



Warrigal Annual Report **2025**

A world where older people feel **known**, **loved**, and **connected**.



Acknowledgement of **Country**

We acknowledge the Traditional Owners of the land where we work and live. We pay our respects to Elders past, present and emerging. We celebrate the stories, culture and traditions of Aboriginal and Torres Strait Islander people of all communities who also work and live on this land.

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Who **We Are**

Warrigal is an award-winning, not-for-profit aged care provider that began operations in 1967 and is dedicated to serving the Illawarra, Southern Highlands, Queanbeyan, and Canberra regions. We offer a wide range of services, including community villages, residential care, social services, and in-home support.

Our **Purpose**

We exist so older people live their best lives, on their own terms.

Our **Values**

Integrity, Respect, Compassion, Innovation

Our **Vision**

A world where older people feel **known, loved, and connected.**

Chairman's Report

Wyn Janssen

“A world where older people feel **known, loved, and connected.**”

In July 1997, I was privileged to be invited to join the Warrigal Board, which, at that time, was comprised of exceptional and dedicated volunteers. My appointment came at a time when Warrigal was a much smaller organisation and going through a transition phase. Little did I know then that 28 years later I would be saying my farewell after having been fortunate to serve on a very professional Board over that time and be Chair for the past 9 years. The time is right for me to pass the baton to the current Board, which undoubtedly will provide Warrigal the leadership and guidance to take it into an even more exciting future. This board combines deep-seated experience with fresh perspectives, particularly with the recent appointment of Sophie Ray and Scott Bridgement as Non-Executive Directors. Their diverse expertise and contemporary insights complement our existing Board's extensive knowledge, and together, create a blend of institutional wisdom and innovative thinking that will serve Warrigal well as we navigate the evolving challenges of our sector.

In 1967, the first Board of Mount Warrigal Retirement Village was created through the hard work and volunteerism of members from the Lions, Rotary, Apex and Soroptimists clubs.



It was at this early stage that our purpose of caring for the elderly in our community and volunteering to achieve that purpose, entered the Warrigal DNA. That passion is what continues to drive Warrigal 58 years later. I am so proud that we have stayed true to our core purpose over this time. In 1968, Warrigal built its first home, a 10-bed “rest home” on the very top of Mount Warrigal. It had a paid Matron to manage the clinical aspects of the residents’ care, whilst all other work was carried out by volunteers. By the time I joined the Warrigal Board some 30 years later, it had grown to approximately 500 Residential Aged Care beds, 200 Independent Living units and a fledgling Home Services business. It was an incredible show of support from the community and the collective dedication of so many staff and volunteers that enabled Warrigal to expand its services to that level.



When I joined the Board, it was clear that Australia’s ageing population would create significant demand for aged care services in the future.

Warrigal rose to meet this challenge by starting work on modernising our homes and expanding our services.

A State Government grant aided to build our Shell Cove Residential Aged Care Home and Community Village. Over more recent years we took the opportunity to acquire existing homes and villages in Warrawong and Canberra along with developing a runway for new villages. We have a new village currently being built and another on the drawing board. With Government policy continuing to strengthen and focus on home services, we have continued to expand our Home Services to meet the needs of people who want to stay and age at home. Today, we have 1642 Residential Aged Care beds, 593 Villas, Apartments and Town Houses, and support 1094 Support at Home customers. This represents tremendous growth, both in infrastructure and in the services Warrigal provides to the community.

However, there is so much more to Warrigal than just the bricks and mortar that I described above. It’s the people who are the core of our organisation. I have been blessed to have worked alongside a very committed and talented group of Directors, three very motivated and gifted CEOs, an extremely effective Executive team as well as a workforce and volunteer cohort second to none. I cannot emphasise enough how proud I am of the dedication and hard work that our staff and volunteers display - day in, day out. Their work is just amazing. Warrigal’s vision is epitomised in our staff: a world where older people feel known, loved, and connected. This vision equally applies to our fantastic and dedicated staff and volunteers who live and breathe the Warrigal Way. Having travelled around our homes and villages during my time on the Board, I have seen firsthand that our staff, too, are known, are loved, and are connected, both throughout Warrigal, but also with the loved ones, families and friends of those entrusted into their care.

Aged Care has always been a challenging environment in which to work. For many years, successive governments have neglected our sector, until the Royal Commission into Aged Care Quality and Safety released its

findings in 2021. The Commission made recommendations which ensure future systems provide a rights-based legislative foundation for high-quality aged care with a secure source of funding. A number of recommendations have already been implemented and, with the enacting of the legislation in November, more will follow.

The sector’s profile has been raised by the Royal Commission and finally, so too, has the work our staff undertake. This is reflected in the support of the community and the significant wage increases afforded to our staff by the Government. A new funding model has been established to cover these higher wages and to provide a return to providers, many of whom are currently experiencing losses.

While these reforms have represented positive progress for our sector, they also create challenges. The introduction of minimum Registered Nurse and Personal Care Worker care minutes per resident has improved care quality but also require us to navigate significant workforce constraints, requiring expensive international and retention strategies to meet requirements. The new Accreditation process linked to the strengthened quality standards will elevate service quality - quality that the community expects but doesn’t come without a financial impost. Finally, the reforms require continued focus on best-practice corporate governance, a strong and important area of focus for the Board.

All of this is occurring in the midst of a challenging economic climate where Warrigal must also make a return to ensure it remains financially sustainable and future-focused to provide even better services. I am confident that Warrigal’s growth and size provides the foundation to tackle these challenges to grow, flourish and thrive further in the future.

As I look back over these years, I treasure most the relationships that I have experienced along the way. The collegiate attitude of all the Directors with whom I have served. The exceptional support extended to me by the

previous CEOs and their Executive teams, both during Board and Committee meetings as well as in ad-hoc gatherings.

The support staff who do their job mainly in the background, but who are so essential for a well-managed organisation. And the frontline staff, those at the “coal face” as some might say. Be they the carers, nurses, kitchen staff, maintenance personnel, cleaners, receptionists, physios, to name but a few. And where would we be without the 500+ volunteers? I must take this opportunity to also thank our Company Members who provided guidance and wisdom to both me and the Board over all these years, and who have shown trust in us by electing us to these honoured Board positions.

Having served on the Board over all these years, and being its leader of late, has been the greatest privilege of my career. I am extremely humbled by the kind words expressed to me over the past few months as I travelled around Warrigal to thank everyone for their contribution to Warrigal’s success. Warrigal has grown substantially. Warrigal is now one of the foremost leaders in the Aged Care Sector. It has won awards of excellence on many occasions. It has a workforce second to none, and the infrastructure to meet our customers’ needs. Warrigal has a detailed Strategic Plan for the future, and very strong Corporate Governance that underpins its operations.

I leave Warrigal with a sad heart but with the utmost confidence that our shared vision of “A world where older people feel known, loved, and connected” is in very capable and experienced hands, and that Warrigal will continue to make a difference for so many people in our community.

Wyn Janssen
Chair of the Board

Chief Executive Officer Report

Jenni Hutchins

A world where older people feel known, loved, and connected: from November 2024, this became our approved vision at Warrigal. The beauty of this vision is that we can all see ourselves in it. How are you known? How are you loved? How are you connected? How do we meet this high goal for our residents, clients and families through our service delivery? This question becomes our purpose.

An organisation's strategic focus incorporates many macro and micro elements to achieve the outcomes determined by the Board. To achieve these outcomes, smaller but equally important achievements must be publicly celebrated. I have documented some of them here.

Our Year of **Unity and Growth**

Our new Warrigal Central office heralded the commencement of the new year with our people moving into technologically advanced and welcoming offices. Being located together and harnessing our new communication strategies has strongly united our teams.

Building on this foundation, we prioritised three key areas: unity, culture and leadership. Through our leadership speaker series, we have welcomed inspiring guests who have shared their journeys with leaders across Warrigal. These sessions have strengthened our leadership capabilities, whilst our wellbeing series has provided our people with practical tools to support their personal and professional wellbeing.

Celebrating **Our People**

At Warrigal, we proudly celebrate the dedicated years of service shown by our exceptional staff and volunteers. This year, 232 staff received awards ranging from 5 years to 40 years of service. Our volunteers were equally recognised, with 53 volunteers, including our company members, also receiving service awards ranging from 5 years to 40 years of service.

Our annual Employee Engagement Survey provides valuable data on how our people view working at Warrigal. In 2025, a remarkable 98% of our staff responded. We improved or maintained performance on each of the 75 questions and strengthened our three high-level criteria: Engagement (85%), Progress (81%) and Wellbeing (76%).

