



Annual Report

2024-2025

Acknowledgement

Australian Red Cross acknowledges Aboriginal and Torres Strait Islander peoples, as the Traditional Owners and Custodians, and as valued Australians. We pay respect to them; to Elders past and present and to those who come, for you hold the memories, the traditions, the culture, and hopes of Aboriginal and Torres Strait Islander people across this country. Australian Red Cross acknowledge their ancestors were first to walk upon this land, are survivors of war and conflict, have preserved their culture and have cared for and protected this continent for over 60,000 years.

Australian Red Cross Society

Australian Red Cross Society (ABN 50 169 561 394) is incorporated by Royal Charter and is registered with the independent national regulator of charities, the Australian Charities and Not-for-Profit Commission. Australian Red Cross Society is comprised of two operating divisions: the Australian Red Cross Lifeblood and Australian Red Cross Humanitarian Services. This Annual Report covers both operating divisions. For the purposes of this statement, "Australian Red Cross Society" refers to both operating divisions.

About this report

This report has been prepared in accordance with Australian Accounting Standards and Interpretations and complies with other requirements of the law and the Australian Charities and Not-for-Profit Commission Act 2012. Australian Red Cross is a signatory to the Australian Council for International Development (ACFID) Code of Conduct, which is a voluntary, self-regulated sector code of good practice. As a signatory we are committed and fully adhere to the Code, conducting our work with transparency, accountability, and integrity.*

We demonstrate transparency by preparing general purpose financial reporting statements, similar to those required by large for-profit entities. Our Annual Financial Statements are externally audited and more than 60 of our individual programs are separately audited and acquitted to funders each year.

Our Annual Report 2024-25 provides an integrated overview of our humanitarian activities and impact, as well as our financial, social, and environmental performance for the end of the financial year ending 30 June 2025.

*See Notes to the Financial Statement section (pages 59) for more details



Photo: Conrad Ashleigh / Australian Red Cross

Contents

The year at a glance	4	Financial capital	30
From the Board Chair	5	Donors and partners	32
From the CEO	5	Our People	36
Purpose, vision, and values	6	Governance and risk	38
Reach	6	Governance	39
Organisational strategy	7	Risk	45
Impact	8	Modern slavery	46
Emergency Services and Disasters	9	Safeguarding	47
Australian Red Cross Lifeblood	11	Environmental impact	47
Migration	13	Financials	49
Community Activities and Programs	16	From the CFO	50
International Programs	18	Year in review	52
International Humanitarian Law	21	Financial report	55
Members and volunteers	24	Board members' report	57
A Movement powered by people	25	Annual financial statements	59
First Nations Communities	26	Board members' declaration	118
Strengthening our commitment to First Nations Centrality	27	Independent auditor's declaration	119
Innovation and thought leadership	28	Independent auditor's report	120
Humanitech	29		
Connecting ideas, people, and policy	29		

The year at a glance

- 

18,209

Australian Red Cross members and volunteers acted for humanity.
- 

5,467

Australian Red Cross employees helped and supported people.
- 

408

Australian Red Cross branches, units, clubs, and Friends of Red Cross initiatives.
- 

40

member-run services took place at 53 locations across Australia.
- 

139,168

hours of volunteers connecting with older and vulnerable people through our Telecross and Telechat programs.
- 

144,964

meals were delivered to 1,499 older people.
- 

281,923

people received support before, during, and after disasters.
- 

32

emergency activations took place across the country.
- 

3.8 million+

people accessed information from disaster preparedness campaigns.
- 

34,170

people from 129 countries received help through our migration support programs in Australia.

- 

11,481

people accessed our Work Right Hub website.
- 

7,739

people participated in our “In Search of Safety” community education sessions.
- 

3.6 tonnes+

of humanitarian aid products were provided across the globe.
- 

57

Australian international aid workers were deployed to 25 countries.
- 

5

First Nations communities in five states and territories were engaged to co-design programs that reflect community aspirations.
- 

70,000+

students completed first aid training.
- 

7 million+

items of clothing prevented from being sent to landfill.
- 

2.8 million+

of quality clothing that may otherwise have been sent to landfill was sold in Australian Red Cross shops.
- 

1,672,293

individual donations of blood, plasma, and platelets were made by the Australian community.
- 

621,346

people participated in the Australian Red Cross Lifeblood donor community.

From the Board Chair



As I write this final message in my capacity as Board Chair of Australian Red Cross, I feel an enormous sense of pride in what we have achieved together and deep gratitude for the people who bring our Movement to life every day.

This moment comes at a time of natural transition following our recent governance reforms, with several Board Members concluding their terms and a new group of leaders stepping in to help guide the organisation forward.

I want to acknowledge the exceptional service of our outgoing Board Members. In every decision, they placed the mission of Australian Red Cross and the communities we serve above all else. Their thoughtful leadership and unwavering commitment have helped guide the organisation through significant periods of change, always anchored in our humanitarian purpose. It has been a privilege to serve alongside individuals who lead with integrity, humility, and a strong sense of responsibility.

After a rigorous and highly competitive process, we welcome our new Board with several new and some returning members, each bringing a broad depth of experience. Their insights and energy will play an essential role in helping Australian Red Cross evolve to meet the growing demands of humanitarian service. I wish them every success in the years ahead.

We also welcomed a new President, with the National Council of Australian Red Cross electing Kate Jenkins AO as President of Australian Red Cross Society, effective 1 July 2025.

In this newly defined role, separated from the Chair of the Board, Kate will serve as an ambassador for Australian Red Cross: chairing the National Council, representing the organisation publicly, and nurturing vital relationships across the Movement and beyond. Kate brings an outstanding track record of principled leadership, community advocacy, and a deep understanding of humanitarian values. She will no doubt bring strength, clarity, and connection to the role in a time of rising complexity and global need.

Over the past year, we reached an important milestone in our long-term governance renewal. With the endorsement of the National Council, we began implementing the key principles of a new governance structure that is both Movement-compliant and fit for purpose. These changes will ensure Australian Red Cross remains strong, transparent, and resilient — capable of adapting to future challenges while remaining deeply connected to our mission.

We have also continued to focus on aligning our services to our core areas of expertise, investing in systems and processes that enable greater impact, and supporting our people – members, volunteers, staff and donors – who bring humanity to life every day. It has been especially meaningful to see this work continue under the leadership of our CEO, Andrew Colvin AO APM, whose steady hand has helped guide us through a time of renewal and growth.

As I prepare to hand over the role, I reflect with humility and heartfelt thanks. It has been an honour to serve as President and now as Board Chair of an organisation that truly stands for humanity, even in the most difficult circumstances. I am grateful for the trust placed in me and deeply inspired by the people I have had the privilege to meet and work with during my tenure.

Thank you to our Board, our members, our volunteers, our staff and our donors for everything you do. The future of Australian Red Cross is in excellent hands.

With sincere appreciation,

Charles Burkitt
Board Chair
Australian Red Cross

From the CEO



The stories in this report are more than just words. They reflect the depth, diversity, and critical nature of our humanitarian work. They represent the difference Australian Red Cross makes in the lives of people facing their hardest moments, something I've witnessed time and time again in my first year as CEO.

This year, Australian Red Cross continued to operate in a time of growing complexity, where the intensity of disasters is accelerating due to a changing climate, and humanitarian challenges are becoming increasingly interconnected.

In Australia, the concept of a 'disaster season' no longer applies. Communities are facing compounding natural hazard events, including those in Queensland and New South Wales still recovering from Cyclone Alfred and severe flooding. Meanwhile, in our neighbouring Pacific region, communities in Vanuatu and Myanmar are navigating recovery after devastating earthquakes.

Internationally, instability, particularly in the Middle East, has driven immense suffering, both in the region and for communities here at home. With more than 120 active armed conflicts worldwide, this year is shaping up to be the deadliest on record for humanitarian workers. Many have been injured or killed while carrying out life-saving work.

These moments underscore the essential role of Australian Red Cross. Our work is grounded in the Fundamental Principles of our Movement, which call on us to act with humanity, impartiality, and neutrality, which support people in crisis with compassion and dignity, wherever they are.

At the same time, we've sharpened our focus on where we have the greatest impact – emergencies and disasters, migration, international humanitarian law, international programs, and community work. This clarity ensures our energy and resources are directed where they're needed most.

We continue to invest in our foundations, modernising systems, strengthening governance and embedding cultural safety into our leadership, so we remain fit for purpose and future ready.

What truly sets us apart is our people. Australian Red Cross is powered by thousands of members and volunteers, individuals who give their time, skills, and care to support others. Their efforts are the beating heart of our Movement. I thank each of them for their service.

This year, we've seen growing momentum across our partnerships. From our valued relationships with our corporate partners and major donors to our collaborations with government and sector stakeholders, we're working together to deliver meaningful humanitarian impact at scale.

Very importantly, this year we completed our Statutes and Governance Review, a vital reform process that strengthens our foundations for the future. I thank our Board, governance members, and Executive Team for their deep engagement throughout this process.

As we look ahead, I'm confident we are building on solid ground. The legacy of those who came before us guides our work today and shapes the path we are charting for tomorrow.

Thank you for your support, your service, and your belief in the power of humanity.

Andrew Colvin
Chief Executive Officer
Australian Red Cross

Purpose, vision, and values



Purpose

Bringing people and communities together in times of need and building on community strengths. We do this by mobilising the power of humanity.



Vision

Trusted as the leading humanitarian organisation, making a genuine difference in the lives of people and communities.



Values

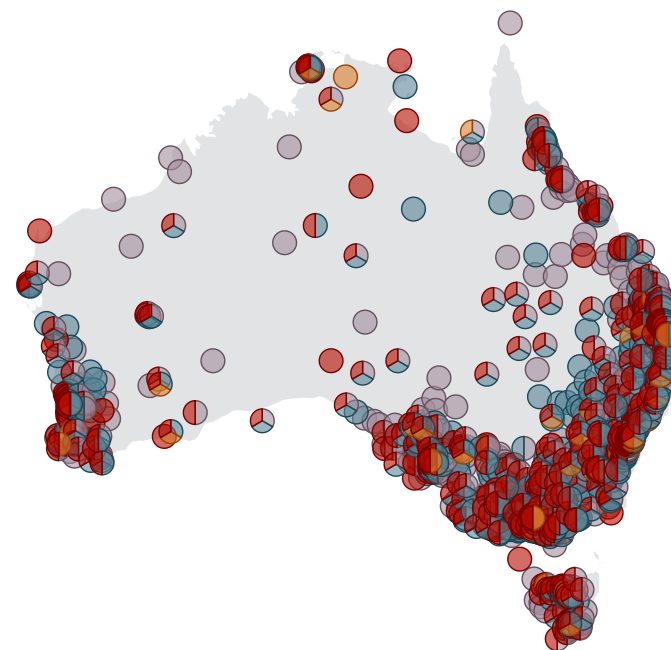
We respect.
We aspire.
We collaborate.
We stand up.
We deliver.

Our Fundamental Principles

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary Service
- Unity
- Universality

Reach

This map shows countries Australian Red Cross has helped support through either direct funding including for emergency responses as well as the deployment of delegates.



Location of Australian Red Cross people and clients

Australian Red Cross operates 293 sites across Australia. We are located in all Australian capital cities and throughout the regions. Our people (members, volunteers, and employees) are on the ground in every state and territory. Our work reaches thousands of communities in major cities, remote communities, and everywhere in between.

● Client ● Member ● Employees ● Volunteer

Organisational strategy

Australian Red Cross is part of a global humanitarian movement whose mission is to reduce human suffering by mobilising the power of humanity. We are one of 191 National Societies in the International Red Cross and Red Crescent Movement (the Movement). Other Movement members are the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC).

Alongside 16 million volunteers in 191 countries, we go where need is greatest, helping people and communities to stand tall in the face of adversity and move towards a more resilient future.

Australian Red Cross continues to evolve to keep pace with changing supporter, volunteer, member, and community needs.

This year has included:

- the 110th year anniversary of Australian Red Cross – with celebrations honouring the many volunteers and members who have worked alongside community to address humanitarian needs
- enhancements to our program delivery models with a focus on quality, efficiency, and greater impact
- technology enhancements, process improvements, and other initiatives to improve the member and volunteer experience
- a new revenue growth strategy designed to create sustainable, reliable, and diversified revenue streams

- reforms to ensure the Society’s governance structure is contemporary and fit for purpose their humanitarian needs are met, aligned to International Red Cross and Red Cross Movement requirements, and well-placed to support the organisation to achieve its purpose and vision (now and into the future).
- a new strategic direction for emergencies and climate work – including the adoption of an ‘all hazards’ approach.
- working with Aboriginal and Torres Strait Islander people, placing their cultural knowledge, leadership, values, and perspectives at the centre.

Our core priorities remain:

- increase our impact
- build and grow our people
- improve their experience and connect them to our purpose (for members, volunteers, and employees)
- establish stronger organisational foundations
- grow our funding
- build the Red Cross brand.



Photo: Gonnor Ashleigh / Australian Red Cross

Our areas of strategic focus

Emergency Services and Disasters

We help build communities that are strong, resilient and able to anticipate, respond and recover well from disasters, emergencies, and other crises / hazards that disrupt or dislocate communities – including those stemming from a changing climate.

Australian Red Cross Lifeblood

We seek to increase the supply of safe and high-quality blood, plasma and other biological products, bolstering our capacity to respond to emergencies, support medical treatments, and improve patient and community outcomes.

Migration

We help build fair, welcoming and inclusive communities where migrants are safe and their humanitarian needs are met.

Community Activities and Programs

We build connection and resilience through volunteering and responding to the humanitarian needs of local communities.

International Programs

We help build stronger, more resilient international communities with increased capacity to prepare for, anticipate, respond to, and recover from crises, especially those caused by climate change.

International Humanitarian Law

We help achieve better humanitarian outcomes for people and communities impacted by armed conflicts.



Impact

Emergency Services and Disasters



281,923

people were supported before, during, and after disasters.



156,112

people accessed recovery activities, including psychological first aid, through community events, workshops, and training across Australia.



3.8 million

people were reached through preparedness campaigns.



38,071

people strengthened their preparedness and social connection by attending an Australian Red Cross-facilitated workshop.

As global temperatures rise, so too does the threat of severe weather events. Australia is not immune: extreme heat, intense storms, ferocious bushfires, and devastating floods are impacting a growing number of communities every year. At Australian Red Cross, our role is clear: before and after disaster, our teams are there to build community resilience, meet urgent need, and walk the road to recovery for as long as the journey takes.

Our approach to disaster preparedness, response, and recovery is grounded in five core psychosocial principles: safety, calm, connection, self-efficacy, and hope. These principles guide our work across the nation, from delivering psychological first aid and reconnecting separated loved ones to providing outreach and linking people with vital services.

Preparedness: Building resilience, one community at a time

Communities are the experts in their own risks, strengths, and aspirations for the future. Our disaster preparedness work helps them leverage this expertise to prepare for, withstand, and recover from future disasters. To this end, we deliver people-centred, community-led workshops, tools, and resources that foster resilience and empower communities to understand their risks, develop tailored emergency response plans, and take action in the face of crisis.

Program highlights

- 38,071 people strengthened their preparedness and social connection by attending an Australian Red Cross-facilitated workshop.
- 18,414 students attended 810 Pillowcase workshops in over 338 schools.
- 8,492 people downloaded and 5,229 people updated our revamped Get Prepared emergency app.

Response: Ensuring no one faces disaster alone

As homes are threatened by rising floodwaters, as tropical storms decimate towns, and as bushfires roar through peaceful hamlets, people turn to Australian Red Cross for help. In evacuation centres and via outreach visits, our trained teams work alongside other emergency services to ensure that nobody faces disaster alone.

Program highlights

- 87,740 people received support and information during 32 emergency events.
- 28,429 people received direct psychological first aid during or after disasters.
- 2,025 people registered via our Register.Find. Reunite reunification service.
- 790 volunteers and employees received wellbeing calls after responding to disaster.

Recovery: There for as long as it takes

Disasters can be quick to destroy homes and livelihoods, but the trickle-down impacts often linger. Our teams are there for the long haul, delivering psychological first aid, strengthening social cohesion, and fostering the local networks that give communities the strength to move forward in the weeks, months, and years following a crisis event.

This year, we supported early recovery for communities impacted by Cyclone Alfred and the far north tropical low and delivered long-term support to people still reeling from the Queensland bushfires, Cyclone Jasper, and the 2022 Northern New South Wales floods, among others. Just like our disaster preparedness work, our recovery workshops and training empower people to manage the emotional and practical impacts of emergencies.

Program highlights

- 140,490 people accessed recovery activities, including 15,622 individuals who received psychological first aid and attended community events, workshops, and training across Australia.

Community is the Lifeblood of disaster response

As climate-related events become more intense, Australian Red Cross Lifeblood is already adapting and responding to ensure continuity of care and support for our people, donors, and recipients.

In March 2025, we activated our emergency response to Tropical Cyclone Alfred, which impacted parts of Queensland and New South Wales. A Regional Incident Management Team was established to coordinate our response, prioritising the safety of our teams and donors, and maintaining critical operations.

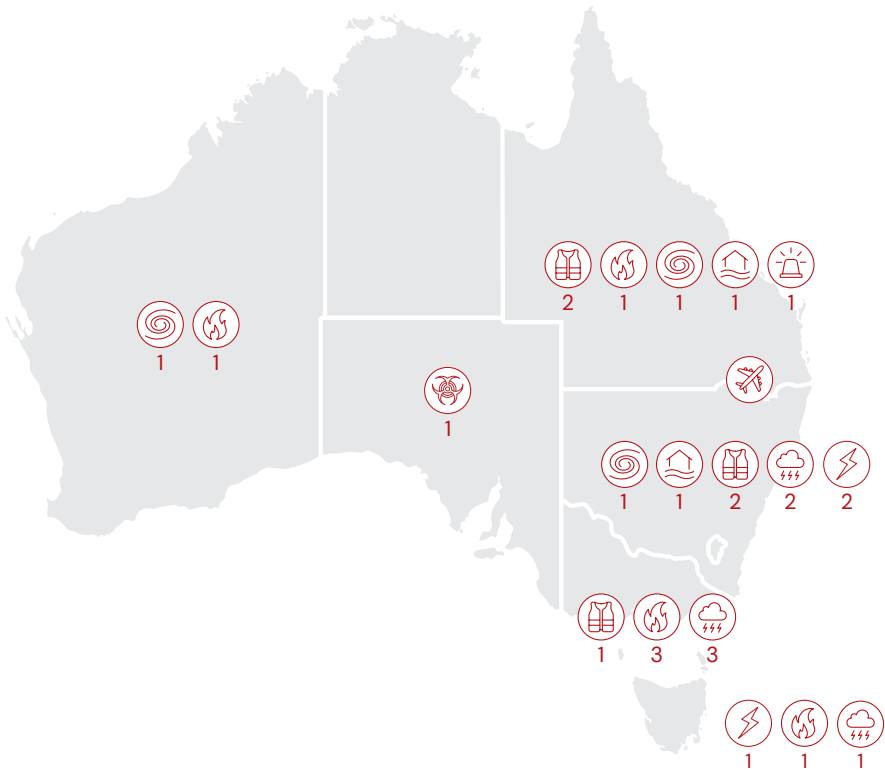
Several donor centres and mobile units were temporarily closed, and operations at the Brisbane Processing Centre were scaled back. Donations were redirected to unaffected centres, and we worked closely with hospitals to ensure adequate supply ahead of the cyclone.

To address an anticipated shortfall of 1,500 daily donations, we launched a national media and social media campaign encouraging support from unaffected communities. The response was immediate and overwhelmingly positive, reflecting the generosity and resilience of the Australian community in times of need.

Activations: July 2024 – 30 June 2025

Australian Red Cross Emergency Services teams responded to 32 crisis events between July 2024 and June 2025.

- Flood
- Severe weather
- Tropical cyclone
- Bushfire
- Structural fire
- Power disruption
- Collective trauma
- Biohazard
- Repatriation
- Other



A helping hand that’s always there

When the 2019 floods hit Townsville, Aboriginal elder Hans lost everything—his home, cherished belongings and sense of security were all swallowed by the rising floodwaters. “I didn’t know what to do. I felt terrible,” he recalls of having to evacuate with nothing but the clothes on his back.

Knowing that Hans was a community elder in the impacted area, Australian Red Cross recovery officer Sam Savage made sure to check in on him regularly throughout the clean-up effort. Through these in-person visits, Sam and his team learned that Hans was experiencing lingering trauma. “Twice since the 2019 floods, I’ve felt triggered—scared it was going to happen again,” says Hans. “Twice I packed up and left when it rained hard. I just couldn’t take the risk.”

So, after helping him recover, when Tropical Cyclone Alfred approached Queensland in early 2025, Australian Red Cross was there to help Hans feel prepared. Now, whenever the skies

darken and rain begins to fall, Hans knows he doesn’t have to face it alone.

“The benefits of having Australian Red cross volunteers come to your house is being able to talk your story through. The volunteers can deeply listen,” Sam explains. “We can put in place measures to connect Uncle Hans to the support networks that may be required for his recovery journey.”

For Sam and his fellow team members, recovery isn’t just a short-term operation; it’s about building relationships with locals like Hans and offering ongoing support. “It’s a marathon. It is not a sprint. We are going to be here for the long haul. They helped me feel ready this time,” Hans says.

“They helped me to feel ready... When the storms come, I’ve got a plan — and I’ve got someone I can call.”

– Hans, Queensland



Photo: Kevin Whelan / Australian Red Cross



Transforming lives through clinical innovation

Beyond our high-profile blood and plasma program, we're also working on a range of other treatments, diagnostic tools, and health information innovations that can help people across Australia improve and manage their health. This year, our Faecal Microbiota for Transplant (FMT) products were listed on the Australian Register of Therapeutic Goods, improving access to transformative therapies for people living with a range of health conditions. We also implemented a non-invasive prenatal Rhesus D (RhD) test that is now helping to reduce unnecessary treatments for RhD-negative pregnancies.

In the Lifeblood app, our free tool for Australian Red Cross Lifeblood donors, we made information on users' blood pressure, haemoglobin and ferritin data more accessible. By refining how we share donor health insights, we're empowering donors with valuable information about their wellbeing.

Australian Red Cross Lifeblood



15,165

people in Australia joined the stem cell donor registry.



1,155,885

fresh blood products were delivered to hospitals and healthcare providers.



905 tonnes

of plasma were delivered to CSL Behring for use in 18 different life-changing products.



4,448 litres

of breast milk were delivered to support some of Australia's most vulnerable babies.

At Australian Red Cross Lifeblood, we're proud to maintain one of the world's safest and most reliable supplies of blood, plasma, and other biological products. Our work reflects the Red Cross principle of humanity—these life-saving products improve health and wellbeing, and they also give families precious time with loved ones that might otherwise be lost. These impacts are made possible by the generosity of our donors; the dedication of our people; and the support of our partners across government, healthcare, and research.

Program highlights

- 621,346 donors, including 110,042 who joined our donor community this year, contributed more than 1.67 million donations of blood, plasma, and platelets.
- 1.15 million fresh blood products were delivered to hospitals across Australia for use in lifesaving medical treatments.
- 905 tonnes of plasma were provided to CSL Behring where they helped to produce 18 different life-saving medicines.
- 2 new donors centres were established in and 1 pop-up centre was trialled in WA. Our cross-functional team remains committed to sustainable, locally driven outcomes that enhance blood safety and resilience worldwide.

Opening the doors to diversity

We're committed to building a donor community that reflects the diversity of Australian Red Cross Lifeblood recipients. In June 2025, we announced changes to sexual activity rules to make plasma donation more inclusive while maintaining the safety of the blood supply. From 14 July 2025, most people can donate plasma without a wait period, following the removal of most sexual activity-related deferrals. We were also delighted to open two new donor centres this year, including one in Hurstville, NSW. With over 45% of Hurstville residents born overseas, this expansion reflects Australian Red Cross Lifeblood's commitment to accessibility and inclusion for culturally diverse communities.



International Humanitarian Blood Program

The International Humanitarian Blood Program continues to strengthen global health systems by supporting access to safe, effective, and quality-assured blood. In FY25, Australian Red Cross Lifeblood partnered with low and lower-middle income countries to deliver tailored support across blood service operations and disaster response.

Key highlights include:

- Capacity building in Indonesia: In collaboration with Palang Merah Indonesia, we supported the Kupang Blood Transfusion Center in addressing Good Manufacturing Practice (GMP) deficiencies—laying the foundation for future accreditation.

Our cross-functional team remains committed to sustainable, locally driven outcomes that enhance blood safety and resilience worldwide.

Kupang project outcomes:

- 68% of GMP deficiencies addressed in the first year.
- 58 hospital and clinical staff trained in haemovigilance and blood handling.
- 6 training sessions delivered to 31 blood service staff to strengthen GMP capabilities.



Honouring the man with the golden arm, James Harrison OAM

In February 2025, Australia farewellled an extraordinary individual, James Harrison OAM, who passed away peacefully at the age of 88. Known globally as the "man with the golden arm," James became the world's most prolific blood and plasma donor. Through more than 1,100 plasma donations, he helped save the lives of over two million babies.

James' plasma contained a rare antibody, anti-D, used to create a medication that protects unborn babies from haemolytic disease of the newborn — a serious condition where a mother's blood attacks her baby's. His contribution to this program has had a lasting impact on thousands of families across the country.

Inspired by a blood transfusion that saved his life, James began donating in 1954 at the age of 18. Encouraged by his father, he committed to donating every fortnight until his retirement in 2018, never missing an appointment. James' legacy is a powerful reminder that one person's dedication can transform millions of lives. His hope was that others would follow his path and one day surpass his record.

Migration



34,170

people from 129 countries received direct support, including:

- 7,694 temporary visa holders from over 100 countries who received a portion of the \$11,687,969 distributed through our SafetyNet and Family and Domestic Violence Financial Assistance programs
- 4,293 refugees from 49 countries who were supported to establish a new home in Australia.
- 370 people (319 adults and 51 minors) who received intensive support after experiencing human trafficking
- 150 people who were referred to our migration services by the Australian Federal Police (70) and by our Additional Referral Pathway (80) after experiencing exploitation such as exit trafficking, forced marriage, and domestic servitude.



11,481

people accessed our Work Rights Hub website.



7,739

people participated in In Search of Safety community education sessions.

Responding to global displacement

Over the last 12 months, in response to conflicts around the world, international displacement reached record levels. So too did the urgent humanitarian need that often travels in its wake. Red Cross plays a vital role in linking this pressing global challenge to local actions that offer migrants a sense of safety, dignity, and belonging, no matter where they land. In Australia, our migration initiatives are developed in partnership with migrants, communities, government, and the humanitarian sector. They connect new migrants to essential supports; pathways to employment and volunteering; and programs that foster wellbeing, belonging, connection, and a safe home.

Support across the migration journey

Food and shelter, safety and education, hygiene and advocacy—these are the fundamental humanitarian needs our migration programs strive to meet. We provide support to all migrants who seek our help. Whether they're undergoing humanitarian resettlement, in immigration detention, or living with the devastation of family separation, we meet people with the support they need, upholding their dignity and humanity throughout the migration journey.

Program highlights

- 4,293 people from 49 countries were resettled in Australia.
- 1,800 people secured or maintained their housing, including in 600 properties we leased to lower the barriers to entry in the private rental market.

- 99% of refugees in our Humanitarian Settlement Program felt welcome in Australia.
- 91% of people who received support through our Temporary Visa Holder Family and Domestic Violence Pilot reported being satisfied with our services.
- 864 confidential conversations were held through our Immigration Detention Monitoring Program, which observes the conditions and treatment of immigration detention in Australia.
- 755 Restoring Family Links cases were opened to search for 1,562 missing people.
- \$2,557,900 in emergency assistance was distributed to people from Israel and the Occupied Palestinian Territories who are now in Australia.



Building connections through employment

Safe, dignified, and sustainable economic participation is at the heart of our employment-focused migration programs. Australian Red Cross supports refugees and migrants in transition to access meaningful work and volunteering opportunities that promote independence, belonging, and long-term stability. We partner with businesses, communities, and government to open up economic pathways that are inclusive and free from exploitation. Our programs provide tailored support such as skills development, mentoring, and job-readiness training that help people overcome barriers to participation.

Program highlights

- 272 clients accessed the Connect, Match, Support resettlement program. 89 found jobs and 47 pursued opportunities for further education (Western Australia & Victoria).
- 89% of Connected Women participants reported that the program had a positive impact on their employability, self-employment, and education (Northern Territory).
- 115 people have participated in the Kaleidoscope Initiative, a workplace readiness training and mentoring program for migrants, since it began in September 2023 (Western Australia).
- 11,481 people accessed the Work Right Hub, an online resource about workers' rights and staying safe in the workplace.

The power of belonging

Building a sense of belonging in a new home is a vital piece of the migration puzzle. In 2024, we implemented the Casework Core Model at the heart of our migration services to align our services and prioritise quality client outcomes. This model provides a trauma-informed, person-centred approach supported by a skilled and equipped workforce. Through this streamlined and strength-based approach, we've supported over 25,000 clients, ensuring our programs deliver meaningful impact while remaining adaptive to future needs and challenges.

Program highlights

- 9,586 individuals received support to increase social connection and participation via the Connected Women's programs (Northern Territory and Tasmania).
 - 90% of participants reported increased social and professional connection (Northern Territory).
- 352 Screening Saves Lives and Sexual and Reproductive Health sessions were delivered via Health in My Language, a program that connects migrants to evidence-based health information in their preferred language (South Australia, Tasmania, and Northern Territory).
- 7,739 people participated in In Search of Safety community education sessions, including 6,639 students, teachers, business and higher education professionals, and community groups in Western Australia and South Australia.



After ten years missing, one YouTube video brought a family back together

All over the world, people are searching for loved ones who have gone missing through war, disaster, violence and forced migration. Ali was one of those people. He spent 11 years looking for his son Mohamad, who was abducted from central Afghanistan amid armed conflict in 2013. A year later, Ali himself was forced to flee Afghanistan to Indonesia, before eventually being accepted as a refugee in Australia.

"I never stopped trying to find my boy," he says of those years. "I would ask everyone I met to keep their ears and eyes open for news. Every time someone arrived in Australia from another country, I would reach out to ask them if they knew anything about my son." But with no photographs of Mohamad, and no information on his whereabouts since disappearing, the search felt impossible.

Then, in 2024, someone told Ali they'd spotted Mohamad in a YouTube video. Ali took the video to Australian Red Cross, where he was referred to our Restoring Family Links service, which works with Red Cross' Family Links network globally to trace

and reconnect those who have been separated. Mohamad was found safe and reconnected with his father after it was determined that the video was filmed in Kazakhstan.

"It worked like a miracle," says Ali. "It is an unbelievable feeling to be back in contact. We cannot thank Red Cross enough for finding him, they have given me and my family a new life."

“It all happened so fast. Within a few weeks, they’d located Mohamad. It is an unbelievable feeling to be back in contact with my son. I know I am lucky – both that my son was found and that the process only took a matter of months. We cannot thank Australian Red Cross enough. They have given me and my family a new life.”

– Ali

*Real names of people in this case study have been anonymised for protection purposes.



