Human dignity, peace, safety

Our Night Cafe in Brisbane provides support for young people experiencing homelessness, with free hot meals, showers, information, hygiene products and first aid in a safe space away from the streets. This service is financially supported by Brisbane City Council.
and wellbeing for all

About us
From the President and CEO 2
Who we are and how we help 4
People helping people 6
Our strategic plan 8

Our work
Goal 1: An active humanitarian movement 10
Goal 2: Resilience and support in disasters 12
Goal 3: Championing peace, reducing suffering 16
Goal 4: Being there through hardship 20
Goal 5: A strong Red Cross 24
Goal 6: Blood saving lives 26

People making a difference
Red Cross people 28
Our financial supporters 30
Acknowledging our partners and funders 35

Guiding the organisation
Our governance and management 36
Being safe, ethical and sustainable 46

Financials
From the Chief Financial Officer 48
Financial summary 50
Statements in compliance with ACFID Code of Conduct 56
Independent auditor’s report 61

This document may contain the names and/or images of Aboriginal and Torres Strait Islander individuals now deceased.

Let us know what you think
Any feedback or complaints about Red Cross or our work can be made at redcross.org.au or by calling 1800 811 700. We welcome your feedback on this annual report – contact the editorial team at publications@redcross.org.au.

Red Cross acknowledges the Traditional Owners of this land, their ancestors and Elders, past and present.
From the President and CEO

Michael Legge and Judy Slatyer share some of their highlights from the 2015/2016 financial year.

It was a year of change, renewal and hard work at Australian Red Cross. We gave a fond farewell to our long-serving CEO, Robert Tickner, and welcomed Jennifer Williams, who capably led our organisation for an interim period of six months.

We both feel privileged to be leading Red Cross into the next stage of its long, important story. Here are some of our highlights from a productive year — just a small sample of the amazing work our people do every day.

Responding to disasters near and far

Summer is always a busy time at Red Cross, and this year our volunteers and staff helped around 13,000 people who had been affected by emergencies.

Our emergency services team also helped launch a new partnership between emergency management organisations, pooling our combined knowledge and resources to better help communities.

A school-based preparedness program continued to show children how to be more resilient against emergencies, and both of us were honoured to see the program awarded in the Resilient Australia Awards both nationally and in WA. When disaster strikes, Red Cross makes sure to remain in impacted communities to support people as they recover, and it was great to see our recovery work recognised in both the NSW and ACT Resilient Australia Awards.

We continue to be vigilant against international disasters, with the sad knowledge that three out of five people affected by disasters in 2015 were in the Asia-Pacific region. Australian Red Cross responded to several international emergencies such as Cyclone Winston in Fiji, empowered by the support of our generous donors. We continued working with our regional partners to lessen the devastating impact of emergencies, winning an Australian Government Pacific Humanitarian Challenge award for a project proposal to increase the speed and effectiveness of disaster relief in the Pacific. The project, which we hope to launch soon, works by building partnerships between humanitarian agencies and local suppliers of goods and services, with the help of a custom-built digital platform.

Standing up for a humanitarian world

It was another dark year for the people of Syria, where we were disturbed to witness continuing disrespect for the laws of war.

Both Judy and our Director of International Humanitarian Law, Phoebe Wynn-Pope appeared in the media calling for greater respect for these vital laws. Australian Red Cross continued working with the global Red Cross Red Crescent movement to provide relief, with the support of the Australian public who gave $1.4 million to our ongoing Syria Crisis Appeal.

It was fantastic to welcome attendees from 35 countries to the fourth Commonwealth Conference on International Humanitarian Law, which we hosted together with the Australian Government and International Committee of the Red Cross. Michael and several senior colleagues also attended the 2015 International Conference of the Red Cross Red Crescent Movement held in Geneva, where we made a number of pledges alongside the Australian Government to strengthen the laws of war and protect vulnerable people.

Battling disadvantage

Across Australia, Red Cross supported thousands of people facing areas of disadvantage such as homelessness, old age, poor health, discrimination and poverty.

We were proud to raise our voices in campaigning for justice reinvestment. Our #justicereinvest campaign asks that some of the billions spent on Australian prisons be redirected to address the underlying causes of crime and help people impacted by disadvantage. In March 2016,
Red Cross published *Vulnerability Report: Rethinking Justice*, a research publication which supports us as we advocate for a better and more humanitarian approach to justice in Australia.

We continued to support the humanitarian needs of migrants, who we believe are one of the most misunderstood and discriminated-against groups in Australia. Red Cross provided emergency relief grants and support services for people seeking asylum and living in the community; monitored conditions in immigration detention facilities; and supported those who had experienced trafficking or forced marriage. We came across some truly touching stories through our international tracing program, where staff and volunteers work tirelessly to trace people separated from their loved ones by conflict or disaster.

We’re committed to long-term work to address community-determined needs in places like remote Woorabinda, Queensland, where Red Cross was recognised as a finalist in the 2016 Queensland Government Reconciliation Awards. Our place-based programs look a little different in each place we work, but they can include anything from teaching nutrition skills to supporting learner drivers to get their licence – whatever works for that particular community.

**Revitalising our strategy**

When Judy commenced as CEO in February 2016, we took the opportunity to revise our organisational strategy and embrace ways of strengthening our goals.

We wrapped up the year with the introduction of 22 measurable targets that are now part of our Strategy 2020. With these targets at the forefront, we will be approaching our work over the next four years with a renewed sense of focus.

**All thanks to you**

Of course, none of this would be possible at all without each and every one of you who support Red Cross’ work. Both of us extend our heartfelt thanks to everyone who joined Red Cross this year to help people near and far – because we couldn’t have done any of this without your support.
Who we are and how we help

Our humanitarian movement

We are more than 2,300 staff, 20,700 volunteers, 19,600 members, 460,000 blood donors and 3,500 Blood Service staff, working from more than 460 sites.

We help more than 15 Red Cross and Red Crescent sister societies with the support of around 210,100 generous donors.

Together we are part of a global movement of humanitarians in 190 countries. We all believe in seven fundamental principles: humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.
Our story: there for people in need, no matter who you are or where you live

The Red Cross story started with one man on a battlefield and grew to involve millions of women, men and children across the world. When Swiss man Henry Dunant witnessed the 1859 Battle of Solferino in Italy, he was horrified by the sight of 40,000 people left dead or dying. He organised local people to treat the soldiers’ wounds, feed and comfort them, regardless of which side they were on. Dunant was inspired to form an international society which became Red Cross and pointed the way to the Geneva Conventions.

Australian Red Cross was formed in 1914 by a group of women determined to provide humanitarian relief at the outbreak of another conflict – the First World War. We reached peak membership during World War II, when around 450,000 Australians of all beliefs and backgrounds joined together to care for those affected by the war.

For over a century, people in Australia have found support and solace in Red Cross – during emergencies, in personal crises, and through ongoing hardship. We build partnerships with Aboriginal and Torres Strait Islander communities, help the elderly and marginalised make life-changing social connections, and support vulnerable migrants to find their feet. With our recent introduction of revised goals under Strategy 2020, we are gearing up to help people in more ways and make a greater difference to people’s lives. And we do so with unwavering respect for seven fundamental principles, shared throughout the international Red Cross and Red Crescent movement.

The Red Cross Blood Transfusion Service was formed in 1929 in Victoria. In 1996, each regional blood bank came together to form one united Australian Red Cross Blood Service. Now we collect well over a million blood donations each year and are at the leading edge of worldwide medical research. Find out more about the Blood Service at donateblood.com.au.
People helping people

These are some of the people we helped...

Children and families

In the remote Queensland Aboriginal community of Woorabinda we run a women’s and children’s centre. Known as Gumbi Gunya, it’s long been a safe place for women and their children to meet up and support one another. Young mothers can also join in a mums and bubs group at the centre. Women like Pamela, Cindy, Bronwyn and Janelle (pictured with baby Raymond) join in on painting, storytelling and learning more about culture from their mothers and grandmothers – sharing problems and supporting each other in resolving them. The aim is to promote safe and healthy relationships in the community.

Older people

86-year-old Jacki may be almost completely vision-impaired, but that’s not keeping her from living an independent life in the home and garden that are so dear to her.

With help from a Red Cross volunteer phoning every morning to check she’s OK, Jacki says little things like age and vision impairment aren’t going to keep her from the life she chooses.

Each year 3,700 Red Cross volunteers call more than 6,800 people who live alone and are at risk of an accident or sudden illness that could go unnoticed.
Women and communities

Before Red Cross began working in Thae Pyu village in Myanmar, families had to walk at least 30 minutes to the creek to collect water. Now they simply have to cross the street to a convenient water point. It’s having a profound impact on women, who now have more time to pursue their interests and small business pursuits, and less health worries for their families.

In Myanmar, we are helping over 22,000 people across 35 villages in Magway and Kayin to find practical solutions to common health problems, from first aid to safe water and village-managed health schemes.

...and some of those who made it happen

Migrants and refugees

Tara (pictured on the right) was greeted by Red Cross staff members at Adelaide airport seven months after fleeing Iran. She never guessed that one day she’d be working alongside them.

Our caseworker Cindy (on the left) helped Tara and her family find their feet in a new country. It was Cindy’s advice to study English and social work, combined with a lot of grit and determination, which led Tara down the path of working for Red Cross. Now Tara is a caseworker too, helping other vulnerable migrants to find their place in Australia.

Aboriginal and Torres Strait Islander peoples

James is a volunteer at our Cairns Wellbeing Centre, one of a number of Red Cross wellbeing facilities adjacent to hospitals throughout Queensland. It’s a safe and welcoming place to stay for people from regional areas who need to access health services in the city, and people like James make sure there’s always someone supportive to talk to and activities to get involved in.

James knows how important the centre is because he was once a resident. Diagnosed at 40 with a range of health issues including kidney disease and heart problems, he checked into the wellbeing centre to get much-needed support while he sought medical treatment nearby. Now 48 and healthy, he’s turned his life around and is helping others to do the same.
Our strategic plan

This was the first year of realigning our work under Strategy 2020, the five-year organisational plan adopted in July 2015.

The strategy was developed in close consultation with Red Cross people – volunteers, members and staff – as well as our supporters and the broader community. We want our movement to grow to include roughly twice as many people, so we recognise that meaningful stakeholder engagement needs to be a priority.

The development of Strategy 2020 was an opportunity to build a more diverse, active and entrepreneurial organisation, responsive to changing community needs. While our principles as a Red Cross Society are fundamental to who we are and will always remain the same, the world around us is changing; we’re taking stock of the impact of climate change, increasing mass migration, the widening gap between rich and poor, and the rise of internet-enabled peer-to-peer networks which are challenging traditional business models. We looked to these outward challenges while developing our strategy, but we also looked inwards, fuelled by the knowledge that our supporters expect and deserve transparency, accountability and value for money.

The Red Cross leadership team met face-to-face in May 2016 to pin down a number of specific and measurable targets, feeding into the major goals agreed upon the previous year. Our revised outcomes and targets present a much sharper focus for our services and internal operations over the coming years, and we look forward to reporting against them in detail in next year’s report.

Our vision

Human dignity, peace, safety and wellbeing for all.

Our purpose

We support and empower people and communities in times of vulnerability. Our purpose is to reduce suffering across Australia and internationally through mobilising the power of humanity.

Our goals

1. Build an inclusive, diverse and active humanitarian movement based on voluntary service
2. Save lives, build resilient communities and support people in disasters
3. Prevent and alleviate human suffering in times of war and conflict and promote non violence and peace
4. Improve the wellbeing of those experiencing extreme vulnerability
5. Maintain a strong, innovative, sustainable and accountable organisation capable of achieving our humanitarian goals
6. Provision of a safe, secure and cost effective supply of blood and related products
Goal 1

Build an inclusive, diverse and active humanitarian movement based on voluntary service

Voluntary service has always been a fundamental principle for Red Cross, but under our new strategy it’s brought to the fore more than ever. This year we continued our work in attracting and supporting a diverse body of Red Cross people and supporters, while maintaining the excellent reputation that makes us one of Australia’s leading charitable organisations.

Reaching out to communities in new ways

Our association with the national Spirit of ANZAC Centenary Experience enabled us to reach new people and gain more supporters right across Australia, with the support of our existing members and volunteers who helped out at events. As part of the ANZAC commemorations, we held exhibition events in Hobart and Melbourne to share the history of our tracing service, which reunited families during the world wars and continues to do so today. We also held well-attended face-to-face panel events for hundreds of our supporters and the public in partnership with the SBS program Go Back To Where You Came From (find out more about this campaign on page 18).

Championing voluntary service

Our National Volunteer Week campaign in May reached a wider audience than previous years, with 83 letters to the editor published, more than 550 website visits and 1,300 ‘likes’ on Facebook (with a reach extending to over 70,000 people). This campaign is an amplified version of our year-round communications promoting volunteering and raising awareness of the many ways people can join with Red Cross.

Going forward, we are working to simplify our induction processes for volunteers and open the door to new forms of volunteering. A new national framework for volunteer roles and on-boarding requirements was adopted in June and will be implemented in 2016/2017, enabling us to recruit volunteers more quickly and work with them more flexibly.

Meanwhile we laid the groundwork for some new initiatives in our membership program, including the introduction of family memberships.

Working with Aboriginal and Torres Strait Islander peoples

We further rolled out cultural competence training across the organisation, supporting our staff to work effectively and respectfully with Aboriginal and Torres Strait Islander clients and partners. A key focus of our latest Reconciliation Action Plan (adopted in July) is to raise the level of Indigenous employment with Red Cross. Our goal for the final year of the action plan, 2018, is to employ 9% Indigenous staff; we are currently at 7.7% (up from 6.2% last year).

Through our partner Career Trackers, Aboriginal and Torres Strait Islander university students are gaining work experience across various Red Cross departments. In 2015/2016 we appointed 13 Aboriginal and Torres Strait Islander trainees across the organisation, supporting them to build their skills and gain financial independence. In the coming year, we will be using the findings of our recent research project Helping and caring, not only our family: Northern Territory Indigenous perspectives on volunteering to attract and support more Indigenous volunteers.

Staff engagement and development

We were honoured to receive a $50,000 NAB community grant, enabling 16 members of our leadership team to attend a tailored program for emerging leaders delivered by Melbourne Business School. Other ongoing learning opportunities continued to be offered to staff and volunteers at all levels of the organisation.

Our biannual staff engagement survey carried out in 2016 shows that our staff are heavily engaged with Red Cross and our work, believe in our positive reputation, and feel that our actions are in line with our values. Responses also showed that staff believe our workplace to be supportive of inclusion.
and diversity, reflecting our efforts through initiatives such as introducing 12 staff disability inclusion champions and preparing an accessibility and inclusion plan to be launched in the coming year. The survey results show that we still have room for improvement in innovation, change management, and clarifying direction from the leadership level – areas that we will work on in 2016/2017.