“

For an organisation of our size, this improvement was regarded as remarkable.

I strongly believe that employee engagement and satisfaction are hallmarks of a safe and healthy organisation. Strength in these areas assists in decreasing staff turnover whilst increasing wellbeing, engagement and progress. We have had a 247% increase in visits to our careers web page and have employed 60 additional nurses in the last 12 months. Our workforce has stabilised in terms of turnover.

Aspiring to **Excellence**

We celebrated a record-breaking occupancy this year, reaching 96.5% across our homes - the highest in Warrigal's history. This achievement reflects the strong demand for our services and the trust families place in us to provide quality care and connection to older people.

In terms of property, we have confirmed our commitment to sustainability through our Sustainability Plan and we were recognised with a Highly Commended in the Illawarra Business Awards for Sustainability.

Preparing for **Change**

Change and progress extend beyond legislative and government reforms - they encompass demography, demand, and societal shifts. The generation approaching aged care services is technologically savvy and, where financially able, expected to contribute to their care costs. This future client group seeks more: more quality, more luxury, more options. Our Strategic Plan's Pillar 4 prepares us for these evolving demands by analysing demographics against our services, helping us consider what now? What next?

Data trends reveal the scale of transformation occurring across our sector. We are seeing increased changes in the age of entry, duration of care, acuity of need, and the number of people requiring services. At a community level, more people are being delayed in hospital due to a lack of aged care beds, whilst others await assessments for home services and subsequent service provision. Acuity of care in our homes

has increased, with trends towards shorter duration of care emerging, indicating that a more medically focused care model is needed. Our village resident entrants average 78 years of age, bringing with them a desire to stay home until the end of life, highlighting the need for a more holistic care model.

FY24 focused on preparation for legislative change with the implementation of new aged care legislation. The federal election campaign delayed legislative progress, ultimately pushing the enactment date to November 1. Whilst navigating these regulatory changes, we have also focused on diversity and inclusion, engaging all staff in cultural engagement training in preparation for our first Reconciliation Action Plan to be launched in the coming year.

Financial **Performance**

Warrigal Care Limited reported an operating surplus of \$27.60 million, with a final surplus of \$23.62 million after accounting for fair value gains on investment properties and net financing costs. Operating revenue declined to \$314.48 million, mainly due to the absence of prior year acquisition gains. Operating expenses rose to \$286.88 million, driven largely by increased personnel costs, which reached \$201.76 million due to wage increases and staffing requirements under AN-ACC. Government funding remained the primary revenue source, increasing to \$192.98 million.

Looking Ahead

This coming year, we will open our Lake South Village, trial new technology in one of our homes, continue upgrading our technological infrastructure, and embed new legislation whilst developing our whole-of-organisation care model. We have much to accomplish, all with the older person at the centre of what we do.

Acknowledgements

Wyn Janssen, our Chair of the Board, recently toured our homes and services as part of his transition from the board. These visits revealed how well Wyn is known, loved, and connected throughout Warrigal. Deep appreciation from our staff was expressed for his stewardship and humble leadership. I want to express my deep gratitude to Wyn for his guidance, wisdom, and unwavering support; it has been invaluable. Wyn has steered Warrigal's Board with clarity and compassion, always with a future vision.

I, along with the Executive, are collectively grateful for the time, care, and commitment he has provided us. Wyn works with a partnership lens and always working in the best interests of older people. His style, demeanour and values-driven approach have had a strong ripple effect across Warrigal and are visible to our people and our customers. His support of me by sharing his skill, knowledge and time has enabled a strong, focused approach to our strategy. I will be forever grateful for his kind-natured and caring approach.

Culture starts at the top at Warrigal, and the positive values-based culture we aspire to achieve consistently is demonstrated by the Board's Non-Executive Directors in each interaction, followed by the Executives' engagement, connection, and warmth. To the Warrigal Board, thank you for always bringing your best to the table: skill, expertise, knowledge, and time. Our residents, customers, and staff benefit, as do I.

The Executive team at Warrigal is an exceptionally hard-working, collaborative team, and it is a privilege to work with them. Any achievement at Warrigal is a shared achievement; their endeavours are collective, and their goals are the same.

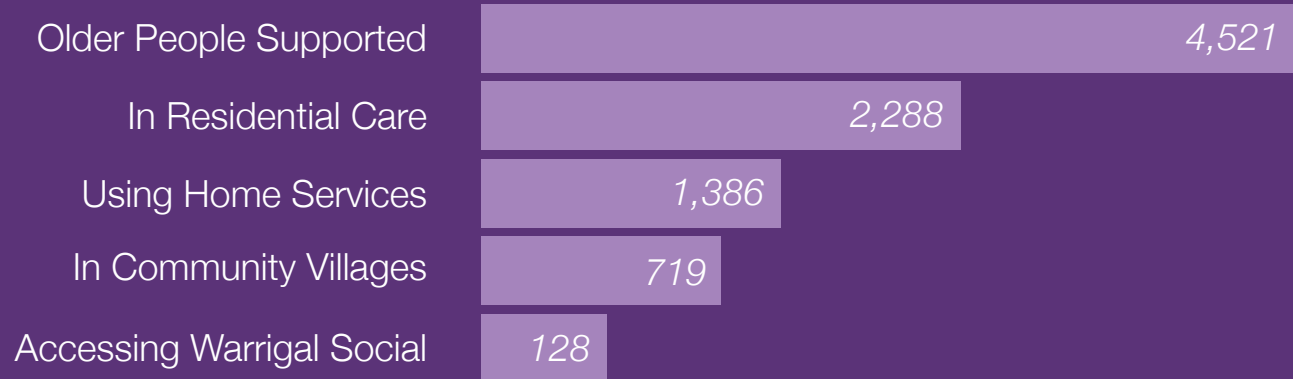
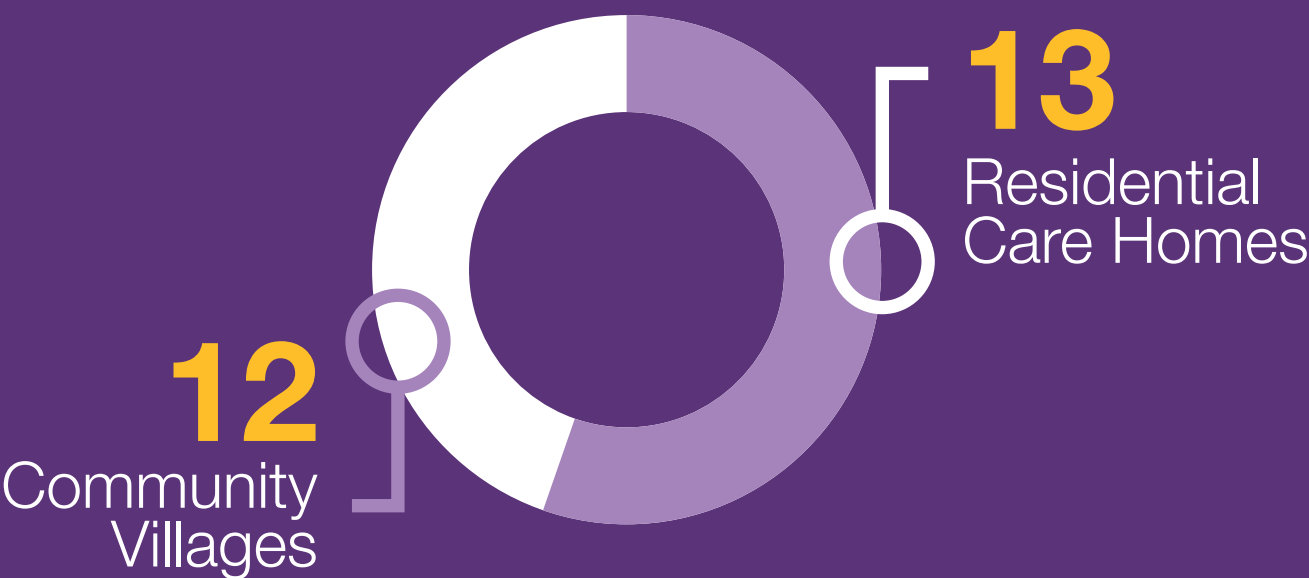
I am privileged to hold this role.



