aerial shot of Lady Elliot Island. (Bottom right) Credit: Garry Cranitch

Supercharging restoration across the Reef

The world's largest seagrass nursery, Central Queensland University's SeaGrow, is supercharging seagrass restoration along the Great Barrier Reef.

Developed with leading seagrass researchers and Traditional Owners, and funded through the Foundation's partnership with Coles Group, SeaGrow is pioneering innovative seed-based restoration techniques that make large-scale seagrass recovery possible.

Restoration trials are underway at the 400-hectare Rodd's Bay meadow near Gladstone, where more than 3,500 seed-based mud balls (small balls made from natural sediment mixed with seagrass seeds) have been deployed. These help protect seeds and keep them in place so new seagrass can grow. Drones are also being used to identify the best locations for reseeded, improving survival rates and efficiency.

The program has established additional nurseries at Airlie Beach (Pioneer Bay) and

the Keppel Islands (Konomie Island) to test different delivery models and scale SeaGrow across the Reef.

The Airlie Beach nursery uses a community-led model, with volunteers and tourism operators working alongside researchers from Central Queensland University (CQU) and Reef Catchments. Seagrass seeds collected from the wild, or produced in the nursery, are formed into seed balls and deployed across restoration sites with support from local tourism operators.

By contrast, the Konomie Island nursery operates under a Traditional Owner-led model. The nursery is a partnership between the Woppaburra Land and Sea Rangers, the Konomie Island Environmental Education Centre and CQU. This approach places rangers at the centre of restoration and education, embedding Traditional Ecological Knowledge into every stage of the work.

By testing and refining multiple pathways to scale, SeaGrow is building the systems and capability needed to restore seagrass at the pace the Reef now requires.



Seagrass seed collection in Gladstone.



Pacific partnerships

The Pacific is home to 27% of the world's coral reefs, and more than 8 million Pacific Islanders rely on these reefs for food, livelihoods and coastal protection. For many communities, reefs are not just ecosystems, they are essential infrastructure.

But climate change is accelerating pressures and threatening their survival.

In response, Pacific Island Countries and Territories have united under the 2030 Pacific Coral Reef Action Plan, a shared regional strategy to protect, restore and adapt coral reef systems.

Despite strong leadership and growing momentum, current efforts still lack the scale and pace needed to meet the ambition of the plan. Local projects are often fragmented, underfunded and too small to match the urgency of the climate crisis.

The Great Barrier Reef Foundation is responding to the priorities set by Pacific reef custodians, recognising that the communities who rely on reefs must also lead the solutions. We are committed to supporting Pacific leadership, strengthening local capability, and connecting Pacific-led innovation with global partnerships and funding.

Safeguarding the future of Pacific reefs is both a regional priority and a global responsibility.

Our impact at a glance



- **Launched a four-year Accelerator Program** to support Pacific organisations with the skills, tools and confidence needed to lead reef conservation in their own communities.
- **Brought five Pacific organisations together in Fiji** for the first Accelerator workshop, strengthening regional collaboration and shared learning.
- **Opened the first Resilience Hub in Samoa** to support stronger reef health and more resilient coastal communities.

Attendees at Resilient Reefs Pasifika's first Accelerator workshop held in Fiji. Credit: Pate Creatives.

Eight years of impact through the Resilient Reefs Initiative

In 2018, the Resilient Reefs Initiative set out with an ambitious goal: to help some of the world's most treasured coral reefs, and the communities that depend on them, adapt to the accelerating impacts of climate change.

Partnering with four UNESCO World Heritage sites — Belize Barrier Reef, Lagoons of New Caledonia, Rock Islands Southern Lagoon of Palau and the Ningaloo Coast — the BHP Foundation-initiative brought together local communities, reef managers and global resilience experts to pioneer a people-centred approach to reef resilience.

Over the past eight years, each site has developed and delivered a locally led Resilience Strategy, translating global science into place-based action that reflected community priorities. These successes have catalysed an additional \$15 million for expansion to Pacific sites. In its final year, the initiative helped catalyse several legacy projects that strengthen local leadership and long-term resilience.

In New Caledonia, we worked alongside the New Caledonian Biodiversity Agency and the Loyalty Islands Province to achieve a national first: the formal recognition of Customary Reserves as a Protected National Area. Guided by deep collaboration with the local Drueulu tribe, a management plan for three marine protected areas was developed, embedding cultural knowledge into management legislation. For the first time, local management practices were formally agreed by the entire community, creating a unified approach that gave the Drueulu tribe a stronger voice and a greater sense of ownership.