Growth in our social media support:
- 35% on Facebook
- 91% on Twitter
- 126% on Instagram
- 34% on LinkedIn

Discover the plus effect of volunteering with Red Cross. Find current opportunities at redcross.org.au/volunteering.

Champion humanity as a Red Cross member or young humanitarian. Visit redcross.org.au/membership.

*Measured by Willis Towers Watson through staff surveys across 173 organisations.
Goal 2

Save lives, build resilient communities and support people in disasters

We were there when thousands of people in Australia and across our region faced fires, floods, droughts, cyclones and heatwaves. We remain present in the hardest-hit communities, supporting people as they recover and rebuild their lives.

This year saw us ramp up our efforts to help families and communities become more resilient to disasters, by taking practical steps to prepare and protect what’s precious to them.

Our work in Australia

Advocating for resilience

The 2015-2016 summer period was one of the busiest ever for our emergency services. Across the country, more than 800 volunteers and staff assisted around 13,000 people threatened by fires, floods, cyclones, storms and heatwaves, including the fatal Pinery bushfire in SA, and the Daly River floods in NT which forced a mass evacuation. Our response operations in WA and the NT were the biggest undertaken in those areas in the last 10 years.

The economic and social impacts of such emergencies are predicted to increase. Red Cross is a founding member of the Australian Business Roundtable for Disaster Resilience and Safer Communities, which influences public policy to support a more sustainable, coordinated, national approach to emergency resilience. This year the Roundtable released two reports, delivering the first economic analysis of the social impact of disasters and finding that the real economic cost is at least 50% greater than previously estimated. The cost of disasters in Australia is expected to increase from $9 billion to $33 billion per year by 2050. This data shows that emergencies will have an ever greater impact on all Australians and highlights the urgent and continuing need for our work in this area.

This year we helped launch The Australian Institute for Disaster Resilience, a new partnership between key emergency management organisations. The institute aims to improve education, training and professional development in the sector and support Australia to build a collective knowledge of disaster management.

Under our new strategic outcomes adopted in July 2016, within the next five years we aim to equip three million Australians to be better prepared for disasters, see a much greater investment in disaster risk reduction and community resilience, and continue to support people impacted by disasters across the country. Our work in the coming year will focus on achieving these goals.

Helping people to prepare

This year our media and campaigns reached more than 3.2 million Australians with information to help them prepare for disasters. We updated and distributed more than 14,800 copies of RediPlan, a free guide packed with helpful hints and strategies to prepare for emergencies. We focus on the psychological impacts of disasters, which can result in years of stress and hardship. Our resources like RediPlan help people to prepare their minds so they can avoid the longer-term psychological and social impacts of disasters. This complements the work of other agencies who seek to protect safety and properties.

Helping those who need us most

We recognise that Aboriginal and Torres Strait Islander peoples are over-represented in most indicators of disadvantage, and this year we embarked upon a dedicated research project to help Indigenous communities prepare for emergencies.

In partnership with the Larrakia Nation Aboriginal Corporation and with funding from the Northern Territory Government, we undertook research to understand how specific communities cope
with and respond to cyclones. The research report identifies the unique cultural strengths of the communities’ approach to resilience, and demonstrates ways that emergency services organisations can better support their safety and wellbeing.

Meanwhile, we supported the recovery of a number of communities across Australia that had experienced significant disasters in the previous months or years. Our recovery program in the NSW Blue Mountains was recognised with the Highly Commended Award at the NSW Resilient Australia Awards.

We visited schools to teach 3,000 children how to prepare for emergencies

In December and January we responded to 14 emergencies in 50 days. 712 Red Cross representatives assisted 8,232 people

Over 7,660 people used Register.Find.Reunite, our service to reunite family, friends and loved ones during a disaster.

Download a RediPlan to prepare your household for emergencies. Visit redcross.org.au/prepare.
Goal 2

Save lives, build resilient communities and support people in disasters continued

Our work overseas

Life-saving partnerships in our region

Three out of five people killed or affected by disasters in 2015 were from the Asia-Pacific region. Our neighbours were hit by severe tropical storms such as Cyclone Winston in Fiji and Cyclone Amos in Samoa, earthquakes in Japan, and widespread drought and floods linked to the El Niño climate cycle.

We are investing in long-term partnerships with other Red Cross societies in 14 countries in our region, brokering the resources, people and expertise they need to respond quickly to crises. The value of this commitment became evident when Cyclone Winston hit Fiji in February. Fiji Red Cross teams worked quickly with their government to respond, reaching almost 71,500 people with relief supplies. Back home in Australia, generous Red Cross supporters donated $4.5 million to our Cyclone Winston appeal.

Local innovation in crisis response

In a crisis, it’s important aid arrives as quickly as possible. That’s why we’re supporting our partner Red Cross societies to have trained emergency response teams, disaster management plans and warehouses stocked with relief supplies, ready to go.

We worked with Pacific partners and their governments to strengthen the laws that guide disaster response, including how international offers of aid are coordinated to reach more people and minimise duplication and waste.

We’re pursuing innovative responses to disasters in the Pacific. Our winning proposal in the Australian Government’s Pacific Humanitarian Challenge will see us develop pre-disaster agreements with local Pacific Islander businesses to provide, store and transport relief goods when disasters strike. We’re also piloting forecast-based financing, a model that releases funds to help communities prepare for disasters as soon as they can be reliably predicted.

Sharper focus, stronger impact

We’ve made significant changes to the way we work, to deepen our impact and better support our Red Cross Red Crescent partners.

We have consolidated multiple independent projects into five program streams, with an overarching monitoring, evaluation, reporting and learning framework to measure and improve progress in the coming years. We increased our focus on countries such as Solomon Islands, Tonga, Fiji and Myanmar; while projects in Cambodia, Laos, the Maldives and other countries gradually wound down.

This year we ceased our involvement in the Australian Volunteers for International Development program, to instead trial new models of online, corporate and peer-to-peer volunteering to support our Red Cross partners.

Equitable access to humanitarian aid

As we consolidate and streamline our international work, one of our priorities is to address concerns relating to gender, protection and inclusion in all we do. To this end, we have been working with our partners to roll out gender and diversity training in the Pacific, and address disability within community and emergency response programs in Myanmar and the Philippines. We’ve also used small grants to support innovative ideas to promote equality in gender and diversity.
Red Cross volunteers reached almost 71,500 people in Fiji with emergency relief items after Cyclone Winston.

Red Cross emergency training saved Suliasi and Terry’s family when Cyclone Winston hit their village in February. Because of this training, people in Nokonoko Village evacuated to safety as the cyclone approached, and quickly rallied to help each other rebuild. Red Cross supported their recovery by installing new toilets.

After 509 volunteer assignments with 209 partners in 15 countries over 5 years, our time in the Australian Volunteers for International Development program has ended.

See the world through an international aid worker’s eyes with our chart-topping How Aid Works podcast. Visit redcross.org.au/howaidworks.
Goal 3

Prevent and alleviate human suffering in times of war and conflict and promote non violence and peace

This year saw the continuation of alarming trends in global armed conflict. Destruction of hospitals and medical facilities was prevalent, battles were fought close to civilian populations, cultural world heritage sites were destroyed, and humanitarian organisations’ access to affected people was interrupted. The rules of international humanitarian law (IHL) address these issues and we continued our mission to champion this body of laws, in an effort to reduce the impacts of war.

A five-year conflict has displaced more than 11 million Syrians. Funds raised through our Syria Crisis Appeal continued enabling our Red Cross Red Crescent partners to help people survive and cope. We helped provide everyday essentials such as blankets and mattresses, kitchen and hygiene items, safe drinking water, first aid and emergency cash grants.

Here in Australia, we became increasingly involved in building understanding and support for the humanitarian needs of asylum seekers, refugees and other vulnerable migrants. In many cases we increased our contribution to the Red Cross Red Crescent movement’s efforts to address the needs of the largest number of people on the move since the Second World War, and we embarked on a number of initiatives to encourage a more compassionate and welcoming society in Australia.

Promoting the laws of war

We promoted respect for and compliance with IHL through discussions with defence forces, governments, humanitarian organisations and businesses working in conflict zones.

This year we hosted the fourth Commonwealth Conference on IHL with the Australian Government and the International Committee of the Red Cross, a valuable opportunity to discuss IHL challenges and opportunities with Red Cross and government attendees from 35 countries. With our partner Red Cross societies in the Pacific, we also launched national handbooks on IHL for parliamentarians in Vanuatu and Tonga, helping to further disseminate understanding of these vital laws. At the 2015 International Conference of the Red Cross

Help us protect the emblems that protect lives. Download The Emblem from the App Store or find out more at redcross.org.au/theemblemapp.
Red Crescent Movement, we made a number of pledges alongside the Australian Government to strengthen implementation of IHL and protect vulnerable people in our region.

Our engagement with the Australian Defence Force (ADF) continued with participation in Talisman Sabre, a major exercise between the Australian and US militaries involving more than 30,000 defence personnel. We also provided training to more than 200 ADF medical personnel and chaplains, helping them to understand their rights and obligations under IHL.

As part of the international Red Cross Red Crescent movement we advocated for a dedicated compliance mechanism to reduce the impact of armed conflict on civilians; however it was disappointing that a landmark resolution on this failed to pass at our 2015 international conference. We also continued our work advocating for a binding treaty to ban the use of nuclear weapons, with the view that their catastrophic effects cannot be compatible with IHL regulations.

Protecting our emblems: there’s an app for that!

Many people don’t know the significance of the red cross and red crescent emblems, which are protected by Australian and international law and mean ‘don’t shoot’! One of our major duties is to protect the emblems and guard them from misuse so that their life-saving meaning can continue to be understood in times of conflict. This year we launched an innovative new app to educate people about the protective significance of the emblems, and allow them to report emblem misuses to our staff. Once we receive a report, we open a dialogue with businesses found to be misusing the emblem and constructively support them to change their behaviour. A world first, The Emblem app is now available to other Red Cross and Red Crescent societies for their own adaptation and use.
Goal 3

Prevent and alleviate human suffering in times of war and conflict and promote non violence and peace

Encouraging a compassionate community

The humanitarian suffering caused by armed conflict rose to unprecedented levels this year, with more than 50 million people displaced. While consistently avoiding engagement in political debates, we increased our public advocacy for the humanitarian needs of vulnerable migrants.

We partnered with SBS in promoting their latest season of Go Back To Where You Came From, with Red Cross ambassadors Dr Munjed Al Muderis and Abdi Aden sharing their refugee stories at series launches in Sydney and Melbourne. These events were attended by hundreds and shared with thousands on social media. Thousands of education packs were provided to primary and high school teachers in connection with the program, supporting them to share the facts about seeking asylum with their students.

Other campaigns to improve community understanding of refugees and asylum seekers included the development of a series of resources detailing how individuals, businesses and schools can help newly arrived migrants in their communities. During Refugee Week we highlighted the positive contributions migrants make to Australia, particularly in regional areas.
We continued to expand our In Search of Safety community education program. Through the program we deliver interactive workshops in schools, workplaces and community groups, allowing participants to speak with someone who came to Australia seeking refuge. Starting in WA and Victoria, the program now runs in the ACT, Tasmania and Queensland, and we will roll it out nationally in the coming year.

Responding to future challenges

We are currently restructuring our international humanitarian law program to better serve our Strategy 2020 goals and adapt to a changing environment. An independent external evaluation of the program found that our activities continue to be relevant and effective, but we are acting on a number of identified opportunities for strengthening strategic engagement. This will be essential to achieve our goal of supporting all Australian organisations in conflict zones to develop an IHL action plan.

We raised $1.4 million to help Syrian families struggling through armed conflict

Volunteers taught more than 7,600 primary and high school students about refugees and asylum seekers

860 reports of suspected emblem misuse were made through The Emblem app

More than 10,200 people learned about international humanitarian law through our training events

Find out five easy ways to make your community a more supportive and welcoming place. Visit redcross.org.au/5things.
While technological advances are creating more ways to connect people, more than 825,000 Australians all over the country still experience deep social exclusion. Meanwhile, other types of disadvantage continue to be concentrated in a number of communities. People experiencing intergenerational disadvantage are more likely to live below the poverty line, have a disability, be homeless, be from a refugee background, be Aboriginal or Torres Strait Islander, and/or involved with the justice system.

Many refugees and people seeking asylum also face discrimination and destitution, combined with the psychological impact of uncertainty as they encounter lengthy visa processing delays and prolonged detention.

This year we sharpened our focus on people who are deeply socially excluded, providing services to help break the cycle of disadvantage.

**New partnerships for health**

While celebrating 15 years of our successful partnership with Sanitarium, we welcomed a new $300,000 partnership with ALDI to further build on our nutrition and food security programs. With ALDI’s support, we are training 100 facilitators to deliver community nutrition programs, helping people facing hardship to eat regularly and well on a budget. Other benefactors have contributed a further $915,000 over the next three years in NSW, and $200,000 in SA to support our food security work.

Under our Strategy 2020, we are taking a bolder and braver approach to humanitarian advocacy on behalf of the most vulnerable. This year we advocated for universal access to healthy, affordable food by becoming a founding member of the Right to Food Coalition and co-sponsoring an issue of national homelessness publication *Parity*, which shared information on the issue with more than 600 industry and government subscribers.

> Chelsea*, pictured with her sons Dale and Ashton, participated in a Red Cross nutrition and cooking program. “Afterwards I felt more in control and my depression levels seemed to go down,” Chelsea says. “My self-esteem has just skyrocketed, and that flows into my attitude to the kids.”

*Names have been changed to protect the privacy of the individuals.
Rethinking justice

We’ve also stepped up our advocacy for the humanitarian needs of people involved with the justice system. The number of people in Australian prisons has doubled in the last 20 years, while overcrowded prisons are costing the country $3.4 billion a year to run. We believe it makes sense to reduce the flow into prisons, rather than building more.

Evidence shows that a large proportion of people in prison are disadvantaged. Aboriginal and Torres Strait Islander peoples are incarcerated at 13 times the rate of the general population, and people with disabilities, poor mental health or low income are also over-represented. We advocate for a justice reinvestment approach, where some of the billions spent on prisons would be diverted to addressing the underlying causes of crime and helping disadvantaged people. In March 2016 we published a research paper, Vulnerability Report: Rethinking Justice to support this position with compelling data, and propose targets for reduced incarceration rates, especially for Indigenous people.

In October 2015, we showcased the successful Community-Based Health and First Aid program applied in Irish prisons, hosting international speakers from the Irish Prison Service along with Australian corrections ministers and other key stakeholders. These initiatives helped secure more than $1.2 million in funding for Red Cross work in this area.