Jenni Hutchins

Chief Executive Officer

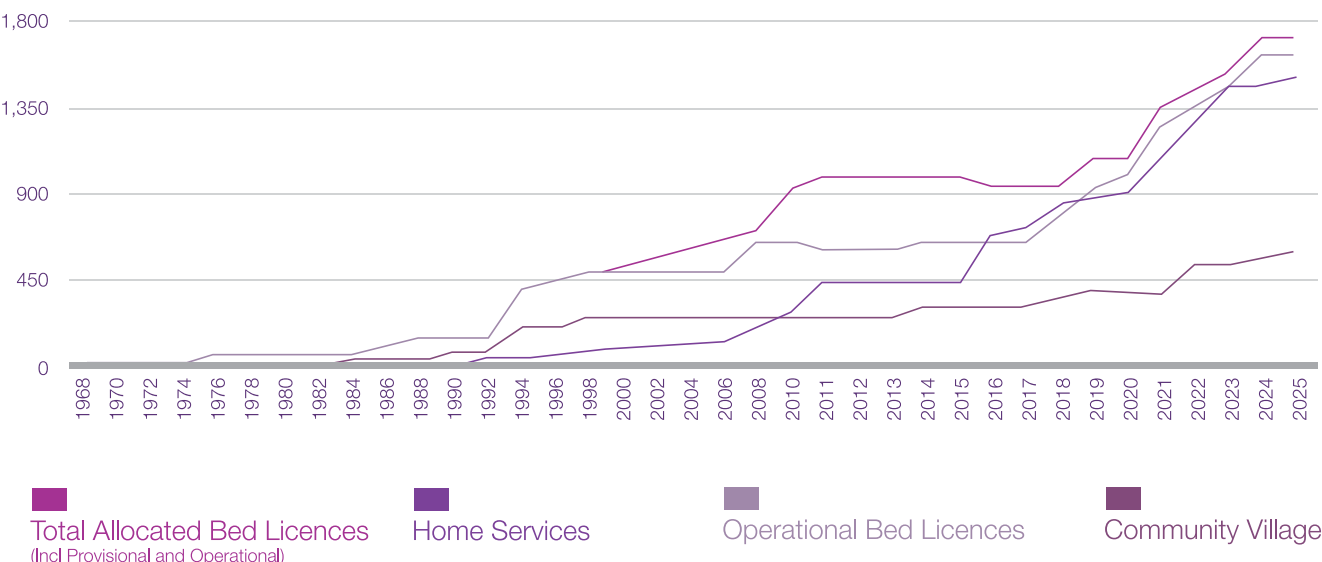
2025 Snapshot



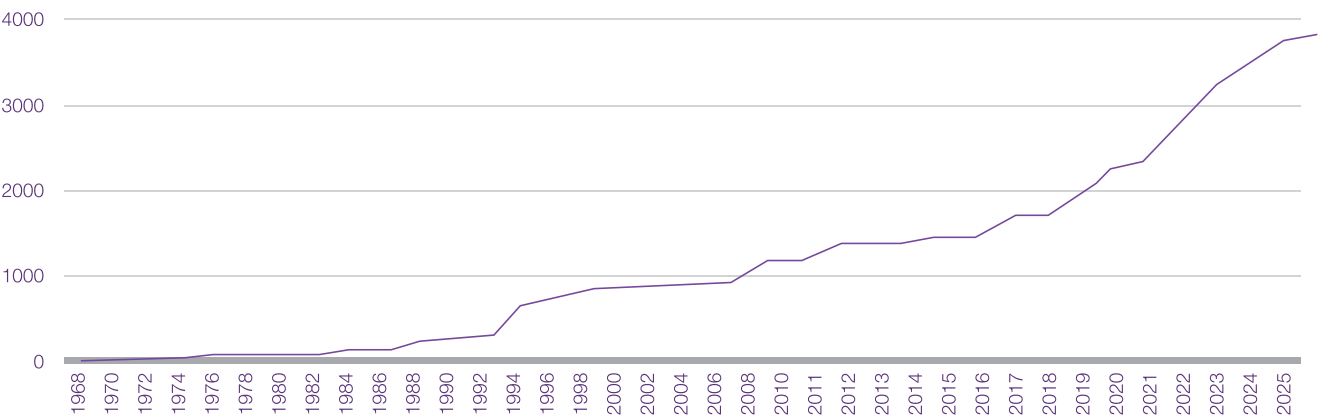
Gwen's 100th Birthday Celebration

This year, we celebrated a remarkable milestone with Gwen, a much-loved resident at Warrigal Hughes, who turned 100. The home hosted a heartfelt celebration in her honour, filled with joy and reflection on her contributions to the community. As part of the occasion, Gwen's support for the Canberra-based charity Lids4Kids Australia was recognised with the gift of a colourful recycled bench seat for the home. The celebration brought residents, staff, and friends together, capturing the spirit of what Warrigal is all about, creating moments where older people feel truly **known, loved, and connected.**

Historical Service Growth by Type



Combined Growth History



Our Board of Directors

All members during 2024/2025



Wyn Janssen
Chairperson
Independent
Non-Executive Director
*Commenced 16/12/2012**

- Chair of Nominations and Remunerations Committee
- Ex Officio Member of all other Committees



Roger Downs
Deputy Chairperson
Independent
Non-Executive Director
Commenced 28/07/1997

- Member of the Nominations and Remunerations Committee
- Chair of the Business Risk and Audit Committee effective 13/09/2023



Scott Bridgement
Independent
Non-Executive Director
Commenced 28/01/2025

- Chair of the Business Risk and Audit Committee effective 1/07/2025



Daniel Rowan
Independent
Non-Executive Director
Commenced 17/10/2023

- Member of the Business Risk and Audit Committee



Sophie Ray
Independent
Non-Executive Director
Commenced 31/03/2025

- Member of Care Governance Committee



Helen Newman
Independent
Non-Executive Director
Commenced 27/10/2004

- Chair of the Care Governance Committee
- Member of the Growth and Sustainability Committee



Philip Thompson OAM
Independent
Non-Executive Director
Commenced 27/10/1999

- Chair of the Growth and Sustainability Committee



Jenni Hutchins
Joint Company Secretary
Commenced 17/10/2023



Lorna Moxham
Independent
Non-Executive Director
Commenced 17/05/2024

- Member of the Care Governance Committee



Nicky Sloan
Independent
Non-Executive Director
Commenced 28/03/2022

- Member of the Care Governance Committee



Suze Mandicos
Joint Company Secretary
Commenced 31/03/2025



For complete biographies of the Board and Executive Team, **please scan.**

*Wyn Janssen was previously a director and Treasurer, of Warrigal from 1997 until 2009, resigning from that role to take up an overseas assignment.

Thank you Wyn

As Wyn Janssen steps down after 28 years on our Board, we thank him for the depth of **care, guidance, and commitment** he has given to Warrigal. His leadership has shaped our organisation in countless ways, and his influence will continue to be felt long into the future.



Our Executive Team

As at October 13, 2025



Jenni Hutchins
Chief Executive Officer
Joint Company Secretary



Suze Mandicos
Chief Finance Officer
Joint Company Secretary
Finance • Procurement • Work, Health and Safety • Payroll • Rostering • Risk



Craig Smith
Chief Operating Officer
Residential Care Homes • Village Services • Home Services • Club Socials • Operational Quality and Compliance Team • Wellness and Lifestyle



Peter Hutchinson
Chief Property Officer
Asset Maintenance • Property Development • Sustainability



Maree Healey
Chief People and Culture Officer
Culture • Industrial/Employee Relations • Learning and Development • Talent Management and Recruitment • Volunteer Management • Clinical Education



Amanda Archer
Chief Design and Growth Officer
Marketing, PR and Events • Internal Communications • Customer Relations • Mergers and Acquisitions • Social Policy • Innovation



Andrew Craig
Chief Information Officer
Cybersecurity • Digital Transformation • Information Technology

Towards 2030 Strategic Plan

Strategic Direction/ Pillar #1: Customers matter	Strategic Direction/ Pillar #2: High quality integrated services	Strategic Direction/ Pillar #3: Workforce (including volunteers)	Strategic Direction/ Pillar #4: Growth
Our intent: We will provide an outstanding experience for all older people, including those with complex care needs. We will earn the trust of their carers and families, and the communities in which they live, by working with them, in partnership with other quality providers when needed, and by being transparent in our dealings with all who entrust us to operate services, and advocate for them on their behalf.	Our intent: We will offer a wide range of services, within different environments, and high quality tiered (base + self-funded) support and service models. We will provide significant support systems in people's homes including in community villages, while ensuring that those in residential care have access to quality living, along with quality health and social supports.	Our intent: We will continue to grow our workforce, including volunteers, to meet growing customer and community needs and expectations. We will strengthen our skills base so our people are highly competent and socially engaged, using technology, while preserving our Warrigal team culture, and being the first choice for people seeking meaningful work.	Our intent: We will operate a sustainable and reliable organisation that our communities recognise is 'here for good' because it invests in serving more people in more ways. This means meeting people's needs at an acceptable cost, having strong revenue sources, and harnessing technology and business efficiencies.
Strategic goals - Quality of life - Willingness to recommend	Strategic goals - Utilisation - Accreditation outcomes - Star ratings - Improved enterprise risk	Strategic goals - Supply our own staff - Willingness to recommend	Strategic goals - Financially self-sustaining services - More people served

Key Achievements of 2025

A Voice for Aged Care

Our CEO has been a strong and consistent advocate for the sector, meeting with MPs, participating in forums, and working with peak bodies to push for fairer funding, realistic reform timelines, and policies that support workforce growth. Her leadership has positioned Warrigal as not just a provider of care, but as a respected voice shaping the future of aged care.