In Belize, the Foundation partnered with the Coastal Zone Management Authority & Institute and the Wildlife Conservation Society to support fishing communities adapting to climate and economic pressures. More than 40 local people were trained in alternative, sustainable livelihoods, reducing pressure on fragile marine ecosystems while strengthening economic resilience.

In Palau, initiative funding enabled the Koror State Government (KSG) to establish a dedicated Project Management Unit in 2024 to coordinate resilience efforts and attract new investment. Coupled with the Resilience Strategy co-developed through the initiative, this strengthened KSG's ability to unlock new opportunities, including securing United Nations funding for a watershed management project.

As the eight-year initiative concludes, it leaves behind a legacy of resilience thinking and paves the way for the next phase through Resilient Reefs Pasifika, as we deepen our focus on reef resilience in the Pacific.



(Top) Resilient Reefs Initiative partners, stakeholders and community members gather to celebrate the launch of New Caledonia's strategic guidance document in Kone, New Caledonia. Image credit: Bec Taylor. (Bottom) Workshop facilitated by Resilient Reefs Initiative and The Nature Conservancy in Palau, November 2023. Image credit: Joel Johnsson

Accelerating Pacific resilience with Resilient Reefs Pasifika

Building on the success of the Resilient Reefs Initiative, Resilient Reefs Pasifika represents the next evolution in Pacific-led reef conservation.

This five-year, \$15 million program is delivered in partnership with the Secretariat of the Pacific Regional Environment Programme and Talanoa Consulting. It supports Pacific coral reefs and communities to better withstand climate change and local pressures through locally led action, capacity building and targeted investment.

The program supports urgent on-ground work while also building a pipeline of future projects, helping deliver the 2030 Pacific Coral Reef Action Plan and creating long-term regional impact.

At the heart of the initiative is the Accelerator Program (2024-2028), an annual program that invests directly in Pacific-led organisations and the people, systems and ideas driving their impact. In 2025, the first cohort convened in Fiji for a four-day workshop, where representatives from five organisations across Fiji, Tuvalu, Solomon Islands, the Cook Islands and Palau received tailored support to strengthen project design, delivery readiness and funding pathways.





Indigenous People and local communities

For more than 60,000 years, Aboriginal and Torres Strait Islander peoples have cared for land and sea across the Great Barrier Reef. Today, 74 Reef Traditional Owner groups continue this stewardship, maintaining deep cultural, spiritual and economic connections to Country.

As the first scientists, observers and caretakers of Sea Country, Traditional Owners hold knowledge built through generations of close connection to place – knowledge that remains central to caring for the Reef today and into the future.

If we are to safeguard the Reef’s future, Indigenous voices and Indigenous leadership must sit at the centre of ocean and nature-based solutions.

The Foundation is working alongside Reef communities to create culturally grounded, community-led pathways that support stewardship of Country while building long-term economic opportunity.

This approach is already taking shape across the Reef.

Our impact at a glance



- **Strengthened partnerships with Traditional Owners to support Indigenous-led decision-making** and ensure the Nature-based Economy program reflects local priorities and aspirations.
- **Partnered with 11 Junior Ranger initiatives** to develop a long-term funding pathway, supporting the next generation of Indigenous Reef custodians.

Co-designing nature-based economies of the Reef with Traditional Owners

Despite deep connection to Country and strong leadership in Reef management, many Traditional Owner groups face structural barriers to remaining on Country and contributing to Sea Country management at scale. These include limited access to stable employment, the high cost of living in remote communities, and restricted pathways for young people to build long-term careers.

The Reef's value for Traditional Owners has always been rooted in culture, identity and responsibility to Country. Nature-based economies provide a practical pathway to strengthen these connections while supporting economic self-determination.

To support this shift, the Great Barrier Reef Foundation has secured funding to develop a seven-year Nature-based Economy program, co-designed with interested Reef Traditional Owner groups. The program aims to support Traditional Owners to care for land and sea in ways that also generate sustainable financial returns.

Nature-based economies create pathways for income and value by caring for Country. Examples include fee-for-service ranger programs, plant foods and nature tourism businesses, carbon and biodiversity markets, and environmental monitoring.

Building on the trust and relationships established through the Traditional Owner Reef Protection Program under the Reef Trust Partnership, this initiative is being designed to respond directly to Traditional Owner priorities. A co-design approach is embedded from the outset, consistent with a Country-first, people-first approach.