Help us to spread the word about justice reinvestment and how it can benefit our communities.

Visit redcross.org.au/justicereinvest and join the conversation on social media with #justicereinvest.
Preparing for consumer-centred care reforms

National changes to disability and aged care funding introduced this year represent significant reforms to the community sector. Governments will shift from funding providers of services to providing individual consumers with funds; the recipients can then choose a service provider that meets their needs. We have developed a three-year readiness implementation plan to adapt to this major shift, which will be critical to our future role and relevance in this area. We intend to focus on the most vulnerable people, ensuring their needs are met and they are able to effectively use the new system.
Embracing innovative solutions

A key element of our strategy is embracing innovation and exploring new ideas. In April we partnered with non-profit movement Techfugees to explore how technology can help refugee families as they settle in Australia. We are now looking to support several of the ideas developed during the hackathon, starting with an ‘Interpreter Central’ website which will better enable caseworkers and clients to preview, book and review language interpreters. This will complement our wide range of existing programs supporting refugees and people seeking asylum, providing them with casework assistance, emergency relief grants, social support and other services.

International response to migration

Also in April we co-organised the first combined, regional Red Cross Red Crescent movement summit on migration issues. Together with Red Cross delegates from Pakistan, Sri Lanka, Bangladesh, Malaysia, Indonesia, Myanmar, Kiribati, Solomon Islands and Tuvalu, we pooled together a wealth of experience and knowledge, and sought ways to better respond to the practical and humanitarian challenges presented by migration. We will continue to play a leading role in promoting a cohesive, global Red Cross approach to addressing the needs of vulnerable migrants.

We also held a public practitioner’s forum, bringing together leading experts and workers in the migrant support sector to explore issues and ideas for greater social cohesion in Australia.

Restoring family links

We celebrated 100 years of our international tracing service, where Australian Red Cross works with the global Red Cross network to track down family members missing as a result of war, conflict, disaster or migration. A centenary exhibition in Melbourne, Adelaide and Sydney helped to generate better public understanding of the work we do in tracing as well as build support for our wider services. Liaising directly with clients, our tracing staff worked tirelessly to find out the fate or whereabouts of more than 1,800 people this year.

Do you know fact from fiction about refugees and people seeking asylum? Find out at redcross.org.au/refugees.
Goal 5

Maintain a strong, innovative, sustainable and accountable organisation capable of achieving our humanitarian goals

This year we pursued several measures to strengthen both our financial sustainability and our internal ways of working, ensuring we are resilient and ready for the future. The funding environment for not-for-profit organisations continued to present challenges, such as tightened government funds and increased competition from a growing number of new charities. Individual donors, governments and organisational funders have an abundance of options for where to invest their support, and to meet their expectations we focused on being transparent and showing evidence of our positive impact.

Diversifying our funding

One of our long-term goals is to reduce our reliance on any one source of income, expanding our methods of income generation so that we can be resilient to fluctuations in funding levels.

Currently our major funding source is government, accounting for 53% of our income. We have continued to build our income from alternative sources, including private ancillary funds, individual donors, trusts and foundations, and corporate partners.

Our growing focus on generating funds through philanthropy has been rewarding. Founded only two years ago, the Australian Red Cross Society of Women Leaders provided value of nearly $500,000 this year, plus tens of thousands of dollars of...
in-kind support. As well, our broader network of philanthropists and major donors provided over $2.6 million to support various programs, with a focus on disaster preparedness in seven countries.

At the end of the financial year we began restructuring our fundraising team into two distinct groups in order to work more efficiently and provide a more specialised service to our diverse groups of donors. We intend to continue to grow the number of loyal supporters who make recurring monthly donations, which accounted for over $42 million of donations this year. We also aim to welcome more individual donors through telemarketing and digital channels. We continue to be humbled by the generosity of Australians who leave gifts to Red Cross through a bequest – this legacy is vital to our everyday work supporting people in need.

Expanding the reach of Red Cross Shops

Our sales catalogue, online store and network of more than 150 shops raise money to support our humanitarian work in Australia and overseas. Our retail division achieved an 8.6% increase in income this year, reflecting dedicated efforts to broaden the impact of our store network through relocations and new store openings. We established new business partnerships and strengthened existing ones with retailers such as Country Road and Lendlease, ensuring a regular supply of products will continue to flow into our stores. This creates a level of quality that is hard for other charity shops to match in Red Cross Shops’ reputation for designer-label treasures. We also partnered with ride-share organisation Uber for a clothing donation drive which brought in a massive 55,000 kilograms of goods.

We focused on opening new stores in NSW and ACT locations where there had previously been an absence of Red Cross Shops, recognising the value of our retail business not just for income generation but for building awareness of the work we do in local communities. We capitalised on opportunities to establish successful, low-cost temporary stores at the Queen Victoria Market in Melbourne and Erina Fair shopping centre in NSW.

In the coming year we plan to open six further new stores and relocate up to 12 existing premises for better cost effectiveness and sales opportunities. We’ll be focusing on strengthening our warehouse operations to deal with the high demand for stock and increase in clothing donations from generous community members.

Introducing new commercial services

While the for-profit training industry remains competitive and crowded, this year our training services gained an edge by diversifying into mental health training. We now offer mental health workshops for individuals and businesses, as well as new non-accredited first aid courses.

Our employment services division launched the Red Cross Right Fit program, helping us to connect 422 people living with disability to meaningful and sustainable employment – a constructive and ethical means of bringing in extra income to support our not-for-profit services.

Overall, our commercial services contributed almost $1.3 million (net) to support our humanitarian work.
Goal 6

Provision of a safe, secure and cost effective supply of blood and related products

One in three people in Australia will need blood in their lifetime, but only around 3% of the Australian public generously donate towards this vital supply.

The Australian Red Cross Blood Service’s role of managing the collection, testing, processing, and distribution of life-saving blood and blood products is both a challenge and privilege. We’re proud to deliver one of the world’s safest supplies of these products as well as world-class services in transplantation and immunogenetics.

A world-class blood service

In 2015/2016 our dedicated Blood Service team worked together to forecast and meet Australia’s need for blood products. Even though demand is constantly changing, for 93% of the year our inventory was within the levels required to comfortably meet requirements.

Demand for red blood cells continued to decline by another 3.4% over the financial year. This is thanks to strong leadership by the medical sector and government in ensuring appropriate blood product usage and wastage reduction, and transforming the latest research into everyday healthcare.

In contrast, the demand for plasma, a versatile component of blood used to make 18 different medical treatments, rose again this year. We delivered a record 601.2 tonnes of plasma for fractionation.

Surplus and improved efficiency

By focusing on leaner, more efficient operations we delivered a $5.4 million surplus, after providing for a return of $42 million to the government. This is our seventh consecutive surplus. Through our efforts over the last two years, the Blood Service was able to agree to a reduction in funding of $18.5 million in 2015/2016, in order to reinvest the savings in meeting the continued growth in demand for plasma products. In addition, we increased our efficiency in processing blood by 6.5% and in testing by 17.7%.
Better service for our donors
Donor satisfaction rose to 92.6% thanks to the implementation of several measures to improve the donor experience. These include technology improvements at our contact centre, a new ‘thank you’ SMS to let donors know when and where their blood was sent, a refresh of our public website, the opening of six new donor centres, and a technology upgrade to 25 mobile blood collection centres.

Contributions beyond blood
We continued growing our contributions to the health and wellbeing of Australians in ways that leverage our existing expertise and infrastructure. We’re planning the pilot of a new human milk bank and investigating opportunities in other areas, including faecal microbiota transplantation banking and platelet lysates.

Transplantation and immunogenetics
We deliver transplantation-related services including tissue typing for transplants, bone marrow search coordination, cord blood banking and more. This year, our highly specialised transplantation team proudly participated in Australia’s largest ever live kidney exchange.

Frozen blood for the military
After five years of research and development, this year we were thrilled to begin the manufacture of frozen blood for use by the Australian Defence Force. We developed technologies to cryopreserve whole blood and platelets, which significantly extends their short shelf-lives and gives Australian troops greater access to life-saving blood products in the field.

New Deed of Agreement
We signed a new Deed of Agreement with the National Blood Authority, the government statutory agency that manages and coordinates the supply of blood products and services. This provides certainty about what’s required from the Blood Service for the next nine years and allows us to plan effectively for the future in an ever-changing blood sector.

Thank you
In the past year, all of us at the Blood Service have worked hard to move closer to the goal of being at the top level of international blood operators. We want to thank everyone involved in this successful year: our generous 460,000 generous volunteer donors; our dedicated staff members and volunteers; our health sector stakeholders and other partners; and Australian state and national governments, which continue to fully fund the provision of blood products and services. Without these people and organisations there would be no life-saving blood and transplants for the Australian community.

To become a blood donor, call 13 14 95 or visit donateblood.com.au.
Volunteers†

Around 20,700 volunteers brought their diverse skills and energy to our services and supported Red Cross Shops and administrative functions. Many volunteers showed their extraordinary dedication by choosing to spend Christmas 2015 in evacuation centres, supporting communities in the NT and Victoria who were facing floods and fires.

We want our volunteers to reflect the full diversity of Australian society, and in the coming year we’ll continue reaching out to welcome Indigenous volunteers, people living with disability, and people from culturally and linguistically diverse backgrounds. 16% of our volunteers this year were under the age of 30*; next year we’d like to welcome a larger cohort of young people to support their communities through Red Cross.

*Age was unknown for 15% of volunteers, so actual proportion may be higher.

Volunteers spent more than **100,000** hours on the phone with elderly, isolated or otherwise vulnerable people

Head of Retail Richard Wood and volunteer Maxine Young unveil our first Red Cross Shop in Sydney’s western suburbs, located at Penrith.
Members and young humanitarians

Members are powerful and trusted advocates who act as a strong local voice for Red Cross in their communities. Members advocate for us in their networks, volunteer with our programs and in stores, raise money to support our work, and drive local events and activities. Our membership base remains stable year-to-year, at around 20,000 people on average. While the majority of members (approximately 65%) belong to community branches, units and clubs, our independent and youth members are emerging groups that we wish to grow and diversify. As young people represent the future of our organisation, we were pleased that over 40% of our new members this year were people under 30.

Blood donors

More than 460,000 blood donors helped Australian patients receive the life-saving blood products they need. Joining this band of loyal volunteers were 94,220 people who donated blood for the first time. We are proud that 92.6% of donors rated their experience visiting our blood donor centres as satisfactory or better.

Staff†

More than 2,300 staff served as the backbone of our services and operations. At the close of the financial year, our staff were 72% female and 28% male; this remains unchanged from last year. We are proud that 21% of our staff are young people under 30 and 7.7% are Aboriginal or Torres Strait Islander.

Aid workers

Our aid workers were on the frontlines of major crises around the world. They helped restore water supplies for families in Syria, organised emergency shelter for those who lost homes to Cyclone Winston in Fiji, coordinated volunteer teams to help migrants arriving in Greece, and cared for the last patients of the Ebola epidemic in Sierra Leone. They are expert specialists in various areas, carefully selected for their challenging jobs and supported in the field.

Several aid workers also gave their time to our How Aid Works podcast, providing listeners with rare and honest insights into the world of humanitarian aid.

Ambassadors

Our ambassadors built positive engagement with our work through their personal networks and appearances on behalf of Red Cross. Dr Munjed Al Muderis donated his time to multiple events including World Red Cross Day celebrations and our community event to launch SBS’ Go Back To Where You Came From series, while his profile increased over the year due to several positive media stories on his refugee journey and ground-breaking work as a surgeon. Chris Bath and Bob Handby travelled to Timor-Leste to raise awareness of the importance and benefits of clean water and sanitation, with Chris’ story on the trip leading directly to a $30,000 donation towards clean water in Timor-Leste.

Our aid workers completed 143 missions in 51 countries this year

Ambassadors

Our ambassadors built positive engagement with our work through their personal networks and appearances on behalf of Red Cross. Dr Munjed Al Muderis donated his time to multiple events including World Red Cross Day celebrations and our community event to launch SBS’ Go Back To Where You Came From series, while his profile increased over the year due to several positive media stories on his refugee journey and ground-breaking work as a surgeon. Chris Bath and Bob Handby travelled to Timor-Leste to raise awareness of the importance and benefits of clean water and sanitation, with Chris’ story on the trip leading directly to a $30,000 donation towards clean water in Timor-Leste.

We thank the following people for their support as Red Cross ambassadors this year:

Patron: His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd)

Abdi Aden
Dr Munjed Al Muderis
Chris Bath
Maggie Beer
Pamela Clark
Dianne Collins
Rowie Dillon
Anna Gare
Bob Handby
Neville Jetta
Stefano Manfredi
Julie McCrossin
Prof. Melanie Oppenheimer
Adrian Richardson
Kate Ritchie
Andrew Rochford
Alex Van Os
Poh Ling Yeow

Our staff stay with us for over 4 years on average

†This information solely reflects our Humanitarian Services division and excludes the Blood Service. For more information about the Blood Service and its people, view its annual report available at donateblood.com.au.

From supporting asylum seekers in Melbourne to volunteering in a shop in Mandurah, we have paid and voluntary work opportunities for everyone.

Visit redcross.org.au to find out what’s available.
Our financial supporters

Donors

We are honoured to have the support of around 63,500 people who made singular or occasional donations this year. We’re especially grateful to our over 126,000 regular givers, who we keep up to date on how their donation helps through our magazine, The Power of You. These generous Australians contributed over $42 million to helping people in need.

More than 1 million raffle tickets were purchased, supporting our services

Bequestors

Leaving a gift to Red Cross in your will is a great way to positively impact the future without taking away from today. This year we received around $12.6 million from generous people who had left us bequests. We held 45 Wills Days giving people around Australia the opportunity to draft a will with a solicitor for a discounted price. We are grateful to our national network of solicitors who support our work in this way, and to 616 people who confirmed to us this year that they intend to leave a bequest for Red Cross.

We thank the following estates whose gifts over $20,000 this year have helped us to transform lives. We extend our condolences to their loved ones.


Thank you also to the following perpetual estates which each provided over $20,000 to support our work this year:

Annetta Adami Charitable Trust  Estate Ella Kate Boyd  Alfred Ingram Chapman Trust  Dennis Osborne Clark Charitable Trust  Estate Agenoria Harvey  William Mansell & Dorothy Higgins Charitable Trust  Estate Margaret Mary Langford  Leonard Christian Joseph Miller Charitable Trust  Heather Sybil Smith Estate  Graeme Douglas Watson Charitable Trust
Community fundraisers

More than 6,600 volunteer fundraisers supported our work this year by participating in fun community events such as running festivals and our initiatives such as the annual Big Cake Bake. More than 2,450 volunteers hit the streets in March for our annual Red Cross Calling campaign, while our members in Perth broke records with their 53rd Bindaring Clothing Sale, raising a huge $150,000. This year’s community fundraising champions included everyone from individuals to schools and workplaces. Together, community groups raised more than $4.9 million to support people in need.