Feedback and Complaints Framework Established

We introduced a new Feedback and Complaints Framework this year, strengthening how we listen to and respond to the voices of our customers, families, and staff. The framework makes it easier for people to share their experiences, ensures feedback is acted on promptly, and drives continuous improvement across all areas of our service.

Internal Communications Framework Established

Born from feedback in our annual Our Voice survey, this year, we introduced Warrigal's first five-level system Communications Framework, a new way of making sure the right information reaches the right people at the right time, helping build stronger connections and supporting our Towards 2030 goals.

Moved into Warrigal Central

This year, we relocated our support office to Warrigal Central in Oak Flats. The modern, purpose-built office brings our teams together in a collaborative space that reflects our vision and values, while providing stronger support for our frontline services. The grand opening in April was marked with a ribbon-cutting and live music, as staff, our Board, and Company Members came together to celebrate this exciting milestone in Warrigal's journey.

Sustainability Plan Finalised

We finalised Warrigal's Sustainability Plan this year, setting out clear goals and actions to reduce our environmental emissions and create greener, more sustainable operations. From energy efficiency initiatives to waste reduction initiatives, the plan ensures we're caring for both people and the planet.



Forward Focus

Radar Technology

In July 2025 the board approved a contact-free radar health monitoring for a Residential Care Home, marking an important step towards introducing contact-free, sensor-based monitoring. This technology will help enhance resident safety by detecting potential health concerns earlier. A dedicated Project Manager has been appointed to oversee the rollout, with clear timelines, measures, and processes now being developed.

Exploring Digital Health Monitoring

We are also exploring in-home monitoring technology for our Community Villages. The system tracks movement, falls, and health patterns, with updates shared primarily with families. This approach supports independence while allowing care to adapt as needs change, giving older people the confidence to remain at home longer and more safely.

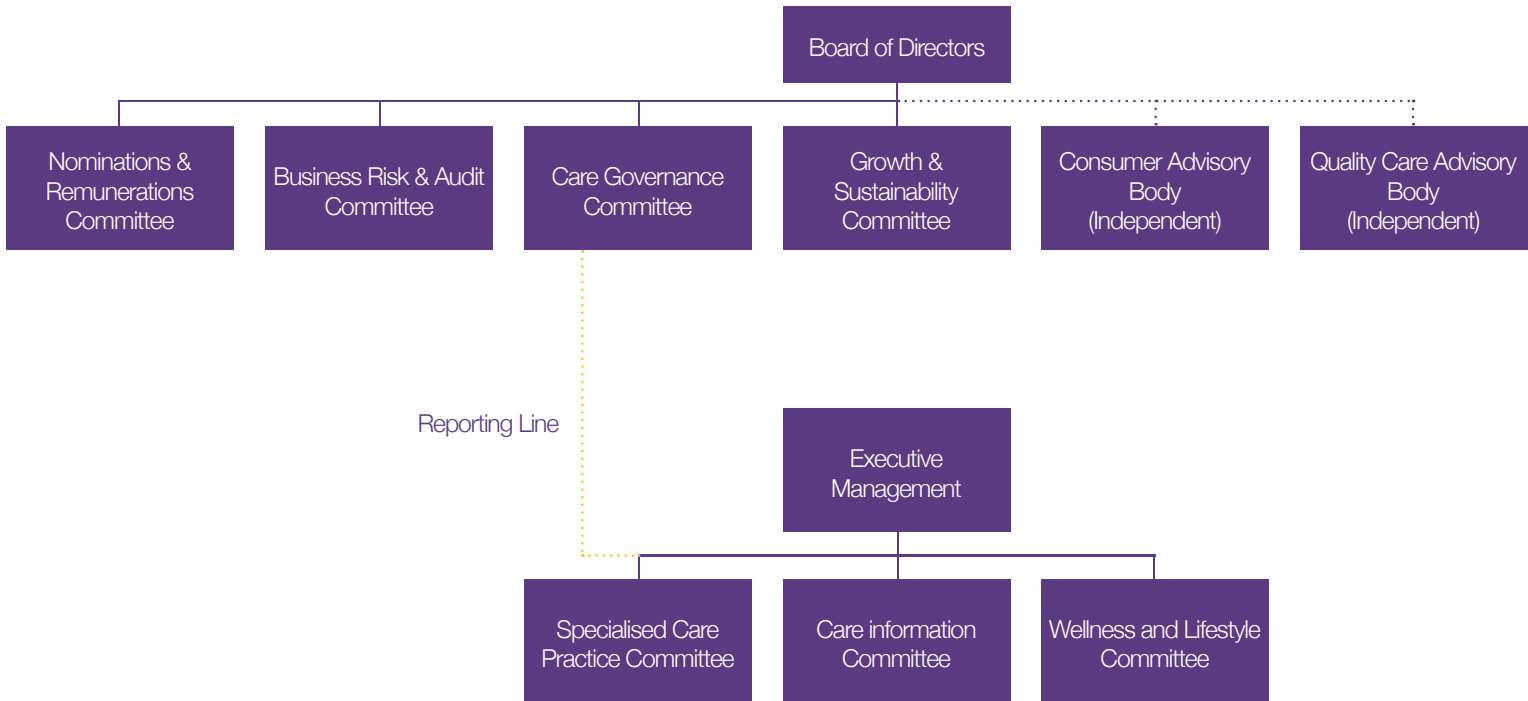
Exploring Assisted Living Apartments (ALA)

As part of Warrigal's forward planning, we are exploring the concept of Assisted Living Apartments (ALA). This model is designed to offer flexibility, security, and continuity of care in a way that adapts to residents' changing needs. ALAs combine the independence of retirement living with the added support of tailored services such as meals, cleaning, and personal care when required. By considering this model, Warrigal aims to provide older people with greater choice and peace of mind, knowing that their home can evolve alongside their lifestyle and care needs.

Preparing for Support at Home

With the new Support at Home program launching in November 2025, we've been reviewing how our services are delivered to meet growing demand. Our focus has been on building workforce capacity, refining care models, and investing in technology like CareVision to strengthen communication. These steps mean Warrigal is well placed to adapt to the reforms while helping older people remain at home for as long as possible.

Our Quality Framework



More Than a Place to Live; A Place to Belong

At Warrigal, residential aged care is about more than providing services. It's about creating homes where people feel truly **known**, **loved**, and **connected**. The heart of our care lies in relationships, the bonds residents form with staff, volunteers, and each other.

This year, those relationships have grown even deeper. Familiar staff who know the little things that matter, a favourite routine, a story told many times, the comfort of a familiar face has helped our residents feel secure and at home. Our lifestyle and allied health teams have worked alongside our residents to design programs that reflect their interests, from April Falls Month's movement-based challenges to Silver Spotlight, which celebrates residents' personal achievements, and of course, the Warrigal Whisk, where recipes and memories are swapped in the kitchen. These shared experiences are about more than activity, they're about joy, confidence, and belonging.

We've also welcomed the wider community into our homes through intergenerational programs and volunteer visits. These connections bring fresh energy and warmth, reminding us all that every stage of life is enriched by friendship and care. For our residents, it means living in a place where community spirit thrives and where home feels truly like home.



Soup's On at Queanbeyan

At Warrigal Queanbeyan, residents came together through our Warrigal Whisk program to cook up something special. With a much-loved pumpkin soup recipe and a classic pea and ham chosen by the group, the café was soon alive with the sound of chopping, conversation, and laughter. As two slow cookers simmered away, the rich aroma of homemade soup filled the air, drawing people in with a sense of comfort and anticipation. By dinner, the verdict was clear: "Now that's a soup," one resident smiled, while others were already planning what recipes to try next. It was more than just a meal, it was connection, tradition, and joy served in a bowl.