Global Migration Lab: advocating for better migration outcomes

At Australian Red Cross, we go the extra mile to support migrants in need. The Red Cross Red Crescent Global Migration Lab is an Australian Red Cross-hosted think tank that conducts research to improve international migration operations and inform global migration policy advocacy.

The Lab's team of research, policy, and engagement experts work in partnership with National Societies, the International Federation of Red Cross and Red Crescent Societies (IFRC), the ICRC, and migrants to co-design and execute multi-country comparative research projects.

Findings from these projects provide an evidence base for partners, governments, and the International Red Cross Red Crescent Movement (the Movement) to achieve better outcomes for migrants experiencing vulnerability.

Program highlights:

- The Lab led the development of the first-ever Red Cross Red Crescent Movement (RCRC) Migration Strategy which was adopted at the Council of Delegates of the International RCRC Movement on October 27th, 2024. This outcome was the result of two years of global consultations with staff and volunteers from across the Movement, including all 191 National Societies. The result is a truly collective ambition to ensure that all migrants are safe and treated with dignity, have their rights respected, and can thrive in inclusive communities and societies and participate meaningfully in the decisions that impact their lives.

- In partnership with the ICRC and 23 National Societies across Africa, the Americas, and Europe, the Lab continued its major research project: Challenging Invisibility, Promoting Agency: Understanding and Mitigating the Risks of Going Missing for Migrant Women and Children During their Journeys. The research topic was formulated in direct response to the growing number of women and children around the world migrating in situations of vulnerability, such as those involving sexual and gender-based violence, exploitation, and lack of access to essential services. The project design draws on the unique global footprint of Red Cross and Red Crescent humanitarian operations to better understand the lived experience of migrants along the world's most dangerous migration routes.
- The Lab coordinated the development of the first-ever International Red Cross and Red Crescent Movement Strategy on Migration. This highly consultative process engaged more than 65 National Societies, six Movement thematic platforms, five Regional Movement Migration Networks and the Global Migration Task Force and Global Migration Leadership group in over 25 webinars and meetings. The Strategy was presented at the Council of Delegates in October 2024, for endorsement by all the components of the International Red Cross and Red Crescent Movement (Red Cross and Red Crescent National Societies, the ICRC and the IFRC).

Community Activities and Programs



139,168

volunteer hours were spent connecting with older people over the phone.



144,964

meals were delivered to 1,499 older people.



4,686

people were supported through 64,791 trips.



1,586

people were visited regularly by 895 volunteers.



19,613

nights of affordable accommodation were made available.

A strong resilient community relies on building social cohesion and supporting vulnerable community members to build on their strengths. At Australian Red Cross, supported by our remarkable members and volunteers, our community activities and programs focus on reaching people from all walks of life with compassion, care and support to live independently and stay connected within their community.

Supporting older people to live well

Our Aged and Community Care services have one goal: to help people live well, however they choose. It's why our suite of volunteer-led programs offer older people the opportunity to engage with the world in the ways that matter to them. From in-person visiting programs to supported transport services, phone-based interactions to delivered meals, our offerings are all about building community connections that offer value to older people and volunteers alike.

Program highlights

- 3,670 new clients joined our Aged and Community Care programs.
- 448 volunteers took 4,686 older people on 64,791 trips to appointments, social outings, and community events through our Community Transport program (Victoria, South Australia and Tasmania).
- 239 volunteers hand-delivered 144,694 nutritious meals to 1,499 people through our Delivered Meals program (Tasmania and Australian Capital Territory).
- 895 volunteers were matched with 1,586 recipients for in-person exchanges of fun and shared experiences through our Visiting program (Australia wide). This year marked the first time that the program was delivered in every state and territory in Australia.
- 871 volunteers made ~835,000 phone calls to 3,774 older Australians through our Telecross and Telechat telephone support programs (Australia-wide).
- 88.2% of program recipients either strongly agreed or agreed that the service they receive from Australian Red Cross supports their independence, health, wellbeing, and quality of life.



Putting communities first

We might be part of a global movement, but when it comes to our community programs, Australian Red Cross is as local as they come. From feeding the hungry to providing shelter to those experiencing homelessness, from supporting new parents to connecting young people with work experience, our community-based teams are here for everyone, regardless of the circumstances they face.

Program highlights

- 31,326 hot and nutritious meals were provided to some of the most vulnerable people in Fremantle, Perth, Joondalup, and Mandurah through our Homelessness Program—Soup Patrol, a 29% increase on the same period last year (Western Australia).
- 51 young people received retail and hospitality skills training through our Port Lincoln Youth Development Hub, alongside supported work experience in the Hub's coffee cart and Red Cross retail store (South Australia).
- 5,875 new and continuing clients received 30,599 hours of support through our Townsville Homelessness Programs (Queensland).
- 19,613 nights of affordable accommodation were made available in our Townsville, Cairns, Rockhampton, and Mackay wellbeing centres for people travelling to access health services (Queensland).
- 229 participants (114 young mothers, 28 young fathers, and 87 children) accessed the Young Parents Program (New South Wales).
 - 100% of children born into the program or commencing immediately after birth remained in the care of their mother.
 - 81% of children received child development screening; of these, 57% received specialised intervention plans to support delays in physical, cognitive, social, and emotional function.



Photos: Louise Agnew / Australian Red Cross

“I’m glad Red Cross has an organisation such as this, which brings a bit of life and happiness to old people.”

– Brian

piano teacher. “I saw a video on TikTok for deaf people, and I thought, ‘this could be interesting’, because it’s something I could show Judy,” he says. “On my next visit, I put it on TikTok, and her eyes were bright. She said ‘ohhh!’. You could see her emotion watching the video.”

Meanwhile, it’s the conversation and companionship Brian looks forward to most about his visits with Yuly. “Yuly and I talk about all sorts of things – things that have happened in our lives, or things that are happening in the wide world. I don’t really have anyone else to talk to like that,” says Brian. “They have taught me that young people really do care about older people,” he adds, of the warmth and connection Willy and

Yuly bring to his and Judy’s days. “I’m glad Red Cross has an organisation such as this, which brings a bit of life and happiness to old people.

“I love it,” he adds with a smile. “They can come every day if they want.”

Creating meaningful connections across generations

The first time Brian met Australian Red Cross volunteer visitor Yuly, he wasn’t sure what to expect. “I was amazed, really – why would a young girl like her want to talk to an old fella like me?” he says. “But we just hit it off straight away. She turned up, and we just chatted.”

Six months earlier, Brian and his wife Judy had moved into an aged care home on the outskirts of Mount Gambier, South Australia, where they’d lived for many years. Judy had lost most of her hearing and was diagnosed with dementia, and needed full-time care. “I came to keep Judy company,” explains Brian, who is 94. “It’s rather lonely here, unless you know somebody you can spend a fair bit of time with.”

After being introduced to Yuly, not only did Brian find someone he could spend time with, but Judy did, too. Through the Australian Red Cross Aged Care Visiting Scheme both

Brian and Judy were paired with Yuly and her partner Willy. The scheme matches the elderly with volunteer visitors in their area who share similar interests, helping older people to feel less lonely while fostering companionships and connections that stretch across generations, cultures and life experiences.

Both Yuly and Willy are from Colombia; they moved to the peaceful community of Mount Gambier in 2023. “We felt like we wanted to be Australian Red Cross volunteer visitors because some people in aged care can feel lonely, and they want someone to talk with, and they feel happy when they see someone,” says Yuly of the reason why her and Willy got involved.

When they visit the Coopers, Yuly visits Brian while Willy spends time with Judy. Through her dementia and deafness, Willy has found ways to connect with Judy, who was once a



International Programs



9

National Societies received Australian Red Cross support to prepare for, respond to, and recover from disasters.



22

international disaster and crisis response operations received support from Australian Red Cross.



57

Australian Red Cross international delegates were deployed to 25 countries.



\$8.2 million

in humanitarian funding was mobilised to support responses to major international disasters and armed conflicts, including in Ukraine, Israel and the Occupied Palestinian Territories, Vanuatu, and Myanmar.

Leading with local expertise

When disasters or crises strike across the globe, Australian Red Cross stands ready to assist our Red Cross and Red Crescent National Society partners. Over the last 12 months, we supported 22 international disaster and crisis response operations; contributed to disaster preparedness, response, and recovery activities for nine National Societies; deployed 3.672 tonnes of humanitarian relief supplies across the Pacific; and mobilised \$8.2 million in humanitarian funding to support international emergencies. At the request of the Movement, we also deployed 47 specialist delegates with expertise in protection, water, engineering, emergency operations coordination, and clinical health, among others, and supported 10 others to either attend training or use their expertise to train others.

We take no side other than the side of humanity. We call on all parties to uphold international humanitarian law, ensuring the protection of civilians, critical infrastructure, healthcare, and humanitarian workers and their facilities.

Strengthening local humanitarian action across the Asia Pacific

In December 2024, we concluded a five-year program with the Department of Foreign Affairs and Trade (DFAT) to strengthen first responders to deliver more effective and efficient humanitarian assistance in the Asia Pacific region. The third DFAT partnership of its kind, this program was delivered via multi-year partnerships with nine Red Cross National Societies in Fiji, Indonesia, Mongolia, Myanmar, Papua New Guinea, Solomon Islands, Timor-Leste, Tonga, and Vanuatu and backed by \$55.3 million in DFAT core partnership funding. Additional DFAT funding for regional and global responses and initiatives brought the total investment to more than \$108 million.

The program was focused on strengthening local humanitarian actors, enabling them to lead and sustain humanitarian efforts within their communities. This approach ensured that humanitarian assistance was both responsive to local needs and sustainable over the long term, an emphasis that proved critical during the COVID-19 pandemic when border closures and travel restrictions limited regional and global surge capabilities.

Over its lifecycle, the program addressed pressing humanitarian challenges in the Asia Pacific region, including connecting 49 million people in our region and around the globe with emergency assistance. This included almost 27.5 million people in the Asia Pacific who accessed disaster response and early recovery programs through their local National Society and more than 21.6 million who received help elsewhere in the world. This work has allowed Australian Red Cross to transition from delivering direct project implementation to fostering equitable international partnerships that are centred on long-term programming.

DFAT Partnership highlights

- 49 million+ people reached through the DFAT partnership. This includes 27+ million people in the Asia Pacific reached by local partners through their disaster programs and 21+ million worldwide supported by DFAT grants for response operations.
- 71 million+ raised to support humanitarian operations worldwide. This includes \$41M+ received in DFAT grants and \$80M+ raised through public appeals.
- 477 humanitarian delegates deployed to support local partners in 70 countries across Asia, the Pacific, Africa, Middle East, Europe, and the Caribbean.

In January 2025, we commenced a new eight-year collaboration (an initial five years with the possible extension of a further three years) with DFAT, which was developed in response to increasing humanitarian need and mounting pressure on available humanitarian funding. Based on reporting by the UN Office for Coordination of Humanitarian Affairs, the number of people in need of humanitarian assistance grew from 136 million in 2018 to nearly 300 million in 2024.

This new collaboration will build on our previous work with DFAT by continuing to strengthen local leadership in the Asia Pacific region and embrace locally led humanitarian action globally. By fortifying Red Cross Red Crescent National Societies, it will contribute to greater resilience of communities on the frontlines who face increasing—and increasingly complex—disasters and crises.





Responding to crisis in the Middle East

At any given moment, a team of highly skilled Australian Red Cross humanitarian workers are on call, ready to travel to countries in crisis around the world where their skills are needed most.

Rebecca, an Australian Red Cross delegate, was deployed to Gaza between October 2024 and January 2025. As a mental health and psychological support officer, she worked alongside local and international colleagues to support the emotional wellbeing of people impacted by conflict.

As the humanitarian crisis escalated, Rebecca found herself supporting patients, families and medical teams through profound grief and trauma. Some patients were too traumatised to speak or move. “We had people come into the emergency department in a fugue state—just totally unresponsive,” she recalls. “People would get to that point of extreme stress, extreme shutdown. We would just talk to them and help them reconnect with their body.”

She and her team would sit beside them, offering a safe presence until they felt ready to talk. “It’s okay to cry, it’s okay to feel angry,” she would tell them. What struck Rebecca most was people’s capacity to keep living and even laughing despite the pain. “They might have lost so much, but they would still smile with me. It was incredible.”

Now on deployment in Ukraine, Rebecca continues her work in a very different context supporting families of missing people, many of whom are caught in an ongoing state of ambiguous loss. “When mental wounds go untreated,” Rebecca says, “they affect everything: employment, relationships, even long-term health. But with the right support, people can heal. They can cope. They can live.”

In Myanmar, a rapid response to a powerful earthquake

For years, Myanmar has been affected by political instability, economic decline, and civil unrest that has left close to 20 million people in need of humanitarian assistance. When a 7.7 magnitude earthquake struck central Myanmar on 28 March 2025, the impact was nothing short of catastrophic. More than 1.35 million people were impacted, with 3,757 lives lost, over 5,000 people injured, and more than 200,000 people newly displaced. Upwards of 120,000 homes, as well as critical public and rural infrastructure, were damaged or destroyed.

Within hours, Myanmar Red Cross Society (MRCS) mobilised their extensive network of branches and skilled volunteers to lead the earthquake response. Teams provided first aid, rescued survivors, delivered emergency supplies, and reconnected families. In the months that followed, MRCS linked more than 192,480 people to vital support.

This included:

- providing healthcare services for more than 86,470 people
- distributing more than 1.3 million litres of drinking water
- providing essential household relief items to more than 156,000 people and cash assistance to more than 23,000 households. VRCS also provided disability assistive equipment to Vila Central Hospital and partnered with the Vanuatu Society for People with Disabilities to deliver relief items direct to households.

As part of a decades-long partnership with MRCS, Australian Red Cross raised more than \$800,000 and deployed three technical specialists in areas such as operations coordination and protection, and gender and inclusion, to support MRCS relief efforts.



Leveraging the power of volunteers in Vanuatu

When a 7.3-magnitude earthquake struck 30km west of Port Vila on 17 December 2024, Vanuatu Red Cross Society (VRCS) was ready to act. Over the past six months, with support from a network of skilled volunteers, VRCS has reached 16,000 people with humanitarian aid. This includes:

- multipurpose cash grants for 1,359 people who lost work or had their homes damaged or destroyed
- health support for 2,623 people, including first aid, psychosocial support, blood donation, hygiene promotion, and epidemic control awareness
- shelter support for 4,427 people, including the distribution of relief items such as tarpaulins, ropes, kitchen sets, and solar lanterns
- improved access to clean water for 6,331 people through water trucking and treatment, the distribution of drinking water, and the provision of jerry cans and hygiene kits

- VRCS also provided disability assistive equipment to Vila Central Hospital and partnered with the Vanuatu Society for People with Disabilities to deliver relief items direct to households.

Standing strong with our Movement partners

As one of Vanuatu's regional neighbours, Australian Red Cross was ready to provide support in the hours, weeks, and months after the earthquake. We provided funding to the IFRC's Vanuatu Earthquake Emergency Appeal, which has helped fund the emergency response; delivered relief stock from the Brisbane warehouse; and deployed four technical specialists with expertise in shelter cluster coordination, Restoring Family Links, finance, and communications. Australian Red Cross Lifeblood worked with the IFRC Pacific Office, coordinating urgent blood donations to help people injured during the earthquake.

Reaching millions with support in Ukraine

After more than 11 years of conflict in Ukraine, the Ukraine Red Cross Society continues to lead the Movement's international humanitarian response. More than 23.9 million people have received essential relief items, shelter support, cash assistance programs, health services, and migration support since the escalation of the conflict in February 2022.

Australian Red Cross continues to mobilise funds to support humanitarian efforts in Ukraine and its neighbouring countries. To date, our Ukraine Crisis Appeal has raised over \$24 million in public and corporate donations,

including a \$2 million grant from the Australian Government. These generous contributions have recently supported cash assistance programs; logistics operations throughout Ukraine; protection, gender and inclusion programming in neighbouring countries; and the delivery of vital health services.

We also deployed a health delegate and a mental health and psychosocial support (MHPSS) delegate in support of ICRC programmes in Kyiv and Dnipro, and a federation humanitarian diplomacy coordinator to the Europe Regional Office to coordinate and implement humanitarian diplomacy strategies for the region, including the response in Ukraine.

International Humanitarian Law

Promoting awareness of and respect for international humanitarian law (IHL), also known as the laws of war, is a key responsibility for each of the 191 National Societies that are part of the International Red Cross and Red Crescent Movement. While geographically Australia is often far from the global conflicts in which these laws come to life, Australian Red Cross supports Australian actors who have a footprint in armed conflict, including those in the business, government, military, and humanitarian sectors, to help them understand IHL and how it is relevant to them.

Upholding IHL makes for better business practice

One of our key areas of focus is working with companies in Australia's private sector to understand the risks and considerations of operating in proximity to armed conflict. This year, we continued supporting companies to build their knowledge of IHL and strengthen their commitment to upholding it.

Program highlights

- In collaboration with the ICRC and French Red Cross, we published *Private Businesses and Armed Conflict: An Introduction to Relevant Rules of International Humanitarian Law*. This guide, which follows on from the responsible business in armed conflict resources we produced with the ICRC last year, outlines why, when, and how IHL is relevant to private businesses.
- Following the United Nations Forum on Business and Human Rights in Oslo, Norway, and as part of another collaboration with the ICRC, we held a Business and Conflict workshop for Forum attendees. Australian Red Cross representatives shared insights into how businesses can respect IHL, the importance of dialogue on IHL, and responsible business conduct and decision making.
- We continued strengthening corporate sector IHL compliance by joining the Business and Conflict Community of Practice (CoP), where we contributed to specialist thematic discussion groups to further dialogue on IHL and business. The CoP is co-hosted by the Thinking Ahead on Societal Change platform, Geneva Trade Platform, and the United Nations Development Program. Membership stretches across six continents and includes practitioners from international organisations, non-governmental organisations, law firms, academia, and consulting agencies.



Ensuring the safety of humanitarian actors

For more than 160 years, the international emblems of the red cross and red crescent, and more recently the red crystal, have been a visual reminder of the legal protections afforded to medical and humanitarian actors and their facilities during armed conflict. Now, in an increasingly digital world, those protections must be expanded to the cyber domain.

For the past five years, Australian Red Cross has partnered with the ICRC on a global project to develop a 'digital emblem' that identifies and signals the protection owed to the digital assets and infrastructure of medical and humanitarian entities. With the support of our Society of Women Leaders, we have made considerable progress in the development of this initiative over the past year.

Program highlights

- Helped secure consensus of all States and the Movement to Resolution 2: Protecting civilians and other protected persons and objects against the potential human cost of ICT activities during armed conflict at the 34th International Conference of the Red Cross and Red Crescent. Among other important achievements, this resolution encourages continued work on the digital emblem project.
- Presented at a multilateral consultation with Permanent Missions in Geneva, providing an opportunity for in-depth consultation between States, the ICRC, and Australian Red Cross on the digital emblem, its potential use cases, and the proposed technical solution in development.
- Continued leading a working group of more than 20 National Societies to support their engagement with governments and key stakeholders on the digital emblem.

Promoting respect for the laws of war

As part of our mandate to promote respect for IHL, we ran two editions of our International Law and Humanitarian Action in Conflict course for more than 60 participants. Developed in collaboration with the Australian Defence Force Indo-Pacific Centre for Military Law, this course enhances mutual understanding of the mandates and priorities of humanitarian organisations and civil society, military, and government agencies, and the applicable legal frameworks in times of armed conflict and other emergencies. It also enables networking and engagement between attendees, who come from the Australian and international humanitarian sector, the Australian Defence Force, and the Australian Public Service.

Program highlights

- Launched the IHL Handbook for Humanitarians and Health Professionals. This initiative is designed to increase knowledge of IHL among humanitarians and health professionals, empowering them to better leverage these laws for humanitarian purposes.
- Developed two new IHL online learning modules. These modules extend the existing seven-module online IHL Fundamentals learning course to provide a comprehensive package of IHL learning for the Australian public.
- Co-hosted the IHL Moot competition as part of the annual conference of the Australian Law Students' Association. Eight teams from law schools across Australia took part.
- Continued online IHL dissemination via our fortnightly e-news War, Law and Humanity and dedicated IHL social media.
- Presented on Signalling protection in cyberspace: towards a digital emblem at the Australian and New Zealand Society of International Law, International Peace and Security Interest Group Annual Workshop.



Photo: Supplied

Protecting people caught in conflict

At any given moment, a team of highly skilled Australian Red Cross humanitarian aid workers are on call, ready to travel to countries in crisis around the world where the need for their skills and knowledge is greatest.

Since becoming a delegate with Australian Red Cross in 2014, JP Miller has deployed 15 times to nine different countries. In May, the emergency nurse returned from his third trip to Gaza, where he was helping local teams to care for sick and injured patients at the Red Cross Field Hospital in Rafah. "Gaza was like nothing I had seen before," shares JP. "Every type of trauma that you can imagine, we would've seen it."

When JP deploys into a conflict zone, he relies on international humanitarian law

(IHL) to protect him, as well as the sick and injured people he's caring for.

Also known as the laws of war, IHL is a set of rules that strive to limit the suffering and damage caused by conflict while protecting those who aren't taking part in the fight.

Right now, it's becoming increasingly difficult for humanitarian workers, and those they care for, to feel safe while carrying out critical work in conflict zones all over the world. This is because the way wars are currently being fought – no matter where they are taking place – is placing international humanitarian law, and the protections it offers, under serious threat. Alongside the International Committee of the Red Cross, Australian Red Cross is dedicated to promoting respect for IHL.

"The scary thing about Gaza – and many other places around the world at the moment

"I garner a lot of reassurance from the protection granted to healthcare workers and hospitals under international humanitarian law. But right now, in countries all over the world, we're seeing a breakdown of that protection. We're seeing attacks on aid workers, attacks on medical facilities, and we're seeing the weaponisation of aid."

– JP Miller

– is that we're seeing a breakdown of that protection, and a breakdown of respect for IHL. We're seeing attacks on aid workers, attacks on medical facilities, and we're seeing the weaponisation of aid," remarks JP. Still, he's determined to continue his efforts, working alongside local teams on the ground in Gaza as they continue to care for those who have lost everything in the face of war. In August this year, JP returned to the Red Cross Field Hospital in Rafah again. Despite growing security risks, the importance of the work outweighs any fear he feels.

"We are there to help save lives; we are there to help care for the sick and wounded. People caught in areas of conflict have confidence and trust in the support Red Cross provides."

Humanitarian Diplomacy

Australian Red Cross is a voice for people and communities facing conflict, disaster, and other crises. We speak up for government policies that strengthen Australia's collective humanitarian footprint, often in collaboration with not-for-profit and private-sector partners.

Speaking up for the humanitarian mission

In November 2024, Secretary General of the IFRC, Jagan Chapagain, arrived in Australia to receive the Sydney Peace Prize. During his visit, he engaged senior decision-makers across government, civil society, and business to reinforce the importance of humanitarian principles in addressing the crises that shape the world today.

This approach reflects Australian Red Cross' commitment to humanitarian diplomacy. Our neutrality and global standing as part of the world's largest humanitarian network make us an impartial, trusted auxiliary to public authorities. We work across the community, government, and parliament to provide briefings, host events, sit on advisory groups, and collaborate with partners to inform policy.

Over the last 12 months, we have leveraged this role to influence national policy and debate. In partnership with the Community Council for Australia, we successfully advocated for reforms to fixed-term contracting, supporting more secure employment across the not-for-profit sector.

Advocating for better disaster response outcomes

Australia's 2024/25 election cycle – including one federal and three state and territory elections – provided further opportunities to uphold our Fundamental Principles while advancing humanitarian priorities. We raised key issues such as climate resilience, support for displaced people, and community-led recovery with MPs from all parties. A central advocacy priority was our proposal to double Australia's emergency services workforce within four years, ensuring that everyone in Australia can access trauma-informed, culturally appropriate support during emergencies. The Parliamentary Friends of Australian Red Cross highlighted this proposal at an event to educate MPs on local disaster risks and the role of Red Cross in building resilience.

Working with and for volunteers

As part of our ongoing commitment to consulting with volunteering peak bodies across the country, we contributed to Queensland and Victorian inquiries and South Australia's Draft Action Plan 2025–2027, highlighting the essential role of volunteers in disaster response and recovery.



Parliamentary, sector, and policy engagement and thought leadership

Our humanitarian diplomacy continued beyond our own events. We also contributed to parliamentary initiatives led by other organisations—such as the Parliamentary Friends of Insurance roundtables on climate risk and Australia Post's drop-in sessions in Queensland and Federal Parliament—to ensure humanitarian perspectives remained part of broader national conversations.

We also made submissions; appeared at hearings; and developed policy papers on sanctions, disaster adaptation, modern slavery, Ukraine, housing and homelessness, family and domestic violence, and the value of social capital in resilience building.

We further amplified these perspectives through contributions to key forums and leadership platforms, including:

- CEO roundtables with Suncorp, Natural Hazards Research Australia, and B Team Australasia
- keynote presentations at the Local Government Queensland Emergency Management Forum and Executive Consequence Management series

- panels at the AFR Insurance Forum and the ALGA National Assembly
- executive leadership development sessions via the Australia and New Zealand School of Government.

We continue to play a leading role in key sector and policy groups that shape humanitarian and social issues across Australia and the Asia Pacific region. These include:

- RCRC Global Migration Taskforce
- Asia Pacific Disaster Resilience Centre Steering Committee
- Community Services Advisory Group
- National Coordination Group
- Climate Leaders Coalition
- National Roundtable on Human Trafficking and Slavery
- National International Humanitarian Law Committee

Through these efforts, Australian Red Cross continues to leverage our trusted expertise, neutrality, impartiality, and community reach to shape policies that deliver meaningful humanitarian outcomes for all people in Australia.



Members
and volunteers

A Movement powered by people



18,209

members and volunteers acted for humanity as of 30 June 2025.



408

Australian Red Cross branches, units, clubs and Friends of Red Cross groups inspired connection in communities.



40

member-run services took place across Australia, including craft shops and tea rooms.



54,010

Trauma Teddies brought comfort to people in crisis.

At Australian Red Cross, we are powered by people whose generosity enables the work that we do. This year, our 18,209 members and volunteers across Australian Red Cross Lifeblood and 408 Australian Red Cross branches, units, clubs, and Friends of Red Cross chapters worked together to translate that generosity into better humanitarian outcomes for people in need.

Humanitarian Volunteer Highlights

As of June 2025 Australian Red Cross has 9,899 volunteers* who are actively volunteering in our Programs and Services. These included:

- 2,818 Aged Care Programs volunteers who participate in our telephone connection, visiting or transport programs.
- 2,498 Emergency Services volunteers who take part in emergency response and recovery work as well as resilience activities such as the Pillowcase Program.
- 3,570 Retail volunteers who help in 174 retail shops around the country.
- 1,315 Community Programs and Migration Support programs across a range of smaller services.

Member highlights

From running raffles to supporting community activities, volunteering at branch shops and hosting hospital meet-and-greet programs, their small actions delivered big impacts in communities across Australia. Our members:

- raised approximately \$1.9 million by hosting hundreds of fundraising events used to support a range of Red Cross activities and supports.
- led the creation and distribution of 54,010 Trauma Teddies, which brought comfort to people in crisis at disaster recovery sites, hospitals, and community hubs.
- took part in student and work experience placements and spontaneous volunteer activities to support the work of Australian Red Cross.
- ran 40 services across Australia, including:
 - mobility equipment hire services
 - accommodation centres that support patients from remote and rural communities to access healthcare through the Queensland hospital system



Photo: Connor Ashleigh / Australian Red Cross

Volunteering together for 17 years

Trevor and Doreen are a couple from Lismore, New South Wales, who have been volunteering with Australian Red Cross Emergency Services for close to two decades. During this time, not only have they supported people in their own community through fire, flooding and cyclone events, they have also travelled to communities all over Australia to help those who have been hit by disaster as they recover and rebuild.

"When we go away together, I love it, because there is 'us'," says Doreen. "They know now that when they send us, they send us as a couple," adds Trevor with a smile.

While Trevor says he's "better with blokes, because [he] can do the blokey bloke thing," what he loves about Doreen is the way she "opens herself up to people".

"We really, really work well together. He does a lot of the paperwork, where I do all the meet and greet and listen," reflects Doreen. "That's one thing I can do, is listen to the people, you know, because they just need to talk to somebody."

After so many years, Trevor says the reason he and Doreen continue to volunteer is simple: they love helping people, and they love helping people together. As a team, not only can they be there for those in need—they can also support one another.

"If you want to help your community, [volunteering with] Australian Red Cross is a way that you're helping people all over Australia."

— Trevor, New South Wales

*The total figure of 18,209 comprises 6,760 Humanitarian Members, 9,899 Humanitarian Volunteers, and 1,550 Australian Red Cross Lifeblood Volunteers.

First Nations communities



Strengthening our commitment to First Nations Centrality

First Nations Centrality is a cultural construct that puts First Nations ways of knowing, being, doing, and working at the core of what we do. Our commitment to centring First Nations leadership, voices, perspectives, and lived experiences enables us to create a culturally safe environment within Australian Red Cross. It also prepares us to work with and for First Nations people and communities, delivering culturally responsive and respectful humanitarian services to people across Australia.

Achieving true First Nations Centrality requires long-term commitment and collaboration. This year we engaged First Nations Co., a trusted First Nations-led organisation, to help us continue progressing our work in this space. With their support, we designed a roadmap that encompasses the long-term commitment, cultural safety, and structural change required to achieve our goals.

Towards self-advocacy

We recognise that First Nations communities as the experts in their own experience and use our resources to deliver capacity-strengthening activities that support self-driven outcomes. This year, we delivered a series of wide-ranging initiatives in support of First Nations people and communities.

Program highlights

- Supported 7 First Nations community programs
- Supported 2,243 clients through a range of activities, including:
 - digital literacy
 - cultural and community events
 - emergency and extreme weather response
 - justice reinvestment

- First Nations disaster response and recovery
- cultural wellbeing/accommodation
- First Nations disaster response and recovery
- Baby Hub
- Communities for Children
- youth cultural wellbeing
- Wangatunga Strong Women
- Transitioned Kalgoorlie Aboriginal Short Stay Facility to community-led care, continuing trusted support.

Taking action on reconciliation

Reconciliation In Action (2024–2026) is Australian Red Cross's fourth Reconciliation Action Plan (RAP). It establishes a vision of a unified nation built on dignity, safety, and wellbeing for Aboriginal and Torres Strait Islander peoples and creates an opportunity to further embed the spirit of reconciliation in all our people and activities.

Program highlights

- Released an Engagement and Communication Plan that shares our reconciliation vision and aspirations with our people and stakeholders.
- Continued to build a culturally diverse workforce. First Nations people make up 4.5% of Australian Red Cross employees.
- Delivered a risk assessment plan to minimise the risk of non-delivery of our RAP.
- Built respectful partnerships through First Nations community programs.
- Provided procurement opportunities for First Nations suppliers.
- Raised awareness of reconciliation through our member, volunteer, and staff networks.



Listening to country: Auntie May Rosas' story

Auntie May Rosas, better known to her family as Diganbal, has spent over 40 years advocating for First Nations people and the wider Katherine community. Her work has focused on preserving language, promoting culture, and empowering future generations. Within Australian Red Cross, she shares her deep cultural knowledge with both Elders and young people, helping them reconnect with Country and identity.