Andrew Johnson challenged himself to a massive 160-kilometre kayak journey in January 2016, raising more than $6,000 for Red Cross.

Government funding and relationships

The fiscal environment remains tight at both the federal level and across most states and territories, while competition for government funding continues to grow. Towards the end of the financial year we faced additional funding uncertainty due to the long federal election period, with caretaker conventions preventing any new major tenders or contracts from progressing at that time.

Despite these challenges, we secured funding of $800,000 for a two-year contract from the Department of Social Services to enhance belonging and participation for migrants in transition. The renewal of our Humanitarian Agreement with the Department of Foreign Affairs and Trade also provided a $28.8 million multi-year partnership, supporting investment in Asia-Pacific Red Cross partners to prepare for disasters and reduce risks. The certainty provided by this multi-year agreement allows us and our partners to plan for longer-term outcomes and impact. We also secured a number of longer-term contracts with state and territory government departments this year.

Following the commencement of our new CEO, Judy Slatyer in February 2016, we have taken the opportunity to renew and deepen our relationships with ministers and members of parliament. By engaging with governments, we aim to positively influence humanitarian policies and decisions at the highest levels.

In 2016/2017 we will continue this influencing agenda, backed by stronger reporting of the impact of our work and evidence-based policy proposals. We will also be promoting our revised Strategy 2020 goals and outcomes, seeking to direct government priorities to reflect our goals and outcomes. We will continue to proactively seek out government funding opportunities where they align with our goals and will look for more partnerships across government, corporate and other sectors.

From just $1 a day you can help people around Australia and around our region, around the clock. Find out more at redcross.org.au/monthly-donation or call 1800 811 700.
Our financial supporters continued

Philanthropists
A number of generous major donors gave over $2.6 million to support initiatives including community resilience and disaster relief in Australia, Syria, and five countries in the Asia-Pacific region. The Australian Red Cross Society of Women Leaders doubled in membership; including youth and student members, it now comprises more than 50 women who are highly engaged with the work of Red Cross. This group of women alone contributed nearly $500,000 as well as tens of thousands of dollars worth of in-kind support.

Corporate partners
We are proud to work with the business community to support the most vulnerable people in Australia and overseas. Not confined solely to financial support, the benefits of these partnerships extend to in-kind support, corporate volunteering and participation in fundraising campaigns. Increasingly we hope to develop partnerships with both financial and non-financial outcomes.

Our partners include ALDI, who this year joined forces with us to promote access to sufficient, affordable and healthy food. The partnership is a multi-year agreement that involves a minimum commitment of $300,000 every year, enabling people to gain the knowledge and skills to provide healthy meals for themselves and their family, manage household food budgets and add healthy eating into their overall lifestyle. We look forward to increased outcomes with the support of Insurance Australia Group Limited, who recently provided $1.2 million in funding for the coming years.

Corporate partners donated $2.4 million to support our work in Australia and overseas

Red Cross supporter Mary Schramm travelled to Timor-Leste in November 2015 to witness the impact of her donations. She is talking with students in Baucau who participated in Red Cross first aid and emergency services training.
Thank you to the following corporate partners which provided over $50,000 in support this year:

**Global partners**
- Land Rover

**Community partners**
- ALDI
- Bank of Queensland
- Clubs Australia
- The Cheesecake Shop
- Country Road
- First National Foundation
- Inpex
- Johnson & Johnson
- Kathmandu
- King & Wood Mallesons
- Medibank Community Fund
- Sanitarium
- Super Retail Group
- Thankyou Group
- Uber
- WorleyParsons

**Emergency and disaster response supporters**
- ANZ
- Coles
- Commonwealth Bank of Australia
- Flight Centre
- Insurance Australia Group Limited
- Johnson & Johnson
- NAB
- Westpac

---

**Workplace giving**

We are grateful to over 229 workplace giving partners and their employees who this year contributed more than $1.1 million to our work. Through workplace giving we receive funding not just from individual employees who contribute regular donations through their pre-tax pay, but also from many employers who choose to match their employees’ contributions.

We would like to acknowledge our top 10 workplace giving partners, who contribute 40% of our total income in this area:

1. ANZ
2. Telstra Corporation
3. Lion
4. BHP Billiton
5. Westpac
6. NAB
7. PWC
8. King & Wood Mallesons
9. Insurance Australia Group Limited
10. AMP
Our financial supporters

Trusts, foundations and private ancillary funds

Support from trusts and foundations totalled more than $2.4 million, while support from private ancillary funds saw a 29% rise this year.

Generous grants and gifts were received for pilot projects and the continuation of key services. For example, John T Reid Charitable Trusts are enabling a two-year pilot of the Irish Prison Service’s successful Community-Based Health and First Aid program at Townsville Correctional Facility; while an almost $950,000 grant from Perpetual will support evaluative research of this pilot as well as other sites running the program.

We extend our thanks to the following trusts, foundations and private ancillary funds which each contributed over $20,000 in 2015/2016:

- AN Carmichael Memorial Fund (managed by Equity Trustees)
- Bloomfield Group Foundation
- Brian M Davis Charitable Foundation
- Cameron Foundation
- The Charles Bateman Charitable Trust (managed by Perpetual)
- Clayton Utz Foundation
- Colin Bisdee Trust (managed by Tasmanian Perpetual Trustees)
- Collier Charitable Fund
- Douglas & Phillip Young Charitable Trust
- Enid Irwin Charitable Trust (managed by Perpetual)
- The Enigma Charitable Trust
- The Ernest Heine Family Foundation
- Evolhope Trust
- Fred & Vi Lean Charitable Trust (managed by Equity Trustees)
- Fred P Archer Charitable Trust (managed by Perpetual)
- Gandel Philanthropy
- Gladys Myrtle Brown Charitable Trust (managed by Perpetual)
- Goldie Knight Foundation
- Harcourts Foundation
- Inpex Operations Australia
- The John and Beryl May Henderson Foundation (managed by Perpetual)
- John T Reid Charitable Trusts
- Lady Proud Foundation
- Lord Mayor’s Community Trust (Brisbane)
- Maple-Brown Family Foundation
- Mazda Foundation
- Motorola Solutions Foundation
- NAB Community Grants
- Patrick Brennan (managed by Perpetual)
- Percy Baxter Charitable Trust (managed by Perpetual)
- Perpetual Foundation – Eddy Dunn Endowment
- Perpetual Foundation – The Jean and Redvers Dunbar Charitable Foundation
- Perpetual Trustees
- Philandron Foundation
- Profield Foundation
- The R E Ross Trust
- The Reuben Meyer Trust Fund
- Scanlon Foundation
- Sisters of St John of God
- The Stan Perron Charitable Trust
- Susan Harris Foundation
- Therapon Foundation (managed by Equity Trustees)
- William Angliss (Victoria) Charitable Fund
- William Wyper Charitable Trust (managed by Perpetual)

5 multi-year contracts worth more than $2.1 million combined were secured from trusts and foundations.

Make a powerful commitment to the future through leaving a gift in your will. Visit redcross.org.au/bequests or call 1800 811 700.
Acknowledging our partners and government funders

The following government agencies provided $1 million or more to support our services, or our delivery of government services during the 2015/2016 financial year.

Commonwealth Government
Department of Health
Department of Immigration and Border Protection
Department of the Prime Minister and Cabinet
Department of Social Services

New South Wales Government
Ageing, Disability and Home Care (ADHC)
Department of Family and Community Services
NSW Health
Transport for NSW

Queensland Government
Department of Communities, Child Safety and Disability Services
Department of Education and Training
Department of Employment

Tasmanian Government
Commissioner for Children and Young People
Department of Health and Human Services
Equal Opportunity Tasmania

Government of Western Australia
Department for Child Protection
Department of Health
Disability Services Commission

The following organisations contributed over $100,000 to our work in the 2015/2016 financial year, in the form of grants, service contracts and donations.

City of Onkaparinga
Country to Coast Primary Health Network (Partners In Recovery)
The Smith Family

Aid worker Leanne Marshall makes a furry friend while working in Fiji. After Cyclone Winston left thousands of people homeless, Leanne trained local Red Cross volunteers how to build temporary shelters, equipping them to spread the knowledge through their communities.
Our governance and management

Australian Red Cross is governed by the Council of the Australian Red Cross Society and the Australian Red Cross Board. The Council’s responsibilities range from receiving reports and financial statements to electing Office Bearers and Additional Board Members.

The Board comprises up to 16 members who together oversee the role of the Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of the organisation, and manages the Executive Team, which provides high-level advice to the CEO on key strategic and operational matters.

Our Patron

The Governor-General of Australia, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd), is the Patron of the Australian Red Cross Society. This year he supported Red Cross in a number of ways, including presenting the Florence Nightingale Award to four outstanding Australian Red Cross women for their international aid work in nursing. “They’ve been committed to helping the disadvantaged, the displaced and the dispossessed for their entire careers,” the Governor-General said at the Government House ceremony. “This isn’t about a flash-in-the-pan moment of service. This is who they are and what they are.” We thank the Governor-General for his ongoing patronage.

Our governance and management structure
Council of the Australian Red Cross Society

Meeting once a year at the Annual General Meeting, the Council’s responsibilities include receiving reports and financial statements and electing and appointing Board Members. The Council is made up of the President and 53 voting members, including all members of the Australian Red Cross Board, up to six Special Councillors and 32 members elected or appointed by the Divisional Advisory Boards (DABs) of each state and territory, one of whom must be a youth member from each state and territory.

Membership of the Council

- **Australian Red Cross Board Members**
- **Special Councillors:** Greg Vickery AO, Winifred Smith AM, Michael Howarth, John Hood, John MacLennan (from December 2015) and Ian Anson (to December 2015).
- **Council members appointed or elected by each Divisional Advisory Board:**
  - ACT Division: Lisa Bell, Robert McLaughlin, David Hatherley and Adrienne Carey
  - NSW Division: David Maddern, Andrew Horne, Margaret Kiehne and Benjamin Haddad
  - NT Division: Foster Stavridis, Kath Phelan, Deven Patel and Lana Sobieralska
  - QLD Division: Maureen Farrington, Greg Goebel, Leann Wilson and Daniel Hamilton
  - SA Division: Rose Rhodes, Elizabeth Furner, Chris Kwong and Hannah Irving
  - TAS Division: Barbara Charlton, Nigel Morrison, Kim Brundle-Lawrence and Damien Williams
  - VIC Division: Garry Nolan, Helene Hayes, Lynne Jones and Alison Crowe
  - WA Division: Jag Atrie, John Regan, Aisling Blackmore and Alexander McVey

Australian Red Cross Board

The role of the Board is to govern the activities of Australian Red Cross. In doing so, the Board works to ensure that we act in accordance with the Geneva Conventions, International Committee of the Red Cross (ICRC) regulations, the international movement’s protocols, and the fundamental principles of the international Red Cross and Red Crescent movement. It also develops and maintains ethical standards based on a Code of Conduct and Conflict of Interest Policy.

Comprising up to 16 members, the Board includes the President, Deputy President, the Audit and Risk Committee Chair, the Youth Member, the Chair or nominee of each of the eight Divisional Advisory Boards from every state and territory, the Australian Red Cross Blood Service Chair and up to three Additional Board Members. While they are not members of the Board, the Chief Executive Officer, Chief Financial Officer and Secretary attend Board meetings throughout the year.

Our Board Members are volunteers who receive no payment for their services, other than reimbursement for reasonable travel and other expenses incurred through their work for Red Cross. Board Members who also serve on the Australian Red Cross Blood Service Board receive payment from the Blood Service.

Ensuring good governance is in place is a key Board responsibility. This includes overseeing mechanisms to comply with legal requirements and regulations, while safekeeping the ongoing financial viability of Red Cross. The Board monitors and periodically evaluates its own performance and strives to always have a skilled and diverse membership in place. It also establishes and implements a recognition process that acknowledges the efforts of volunteers, members and staff.

The Board met eight times during this financial year, including a full-day strategy meeting. Board members appointed during the financial year undertook a full day of induction training covering all aspects of governance, Red Cross programs and management.
Australian Red Cross Board Members

Michael Legge – President
Appointed December 2011; joined the Board in 1999
• Serves as Chair of Australian Red Cross Nominations and Remuneration Committee; Member of Australian Red Cross Finance Committee; Chair of the Transparency and Accountability Group for Asia Pacific Region of International Federation of Red Cross and Red Crescent (IFRC); Director of Launceston Church Grammar School
• Previously Member of the Governing Board of the IFRC (2011-2014); Chair of Australian Red Cross International Committee (2008-2011); Director of Australian Red Cross Blood Service Board (2001-2011); Chair of Australian Red Cross Tasmanian Divisional Advisory Board (1999-2001); Director/Treasurer of Australian Superfine Wool Growers; Director of Primary Employers Tasmania

Ross Pinney – Deputy President
Appointed December 2011; joined the Board in 2007
• Serves as Director of Australian Red Cross Blood Service; Chair of Australian Red Cross Information Technology Committee and Finance Committee; Member of Australian Red Cross Services

Committee, Nominations and Remuneration Committee, and National Awards Committee
• MBA (RMIT University); Bachelor of Commerce (University of Melbourne); Fellow Chartered Accountant; Fellow of CPA Australia; Fellow Member of Financial Services Institute of Australasia; Fellow Australian Institute of Company Directors
• Previously Chair of Rural Bank Ltd; Member of Finance Commission at International Federation of Red Cross and Red Crescent Societies (IFRC)

Jan West AM – Chair, Audit and Risk Committee
Appointed April 2012
• Serves as Director of Dairy Australia; Director of Neurosciences Victoria; Director of Melbourne Forum; Independent Member of Audit and Risk Management Committee at Department of Treasury and Finance (Victoria); Director of Australia Post
• Bachelor of Commerce (University of Melbourne); Fellow Chartered Accountant; Graduate Member of Australian Institute of Company Directors; Member of the Order of Australia
• Previously Director of Retail Responsible Entity Ltd; Director of Urban Renewal Authority; Member of

Financial Reporting Council; Partner at Deloitte Touche Tohmatsu; Chairman and National President of Institute of Chartered Accountants in Australia

Pearl Li – Chair, National Youth Advisory Committee
Appointed November 2014
• Serves as Assistant at Kumon Australia and New Zealand
• Currently enrolled in Bachelor of Laws (University of Adelaide)
• Previously Legal Intern at King & Wood Mallesons