Our New Philosophy of Care

This year, we took an important step in strengthening the way we care for older people by creating Warrigal’s first-ever unified Philosophy of Care, built around our vision and our values.

In simple terms, our Philosophy of Care is a shared promise about what great care looks and feels like, no matter whether someone lives in one of our homes, villages, or receives support at home. It’s about making sure every person is treated with dignity, has choices in how they live, and feels a genuine sense of belonging.

To develop it, our leaders came together in workshops to reflect on their own experiences of care, share inspiring stories from across Warrigal, and talk about what “best practice” truly means.

They worked together to capture this in one clear statement:

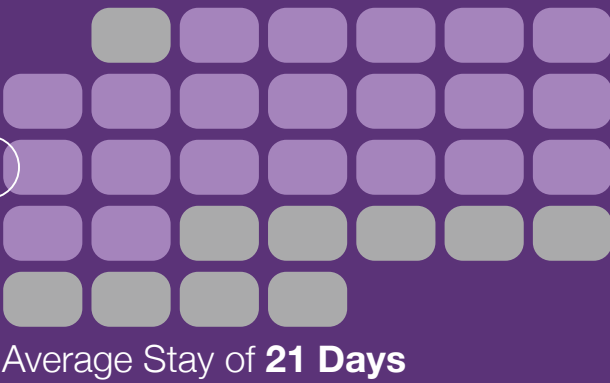
We embrace person-centred and holistic care that empowers residents to live with dignity, joy, and independence. Our trusted reputation stems from uplifting emotional atmospheres, collaborative relationships, and a reliable, skilled workforce. With leadership driving culture and innovation, we ensure care excellence while creating a welcoming and inclusive community.

From here, our Philosophy of Care will be embedded into everything we do, from how we welcome new team members, to the way we plan care, to the programs that support our leaders.

Most importantly, it will guide every interaction, big or small, so that the people we care for always feel known, loved, and connected.



Residents at a Glance



Community Villages with **Heart**

At Warrigal, our Community Villages are more than just places to live, they are places to belong. Each village offers a safe, low-maintenance lifestyle where older people can enjoy independence while staying connected to a community that knows them by name, values their individuality, and supports their well-being.

We place a strong emphasis on wellness, connection, and community life, but what makes our villages truly special is that residents shape much of it themselves. From running their own meetings to organising social gatherings, cultural celebrations, and wellness activities, villagers create communities that reflect their interests and keep them engaged and connected.

For those who may need extra support, access to our home services is available, allowing residents to receive help while remaining in the place they call home. And if care needs change, smooth transitions into residential care mean continuity and peace of mind, with support available every step of the way.

As we look to the year ahead, our focus remains on enhancing village life through projects like Warrigal Lake South, ongoing upgrades to shared spaces, and continued investment in wellness and connection programs. Our villages will always be places where older people feel known, loved, and connected.



Jean's **35-Year** Journey with Warrigal

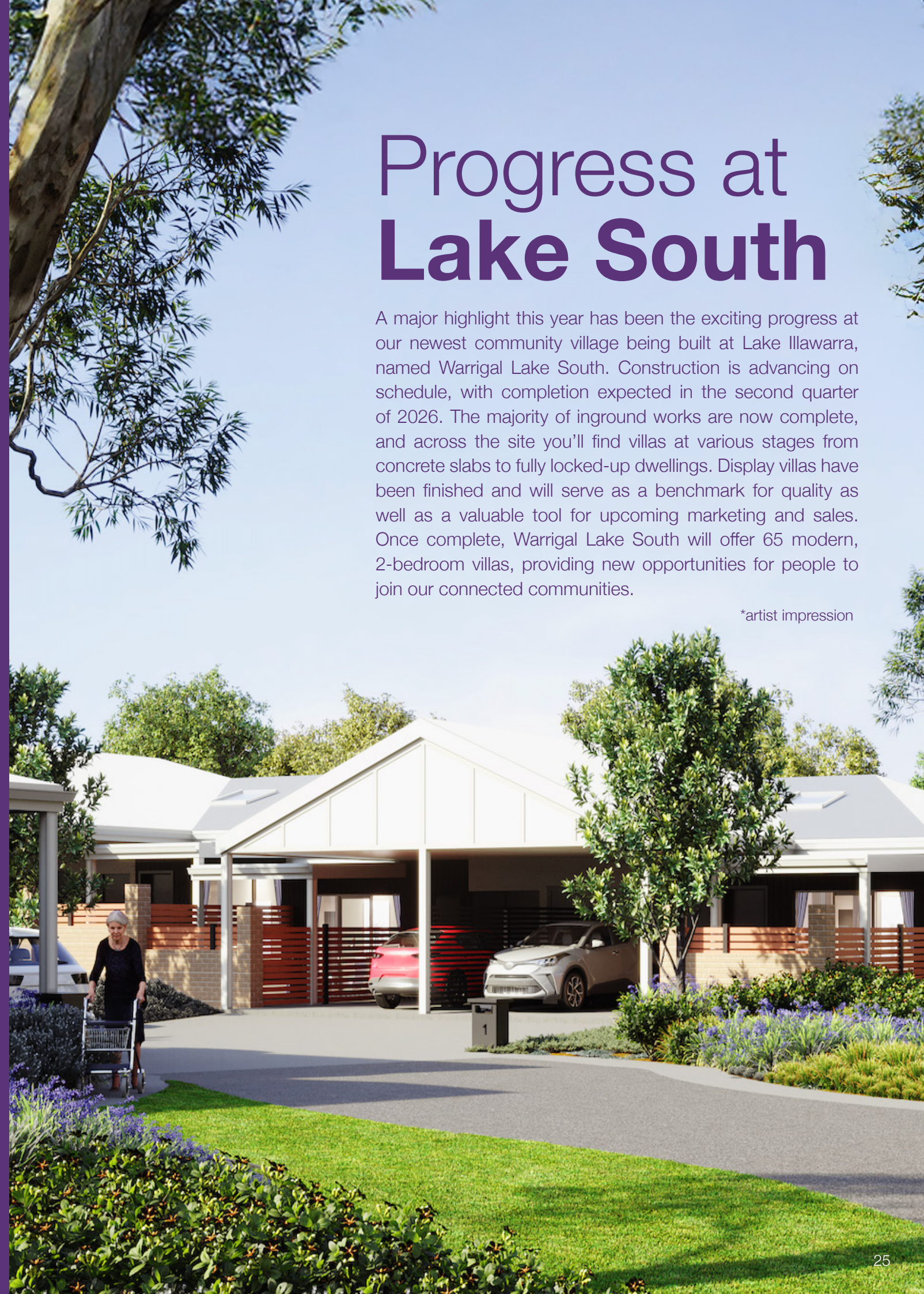
Community and connection have always been at the heart of Jean's story with Warrigal. For more than 35 years, she has been a much-loved part of our community, first at Warrigal Figtree Community Village, where she served as village president for 12 years and as a committee member for 31.

Jean often says village life gave her confidence and purpose, but her favourite memory is falling in love for the first time at 88. Today, she lives closer to family at Warrigal Queanbeyan, where she continues to enjoy bus outings and religious services. Her journey is a reminder of the joy, belonging, and lifelong connections that community brings.

Progress at Lake South

A major highlight this year has been the exciting progress at our newest community village being built at Lake Illawarra, named Warrigal Lake South. Construction is advancing on schedule, with completion expected in the second quarter of 2026. The majority of inground works are now complete, and across the site you'll find villas at various stages from concrete slabs to fully locked-up dwellings. Display villas have been finished and will serve as a benchmark for quality as well as a valuable tool for upcoming marketing and sales. Once complete, Warrigal Lake South will offer 65 modern, 2-bedroom villas, providing new opportunities for people to join our connected communities.

**artist impression*



Staying Independent with Home Services

At Warrigal, Home Services are about more than providing support and care, it's about making sure older people feel known, loved, and connected while remaining in the place they call home.

This year, demand for home-based care continued to grow. We're now proudly supporting 1,514 clients across the Illawarra and Southern Highlands.

With the Support at Home Program set to start in November 2025, we're already preparing for the changes it will bring. Our systems, our people, and our approach put us in a strong position to adapt, ensuring older people can stay connected, comfortable, and confident in their own homes well into the future.

CareVision, introduced last year, is now fully embedded across Home Services.

It's making a real difference for clients and families, improving communication, providing real-time updates, and giving families more confidence that their loved ones are being well supported.