On Daman Country, Auntie May Rosas speaks with deep reverence for water. Its spiritual power, its life-giving force, and its place in culture. As an Erman Waterman woman from Katherine, she describes how water connects her people to Country and spirit. But when floods arrive, that sacred connection is strained. "Flooding brings anxiety," she says. "It means leaving Country, leaving everything behind. Even our pets. That trauma runs deep."

Floods are more than natural disasters; they are cultural disruptions. Auntie May Rosas shares how her community interprets rain and flooding through spiritual understanding, linking environmental changes to cultural imbalance. "When you harm Country, harm comes back," she explains.

During emergencies, she stresses the importance of involving local voices. "You need people from their language group from the word go," she says. "You can't make decisions about people's lives without them." Communication must be culturally appropriate. Spoken at the community's pace, in their language, and with respect for their way of interpreting meaning.

Auntie May Rosas praises Australian Red Cross for their approach. "Listening is a skill," she says. "Red Cross does that well. They understand family, culture, and complexity." Her story is a powerful reminder that supporting First Nations communities means more than delivering aid. It means listening deeply, respecting cultural knowledge, and walking together with care.

"Water has a very, very strong spiritual connection to us. That's our life. It gives us life... But when the flood does come, it also makes me think about, oh, maybe we've got to start packing again. We've got to think about going up on higher ground... It creates a lot of trauma for us to leave Country because we're leaving everything behind."

- May Rosas, Senior Cultural Governance Partner - Northern Territory



Innovation
and thought
leadership

Humanitech: putting technology at the heart of humanitarian action

Disasters and crises are becoming more frequent, complex, and interconnected, with the greatest impacts being felt by those least able to prepare and recover. Humanitech is an Australian Red Cross initiative that seeks to address this increasing inequity by leveraging the potential of technology to meet humanitarian need. In collaboration with cross-sector partners, Humanitech generates insights; tests and scales innovation; and advocates for the safe, inclusive, and equitable use of data and technology.

Program highlights

- **Climasens:** climate intelligence for humanitarian impact. In partnership with Australian Red Cross, Climasens is building a tool to integrate climate risk data into humanitarian programs. By overlaying climate, health, and social data, this tool can help identify at-risk communities during extreme weather, including heatwaves and heavy rainfall, paving the way towards targeted support. Following a successful pilot with Telcross REDI in South Australia, Climasens is now exploring opportunities to scale with Australian Red Cross, by supporting councils and services nationwide and expand into programs like aged care, disaster preparedness, and climate adaptation.
- **AirSeed:** drone technology to restore flood-affected landscapes. AirSeed's drone-planting technologies are restoring flood-damaged land in New South Wales. In partnership with Humanitech Lab, Richmond Landcare, and local communities, the company has planted more than 600,000 seed pods across 52 landslips, supporting 146 landholders to revitalise their land. Designed for disaster-hit and hard-to-reach terrain, AirSeed's approach enables rapid, scalable replanting. It is now being refined to build long-term stewardship models with communities. AirSeed is also exploring partnerships with the Red Cross Red Crescent National Societies across the Asia Pacific to expand impact.

- **Kara Technologies:** accessible emergency communication for the Deaf community. Kara Technologies' motion capture and avatar technologies can deliver sign language translations during emergencies. After testing their system with members of the Deaf community in Queensland, the organisation is now working with Australian Red Cross to launch 'Tina', its first Auslan-signing digital volunteer. Tina will make the Australian Red Cross REDIPlan emergency resource accessible as a proof-of-concept. Long term, Kara Technologies aims to integrate these technologies into mainstream emergency platforms, enabling timely, inclusive communication for Deaf people in disaster-prone regions worldwide.

Partnerships for purpose

As part of an established global partnership with QBE and Leading Cities, Humanitech launched the Humanitarian Challenge of the QBE AcceliCITY Resilience Challenge in 2024. This initiative supports early-stage ventures that address climate-related challenges. WEO, the 2024 winner, submitted a digital platform that combines satellite data and local knowledge to inspire informed, community-driven climate action. WEO is now piloting their solution in the community of Dargo, Victoria, as part of Australian Red Cross resilience programs.

Connecting ideas, people, and policy

Beyond co-designing technology-led solutions to humanitarian challenges, the Humanitech team also contributes to policy and research. Their approach, which takes a local-to-global perspective, ensures that technology-enabled innovation uplifts humanitarian voices and upholds the principle of 'do no harm'.

Humanitech Summit

The Humanitech Summit is Australia's leading event at the intersection of technology, social impact, and humanitarian action. This year's event, delivered alongside founding partner the Telstra Foundation, was the fourth of its kind and showcased the myriad ways technology can drive humanitarian outcomes. This collaboration brings together two of Australia's most trusted organisations: Australian Red Cross, with its deep humanitarian reach, and the Telstra Foundation, known for scaling tech innovation to support underserved communities.

In 2024, 264 tech entrepreneurs, community leaders, corporate innovators, policymakers, and humanitarian actors explored opportunities to leverage technology to better serve people and society.

Thought leadership

Humanitech contributes to global thought leadership via advocacy, policy, and research collaborations with the following organisations:

- Australian Research Council Centre of Excellence for Automated Decision-Making and Society
- University of Technology Sydney Human Technology Institute
- Australian National University School of Cybernetics
- Australian National University Tech Policy Design Centre
- The Global Disaster Preparedness Centre, established in collaboration with the American Red Cross and the IFRC
- RIFRC Solferino Academy

“Real innovation comes from thinking both with and beyond the community. It's about listening and co-creating while also daring to introduce the unimaginable. Let's be the ones crazy enough to believe we can change the world. Those are the innovators who truly make a difference.”

– Jagan Chapagain, Secretary General, IFRC, speaking at the Humanitech Summit 2024.





Financial capital

Leveraging the power of community in Australian Red Cross shops

Our network of 174 Australian Red Cross shops is embedded in communities across every state and territory in Australia, from small towns to large cities. These shops are generously supported by 3,200 volunteers who make it possible to run our operations seven days a week, as well as by local community members and corporate partners who provide the quality clothing donations that fill our shelves, important contributions that support both our mission and our customers.

Program highlights:

- Prevented over 7 million items of clothing being prematurely sent to landfill, significantly increasing our circular impact.
- Supported large-scale clothing donation events in conjunction with local councils and corporate partners like Uber. With 590 volunteers rallying to assist, the Uber Clothing Donation Drive resulted in more than 86,000 kilograms of clothes being collected in a single day.
- Opened 11 new Red Cross shops, thereby expanding our reach in regional and metropolitan locations across Australia.
- Increased our Red Cross shop revenue, which helps to generate funding for our programs.
- Delivered a series of community events, including pop-up shops and a three-day pop-up event at Melbourne Town Hall that drew over 4,000 customers.

Empowering communities to do what matters

In the past year, more than 70,000 students completed first aid training through the Australian Red Cross, with Provide First Aid and Cardiopulmonary Resuscitation (CPR) courses remaining our most popular accredited offerings. Close to 6,000 students participated in our range of Mental Health First Aid courses, reflecting growing community awareness of the need for practical skills to support mental wellbeing. These programs equip individuals, workplaces, and communities with the confidence to respond in emergencies and care for others in times of distress.

As demand grows, donors respond

In a challenging global climate that saw recurring natural hazard events and escalating conflicts, Australian Red Cross supported our National Society partners to provide relief in the face of crisis. Powered by the generosity of our donors, we delivered comfort and support to communities in Australia and around the world.

Program highlights:

- Raised over \$800,000 for immediate relief and ongoing support after the devastating Myanmar earthquakes.
- Donated critical funds to support local appeals and emergencies, from Cyclone Alfred to major floods across the Mid North Coast and Hunter Valley regions of New South Wales.
- Contributed \$6.49 million from our annual Red Cross Tax Appeal to support ongoing programs and activities across Australia.



Driving quality clothing donations

For many people wanting to donate their pre-loved clothes, the biggest challenge isn't willingness; it's logistics. A unique partnership between Uber and Australian Red Cross is removing this barrier to donation with a day of free Uber Courier clothing pickups in metro Sydney, Melbourne, Brisbane, Adelaide, and Perth. This annual event gives people the opportunity to send quality pre-loved clothing directly to Australian Red Cross Shops without leaving home.

In 2024, with just a few taps in the Uber app, donors across the country supplied more than 86,000 kilograms of high-calibre clothing for Uber collection and delivery. This event was the second-largest Uber x Red Cross Clothing Drive

to date; by responding to the call for quality over quantity, donors also helped us achieve our highest-ever yield in saleable product.

Each donation brings with it the potential to fund vital humanitarian work, helping people experiencing hardship, disaster, or crisis, both in Australia and around the globe. This work also improves sustainability outcomes by encouraging re-use, reducing textile waste, and supporting the circular economy.

Australian Red Cross is grateful for this generous partnership with Uber, which connects us with a younger, digital-savvy audience through Uber's vast network. Together, we're proving that simple actions like a wardrobe clean-out can have far-reaching impact and mobilising the power of humanity to build more connected communities.

“Uber is deeply proud to support initiatives that use our technology to create real, meaningful impact. The volume of quality donations from the Uber x Red Cross Clothing Drive has helped fund vital humanitarian work, and is a powerful reminder of what we can achieve together.”

- Emma Foley, Managing Director of Uber Australia & New Zealand.



Partners
and donors



Photo: Connor Ashleigh / Australian Red Cross

Ordinary people, extraordinary impacts

Philanthropic gifts of any size have the power to make a difference. This year, in the face of an ongoing cost-of-living crisis here at home, we were humbled to see our donor community continue to give what they could for people in need. Through gifts in Wills, corporate and philanthropic partnerships, collective giving, and regular and one-off gifts, these donors kept the flame of humanity burning brightly for those facing hardship, loneliness, disaster, and conflict in every corner of the globe.

Program highlights:

- More than 100 corporate and philanthropic partners supported us to deliver essential humanitarian programs both within and beyond Australia’s borders.
- Our corporate and philanthropic partners donated more than \$6.5 million for international disasters and domestic emergency response activities, transforming countless lives.
- 95,096 people generously donated \$31.7 million through regular donations. These gifts, given frequently, allow us to plan our future work.
- More than 29,000 people donated in support of key Australian Red Cross Appeals, including the 2024 Festive Appeal and the 2025 Annual Red Cross Tax Appeal.

Bequests

Bequests can be more than a gift for today—it can also help build a better tomorrow. In the past year, we received \$21.2 million through gifts in Wills from our many generous supporters. We are deeply grateful to all those who chose to create such a lasting legacy of care and compassion, and we extend our heartfelt condolences to the families who have lost loved ones. Below, we honour the extraordinary individuals who left a gift of \$100,000 or more this year. Their generosity will continue to support our vision and impact lives well into the future.

Allan Kelvin Harrison	Graeme Collen Crayford	Lynette Heather Mitchell
Barbara Ann Howard	Hilda Ann Dandridge	Margaret Zaroni Peachey
Betty Juanita Pelton	Hilda Frances Harries	Mary Flora Orr West
Betty Patricia Halford	Ivan Eric Schache	Melvie Mary Bennett
Camille John Domaille	Jayashree Prabhakar Murthy	Merral Wood
Colin Stanley Keats	Jocelyne Gisele Ducornez	Oliver Maurice Blumberg
Constance Olivia Hunt	John Francis Finn	Oliver William Bedford
Cornelis Toet	John Michael Troy	Peter Gordan Francis Mills
David Leavey	June Ferguson	Rozalija Filipovic
Detlef Klaus Stoting	Katherine King	Sandra Waterman
Edith Jean Brock	Kaye Amanda Winstone	Tzu-Lin Lin
Elizabeth Marie Ilse Muller	Keith Ross Stamford	Vera Ruby Skipper
Enid Dorothy Armstrong Warren	Kenneth Bruce Brown	Wallace James Knapp
Fay Bathgate	Kiew Ping Tan	William Ronald Ruder
Frederick Joseph Peluso	Lucy Whitfield	

Corporate partners

Our corporate partners share our vision of making a genuine difference in the lives of people and communities. These partnerships sit at the core of our humanitarian work; simply put, we could not do what we do without them. This year, our corporate partners delivered over \$9.5 million in financial, pro-bono, and in-kind value, with the following partners providing significant support:

Accenture	IAG	Paypal Giving Fund
Amazon	IFM Investors	Pine O Cleen
ANZ	Inpex	PWC Australia
Australia Post	Jaguar Land Rover	Qantas
Bayer Australia	Kimberly-Clark	QBE
BHP	King & Wood Mallesons	Reckitt Australia
Charter Hall	KPMG	Suncorp Australia
Coles Group	Lendlease	Telstra Foundation
Country Road	MG Motors	The Coca-Cola Foundation
Dominos	Motion Asia Pacific	Uber
Ford Philanthropy	Nestlé Australia	Z Zurich Foundation
Global Giving	NRMA Insurance	
HWL Ebsworth	Pacific National	

Red Cross 50

In the face of growing global need, how can one person make a difference? For our Red Cross 50 members, the answer lies in joining forces with likeminded donors who believe in the power of philanthropy to drive real-world change.

Red Cross 50 is a special group of humanitarians who have pledged to give a minimum of \$5,000 to Australian Red Cross every year for the next three years. Their gifts will help us meet people in need, no matter where they are, and to plan for a future in which ever-greater numbers of people will seek our help.

Red Cross 50 began in 2022; now, this remarkable community of more than 50 donors is inspiring others. We welcome the new members who have joined this year and thank them for deepening our impact in Australia and beyond. Those providing significant support:

Alison Brookman	Judith Margerrison	Robin Hutcheon
Andrew Bettison	Kathy Sadler	Rohan Kashyap
Andrew Wood	Lesley Bartlett	Ronald Bulla
Anthony Buykx	Margaret Brand	Rosemary Miller
Helen Nicolay	Michelle Bean	Ross Oakley
Irene Morgan	Millie Tong	Sarah Bendall
Isabelle Robinson	Pam Koebel	Sarah Fogg
Janville Pty Ltd	Paul Cummings	Warren Weightman
Jardale Pty Ltd	Richard & Chrissy Mackinnon	Wendy Adam

Workplace giving

Workplace giving programs create opportunities for employees to live their philanthropic values as part of a giving community. We were privileged to partner with a variety of companies who supported our humanitarian work this year. We express our gratitude to each and every corporate giving participant, with special thanks to ANZ, Automatic Data, King and Wood Mallesons, IAG, Lion, and QBE, our top giving partners who collectively raised over \$225,000.

When Cyclone Alfred tore through communities in Queensland and Northern New South Wales, the scale of devastation was immense. Power outages affected hundreds of thousands of people, homes were destroyed, and entire towns were cut off. Australian Red Cross responded swiftly, drawing on the strength of our volunteers, our deep community connections, and the vital support of our partners.

From the immediate aftermath of disaster through to long-term recovery, our trusted partnerships helped amplify our efforts to meet people and communities with the support they needed. Qantas assisted by flying emergency teams into impacted areas, Uber provided transport and meals for staff and volunteers, Australia Post enabled over-the-counter donations, and Amazon facilitated support through their Disaster Relief Supply Points. Together with local communities, partner organisations, and dedicated volunteers, we provided psychological first aid, reconnected loved ones, and delivered practical help to kickstart the recovery journey.



Philanthropic partners and supporters

At Australian Red Cross, gifts and grants from trusts, foundations, and other philanthropic supporters are imperative to ensuring the continued and effective delivery of our humanitarian work. This year, our philanthropic supporters contributed more than \$9.9 million to support our humanitarian work.

Society of Women Leaders

The Society of Women Leaders (SWL) is a collective of committed women leaders and philanthropists who work together to advance the mission of Australian Red Cross. In the past year alone, SWL has raised over \$800,000 for programs including:

- Baby Hub in Galiwin'ku, which aims to improve growth outcomes for babies in their first 1,000 days of life and boost parents' confidence, parenting skills, and wellbeing
- Night Café in Brisbane, which supports young people who are experiencing or at risk of homelessness
- Restoring Family Links, which helps to trace and reconnect family members and loved one separated by war, disaster, or migration
- International Humanitarian Law
- International Disaster and Crisis Response.

Following the successful launch of SWL's Lady Helen Munro Ferguson membership tier last year, we were honoured to recognise two SWL members at this significant level. We express our sincere thanks to both Caroline Furlong and

Cynthia Carter for their exceptional philanthropic leadership, contribution to the Society of Women Leaders, and commitment to supporting the people and communities that Australian Red Cross serves.

In June 2025, we were pleased to host a group of SWL members in Galiwin'ku in the Northern Territory. This visit helped foster connections between the SWL and the work they support, showing them the impact of their giving on the local community.

We were also delighted to see the continued growth of our Rising Women Leaders initiative, whose members committed for a second year to supporting Galiwin'ku's Baby Hub program.

Other philanthropic supporters

Philanthropic partners, including the Count Charitable Foundation, generously supported people impacted by crises overseas. The Smail Family Foundation assisted with the deployment of Australian Red Cross delegates. Here in Australia, the Andrew CC Farran Foundation provided assistance to people affected by flooding emergencies, while the Stan Perron Charitable Foundation supported social inclusion for disadvantaged community members and families.

We extend our thanks to the following trusts, foundations, and other philanthropic supporters who provided significant financial contributions during the past year:

Accenture Foundation	King Charles III Charitable Fund
Andrea Davies	Louise Macfie
Andrew CC Farran Foundation	Lynne Church
Andrew Eger	Margaret Mackisack
Australian Communities Foundation	Mark Harris
– Johnstone Gumption Fund	Matthew Chan Pty Ltd
Australian Philanthropic Services Foundation	Michele Middendorp
Barry and Jennifer Alexander	Missionary Franciscan Sisters Trust
Bruce Smith	Norman Rydge
Cameron Foundation	Patrick L
Canva Foundation	Paul Kopetko
Christopher Grubb	Paul Ramsay Foundation
Citi Foundation	Perpetual Foundation
Cleveland Transport Foundation	Peter Gartlan
Collier Charitable Fund	Peter Witt
David Stanton	PricewaterhouseCoopers Foundation Trust
Dennis Cheal	Rita Andre
Di and Richard Trethewie and Jarrett	Robert Middendorp
Donald and Joan Wilson Foundation	Robert Simpson
Dunmara Pty Ltd	Roberts Pike Foundation
Edward Miller	Sesgo Foundation
Equity Trustees	Smail Family Pty Ltd ATF
Eric Welsh	– The Smail Family Foundation
Evolhope Pty Ltd	Stephanie Scarf
– George & Janet Parker Memorial Trust	The Colin Bisdee Trust
Freemasons Health Promotion Fund	The Dick and Pip Smith Foundation
Giving4tomorrow Foundation	The Enigma Charitable Trust
Grafer Foundation	The Fleming Foundation
Guthrie Family Charitable Trust	The Harris Charitable Foundation
Henry Foster	The Les & Gladys Blatchford Foundation c/o
Hilary Wallace	The Miller Foundation
Ian Puls	The Myer Foundation
Jason Yardi	The Profield Foundation
JBWere Charitable Endowment Fund	The Stan Perron Charitable Foundation
– Gene Tilbrook Endowment	The Stuart Leslie Foundation
JDV Projects	Thynne Macartney
Jim Sweeney	TP & J Hunter Family Trust No2
John Coates	Valerie Johnstone
John Fanning	Victor Yu
John Haynes	Wheatley Family Foundation
Joss Stewart	William Angliss Charitable Fund
Judith McDougall	XTM Australia Pty Ltd

“Partners play a vital role in helping us stand beside communities when they need us most.”

– Jai O’Toole, Executive Director,
State & Territory Operations at Australian Red Cross

The power of partnerships

When Cyclone Alfred tore through communities in Queensland and Northern New South Wales, the scale of devastation was immense. Power outages left hundreds of thousands of people in the dark, homes were destroyed, and entire towns were cut off. Australian Red Cross responded swiftly, drawing on the strength of our volunteers, our deep community connections, and the vital support of our partners.

From the immediate aftermath of disaster through to long-term recovery, our trusted partnerships helped us reach people where and when it mattered most.



Amazon established Disaster Relief Supply Points put essentials like clean water, food and hygiene items directly into the hands of people who had lost so much.



Australia Post enabled people across the country to donate over the counter, with contributions helping Australian Red Cross provide support to vulnerable people before, during, and after disasters.



Qantas flew emergency teams into isolated towns so trained responders could be on the ground quickly to provide comfort and practical support.



Uber helped staff and volunteers travel through challenging conditions, and ensured they could have a hot meal after long, exhausting days of supporting impacted communities.

Thanks to these partnerships, partner organisations, and the tireless efforts of local communities and Australian Red Cross volunteers, people received psychological first aid, were reunited with loved ones, and found the practical help they needed to begin their recovery journey.



Our People



Our People



5,467

Australian Red Cross Services employees as of 30 June 2025.



6,760

Australian Red Cross Humanitarian Services members.



11,449

Australian Red Cross Services active volunteers.

Creating a safe and resilient workplace

Across the country, Australian Red Cross staff, members, and volunteers work tirelessly to meet people in crisis with the support and care they need. Keeping our teams safe and healthy is crucial to helping them do this work well. Our Wellbeing, Health and Safety (WHS) team strives to provide ongoing face-to-face and

remote support and mentoring that strengthens workforce capability and capacity and improves the way we manage health and safety risks.

Program highlights:

- Developed our Wellbeing Strategy and Action Plan to promote physical, mental, and social health in the workplace.
- Established an early intervention triage program to support staff injury and illness and provide connections to health care and psychosocial support.
- Created a Retail WHS Action Plan to help staff and volunteers address aggression and theft incidents in Red Cross Shops.
- Improved hazard and incident reporting through the Speak Up database.
- Revamped staff learning modules to strengthen individual accountability for physical and psychological safety in the workplace.
- Australian Red Cross Lifeblood exceeded its employee engagement score target by 2%.

Embedding diversity in the workplace

Creating a work environment where everyone feels a sense of belonging is a key aspiration for Australian Red Cross. Our annual Belonging survey measures staff sentiment about our progress towards this goal. This year's survey found that employee perceptions of diversity, equity, inclusion, and belonging remain positive and consistent with 2023; however, those who identify as LGBTQIA+, neurodivergent, culturally and linguistically diverse, First Nations, or living with a disability reported a slightly lower sense of belonging. Staff knowledge of First Nations Centrality, the importance of reconciliation and how to contribute to our First Nations agenda were also consistent with last year's results. The ongoing implementation of our Inclusion and Diversity Strategy is expected to improve staff belonging and increase engagement with First Nations initiatives in future years.

Building a collective understanding of inclusion

Inclusion Networks are another vital piece of our inclusion and diversity work. These networks provide safe connection points for staff, members, and volunteers who identify as members or allies of the LGBTQIA+, disability, and culturally and linguistically diverse communities. This year, more than 250 Australian Red Cross people joined these networks, which help build our collective understanding of barriers and enablers of inclusion. Half of these new participants were members and volunteers.

2024 Workplace Gender Equality Report

Like all Australian organisations with 100 or more employees, Australian Red Cross is required to complete an annual survey for the Workplace Gender Equality Agency. This year, the Australian Red Cross Society (comprised of Australian Red Cross and Lifeblood) reported a 15% average gender pay gap (GPG) and an 11.7% median GPG. These figures are both higher than the mid-point of our comparison group (Health Care and Social Assistance; 4.3% and 0.2% respectively),

as at 31 March 2024. These results predate transformation and changes to our operating model and organisational structure and include CEO remuneration for the first time (of note, the Australian Red Cross Society employs two CEOs).

2025 Organisational Culture Survey

Strengthening our culture is an ongoing priority for the Australian Red Cross. This year we completed our Culture Survey to understand how our culture impacts employees and the organisational at large, the factors shaping our current culture, and the actions we can take to continue to move towards a revitalised culture that supports our people and achievement of our strategic objectives.

The survey achieved a response rate of 65% and revealed the following key findings:

- Core aspects of support, care for and growth of others remain strong.
- Individual leadership remains a core strength and can be leveraged to create the aspirational culture required to ensure Australian Red Cross can have maximum impact.
- Communication from the organisation and from leaders and teams presents an opportunity to build organisational performance and personal commitment.
- After a period of transformation, leaders have an opportunity to continue setting clear expectations regarding objectives and behaviour.

Over the next year, we will focus on the following culture-building activities:

- Taking a deliberate and planned approach that will support leaders to communicate effectively across the organisation.
- Increasing our focus on our organisational values and the role of each staff member in contributing to and furthering our purpose and vision.
- Ensuring all our people understand the performance and behaviours expected of them in line with our Values and Fundamental Principles.



Governance and risk

Governance

Governance Reforms

On 1 July 2025, following approval by Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of the Commonwealth of Australia, Australian Red Cross implemented comprehensive Governance Reforms to help ensure Australian Red Cross Society's governance structure is contemporary and fit for purpose, aligned with International Red Cross and Red Crescent Movement requirements, and well placed to support Australian Red Cross Society in achieving its vision and purpose (now and in the future). A summary of the changes implemented through the Governance Reforms is accessible at redcross.org.au/governance.

Patron

The Honourable Sam Mostyn AC, Governor-General of Australia, is Patron of Australian Red Cross Society. More details about our Patron can be found at redcross.org.au/governance.

National Council

The National Council is the peak representative body for members of Australian Red Cross that holds specific powers under the Rules, including electing the President and appointing the Board Members (except the Australian Red Cross Lifeblood Chair, who is appointed by the Board).

The President under the Governance Reforms is elected by the National Council and is a pivotal ambassador for Australian Red Cross. The role of the President (which is separate to the Board Chair) includes public speaking engagements and other ceremonial duties, chairing the National Council, and acting as our ambassador and relationship builder.

Details of our President, Kate Jenkins AO (elected from 1 July 2025), who chairs the National Council including her qualifications, skills, experience and tenure is set out on page 40 of this Annual Report.

Details of our National Council can be found at redcross.org.au/governance/national-council.

Board

The Board is responsible for governing Australian Red Cross Society and ensuring that it carries out its objects under the Rules. The Board holds all the powers of the Australian Red Cross Society that are not required by the Royal Charter or Rules to be exercised by the National Council.

On 1 July 2025, the Board's composition was changed as part of the Governance Reforms. Details of the Board Members prior to and after that change are set out on pages 40 to 42 of this Annual Report.

As of 30 June 2025, the Board had six formal Board Committees, including the Audit and Risk Committee, the Finance Committee, the Nominations and Remuneration Committee, the Statutes and Governance Review Committee, the National Awards Committee, and the National Youth Advisory Committee.

Membership of and attendance at 2024/25 Board and Board Committee meetings are detailed on page 43 of this Annual Report.

CEO

The CEO (Secretary-General) is responsible for the day-to-day management of Australian Red Cross Society with all powers, discretions and delegations authorised, from time to time, by the Board.

Details of our CEO, Andrew Colvin AO APM are set out on page 40 of this Annual Report.

Society Secretary

The Society Secretary holds office on the terms and conditions and with the powers and duties as determined by the Board.

Details of our Society Secretary, Jennifer Currie, are set out on page 42 of this Annual Report.

Australian Red Cross Lifeblood

The Board appoints a separate body (called the Australian Red Cross Lifeblood Board) with delegations authorised from time to time by the Board, to oversee Australian Red Cross Lifeblood (which is an operating division of Australian Red Cross Society). Members of the Australian Red Cross Lifeblood Board and Committees are remunerated in connection with those positions.

Details about Australian Red Cross Lifeblood's current Board Members and Executive Team can be found at redcross.org.au/governance/lifeblood.

National Council, Board and Management Leaders



Kate Jenkins

President
Elected 1 July 2025

Kate is currently the Chair of the Australian Sports Commission, and Chair of the Creative Workplaces Council. Her prior roles include the Australian Sex Discrimination Commissioner; Victorian Equal Opportunity and Human Rights Commissioner; Employment Law Partner at Herbert Smith Freehills; Chair of Play by the Rules; Board member of Berry Street Victoria, Board member of Carlton Football Club and Board member of Heide Museum of Modern Art.

Kate holds a Bachelor of Arts (Hons) and Bachelor of Laws (Hons) from the University of Melbourne, is a graduate of the Australian Institute of Company Directors, and is a Member of the Order of Australia.



Andrew Colvin AO APM

CEO
Appointed 1 July 2024

Andrew's deep understanding of crisis management and leadership capabilities play a critical role helping him guide Australian Red Cross' response to supporting the evolving needs of communities right across Australia and beyond.

With a career dedicated to public service, Andrew has played leadership roles during some of Australia's most high-profile incidents and events. This includes leading the National Bushfire Recovery Agency in coordinating recovery efforts following the 2019–2020 Black Summer, as a Partner at Deloitte Australia's financial advisory, and his role as Commissioner of the Australian Federal Police.

Andrew holds a Master of Public Administration and Bachelor of Arts.



Charles Burkitt

Board Chair & Board Member
Appointed October 2014

Charles was appointed to the Board in October 2014, elected as Deputy President in November 2019 and then as President in December 2023. As part of the Governance Reforms (which became effective on 1 July 2025) the role of President and Board Chair was separated, with Charles retaining the Board Chair role only. He is also a member of the Australian Red Cross Lifeblood board.

Charles is an experienced non-executive director with an executive career spanning the financial markets and commercial property sector.

Charles will retire as a Board Member, and Board Chair on 5 December 2025.

Current Board Members



Annette Ruhotas AM

Deputy Board Chair and Board Member
Appointed December 2023

Annette is a director for several private, government and not-for-profit organisations (including Kimbriki Environmental Enterprises Pty Ltd and The Reconnect Project Ltd), and holds several ministerial appointments (including NSW Board of the Medical Board of Australia; Medical Council of NSW; NSW Department of Planning & Environment; Therapeutic Goods Administration – Advisory Committee on Chemicals/Joint Medicines Scheduling). She is also a member of the Australian Red Cross Lifeblood board.

Annette holds a Bachelor of Engineering (Civil) (Hons) from the University of NSW and a Bachelor of Teaching (Secondary Science) (Dist) from Charles Sturt University.



Prof Brendan Murphy AC

Board Member
Australian Red Cross Lifeblood Chair
Appointed 1 February 2025

Brendan is currently a Director of Kidney Health Australia and Chair of the Children's Cancer CoLab. His previous roles include Secretary and Chief Medical Officer of the Australian Government Department of Health, CEO of Austin Health and Director of Nephrology at St Vincent's Health, Board roles with the Centenary Institute, Health Workforce Australia, the Florey Institute of Neuroscience and Mental Health, the Olivia Newton-John Cancer Research Institute, and the Victorian Comprehensive Cancer Centre.

Brendan holds academic appointments at the University of Melbourne, Monash University, and ANU, and was awarded Australian Capital Territory Australian of the Year in 2021.



Dr Garry Nolan AM

Board Member
Appointed October 2020

Garry has extensive governance experience, including as Group Company Secretary & Chief Governance Officer for National Australia Bank, Chairman of National Nominees Limited and contributed to the Best Practice Governance Recommendations for companies listed on the Australian, London and New York stock exchanges.

His experience also includes Chair and Deputy Chair roles for major not-for-profit organisations, and volunteer roles in community development.

Garry holds a Doctorate in Business Administration, is a Member of the Order of Australia, and a Fellow of the Australian Institute of Company Directors.



