

Optus Board releases Dr Kerry Schott's Independent Review

The Optus Board today released the report from Dr Kerry Schott's independent review into the 18 September outage, which includes 21 recommendations.

The Review, led by experienced executive and director Dr Schott AO, is a comprehensive examination of the causes of the incident which led to a failure of Triple Zero services in South Australia, Western Australia, the Northern Territory and part of New South Wales.

The Schott Review found that there are gaps in process, accountability, and escalation and information protocols that need urgent attention. It also highlighted challenges in Optus' culture that have impacted decision-making and response times.

The report also reinforces the need for further work to address the issues facing emergency call services and device behaviour, and the importance of industry-wide collaboration.

At its meeting on Tuesday, 16 December, the Board accepted all the recommendations and agreed to move swiftly with their implementation.

The 21 recommendations build on the multi-year strategic transformation underway at Optus and the changes introduced to address shortcomings identified by the company during the initial response to the incident.

Optus has established a dedicated work program to implement Dr Schott's recommendations, complemented by comprehensive cultural reforms underway to further strengthen accountability, transparency, risk responsibility and a customer first mindset at all levels of the organisation.

Optus Chairman John Arthur said:

"We are deeply sorry for the 18 September outage that impacted Triple Zero services and the consequences for any Australians who were trying to reach emergency services. We understand it is crucial for the community to always have access to Triple Zero services.

"The Board wanted an independent and forthright assessment of what went wrong and what needs to change, and the Schott Review has delivered on that in a candid and succinct analysis. The report is a sobering read for everyone at Optus.

"While the Schott Review acknowledges the work undertaken before the incident to build a better company, it is clear there is much more to do. We recognise the scale of the challenge and will act decisively to make the necessary changes to strengthen the business and rebuild trust.



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“I have made it clear the Optus failures were unacceptable. The Board is taking further action in relation to individual accountabilities flowing from the incident, which will extend from financial penalties through to termination in appropriate cases.

“Sharing this report underscores our commitment to being open with Australians about what occurred, and it will assist the broader industry tackle the challenges facing the telecommunications sector.”

Optus Chief Executive Officer Stephen Rue said:

“The Schott Review makes an important contribution to support the work underway to reform Optus. When I started as CEO last year, we launched a company-wide program of change, underpinned by a long-term strategic plan which would transform the company over the coming years.

“The Schott Review underlines the critical importance of this work and the need to accelerate and embed key reforms.

“Many actions and improvements are already underway, and we have a clear program to complete the remaining priorities.

“In line with our commitment to be open about the events of 18 September, we will regularly report our progress to restore confidence in Optus and our network.

“Our commitment is not just about compliance - it’s about setting a new standard for our performance as a critical infrastructure provider of essential services and serving the community. At the heart of this is putting our customers first in everything we do.

“Australia deserves world-class emergency call services. We are working closely with government, regulators, and the wider telecommunications sector to enhance the reliability of the Triple Zero service for our customers.”

The Schott Review is available at the Optus website: [Schott Review Report](#).

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