Scaling pathways for the next generation of Reef custodians

Across the Reef and its catchments, Traditional Owner groups are leading Junior Ranger programs that connect young people to Country, strengthen cultural identity and support intergenerational knowledge sharing.

These programs deliver profound benefits for young people and communities, but future scaling and long-term security are often limited by the availability of consistent funding.

To help unlock pathways for growth, the Foundation worked with Traditional Owners representing 11 Junior Ranger programs to understand their strengths, challenges and aspirations. These insights informed the development of a business case and adaptive scaling model, outlining the investment, resources and support needed to enable long-term, community-led expansion.

Guided by Traditional Owner perspectives, the final model will be used to attract sustained funding for Junior Ranger programs. It will also provide communities with tools to share their stories, showcase leadership, and encourage peer learning, supporting other Traditional Owner groups to establish similar initiatives.



Yuku Baja Muliku Junior Ranger program.

Reef Trust Partnership





Reef Trust Partnership

In 2018, the Australian Government's Reef Trust and the Great Barrier Reef Foundation came together to form the largest collaborative reef protection effort of its kind in the world. The Reef Trust Partnership (RTP) was established to deliver significant, measurable improvements in the health and resilience of the Great Barrier Reef, at the scale and pace the challenge demands.

Over seven years, the partnership brought together governments, scientists, Traditional Owners, industry, communities and philanthropy to tackle the Reef's most pressing pressures – from water quality and crown-of-thorns starfish to ecosystem restoration and Traditional Owner-led stewardship.

Much of the work concluded on 30 June 2024, with some activities continuing through an approved extension.

At its core, the Reef Trust Partnership was designed not just to deliver projects, but to remove long-standing barriers to scale, build local capability and leave a lasting legacy for Reef protection beyond the life of the program. The outcomes demonstrate what is possible when coordinated investment, shared governance and local leadership are aligned around a common goal.



Water quality

Poor water quality from land-based runoff places significant pressure on the health of the Reef. Sediment, nutrients and pollutants flowing from catchments reduce water clarity, smother coral and seagrass, and weaken the Reef's ability to recover from climate stress.

Because these impacts originate on land, improving water quality is one of the most effective ways to strengthen Reef resilience. Unlike some pressures facing the Reef, water quality can be improved now — delivering benefits for coral, seagrass, fisheries and coastal communities.

Recognising this opportunity, the Reef Trust Partnership made water quality one of its largest and most sustained focus areas. The Water Quality Program invested \$200 million, complemented by more than \$138 million in partner co-investment and philanthropic funding, to deliver the priorities of the Reef 2050 Water Quality Improvement Plan.

This investment supported more than 130 projects delivered with over 150 partners across Reef catchments, coasts and inshore ecosystems. Each one focused on practical changes to land management, large-scale landscape restoration and improved monitoring — reducing the amount of sediment and nutrients reaching the Reef.

To ensure progress could be tracked consistently and transparently, activities were implemented and reported through the Paddock to Reef framework. This provided an evidence-based way to measure outcomes at a catchment scale and demonstrate the cumulative impact of coordinated action.

The Water Quality Program has laid a strong foundation for future investment, delivering measurable improvements at scale, reducing long-term recovery costs, and strengthening the Reef's resilience.

Bowen Broken Bogie Water Quality Program

The Bowen Broken Bogie Water Quality Program was one of ten regional water quality programs delivered between 2020 and 2025. Its focus was clear: support local graziers to care for their land in ways that reduce erosion, improve soil health and keep sediment out of the Reef.

Through a \$26.3 million investment, the program has helped prevent an estimated 105,000 tonnes of sediment from entering the Reef each year. Less sediment means clearer water, healthier marine life and a more resilient Reef.

The program worked with 70 graziers across 31 properties, supporting practical changes to land management and targeted restoration of erosion-prone areas. With \$1.3 million in direct incentives and a further \$4.9 million in co-investment, participants upgraded infrastructure, introduced new management practices and tackled erosion hotspots.

More than 40 on-ground projects improved land condition across 84,500 hectares of grazing country. This included repairing 74 gullies, stabilising 1,800 metres of streambank, and restoring vegetation to slow runoff and keep soil on the land where it belongs.

Beyond on-ground works, the program strengthened regional capability and collaboration. It hosted 42 water quality events, engaging more than 700 graziers and 300 industry participants, building shared understanding and long-term commitment to improving water quality outcomes.

As Scottsville grazier Stan Fordham explained:

“The effectiveness of erosion control on a property directly affects the quality of water on the Reef. All our efforts are geared towards keeping soil on our land.”





