



COMMISSIONER MICHAEL OUTRAM APM (RETD)

Former Commissioner of the Australian
Border Force and Distinguished Advisor,
NSC

Michael Outram was the Commissioner of the Australian Border Force (ABF) for seven years. He was responsible for securing 33,000 km of coastline, 8.2 million km² of ocean, and overseeing tens of millions of containers, parcels, and passengers crossing the border. With a workforce of 5,500 officers, he transformed the ABF's risk and operating model to enable agile, intelligence-led responses to evolving threats. Michael's strategic partnership with industry was pivotal in facilitating nearly \$1 trillion in two-way trade while enhancing border security through precision risk management. His industry advisory network played a key role in navigating the ABF through the closure and reopening of Australia's borders during the global pandemic.

Michael's leadership as Asia-Pacific Chair of the World Customs Organization (WCO) drove major international advancements in illicit trade enforcement, trade-based money laundering countermeasures and trusted supply chain partnerships.