Claire Rogers

Board Member
Appointed 1 July 2025

Claire is a non-executive director of Victorian Funds Management Corporation (VFMC), Spiire Limited, auDA Limited and Melbourne Business School (MBS Limited). She is also Group Chair, CEO Mastermind and Managing Partner, Advisory Services at Mentorlist and co-founder of Oho.

Claire was previously chief executive of World Vision Australia and held senior leadership roles with ANZ, and was a non-executive director of Payton Capital Ltd, Methodist Ladies College (Kew), Australian Council for International Development (ACFID) and Ridley College (Melbourne).

Claire holds a BA from Melbourne University, MBA from Melbourne Business School and is a member of the AICD and Chief Executive Women.

Current Board Members continued



Andrea Sutton

Board Member
Appointed 1 July 2025

Andrea is a non executive director serving on the boards of Iluka Resources, Perenti Limited and Australian Naval Infrastructure and is the Chair of the WA Government Trading Enterprise – Water Corporation.

She has previously held executive leadership roles in operations, safety, human resources and infrastructure management in the mining industry.

Andrea holds a Bachelor of Chemical Engineering from the University of Melbourne, a Graduate Diploma in Economics from the University of New England and is a member of the AICD.



Kuldeep (Kul) Singh

Board Member
Appointed 15 July 2025

Kul is the Chief Customer and Commercial Officer at REA Group.

Before joining REA, he held senior positions in strategy, marketing and sales within the financial services sector at GE Capital and the Healthcare sector at GlaxoSmithKline.

Kul holds a Master's degree in Public Health from Melbourne University, a Bachelor's degree in Medical Science and Marketing from La Trobe University, and is a graduate member of the AICD.



Michael (Mike) Ferraro

Board Member
Appointed 1 July 2025

Mike is currently a group Chair of the CEO Circle organisation and a former CEO of ASX listed Alumina Limited and was a non-executive director and chair of audit and risk committee for a ASX listed travel company. His prior experience also includes chief legal counsel of BHP, managing partner and member of executive committee of the global law firm Herbert Smith Freehills as well as investment banking in Australia and London.

Mike holds a Bachelor of Laws (Hons) from Melbourne University and has undertaken leadership programs at Stanford University and Australian Graduate School of Management.



Elizabeth (Liz) Smith

Board Member
Appointed April 2023

Liz is an experienced non-executive director including for DGL Group, Nuchev and Pureprofile. Her executive career included corporate finance partner roles at William Buck and Grant Thornton, as well as audit experience at EY.

Liz holds a Bachelor of Commerce from the University of Melbourne and MBA from La Trobe University.



Christopher (Chris) Kwong

Board Member
Appointed 1 July 2025

Chris currently serves as Head of Industry Affairs and Engagement at the Qantas Group.

He has previously held roles with Australian Red Cross and the South Australian Public Service and Government, including as Chief of Staff to the Deputy Premier and Attorney-General.

Chris' holds a Bachelor of Laws and Legal Practice, and Bachelor of International Studies from Flinders University.



Louise McCosker

[Incoming] Board Member
Appointed from 6 December

Louise is currently a Board member of the Judicial Commission of Victoria. She has worked for close to 20 years with the International Red Cross and Red Crescent Movement in a variety of senior international roles, and before this held various roles in corporate, government and media sectors.

Louise holds an Associate's Degree and Diploma in Humanitarian Diplomacy from the Diplo Foundation, a Master's Degree in International and Public Law from the University of Melbourne, a Master of Business Administration from The University of Queensland, and a Bachelor's Degree in Arts/Music from the University of New England.

FY25 Board Members



Sam Hardjono

Board Member
October 2015 – 6 December 2024

Sam has over 20 years' experience in senior roles across various sectors, including as Chair of Edmund Rice Education Australia NSW Colleges Ltd, Chair of Finance for Healthy North Coast Ltd, Chair of Audit & Risk for Service & Creative Skills Australia Ltd, and Advisory Board Member to the Indonesia Project at ANU.

Sam holds a Bachelor of Business in Accounting and an MBA, and is a Fellow of the Australian Institute of Company Directors (FAICD).



Leonard Hill

Board Member
November 2023 – 5 June 2025

Leonard is a descendent of the Ngemba people from Northwest NSW, and he is the Chief Executive Officer of the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS). His career includes roles with the Australian Government, NSW State Government and local Aboriginal community organisations working in the Australian Indigenous affairs space.

Leonard holds a Diploma in Small Business Management, Cert IV in Indigenous Land Management, and Cert IV in Training and Assessment.



Nazli Hocaoglu

Board Member
April 2023 – 30 June 2025

Nazli is the CEO of AI and machine learning software companies Dynamic Crowd Measurement and Assess Threat. She is also engaged as the Head of ESG and Legal Advisory for the diverse services company ACESGroup.

Nazli holds a Bachelor of International Studies and Bachelor of Laws from Western Sydney University, and Master of Human Rights Law from the University of London.



Melanie Ross

Board Member
December 2022 – 30 June 2025

Melanie has held various roles including Legal Officer at the Department of Climate Change, Energy, the Environment and Water, legislative drafter with the Tasmanian Office of Parliamentary Counsel and specialist family violence prosecutor for Tasmania Police.

Melanie holds a Bachelor of Arts (Hons) and Bachelor of Laws from the University of Tasmania.



Ané Coetzee

Board Member
December 2022– 30 June 2025

Ané is the founder and CEO of Young Women in Sustainable Development. She served as the Australia Country Coordinator for the 16th and 17th United Nations Youth Climate Change Conferences in 2021 and 2022.

Ané holds a Bachelor of Media from the University of New South Wales and a Master of Commerce from the University of Sydney.



Helen Clarke

Board Member
November 2022 – 30 June 2025

Helen has been a member and volunteer with Australian Red Cross for over 20 years.

She has held voluntary positions, and executive roles, in a range of community organisations, including School Associations, Meals on Wheels, Jubilee Community Care, the Mentally Handicapped Association Hong Kong and Church Councils. She has also served as a Justice of the Peace for over 50 years.

FY25 Board Members continued



Tarn Kaldor

Board Member
December 2022 – 30 June 2025

Tarn's experience in the community sector has spanned the fields of community development, advocacy and counselling.

Tarn holds a Bachelor of Arts and Bachelor of Social Work (Hons 1) from Sydney University and Master of Narrative Therapy and Community Work from the University of Melbourne.



Valmae Ryan

Board Member
December 2023 – 30 June 2025

Valmae has been a member and volunteer of Australian Red Cross since 2010.

She has served on the New South Wales Divisional Advisory Board/Division Council since 2021, has been the Branch Secretary of the Australian Red Cross Walla Walla Australian Red Cross Branch, and volunteers in emergency services and the Humanitarian Settlement Program in Albury, NSW.



Col. Stephen (Steve) Joske CSC

Board Member
May 2024 – 14 April 2025

Steve has commanded positions in the Australian Army and was awarded the Conspicuous Service Cross in the 1998 Queens Birthday Honours for leadership of the Australian Force in Bougainville.

Steve holds a BA (Mil) from RMC Duntroon and Master of Military and Defence Studies from Deakin University.



James (Jim) Birch AM

Board Member
Australian Red Cross Lifeblood Chair
February 2016 – 31 January 2025

Jim is a Fellow of the Australian College of Health Service Management, and is a non-executive director and chair of a number of boards, including, Calvary Health, Beamtree Pty Ltd and the Women's and Children's Hospital Foundation. Until January 2016, he was the Global Health Care Leader for Ernst & Young, having previously led the company's Health and Human Services Practice for the Asia Pacific region.

Jim holds a Bachelor of Health Administration from the University of New South Wales and is a Fellow of the Australian College of Health Service Management.



Patricia (Pat) Pearson

Board Member
December 2024 – 30 June 2025

Pat has more than 40 years' experience as a senior public sector manager and consultant in the UK, Zambia and South Australia, including as the Director of Child and Youth Health at South Australia's Department of Health and as the Executive Officer of the Child Protection Task Force at South Australia's Women's and Children's Hospital.

Pat is a co-founder and Management Committee member of Rainbow Hub SA Inc., and has previously served on a Board of the South Australia Division of General Practice.

Pat holds a Bachelor of Arts in Politics and Diploma of Community Health from Flinders University.



Keith Wilson

Board Member
September 2022 – 6 December 2024

Keith has extensive experience in international law, disarmament and non-proliferation fields, including most recently as a Senior International Trade Law Counsellor at the Institute for International Trade at the University of Adelaide. He has led training and capacity-building programs on international trade law and policy, development assistance, security and disarmament, public accountability, regulation, governance, human rights, and other issues in more than 40 countries, including in Australia, Africa, Europe, Asia and the Pacific Islands.

Keith holds a Bachelor of Arts and Bachelor of Laws (Hons) from the University of Adelaide and Master of Laws from Leiden University.



Eveline Kuang

Board Member
October 2023 – 30 June 2025

Eveline is a mergers & acquisitions lawyer at King & Wood Mallesons where she specialises in foreign investment. Prior to this, she had nearly 10 years' experience in the Federal Government as a legislative adviser in national security and a policy adviser in foreign investment and critical infrastructure.

Eveline holds a Bachelor of Commerce (Accounting) and Bachelor of Laws (Hons) from the University of Canberra and Master of Laws from The Australian National University.

Society Secretary



Jennifer Currie

Society Secretary & Chief Governance Officer
Appointed 5 June 2021

Jennifer's experience spans both ASX-listed and non-profit contexts across a range of sectors. Her previous roles include Company Secretary for Equity Trustees Limited, and Chief Legal Officer & Company Secretary for: Syrah Resources Limited; Capital Health Limited; and the Baker Heart & Diabetes Institute. She has also served as a non-executive director of Ceridian Australia, Summer Infant Australia and the Intensive Care Foundation of Australia and New Zealand.

She is a Fellow of the Governance Institute of Australia, a Graduate of the AICD and the Oxford Executive Leadership Programme and holds a Bachelor of Commerce, Bachelor of Laws (Honours), Master of Laws (Intellectual Property) and Graduate Diploma of Applied Corporate Governance.

Board and Board Committee Meetings

The number of Board and Board Committee meetings held and the attendance records of individual Board and Board Committee members during their tenures throughout the 2024/25 financial year were as follows:

Board Member Name ³	Board		Audit & Risk Committee		Finance Committee		Nominations & Remuneration Committee		Australian Red Cross Lifeblood Board		Statutes and Governance Review Committee		National Youth Advisory Committee		National Awards Committee	
	Attended	Eligible ⁴	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible
Charles Burkitt	9	9	2	2	8	9	5	5	7	8	6	6	-	-	3	3
Annette Ruhotas Morgan AM	8	8	-	-	9	9	4	5	8	8	5	6	-	-	3	3
Brendan Murphy AC ³	6	6	-	-	-	-	3	3	3	3	2	2	-	-	-	-
Garry Nolan AM	8	8	-	-	-	-	5	5	-	-	6	6	-	-	-	-
Elizabeth Smith	7	9	5	5	8	9	-	-	-	-	-	-	-	-	-	-
James Birch AM ⁴	3	3	-	-	-	-	0	2	5	5	1	4	-	-	-	-
Helen Clarke ⁵	9	9	-	-	-	-	-	-	-	-	5	6	-	-	-	-
Ané Coetzee ⁶	8	8	4	5	-	-	-	-	-	-	4	6	4	4	-	-
Sam Hardjono ⁷	3	3	3	3	3	5	-	-	-	-	-	-	-	-	-	-
Leonard Hill ⁸	2	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nazli Hocaoglu ⁹	7	9	2	2	7	9	-	-	-	-	-	-	-	-	-	-
Stephen Joske CSC ¹⁰	4	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tarn Kaldor ¹¹	8	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Eveline Kuang ¹²	8	9	-	-	6	9	-	-	-	-	-	-	-	-	-	-
Patricia Pearson ¹³	6	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Melanie Ross ¹⁴	9	9	-	-	-	-	-	-	-	-	5	6	-	-	-	-
Valmae Ryan ¹⁵	8	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Keith Wison ¹⁶	3	3	2	3	-	-	-	-	-	-	-	-	-	-	-	-
Inmaculada Beaumont ¹⁷	-	-	2	5	-	-	-	-	-	-	-	-	-	-	-	-
David Colliver ¹⁸	-	-	5	5	-	-	-	-	-	-	-	-	-	-	-	-
Matthew Berg ¹⁹	-	-	-	-	3	3	-	-	-	-	-	-	-	-	-	-
Ross Pinney	-	-	-	-	8	9	-	-	-	-	-	-	-	-	-	-
Susan Benefield	-	-	-	-	-	-	5	5	-	-	-	-	-	-	-	-
Kim Whiteley	-	-	-	-	-	-	3	5	-	-	-	-	-	-	-	-
Stephen Cornelissen AM	-	-	-	-	-	-	-	-	8	8	-	-	-	-	-	-
Lance Emerson	-	-	-	-	-	-	-	-	7	8	-	-	-	-	-	-
Julie Fahey	-	-	-	-	-	-	-	-	8	8	-	-	-	-	-	-
Merran Kelsall AO	-	-	-	-	-	-	-	-	8	8	-	-	-	-	-	-
Shehani Noakes	-	-	-	-	-	-	-	-	8	8	-	-	-	-	-	-
Amanda Seller	-	-	-	-	-	-	-	-	7	8	-	-	-	-	-	-
Robyn Ward AM	-	-	-	-	-	-	-	-	7	8	-	-	-	-	-	-
Ian Hamm	-	-	-	-	-	-	-	-	-	-	5	6	-	-	-	-
Birdie Armour ²⁰	-	-	-	-	-	-	-	-	-	-	-	-	1	2	-	-
Mia Arnott ²¹	-	-	-	-	-	-	-	-	-	-	-	-	3	4	-	-
Mossy Cluney ²²	-	-	-	-	-	-	-	-	-	-	-	-	1	2	-	-
Marielle Intveld ²³	-	-	-	-	-	-	-	-	-	-	-	-	1	2	-	-
Miiica Lus ²⁴	-	-	-	-	-	-	-	-	-	-	-	-	4	4	-	-
Charlotte Moseley ²⁵	-	-	-	-	-	-	-	-	-	-	-	-	4	4	-	-
Natasha Adam ²⁶	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	2
Dianne Buckles ²⁷	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Enid Anne Macarthur AM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	3
Stephen Phipps ²⁸	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Rita Richards ²⁹	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Winifred Smith AM ³⁰	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2
Ebrel Yang ³¹	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	1

Footnotes from board and committee meetings table:

1. This table excludes any Working Groups, Panels, Management Committees (of the Board) and Sub-Committees (of a Board Committee).
2. Eligible represents the number of meetings held during the period that the individual held office.
3. Brendan Murphy AC was appointed as the Australian Red Cross Lifeblood Chair (and an ex-officio Board Member) on 1 February 2025.
4. James Birch AM retired as the Australian Red Cross Lifeblood Chair (and an ex-officio Board Member) on 31 January 2025.
5. Helen Clarke retired as a Board Member on 30 June 2025.
6. Ané Coetzee retired as a Board Member on 30 June 2025.
7. Sam Hardjono resigned as a Board Member on 6 December 2024.
8. Leonard Hill's tenure as a Board Member concluded on 5 June 2025.
9. Nazli Hocaoglu retired as a Board Member on 30 June 2025.
10. Stephen Joske CSC resigned as a Board Member on 14 April 2025.
11. Tarn Kaldor retired as a Board Member on 30 June 2025.
12. Eveline Kuang retired as a Board Member on 30 June 2025.
13. Patricia Pearson was appointed as a Board Member on 10 December 2024, and retired as a Board Member on 30 June 2025.
14. Melanie Ross retired as a Board Member on 30 June 2025.
15. Valmae Ryan retired as a Board Member on 30 June 2025.
16. Keith Wilson resigned as a Board Member on 6 December 2024.
17. Inmaculada Beaumont retired from the Audit and Risk Committee on 30 June 2025.
18. David Colliver retired from the Audit and Risk Committee on 30 June 2025.
19. Matthew Berg was appointed to the Finance Committee on 21 February 2025.
20. Bridie Armour was appointed to the National Youth Advisory Committee between 1 January 2025 and 30 June 2025.
21. Mia Arnott retired from the National Youth Advisory Committee on 30 June 2025.
22. Mossy Cluney resigned from the National Youth Advisory Committee on 15 November 2024.
23. Marielle Intveld resigned from the National Youth Advisory Committee on 31 December 2024.
24. Mijica Lus retired from the National Youth Advisory Committee on 30 June 2025.
25. Charlotte Moseley retired from the National Youth Advisory Committee on 30 June 2025.
26. Natasha Adam retired from the National Awards Committee on 30 June 2025.
27. Dianne Buckles was appointed to the National Awards Committee on 1 January 2025.
28. Steven Phipps was appointed to the National Awards Committee between 18 October 2024 and 31 December 2024.
29. Rita Richards retired from the National Awards Committee on 5 July 2024.
30. Winifred Smith AM retired from the National Awards Committee on 3 December 2024.
31. Ebrel Yang's tenure on the National Awards Committee concluded on 23 August 2024.

Risk

Our brand, culture, and strategy transformation continued this year against a backdrop of global disruption. As we worked to expand our organisational capacity, we remained focused on fulfilling our core mission of delivering humanitarian support for ever-growing numbers of people in need. Our ability to harness strategic opportunities and to identify and respond to risk is critical to the successful achievement of our purpose.

We recognise that managing risk well requires:

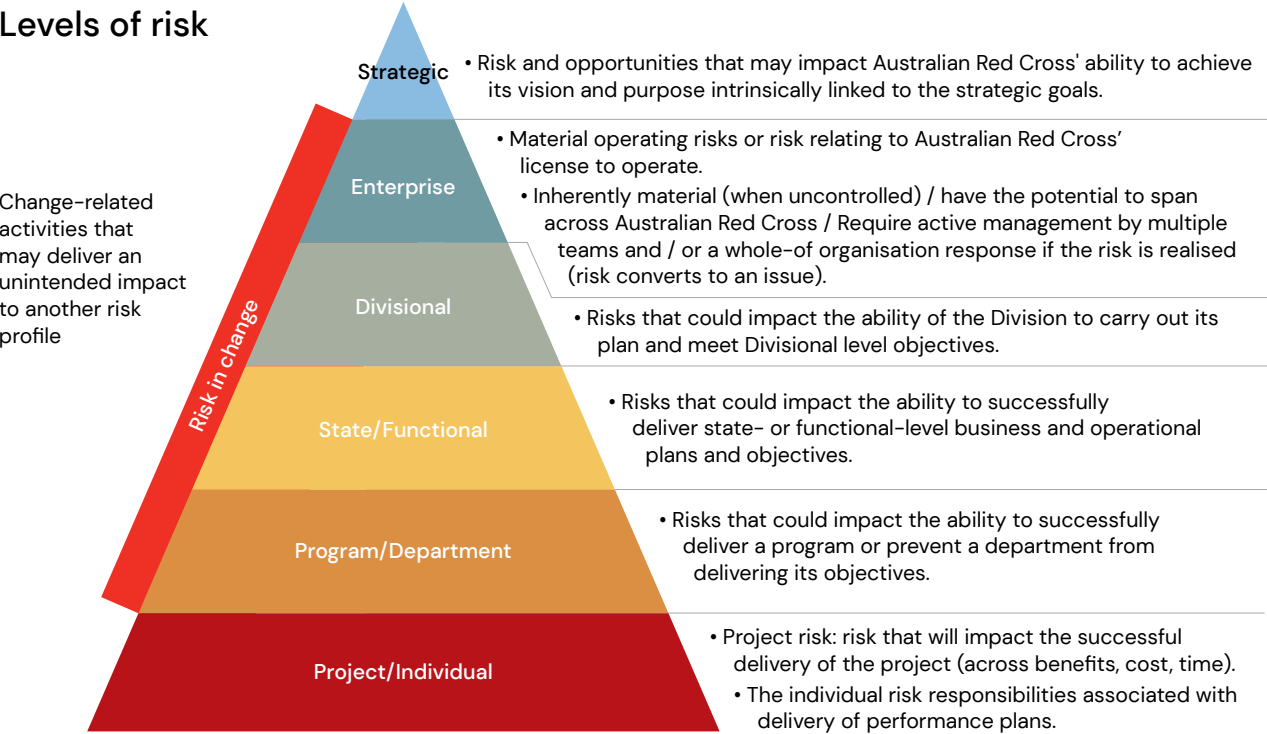
- taking a structured and consistent approach
- identifying and escalating important issues in a timely and effective manner
- developing a sophisticated understanding of risk interdependencies that could impact the delivery of our operations.

We require our people to adopt sound risk management principles that include:

- taking accountability for managing risks and helping colleagues to manage their risks
- communicating and escalating risks openly, honestly, and quickly
- considering risks to quality, client, and community outcomes; stakeholder confidence and trust; as well as to the ongoing sustainability of Australian Red Cross, when making decisions and taking actions
- openly sharing and learning from mistakes and successes
- understanding and applying our risk management principles, processes and reporting as part of everyday ways of working.

We have a comprehensive risk governance structure and accountability framework to support the effective management of risk. It is guided by a ‘three lines of engagement’ operating model as follows:

Levels of risk



Board – oversight of management of risk, sets the ‘tone from the top’ – determines the risk appetites and strategic risk level tolerance thresholds.

Audit & Risk Committee – focused on risk, audit assurance, and effectiveness of controls across all key categories of risk.

Executive Team – ensures effective operationalisation of the risk management framework.

First line of engagement
Risk control owner

Executive and Senior Leaders

- Identify, implement, and maintain operational and project controls.
- Use data and analytics to identify risk and allow targeting of assurance activities.
- Provide assurance (through assurance activities) that the processes and controls deliver opportunities and mitigate risks.
- Identify, record, escalate risks and issues in a timely manner.
- Report on control effectiveness and insights to the Executive Team.

Second line of engagement
Design, review, and challenge

Head of Risk

- Objective oversight of the risk profile and risk, incident, issues, assurance frameworks.
- Facilitate and support control owners to understand, embrace, and deliver their role.
- Effective challenge to assurance activities and decisions that materially effect Australian Red Cross risk and controls.
- Unfettered access and aggregate reporting to appropriately escalate risks, issues and/or control weaknesses.

Third line of engagement
Independent assurance

Internal Audit

- Independent assessment to test assurance activities, including the adequacy of controls and compliance with obligations.
- Deliver an internal audit program to validate that controls are functioning as designed.
- Identify improvement opportunities.

Additional independent reviews may be commissioned from time to time by the Head of Risk, Chief Financial Officer, Chief Operating Officer, CEO, Audit & Risk Committee, or Board.

External reviews, including ACNC and other regulators

Modern slavery

At Australian Red Cross, we see the impacts of modern slavery firsthand. Survivors who enter the Support for Trafficked People Program have experienced the worst forms of exploitation, often hidden in plain sight.

Addressing modern slavery in our operations and supply chains continues to be a priority for our organisation. We are committed to building a whole-of-community approach to addressing this pressing humanitarian issue. Our work is strengthened through engagement with people who have lived experience of modern slavery. Hearing their stories and amplifying their voices ensures that our actions reflect the real-life circumstances of people in situations of, or at risk of, modern slavery.

Capturing the bigger picture of modern slavery

Recognising the growing intersection between climate risk and modern slavery is crucial to understanding the bigger picture.

Climate-induced disasters and environmental degradation are driving increased migration and economic instability, leaving many more people at risk of exploitation, forced labour, and trafficking. As climate impacts intensify, so too does the urgency to address the root causes that push individuals into vulnerable situations.

Building community resilience is central to preventing modern slavery. Fostering connected communities that can respond to and recover from disasters can reduce vulnerability to exploitation. By supporting community connection and environments where people look out for one another, communities can better protect themselves from exploitation.

For more information on our actions to address modern slavery, see our Modern Slavery Statement at the Australian Red Cross website.

redcross.org.au/modern-slavery



Overcoming exploitation through education

This year, Australian Red Cross and the Special Broadcasting Service (SBS) joined forces to produce and distribute an online modern slavery training module. Aimed at helping individuals and organisations understand and respond to this complex humanitarian issue, the module has been informed and inspired by the experiences and resilience of modern slavery survivors.

The program is designed to be accessible to all Australian organisations of all sizes. It provides actionable insights and impactful strategies to help identify, prevent, and address modern slavery in all its forms. With a strong focus on storytelling, it's designed to build awareness

and empathy through a series of short films featuring interviews with people who have lived experienced modern slavery, as well as experts from across the sector. These include Australian Red Cross caseworkers; academics; and representatives from the Australian Federal Police, Australian Border Force, and the NSW and Australian Anti-Slavery Commissioner agencies.

This collaboration brings together complementary skills to maximise impact, combining Australian Red Cross's programmatic expertise with SBS's proven production, promotion, and distribution capabilities. The module will initially be distributed through SBS channels as an extension to their existing diversity and inclusion program, which currently provides training to 1.2 million employees and 650 organisations across Australia.

“I want people to understand that modern day slavery is real and it really happens here in Australia. If you think someone is being exploited, don't ignore it. Speak up because your actions can make a huge difference.”

– Lived experience engagement participant





Safeguarding

Protecting vulnerable people

As a humanitarian organisation, we are committed to protecting the rights, wellbeing, and safety of all children and adults with whom we interact, particularly people experiencing vulnerability and those who depend on Australian Red Cross support and services.

Program highlights

- Embedded the Speak Up safeguarding incident reporting process, including training for volunteers and employees in what and how to report and advice for teams reporting incidents. This process supports timely and effective responses to safety and wellbeing concerns related to children or adult clients.
- Continued self-assessment of our progress against the National Principles for Child Safe Organisations.
- Risk-based review of program risk assessments to ensure safeguarding risks

are effectively identified and managed. • continuous self-assessment of progress against the National Principles for Child Safe Organisations.

- Conducted safeguarding capacity building activities with partner National Societies in the Asia Pacific.
- Strengthened our capacity to support survivor-centred investigation and management of sexual exploitation, abuse, and harassment concerns.
- Developed targeted training and resources for specific program staff and volunteers.
- Strengthened our feedback and complaints mechanisms, including developing a centralised register to support timely and appropriate responses to feedback, facilitate child and client voice, and identify opportunities for improvement.

For more information see redcross.org.au/safeguarding

Environmental impact

From commitment to action

As a leading humanitarian organisation, we understand the importance of embedding climate action at the core of our strategic approach, including reducing the environmental impact of our operations. This year, we continued strengthening our efforts in this area in recognition of the growing intersection between climate change, community vulnerability, and humanitarian need.

Our ongoing commitment to the Climate Leaders Coalition and the Climate and Environment Charter for Humanitarian Organisations underpins our efforts to reduce environmental harm, build resilience, and operate effectively in a changing climate. These efforts are increasingly guided by our broader Environment, Social, and Governance (ESG) framework, which articulates the interconnected impacts of our operations on people and the environment.

We also focused on building capability, reporting, and data. We maintained momentum on Scope 1 and 2 emissions measurement, improving our consistency and planning, and delivered further improvements to energy efficiency, fleet, and procurement considerations across key sites.

We remain committed to achieving our environmental targets:

- Achieving net-zero scope 1 and 2 emissions by 2040
- Reducing our consolidated greenhouse gas scope 1 and 2 emissions by 15% by 2025
- Measuring and reducing scope 3 greenhouse gas emissions where possible
- Periodically reviewing and increasing the ambition of our environmental goals

In FY25, our Scope 1 and Scope 2 emissions totalled 2126.7 tCO₂e. Scope 1 emissions, primarily from fleet and gas use, accounted for 694.8 tCO₂e, while Scope 2 emissions from electricity consumption totalled 1431.9 tCO₂e. This figure reflects a reassessment of our emissions reporting approach, supported by external expertise, to ensure our organisational boundary and categorisation are aligned with the Greenhouse Gas Protocol and consistent with our Net Zero commitment.

Program highlights

- Fleet transformation: Reached a milestone of 200 hybrid and electric fleet vehicles, achieving a 75% hybrid/electric composition. This is a significant shift from our 2016 baseline of 80% petrol and 20% diesel.
- Renewable energy transition: Established a new energy contract in late 2024 that will progressively increase our use of renewable electricity, targeting 25% in 2025, 50% in 2026, and 75% by 2027.
- Emissions reduction: Achieved our 2025 target of a 15% reduction in Scope 1 and Scope 2 emissions, with preliminary results indicating reductions have exceeded this goal.

Beyond our internal operations, we've identified focus areas for future environmental action, including climate adaptation, circularity, and ethical sourcing. Our retail division continues to play a critical role by enabling clothing reuse and supporting circular initiatives (see page 31).

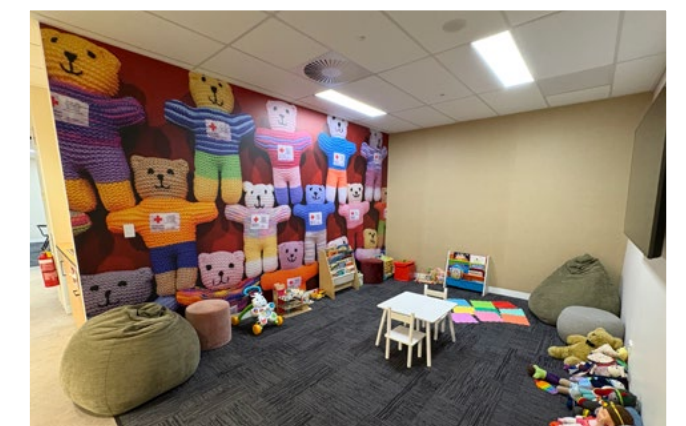
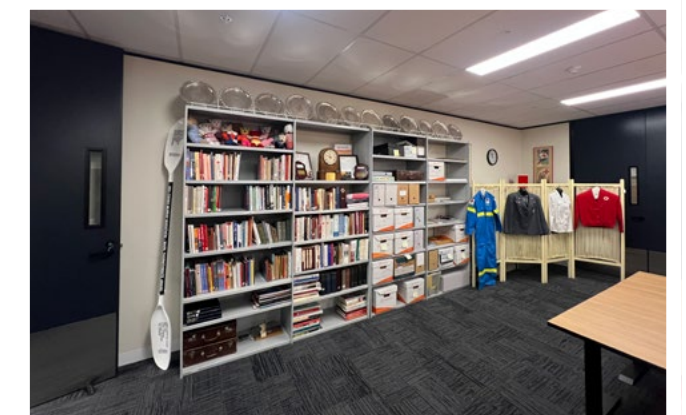
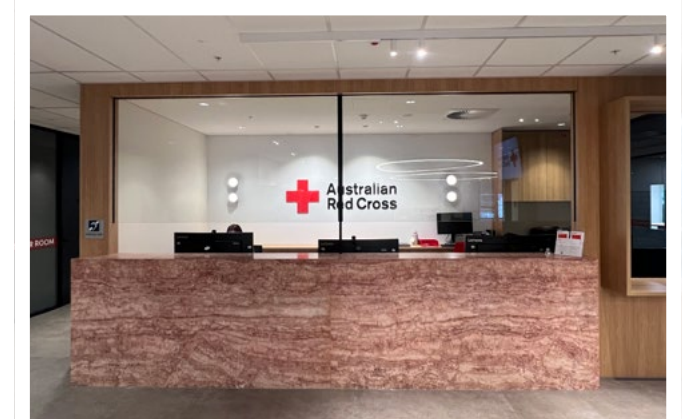
A state office designed for the future

In 2025, we relocated our Melbourne/Naarm head office to 637 Flinders Street, Docklands to support the long-term success of our organisation. This move marked the end of our time at our North Melbourne premises and the beginning of a new chapter in a purpose-built, future-ready workplace.