Community reef protection

Protecting the Great Barrier Reef at the scale and pace required demands new ways of working together. Across the Reef and its catchments, communities are rising to the challenge — bringing local knowledge, creativity and strong networks to Reef protection efforts.

Through the \$10 million Community Reef Protection Program, the Reef Trust Partnership supported community-led initiatives from Cooktown to Bundaberg. These projects focused on reducing local pressures, building climate resilience and strengthening community capability.

Over seven years, this work helped accelerate proven approaches and pilot new ones — engaging nearly 100,000 community members who volunteered more than 110,000 hours of their time — demonstrating the power of locally led action when communities are supported with the right tools, funding and partnerships.

Connecting Queensland's turtle protectors through a statewide network

Community groups across Queensland have long played a crucial role in monitoring and protecting marine turtles. But as climate pressures mount and habitat loss intensifies, the need for coordinated and connected turtle conservation has become increasingly urgent.

The Queensland Marine Turtle Network (QMTN) emerged in response to this need. In 2021, turtle monitoring veterans Nev and Bev McLachlan identified a simple but powerful gap: community groups were working hard, but largely in isolation. Better connection could strengthen impact across the state.

In 2023, participants from Cape York to the Gold Coast came together at the first QMTN Forum to identify shared goals and priorities. There was unanimous support to formally establish a network that could connect efforts, share learnings and amplify the collective work of many.

Today, the network includes 34 member organisations, reflecting the scale and diversity of community-led turtle conservation across Queensland. The network is strengthening two-way dialogue with management agencies, supporting collaboration across projects and identifying opportunities to tackle shared challenges together.

The next phase of QMTN will focus on collaborative projects that harness the network's collective reach and expertise, helping deliver stronger outcomes for marine turtles and the habitats they depend on.



Turtle monitoring veteran, Nev McLachlan, measuring the carapace of a nesting loggerhead turtle at Wreck Rock. Credit: Bendi Media



Traditional Owner partnerships

Traditional Owner leadership was central to the Reef Trust Partnership's design and delivery.

Over seven years, the partnership delivered the largest ever co-designed, Traditional Owner-led Reef protection program, investing \$51.8 million to build on and scale work already being led by Traditional Owners across the Reef and its catchments.

Working with 65 Traditional Owner groups, the program delivered 84 Traditional Owner-led projects supporting Reef monitoring, restoration and adaptation, crown-of-thorns starfish control and water quality improvement.

Beyond on-ground outcomes, the program strengthened Indigenous-led governance, management and decision-making, recognising cultural values and building long-term capability for caring for Country beyond the life of the partnership.

Traditional Owner Grants Gathering

In March 2025, Traditional Owners from 27 organisations spanning Cape York to K'gari gathered in Cairns for the Traditional Owner Grants Gathering. It was the first time all Traditional Owner groups involved in delivering Reef Trust Partnership projects came together in one place, marking a significant milestone in Indigenous-led Reef management.

Over three days, 90 participants shared the outcomes of 85 Traditional Owner-led projects through films, posters and presentations. Together, these projects reflected the breadth and strength of Traditional Owner leadership across monitoring, restoration, water quality improvement, crown-of-thorns starfish control and on-Country stewardship.

Beyond showcasing outcomes, the gathering created space for peer-to-peer learning and collective reflection. Traditional Owners shared insights on cultural values, governance, delivery challenges and priorities for the future, strengthening relationships between groups working across different regions of the Reef.

These conversations highlighted the depth of impact the Reef Trust Partnership has delivered on Country and in communities — from restoring water systems and habitats to embedding Traditional Knowledge into monitoring, decision-making and data collection. The gathering also generated insights that are shaping the Foundation's future work with Traditional Owners, including the development of nature-based economy pathways.

As Malcolm Mann, a member of the Foundation's Traditional Owner Advisory Group, reflected:

"[The Reef Trust Partnership's Traditional Owner Partnerships program is] one of the largest pieces of investment on ground ever seen in the history of reef management... We've seen communities, individuals and organisations grow, and communities benefit, when Traditional Owners are engaged."



Attendees at the Traditional Owner Grants Gathering in Cairns. Credit: Heather Miller Photography

Partnerships





The power of collective action

Protecting the Great Barrier Reef is not something any one organisation can do alone. The challenge is too complex, the scale too large, and the stakes too high.

Real progress happens when different kinds of expertise come together. When science meets engineering. When investment supports innovation. And when organisations look beyond individual roles and work towards a shared outcome.