Anne Macarthur OAM – Chair, VIC Divisional Advisory Board; Chair, Emergency Services Advisory Committee
Appointed October 2014
• Serves as Chairman of Bairnsdale Cemetery Trust; Secretary of Order of Australia Association Gippsland Regional Group; Farm Manager (self-employed)
• Honorary Life Membership with Australian Red Cross; Medal of the Order of Australia
• Previously Member of Australian Red Cross National Awards Committee; Australian Red Cross emergency services volunteer; has contributed in various ways as a Red Cross member for over 50 years

Charles Burkitt – Chair, NT Divisional Advisory Board
Appointed October 2014
• Serves as Member of Australian Red Cross Services Committee; Member of Australian Red Cross National Emergency Services Committee; Member of Australian Red Cross Property Sub-Committee; General Manager of Darwin Corporate Park; Chair of Board of Management at Palmerston Sports Club Inc
• Previously worked as an investment adviser specialising in financial markets

James Birch AM – Chair, Australian Red Cross Blood Service Board
Appointed February 2016
• Serves as Member of the Little Company of Mary Health Care Board; Chair of Australian Digital Health Agency; Member of Cancer SA Board; Chair of Mary MacKillop Care SA Board; Deputy Chair of Independent Hospital Pricing Authority; Director of Jim Birch Management Consultancy
• Bachelor of Health Administration (University of New South Wales); Member of the Order of Australia

• Previously Partner at Ernst & Young; Chief Executive at SA Department of Health; Chief Executive at Women’s and Children’s Hospital Adelaide

Dr David Hamill AM – Additional Board Member
Appointed November 2007

• Serves as Chair of Gladstone Airport Corporation; Chair of UQ College; Chair of Ensham Workers Entitlement Fund Pty Ltd; Director of Brookfield Infrastructure Partners

• PhD, Political Science (The University of Queensland); MA, Politics and Economics (University of Oxford); BA Honours (The University of Queensland); Fellow, Australian Institute of Company Directors; Fellow, Chartered Institute of Transport; Member of the Order of Australia

• Previously Chair of Australian Red Cross Blood Service Board; Chair of Queensland Museum; Member of Senate, The University of Queensland; Chair of the Distribution Committee, Premier’s Disaster Relief Appeal (Queensland); Chair of State Award Committee, The Duke of Edinburgh’s Award (Queensland); Member of National Council for the Centenary of Federation; Treasurer of Queensland; Minister for Education (Queensland Government); Minister for Transport and Minister Assisting the Premier on Economic and Trade Development (Queensland Government)

Dianne Buckles – Chair, WA Divisional Advisory Board
Appointed October 2013

• Serves as Chair of Australian Red Cross WA Awards Committee; Chair of Australian Red Cross WA ‘Flower Committee’ Unit; Member of Australian Red Cross National Emergency Services Advisory Committee; Member of Australian Red Cross Services Committee; Member of Australian Red Cross WA International Humanitarian Law Committee; Member (representing Red Cross) of the City of Stirling Local Emergency Management Committee

• Previously Deputy Chair (2009-2013) and Vice President (2007-2009) of Australian Red Cross WA Divisional Advisory Board; Director/Consultant at Corporate Technology Australia (Software Consulting); IT Systems Manager at WA Trustees; Secretary/International Delegate at Australian Floral Art Society; various positions at WA Floral Art Society including President

John Dorrian – Additional Board Member
Appointed August 2012

• Serves as Member of Australian Red Cross Audit and Risk Committee; Member of Australian Red Cross Finance Committee; Chair of Australian Red Cross Investment Sub-Committee; Vice-Chair of Finance Commission at International Federation of Red Cross and Red Crescent Societies, Geneva; Chairman and Independent Non-Executive Director of Colonial First State Infrastructure Management (Australia) Limited and First State Infrastructure Management (International) Limited

• Bachelor of Arts - Finance, Economics and Politics (Macquarie University); Fellow Chartered Accountant; Member of Australian Institute of Company Directors

• Previously Managing Director of Deutsche Bank, Sydney; Head of Infrastructure Investments Asia Pacific at RREEF Infrastructure; Non-Executive Director of Spark Infrastructure Group; Non-Executive Director of St George Community Housing Limited

Sam Hardjono – Chair, NSW Divisional Advisory Board**
Appointed October 2015

• Serves as Chief Operating Officer of Bressan Group; Chairman of Waverley College Sydney

• Bachelor of Business, Accounting (University of Technology Sydney); MBA (University of Technology Sydney); Member of Australian Institute of Company Directors

• Previously General Manager at SJB Architects; Chief Executive Officer at The Mary Mackillop Foundation/The Trustees of the Sisters of Saint Joseph; Managing Director (Australia) at Regus UK Ltd; Deputy Chairman of Australia Indonesia Business Council

Lyndal Herbert – Chair, TAS Divisional Advisory Board
Appointed November 2012

• Serves as Director of KPMG Enterprise (Tax)

• Bachelor of Commerce and Laws (University of Tasmania); Fellow of the Institute of Chartered Accountants Australia and New Zealand; Graduate Member of Australian Institute of Company Directors; Member of Tax Institute of Australia
• Previously Treasurer of Greening Australia (Tas) Inc; Tax Manager at Arthur Andersen

John Pinney AM – Chair, QLD Divisional Advisory Board
Appointed October 2012; previously Board Member (1988-1992) and Deputy Chair (1993-1998)
• Serves as Chair of Australian Red Cross International Committee; Member of Australian Red Cross Finance Committee; Member of Australian Red Cross Migration Programs Advisory Committee; Director of Northern Territory Land Corporation; Practitioner at Resolution Institute

• Diploma of Agriculture (Dookie Agricultural College); Bachelor of Commerce (University of Melbourne); Postgraduate Diploma of Executive Management (Charles Darwin University); Fellow of Australian Property Institute; Fellow of Australian Institute of Company Directors

Margaret Piper AM – Additional Board Member
Appointed August 2012
• Serves as Chair of Australian Red Cross Services Committee; Member of Australian Red Cross Audit and Risk Committee; Member of Australian Red Cross Migration Programs Advisory Committee; Advisory Board Member of Multicultural NSW; Board Member of Multicultural Youth Advocacy Network NSW; Member of Joint Partnership Group on Refugee Resettlement; Director of Margaret Piper and Associates

• Member of the Order of Australia
• Previously Executive Director of Refugee Council of Australia; Education Coordinator at Austcare

Sue Vardon AO – Chair, SA Divisional Advisory Board
Appointed December 2011; joined the Board in 2009
• Serves as Chair of Australian Red Cross Members and Volunteers Committee; Member of Australian Red Cross Information Technology Committee; Chair of Connecting Up; Chair of Ghana Relief Fund; Director of ECH (aged care services); Member of Local Government Governance Panel (SA)
• Honorary Doctorate (University of South Australia); Bachelor of Social Work (University of New South Wales); Officer of the Order of Australia; Fellow of the Institute of Public Administration Australia; Certified Management Consultant; Justice of the Peace; Inaugural Telstra Business Woman of the Year (1995); Centenary Medallist

Sam Wong AM – Chair, ACT Divisional Advisory Board
Appointed June 2013
• Serves as National Board Member of Australian Meals on Wheels Association; Member of Lions Clubs International

• Bachelor of Pharmacy (Monash University); Diploma of OH&S Management (National Safety Council of Australia); Graduate Diploma of Statistics (Canberra College of Advanced Education); Member of the Royal Australian Chemical Institute; Member of the Order of Australia

Jeni McDonough – Secretary
Appointed December 2009; with Red Cross since 2004
• Secretarial Diploma (Northcote Business College); Certificate of Governance Practice and Administration (Chartered Secretaries Australia); Certificate of Governance for Not-For-Profits (Governance Institute of Australia); Certificated Member of the Governance Institute of Australia

• Previously Customer Establishment Team Leader at Origin Energy; Executive Assistant to CEO at Ausdoc Information Management; National Travel Manager at Orica Australia

*Dr David Hamill stepped down as Chair of the Blood Service in January 2016 but continued to serve on the Australian Red Cross Board.

** John MacLennan completed his term as NSW DAB Chair in October 2015.
Committees of the Board

There are 13 Red Cross Board Committees, all of which include Board Members. The Board also appoints various other committees including advisory committees and specialist committees which are established for short-term, specific or ad hoc purposes.

The Committees of the Board include:

- **Audit and Risk Committee**: Assists the Board in ensuring that Red Cross meets its essential audit and risk compliance requirements.
- **Finance Committee**: Assists the Board in ensuring that Red Cross meets its essential financial requirements.
- **Governance Committee**: Reviews the governance framework of Red Cross and recommends improvements.
- **Information Technology Committee**: Advised the Board on key decisions relating to major projects to replace our existing IT platform and implement a common set of business processes throughout Australia. The committee was retired this year.
- **International Committee**: Supports and advises the Board in its deliberations on the Society’s international program and its strategy, frameworks, policy and risk.
- **Members and Volunteers Committee**: Provides strategic oversight and advice to the Board on opportunities and challenges for our membership and voluntary services programs; expansion of the membership of the Society and member engagement; and meaningful expansion and enhancement of voluntary service.
- **Migration Programs Advisory Committee**: Makes recommendations to the Board regarding Red Cross programs dealing with the impact of migration.
- **National Awards Committee**: Approves nominations for awards and makes recommendations for ways to acknowledge the efforts of Red Cross people.
- **National Emergency Services Advisory Committee**: Provides strategic advice to the Board on emergency services programs undertaken by Red Cross.
- **National Youth Advisory Committee**: Advises the Board and consults on youth policies and programs, including youth engagement and leadership opportunities.
- **Nominations and Remuneration Committee**: Supports and advises the Board regarding appointment of Board Members, succession planning, remuneration and employment, induction, training and education programs.
- **Services Committee**: Guides and monitors the progress of Red Cross services and the activities of their members and volunteers.
- **Australian Red Cross Blood Service (ARCBS) Advisory Committee**: Provides independent advice to the Board and to the ARCBS Board of Management on all technical and safety issues. Ensures the highest standards of medical and scientific practice and product safety are met.

Our executive and leadership teams

The Executive Team, established this financial year, is the senior decision-making group for Australian Red Cross. This key group meets fortnightly to ensure strong communication across all states and territories.

The Leadership Team provides high-level advice to the Executive Team on key strategic and operational matters, assists in implementing the decisions of the Board and senior management, and provides leadership to Red Cross people. This group held three face-to-face meetings this financial year.

Information on remuneration for key management personnel can be found in note 28 of our full financial statements for 2015/2016, available online at redcross.org.au/Financials_2016.pdf.

Executive Team

**Judy Slatyer** – Chief Executive Officer
Commenced February 2016
- Bachelor of Arts (University of Canberra); MBA (University of Sydney); completed Executive Program (Stanford University)
- Previously Chief Operating Officer at WWF (World Wide Fund for Nature); Chief Executive Officer at Lonely Planet Publications; Chief of Consumer Sales at Telstra

**Noel Clement** – Director, Australian Services
- Bachelor of Social Work (Philip Institute); Master of Social Policy and Community Service Management (RMIT University)
• Previously General Manager, Domestic Operations at Australian Red Cross (2002-2009); National Manager, Asylum Seeker Assistance Scheme at Australian Red Cross (2001-2002); Manager, Social and Community Services at Moreland Community Health Service

Veronica Frost – Chief Information Officer
• Graduate Certificate in Business and Technology (University of New South Wales); currently completing Master of Business and Technology (University of New South Wales)
• Previously Head of IT Operations at Australian Red Cross (2013-2014); Business Services Manager at Australian Red Cross (2009-2013)

Jennifer Gibb – Director Marketing, Fundraising and Communications
• Master of Commerce (University of New South Wales); Bachelor of Commerce (University of New South Wales); Associate of Trinity College London; Licentiate of Trinity College London
• Previously Director of Marketing, Financial Services – Asia Pacific at Accenture; Director of Marketing & Communications – Australia at Accenture; Director, Business Development & Communication at Clayton Utz; board member of the Australian Brandenburg Orchestra

Kerry McGrath – Director, Community Programs
• Serves as a volunteer leadership mentor at Leadership Victoria; Board Committee Member at MacKillop Family Services
• Bachelor of Social Work (University of South Australia); completed Women in Leadership Executive Program (Business School, University of New South Wales); Telstra Business Women’s Awards Finalist; SA Women’s Honour Roll recipient
• Previously Executive Director SA at Australian Red Cross (2004-2013); Director, Community and Environment at City of Unley (local government); Director, Spastic Centres of South Australia

Chris Steinfort – Director, Human Resources
• Serves as a member of Australian Human Resources Institute
• Previously Executive Director, Human Resources at Alfred Health; Human Resources roles at Affinity Health and Mayne

Peter Walton – Director, International Programs
• Bachelor of Arts, Politics and Development Studies (Flinders University); Master of Science, Development Economics (London South Bank University); MBA, Business and Management (Mount Eliza Business School)
• Previously CEO of Infoxchange; Director, International Programs at Save the Children; Mekong Regional Representative (Vietnam, Cambodia, Laos) and Acting CEO at ChildFund Australia

Christopher Wheatley – Director, Strategy and Performance
Commenced October 2015
• Bachelor of Arts Experimental Psychology, First Class Honours (The Australian National University); MBA (University of New South Wales)
• Previously Manager Strategic Planning at Australian Red Cross Blood Service (2008-2015); Policy and Industry Affairs Manager at Medibank; Government Relations Adviser at Affinity Health

Dr Phoebe Wynn-Pope – Director, International Humanitarian Law and Movement Relations
• Serves as a member of Professionals in Humanitarian Assistance and Protection; member of Australia New Zealand Society of International Law
• PhD International Law (University of Melbourne)
• Previously Director of Humanitarian Advisory Group; Independent Humanitarian Advisor for various organisations; Principal Executive Communications and Fundraising at CARE Australia

Leadership Team

Jody Broun – Executive Director NSW
• Serves as a member and board member of Circus Oz; board member of the Chain Reaction Foundation
• Diploma of Teaching (Nedlands Teachers College); Bachelor of Education (Edith Cowan University); Master of Philosophy (University of Western Australia)
• Previously Co-Chair of National Congress of Australia’s First Peoples; Director-General at Department of Aboriginal Affairs NSW; Executive Director, Aboriginal Housing and Infrastructure at Department of Housing and Works WA

Helen Connolly – Executive Director SA

• Serves as Chairperson of South Australian Council of Social Service; Co-Chair Human Services Partnership Forum; Director of Australian Council of Social Service (ACOSS); Co-Chair of Reconciliation SA; Director of Westside Community Lawyers
• Bachelor of Economics (University of Adelaide); Bachelor of Social Work (University of South Australia)
• Previously Chief Executive at Inclusive Directions Inc; Executive Manager Strategy, Policy, Advocacy at Anglicare SA Inc