Adaptability was a key driver of the relocation. Our goal was to create a space that was equipped to respond to emerging community needs and climate impacts and that could support a national disaster response. The new office, which functions as a dynamic, inclusive workplace on a day-to-day basis, has been specifically designed to scale into a centralised national emergency operations centre in response to large-scale disasters.

Sustainability considerations were key to the design and building process, from selecting low-carbon materials and suppliers to reducing our leased footprint by 46% through a more efficient and flexible layout. Inclusive facilities, including all-gender bathrooms, prayer and parents' rooms, integrated AV, and flexible workspaces, support a connected, hybrid workforce.

This office embodies our commitment to becoming a sustainable, inclusive, future-ready organisation, designed to meet the evolving needs of the communities we serve.





Financials

From the CFO

We are pleased to present the audited financial statements for the year ending 30 June 2025 (FY25). The financial statements of the Australian Red Cross Society incorporate both the Australian Red Cross Humanitarian Services and Australian Red Cross Lifeblood operating divisions. The divisions operate separately and, under the existing funding agreements, cannot cross-subsidise one another.

Australian Red Cross Humanitarian Services division is dedicated to supporting and empowering people and communities experiencing adversity and vulnerability. This division is principally funded through generous donations from individuals and corporations in the community and through government grants. Australian Red Cross Lifeblood plays a crucial role in safeguarding Australia's blood supply through the collection, processing, and distribution of life-saving blood and blood products across the nation. This vital work is primarily funded through an output-based model under an arrangement with the National Blood Authority (NBA).

Overview

In FY25, Australian Red Cross Society recorded a net deficit of \$40.5 million (\$1.0 million from Australian Red Cross Humanitarian Services and \$39.5 million from Australian Red Cross Lifeblood). During the previous financial year, Australian Red Cross Humanitarian Services continued to invest in transformation activities which resulted in an underlying deficit of \$33.6 million for FY24. This year's financial result represents a significant improvement underpinned by the transformational activity delivered in previous years, including the rationalisation of services and efficiency improvements which reduced costs.

Australian Red Cross Lifeblood

Australian Red Cross Lifeblood division finished the year with a statutory deficit of \$39.5 million. The year-end operating result for the Main Operating Program (MOP) was a deficit of \$1.4 million, including a reported deficit in the Research and Development (R&D) program of \$0.5 million.

A provision of \$2.6 million has been recognised, reflecting our obligation under the current Funding and Services Agreement with the NBA, to return funds in excess of \$25.0 million from our Corporate Risk Reserve.

The remainder of the deficit primarily reflects timing differences, with the NBA funding on an 'as incurred' (cash) basis compared to the accounting standards requirements for recognising expenditure. Australian Red Cross Lifeblood's cash and investment position remains strong at \$288.3 million, with no reported borrowings for FY25.

Collections remained strong in FY25, with total plasma issued at 905 tonnes – slightly below the budgeted 918 tonnes but 4.1% higher than the previous year. Total collections exceeded 1.6 million for the third consecutive year, a 1.6% increase from FY24. Whole blood collections were broadly in line with the prior year, with red cell demand at record levels, while plasma collections continued to deliver solid year-on-year growth.

Australian Red Cross Lifeblood has continued to strengthen its supplier risk management practices both globally and locally, managing supplier price pressures from global changes, shipping and energy challenges, and new tariffs. As a result, Australian Red Cross Lifeblood achieved \$5.7 million in savings/cost avoidance, representing 87% of our target.

Maintaining a stable and secure blood supply requires continual investment. In FY25, \$66.9 million of NBA funding was invested in upgrades to infrastructure, technology, and equipment, further transforming our delivery of life-giving blood, plasma, transplantation, and biological products to support world-leading health outcomes.

During the reporting period, major projects included Information and Communications Technology (ICT) Asset Replacement Programs, Modern Data & Analytics Platform Phase 2, National Blood Management system (NBMS) upgrade and Donor Equality & Eligibility Roadmap, in addition to property improvements, donor centre network expansion and cloud migration initiatives.

Outside of our output-funding arrangement with the NBA, Australian Red Cross Lifeblood continued to provide a range of related services such as transplant and immunogenetic services, pasteurised human milk bank and faecal microbiota for transplant (FMT) across various states in Australia.

Australian Red Cross Humanitarian Services

The Australian Red Cross Humanitarian Services division recorded a statutory net deficit of \$1.0 million for FY25. This marks an incredible improvement on FY24, which recorded a net deficit of \$14.4 million (after adjusting for one-off transformation costs).

There were no large-scale emergency appeals in FY25, however, several ongoing appeals continued to be administered both domestically and internationally including support for the NSW/QLD floods. In addition, when Tropical Cyclone Alfred struck, our teams provided evacuation support, shelter management, outreach and psychological first aid. Internationally, we raised a further \$0.8 million for the Ukraine Crisis Appeal and \$1.0 million to respond to the conflict in Israel and the Occupied Palestinian Territories. Australian Red Cross was actively engaged in the humanitarian response in both regions, providing support to people both overseas and in Australia, including the repatriation of citizens and people arriving on temporary visas.

This year saw further growth in revenue from our retail stores, which were up \$1.0 million on FY24. We expanded our network with the opening of eleven new stores and achieved further sales growth attributed to the quality of our donated items. Our First Aid and Mental Health services also performed strongly with revenue growth of \$1.0 million or 12.8% year-on-year due to the delivery of our training courses to more than 67,000 students.

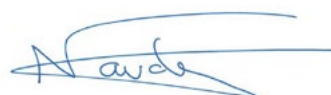
As of 30 June 2025, cash reserves stood at \$84.6 million with \$45.0 million committed to future program delivery. These financial resources provide a stable foundation on which we will continue to serve communities in need.

Outlook

With the two-year transformation program completed in FY24, FY25 has been the year we began to reap the benefits. The efficiencies, service rationalisation and system enhancements implemented over the past two years have strengthened our financial position, sharpened our service delivery and laid the groundwork for long-term sustainability.

This year's results demonstrate that we are on track to achieve at least a balanced budget in the future while expanding our impact. As we mark the 111-year anniversary of the Australian Red Cross, we reflect with deep gratitude on the dedication of our members, volunteers and employees whose tireless efforts make our mission possible.

The organisation is well positioned to expand its reach in line with the strategic priorities across both the Australian Red Cross Humanitarian Services and Australian Red Cross Lifeblood operating divisions. The year ahead offers opportunities to build on our momentum, strengthen our services and continue delivering critical support to communities across Australia and beyond.



Jean-Baptiste Naudet
Chief Financial Officer
Australian Red Cross



Year in review

Income for the year ended 30 June 2025

For the financial year ending June 30, 2025, the Australian Red Cross Society reported total revenue of \$1,110.8 million. This included \$848.2 million from Australian Red Cross Lifeblood division driven by \$823.5 million in government funding, \$13.7 million from investment income and \$11.0 million from other sources.

Australian Red Cross Humanitarian Services division generated \$262.5 million in revenue. This included \$111.7 million from government funding, \$76.5 million from community and individual fundraising and \$40.0 million from sales of goods and services.

There were no large-scale emergency appeals this year but public generosity remained a key foundation of our financial support. Donations reflected strong engagement with specific crises and long-term humanitarian needs. Notable donations included \$1.4 million for

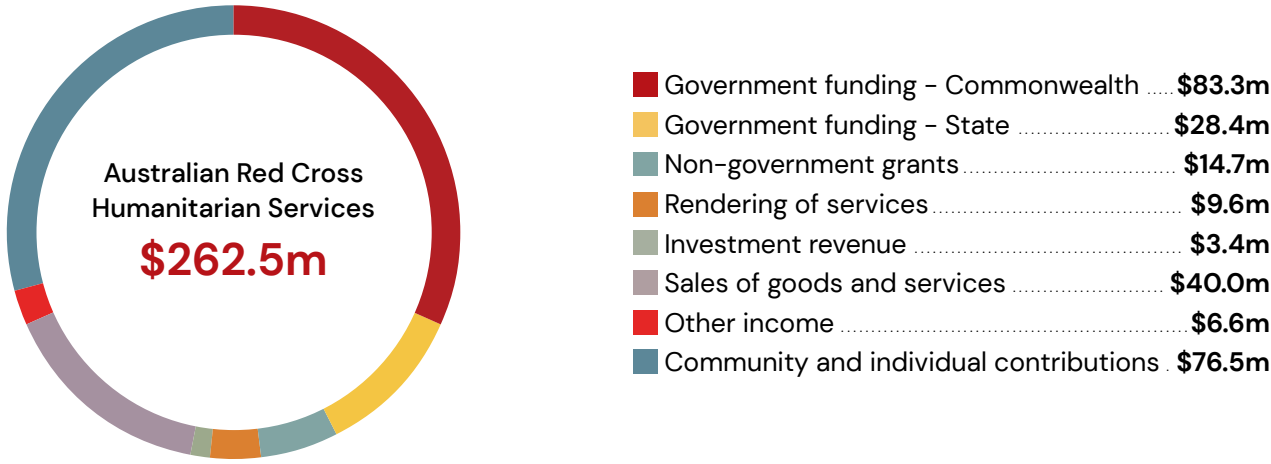
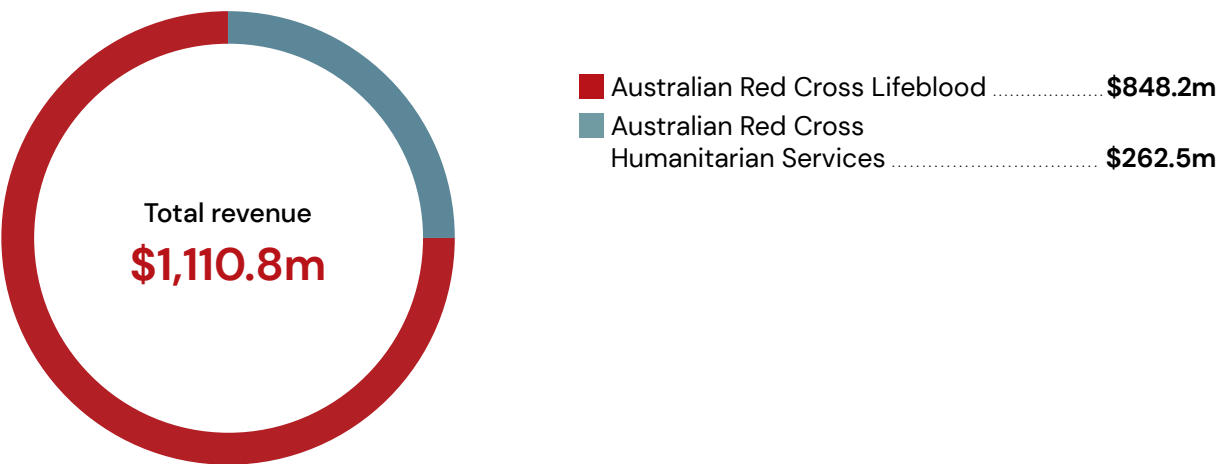
Tropical Cyclone Alfred, \$1.0 million for Middle East crisis, \$0.8 million for the ongoing Ukraine appeal and \$0.2 million for support related to the Queensland and New South Wales floods. These donations reflect the unwavering dedication of our donors and their commitment to our mission.

A key highlight of FY25 was the ongoing growth in revenue from sales of goods and services, which reached \$40.0 million, an increase from the previous year. This achievement was made possible by the tireless efforts of our volunteers in retail stores, whose service contributions

not only enhanced our financial performance but also embodied the core spirit of our humanitarian values.

Government funding, including contracts with both Commonwealth and state governments, provided vital support. In FY25, Australian Red Cross Humanitarian Services received \$83.3 million in Commonwealth grants and \$28.4 million in state government grants, which were crucial for delivering essential services.

Our funding



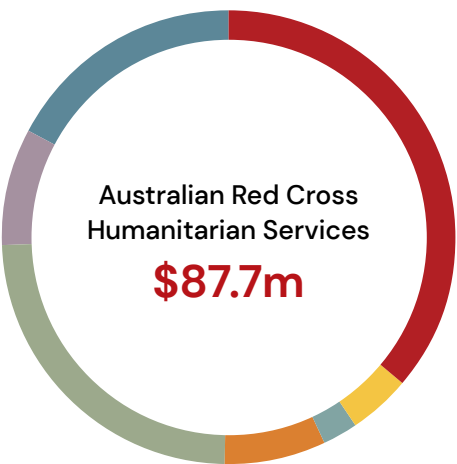
Community support for Australian Red Cross Humanitarian Services work

In FY25, community support for our ongoing operations, excluding specific disaster appeals, totalled \$87.7 million. Community support allows us to expand our impact, enhance our emergency response capabilities, and deliver vital services to those in need.

Our regular monthly giving program remained a cornerstone of this support, with contributions amounting to \$31.8 million. This reliable and recurring support reflects a sustained belief in our long-term impact and humanitarian mission.

Bequests from supporters who include Red Cross in their wills contributed \$21.2 million. These gifts play a crucial role in supporting our long-term mission and reflect the profound impact of thoughtful estate planning and commitment to humanitarian principles.

Corporate partners donated \$7.3 million, while trusts and foundations contributed \$3.8 million. We are also grateful for the contributions from individual one-off donations, international Red Cross societies and local community groups whose collective support enables our work at every level.



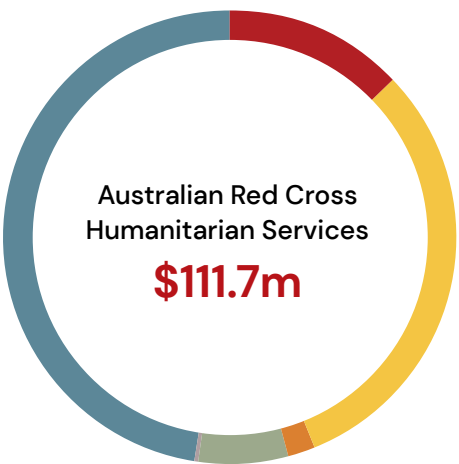
Regular giving	\$31.8m
Trust and foundations	\$3.8m
Other Red Cross Societies	\$2.3m
Other	\$6.2m
Bequests	\$21.2m
Corporate partnerships	\$7.3m
Community groups	\$0.2m
Individual giving	\$14.9m

Government funding for Australian Red Cross Humanitarian Services work

In FY25, government funding for Australian Red Cross Humanitarian Services amounted to \$111.7 million. This funding remains essential to the delivery of critical services to communities across Australia and internationally.

We continued our international programs with \$14.7 million in aid and development funding from the Department of Foreign Affairs and Trade. This funding played a central role in our response to global humanitarian challenges including disaster-struck regions.

We are grateful for the continued support from government partners, which is essential for meeting the needs of the communities we serve.



International aid & development	\$14.7m
Community programs	\$33.8m
First Nations support programs	\$2.4m
Disaster & emergency services	\$7.1m
Other	\$0.3m
Migration support	\$53.4m

Expenditure for the year ended 30 June 2025

In FY25, the Australian Red Cross Society recorded total expenditure of \$1,151.2 million. This included \$887.7 million spent by Australian Red Cross Lifeblood division, ensuring safe, high-quality blood, plasma and biological products across Australia.

Australian Red Cross Humanitarian Services division expended \$263.5 million. This expenditure was primarily allocated to delivery of a broad range of national and international programs and services, including emergency relief efforts and support for individuals and communities in need.

Program expenditure accounted for 62% of the total spend, with \$163.2 million dedicated to Australian and international programs.

Administrative costs for Australian Red Cross Humanitarian Services totalled \$42.8 million, covering essential operational expenses such as property maintenance, IT, and human resources. Additionally, \$0.9 million was invested in historical remediation efforts.

Programs expenditure

In FY25, program expenditure totalled \$163.2 million, reflecting our strategic focus on addressing vulnerability through targeted and impactful programs.

Migration support was our largest expenditure category, amounting to \$61.5 million, encompassing various initiatives including emergency relief for migrant settlement, assistance for migrants in transition and support for victims of human trafficking.

A total of \$37.8 million was directed toward Australian community programs. These initiatives focus on empowering individuals and communities, with the goal of breaking the cycle of disadvantage.

We allocated \$4.0 million to domestic emergency appeals, focusing on providing assistance to individuals and communities impacted by events such as the Queensland and New South Wales floods, and supporting long-term recovery efforts in areas affected by bushfires.

International emergency appeals accounted for \$1.4 million, providing ongoing critical aid to regions facing crises such as ongoing Ukraine conflict, Türkiye/Syria earthquakes and Middle East crisis.

Despite the absence of large-scale natural disaster appeals and a reduction in government funding in some areas, FY25 was a year of resilience, growth and impact. Australian Red Cross Humanitarian Services continued to meet complex humanitarian needs thanks to the dedication of our people — staff, volunteers, donors and partners.

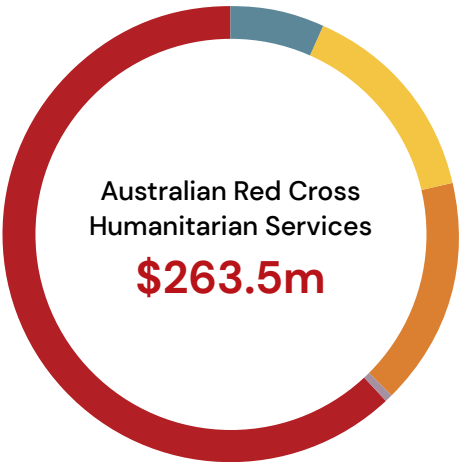
We enter the next financial year with a strong foundation, a clear mission and a renewed focus on sustainability, innovation and community partnerships. Our work is only possible through the continued trust and generosity of the Australian public, government partners, and supporters worldwide.

Together, we remain committed to the power of humanity.

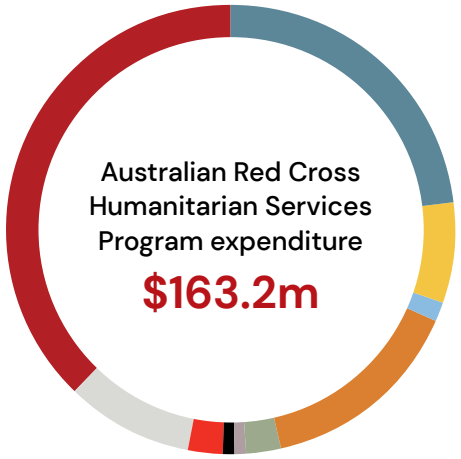
Our expenditure



Australian Red Cross Lifeblood	\$887.7m
Australian Red Cross Humanitarian Services	\$263.5m



Program spend (incl. appeals)	\$163.2m
Fundraising & marketing	\$18.2m
Red Cross shops, first aid training and disability services	\$38.5m
Property maintenance, lease, and other administration	\$42.8m
Historical remediation	\$0.9m



Migration support	\$61.5m
Community programs	\$37.8m
Program support	\$12.0m
Other	\$2.3m
International aid development	\$24.0m
Domestic emergency appeals	\$4.0m
International emergency appeals	\$1.4m
International Humanitarian law	\$1.2m
First Nations support programs	\$4.1m
Disaster and emergency services	\$14.9m

Australian Red Cross Society

ABN 50 169 561 394

Financial report

For the year ended 30 June 2025

Table of Contents

Financial statements	
Board Member's Report	57
Statement of profit or loss and other comprehensive income	59
Statement of financial position	60
Statement of changes in equity	61
Statement of cash flows	62
Notes to the financial statements	63
Board members' declaration	118
Auditor's Independence declaration	119
Independent auditor's report to the members	120

Board Members' Report

Principal activities

The Society undertakes a wide range of Humanitarian activities to reduce vulnerability and improve lives in Australia and overseas.

The Society is an organisation incorporated by Royal Charter and is a member of the International Federation of Red Cross and Red Crescent Societies. The Society operates as two key operating divisions: Humanitarian Services, which provides relief in times of crisis and care for people experiencing vulnerability in Australia and around the world; and the Australian Red Cross Lifeblood (Lifeblood), providing quality blood products, tissues and related services for the benefit of the community.

The delivery of Humanitarian Services is funded principally through government grants, public donations (in particular regular monthly giving and bequests from generous Australians) and corporate/private donors. A network of 18,209 members and volunteers supporting fundraising and advocacy efforts assist us to deliver services to those most in need.

Lifeblood operates four main processing and testing facilities plus a network of collection centres in metropolitan, regional and rural areas across Australia. Funding for this activity by the Commonwealth, State and Territory governments under a Deed of Agreement (the Deed) is administered by the National Blood Authority (NBA). In the event that Lifeblood ceases to perform required services under the Deed, the Deed-funded net assets of Lifeblood would be transferred to the NBA for no consideration.

The financial statements of the Australian Red Cross Society, inclusive of the Australian Red Cross Lifeblood, have been prepared on the basis of the continuation of operations under the Deed. As Lifeblood carries on its work as a separate operating division of the Society, any cessation of services under the Deed is not anticipated to adversely impact the operations of the remainder of the Society.

Society details

Australian Red Cross Society is domiciled in Australia, and its registered office and principal place of business is:

Australian Red Cross Society
Level 5 637 Flinders Street
Docklands VIC 3008

Tel: (03) 9345 1800
ABN 50 169 561 394

The Humanitarian Services' head office is at Level 5, 637 Flinders Street, Docklands, Victoria and it operates in retail stores, regional offices and offices in capital cities of all States and Territories in Australia.

Lifeblood is domiciled in Australia, with its corporate office at 100-154 Batman Street, West Melbourne, Victoria and operates in all Australian States and Territories.

Board Members' Report

Subsequent events

There were no material events subsequent to 30 June 2025 and up until the authorisation of the financial statements for issue, that have not been disclosed elsewhere in the financial statements.

Board

Board information, including information on Board Members, is included in 39-42.

Auditor's independence declaration

The auditor's independence declaration is set out on page 119.

Rounding of amounts

Amounts in the financial report have been rounded to the nearest one thousand dollars, or in certain cases, to the nearest dollar unless otherwise stated.

This report is made in accordance with a resolution of directors.

For and on behalf of the Society Board.

A handwritten signature in blue ink, appearing to read 'C Burkitt', is positioned above the printed name and title.

Charles Burkitt
Chair

Melbourne
24 October 2025

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
REVENUE			
Government funding			
Operating - Commonwealth funded		811,835	785,521
Operating - State funded		63,421	70,691
Capital - Commonwealth and state funded		60,047	58,319
Total government funding		935,303	914,531
Donations, bequests and partnerships	4	76,517	79,161
Rendering of services		9,602	7,802
Sale of goods		40,042	39,005
Non-government grants		14,684	13,829
Investment revenue	5	17,086	16,247
Other income	6	17,536	19,599
Total revenue		1,110,770	1,090,174
EXPENDITURE			
Employee expenditure	8	591,599	572,923
Operating expenditure	8	329,485	339,227
Cost of services, sale of goods and consumables	8	134,931	130,444
Depreciation and amortisation	8	82,670	86,406
Finance costs	8	11,863	10,188
Loss on assets and investments	7	672	2,332
Total expenditure		1,151,220	1,141,520
NET DEFICIT FOR THE YEAR		(40,450)	(51,346)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to profit or loss			
Actuarial gain / (loss) on retirement defined benefit obligations		(37)	176
Net gain on equity instruments classified as Fair Value through other comprehensive income (FVOCI)		6,156	2,574
Items that may be reclassified subsequently to profit or loss			
Net gain on debt instruments classified as FVOCI		7	1,272
Other comprehensive gain for the year		6,126	4,022
TOTAL COMPREHENSIVE DEFICIT FOR THE YEAR		(34,324)	(47,324)

The above Statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

For divisional reporting refer to Note 3.

Statement of financial position

As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	22(a)	199,612	235,835
Trade and other receivables	9	20,599	20,095
Inventories	10	36,026	38,056
Other financial assets	11	183,244	146,928
Prepayments		23,081	19,726
Total current assets		462,562	460,640
Non-current assets			
Property, plant and equipment	12	254,220	266,687
Intangible assets	13	7,407	11,264
Right-of-use assets	24(a)	244,022	233,111
Retirement benefit plan asset	18(c)	1,765	1,742
Total non-current assets		507,414	512,804
TOTAL ASSETS		969,976	973,444
LIABILITIES			
Current liabilities			
Trade and other payables	14	88,275	84,025
Provisions	16	131,462	125,237
Lease liabilities	24(b)	32,871	31,318
Other liabilities	17	108,145	108,987
Total current liabilities		360,753	349,567
Non-current liabilities			
Provisions	16	18,660	17,732
Lease liabilities	24(b)	258,217	239,475
Total non-current liabilities		276,877	257,207
TOTAL LIABILITIES		637,630	606,774
NET ASSETS		332,346	366,670
EQUITY			
Reserves	19	137,902	141,884
Specific Purpose Funds	20	42,631	45,037
Accumulated Funds	21	151,813	179,749
TOTAL EQUITY		332,346	366,670

The above Statement of financial position should be read in conjunction with the accompanying notes.
For divisional reporting refer to Note 3.

Statement of changes in equity
For the year ended 30 June 2025

	Accumulated funds \$'000	Specific purpose fund \$'000	Investment revaluation reserve \$'000	Special reserve \$'000	Capital reserve \$'000	Total \$'000
YEAR ENDED 30 JUNE 2024						
Balance as at 1 July 2023	233,531	53,289	3,222	63,734	60,218	413,994
Net deficit for the year	(51,346)	-	-	-	-	(51,346)
Other comprehensive income for the year	176	-	3,846	-	-	4,022
Transfers (from)/to specific purpose funds	8,252	(8,252)	-	-	-	-
Transfers (from)/to other reserves	(10,864)	-	(44)	1,572	9,336	-
Balance at 30 June 2024	179,749	45,037	7,024	65,306	69,554	366,670
YEAR ENDED 30 JUNE 2025						
Balance as at 1 July 2024	179,749	45,037	7,024	65,306	69,554	366,670
Net deficit for the year	(40,450)	-	-	-	-	(40,450)
Other comprehensive income for the year	(37)	-	6,163	-	-	6,126
Transfers (from)/to specific purpose funds	2,406	(2,406)	-	-	-	-
Transfers (from)/to other reserves	10,145	-	78	(7,401)	(2,822)	-
Balance as at 30 June 2025	151,813	42,631	13,265	57,905	66,732	332,346

*The above Statement of changes in equity should be read in conjunction with the accompanying notes.
For divisional reporting refer to Note 3.*

Statement of cash flows

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Receipts from donors, government and other sources		1,184,727	1,150,490
Payments to suppliers and employees		(1,140,065)	(1,102,950)
Interest on borrowings and other costs of finance		(3)	(13)
Interest on lease liabilities		(11,171)	(9,485)
Net cash provided by operating activities	22(b)	33,488	38,042
Cash flows from investing activities			
Payments for property, plant and equipment and intangibles		(21,321)	(26,054)
Proceeds from disposal of property, plant and equipment		171	360
Payments for purchase of investment securities		(63,921)	(27,196)
Proceeds from sale of investment securities		33,703	28,795
Dividends received		1,521	1,199
Interest received		15,565	15,048
Net cash (used in)/provided by investing activities		(34,282)	(7,848)
Cash flows from financing activities			
Payment for principal portion of lease liabilities		(35,224)	(35,863)
Net cash used in financing activities		(35,224)	(35,863)
Net (decrease) / increase in cash and cash equivalents		(36,018)	(5,669)
Cash and cash equivalents at the beginning of the financial year		235,835	241,697
Effects of exchange rate changes on the balance of cash held in foreign currencies		(205)	(193)
Cash and cash equivalents at the end of the financial year	22(a)	199,612	235,835

The above Statement of cash flows should be read in conjunction with the accompanying notes.
For divisional reporting refer to Note 3.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES

Statement of compliance

The financial report is a general-purpose financial report which has been prepared in accordance with the Australian Charities and Not-for-profits Commission Act 2012, and Australian Accounting Standards, Interpretations and other applicable authoritative pronouncements of the Australian Accounting Standards Board (including the disclosure requirements of AASB 1060 *General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*).

The financial report covers Australian Red Cross Society ("Society") as an individual entity. The Society is a Not-For-Profit private sector organisation for the purpose of preparing the financial statements.

The financial report was approved by the Board Members at the date of the Board Members' Report.

ACFID Compliance

Australian Red Cross Society is a signatory to the Australian Council for International 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 financial statements have been prepared at Note 34 in accordance with the requirements set out in the ACFID Code of Conduct and should be read in conjunction with the Financial Statements and accompanying notes. For further information on the code, please refer to www.acfid.asn.au

(a) Basis of preparation of the financial report

The Society's financial statements are prepared by combining the financial statements of both the Humanitarian Services and Lifeblood divisions. Consistent accounting policies are employed in the preparation of and presentation of the financial statements across the divisions. Note 3 Divisional Reporting presents the Society's results and financial position split by Humanitarian Services and Lifeblood divisions.

In preparing the financial statements, all balances and transactions between Humanitarian Services and Lifeblood, as well as unrealised profits arising within the entity, are eliminated in full. All other notes are shown at an aggregated level except for Note 30 Key Management Personnel.

The financial statements have been prepared on a going concern basis as outlined in Note 27.

The following material accounting policies have been adopted in the preparation and presentation of the financial report.

Historical cost convention

The financial report has been prepared on an accrual basis and under the historical cost convention, as modified by revaluations to fair value for certain classes of assets and liabilities as described in the accounting policies. Historical cost is based on the fair values of the consideration given in exchange for assets.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(a) Basis of preparation of the financial report (continued)

Fair value measurement

For financial reporting purposes, 'fair value' is the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants (under current market conditions) at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

When estimating the fair value of an asset or liability, the Society uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. Inputs to valuation techniques used to measure fair value are categorised into three levels according to the extent to which the inputs are observable:

- (a) **Level 1:** Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at measurement date.
- (b) **Level 2:** Inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- (c) **Level 3:** Inputs are unobservable inputs for the asset or liability.

Climate related risk is not considered in current fair value estimates due to not being considered material, likely or measurable in the current financial year, other than values already factored in by the market.

Significant accounting estimates and judgements

The preparation of the financial report requires the use of certain estimates and judgements in applying the Society's accounting policies. Those estimates and judgements significant to the financial report are disclosed in Note 2 to the financial statements.

(b) Foreign currency transactions and balances

Functional and presentation currency

The financial statements are presented in Australian dollars (AUD) which is the Society's functional and presentation currency.

Transactions and Balances

Transactions undertaken in foreign currencies are recognised in the Society's functional currency, using the spot rate at the date of the transaction.

Foreign currency monetary items that are outstanding at the reporting date (other than monetary items arising under foreign currency contracts where the exchange rate for that monetary item is fixed in the contract) are restated to the spot rate at the reporting date. All exchange gains or losses are recognised in profit or loss for the period in which they arise.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(c) Revenue

The Society recognises revenue in accordance with AASB 15 - Revenue from Contracts with Customers and AASB 1058 - Income of Not-for-Profit Entities, depending on the nature of the transaction.