Our partners bring unique strengths to this work. Delivery partners contribute deep technical and engineering expertise, leading the science and implementation of restoration at scale. Corporate and philanthropic partners unlock investment, global platforms and new audiences. Together, this mix of expertise, resources and ambition allows progress at a scale and pace we could never achieve alone.

This is where the Great Barrier Reef Foundation plays a unique role: connecting world-class delivery partners with bold funding partners, aligning resources and expertise around a shared mission. That focus helps us move faster, think bigger and deliver lasting impact for one of the world's most precious living ecosystems.

This year, our partnerships spanned engineering, infrastructure, global brands and philanthropy. They helped turn ambition into action, delivering real progress for the Reef.

Thank you to our 2024/25 partners & supporters



AECOM

Engineering resilient reefs

AECOM has been part of the Foundation's journey since 2018, bringing specialist engineering and advisory expertise to some of our most complex restoration challenges. In 2025, AECOM renewed its commitment to the Reef through a new multi-year partnership, supporting the next phase of the Reef Islands Initiative.

This work spans technical design, pro-bono engineering, strategic planning and hands-on staff engagement. By combining scientific insight with practical engineering solutions, AECOM helps turn ambitious restoration plans into real-world outcomes that can be delivered at scale.

Coca-Cola

Scaling solutions for climate resilience

In 2025, we began a new partnership with Coca-Cola, focused on climate resilience and sustainable water systems.

With a multi-year commitment to the SeaGrow program, Coca-Cola is helping scale tropical seagrass restoration across the Great Barrier Reef. Seagrass meadows play a vital role in improving water quality, capturing carbon and providing habitat for marine life, including turtles and fish.

With this commitment, we are accelerating the growth of seagrass nurseries across key Reef regions, strengthening coastal ecosystems that support both nature and communities. Coca-Cola brings a global perspective and long-term ambition to one of the Reef's most critical restoration priorities, supporting solutions that can grow in scale and deliver impact over time.



(Top) Staff from AECOM, Chubb and Coles collecting seagrass seeds during the SeaGrow Supporters Day in Gladstone.

Welcome new partners

The Chubb Charitable Foundation

In 2025, we welcomed Chubb to the Foundation with a new multi-year partnership focused on restoring coastal and marine habitats across the Reef. Supported by the Chubb Charitable Foundation, the partnership invests in the Reef Islands Initiative and seagrass restoration, while opening new opportunities for staff engagement and collaboration.

Chubb's global reach and expertise strengthen our growing network of partners committed to long-term, solutions-focused action for the Reef.

The Coca-Cola Foundation

We were also proud to welcome The Coca-Cola Foundation as a new philanthropic partner in 2025. With a shared commitment to climate resilience and nature-based solutions, the Foundation's investment is supporting the next phase of SeaGrow.

This support is expanding one of the world's most ambitious seagrass restoration programs and laying the groundwork for impact at a global scale.

Looking ahead

Every partnership is grounded in a shared commitment to action, collaboration, innovation and long-term impact. As pressures on the Reef intensify, these relationships give us the ability to respond with urgency and scale.

By working across sectors, disciplines and geographies, we are building the momentum needed to protect the Great Barrier Reef, today and for generations to come.



Financial statement



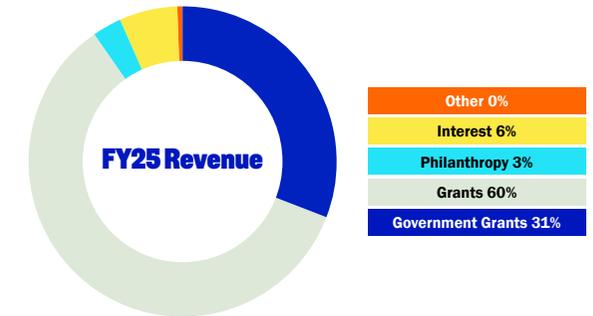
Financial statement

FY25 was a financially successful year, reflecting strong fundraising performance and effective cost control. The Foundation reported a net surplus of \$43.7m, primarily related to the Reef Seed Initiative and Resilient Reef Pasifika funding received in advance for multi-year project delivery.