Wenda Donaldson – Executive Director ACT/SE NSW

• Serves as a Board Member of the Indigenous Reading Project
• Bachelor of Applied Science in Psychology, Statistics, Psychophysiology (Swinburne University of Technology); Graduate Certificate of Business Management (Monash University)
• Previously Senior Executive/Branch Manager at Australian Department of Education; General Manager/National Manager and Executive Member of Australian Sports Commission; National Manager – Athlete Career & Education Program at Australian Institute of Sport; Member of Australian Public Service Senior Executive Service

Penny Harrison – Executive Director Victoria

• Master of Arts Development Studies (Monash University); BA Honours (Monash University)
• Previously Associate Director at Oxfam Australia; Regional Manager – South Asia at Oxfam Australia; Deputy Manager International at Australian Red Cross (2003-2006)

Steve Joske CSC – Executive Director WA

• Serves as President of the Western Australian Council of Social Services; Board member of the Australian Council of Social Services; Board member of Australian Imperial Force Malaya Scholarship
• Master of Defence Studies (Deakin University); Conspicuous Service Cross
• Previously Country Manager – Indonesia at Australian Red Cross (2005); Program NOVAR Director at Australian Red Cross (2011-2013); held various senior roles in the Australian Army including Commander of Australian Forces to the Truce Monitoring Force in Bougainville, Colonel Olympic Games, and Chief of Staff to Operation Gold in Sydney 2000 Olympic Games

Barbara Livesey – Head of Stakeholder Engagement and Strategic Growth

• Bachelor of Social Work, Honours (University of New South Wales)
• Previously Principal Advisor, Schools and Youth Cluster at Department of Education, Employment and Workplace Relations (Australian Government); Group Manager, Indigenous Economic Strategies Group at Department of Education, Employment and Workplace Relations (Australian Government); Chief Executive Officer at Reconciliation Australia; volunteer with Solomon Islands Red Cross

Bruce Moore – General Counsel

• Bachelor of Economics, Honours (Monash University); Bachelor of Laws, Honours (Monash University); Australian Legal Practitioner; member of Australian Institute of Company Directors; member of Australian Corporate Lawyers Association; member of Charity Law Association of Australia and New Zealand; member of Australian Labour Law Association; member of Law Institute of Victoria
• Previously Partner and Chair of Melbourne Pro Bono Committee at Mallesons Stephen Jaques (now King & Wood Mallesons); Sessional Lecturer at Monash University Faculty of Law; Special Counsel at Maddocks Lawyers; Board Member at Public Interest Law Clearing House Victoria (now Justice Connect) and Human Rights Law Centre

Russell Penman – Executive Director Tasmania

• Certificate in Front Line Management (TAFE South Australia); Diploma of Developmental Disabilities (Flinders University); Graduate Diploma of Professional Business Management (University of Tasmania); Master of Business Leadership (Charles Sturt University)
• Previously Group Manager at Australian Red Cross (1998-2014); Manager, Child and Family Services at Department of Health and Human Services; Business Manager at Department of Health and Human Services

Tom Scarborough – Director, Commercial Operations
Commenced August 2015

• Postgraduate Certificate in Business Administration (Griffith University); currently completing MBA (Griffith University)
Sandy Chakravarty (former Chief Financial Officer), Kevin Keeffe (former Executive Director Queensland), Sandra Cannon (former Executive Director NT) and Dr Ian Burke (former Director, Commercial Operations) left Red Cross over the course of the year. Some of these positions were under recruitment and filled by acting arrangements at June 2016, with Cameron Power acting as Chief Financial Officer, Leisa Bourne acting as Executive Director Queensland, and Andrew Kenyon acting as Executive Director NT. Former Chief Executive Officer Robert Tickner left Red Cross in August 2015; this position was temporarily filled by Jennifer Williams, Chief Executive Officer of the Blood Service, from August 2015 to February 2016. Our former Director of Services and International Operations, Michael Raper, also left Red Cross in February 2016.

Additional Boards

Australian Red Cross Blood Service Board

The Australian Red Cross Blood Service is an operational arm of the Australian Red Cross Society. Its Board reports to the Australian Red Cross Board, which has overall responsibility and appoints all non-executive Board Members. The Blood Service Board, which has general oversight of the management of the Blood Service, comprises eight non-executive members who oversee the strategic direction, financial and operational activities, and risk management of the Blood Service. Australian Red Cross’ Deputy President and Chief Financial Officer are both Blood Service Board members.

Divisional Advisory Boards

The Divisional Advisory Boards have a number of functions under the Rules and the Divisional Regulations, in connection with their advisory, divisional governance, promotion and communications roles.

General Counsel

Headed by General Counsel Bruce Moore, the Legal and Policy Unit provides independent in-house legal advice and representation on legal aspects of policy, operational and governance matters. It also coordinates the provision of support by external legal advisers.

Trish is in her late 80s and lives alone in a small unit. Daily morning phone calls from Red Cross help to stave off loneliness, but Trish also credits our calls with saving her life. She says when she fell in her bathroom and was unable to get up, “when I heard the phone ring... I knew it was Red Cross and it was the best sound I’d ever heard in my life”.

• Previously General Manager: Employment Services at Australian Red Cross (2014-2015); Regional Manager: Employment Services at Australian Red Cross (2013-2014); High Performance Manager at Australian Red Cross (2013); Business Practice Manager at Centacare Brisbane
Being safe, ethical and sustainable

Upholding compliance standards

Australian Red Cross is committed to achieving best practice in its management of program funding and corporate governance for not-for-profit organisations.

Our work is guided by additional codes of conduct and standards, which we observe and adhere to.

Fundraising industry compliance

As a member of the Fundraising Institute of Australia (FIA), Australian Red Cross is bound by, and acts in accordance with its Principles and Standards of Fundraising Practice. In addition, Red Cross takes a leadership role in the fundraising sector with active participation in special interest groups including the PFRA (Public Fundraising Regulatory Association) and the FIA Sustainability Task Force.

Australian Council for International Development (ACFID)

Australian Red Cross is a member of the Australian Council for International Development and applies the principles of the ACFID Code of Conduct for Non-Government Organisations, which sets minimum standards of governance, management and accountability for member agencies. Adherence to the code is monitored by an independent Code of Conduct committee.
Australian Red Cross is registered with the independent national regulator of charities, the Australian Charities and Not-for-profits Commission, under ABN 50169561394.

**Legislative compliance**

Red Cross operates in a complex legal environment and complies with all relevant state and federal laws.

**Work health and safety**

Ensuring the wellbeing of our people and clients is always a priority. Our work health and safety structures need to be wide-ranging in order to service our work in offices, Australian and overseas communities, and on the frontline of emergencies.

Responses in our 2016 staff engagement survey suggest that we are succeeding in our work health and safety initiatives, with an 88% favourable response to the statement “my work area is a safe place to work”. We have driven improvements to safety through compulsory e-learning modules which all staff and volunteers must complete. 92% of staff have now completed these modules.

**Child protection**

Our robust child protection policy ensures all staff, as well as volunteers and contractors abide by best practice when working with children. The policy is supported by an innovative training program which strengthens our people’s skills in working with families to keep children safe and well. We worked with the global Red Cross Red Crescent movement to produce an online child protection course that is now available to Red Cross Red Crescent staff and volunteers around the world, and has supported the development of other Red Cross societies’ child protection frameworks.

Here in Australia, we contributed to the Children’s Rights Report 2015 by the National Children’s Commissioner, and invited the Commissioner to chair an informative panel discussion with our staff and volunteers during Child Protection Week.

**Operating ethically**

Our fundamental principles and ways of working are embedded in our organisational identity and strategy, providing an ongoing compass to guide who we are and how we work. All volunteers and staff sign a code of conduct when they commence working with us, stating that they will carry out their work with respect, integrity and accountability. We intend to broaden the code to include members in the coming year.

We acknowledge climate change and adapt our practices to reduce its impact. We are mindful of recycling items wherever possible; for example, our offices provide special recycling bins for imaging consumables like printer toner cartridges, with support from Close the Loop and Cartridges 4 Planet Ark. We use recycled paper across all our offices; this annual report is also printed on 100% recycled paper.

We are keenly aware of the disproportionate disadvantages faced by Indigenous Australians and seek to improve their circumstances wherever possible. This year we worked collaboratively with Indigenous organisations to increase procurement from Aboriginal and Torres Strait Islander businesses. Nallawilli Office Wares (a 100% privately owned Indigenous business) is one of our main stationery suppliers, and an Indigenous-owned business was selected to fit out our new office in Darwin. These initiatives are supported through our relationship with Supply Nation, the leading directory of Indigenous businesses, with rigorous registration and certification processes to ensure Indigenous ownership.

**Risk management and mitigation**

Our brand tracking research indicates that Australian Red Cross is the most highly trusted and respected of all Australian not-for-profit organisations. Our positive reputation is our greatest strength and we have extensive risk management policies to protect our public standing as well as our people, beneficiaries and finances.

Our customised risk management framework, ‘RiskSmart’, is modelled on the global AS/NZS ISO31000:2009 standard. Through the oversight of our Audit and Risk Committee, together with comprehensive external auditing by Deloitte and internal auditing by Ernst & Young, we ensure that we are operating to the highest standard and using effective risk management techniques.

To deal proactively with an increasingly litigious environment, this year we worked more closely with liability insurers and staff to educate them on liability risks involved in signing leases and contracts. We increased our focus on strategic and long-term risks, and gave greater accountability for these to our executive staff. In the coming year we will be focusing on cyber-security and mitigating risks in our information technology systems.
Our financials

Overview
We have recorded a surplus of $20.6 million for the 2015/2016 financial year. Of this, $24.6 million relates to the government-funded Australian Red Cross Blood Service, while our programs to deliver humanitarian outcomes under Humanitarian Services recorded a deficit of $4 million including depreciation and amortisation, and generated a positive operating cash flow of $5.3 million.

The Blood Service surplus is attributed to the surplus from the capital program of $18.5 million and surplus from the Main Operating Program of $5.4 million. The capital program surplus is net of $46.2 million in depreciation. These funds will be used for ongoing investment in the national infrastructure required to run the Blood Service.

Funds raised in Australia for international disasters amounted to $1.4 million to support the humanitarian crisis in Syria and $4.5 million to provide relief after Tropical Cyclone Winston in Fiji. These funds are being used to support the enormous task of rebuilding communities.

Income and expenditure
Total income for the year was $894 million, of which $600.5 million relates to the funding provided for the operation of the Blood Service and $293.5 million was generated through Humanitarian Services.

Support from the Australian community was invaluable, with over $93 million donated for the purpose of improving the lives of the most vulnerable. Government funding of $154.9 million (excluding National Blood Authority) has been used to run a range of programs and support services for communities in Australia and overseas. This government funding has been declining ($252.8 million in 2015), representing the scaling back of our government-funded migrant support programs. Our other sources of income, such as retail shops and disability employment services, continued to provide valuable contributions to further extend our capability to reach those most in need.

This year’s total expenditure was $873.4 million, of which $569.1 million was funded by government contracts for the purpose of operating the Blood Service and $297.5 million was directed to the delivery of humanitarian services in Australia and further afield.

Statement of financial position
The health of our balance sheet improved over the last financial year despite being impacted by the reduction in government funding for our programs for people seeking asylum.

The Society’s cash balance at 30 June 2016 of $230.7 million is largely reserved for the restricted purposes of operating the Blood Service. During the year Humanitarian Services repaid all bank overdrafts and borrowings of $10.6 million and the Blood Service increased its investments by $37.7 million. Red Cross invests funds that are not immediately required in accordance with our ethical investment policy.

The net movement in our Humanitarian Services specific purpose funds of $11.9 million represents the progress we are making on expanding grant and appeal funding received in previous periods.

Cameron Power
Acting Chief Financial Officer

Definitions
Where there is reference to the Society in our financials, this refers to the consolidation of the two divisions of Australian Red Cross. These two divisions are the Blood Service, which supplies the Australian community with safe, high quality blood and related products; and Humanitarian Services, which provides a range of services supporting vulnerable people and communities.
17-year-old Amber (left) has a big ambition: to build a social enterprise business to help people who are homeless. The young mum is a participant in Red Cross’ Young Parents Program, where we support young parents to develop their parenting and independent living skills. Volunteer Sarah (right) acted as a mentor to help Amber develop her social enterprise plan during a youth entrepreneurship course run in partnership with Young Change Agents, funded by the NSW Government.
Overall gross income for the Society was $894 million, including $600 million for the Blood Service which is fully Government funded. Income for Australian Red Cross Humanitarian Services totalled $293.5 million, a $113.4 million reduction from the previous year. This largely reflects a $98 million decline in government funding for our migrant support services. Despite this reduction, government grants remain our single largest form of income, accounting for 53% of funds. We aim to reduce our reliance on the proportion of government funding in the long term and diversify and grow other sources of income.

To counter this reduction in government spending, we are calling on the community to support our work more than ever. The Australian public donated over $93 million this year ($86.8 million for our everyday work and $6.9 million for emergency appeals), a strong result driven by the continued growth of our regular giving program and the generosity of people who give regular, ongoing donations. This year we gained $23.2 million from the sale of goods, while our retail revenue also continues to grow. Overall, 40% of funds came through the Australian community and goods purchased.

This income is supplemented by substantial support of a non-financial nature, given to Red Cross in the form of volunteer, gifts in-kind, and pro bono services. While we do not place a dollar value on these priceless forms of support, without them our everyday work would not be possible.

All funding opportunities are assessed through internal review processes, to ensure that services funded are aligned with community need and Red Cross’ strategic direction. Thorough risk assessments are undertaken to ensure that our services remain viable and effective.
Community support for everyday work

Financial support given by individuals and the community for our everyday, non-disaster work totalled $86.8 million, reflecting the generosity of the Australian public. The largest source of community support for our everyday work continues to be regular, ongoing monthly contributions. These regular givers donated over $42 million, a small increase from last year. The overall proportion of our everyday work funded by regular giving remains unchanged at 49% (note that this does not include disaster appeals).

Another key group of supporters are people who thoughtfully leave a gift to Red Cross in their will. Bequests account for 15% of our income and this year provided over $12 million, a slight decrease from last year.

Almost two in every three dollars given by the community come from these regular givers and bequestors, highlighting the huge positive impact made by these groups of ordinary Australians.

We also received income from valued corporate partners, trusts and foundations, individuals making one-off donations, Red Cross members, and community groups. Donations for disaster appeals declined from last year as we sought funds for fewer major emergencies in Australia and the Asia-Pacific region.