- AASB 15 applies when there is an enforceable contract with sufficiently specific performance obligations. Revenue is recognised as obligations are satisfied, based on the consideration the Society expects to receive.
- AASB 1058 applies when assets are received at significantly less than fair value to further the Society's objectives. The excess over any related amounts is recognised as income immediately.

The Society recognises revenue from the following major sources:

Training services

Revenue is recognised at a point in time when performance obligations are met. The performance obligation is met when training services have been provided to participants, and the fees are receivable.

Grants

Government grants are received by the entity in return for past or future delivery of contractual requirements or compliance with certain conditions relating to the operating activities of the entity. Government grants also include income where there are no conditions specifically relating to the operating activities of the entity other than the requirement to operate in certain regions or industry sectors.

- Grants with enforceable contracts and sufficiently specific performance obligations are recognised under AASB 15, using the input method. The Society has made a decision that expense is a good indicator of performance obligations being performed over time.
- Grants without sufficiently specific performance obligations are recognised under AASB 1058.

Expenditure related to grants is expensed as incurred unless it meets the criteria for asset capitalisation or for costs incurred to fulfil a contract. The timing of expenditure may not align with the receipt of grant funds.

Output-based funding

Lifblood recognises income for the delivery of products to Approved Health Providers on an accrual basis, representing the right to receive contributions from the National Blood Authority (NBA). Any funds to be returned to government is recorded as a liability within prepaid government funds in Note 17 (FY25 \$2.553 million, FY24 \$6.384 million). In this reporting period, Lifblood reported a \$1.431 million deficit (FY24 \$7.042 million surplus) inclusive of a \$0.502 million deficit (FY24 \$0.658 million surplus) from the Research and Development (R&D) grant, which was funded by the special reserve.

In accordance with the current Funding and Services Agreement, Lifblood is required to maintain the Corporate Risk Reserves balance at \$25.000 million and has recognised a provision of \$2.553 million for the return of reserves funds in excess of this amount to the government.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(c) Revenue (continued)

Capital funding

The arrangement with Lifeblood and the NBA provides for capital funding comprising up to 8.5% of the Main Operating Program funding for the first financial year of the three-year funding term and thereafter indexed at 2.22% for the remaining two years. Capital funding is from Commonwealth, State and Territory governments and is recognised in accordance with AASB 1058 - Income of Not-for-Profit Entities when Lifeblood obtains controls of the funds.

Despite enforceability, the capital funding agreement does not contain specific obligations for transferring goods/services, and it doesn't qualify as a capital grant (AASB 1058-para 15a-c) specifically due to failing to meet the requirement of 'construct/acquire a recognisable non-financial asset to identified specification'. Consequently, income is recognised upon receipt of capital funding. Capital funding received in one year may be carried forward and expended in future years.

Sale of goods

Revenue from the sale of goods is measured at the fair value received or receivable and is recognised when control of the goods passes to the customer.

Donations, bequests and partnerships

The Society receives part of its income from donations, either as cash or in-kind which are recognised under AASB 1058 when received. Donations received for specific purposes are initially recognised in profit or loss and subsequently transferred to a separate equity fund. Pledged donations are not recognised until received, as they are not enforceable.

Bequests are recognised at the fair value of the benefit received when receipt of the amount is virtually certain. Where required, bequests are recognised in accordance with the express terms of the will under AASB 1058.

Partnership revenue is recognised under AASB 15 at a point in time when the performance obligation has been met.

Volunteering Services

The Society has decided not to recognise volunteer services within the financial statements, given the fair value of these services is not reliably measured in financial terms. Volunteer services provide value by connecting communities, providing personal development, career pathways and work skills, contributing an abundance of knowledge, time and attributes.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(d) Other revenue and other income

Interest

Interest revenue is recognised on a time proportionate basis that considers the effective yield on the financial asset. Interest accruing on funds held for a special purpose within the Disaster, Relief and Recovery fund and international projects are transferred to the Specific Purpose Fund within equity after first being recorded in profit or loss.

Dividends

Dividend revenue is recognised when the shareholder's right to receive payment has been established, provided it is probable that the economic benefits will flow to the Society and the amount of income can be measured reliably.

Other income

Lifeblood receives other income, which is generated from the provision of some testing services and products and services on a fee-for-service basis. Humanitarian division receives other income, which are reimbursements from government for services provided to clients in finding appropriate rental properties. Other income is recognised on an accruals basis.

(e) Direct relief distributed grants

Direct relief amounts are payments made in accordance with applications that meet the terms of the grant to those people whose homes have been destroyed, have been hospitalised, lost a loved one or for those who require urgent home repairs. This also includes mid to long term support grants for people facing financial hardship or to rebuild their homes.

(f) Income tax

The Society, being a public benevolent institution, is exempt from income tax under subsection 50-5 of the Income Tax Assessment Act 1997. The entity is also registered as a deductible gift recipient for tax.

(g) Cash and cash equivalents

Cash and cash equivalents include cash on hand and at banks, short-term deposits with an original maturity of three months or less held at call with financial institutions, and bank overdrafts.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(h) Non-derivative financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Society becomes a party to the contractual provisions of the instrument typically on the trade date. Financial instruments are initially measured at fair value, adjusted for transaction costs unless classified as fair value through profit or loss, in which case transaction costs are expensed immediately.

Fair Value

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arms-length transactions and reference to similar instruments.

Financial assets

Financial assets are recognised and derecognised on trade date where purchase or sale of a financial asset is under contract, the terms of which require delivery of the financial asset within the time frame established by the market concerned and are initially measured at fair value. Subsequent to initial recognition, financial assets are classified into the following categories depending on the nature and the purpose of the financial asset as determined at the time of initial recognition.

• **Fair value through other comprehensive income (FVOCI)**

The main objective to hold these financial assets is to maintain and preserve the capital and the business model is not to trade as such. On initial recognition, the Society has made an irrevocable election (on an instrument-by-instrument basis) to designate its investments in equity instruments that are not held for trading as at FVOCI.

Financial assets at FVOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investment's revaluation reserve.

• **Amortised Costs**

A financial asset shall be measured amortised costs if both of the following conditions are met:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These financial assets have fixed maturities, and it is the Society's intention to hold these financial assets to maturity. This category includes term deposits. Any of these investments held by the Society are stated at amortised cost using the effective interest method less impairment, with revenue recognised on an effective-yield basis.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(h) Non-derivative financial Instruments (continued)

Impairment of financial assets

The Society recognises expected credit losses (ECL) on financial assets measured at amortised cost or FVOCI, lease receivables, trade receivables, and contract assets. ECL is updated at each reporting date to reflect changes in credit risk.

- Lifetime ECL is always recognised for trade receivables, contract assets, and lease receivables, estimated using a provision matrix based on historical loss experience, adjusted for debtor-specific factors and economic conditions.
- For other financial instruments, 12-month ECL is recognised unless there has been a significant increase in credit risk, in which case lifetime ECL is applied.

Derecognition of financial assets

Financial assets are derecognised when contractual rights to cash flows expire or are transferred, provided substantially all risks and rewards of ownership are also transferred. If risks and rewards are retained, the asset continues to be recognised along with a corresponding liability.

Financial liabilities

Non-derivative financial liabilities, including loans and borrowings, are recognised at amortised cost, comprising original debt less principal payments and amortisation.

Trade and other receivables

Trade and other receivables arise from the Society's transactions with its customers and are normally settled within 30 days.

Consistent with both the Society's business model for managing the financial assets and the contractual cash flow characteristics of the assets, trade and other receivables are subsequently measured at amortised cost.

An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written-off as incurred. The carrying value less impairment of trade receivables are assumed to approximate fair value due to their short-term nature.

Trade and other payables

Trade and other payables amounts represent liabilities for goods and services provided to the Society prior to the end of the financial year which are unpaid. The amounts are unsecured and are generally due for settlement within 30 days of recognition.

The carrying value of trade payables is assumed to approximate their fair value due to their short-term nature.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(i) Inventories

Inventories are measured at the lower of cost and net realisable value. Inventories held for distribution at no or nominal consideration are measured at the lower of cost and current replacement cost. Where inventories are acquired at no or nominal consideration, cost is defined as the current replacement cost at the date of acquisition.

Retail inventory

Retail inventory is valued at cost. The Society applies the practical expedient under AASB 102 - Inventories, assessing materiality at the individual item level when recognising donated inventories. The donated goods which the Society receives are predominantly clothing and based on individual item materiality, no amounts are recognised in the financial statements for donated goods.

Blood inventory

AASB 102 - Inventories, define inventories held for distribution by a not-for-profit entity as assets:

- (i) held for distribution at no or nominal consideration in the ordinary course of operations;
- (ii) in the process of production for distribution at no or nominal consideration in the ordinary course of operations; or
- (iii) in the form of materials or supplies to be consumed in the production process or in the rendering of services at no or nominal consideration.

Lifeblood provides products and services in accordance with the Deed with the NBA. In the discharge of this agreement, Lifeblood is responsible for a range of activities, including collection, testing, processing, inventory management and distribution of blood and blood products. In this context, Lifeblood recognises certain categories of blood and blood products as current assets, to be measured at the lower of cost and current replacement cost. Cost comprises direct materials, direct labour and overheads of the division incurred in the collection, processing and testing of blood.

Lifeblood collects domestic raw plasma, which is issued to CSL Behring (Australia) Pty Ltd (CSL) for fractionation into manufactured products. CSL manufactures and imports fractionated plasma products, which are distributed by Lifeblood in Australia. In relation to blood products held for distribution, Lifeblood does not recognise plasma supplied to CSL for fractionation, fractionated product held at CSL and fractionated product at Lifeblood held for distribution. This is due to the retention of control and risk over these specific products by parties other than Lifeblood and the absence of future economic benefit under output-based funding arrangements.

The inventory valuation at the end of the reporting period includes:

- (i) All fresh blood products and plasma for fractionation held at Lifeblood or at a Lifeblood storage facility; and
- (ii) All products held in 'work in progress' at Lifeblood.

Fresh product volumes are physically counted and valued as individual units. The value of work in progress is calculated using the average daily quantity supplied during the June period. All blood products are valued at direct costs including operating overheads.

Consumables are used by Lifeblood in providing products and services and are measured at the lower of cost and current replacement cost. Consumable inventory has been measured at weighted average cost.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(j) Property, plant and equipment

Each class of property, plant and equipment is measured at historical cost less, where applicable, any accumulated depreciation and any accumulated impairment losses. Grant funded assets are depreciated in accordance with the terms of the funding agreement.

Depreciation

Land is not depreciated. All other property, plant and equipment are depreciated over their estimated useful lives from the time they are available for use, reflecting the consumption of economic benefits. Leasehold improvements are depreciated over the shorter of the lease term or their useful life. Freehold land and buildings are carried at cost.

Class of fixed asset	Depreciation rates	Depreciation basis
Buildings at cost	2.5 - 20%	Straight line
Freehold buildings and renovations	2.5 - 20%	Straight line
Motor vehicles	10 - 25%	Straight line
Computer equipment	25 - 33.33%	Straight line
Plant, furniture, fittings and equipment	10 - 20%	Straight line
Shop fit-outs	Shorter of lease period or useful life	
Leasehold improvements at cost	Shorter of lease period or useful life	

The gain or loss on disposal of fixed assets are recognised in profit or loss in the year of disposal.

The useful life and residual value of property, plant and equipment are reviewed annually. Determining these estimates involves judgement and may result in changes that affect depreciation expenses from the date of reassessment onward, impacting both current and future periods.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(j) Property, plant and equipment (continued)

Impairment of property, plant and equipment

At each reporting date, the Society reviews the carrying values of tangible assets for indicators of impairment. If such indicators exist, the recoverable amount is estimated. For assets that do not generate independent cash inflows, the recoverable amount is assessed at the cash-generating unit level.

As the future economic benefits of the Society's assets are not primarily dependent on generating net cash inflows, the recoverable amount is determined using depreciated replacement cost. This approach reflects the current cost to replace the asset, less accumulated depreciation, to account for the consumption of economic benefits over time.

Where the recoverable amount of an asset (or cash-generating unit) is lower than the carrying amount, the asset (or cash-generating unit) is written down and the impairment loss is recognised in profit or loss, unless the asset is revalued, in which case the loss is treated as a revaluation decrease. Reversals of impairment are recognised similarly, limited to the asset's (cash - generating unit's) previous carrying value.

(k) Intangible assets

Intangible assets with finite lives that are acquired separately are measured at cost less accumulated amortisation and impairment losses. Amortisation is applied on a straight-line basis over their estimated useful lives and is recognised in profit or loss.

The current estimated useful life of intangible assets is 4 years (25%).

The estimated useful life and amortisation methods are reviewed annually, with changes applied prospectively. Subsequent expenditure is capitalised only if it enhances future economic benefits. Other intangible assets are stated at cost less accumulated amortisation and impairment losses.

(l) Software-as-a-Service arrangements

Software-as-a-Service (SaaS) arrangements provide the Society access to cloud-based application software under service contracts. Configuration, customisation, and access fees are expensed as incurred. Costs related to developing software code that enhances existing on-premises systems and meets the criteria for intangible assets are capitalised and amortised on a straight-line basis over their useful life. The useful lives of these assets are reviewed at least at the end of each financial year, and any change accounted for prospectively as a change in accounting estimate.

(m) Provisions

Provisions are recognised when the Society has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

The amount recognised as a provision is based on the best estimate of the expenditure required to settle the present obligation at the end of the reporting period, discounted using market-based rates that reflect the time value of money and risk specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense. Provisions include site restoration costs for leased properties.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(n) Leases

At the commencement date of a lease (other than leases of 12-months or less and leases of low value assets), the Society recognises a right of use asset and a corresponding lease liability representing its obligation to make lease payments.

Right-of-use assets

Right of use assets are depreciated over the shorter of the lease term and the estimated useful life of the underlying asset, consistent with the estimated consumption of the economic benefits embodied in the underlying asset.

Lease liabilities

Lease liabilities are initially recognised at the present value of the future lease payments that are not paid at the commencement date. These lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined, or otherwise using the Society's incremental borrowing rate.

Variable lease payments not included in the measurement of lease liabilities are recognised as an expense when incurred. In determining the lease term, the Society includes the non-cancellable period of the lease and the next available extension option, if it is reasonably certain at the commencement date that the option will be exercised.

Leases of 12-months or less and leases of low value assets

Lease payments made in relation to leases of 12-months or less and leases of low value assets (for which a lease asset and a lease liability has not been recognised) are recognised as an expense on a straight-line basis over the lease term.

Sale and leaseback transactions

When the Society sell and lease back the same asset, the accounting treatment depends on whether the control of the asset has been transferred to the buyer:

- if yes, the Society measure the right-of-use asset arising from the leaseback at the proportion of the previous carrying amount of the asset that relates to the rights retained by us as a seller-lessee. Accordingly, the Society recognises only the amount of any gain or loss that relates to the rights transferred to the buyer-lessor.
- if not, as a seller-lessee the Society continues to recognise the transferred asset and recognise a financial liability equal to the transfer proceeds.

Lease incentives

Under AASB 16, lease incentives are recognised as part of the measurement of the right-of-use assets.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(o) Employee benefits

(i) Short-term employee benefit obligations

Liabilities arising in respect of wages and salaries, annual leave and other employee benefits (excluding termination benefits) expected to be settled wholly before twelve months after the end of the reporting period are measured at their undiscounted amounts. These amounts are based on remuneration rates expected to be paid when the liability is settled. The expected cost of short-term employee benefits in the form of compensated absences such as annual leave is recognised within the provision for employee benefits. All other short-term employee benefit obligations are presented as current payables in the statement of financial position.

(ii) Long-term employee benefit obligations

The provision for other long-term employee benefits, including obligations for long service leave and annual leave, which are not expected to be settled wholly before twelve months after the end of the reporting period, are measured at the present value of the estimated future cash outflow to be made in respect of the services provided by employees up to the reporting date. The valuation incorporates assumptions regarding wage growth, employee turnover, and discount rates. These obligations are presented as non-current liabilities in the statement of financial position.

Other long-term employee benefit obligations are presented as current liabilities in the statement of financial position if the Society does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

(iii) Superannuation

The Society contributes to various staff retirement funds, both defined benefit and accumulation schemes, to provide members with benefits on death or retirement. The defined benefit funds operated by the Society are Active Super in New South Wales and the Australian Red Cross Queensland Staff Retirement Fund.

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur.

Remeasurement recognised in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

The periodic cost of providing defined benefit entitlements is disaggregated and accounted for as follows:

- service cost (including current and past service costs and any gains or losses on settlements and curtailments);
- Net interest expense or income; and
- Remeasurement.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(o) Employee benefits (continued)

(iii) Superannuation (continued)

The Society's defined benefit obligation and other long-term employee benefits are discounted using the high quality corporate bond rate, published by the Group of 100. The Group of 100 commissioned actuarial firm Milliman, to develop a standardised set of discount rates to be made publicly available for the purpose of discounting employee benefit liabilities under AASB 119 - Employee Benefits.

(iv) Termination benefits

Termination benefits are recognised when the Society is committed to ending employment or offering voluntary redundancy under a formal plan. Benefits due more than 12 months after statement of financial position date are discounted to present value and classified as non-current.

(v) Portable long service

In addition to traditional long service, Queensland, Victoria and ACT offer portable long service benefits for eligible workers in the community services sector. Under this scheme, entitlements are based on industry tenure rather than continuous service with one employer. The Society pays levies for eligible employees to the relevant authorities at rates of 1.35% (QLD), 1.65% (VIC), and 1.6% (ACT).

(p) Goods and services tax (GST)

Revenues, expenses and purchased assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables are shown inclusive of GST. The net amount of GST recoverable from, or payable to, the Tax Office is included as a current asset or liability in the balance sheet.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(q) Economic dependency

A significant portion of revenue is received by way of recurrent and capital grants from Commonwealth, State and Territory governments. The current Deed between the NBA and Lifeblood, originally covering 1 July 2016 to 30 June 2025, has been extended to 30 June 2028 and is the main source of funding for the Lifeblood division. Humanitarian Services is not dependent on any one government grant. The cumulative revenue from government grants enables the Society to deliver the variety and magnitude of support in the community to various groups of people.

In the event that Lifeblood ceases to perform required services under the Deed, the Deed-funded net assets of Lifeblood would be transferred to the NBA for no consideration.

Notes to the financial statements

30 June 2025

NOTE 1. MATERIAL ACCOUNTING POLICIES (continued)

(r) Comparatives

Where necessary, comparative information has been reclassified and repositioned for consistency with current year disclosures.

(s) New and revised accounting standards effective at 30 June 2025

The Society has applied all new and revised Australian Accounting Standards that apply for the first time at 30 June 2025, including the following:

- (a) AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities
- (b) AASB 2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback
- (c) AASB 2023-3 Amendments to Australian Accounting Standards – Disclosure of Non-current Liabilities with Covenants: Tier 2
- (d) AASB 2024-1 Amendments to Australian Accounting Standards – Supplier Finance Arrangements: Tier 2 Disclosures

(t) Accounting standards issued but not yet effective

The AASB has issued a number of new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods, some of which are relevant to the Society. The Society has decided not to early adopt any of these new and amended pronouncements. The Society's assessment of the new and amended pronouncements that are relevant to the Society but applicable in future reporting periods is set out below.

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 2024-2 Amendments to Australian Accounting Standards - Classification and measurement of financial instruments	1 January 2026	30 June 2027
AASB 2024-3 Annual improvements Volume 11	1 January 2026	30 June 2027
AASB 18 Presentation and Disclosure in Financial Statements [for not-for-profit and superannuation entities]	1 January 2028	30 June 2029

Notes to the financial statements

30 June 2025

NOTE 2. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

In the process of applying the Society's accounting policies, management makes various judgements that can significantly affect the amounts recognised in the financial statements. In addition, the determination of carrying amounts of some assets and liabilities require estimation of the effects of uncertain future events. Outcomes within the next financial year that are different from the assumptions made could require a material adjustment to the carrying amounts of those assets and liabilities affected by the assumption.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions are recognised in the period of change if affecting only that period, or in both current and future periods if applicable.

The following outlines the major judgements made by management in applying the Society's accounting policies and/or the major sources of estimation uncertainty, that have the most significant effect on the amounts recognised in the financial statements and/or have a significant risk of resulting in a material adjustment to the carrying amount of assets and liabilities within the next financial year:

Revenue

The Society has decided that expense is a good indicator of performance obligations being met and as such, revenue for grant contracts with sufficiently specific and enforceable performance obligations is recognised to match expenses. If it is determined that expenses are not materially representative of meeting performance obligations, an alternative measure would be considered.

The Society recognises revenue either at a point in time or over time as and when the customer obtains control of the goods and services. The Society recognises revenue at a point in time when it has a present right to the payment and the customer has obtained the ability to direct the use of goods and services provided. Revenue is recognised over time if the customer simultaneously receives and consumes the benefits provided by the Society. The Society recognises the majority of its revenue streams at a point in time. Certain government and non-government grants are recognised over time, if the performance obligations are sufficiently specific. Revenue for such grants are recognised over time once expenses are incurred to fulfil these performance obligations.

All contracts with customers have been considered enforceable for the purpose of AASB 15 as the funder may have a remedy through common law, various state statutes and various State based fundraising laws.

The Society has determined that there are no significant contract costs to be recognised under AASB 15 and as such, indirect cost recovery is charged as agreed with the funder on the contract.

Provisions

Long-service leave and annual leave

Management judgement is applied in determining the following key assumptions used in the calculation of long-service leave at reporting date:

- (i) future increases in salaries, wages and on costs;
- (ii) experience of employee departures and period of service; and
- (iii) flow of anticipated leave.

Notes to the financial statements

30 June 2025

NOTE 2. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Provisions (continued)

Provision for legal claims

Significant judgement is applied in estimating notified and open legal claims. During the reporting period, the Society revised its estimate for Direct Claims to reflect updated information regarding insurance coverage, particularly in New South Wales. In accordance with AASB 137, a receivable has been recognised for the insured portion of these claims, where reimbursement is considered virtually certain. Further details are disclosed in Note 16 Provisions.

Allowance for doubtful debts

An estimate for doubtful debts is made using the simplified approach and recognising lifetime expected credit losses for trade receivables.

Provision for site restoration

The provision for the costs of site restoration represents the present value of the best estimate of the future sacrifice of economic benefits that will be required to remove leasehold improvements from leasehold properties. The estimate has been made on the basis of historical restoration costs, a review of leases and future rentals. The unexpired terms of the leases range from one to 40 years.

Property, plant and equipment

Useful lives and residual value of property, plant and equipment are reviewed annually. Judgement is applied in determining the useful lives of property, plant and equipment. Any reassessment of useful lives and residual value in a particular year will affect depreciation and amortisation expense (either increasing or decreasing) from the date of reassessment through to the end of the reassessed useful life for both the current and future years.

Leases

Extension options

The Society has several lease contracts that include extension options. The lease term is determined as the non-cancellable period of the lease, together with any periods covered by an extension option, if it is reasonably certain at the commencement date that the option will be exercised. Significant judgement is applied in assessing whether the Society is reasonably certain to exercise extension options. After the commencement date, the Society reassesses the lease term if a significant event or change in circumstances occurs that is within its control and affects its ability to exercise (or not exercise) the option.

Incremental borrowing rate (IBR)

Lease payments are discounted using the incremental borrowing rate (IBR), which is the rate the Society 'would have to pay' to borrow funds over a similar term, with a similar security, the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment. Where the interest rate implicit in the lease cannot be readily determined, the Society applies judgement and estimation in determining the IBR. A build-up approach is used, starting with a risk-free interest rate, adjusted for credit risk and lease-specific factors.

Notes to the financial statements

30 June 2025

NOTE 3. DIVISIONAL REPORTING

Operating divisions

The Australian Red Cross Society comprises the following operating divisions as defined in Note 1 to this report:

- Australian Red Cross Humanitarian Services (Humanitarian Services)
- Australian Red Cross Lifeblood (Lifeblood)

The accounting policies of the reportable divisions are the same as the group's accounting policies described in Note 1. Division surplus / (deficit) represents the surplus / (deficit) earned by each division. There is no allocation of central administration costs.

Interdivision transactions of \$4.613 million (FY24: \$3.400 million) for the current financial year primarily include fees and workers compensation premium charge reimbursements paid by Lifeblood operating division to Humanitarian Services operating division.

Divisional statement of profit or loss and other comprehensive income

	2025			2024		
	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000
Revenue						
Government funding						
Operating - Commonwealth funded	83,340	728,495	811,835	90,495	695,026	785,521
Operating - State funded	28,406	35,015	63,421	32,872	37,819	70,691
Capital - Commonwealth and state funded	-	60,047	60,047	-	58,319	58,319
Total government funding	111,746	823,557	935,303	123,367	791,164	914,531
Donations, bequests and partnerships	76,517	-	76,517	79,161	-	79,161
Rendering of services	9,602	-	9,602	7,802	-	7,802
Sale of goods	40,042	-	40,042	39,005	-	39,005
Non-government grant	14,684	-	14,684	13,829	-	13,829
Investment revenue	3,383	13,703	17,086	3,157	13,090	16,247
Other income	6,569	10,967	17,536	6,931	12,668	19,599
Total revenue	262,543	848,227	1,110,770	273,252	816,922	1,090,174

Notes to the financial statements
30 June 2025

NOTE 3. DIVISIONAL REPORTING (continued)

	2025			2024		
	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000
Expenditure						
Employee expenditure	136,766	454,833	591,599	148,537	424,386	572,923
Operating expenditure	106,123	223,362	329,485	137,823	201,404	339,227
Cost of services, sale of goods and consumables	2,892	132,039	134,931	3,378	127,066	130,444
Depreciation and amortisation	15,791	66,879	82,670	15,420	70,986	86,406
Finance costs	2,033	9,830	11,863	1,729	8,459	10,188
Loss on assets and investments	(82)	754	672	9	2,323	2,332
Total expenditure	263,523	887,697	1,151,220	306,896	834,624	1,141,520
NET DEFICIT FOR THE YEAR	(980)	(39,470)	(40,450)	(33,644)	(17,702)	(51,346)
OTHER COMPREHENSIVE INCOME						
Items that will not be reclassified subsequently to profit or loss						
Actuarial gain / (loss) on retirement benefit obligations	-	(37)	(37)	-	176	176
Net gain arising on equity instruments classified as FVOCI	-	6,156	6,156	-	2,574	2,574
Items that may be reclassified subsequently to profit or loss						
Net gain arising on debt instruments classified as FVOCI	-	7	7	-	1,272	1,272
Total Other comprehensive gain for the year	-	6,126	6,126	-	4,022	4,022
TOTAL COMPREHENSIVE DEFICIT FOR THE YEAR	(980)	(33,344)	(34,324)	(33,644)	(13,680)	(47,324)

Notes to the financial statements
30 June 2025

NOTE 3. DIVISIONAL REPORTING (continued)
Divisional statement of financial position

	2025			2024		
	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000
ASSETS						
Current assets						
Cash and cash equivalents	84,581	115,031	199,612	99,437	136,398	235,835
Trade and other receivables	17,331	3,268	20,599	16,272	3,823	20,095
Inventories	409	35,617	36,026	323	37,733	38,056
Other financial assets	10,000	173,244	183,244	-	146,928	146,928
Prepayments	5,638	17,443	23,081	5,073	14,653	19,726
Total current assets	117,959	344,603	462,562	121,105	339,535	460,640
Non-current assets						
Property, plant and equipment	38,195	216,025	254,220	32,400	234,287	266,687
Intangible assets	132	7,275	7,407	609	10,655	11,264
Right-of-use assets	26,233	217,789	244,022	19,344	213,767	233,111
Retirement benefit asset	-	1,765	1,765	-	1,742	1,742
Total non-current assets	64,560	442,854	507,414	52,353	460,451	512,804
TOTAL ASSETS	182,519	787,457	969,976	173,458	799,986	973,444
LIABILITIES						
Current liabilities						
Trade and other payables	14,892	73,383	88,275	18,537	65,488	84,025
Provisions	27,869	103,593	131,462	27,164	98,073	125,237
Lease liabilities	10,403	22,468	32,871	11,172	20,146	31,318
Other liabilities	5,862	102,283	108,145	5,449	103,538	108,987
Total current liabilities	59,026	301,727	360,753	62,322	287,245	349,567
Non-current liabilities						
Provisions	3,074	15,586	18,660	3,056	14,676	17,732
Lease liabilities	23,327	234,890	258,217	10,008	229,467	239,475
Total non-current liabilities	26,401	250,476	276,877	13,064	244,143	257,207
TOTAL LIABILITIES	85,427	552,203	637,630	75,386	531,388	606,774
NET ASSETS	97,092	235,254	332,346	98,072	268,598	366,670
EQUITY						
Reserves	-	137,902	137,902	-	141,884	141,884
Specific purpose funds	42,631	-	42,631	45,037	-	45,037
Accumulated funds	54,461	97,352	151,813	53,035	126,714	179,749
TOTAL EQUITY	97,092	235,254	332,346	98,072	268,598	366,670

Notes to the financial statements
30 June 2025

NOTE 3. DIVISIONAL REPORTING (continued)

Divisional statement of changes in equity

	Humanitarian Services		Lifeblood				
	Accumulated funds \$'000	Specific purpose funds \$'000	Accumulated funds \$'000	Special reserve \$'000	Capital reserve \$'000	Investment revaluation reserve \$'000	Total \$'000
YEAR ENDED 30 JUNE 2024							
Balance as at 1 July 2023	78,427	53,289	155,104	63,734	60,218	3,222	413,994
Net deficit for the year	(33,644)	-	(17,702)	-	-	-	(51,346)
Transfers (from)/ to specific purpose funds	8,252	(8,252)	-	-	-	-	-
Transfers (from)/to other reserves	-	-	(10,864)	1,572	9,336	(44)	-
Actuarial gain / (loss) on retirement benefit obligations	-	-	176	-	-	-	176
Net gain on revaluation of financial instruments	-	-	-	-	-	3,846	3,846
Balance as at 30 June 2024	53,035	45,037	126,714	65,306	69,554	7,024	366,670

	Humanitarian Services		Lifeblood				
	Accumulated funds \$'000	Specific purpose funds \$'000	Accumulated funds \$'000	Special reserve \$'000	Capital reserve \$'000	Investment revaluation reserve \$'000	Total \$'000
YEAR ENDED 30 JUNE 2025							
Balance as at 1 July 2024	53,035	45,037	126,714	65,306	69,554	7,024	366,670
Net deficit for the year	(980)	-	(39,470)	-	-	-	(40,450)
Transfers (from)/to specific purpose funds	2,406	(2,406)	-	-	-	-	-
Transfers (from)/to other reserves	-	-	10,145	(7,401)	(2,822)	78	-
Actuarial gain / (loss) on retirement benefit obligations	-	-	(37)	-	-	-	(37)
Net gain on revaluation of financial instruments	-	-	-	-	-	6,163	6,163
Balance as at 30 June 2025	54,461	42,631	97,352	57,905	66,732	13,265	332,346