This year, Warrigal Social has continued to bring people together across the Illawarra and Goulburn. From themed celebrations and live music to day trips and cultural events, every gathering has sparked laughter, conversation, and new friendships.

For many, Warrigal Social is the first step into our community, a chance to meet others, share stories, and feel the joy of connection. As the program has grown, so too have the opportunities for older people to stay active, engaged, and part of something special.

In the last year, Warrigal Home Services provided assistance to an overall total of **1,514 customers**.

Illawarra
Total Customers: 1,086

106 Warrigal Social

224 Warrigal Home Services (HCP)

129 Warrigal Home Services (Private and Brokered Services)

545 Warrigal Home Services (CHSP Individual)

82 Warrigal Home Services (Veterans Home Care)

Southern Highlands
Total Customers: 428

22 Warrigal Social

164 Warrigal Home Services (HCP)

37 Warrigal Home Services (Private and Brokered Services)

138 Warrigal Home Services (CHSP Individual)

67 Warrigal Home Services (Veterans Home Care)



Warrigal Social's Biggest Morning Tea

Our Warrigal Social Illawarra service held a wonderful Biggest Morning Tea event in support of Cancer Council's annual appeal. Joining at our Warrigal Social Hub for a fantastic day of friendship, connection and laughter, everyone rallied together, raising over \$500 - a true reflection of the generosity and kindness within the Warrigal community.

Our **People**: Living our vision at work

At Warrigal, our people are the heart of our vision. The **care**, **compassion**, and **expertise** of our team is what makes this vision real in the lives of the thousands of older people we care for every day.

Listening and Acting **Together**

In May 2025, we ran our second Our Voice Survey, giving every team member the chance to share their honest feedback on working at Warrigal. The response was extraordinary, 98% of our workforce took part, compared to 76% the year before. This remarkable participation speaks volumes about the trust our people have in the process, and their shared commitment to shaping an even better workplace.

These results show we're moving in the right direction. They also give us clear priorities for the year ahead. Every team will create action plans tailored to their feedback, and we'll check in quarterly to ensure meaningful progress.

The enthusiasm around the survey was contagious, every location and home celebrated with creative engagement activities, themed events, and plenty of fun. These moments didn't just boost survey participation; they built connection and energy across Warrigal.

'Our **Voice**' Survey Results



Recognition at the **Xref Awards**

The impact of our Voice results was recognised on a national stage at the Xref Awards, where Warrigal achieved two awards:

- **Best Workplace**
For delivering exceptional employee experience and engagement
- **Change Champion**
For significant improvements across work practices and outcomes

These awards belong to every member of our team and confirm that our culture is something special.



Celebrating Service at the **2025 Service Awards**

This year, we proudly celebrated 232 people who reached a service milestone with Warrigal. From five years of service to an incredible forty years, each award recognised a personal commitment to our shared purpose. Ceremonies were held in the Illawarra and Southern Highlands, bringing together colleagues, friends, and families. These events were a chance to pause and say thank you to the people whose loyalty and passion have shaped Warrigal into the organisation it is today.



Commitment to Gender Equality: WGEA Results

For the second year in a row, Warrigal’s gender pay gap is negative (-1.3%), meaning on average, women at Warrigal are paid more than men.

All employees	2022-23	2023-24	2024-25
Average total remuneration	6.3%	-0.7%	-1.3%
Median total remuneration	5.1%	1.0%	-1.6%
Average base salary	5.9%	0.0%	-0.8%
Median base salary	3.6%	1.1%	0.4%

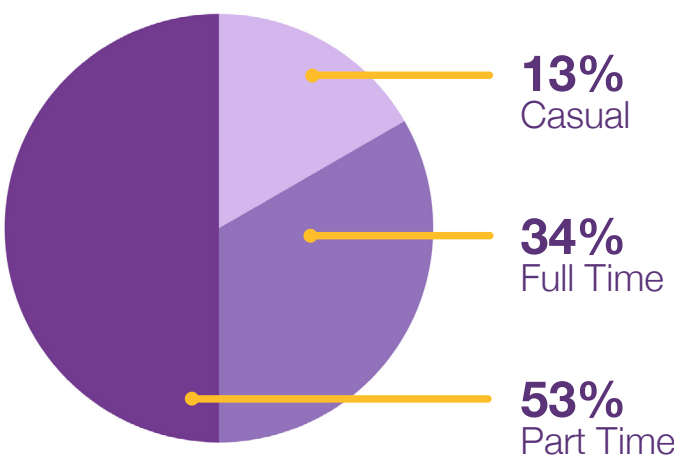
With 79% of our workforce and 73% of managers being women, this is a strong sign that our pay practices and career opportunities are fair and equitable. We know equity is about more than pay. That’s why we also invest in:

- Regular pay and demographic audits to identify and address barriers
- Open employee feedback channels to understand needs and experiences
- Supportive initiatives to promote inclusion, respect, and career growth

We’re proud of our progress and are committed to maintaining – or improving – these results in the years ahead.

Staff Profile

2086 Total Number of Staff
79% are Female
21% are Male
78% of Managers are Female
4 Female Executive Managers out of 7
4 Female Board Members out of 9



Honouring Sandra Pearson

45 Years of Service

It is with great sadness that we acknowledge the passing of Sandra Pearson, a much-loved Warrigal Company Member and Life Member, who gave more than 45 years of dedicated service to Warrigal. Sandra passed away peacefully at the age of 80 on 27 April 2025.

Sandra’s connection to Warrigal began when her mother-in-law moved into care at Warrigal Mt Warrigal. Wanting to give back, she became a driving force behind the establishment of the Warrigal Care Auxiliary. The Auxiliary went on to fundraise tirelessly for Warrigal, running bingo nights, golf days, art shows, bus trips, cake stalls, and more. Their efforts continue today through the management of the Warilla Op Shop.

Sandra’s deep commitment to Warrigal was matched only by her passion for her community. She volunteered her time generously to many causes, including the Surf Club, Red Cross, and numerous local organisations. Her contributions were grounded in kindness, energy, and a genuine belief in making a difference.

Sandra was due to receive her 45 Years of Volunteer Service Award this year. While she is no longer with us to accept it in person, her legacy of dedication, compassion, and community spirit will live on in the lives she touched.

As Sandra once said: “Volunteering is all good fun and I’ve learnt a lot.” Her spirit will remain part of Warrigal’s story for years to come.



Volunteers

The Heart of Warrigal

Warrigal reached a significant milestone with **over 519 dedicated volunteers** contributing **39,636 hours** of their time, energy, and heart to our services. Their impact has been both profound and far-reaching. From lending a hand at events and in our Op Shop, to offering companionship, transport, and assistance across our homes and villages, our volunteers continue to play a vital role in creating a world where older people feel **known, loved, and connected**.

Norm Rowland Volunteer Award Winners 2025

Named in honour of our founder, Norm Rowland OAM, these awards recognise volunteers who embody his spirit of service and commitment to improving the lives of older people.



Kathryn McQuarrie, Warrigal Stirling

For over 30 years, Kathryn has brought joy and comfort to Warrigal Stirling through her pet therapy group, support for church and memorial services, and involvement in major events. Her visits with her therapy dogs are a highlight for residents, offering companionship, peace, and connection. Kathryn's kindness and dedication embody the spirit of the Norm Rowland Award.



Alana Walker, Warrigal Mt Warrigal

Since 2015, Alana has been a constant source of care and comfort at Mount Warrigal. Known for her gentle, dependable nature, she supports residents in countless ways from assisting at activities to offering quiet companionship. Her warmth, patience, and genuine care reflect Warrigal's vision of a world where older people feel known, loved, and connected.



Volunteer Years of Service

This year, our volunteer celebrations grew to include our Company Members. Many have been part of Warrigal for more than 45 years, offering wisdom, guidance, and stability that have shaped our journey. Their long-standing commitment has been a cornerstone of Warrigal's growth into the trusted aged care provider we are today.



Illawarra

- 12 volunteers for **5 years of service**
- 11 volunteers for **10 years of service**
- 6 volunteers for **15 years of service**
- 2 volunteers for **20 years of service**
- 4 volunteers for **25 years of service**
- 2 volunteers for **30 years of service**
- 1 volunteer for **35 years of service**
- 2 volunteers for **40 years of service**

Southern

- 4 volunteers for **5 years of service**
- 8 volunteers for **10 years of service**
- 1 volunteer for **15 years of service**
- 1 volunteer for **30 years of service**

Safe & Personalised Clinical Care

Our Operational Quality and Compliance (OQAC) team plays a vital role in upholding Warrigal's Clinical Governance Framework. Their work brings together leadership, policies, procedures, monitoring, and continuous improvement to make sure quality and safety remain front and centre. At its heart, this framework is about people, supporting the well-being and quality of life of every resident through a person-centred approach, and ensuring the care we deliver is always the best it can be.