Changes in government funding for our work

Of the $154.9 million received through government funding for our Humanitarian Services division (excluding the Blood Service), almost 93% was for contracted services to help people and communities in need. While government funding has decreased this year by $98 million (39%), the majority of this is due to the outcomes of a competitive tender process for the Status Resolution Support Service (SRSS) in our migration support programs. The result of that tender process and a progressively reducing client base in that program have resulted in a 62% reduction in funding. Grants to other areas of our work remained similar to last year, while our international aid and development work benefited from a $2.7 million (11%) increase in support.

We secure government funding through competitive tenders, grants and direct approaches to government. Our government-funded services must meet stipulated conditions over the term of each agreement and are subject to regular review.

*The 2015 financial year figure has been restated to include non-government grant income, which was previously included in the other income category.

*The 2015 financial year figure has been restated due to grant funds returned being netted off against grant income, which was previously included under domestic programs expenditure.
Expenditure in our Humanitarian Services division decreased significantly, totalling $297.5 million this financial year. This 27% decrease is almost wholly accounted for by a $107 million reduction in spending on migration support programs (following on from a corresponding reduction in government grants for this area of work).

As a result of this substantial reduction, the ratio of funds spent on services and programs also fell this year. We expect this irregularity to be reversed in the coming years, with a greater proportion of spending going towards our services. Our goal is for 80 cents in each dollar to be spent on services by 2020.

Fundraising costs made up 8% of total expenditure (6% in 2015). This includes all expenditure associated with fundraising for our services, administration of emergency appeals, and managing pro bono work and non-cash gifts (which are not recognised in the financial accounts). The cost of fundraising was 26%; excluding income from disaster appeals it was 28%, reflecting the investment required to produce reliable and sustainable ongoing income streams to enable our work.

Administration costs accounted for 11% of total expenditure (8% in 2015). These costs include information technology, finance, human resources and occupancy expenses, and are critical to making our services run smoothly and effectively.
Our work in Australia and overseas

This financial year over $197 million was spent on humanitarian services in Australia and overseas. Over 91% of expenditure was on everyday (non-disaster appeal) work with individuals and communities, while the remaining 9% was spent responding to emergencies in Australia ($0.3 million) and overseas ($16.3 million).

The majority of non-emergency spending (over $150 million, or 83%) went to domestic services in Australia, while around $30 million was spent on everyday work overseas in Asia-Pacific countries. In our emergency work, $0.3 million was spent responding to emergencies in Australia while a larger sum of $16.3 million (or 98%) was spent helping people impacted by disasters overseas such as Cyclone Winston in Fiji. The proportion of funds spent in emergencies locally versus internationally varies from year to year depending on the location and severity of disasters and the need being responded to.

Program spend (excluding disaster appeals)

This financial year we spent over $180 million on everyday (non-emergency) programs in Australia and overseas, a 37% reduction from 2015. This change was again driven by the down-sizing of our migrant support services, which this year accounted for 28% of total program spend, compared to 55% in 2015. Despite reduced government funds for this work, support for migrants in transition still accounts for greater expenditure than other individual program areas, and we remain dedicated to delivering much needed services in this area.

Social inclusion services accounted for the second-largest share of expenditure ($38.9 million or 22%), representing our work with people experiencing exclusion from mainstream society due to age, disability, mental ill health, involvement with the justice system, or other factors. Locational disadvantage programs were close behind with $37.3 million (or 21%) expenditure, comprising our work with specific communities experiencing entrenched disadvantage. Emergency services accounted for 7% of our domestic expenditure this year.

Expenditure is categorised according to priority areas.
Five years at a glance

The overall net surplus of $20.6 million for the year was a result of a $24.6 million surplus from the Blood Service offset by a $4 million deficit delivered by Humanitarian Services. Total revenues, including Blood Service of $894 million are down 7% on last year, and expenditure of $873.4 million is 10% lower than last year. Decline in revenue and expenditure over the last five years is largely a function of the scaling back of migration support programs.

- Community support for everyday work has increased 53% in the five years since 2012, despite levelling off in the last year. This growth has been largely driven through the substantial increase in regular giving donations, growing 190% on 2012 levels to over $42 million. Community support for everyday work is further supplemented by contribution from our retail network, which has grown revenues 13% in the last two years to over $23 million.

Disaster appeals attracted a lower level of community donations than in recent years, a direct result of the number and severity of disasters occurring.

- Expenditure associated with fundraising for our services and the delivery of emergency appeals amounts to 8% of Humanitarian Services expenditure. The cost of fundraising ratio, reflecting the investment required to produce reliable and sustainable ongoing income streams, was 26% continuing the downward trend of previous years and when income from disaster appeals is excluded, it was 28%.

- Income and expenditure for Humanitarian Services again contracted this year as a result of reduced government funding in support of our migration support programs. As a result, community support for Red Cross everyday work now contributes 38% ($86.8 million) of the $230 million received from government and community, a significant shift from 21% ($56 million) five years ago.

- Administration costs accounted for 11% of total expenditure and include costs critical to the running of the Society such as information technology, finance, human resources, occupancy expenses and program administration. In years prior to 2014, some of these costs were allocated within the specific program areas they supported.

- Through the Blood Service we supplied 601.2 tonnes of plasma to CSL Limited in 2015/2016 which represents more than a 20% increase from 2011/2012. The Blood Service has, through productivity measures, been able to significantly reduce the unit cost of producing plasma for fractionation.
## Five years at a glance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blood Service¹</td>
<td>$600,505</td>
<td>$559,806</td>
<td>$581,800</td>
<td>$574,587</td>
<td>$578,461</td>
</tr>
<tr>
<td>Government grants²</td>
<td>$143,967</td>
<td>$241,996</td>
<td>$362,560</td>
<td>$288,804</td>
<td>$217,663</td>
</tr>
<tr>
<td>Community support - for everyday work³</td>
<td>$86,777</td>
<td>$88,381</td>
<td>$89,478</td>
<td>$75,579</td>
<td>$56,729</td>
</tr>
<tr>
<td>Community support - for emergency appeals</td>
<td>$6,997</td>
<td>$21,714</td>
<td>$13,053</td>
<td>$20,186</td>
<td>$4,102</td>
</tr>
<tr>
<td>Commercial operations⁵</td>
<td>$9,288</td>
<td>$9,470</td>
<td>$12,076</td>
<td>$33,498</td>
<td>$34,336</td>
</tr>
<tr>
<td>Government grants for commercial operations</td>
<td>$10,938</td>
<td>$10,772</td>
<td>$12,908</td>
<td>$15,590</td>
<td>$17,074</td>
</tr>
<tr>
<td>Retail activities⁷</td>
<td>$23,172</td>
<td>$21,335</td>
<td>$20,488</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other income⁴</td>
<td>$12,388</td>
<td>$13,237</td>
<td>$15,958</td>
<td>$46,567</td>
<td>$46,567</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>$894,032</strong></td>
<td><strong>$966,711</strong></td>
<td><strong>$1,108,321</strong></td>
<td><strong>$1,023,790</strong></td>
<td><strong>$954,932</strong></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blood Service</td>
<td>$575,903</td>
<td>$568,441</td>
<td>$555,897</td>
<td>$561,749</td>
<td>$539,317</td>
</tr>
<tr>
<td>Domestic programs² ³</td>
<td>$150,459</td>
<td>$255,223</td>
<td>$365,556</td>
<td>$314,261</td>
<td>$223,754</td>
</tr>
<tr>
<td>International programs</td>
<td>$30,364</td>
<td>$33,040</td>
<td>$35,623</td>
<td>$34,344</td>
<td>$28,620</td>
</tr>
<tr>
<td>Emergency appeals⁴</td>
<td>$16,634</td>
<td>$17,139</td>
<td>$10,924</td>
<td>$14,630</td>
<td>$31,439</td>
</tr>
<tr>
<td>Commercial operations⁷</td>
<td>$18,936</td>
<td>$20,899</td>
<td>$25,224</td>
<td>$46,052</td>
<td>$47,753</td>
</tr>
<tr>
<td>Retail activities⁷</td>
<td>$18,187</td>
<td>$17,107</td>
<td>$17,570</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fundraising costs⁹</td>
<td>$24,404</td>
<td>$26,425</td>
<td>$25,874</td>
<td>$15,864</td>
<td>$15,965</td>
</tr>
<tr>
<td>Marketing</td>
<td>$5,334</td>
<td>$5,153</td>
<td>$4,807</td>
<td>$3,353</td>
<td>$5,981</td>
</tr>
<tr>
<td>Administration⁸</td>
<td>$33,391</td>
<td>$32,026</td>
<td>$38,808</td>
<td>$19,912</td>
<td>$22,694</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>$873,412</strong></td>
<td><strong>$975,453</strong></td>
<td><strong>$1,080,283</strong></td>
<td><strong>$1,010,165</strong></td>
<td><strong>$915,523</strong></td>
</tr>
<tr>
<td><strong>Surplus/(deficit)</strong></td>
<td><strong>$20,620</strong></td>
<td><strong>($8,742)</strong></td>
<td><strong>$28,038</strong></td>
<td><strong>$13,625</strong></td>
<td><strong>$39,409</strong></td>
</tr>
</tbody>
</table>

### Financial ratios (excluding Blood Service)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of fundraising:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>as a % of community support income including emergency appeals</td>
<td>26%</td>
<td>24%</td>
<td>25%</td>
<td>17%</td>
<td>26%</td>
</tr>
<tr>
<td>as a % of community support income excluding emergency appeals</td>
<td>28%</td>
<td>30%</td>
<td>29%</td>
<td>21%</td>
<td>28%</td>
</tr>
<tr>
<td>Cost of administration as a % of total expenditure¹⁰</td>
<td>11%</td>
<td>8%</td>
<td>7%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

¹Blood Service is funded by Australian government for domestic provision of blood products and services. Blood Service includes capital works of $55m in FY2016, $32m in FY2015, $33m in FY2014, $52m in FY2013 and $60m in FY2012.
²Government grants excludes Blood Service and commercial operations (shown separately). FY2015 and FY2014 figures have been restated due to grant funds returned being netted off against grant income, which were previously included under domestic program expenditure.
³FY2015 and FY2014 figures have been reclassified to include non-government grant income, which was previously included under other income.
⁴Other income includes investment income. FY2015 and FY2014 figures have been reclassified to include non-government grant income, which was previously included under other income.
⁵Domestic Programs includes expenditure relating to program administration costs which were previously included under administration costs in FY2015 and FY2014.
⁶Emergency Appeals includes both domestic and international appeals.
⁷Commercial operations includes training services, employment services, business services and Red Cross products, and prior to FY2014 included retail activities.
⁸Fundraising costs include costs for raising revenue and in-kind support from public, government and non-government grants.
⁹Administration expenditure includes one-off costs of $1.2m relating to information technology transformation investment. This also includes expenditure relating to internal costs which were classified under domestic programs in FY2013 and FY2012.
¹⁰In FY2013 and FY2012 a major part of administration function in Humanitarian Services were embedded in state based programs; as a result administration ratios in these years are not comparable and are presented as N/A.
Financial statements in compliance with ACFID Code of Conduct

Australian Red Cross is a signatory to the Australian Council for International Aid and Development (ACFID) Code of Conduct and is committed to full adherence to its requirements. The Code aims to improve international development outcomes and increase stakeholder trust by enhancing the transparency and accountability of signatory organisations.

The ACFID Code of Conduct offers a mechanism to address concerns relating to signatories’ conduct. Complaints may be initiated by any member of the public and lodged with the ACFID Code of Conduct Committee at acfid.asn.au/code-of-conduct/complaints, or for further information on the ACFID Code please see ACFID website acfid.asn.au. No complaints were made against Australian Red Cross within this financial year.

The financial statements below conform with the ACFID prescribed format and standards and should be read in conjunction with the other components of the ACFID financial statements, as well as the financial statements and accompanying notes on pages 6-42 of the full financial report, available at redcross.org.au/files/Financials_2016.pdf.

Income statement
for the financial year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>Australian Red Cross: A year in review 2015/2016</th>
<th>Humanitarian Services</th>
<th>Society</th>
<th>Humanitarian Services</th>
<th>Society</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td></td>
<td>2016</td>
<td>2016</td>
<td>2015</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Donations and gifts¹</td>
<td></td>
<td>76,901</td>
<td>76,901</td>
<td>93,123</td>
<td>93,123</td>
</tr>
<tr>
<td>Legacies and bequests</td>
<td></td>
<td>12,594</td>
<td>12,594</td>
<td>13,670</td>
<td>13,670</td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Department of Foreign Affairs and Trade</td>
<td></td>
<td>24,358</td>
<td>24,358</td>
<td>23,735</td>
<td>23,735</td>
</tr>
<tr>
<td>- other Australian</td>
<td></td>
<td>129,062</td>
<td>698,143</td>
<td>229,497</td>
<td>770,065</td>
</tr>
<tr>
<td>- other overseas</td>
<td></td>
<td>5,784</td>
<td>5,784</td>
<td>3,010</td>
<td>3,010</td>
</tr>
<tr>
<td>Investment income</td>
<td></td>
<td>3,384</td>
<td>11,125</td>
<td>4,076</td>
<td>12,093</td>
</tr>
<tr>
<td>Other income²</td>
<td></td>
<td>41,444</td>
<td>65,127</td>
<td>39,794</td>
<td>51,015</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
<td><strong>293,527</strong></td>
<td><strong>894,032</strong></td>
<td><strong>406,905</strong></td>
<td><strong>966,711</strong></td>
</tr>
</tbody>
</table>

EXPENDITURE

International aid and development programs expenditure

- funds to international programs | 41,728 | 41,728 | 42,995 | 42,995 |
- program support costs | 3,428 | 3,428 | 4,364 | 4,364 |
- community education³ | 1,561 | 1,561 | 1,465 | 1,465 |

Domestic programs

- Blood Service | - | 575,904 | - | 568,441 |
- Migration support | 51,413 | 51,413 | 158,619 | 158,619 |
- Social inclusion | 38,929 | 38,929 | 37,917 | 37,917 |
- Locational disadvantage | 37,296 | 37,296 | 34,317 | 34,317 |
- Disaster and emergency services | 10,186 | 10,186 | 10,759 | 10,759 |
- Aboriginal & Torres Strait Islander programs | 7,000 | 7,000 | 8,660 | 8,660 |
- Emergency appeals | 349 | 349 | 1,379 | 1,379 |
- Other | 4,867 | 4,867 | 4,928 | 4,928 |

Fundraising costs⁴

- Public, government, multilateral and private | 24,204 | 24,204 | 26,425 | 26,425 |

Retail and commercial activities | 37,122 | 37,122 | 38,006 | 38,006 |

Accountability and administration⁵ | 38,725 | 38,725 | 37,178 | 37,178 |

**Total expenditure** | **297,508** | **873,412** | **407,012** | **975,453** |

(Deficiency)/excess of revenue over expenditure from continuing operations | (3,981) | (20,620) | (107) | (8,742) |

Notes:

1. During the financial year nil (2015:nil) was recorded as non-monetary donations and gifts. In addition to those goods which are capable of reliable measurement, the organisation has received donated goods for sale in its retail outlets as well as volunteer hours in providing community services. Significant contributions are also received by way of gifts in-kind as pro bono support from corporate partners and volunteers. These goods and services are of a nature for which fair value cannot be reasonably determined and have not been recorded in this income statement. There has been no non-monetary expenditure included in the income statement.