Notes to the financial statements
30 June 2025

NOTE 3. DIVISIONAL REPORTING (continued)

Divisional statement of cash flows

	2025			2024		
	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000	Humanitarian Services \$'000	Lifeblood \$'000	Society \$'000
Cash flows from operating activities						
Receipts from donors, government and other sources	266,750	917,977	1,184,727	266,275	884,215	1,150,490
Payments to suppliers and employees	(257,907)	(882,158)	(1,140,065)	(291,662)	(811,288)	(1,102,950)
Interest on borrowings and other costs of finance	-	(3)	(3)	-	(13)	(13)
Interest on lease liabilities	(1,343)	(9,828)	(11,171)	(1,040)	(8,445)	(9,485)
Net cash provided by/(used in) operating activities	7,500	25,988	33,488	(26,427)	64,469	38,042
Cash flows from investing activities						
Payments for property, plant and equipment and intangibles	(2,137)	(19,184)	(21,321)	(2,307)	(23,747)	(26,054)
Proceeds from disposal of property, plant and equipment	99	72	171	(9)	369	360
Payments for purchase of investment securities	(10,000)	(53,921)	(63,921)	-	(27,196)	(27,196)
Proceeds from sale of investment securities	-	33,703	33,703	484	28,311	28,795
Dividends received	-	1,521	1,521	1	1,198	1,199
Interest received	3,383	12,182	15,565	3,156	11,892	15,048
Net cash provided by/(used) in investing activities	(8,655)	(25,627)	(34,282)	1,325	(9,173)	(7,848)
Cash flows from financing activities						
Payment for principal portion of lease liabilities	(13,759)	(21,465)	(35,224)	(14,134)	(21,729)	(35,863)
Net cash used in financing activities	(13,759)	(21,465)	(35,224)	(14,134)	(21,729)	(35,863)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	(14,914)	(21,104)	(36,018)	(39,236)	33,567	(5,669)
Cash and cash equivalents at the beginning of the financial year	99,437	136,398	235,835	138,672	103,025	241,697
Effects of exchange rate changes on the balance of cash held in foreign currencies	58	(263)	(205)	1	(194)	(193)
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	84,581	115,031	199,612	99,437	136,398	235,835

Notes to the financial statements
30 June 2025

NOTE 4. DONATIONS, BEQUESTS AND PARTNERSHIPS

	2025 \$'000	2024 \$'000
Donations and partnerships	51,779	56,814
Bequests	21,195	20,600
Raffle tickets	28	34
Appeals - Domestic		
QLD/NSW Floods recovery	178	320
Disaster Relief and Recovery Fund ¹	119	259
NSW Flood 2021	2	24
QLD/NSW Tropical Cyclone Alfred	1,376	-
Appeals - International		
Ukraine Conflict appeal	816	896
Turkiye/Syria Earthquakes appeal	4	90
Afghanistan Crisis appeal	-	2
Myanmar appeal	38	42
Syria Crisis appeal	-	1
Pakistan Flood appeal	-	10
Global Hunger Crisis appeal	-	26
Sudan Complex Emergency appeal	-	43
Middle East Crisis	982	-
Total donations, bequests and partnerships	76,517	79,161

¹ Refer to Note 33 for more details

NOTE 5. INVESTMENT REVENUE

	2025 \$'000	2024 \$'000
Interest revenue - bank deposits	14,582	13,414
Interest revenue - Investments FVOCI	983	1,634
Dividends from other entities and imputation credit	1,521	1,199
Total investment revenue	17,086	16,247

NOTE 6. OTHER INCOME

	2025 \$'000	2024 \$'000
Other income	11,646	14,650
Other rental income	5,890	4,949
Total other income	17,536	19,599

Notes to the financial statements
30 June 2025

NOTE 7. GAINS AND (LOSSES) ON ASSETS AND INVESTMENTS

	2025	2024
	\$'000	\$'000
Net (loss)/gain on disposal of property, plant and equipment	(397)	(1,984)
Impairment losses of property, plant and equipment	(3)	-
(Loss) on disposal of investments	(67)	(155)
Foreign exchange (loss)	(205)	(193)
Total (Loss)/gain on assets and investments	(672)	(2,332)

NOTE 8. EXPENDITURE

	2025	2024
	\$'000	\$'000
Employee expenditure		
Wages and salaries	530,705	514,707
Post-employment benefits and superannuation benefits		
Defined benefit plans	(60)	(68)
Defined contribution plans	58,123	52,914
Termination benefits	2,831	5,370
Total employee expenditure	591,599	572,923
Operating expenditure		
Lease rental expenditure - minimum lease payments	13,685	14,160
Movement in inventory	1,176	(2,719)
Impairment of trade receivables	(42)	754
Other expenditure		
Other operational costs ²	94,031	95,931
Telecommunication costs	50,740	47,448
Buildings and facilities expense	43,893	39,939
Telemarketing and advertising	30,023	27,478
Client support costs	25,205	28,345
Professional fees	22,821	20,011
Contribution to partner societies	15,980	26,712
Partner and call centre expense	15,142	27,350
Travel and accommodation	8,029	7,530
Worker compensation costs	8,802	6,288
Total operating expenditure	329,485	339,227
Cost of services, sale of goods and consumables		
Cost of sales	1,843	2,087
Cost of rendering training services	1,049	1,291
Consumables	132,039	127,066
Total cost of services, sale of goods and consumables	134,931	130,444

Notes to the financial statements

30 June 2025

NOTE 8. EXPENDITURE (continued)

	2025 \$'000	2024 \$'000
Depreciation and amortisation		
Depreciation of property, plant and equipment	37,222	40,686
Amortisation of intangibles	6,316	7,400
Amortisation of right of use assets	39,132	38,320
Total depreciation and amortisation	82,670	86,406
Finance costs		
Transaction fees	692	703
Interest on leases	11,171	9,485
Total finance costs	11,863	10,188

¹Termination benefits includes \$2.831 million (FY24 \$5.370 million) for redundancy payments.

²The other operational costs includes software and equipment costs, freight costs amongst other costs.

NOTE 9. TRADE AND OTHER RECEIVABLES

	2025 \$'000	2024 \$'000
Trade receivables	9,156	8,827
Loss allowance	(536)	(827)
Total trade receivables	8,620	8,000
Other receivables ¹	11,979	12,095
Total trade and other receivables	20,599	20,095

Trade receivables are non-interest bearing and are generally on 30 day terms. Trade receivables are reviewed regularly for recoverability. Where debts are assessed to be non-recoverable, these are written off in certain circumstances.

¹Other receivables include LSL portability receivable, legal claim insurance proceeds receivable, grants receivable and recoveries of costs incurred in our domestic humanitarian activities.

Notes to the financial statements
30 June 2025

NOTE 9. TRADE AND OTHER RECEIVABLES (continued)

	2025	2024
	\$'000	\$'000
Aging of past due date trade receivables		
0-30 days	2,749	4,855
30-60 days	550	763
60-90 days	262	141
90-120 days	73	346
120+ days	389	513
Total of aged past due date trade receivables	4,023	6,618

	2025	2024
	\$'000	\$'000
Movement in the allowance for doubtful debts		
Opening balance 1 July	827	189
Impairment losses recognised on receivables	(42)	754
Amounts written off as uncollectible	(249)	(116)
Closing balance 30 June	536	827

	2025	2024
	\$'000	\$'000
Aging of impaired trade receivables		
0-30 days	79	171
30-60 days	-	27
60-90 days	-	5
90-120 days	12	279
120+ days	445	345
Total impaired trade receivables	536	827

NOTE 10. INVENTORIES

	2025	2024
	\$'000	\$'000
Consumables inventory	27,872	28,812
Work in progress	1,255	1,175
Finished goods	6,899	8,069
Total inventories	36,026	38,056

Notes to the financial statements

30 June 2025

NOTE 11. OTHER FINANCIAL ASSETS

	2025 \$'000	2024 \$'000
Debt and equity instruments classified as at fair value through other comprehensive income (FVOCI)		
Australian equities	41,013	37,388
Bonds - unlisted	132,231	109,540
Total financial assets at fair value through other comprehensive income (FVOCI)	173,244	146,928
Financial assets at amortised cost		
Term deposits	10,000	-
Total Financial assets at amortised cost	10,000	
Total other financial assets	183,244	146,928

Fair value measurements recognised in the statement of financial position

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into levels 1 to 2 based on the degree to which the fair value is observable, as described in Note 1 (a). All financial instruments are held by a third party who provide independent valuation of the portfolio regularly including at year end.

	Level 1 \$'000	Level 2 \$'000	Total \$'000
YEAR ENDED 30 JUNE 2024			
Financial assets FVOCI			
Australian equities	37,388	-	37,388
Bonds - unlisted	-	109,540	109,540
Total other financial assets	37,388	109,540	146,928
	Level 1 \$'000	Level 2 \$'000	Total \$'000
YEAR ENDED 30 JUNE 2025			
Financial assets FVOCI			
Australian equities	41,013	-	41,013
Bonds - unlisted	-	132,231	132,231
Total other financial assets	41,013	132,231	173,244

Notes to the financial statements
30 June 2025

NOTE 12. PROPERTY, PLANT AND EQUIPMENT

	Land, Buildings and Renovations \$'000	Shop Fit-Outs \$'000	Plant and equipment \$'000	Work in progress \$'000	Total \$'000
YEAR ENDED 30 JUNE 2024					
Gross carrying amount					
Balance as at 1 July 2023	380,488	5,526	325,489	18,342	729,845
Additions	-	-	-	24,754	24,754
Disposals	(34,186)	(956)	(19,102)	-	(54,244)
Transfers	31,390	396	(14,274)	(17,512)	-
Balance as at 30 June 2024	377,692	4,966	292,113	25,584	700,355
Accumulated depreciation					
Balance as at 1 July 2023	(206,478)	(5,185)	(233,482)	-	(445,145)
Depreciation	(23,210)	(194)	(17,282)	-	(40,686)
Disposals	32,334	956	18,873	-	52,163
Balance as at 30 June 2024	(197,354)	(4,423)	(231,891)	-	(433,668)
Net book value as at 30 June 2024	180,338	543	60,222	25,584	266,687
	Land, buildings and renovations \$'000	Shop fit-outs \$'000	Plant and equipment \$'000	Work in progress \$'000	Total \$'000
YEAR ENDED 30 JUNE 2025					
Balance as at 1 July 2024	377,692	4,966	292,113	25,584	700,355
Additions	-	-	6,499	18,720	25,219
Disposals	(1,672)	(20)	(19,413)	-	(21,105)
Transfers	21,514	685	12,230	(34,429)	-
Balance as at 30 June 2025	397,534	5,631	291,429	9,875	704,469
Accumulated depreciation					
Balance as at 1 July 2024	(197,354)	(4,423)	(231,891)	-	(433,668)
Depreciation	(18,726)	(218)	(18,278)	-	(37,222)
Disposals	1,696	20	18,925	-	20,641
Balance as at 30 June 2025	(214,384)	(4,621)	(231,244)	-	(450,249)
Net book value as at 30 June 2025	183,150	1,010	60,185	9,875	254,220

During FY25, Lifeblood disposed of assets with a total written down value of \$0.466 million (FY24 \$2.043 million) relates to the disposal of 39 assets in the normal course of operations.

Notes to the financial statements

30 June 2025

NOTE 13. INTANGIBLE ASSETS

	Software \$'000	Work in progress \$'000	Total \$'000
YEAR ENDED 30 JUNE 2024			
Gross carrying amount			
Balance at 1 July 2023	125,913	3,223	129,136
Additions to work in progress	-	1,133	1,133
Transfers to/(from) work in progress	3,601	(3,601)	-
Balance as at 30 June 2024	129,514	755	130,269
Accumulated amortisation			
Balance at 1 July 2023	(111,605)	-	(111,605)
Amortisation expense	(7,400)	-	(7,400)
Balance as at 30 June 2024	(119,005)	-	(119,005)
Net book value as at 30 June 2024	10,509	755	11,264
	Software \$'000	Work in progress \$'000	Total \$'000
YEAR ENDED 30 JUNE 2025			
Gross carrying amount			
Balance at 1 July 2024	129,514	755	130,269
Additions to work in progress	-	2,487	2,487
Transfers to/(from) work in progress	1,071	(1,071)	-
Disposals	(90,950)	-	(90,950)
Balance as at 30 June 2025	39,635	2,171	41,806
Accumulated amortisation			
Balance at 1 July 2024	(119,005)	-	(119,005)
Amortisation expense	(6,316)	-	(6,316)
Disposals	90,922	-	90,922
Balance as at 30 June 2025	(34,399)	-	(34,399)
Net book value as at 30 June 2025	5,236	2,171	7,407

Notes to the financial statements

30 June 2025

NOTE 14. TRADE AND OTHER PAYABLES

	2025 \$'000	2024 \$'000
Trade payables	57,259	51,368
Goods and service tax payable	3,063	2,514
Accruals and other payables ¹	27,953	30,143
Total trade and other payables	88,275	84,025

Trade payables are non-interest bearing and are normally settled on 30 day terms. Other payables are non-interest bearing and have an average term of 30 days. The continuous monitoring of cash flow ensures payables are paid within the credit time frame.

¹Accruals and other payables comprise liabilities related to staff expenses payables including salaries and wages payable, superannuation and pay as you go (PAYG) withholding tax.

NOTE 15. BORROWINGS

As at 30 June 2025, the total borrowings were nil (FY24 nil)

Financing facilities

	2025 \$'000	2024 \$'000
Unsecured bank overdraft facility:		
amount used	-	-
amount unused	8,000	8,000
Total unsecured bank overdraft facility	8,000	8,000
Credit card facility:		
amount used ¹	432	315
amount unused	1,068	1,185
Total credit card facility	1,500	1,500
Bank guarantees:		
amount used ²	228	229
amount unused	272	271
Total bank guarantees	500	500

¹The amount of the used credit card facility is reflected in accruals and other payables. Refer to Note 14 Trade and Other Payables.

²Refer to Note 25 Contingent Liabilities for more information regarding Bank Guarantees.

Notes to the financial statements

30 June 2025

NOTE 16. PROVISIONS

	2025 \$'000	2024 \$'000
Current		
Employee benefits ¹		
Annual leave	46,129	43,560
Long service leave	68,821	66,565
Other	73	139
Redundancies ²	284	2,128
Remuneration review ³	542	542
Site restoration ⁴	2,354	2,623
Legal claims ⁵	13,259	9,680
Total current provisions	131,462	125,237
Non-current		
Employee benefits ¹		
Long service leave	11,789	11,719
Site restoration ⁴	6,871	6,013
Total non-current provisions	18,660	17,732
Total provisions	150,122	142,969

(a) Reconciliations

Reconciliation of the carrying amounts of provisions at the beginning and end of the current financial year:

	2025 \$'000	2024 \$'000
Employee benefits		
Annual leave		
Opening balance 1 July	43,560	41,862
Provision (utilised)/recognised during the year	2,569	1,698
Closing balance 30 June	46,129	43,560
Long service leave		
Opening balance 1 July	78,284	72,207
Provision (utilised)/recognised during the year	2,326	6,077
Closing balance 30 June	80,610	78,284
Other		
Opening balance 1 July	139	267
Provision (utilised)/recognised during the year	(66)	(128)
Closing balance 30 June	73	139

Notes to the financial statements

30 June 2025

NOTE 16. PROVISIONS (continued)

(a) Reconciliations (continued)

	2025 \$'000	2024 \$'000
<i>Redundancies</i>		
Opening balance	2,128	\$1,426
Provision (utilised)/recognised during the year	(1,844)	702
Closing balance 30 June	284	2,128
<i>Remuneration review</i>		
Opening balance 1 July	542	2,824
Provision (utilised)/recognised during the year	-	(2,282)
Closing balance 30 June	542	542
<i>Site restoration</i>		
Opening balance 1 July	8,636	8,433
Provision (utilised)/recognised during the year	589	203
Closing balance 30 June	9,225	8,636
<i>Legal claims</i>		
Opening balance 1 July	9,680	7,344
Provision (utilised)/recognised during the year	3,579	2,336
Closing balance 30 June	13,259	9,680

Notes to the financial statements

30 June 2025

NOTE 16. PROVISIONS (continued)

¹ The employee benefits provision contains provisions for annual leave, long service leave, rostered days off and other employee entitlements.

² The Society is continuing to implement a series of co-ordinated actions to restore the organisation to a sustainable surplus. Specifically, Humanitarian Services has continued investing in transformation activities that reflect the Society's long term strategic priorities. As a result of the organisational changes needed to support this, a redundancy provision of \$0.284 million (FY24 \$2.128 million) has been recognised in FY25.

³ The Remuneration Review provision is a provision for the Humanitarian Division's employee remuneration underpayments for a select group of employees.

A comprehensive remuneration review was conducted in 2017 to explore how best to develop a national remuneration framework that will be 'fit for the future' of the Society. As part of this review, it was identified that the organisation had made incorrect assumptions about award and enterprise agreement coverage and classification of certain roles which resulted in a number of employees (current and former) being underpaid remuneration over several years.

The calculation of the underpaid amounts has been undertaken, which included amounts for salary and wages, overtime, penalties, and other allowances. Since December 2018, payments to current and former employees have been made to rectify the situation, with nil new payments made in FY25 (FY24 \$0.015 million). During FY24 reporting period, \$2.267 million was paid to the Fair Work Ombudsman representing the wages due but unclaimed by employees. As at 30 June 2025, a provision of \$0.542 million remains against the unpaid, which represents interest and superannuation still to be paid to former employees yet to be successfully contacted.

⁴ The provision for the costs of site restoration represents the present value of the best estimate of the future sacrifice of economic benefits that will be required to remove leasehold improvements from leasehold properties. The estimate has been made on the basis of historical restoration costs, a review of leases and future rentals. The unexpired terms of the leases range from one to 40 years.

⁵ The provision for legal claims includes expected future payments relating to redress claims. The National Redress Scheme was established in July 2018 to help children who experienced child sexual abuse in Australian Institutions to gain access to counselling services, a direct personal response, and a monetary payment. The Society managed a number of respite care homes for children since 1924 (with most of these closing before 1970) and is a participating institution of this National Redress Scheme. At times, the Society also receives direct claims and has its own process for investigating and responding directly to complaints in a caring, compassionate and prompt way. Where appropriate, a provision has been recognised for claims made through the National Redress Scheme claims and for direct claims made to the Society. A receivable of \$3.600 million was recognised during the FY25 reporting period for direct claims covered by insurance, resulting in a net legal provision of \$9.659 million.

Notes to the financial statements

30 June 2025

NOTE 17. OTHER LIABILITIES

	2025 \$'000	2024 \$'000
Current		
Government grants refundable ¹	330	10,165
Revenue in advance ²	105,262	98,070
Government reserves refundable ³	2,553	-
Financial liability ⁴	-	752
Total other liabilities	108,145	108,987

¹Lifeblood government grants refundable in FY25 nil (FY24 \$6.384 million) relates to the expected return of funds to the NBA for surpluses in the reported period for Lifeblood.

Humanitarian services grants refundable of \$0.330 million (FY24 \$3.781 million) relates to government grant funding contracts which ended at 30 June 2025. These contracts resulted in unspent surplus which under the terms of the agreement is required to be repaid to the funder.

²Revenue in advance includes:

- \$95.961 million (FY24 \$92.183 million) output funding net cash prepayment relating to government grant funding received in advance from NBA for product and services to be supplied in July 2025.
- \$5.533 million (FY24 \$0.916 million) deferred income in Humanitarian Services.
- \$3.769 million (FY24 \$4.971 million) deferred income for funds received from customers as at reporting date but Lifeblood has not yet satisfied the performance obligation by transferring a promised good or service.

³Government reserves refundable relate to the return of any balance in the Corporate Risk Reserve exceeding \$25.000 million at the commencement of the new three-year funding cycle as agreed in the current Funding and Service Agreement. Refer to Note 19 for more details.

⁴FY24 financial liability balance relates to the above market sales terms for the sale of the Villiers Street property. This balance was unwound over the lease term, which concluded when the site was vacated in January 2025.

NOTE 18. DEFINED BENEFIT SUPERANNUATION PLANS

The Society has recognised a liability in the statement of financial position in respect of its defined benefit superannuation arrangements. Currently, contributions are made to the following defined benefit plans:

- Active Super (formerly Local Government Superannuation Scheme, LGSS), in NSW; and
- Australian Red Cross Queensland Staff Retirement Fund in Queensland.

All contributions are expensed when incurred.

Active Super (NSW): Active Super provides defined benefits whereby components of the final benefit are derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal. The defined benefits scheme was closed to new members effective from 15 December 1992. The Active Super scheme was established on 1 July 1997 to specifically cater for the superannuation requirements of local government employees. LGSS Pty Ltd (ABN 68078003497) (AFSL 383558) is the Trustee of the Active Super scheme. Active Super is a resident regulated superannuation scheme within the meaning of the Superannuation Industry (Supervision) Act 1993.

Notes to the financial statements

30 June 2025

Australian Red Cross Queensland Staff Retirement Fund (Qld): The fund, offering both defined benefit and defined contribution plans, is a final average (3 years) lump sum benefit arrangement providing benefits on death, disability, resignation and retirement. The defined benefit section provides benefits based on the length of service and final average salary. The defined contribution section receives fixed contributions and the employer's legal or constructive obligation is limited to these contributions. The fund commenced on 15 June 2006 as a successor fund transfer from the Australian Red Cross Qld Staff Superannuation Plan. This fund is a sub-fund of the AMP Superannuation Savings Trust, which was established under a Trust Deed dated 1 July 1998. The Trustee is AMP Superannuation Limited.

The plans in Australia typically expose the Society to actuarial risks such as; investment risk, interest rate risk, longevity risk and salary risk:

Investment Risk	The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to high quality corporate bond yields; if the return on plan assets is below this rate, it will create a plan deficit.
Interest Risk	A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's debt investments.
Longevity Risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of the plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary Risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The risk relating to benefits to be paid to the dependants of plan members (widow and orphan benefits) is re-insured by an external insurance company. No other post-retirement benefits are provided to these employees.

The most recent actuarial valuation of the plan assets and the present value of the defined benefit obligation was carried out at 30 June 2025 by:

- Mr Jeff Humphries Principal, CHR Consulting Pty Ltd for Australian Red Cross Queensland Staff Retirement Fund (Qld); and
- Mr Richard Boyfield Partner, Representative of Mercer Consulting (Australia) Pty Ltd for Active Super (NSW).

The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the projected unit credit method.

(a) Principal actuarial assumptions

The principal assumptions used for the purposes of the actuarial valuations were as follows:

	2025	2024
	%	%
Discount rate	4.90	5.38
Expected rate of salary increase	3.90	3.20
Anticipated rate of return on plan assets	6.00	6.00

Notes to the financial statements

30 June 2025

(b) Amounts recognised in the statement of profit and loss and other comprehensive income

	2025 \$'000	2024 \$'000
Service cost:		
Current service cost	259	305
Employer contributions	(191)	(258)
Member contributions	(29)	(25)
Net interest cost	(99)	(90)
Components of defined benefit cost recognised in (deficit)/surplus	(60)	(68)
Remeasurement on the net defined benefit liability:		
Return on plan assets (excluding amounts included in net interest expense)	(946)	(306)
Actuarial (gain)/loss arising from changes in demographic assumptions	(100)	-
Actuarial loss/(gain) arising from changes in financial assumptions	664	108
Adjustment for effect of asset ceiling	349	-
Actuarial (gain)/loss arising from experience adjustment	70	22
Components of defined benefit (gain) / loss recognised in other comprehensive income	37	(176)
Total defined benefit (gain)/loss	(23)	(244)

The current service cost and the net interest expense for the year are included in staff expenditure in the statement of profit or loss and other comprehensive income. The remeasurement of the net defined benefit liability is included in other comprehensive income.

(c) Amounts recognised in the statement of financial position

	Notes	2025 \$'000	2024 \$'000
Present value of funded defined benefit plan obligation	18 (d)	18,972	18,219
Fair value of defined benefit plan assets	18 (e)	(20,737)	(19,961)
Net (asset)/liability arising from defined benefit plan obligation		(1,765)	(1,742)

(d) Reconciliation of movement in the present value of the defined benefit plan obligation

	2025 \$'000	2024 \$'000
Balance at beginning of the year	18,219	17,652
Current service cost	259	305
Interest on obligation	945	955
Remeasurement (gains)/losses		
Actuarial (gain)/loss arising from changes in demographic assumptions	(100)	-
Actuarial (gain)/loss arising from changes in financial assumptions	664	108
Actuarial loss arising from experience adjustments	70	22
Benefits paid (including expenses and taxes)	(1,358)	(739)
Adjustment for effect of asset ceiling	349	-
Other	(76)	(84)
Balance at end of the year	18,972	18,219

Notes to the financial statements

30 June 2025

(e) Reconciliation of movement in the fair value of plan assets

	2025 \$'000	2024 \$'000
Balance at beginning of the year	19,961	19,150
Interest income	1,043	1,045
Remeasurement		
Return on plan assets (excluding amounts included in net interest expense)	946	306
Contributions by the employer	191	258
Contributions by plan participants	29	25
Benefits paid	(1,358)	(739)
Other	(75)	(84)
Balance at end of the year	20,737	19,961

The fair value of the plan assets at the end of the reporting period for each category, are as follows:

Australian equities	4,832	4,611
International equities	4,811	4,671
Australian fixed interest	5,350	5,230
International fixed interest	373	379
Property	1,659	1,717
Cash	2,426	1,737
Other	1,286	1,616
Total fair value of the plan assets	20,737	19,961

(f) Sensitivity analysis for actuarial assumptions

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below has been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

- If the discount rate is 50 basis points higher / (lower), the defined benefit obligation would (decrease) / increase by \$0.584 million (FY24 \$0.621 million).
- If the expected salary growth increases / (decreases) by 50 basis points, the defined benefit obligation would increase / (decrease) by \$0.414 million (FY24 \$0.313 million).

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the statement of financial position.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years other than the change in the bond rate used to calculate the employee liability obligations.

Notes to the financial statements

30 June 2025

(g) Asset-liability matching study

There were no asset-liability matching strategies adopted by the funds during the period.

(h) Effects on future cash flows

Active Super's funding arrangements are assessed at least every three years following the release of the triennial actuarial review. Based on the 30 June 2024 Triennial Actuarial Valuation results, Lifeblood has sufficient assets to cover its liabilities, and will continue with the current contribution program. Lifeblood reviews its funding positions annually with funding arrangements adjusted as appropriate.

Members of the Australian Red Cross Queensland Staff Retirement Fund contribute at the rate of 5% of salary. The residual contribution (including back service payments) is paid by the Society.

The funding requirements are based on the local actuarial measurement framework. In this framework the discount rate is set on the expected return on the Fund's assets. The Society carries the investment volatility risk and may be required to make additional contributions from time to time if assets do not cover members' vested benefits.

The average duration of the benefit obligation for the funds at 30 June 2025 is 6.73 years (FY24 6.86 years). This number can be analysed as follows:

- Active members: 5.73 years (FY24 6.00 years);
- Retired members: 7.79 years (FY24 7.70 years)

The Society expects to make a contribution of \$0.198 million (FY24 \$0.266 million) to the defined benefit plans during the next financial year.

(i) Historic summary

	2025 \$'000	2024 \$'000
Defined benefit plan obligations	18,972	18,219
Less plan assets	(20,737)	(19,961)
Total defined benefit (gain) / loss	(1,765)	(1,742)
 Actual return on assets	 (946)	 (306)
 Cumulative amount of actuarial losses (recognised in other comprehensive income)	 (30)	 (53)
 Expected employer contributions at 30 June (expected contributions and funding arrangements)	 198	 266

Notes to the financial statements

30 June 2025

NOTE 19. RESERVES

	Investment revaluation reserve (i) \$'000	Special reserve (ii) \$'000	Capital reserve (iii) \$'000	Total \$'000
YEAR ENDED 30 June 2024				
Balance as at 1 July 2023	3,222	63,734	60,218	127,174
Transfers from/(to) reserves from accumulated funds	-	1,572	9,336	10,908
Transfer of realised loss/(gain) to accumulated funds	(44)	-	-	(44)
Net unrealised (loss)/gain arising on equities classified as FVOCI	2,574	-	-	2,574
Net (loss)/gain on debt classified as FVOCI	1,272	-	-	1,272
Balance as at 30 June 2024	7,024	65,306	69,554	141,884

	Investment revaluation reserve (i) \$'000	Special reserve (ii) \$'000	Capital reserve (iii) \$'000	Total \$'000
YEAR ENDED 30 June 2025				
Balance as at 1 July 2024	7,024	65,306	69,554	141,884
Transfers from/(to) reserves from accumulated funds	-	(7,401)	(2,822)	(10,223)
Transfer of realised loss/(gain) to accumulated funds	78	-	-	78
Net unrealised (loss)/gain arising on equities classified as FVOCI	6,156	-	-	6,156
Net (loss)/gain on debt classified as FVOCI	7	-	-	7
Balance as at 30 June 2025	13,265	57,905	66,732	137,902

- i) The revaluation reserve comprises the cumulative unrealised gains and losses arising from the changes in the fair value of instruments classified as FVOCI that have been recognised in other comprehensive income, net of any realised gains and losses reclassified to profit or loss when these financial assets have been derecognised in the case of debt instruments designated as FVOCI. In the case of equity instruments designated as FVOCI, there is no recycling of changes in fair value from other comprehensive income to profit or loss.
- ii) The Society's special reserve records retained surplus over which the Society has restricted use. The majority of the balance is comprised of State government and other externally funded reserves. The remainder of the balance relates to Commonwealth government (NBA) funding, which includes the Corporate Risk Reserve (FY25 \$25.000 million, FY24 \$27.152 million). A provision of \$2.553 million has been recognised for the return of excess reserves, in line with the Funding and Services Agreement requirement to maintain a \$25.000 million Corporate Risk Reserve. This is recorded as liability within Government reserves refundable. Refer to Note 17.
- iii) The Society's Capital Reserve records capital surplus less capital expenditure relating to various capital funded programs or funds received for the purpose of future capital expenditure.

Notes to the financial statements

30 June 2025

NOTE 20. SPECIFIC PURPOSE FUNDS

	Total \$'000
Year ended 30 June 2024	
Balances as at 1 July 2023	53,289
Transfers from/(to) accumulated funds	<u>(8,252)</u>
Balance as at 30 June 2024	<u>45,037</u>
Year ended 30 June 2025	
Balances as at 1 July 2024	45,037
Transfers from/(to) accumulated funds ¹	<u>(2,406)</u>
Balance as at 30 June 2025	<u>42,631</u>

Specific purpose funds (SPF) are unspent tied funds carried forward for the purpose of spending on specific activities or programs in the future.

¹For FY25, the adjusted Specific Purpose Funds opening balance of \$45.037 million was reduced by \$32.742 million net to deliver contracts and appeals in FY25. A further SPF balance of \$30.336 million net was added in FY25 bringing the total closing balance to \$42.631 million for contracts and appeals that have activities to be performed in the future.