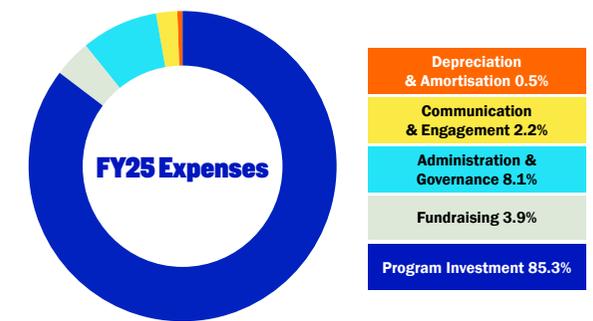
Government-funded initiatives, particularly the Reef Trust Partnership (RTP) Program, entered its two-year extension period (FY25–FY26). As anticipated, delivery volume during this phase is lower compared to the previous six years.

Statement of Financial Results for the Great Barrier Reef Foundation for the year ended 30 June 2025

Revenue	FY25 (\$)	FY24 (\$)
Government grants	31,254,485	84,943,164
Grants	60,747,961	9,154,212
Philanthropy	2,790,367	2,590,781
Interest	6,475,260	8,187,616
Other	362,561	616,244
Total	101,630,633	105,492,017



Expenses	FY25 (\$)	FY24 (\$)
Program investment	49,427,852	92,837,642
Fundraising	2,259,692	2,913,550
Administration & governance	4,669,958	3,103,517
Communications & engagement	1,263,768	1,195,269
Depreciation & amortisation	310,594	344,420
Total	57,931,864	100,394,397



Surplus for the year	FY25 (\$)	FY24 (\$)
	43,698,769	5,097,620

Environmental, Social and Governance





Environmental, Social and Governance

Protecting the Great Barrier Reef is not only about what we do, but how we do it.

Environmental, Social and Governance (ESG) principles provide a framework for operating responsibly, transparently and in line with purpose. As a charity, it ensures that the impact we deliver externally is matched by integrity, accountability and sustainability internally.

At the Great Barrier Reef Foundation, ESG is embedded in our mission, our strategy and our day-to-day decisions.

Environmental responsibility

Our responsibility to the Reef does not stop at the work we deliver. It extends to how we operate.

Through our programs, we pioneer and scale solutions to protect and restore coral reefs, islands and coastal ecosystems, elevate Indigenous and community leadership, and share Australia's reef solutions globally.

Alongside this work, we are committed to minimising our own operational footprint. This includes reducing emissions from travel, transitioning to renewable electricity, improving energy efficiency in our workplaces, reducing waste, and applying sustainability criteria to procurement and merchandise.

These commitments reflect a simple principle: we must practice the values we advocate.

Social responsibility

People are central to everything we do; from the staff and volunteers who deliver our work, to the communities and Traditional Owners who steward the Reef, and the partners and supporters who make action possible.

Our social commitments focus on fostering a safe, inclusive and high-performing workplace; supporting health, wellbeing and fairness; and ensuring our programs deliver positive, culturally appropriate outcomes for communities.

A core pillar of this work is our commitment to reconciliation. We recognise Aboriginal and Torres Strait Islander peoples as the first custodians of land and sea Country and are committed to strengthening Indigenous leadership, partnerships and economic opportunity through our programs and organisational practices.

Strong governance and accountability

Trust is fundamental to our ability to deliver impact.

Good governance gives people confidence that their support is making a real difference for the Reef. It ensures resources are used responsibly and supports long-term action at the scale the Reef needs.

Our Board oversees ESG strategy and performance, integrates ESG risks into organisational risk management, and upholds high standards of ethical conduct, transparency and compliance. Clear policies, independent audits and robust reporting ensure accountability to donors, partners, governments and the wider community.

Measuring what matters

We are committed to tracking and reporting ESG performance alongside program impact and financial results.

This includes monitoring emissions, energy use, travel, workforce metrics, governance outcomes and progress against our Reconciliation Action Plan. By measuring what matters and reporting transparently, we strengthen decision-making, improve performance over time and maintain the trust that enables lasting impact for the Reef.

Environmental, Social and Governance at a glance

Environment	Social	Governance
Pioneer and scale reef restoration and adaptation solutions	Foster a safe, inclusive and high-performing workplace	Board oversight of strategy, risk and ESG performance
Reduce operational carbon footprint, including travel and energy use	Deliver culturally appropriate, community-led programs	Strong ethical standards, policies and compliance
Transition to renewable electricity and improve energy efficiency	Strengthen Indigenous partnerships and reconciliation	Transparent financial management and independent audits
Apply sustainable procurement and merchandise standards	Support staff wellbeing, diversity and engagement	Clear reporting to donors, partners and regulators

ESG performance is measured and reviewed annually as part of the Foundation's governance and reporting framework.



Great Barrier
Reef Foundation