2. Other income includes revenue from retail activities and training services.

3. Accountability and administration costs include internal expenses relating to finance, human resources, information technology, marketing and program administration. They also include a one-off cost of $1.2 million relating to an information technology transformation investment.

During the financial year there were no transactions (2015:nil) in the international political or religious adherence promotion program category.
### Statement of financial position
as at 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>Humanitarian Services</th>
<th>Society</th>
<th>Humanitarian Services</th>
<th>Society</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2016</td>
<td>2015</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### ASSETS

**Current assets**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>36,955</td>
<td>230,693</td>
<td>42,277</td>
<td>241,140</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>16,392</td>
<td>23,781</td>
<td>19,062</td>
<td>26,616</td>
</tr>
<tr>
<td>Inventories 1,405</td>
<td>24,271</td>
<td>990</td>
<td>19,838</td>
<td></td>
</tr>
<tr>
<td>Other financial assets</td>
<td>19,062</td>
<td>110,341</td>
<td>40,109</td>
<td>73,108</td>
</tr>
<tr>
<td>Other 2,465</td>
<td>7,571</td>
<td>3,996</td>
<td>10,073</td>
<td></td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>96,898</td>
<td>396,657</td>
<td>106,434</td>
<td>370,775</td>
</tr>
</tbody>
</table>

**Non-current assets**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment</td>
<td>67,371</td>
<td>375,810</td>
<td>72,778</td>
<td>388,613</td>
</tr>
<tr>
<td>Intangible assets 17,687</td>
<td>47,758</td>
<td>20,179</td>
<td>41,499</td>
<td></td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>85,058</td>
<td>423,568</td>
<td>92,957</td>
<td>430,112</td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>181,956</td>
<td>820,225</td>
<td>199,391</td>
<td>800,887</td>
</tr>
</tbody>
</table>

#### LIABILITIES

**Current liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other payables</td>
<td>13,854</td>
<td>47,449</td>
<td>18,612</td>
<td>55,618</td>
</tr>
<tr>
<td>Borrowings -</td>
<td>10,786</td>
<td>10,632</td>
<td>20,582</td>
<td></td>
</tr>
<tr>
<td>Provisions 15,735</td>
<td>72,316</td>
<td>15,146</td>
<td>69,358</td>
<td></td>
</tr>
<tr>
<td>Other 3,912</td>
<td>124,171</td>
<td>870</td>
<td>98,970</td>
<td></td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>33,501</td>
<td>254,722</td>
<td>45,260</td>
<td>244,528</td>
</tr>
</tbody>
</table>

**Non-current liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borrowings -</td>
<td>4,519</td>
<td>49,741</td>
<td>-</td>
<td>60,523</td>
</tr>
<tr>
<td>Provisions 4,519</td>
<td>17,813</td>
<td>5,206</td>
<td>17,553</td>
<td></td>
</tr>
<tr>
<td>Defined benefit superannuation plans 65</td>
<td>3,346</td>
<td>65</td>
<td>1,698</td>
<td></td>
</tr>
<tr>
<td>Other -</td>
<td>4,285</td>
<td>-</td>
<td>3,360</td>
<td></td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>4,584</td>
<td>75,185</td>
<td>5,271</td>
<td>83,134</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>38,085</td>
<td>329,907</td>
<td>50,531</td>
<td>327,662</td>
</tr>
</tbody>
</table>

**NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>143,871</td>
<td>490,318</td>
<td>148,860</td>
<td>473,225</td>
</tr>
</tbody>
</table>

#### EQUITY

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves 1,313</td>
<td>120,836</td>
<td>2,321</td>
<td>111,202</td>
<td></td>
</tr>
<tr>
<td>Specific purpose funds 40,056</td>
<td>40,056</td>
<td>51,958</td>
<td>51,958</td>
<td></td>
</tr>
<tr>
<td>Accumulated funds 102,502</td>
<td>329,426</td>
<td>94,581</td>
<td>310,065</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>143,871</td>
<td>490,318</td>
<td>148,860</td>
<td>473,225</td>
</tr>
</tbody>
</table>
Statement of cash flows  
for the financial year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>Humanitarian Services</th>
<th>Society</th>
<th>Humanitarian Services</th>
<th>Society</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2016</td>
<td>2015</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

**Cash flows from operating activities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from donors, government and other sources</td>
<td>296,005</td>
<td>948,046</td>
<td>327,666</td>
<td>934,578</td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>(289,400)</td>
<td>(840,752)</td>
<td>(420,036)</td>
<td>(976,711)</td>
</tr>
<tr>
<td>Interest and other costs of finance paid</td>
<td>(1,263)</td>
<td>(6,552)</td>
<td>(1,206)</td>
<td>(7,247)</td>
</tr>
<tr>
<td><strong>Net cash provided by/(used in) operating activities</strong></td>
<td>5,342</td>
<td>100,742</td>
<td>(93,576)</td>
<td>(49,380)</td>
</tr>
</tbody>
</table>

**Cash flows from investing activities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments for property, plant, equipment and intangibles</td>
<td>(2,284)</td>
<td>(62,021)</td>
<td>(5,710)</td>
<td>(53,434)</td>
</tr>
<tr>
<td>Proceeds from disposal of property, plant and equipment</td>
<td>159</td>
<td>450</td>
<td>237</td>
<td>444</td>
</tr>
<tr>
<td>Net payments for purchase of investment securities</td>
<td>(575)</td>
<td>(39,453)</td>
<td>(22,753)</td>
<td>(56,091)</td>
</tr>
<tr>
<td>Dividends received</td>
<td>737</td>
<td>1,780</td>
<td>1,044</td>
<td>1,044</td>
</tr>
<tr>
<td>Interest received</td>
<td>1,931</td>
<td>8,629</td>
<td>2,554</td>
<td>10,627</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(32)</td>
<td>(90,615)</td>
<td>(24,628)</td>
<td>(97,410)</td>
</tr>
</tbody>
</table>

**Cash flows from financing activities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from borrowings</td>
<td>1,500</td>
<td>1,500</td>
<td>10,461</td>
<td>10,461</td>
</tr>
<tr>
<td>Repayment of borrowings</td>
<td>(8,346)</td>
<td>(18,292)</td>
<td>(3,615)</td>
<td>(12,809)</td>
</tr>
<tr>
<td><strong>Net cash (used in)/provided by financing activities</strong></td>
<td>(6,846)</td>
<td>(16,792)</td>
<td>6,846</td>
<td>(2,348)</td>
</tr>
</tbody>
</table>

**NET DECREASE IN CASH AND CASH EQUIVALENTS**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2016</th>
<th>2015</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents at the beginning of the financial year</td>
<td>38,491</td>
<td>237,354</td>
<td>149,974</td>
<td>386,579</td>
</tr>
<tr>
<td>Effects of exchange rate changes on the balance of cash held in foreign currencies</td>
<td>-</td>
<td>4</td>
<td>(125)</td>
<td>(87)</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR</strong></td>
<td>36,955</td>
<td>230,693</td>
<td>38,491</td>
<td>237,354</td>
</tr>
</tbody>
</table>
After emergencies, trained Red Cross volunteers visit communities to share information about how to recover and access support.

### Table of cash movements for designated purposes
for the financial year ended 30 June 2016

<table>
<thead>
<tr>
<th>Designated purpose</th>
<th>Cash available at beginning of year</th>
<th>Cash raised during year</th>
<th>Cash disbursed during year</th>
<th>Cash transfer</th>
<th>Cash available at end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>DFAT - Australian Aid Program</td>
<td>10,878</td>
<td>26,091</td>
<td>(25,477)</td>
<td>(1,027)</td>
<td>10,465</td>
</tr>
<tr>
<td>Pakistan flood response appeal</td>
<td>470</td>
<td>-</td>
<td>(470)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Humanitarian blood projects</td>
<td>388</td>
<td>20</td>
<td>(136)</td>
<td>(245)</td>
<td>27</td>
</tr>
<tr>
<td>Typhoon Haiyan appeal</td>
<td>2,974</td>
<td>1,446</td>
<td>(2,286)</td>
<td>375</td>
<td>2,509</td>
</tr>
<tr>
<td>Syria appeal</td>
<td>142</td>
<td>1,389</td>
<td>(1,174)</td>
<td>38</td>
<td>395</td>
</tr>
<tr>
<td>Ebola appeal</td>
<td>124</td>
<td>294</td>
<td>(111)</td>
<td>(155)</td>
<td>151</td>
</tr>
<tr>
<td>Nepal earthquake appeal</td>
<td>7,688</td>
<td>1,036</td>
<td>(4,656)</td>
<td>1,378</td>
<td>5,447</td>
</tr>
<tr>
<td>Cyclone Pam (Vanuatu) appeal</td>
<td>3,802</td>
<td>64</td>
<td>(1,824)</td>
<td>314</td>
<td>2,356</td>
</tr>
<tr>
<td>Tropical Cyclone Winston 2016 appeal</td>
<td>-</td>
<td>4,477</td>
<td>(1,944)</td>
<td>(938)</td>
<td>1,595</td>
</tr>
<tr>
<td><strong>Total cash for designated purposes</strong></td>
<td><strong>26,466</strong></td>
<td><strong>34,817</strong></td>
<td><strong>(38,078)</strong></td>
<td><strong>(260)</strong></td>
<td><strong>22,945</strong></td>
</tr>
<tr>
<td><strong>Total cash for other non-designated purposes</strong></td>
<td><strong>210,888</strong></td>
<td><strong>925,588</strong></td>
<td><strong>(928,988)</strong></td>
<td><strong>260</strong></td>
<td><strong>207,748</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>237,354</strong></td>
<td><strong>960,405</strong></td>
<td><strong>(967,066)</strong></td>
<td><strong>-</strong></td>
<td><strong>230,693</strong></td>
</tr>
</tbody>
</table>

Appeal funds raised in any one year are likely to be responsibly used over several years, as recovery work can be short, medium and long-term.
## Statement of changes in equity

for the financial year ended 30 June 2016

<table>
<thead>
<tr>
<th>Year ended 30 June 2015</th>
<th>Humanitarian Services</th>
<th>Blood Service</th>
<th>Society</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accumulated funds</td>
<td>Specific purpose funds</td>
<td>Investment revaluation reserve</td>
</tr>
<tr>
<td>Balance as at 1 July 2014</td>
<td>99,131</td>
<td>47,515</td>
<td>3,215</td>
</tr>
<tr>
<td>Deficit for the year</td>
<td>(107)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other comprehensive surplus/(deficit) for the year</td>
<td>-</td>
<td>-</td>
<td>(894)</td>
</tr>
<tr>
<td>Transfers to/(from) specific purpose funds</td>
<td>(4,443)</td>
<td>4,443</td>
<td>-</td>
</tr>
<tr>
<td>Transfers to/(from) other reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance as at 30 June 2015</td>
<td>94,581</td>
<td>51,958</td>
<td>2,321</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year ended 30 June 2016</th>
<th>Humanitarian Services</th>
<th>Blood Service</th>
<th>Society</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accumulated funds</td>
<td>Specific purpose funds</td>
<td>Investment revaluation reserve</td>
</tr>
<tr>
<td>Net (deficit)/surplus for the year</td>
<td>(3,981)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other comprehensive deficit for the year</td>
<td>-</td>
<td>-</td>
<td>(1,008)</td>
</tr>
<tr>
<td>Transfers to/(from) specific purpose funds</td>
<td>11,902</td>
<td>(11,902)</td>
<td>-</td>
</tr>
<tr>
<td>Transfers to/(from) other reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance as at 30 June 2016</td>
<td>102,502</td>
<td>40,056</td>
<td>1,313</td>
</tr>
</tbody>
</table>
Report of the Independent Auditor on the Australian Council for International Development Statement to the Board Members of the Australian Red Cross Society

The accompanying Australian Council for International Development (ACFID) Income Statement, ACFID statement of financial position, ACFID statement of cash flows and ACFID table of cash movements for designated purposes, collectively referred to as the ACFID Statement, presented on page 58 to 62 prepared by the Australian Red Cross Society, is derived from the audited general purpose financial report of the Australian Red Cross Society for the year ended 30 June 2016. We expressed an unqualified audit opinion on that financial report in our report dated 22 October 2016. The financial report and the ACFID Statement do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

The ACFID Statement does not contain all the disclosures required by the Australian Accounting Standards. Reading the ACFID Statement, therefore, is not a substitute for reading the audited financial report of the Australian Red Cross Society for the year ended 30 June 2016.

The Board Members Responsibility for the Statement
The Board Members are responsible for the preparation of the ACFID Statement in accordance with the ACFID Code of Conduct.

Auditor’s Responsibility
Our responsibility is to express an opinion on the ACFID Statement based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

Opinion
In our opinion, the ACFID Statement derived from the audited financial report of the Australian Red Cross Society for the year ended 30 June 2016, is consistent in all material respects with the audited financial report, and is in accordance with the ACFID Code of Conduct.

Deloitte Touche Tohmatsu
ABN 74 490 121 000
550 Bourke Street
Melbourne VIC 3000
GPO Box 78
Melbourne VIC 3001 Australia
DK: 111
Tel: +61 (0) 3 9671 7000
Fax: +61 (0) 3 9671 7001
www.deloitte.com.au

Rachel Smith
Partner
Chartered Accountants
Melbourne, 22 October 2016

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Touche Tohmatsu Limited
Get involved
• Donate or become a regular giver
• Volunteer with us
• Become a member
• Give blood
• Leave a gift in your will
• Find a bargain in a Red Cross Shop
• Learn first aid and other skills with us
Find out even more ways you can help people and communities with Red Cross.
Visit redcross.org.au or call 1800 811 700.

Cover image:
Red Cross is working with Aboriginal and Torres Strait Islander youth, supporting them to feel strong in their culture and identity. We support their wellbeing through projects like the Welcome to my Country camp, where participants talked about their pride in who they are and where they’re from.