Preparing for the Strengthened Quality Standards

With the new Strengthened Quality Standards due to commence alongside the Aged Care Act in November 2025, Warrigal has taken a proactive and collaborative approach to preparation. Earlier this year, we participated in a test audit with the Aged Care Quality and Safety Commission, giving us valuable insight into how the draft standards will be applied in practice and where we can strengthen our approach.

Dedicated working groups were established for each standard, bringing together staff from across Warrigal to complete a detailed gap analysis. From this, a clear implementation plan was developed, focusing on risk assessment, policy updates, training, and preparation for the new registration audit. These strengthened standards will not only support compliance, but will also enhance how we deliver safe, person-centred care, improve governance systems, and ensure our services continue to evolve with the needs of older people.

Achieving Re-accreditation

Re-accreditation continued throughout the year with reference to the current Aged Care Quality Standards. We underwent two re-accreditation audits at Warrigal Mount Terry and Warrigal Coniston, conducted by the Aged Care Quality and Safety Commission. Both homes successfully met all required standards, a result that reflects the dedication of our teams and our ongoing commitment to providing safe, high-quality care for residents.

Clinical Indicators



Behaviour incidents have steadily decreased, supported by education and guidance from Warrigal's Dementia Specialist Educator and Professor of Dementia Care. Collaborating with psychology services in the ACT has also helped residents living with mental health challenges, leading to more positive outcomes and fewer unmet needs.



Falls remain variable month to month, influenced by resident choice and changing needs. However, focused initiatives such as 'April Falls Month' and careful reviews of medication use have contributed to positive improvements and reduced risk.



Infection incidents have declined thanks to the ongoing work of our Infection Prevention and Control leadership, together with dedicated leads in each home. Their efforts have kept residents safer, even through challenging seasons.



Medication incidents have continued their downward trend following the introduction of a digital prescribing system across Warrigal homes, improving safety and confidence for residents and families alike.



Skin Injury incidents have also declined, supported by the standardisation of skin care and continence products and the flow-on effects of fewer falls.

Keeping Healthy with Food and Dining

One of the key changes under the new Standards is the heightened focus on food and dining, something we have been working on for the past 12 months. This project has identified opportunities to achieve greater efficiencies in purchasing, improve consistency in menu planning, and strengthen approaches across other key areas such as laundry and cleaning. To lead this important work, we created the new role of General Manager, Hotel Services, ensuring strong oversight and a clear focus on enhancing the daily living experience for residents.

This year, several of our homes including Stirling, Albion Park Rail, Bundanoon, Hughes, Mt Warrigal, Multicultural Village, Queanbeyan, Shell Cove, and Calwell welcomed reviews from a third-party

contractor on behalf of the Aged Care Quality and Safety Commission. These reviews looked closely at the meal and dining experience for residents, and the reports have been shared with both our residential care managers and our newly appointed General Manager, Hotel Services, to guide further improvements. Encouragingly, they place us in a strong position as we prepare for the new Strengthened Quality Standards.

Our commitment to food safety and quality has also been recognised by the NSW and ACT Food Authorities, with 12 of our homes receiving an "A" rating for excellence in food safety, hygiene, and compliance. One home received a "B" rating, and improvements are already underway to lift this to an "A."

Star Ratings

The star rating system provides simple information about the quality of care delivered by a home and how that home compares to others. The ratings can change daily with accreditation and survey results. Our objective remains that all our homes have a minimum 3-star rating (meets expectations).

Star Rating	Definition
★	Significant improvement needed
★★	Improvement needed
★★★	Acceptable
★★★★	Good
★★★★★	Excellent

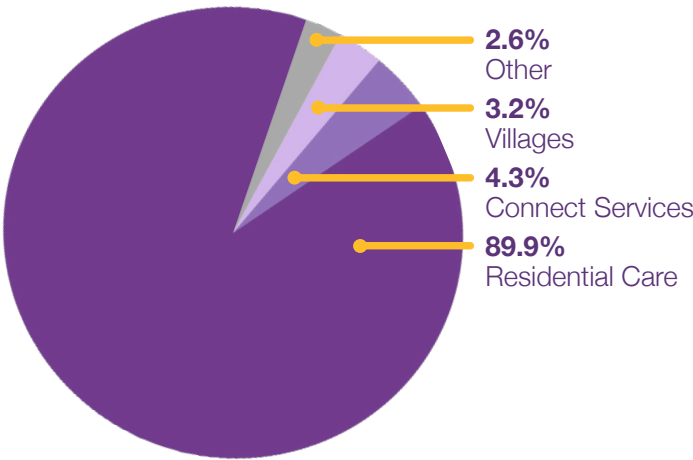
As of August 2025, Warrigal has achieved:

★★★ **3 stars** for Calwell, Mount Terry, Queanbeyan, and Wollongong.

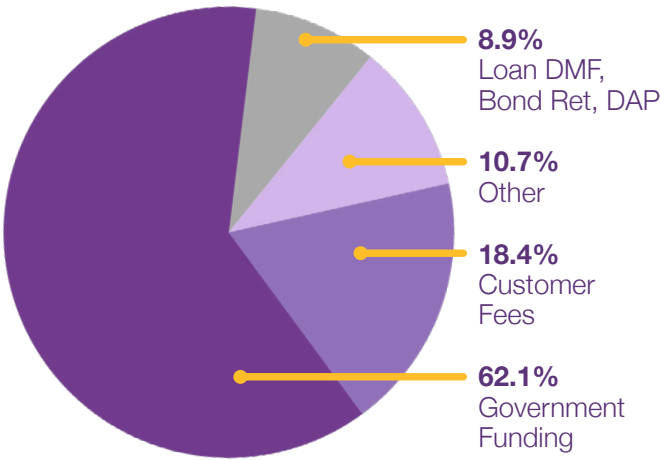
★★★★ **4 stars** for Albion Park Rail, Bundanoon, Coniston, Goulburn, Hughes, Mt Warrigal, Shell Cove, Stirling and Multicultural Village.

Financial Snapshots

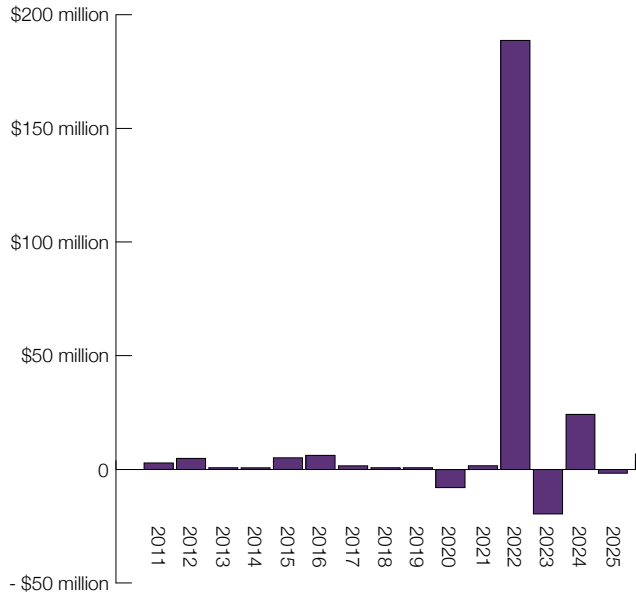
Summary of Expenditure by **Service Type 2025**



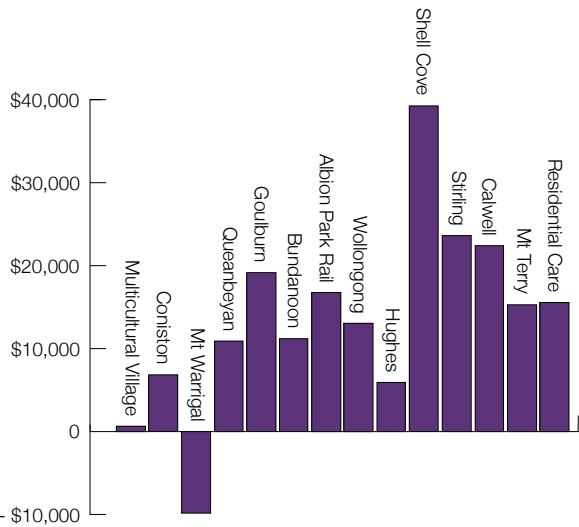
Summary of **Income Source 2025**



Cash from **Operating Activities**



2024-25 EBITDA
(Earnings Before Interest, Tax, Depreciation and Amortisation) for Residential Care Homes Per Bed



Building Connection & Inclusion

Community Engagement

Our signature events this year, Aged Care Pathways in the Illawarra and Canberra, Ageing Well with Warrigal, and Harmony Day, gave older people, families, and carers the chance to learn more about aged care options, wellness initiatives, and available support services. These events strengthened community connections, positioning Warrigal as a trusted partner in ageing well.