NOTE 21. ACCUMULATED FUNDS

	2025 \$'000	2024 \$'000
Balance at beginning of financial year	179,749	233,531
(Deficit)/surplus for the financial year	(40,450)	(51,346)
Transfers from/(to) other reserves	10,145	(10,864)
Actuarial surplus/(loss) on defined benefit superannuation plans	(37)	176
Transfers (to)/from specific purpose funds	<u>2,406</u>	<u>8,252</u>
Total accumulated funds	<u>151,813</u>	<u>179,749</u>

Notes to the financial statements

30 June 2025

NOTE 22. CASH AND CASH EQUIVALENTS

(a) Reconciliation of cash and cash equivalents

Cash and cash equivalents at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

	2025 \$'000	2024 \$'000
Cash at bank	84,956	99,670
Term deposits	114,656	136,165
Total cash and cash equivalents	199,612	235,835

(b) Reconciliation of deficit for the year to cash flows from operating activities

	2025 \$'000	2024 \$'000
Net deficit for the year	(40,450)	(51,346)
Depreciation and amortisation of non-current assets	82,670	86,406
Impairment of property, plant and equipment	3	-
Net foreign currency loss	205	193
Loss on disposal of investments	67	155
Loss/(gain) on disposal of property, plant and equipment and intangibles	397	1,984
Investment interest recognised in profit or loss	(15,565)	(15,048)
Dividends recognised in profit or loss	(1,521)	(1,199)
Components of defined benefit recognised in surplus	(60)	(68)
Changes in assets and liabilities		
(Increase)/decrease in trade and other receivables	(504)	(853)
(Increase)/decrease in inventory	2,030	(3,462)
(Increase)/decrease in prepayments	(3,355)	2,445
(Decrease)/increase in trade payables, other liabilities and lease movements	2,418	10,229
Decrease in provisions	7,153	8,606
Net cash provided by operating activities	33,488	38,042

Notes to the financial statements

30 June 2025

NOTE 23. COMMITMENTS

(a) Capital commitments

	2025 \$'000	2024 \$'000
Capital commitments contracted for at reporting balance date but not provided for in the financial statements are payable as follows:		
Not longer than 1 year	13,758	6,885
Total commitments	13,758	6,885

Of the total capital expenditure commitments, \$5.520 million relates to business initiatives within the Manufacturing & Logistics business unit, \$3.498 million to ad-hoc maintenance of donor centres, \$2.707 million to property improvements and relocations, \$0.815 million to the Asset Replacement Program, and \$0.378 million to facilities maintenance. The remaining balance is committed to various other business initiatives, asset replacement programs, and enhancement and minor works.

(b) Short term or low value lease agreements

The Society leases various premises used as offices, retail stores, blood collection centres, processing and testing centres, and warehouses under short term or low value lease agreements with 2 to 20 years term.

At 30 June 2025, lease commitments for minimum lease payments relate to low-value asset lease agreements. All other lease agreements have recognised right-of-use assets and corresponding lease liabilities (refer to Note 24).

	2025 \$'000	2024 \$'000
Commitments for minimum lease payments in relation to short term or low value leases are payable as follows:		
Within one year	780	361
Later than one year but not later than five years	525	106
Total short term or low value lease commitments	1,305	467

(c) Specific Purpose Funds

Specific Purpose Funds (SPF) of \$42.631 million are committed funds received via grants and donations by the Society and are set aside for pre-determined purposes.

Notes to the financial statements

30 June 2025

NOTE 24. LEASES

(a) Right of Use assets

	Properties \$'000	Vehicles \$'000	Total \$'000
YEAR ENDED 30 JUNE 2024			
Cost			
Balance at 1 July 2023	381,246	12,296	393,542
Additions and remeasurements	25,050	953	26,003
Disposal	(3,331)	(11)	(3,342)
Balance as at 30 June 2024	402,965	13,238	416,203
Accumulated amortisation			
Balance at 1 July 2023	(140,288)	(6,612)	(146,900)
Amortisation expense	(36,240)	(2,081)	(38,321)
Disposal	2,118	11	2,129
Balance as at 30 June 2024	(174,410)	(8,682)	(183,092)
Net book value as at 30 June 2024	228,555	4,556	233,111
	Properties \$'000	Vehicles \$'000	Total \$'000
YEAR ENDED 30 JUNE 2025			
Cost			
Balance at 1 July 2024	402,965	13,238	416,203
Additions and remeasurements	48,194	2,146	50,340
Disposal	(10,052)	(1,206)	(11,258)
Balance as at 30 June 2025	441,107	14,178	455,285
Accumulated amortisation			
Balance at 1 July 2024	(174,410)	(8,682)	(183,092)
Amortisation expense	(37,015)	(2,117)	(39,132)
Disposal	9,755	1,206	10,961
Balance as at 30 June 2025	(201,670)	(9,593)	(211,263)
Net book value as at 30 June 2025	239,437	4,585	244,022

Notes to the financial statements

30 June 2025

NOTE 24. LEASES (continued)

(b) Lease liabilities

	2025 \$'000	2024 \$'000
Maturity analysis - contractual undiscounted cash flows¹		
Not longer than 1 year	41,273	41,779
Longer than 1 year and not longer than 5 years	117,143	97,334
Longer than 5 years	24,547	19,536
Total¹	182,963	158,649

¹The value of contractual and undiscounted cash flows in the maturity analysis differs from the lease liability because it does not include options. The table however, takes into account all lease arrangements.

Lease liabilities are presented in the statement of financial position as follows:

	2025 \$'000	2024 \$'000
Current	32,871	31,318
Non-current	258,217	239,475
Total lease liabilities	291,088	270,793

NOTE 25. CONTINGENT LIABILITIES

a) Potential for claims not to be indemnified

Lifeblood is entitled to seek, and the NBA may at its discretion grant, indemnities in respect of potential liabilities arising from litigation in relation to pre-July 2000 transfusion-transmitted diseases.

There is a potential for claims to arise from viral/bacterial infections or blood-borne diseases, which are currently unidentified, or in circumstances where there is no test or screening procedures available to test for a virus/bacteria/disease state. In the event that commercial insurance does not cover financial exposure arising as a result of transmission of blood-borne disease occurring subsequent to 1 July 2000, a national managed fund has been established with claims covered at the discretion of the NBA.

b) Bank guarantees

The Society has bank guarantees in place in relation to certain property leases. The value of these guarantees at 30 June 2025 was \$0.228 million (FY24 \$0.229 million). The Board is satisfied the guarantees will not be called upon and therefore no liability has been recorded in the statement of financial position.

Notes to the financial statements

30 June 2025

NOTE 25. CONTINGENT LIABILITIES (continued)

c) Climate change

The pace and severity of climate change requires the Society to identify, measure and invest in emissions reduction initiatives. Whilst these are not current obligations or liabilities, they are expected to change future investment priorities including building design, workforce practices, renewable energy sources and fleet management.

d) Legal Claims-Redress

Australian Red Cross Society became a voluntary member of National Redress Scheme in August 2020. The National Redress Scheme came into effect on 1 July 2018. As described in Note 16, a provision is recognised as soon as a claim is notified to the Society either directly or via the National Redress Scheme. Whilst it is possible future claims may be made against the entity, there is no way of determining whether claims will arise and therefore it is not possible to reliably estimate the quantum of any payments that may arise as a result of the Entity's participation in the National Redress Scheme or possible future claims made against the entity directly.

In the event that claims are lodged in the future and it is probable that a payment will be required, it is anticipated that a provision will be raised in the financial statements based on the maximum Scheme claim payment rate as advised under the Scheme.

There are no other contingent liabilities or events identified which would be expected to have a material impact on the financial statements in the future.

NOTE 26. FINANCIAL INSTRUMENTS

The Society is exposed to the following financial risks in respect to the financial instruments that it held at the end of the reporting period:

	2025 \$'000	2024 \$'000
(a) Categories of financial instruments		
Financial assets		
Cash and cash equivalents	199,612	235,835
Trade and other receivables	20,599	20,095
Financial assets at FVOCI	173,244	146,928
Financial assets at amortised costs – Term deposits	10,000	-
Total	403,455	402,858
Financial liabilities		
Trade and other payables	88,275	84,025
Government grants refundable	330	10,165
Revenue in advance	105,262	98,070
Government reserves refundable	2,553	-
Financial liability	-	752
Total	196,420	193,012

Notes to the financial statements

30 June 2025

NOTE 26. FINANCIAL INSTRUMENTS (continued)

The Society's Board considers the above carrying amounts of financial assets and financial liabilities to approximate their fair values.

The Society's investment policy and associated ethical investment guidelines reduces our investment exposure to certain industries, including fossil fuel. The Society does not believe that current impairment of market values, is required as a result of future climate related events.

(b) Financial risk management objectives and policies

The Society's financial instruments consist mainly of:

- deposits with banks;
- investments in equities, managed funds, bonds, debentures and other fixed interest securities;
- accounts receivable and payable, which arise directly from the Society's operations;

It is not the Society's policy to trade in investments (i.e. to speculate and engage in short-term profit taking). All investments are held to generate income to further the Society's causes and as such are classified as 'FVOCI'. Sales do occur however with selected investments which are described in the financial statements as 'FVOCI', when the Society is advised to adjust its portfolio in relation to risk exposure and diversification as advised by its investment portfolio managers. The Society holds investments to maximise capital value whilst maintaining a low risk appetite investment strategy.

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: market interest rates (interest rate risk), foreign currency risk and market prices (price risk).

(c)(i) Foreign currency risk management

The Society is exposed to fluctuations in foreign currencies arising from purchase of goods and supply of aid in currencies other than the Society's functional currency (AUD).

The carrying amount of the Society's foreign currency denominated monetary assets and monetary liabilities at the reporting date is as follows:

	2025		2024	
	Foreign currency \$'000	AUD equivalent \$'000	Foreign currency \$'000	AUD equivalent \$'000
Assets				
Cash				
USD Humanitarian	5	7	5	7
USD Lifeblood	39	60	-	-
Euro Lifeblood	64	115	20	33
Total		182		40

Notes to the financial statements

30 June 2025

NOTE 26. FINANCIAL INSTRUMENTS (continued)

(c) Market risk (continued)

(c)(i) Foreign currency risk management (continued)

Foreign currency sensitivity analysis

The Society is mainly exposed to movements in exchange rates relating to Euro and US dollars (USD).

The following table details the Society's sensitivity to a 10% increase and decrease in the Australian Dollar against the relevant foreign currencies. 10% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% change in foreign currency rates. A positive number indicates an increase in profit or loss and other equity where the Australian Dollar strengthens against the respective currency. For a weakening of the Australian Dollar against the respective currency there would be an equal and opposite impact on the profit and other equity, and the balances below would be negative.

	2025 \$'000	2024 \$'000
Profit or loss		
USD	4	-
Euro	6	2
Total	10	2

(c)(ii) Interest rate risk management

The Society is exposed to market interest rate fluctuations on its fixed and variable interest securities, as well as interest bearing borrowings. The Society accepts the risk as normal in relation to fixed interest financial assets, as they are held to generate investment income on unused funds.

Interest rate sensitivity analysis

The following table summarises how the Society's surplus or deficit and equity would have been affected by changes in interest rates at reporting date.

	Carrying amount \$'000	-50 basis points deficit \$'000	+50 basis points equity \$'000	-100 basis points deficit \$'000	+100 basis points equity \$'000
Financial assets					
Cash and cash equivalents	199,612	(998)	998	(1,996)	1,996
Financial assets at FVOCI	173,244	(866)	866	(1,732)	1,732
Financial assets at amortised costs –					
Term deposits	10,000	(50)	50	(100)	100
Total financial assets	382,856	(1,914)	1,914	(3,828)	3,828

Notes to the financial statements

30 June 2025

NOTE 26. FINANCIAL INSTRUMENTS (continued)

(c) Market risk (continued)

(c)(ii) Interest rate risk management (continued)

Sensitivity analysis does not apply to Bank loans with fixed Interest Rate.

(c)(iii) Price risk

Equity price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices, whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

(c)(iv) Concentration Risk

Concentration risk is the risk to over-rely on one vendor. This is a classic case of putting all your eggs in one basket. If an institution relies heavily on a single provider for many products and services-especially critical ones-that institution might be unable to conduct business if something catastrophic happens to that vendor. The risk arises from the observation that more concentrated portfolios are less diverse and therefore the returns on the underlying assets are more correlated.

(d) Equity price sensitivity

The sensitivity analysis below has been determined based on the exposure to equity price risks at year end.

At reporting date, if the equity prices had been 5% higher/lower:

- the deficit for the year ended 30 June 2025 would have been unaffected as the equity investments are classified as FVOCI and any increment or decrement in the fair value, with the exception of impairment, is an adjustment to other comprehensive income.
- other comprehensive income for the year ended 30 June 2025 would have increased/decreased by \$2.051 million (FY24 \$1.869 million) as a result of the change in the fair value of equities.

The Society's sensitivity to equity prices has not changed significantly from the prior year.

(e) Credit risk management

The maximum exposure to credit risk, excluding the value of any collateral or other security, at reporting date to recognised financial assets, is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements.

(f) Liquidity risk management

The Society manages liquidity risk by monitoring forecast cash flows and ensuring that adequate liquid funds or unutilised borrowing facilities are maintained.

The following table details the Society's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Society can be requested to pay. The table includes both interest and principal cash flows.

Notes to the financial statements

30 June 2025

NOTE 26. FINANCIAL INSTRUMENTS (continued)

(f) Liquidity risk management (continued)

Non-derivative financial assets	Weighted average effective interest rate %	Less than 1 month \$'000	1-3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Total \$'000
Year ended 30 June 2024							
Non-interest bearing		156,920	-	-	-	-	156,920
Fixed interest rate instruments	5.50	3,037	68,031	13,897	86,913	1,661	173,539
Variable interest rate instruments	4.30	72,399	-	-	-	-	72,399
		232,356	68,031	13,897	86,913	1,661	402,858
Year ended 30 June 2025							
Non-interest bearing		156,193	-	-	-	-	156,193
Fixed interest rate instruments	5.03	4,069	53,000	26,171	90,018	11,973	185,231
Variable interest rate instruments	3.83	62,031	-	-	-	-	62,031
		222,293	53,000	26,171	90,018	11,973	403,455

The following table outlines the Society's remaining contractual maturities for derivative financial liabilities. The amounts presented in the table are the undiscounted contractual cash flows of the derivative instruments, allocated to time bands based on the earliest date on which the Society can be required to pay. Where amounts payable or receivable are not fixed, the amounts disclosed in the below table are determined on the basis of projected rates at the reporting date.

Non-derivative financial liabilities	Weighted average effective interest rate %	Less than 1 month \$'000	1-3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Total \$'000
Year ended 30 June 2024							
Non-interest bearing		177,819	11,878	2,563	-	-	192,260
Financial liability -interest bearing	5.65	-	-	752	-	-	752
Lease liabilities		-	3,495	38,284	97,334	19,536	158,649
		177,819	15,373	41,599	97,334	19,536	351,661
Year ended 30 June 2025							
Non-interest bearing		187,300	7,884	1,236	-	-	196,420
Lease liabilities		-	3,249	38,024	117,143	24,547	182,963
		187,300	11,133	39,260	117,143	24,547	379,383

Notes to the financial statements

30 June 2025

NOTE 27. GOING CONCERN

The financial report has been prepared on the basis that the Society is a going concern, which assumes continuity of normal business activities, the realisation of assets and the settlement of liabilities in the ordinary course of business.

As at the date of this report having considered the FY25 cash on hand and 12-month projected cash flows, the Board is satisfied that the Society will be able to continue as a going concern.

Accordingly, the Board considers it is appropriate to continue to prepare the financial statements on the going concern basis.

NOTE 28. EVENTS AFTER THE REPORTING PERIOD

There were no other material events subsequent to 30 June 2025 and up until the authorisation of the financial statements for issue, that have not been disclosed elsewhere in the financial statements.

NOTE 29. ECONOMIC DEPENDENCY

Top 10 sources of government revenue by level of government and department or agency name

	2025 \$'000	2024 \$'000
Commonwealth Government		
National Blood Authority	779,354	745,932
Department of Social Services	70,126	61,723
Department of Foreign Affairs and Trade	14,999	24,198
Department of Home Affairs	-	4,116
Department of Health	6,289	5,801
National Recovery and Resilience Agency	-	1,990
Total Commonwealth Government	870,768	843,760
State Government		
Department of Health Services - Victoria	18,008	19,647
New South Wales Ministry of Health	15,827	15,718
Department of Health South Australia	4,465	3,882
Department of Communities, Child Safety and Disability Services - Queensland Services - Queensland	-	8,837
QLD Department of Housing & Public Works	3,973	-
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities, and the Arts	3,610	-
Family & Community Services - New South Wales	-	2,447
Total State Government	45,883	50,531
Total Top 10 Government Grant Revenue	916,651	894,291

Notes to the financial statements

30 June 2025

NOTE 30. KEY MANAGEMENT PERSONNEL

The members of the Australian Red Cross Society Board provide their service on a volunteer basis and receive no payment other than reimbursement for reasonable travel and other expenses incurred in connection with their roles. The Lifeblood Board comprises executive and non-executive members who are remunerated. Members of the Society Board who also serve as a member of Lifeblood Board or a Lifeblood committee are remunerated by Lifeblood.

Details of remuneration of Board Members and Executive Team are outlined in the following table. The following includes payments for short-term employee benefits, post-employment benefits, long-term employee benefits and termination benefits:

	Short-term employee benefits	Post employment benefits	Long-term employee benefits	
	<i>Salaries, fees and termination payments</i>	<i>Superannuation contributions</i>	<i>Long service leave</i>	<i>Total</i>
	\$	\$	\$	\$
Society				
Year ended 30 June 2024				
Humanitarian Services	4,506,517	336,150	91,884	4,934,551
Lifeblood	5,786,703	415,022	39,612	6,241,337
Total	10,293,220	751,172	131,496	11,175,888
Year ended 30 June 2025				
Humanitarian Services	3,355,670	298,834	26,258	3,680,762
Lifeblood	6,295,098	384,351	(123,680)	6,555,769
Total	9,650,768	683,185	(97,422)	10,236,531

For the purposes of the above table, remuneration includes salaries and wages, paid annual leave and paid sick leave, non-monetary benefits (such as medical care, housing, cars and free or subsidised goods or services). Also included in remuneration is an amount relating to long-term employee benefits which have accrued, but not paid, to the employees during the period such as long-service leave.

Notes to the financial statements

30 June 2025

NOTE 30. KEY MANAGEMENT PERSONNEL (continued)

SOCIETY BOARD

Charles Burkitt (Chair)
Annette Ruhotas AM (Deputy Chair)
Elizabeth Smith
Helen Cleark (to June 2025)
Ane Coetzee (to June 2025)
Nazli Hocaoglu (to June 2025)
Tarn Kaldor (to June 2025)
Dr Garry Nolan AM
Melanie Ross (to June 2025)
Eveline Kuang (to June 2025)
Leonard Hill (to June 2025)
Valmae Ryan (to June 2025)
Brendan Murphy AC (from February 2025)
Patricia Pearson (from December 2024 to June 2025)
Stephen Joske CSC (to April 2025)
Sam Hardjono (to December 2024)
James Birch AM (to January 2025)
Keith Wilson (to December 2024)
Michael Ferraro (from July 2025)
Christopher Kwong (from July 2025)
Claire Rogers (from July 2025)
Andrea Sutton (from July 2025)
Kuldeep Singh (from July 2025)

LIFEBLOOD BOARD

James Birch AM (Chair) (to January 2025)
Stephen Cornelissen AM (Chief Executive Officer)
Brendan Murphy AC (Chair) (from February 2025)
Charles Burkitt
Lance Emerson
Amanda Sellers
Robyn Ward AM
Julie Fahey
Shehani Noakes
Merran Kelsall AO
Annette Ruhotas AM

HUMANITARIAN SERVICES OPERATING DIVISION

Executive Team

Andrew Colvin - Chief Executive Officer

Penny Harrison - Deputy CEO

Jean-Baptiste Naudet - Chief Financial Officer

Jai O'Toole - Executive Director - State & Territory Operations

Alex Mathieson - Executive Director - International Programs

Yvette Zegenhagen - Executive Director - External Engagement

Tammy Lamperd - Chief Operating Officer

Lloyd Doddridge - Chief Future Directions

Jenny Brown - Director - First Nations Centrality

Katherine Paroz - Chief People & Culture Officer

LIFEBLOOD OPERATING DIVISION

Executive Directors

Shelley Abrams - Executive Director, People and Culture

John Brown - Executive Director Finance and Corporate (Chief Financial Officer)

Cath Stone - Executive Director, Donor Experience

Ann Larkins - Executive Director, Information and Communications Technology (Chief Information Officer)

Peter McDonald - Executive Director, Governance and Engagement

Joanne Pink - Executive Director, Pathology and Clinical Governance (Chief Medical Officer)

Stuart Chesneau - Executive Director, Strategy and Growth

Greg Wilkie - Executive Director, Manufacturing and Logistics (to February 2025)

Deanna Lomas - Executive Director, Manufacturing and Logistics (from February 2025)

Marion Hemphill - General Counsel

Notes to the financial statements

30 June 2025

NOTE 31. AUDITORS' REMUNERATION

	2025 \$	2024 \$
Remuneration of auditors for:		
<i>Deloitte Touche Tohmatsu</i>		
Audit and assurance services		
Audit of financial report	454,766	461,370
Assurance services required under contractual agreements - grant acquittals	93,965	153,422
Total	548,731	614,792
<i>Ernst & Young</i>		
Audit and assurance services		
Internal audit services	586,463	572,260
Other non-audit services¹		
Review of processes in relation to other support services	74,750	160,241
Total	661,213	732,501
Total remuneration of auditors	1,209,944	1,347,293

¹Other Ernst & Young services relate to consulting fees for review of our processes in relations to revenue contracts, fraud and corruption controls, and other support services for the current year.

Prior year services relates to consulting fees for review of our processes in relations to sustainable procurement and other support services

NOTE 32. RELATED PARTY DISCLOSURES

(a) Board Members

The Board Members are disclosed in Note 30.

(b) Executive Team

The executive team members are disclosed in Note 30.

During the year, a member of Alex Mathieson's family was employed in the Deputy CEO's team.

At the time of recruitment and appointment, full disclosure was made of the relationship. The remuneration paid is at arm's length.

(c) Wholly-owned group

Lifeblood and Humanitarian Services are separate divisions of the same entity.

During the reporting period, net payments of \$4.603 million (FY24 \$3.392 million) transacted between the Lifeblood and Humanitarian Services divisions. The transactions largely related to Lifeblood's workers compensation premium charge reimbursements for shared policies owned by the Society.

Notes to the financial statements

30 June 2025

NOTE 33. DISASTER RELIEF AND RECOVERY FUND

On 1 July 2019, the Society established the Disaster, Relief and Recovery Fund (DRR Fund), with the intent that the Society can be there as soon as an emergency strikes in Australia and further afield, and in particular funding community support in respect of specified disasters.

Following the devastating summer of 2019/20 bushfires and the generous public response, the Society agreed to utilise the funds donated to the DRR Fund solely for this specific disaster. Additional DRR Fund donations for this specific disaster ended on 17 April 2020, with the exception of donations pledged (but not received) as at this date.

Administration support costs paid and payable are the necessary costs of managing a fund of this size and distributing money as quickly and efficiently as possible. They include the set-up of a dedicated grant payments team, casework support for people with complex needs, fraud prevention, data security, and the fundraising systems that made it possible to raise money.

The Society has to-date capped the administration support costs allocated to the Bushfire to 5 cents in every dollar raised.

Specific purpose funds relate to the grants and donations received by the Society and are set aside for victims of the bushfires who are still coming forward, and to be disbursed or spent specifically for disaster, relief and recovery efforts in future years. SPF balance of \$0.410 million at 30 June 2025 for DRR Fund is part of the total SPF balance for the Society disclosed in Note 20.

The funds set aside are held in low-risk interest bearing accounts with CBA, ANZ, and NAB. Interest is then allocated back into the fund for distribution.

	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000	2021 \$'000	2020 \$'000	Total \$'000
Donations in respect of the Disaster, Relief and Recovery Fund			-	10	14,577	227,044	241,631
Interest earned on funds held in separate bank accounts	119	259	237	15	75	233	938
Total income for the Disaster, Relief and Recovery Fund	119	259	237	25	14,652	227,277	242,569
Direct Relief Grants -distributed	-	-	-	3,497	48,392	118,658	170,547
Direct Relief Grants -provided	-	-	-	-	557	33,867	34,424
Total direct relief grants	-	-	-	3,497	48,949	152,525	204,971
Emergency services on the ground		-	-	-	-	5,000	5,000
3 year recovery programs	702	2,731	4,150	5,514	4,312	848	18,257
Minderoo recovery pods	-	-	-	-	2,000	-	2,000
Administrative support costs	-	-	110	688	2,890	8,243	11,931
Total expenditure	702	2,731	4,260	9,699	58,151	166,616	242,159
SURPLUS (BALANCE OF DRR FUNDS)	410	993	3,465	7,488	17,162	60,661	410

Notes to the financial statements

30 June 2025

NOTE 34. ACFID INCOME STATEMENT

Australian Red Cross Society 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.

	Humanitarian Services 2025 \$'000	Society 2025 \$'000	Humanitarian Services 2024 \$'000	Society 2024 \$'000
Income Statement				
for the financial year ended 30 June 2025				
REVENUE				
Donations and gifts ¹				
• Monetary	54,842	54,842	58,501	58,501
• Non-monetary	480	480	-	-
Legacies and bequests	21,195	21,195	20,660	20,660
Grants				
• Department of Foreign Affairs and Trade	14,719	14,719	23,810	23,810
• Other Australian	109,371	932,928	111,133	902,297
• Other overseas	2,340	2,340	2,253	2,253
Retail and Commercial activities	49,644	49,644	46,807	46,807
Investment income	3,383	17,086	3,157	16,247
Other income	6,569	17,536	6,931	19,599
Total revenue	262,543	1,110,770	273,252	1,090,174
EXPENDITURE				
International aid and development programs expenditure				
• Funds to international programs	23,400	23,400	34,216	34,216
• Program support costs	2,011	2,011	2,449	2,449
• Community education ²	1,241	1,241	1,201	1,201
Fundraising costs ³				
• Public, government, multilateral and private	18,239	18,239	18,659	18,659
Accountability and Administration ⁵	42,783	54,398	49,607	56,815
Non-monetary expenditure	480	480	-	-
Domestic programs	136,083	1,011,411	140,035	965,128
Retail and Commercial activities	38,482	38,482	36,490	36,490
Remediation and Compliance Costs ⁴	886	886	5,046	5,046
Net (gain) / loss on assets and investments	(82)	672	9	2,332
Other expenditure	-	-	19,184	19,184
Total expenditure	263,523	1,151,220	306,896	1,141,520
(Deficiency) / Excess of revenue over expenditure from continuing operations	(980)	(40,450)	(33,644)	(51,346)

Notes to the financial statements
30 June 2025

NOTE 34. ACFID INCOME STATEMENT (continued)

	Humanitarian Services 2025 \$'000	Society 2025 \$'000	Humanitarian Services 2024 \$'000	Society 2024 \$'000
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified subsequently to profit or loss				
Actuarial gain on retirement benefit obligations	-	(37)	-	176
Net gain arising on equity instruments	-	6,156	-	2,574
Items that may be reclassified subsequently to profit or loss				
Net gain arising on of debt instruments	-	7	-	1,272
Other comprehensive income for the year	-	6,126	-	4,022
TOTAL COMPREHENSIVE (DEFICIT)/SURPLUS FOR THE YEAR	(980)	(34,324)	(33,644)	(47,324)

¹During the financial year \$0.480 million (FY24 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 \$0.480 million (FY24 nil) non-monetary expenditure included in the income statement.

²Expenditure incurred for International Humanitarian Law is included in Community education as per ACFID guidelines.

³Fundraising costs include both International and Domestic programs. There are no separately recorded costs incurred for Government, multilateral and private fundraising costs.

⁴Remediation and compliance costs related to legal claims and historical remuneration compliance, operational, consulting and audit costs.

⁵Accountability and administration costs includes property maintenance, legal, information technology, finance, human resources and occupancy costs.

During the financial year there were no transactions (FY24 nil) in the International Political or Religious Adherence Promotion program category.

The ACFID financial statements have been prepared in accordance with the requirements set out in the ACFID Code of Conduct and should be read in conjunction with the financial statements and accompanying notes. Please refer to the ACFID website www.acfid.asn.au for more details.

Board Members' Declaration
30 June 2025

The Society Board Members declare that:

- (1) In the Board's opinion, the financial statements and notes thereto, satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012, including:
 - (a) complying with Australian Accounting Standards and the ACNC Regulation 2022.
 - (b) giving a true and fair view of the financial position as at 30 June 2025 and performance for the year ended on that date of the Society.
- (2) The financial statements and notes also comply with the requirements of the Australian Council for International Development (ACFID) Code of Conduct, including:
 - (a) Ensuring that funds and resources are used effectively and efficiently to achieve the entity's mission;
 - (b) Maintaining high standards of governance, transparency, and accountability.
- (3) Society Board Members declare that they are of the opinion, there are reasonable grounds to believe that the Society is able to pay all of its debts, as and when they become due and payable.

Signed in accordance with subsection 60.15 of the Australian Charities and Not-for-profit Commission Regulation 2022.

For and on behalf of the Society Board



Charles Burkitt
Chair

Melbourne
24 October 2025

The Board Members
The Australian Red Cross Society
637 Flinders Street
DOCKLANDS VIC 3008

24 October 2025

Dear Board Members,

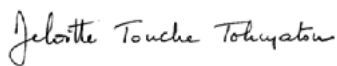
Auditor's Independence Declaration to The Australian Red Cross Society

In accordance with the Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the board members of The Australian Red Cross Society.

As lead audit partner for the audit of the financial statements of The Australian Red Cross Society for the financial year ended 30 June 2025, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely



DELOITTE TOUCHE TOHMATSU



Isabelle Lefevre
Partner
Chartered Accountants

Independent Auditor's Report to the Members of the Australian Red Cross Society

Opinion

We have audited the financial report of Australian Red Cross Society (the "Society") which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, the Australian Council for International Development ("ACFID") statements and the declaration by The Board Members as set out on pages 59 to 118.

In our opinion

- a) the accompanying financial report of the Australian Red Cross Society (the "Society") is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act"), including:
 - (i) giving a true and fair view of the Australian Red Cross Society (the "Society") financial position as at 30 June 2025 and of its financial performance for the year then ended; and
 - (ii) complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.
- b) the Society complied in all material respects with the financial reporting requirements of the ACFID code of conduct.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Society in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board Members are responsible for the other information. The other information comprises all information included in the Annual Report 2024-25 except for the Financial Statement (financial report) from page 59 to 118 for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board Members for the Financial Report

The Board Members of the Society are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the ACNC Act and the ACFID code of conduct and for such internal control as the Board Members determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board Members are responsible for assessing the ability of the Society to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board Members either intend to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

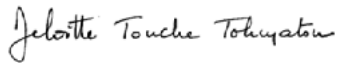
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board Members.
- Conclude on the appropriateness of the Board Members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society's to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group's audit. We remain solely responsible for our audit opinion.

We communicate with the Board Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



DELOITTE TOUCHE TOHMATSU



Isabelle Lefevre

Partner

Chartered Accountants

Melbourne, 24 October 2025