Social Media Stats

As at October 13, 2025

Instagram	Facebook	LinkedIn	YouTube
998	6,077	3,231	209

Diversity Action Plan

We've made strong progress on our 2024–2026 Diversity Action Plan, with 32 actions completed and another 26 well underway. Highlights include demographic mapping across all sites, a new Diversity and Inclusion SharePoint hub for staff, and training in trauma-informed care, cultural safety, and First Nations immersion. We've also built partnerships with peak bodies and improved accessible communications through translations and visual formats.

Aboriginal Cultural Training

This year we continued to deepen our understanding of Aboriginal culture, history, and perspectives. Training has already been delivered to our Board, leaders, managers, and lifestyle teams, and is now being extended to all staff. Led by respected local Aboriginal woman Errolyn Strang and her team, the sessions combine hands-on activities, truth-telling, and Yarning Circles with Elders, creating space for reflection, conversation, and stronger cultural awareness.

Staying Connected

Our newsletters, The Warrigal Watch (internal) and The Warrigal Connection (external), continue to keep our people informed and connected. They share updates, stories, and achievements, building engagement, transparency, and a sense of belonging across our community.

Building a **Better Future Together**

At Warrigal, sustainability is more than an operational goal, it's about making choices today that create a healthier, more affordable, and more sustainable future for our communities. Over the past year, we've delivered practical, measurable results that benefit our residents, customers, staff, and the environment.

This year we've implemented targeted projects that are already delivering clear environmental and financial outcomes:

- A new 99.44 kW rooftop solar PV system at Warrigal Stirling now generates around 362 kWh of electricity daily **saving over \$26,000** annually and cutting emissions. At our new Warrigal Central head office, an 80kW rooftop solar PV system now offsets all daytime power needs, with any extra grid power coming from 100% accredited GreenPower.
- Most lighting in our Residential Care Homes has now been replaced with energy-efficient LEDs, **lowering energy use, greenhouse emissions, and costs.**
- At Warrigal Wollongong, we replaced older gas hot water systems with electric heat pumps cutting carbon emissions by 76% and **reducing running costs by 46%.**



Our efforts were recognised in 2025 when Warrigal received Highly Commended in the 'Excellence in Sustainability' Award at the Illawarra Business Awards. While we're proud of this recognition, what matters most is the real-world difference these initiatives make every day for the environment, for our organisation, and for the people we support.

Looking ahead, we'll continue to invest in sustainable technologies and practices that keep Warrigal's communities energy-efficient, cost-effective, and environmentally responsible helping ensure older people can live their best lives in a thriving, sustainable future.

Sustainable Operations and Smart Choices

- We purchased five Toyota RAV4 hybrid fleet vehicles, saving over \$20,000 in fuel costs and avoiding 32 tonnes of CO₂ emissions over three years compared to petrol cars.
- New recycling systems at Albion Park Rail Residential Care Home and Warrigal Central now collect food organics, mixed recycling, cardboard, batteries, secure document destruction (through our partnership with local social enterprise Flagstaff), and "Return & Earn" containers.
- We distributed 600 copies of our Heating & Cooling guide to village households and home services customers, helping them save energy, improve comfort, and access rebates.
- Expired but unopened personal protective equipment has been donated to the local TAFE for student training keeping materials out of landfill and supporting workforce education.

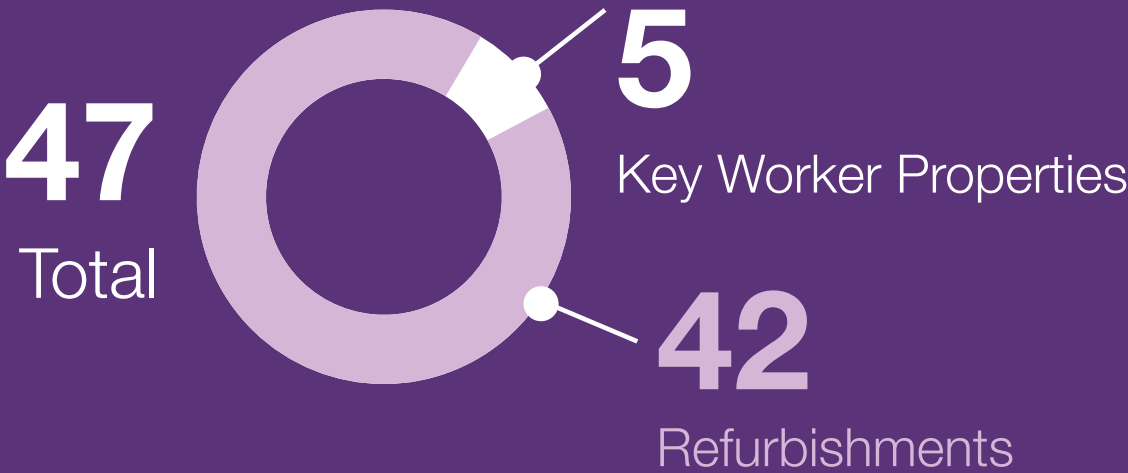


Top 5 Property Priority Projects 2025

Warrigal delivered several high-priority infrastructure projects to improve safety, compliance, and resident comfort across our sites. At our Warrigal Albion Park Rail Village and Warrigal Multicultural Village, critical stormwater drainage upgrades were completed to prevent flooding and protect village assets. At Warrigal Stirling, the kitchen flooring was replaced to meet compliance standards while maintaining uninterrupted service to residents.

Other key projects included converting an unused spa room at Warrigal Goulburn into a functional pan room to better support care staff, replacing the roof at Warrigal Albion Park Rail home to eliminate leaks and improve building integrity, and replacing fire dampers at Warrigal Wollongong and The Links Seaside by Warrigal to meet compliance requirements. These upgrades have strengthened safety, enhanced our sites, and ensured our homes and villages remain secure, comfortable, and compliant environments for residents.

Refurbishments



Maintenance Requests



Sustainability starts with us

Moving into Warrigal Central in early 2025, our Warrigal Support Services team have implemented several sustainable practices in order to create a greener working environment.

Led by the Sustainability team, these environmental initiatives have included:

- **Clean Up Australia Day:** Picking up litter in the carpark and surrounding bushland near Warrigal Central.
- **National Tree Day:** Planting several trees in the bushland next to Warrigal Central.
- **World Environment Day:** Staff got together to plant a herb garden on the sun deck, allowing them to use fresh herbs in their lunch.
- **Earth Hour:** Lights at the office were turned off, and an environmental-themed trivia game was held in the seminar room.
- **Adopt a Plant:** In an effort to create a greener work space, Warrigal Central staff had the opportunity to 'adopt a plant' in the office and become responsible for taking care of it.
- **Recycling Program:** Driven by volunteers, Warrigal Central participates in a Return & Earn program, with all money raised donated back to programs for our older people and residents.

Staff engagement continues to be very positive, as they join together to make a meaningful sustainable impact at Warrigal Central.



Our Locations

Warrigal Central

Administration Centre

Level 2, 10 Pioneer Drive
Oak Flats NSW 2529
Phone: 1800 927 744
Fax: 02 4257 4232

Illawarra Auxiliary

Op Shop
George Street
Warilla NSW 2528
Phone: 02 4296 3794

Property Services Depot

121 Industrial Road
Oak Flats NSW 2527

Warrigal Residential Care Homes

Albion Park Rail / 148 places
2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 90 places
20 Hill Street
Bundanoon NSW 2578

Calwell
43 Were Street / 153 places
Calwell ACT 2905

Coniston / 59 places
91 Bridge Street
Coniston NSW 2500

Goulburn / 165 places
7 St Aubyn Road
Goulburn NSW 2580

Mt Warrigal / 40 places
5 Rowland Avenue
Mount Warrigal NSW 2528

Mount Terry / 151 places
95 Daintree Drive
Albion Park NSW 2527

Queanbeyan / 130 places
Cnr Canberra Avenue &
Campbell Street
Queanbeyan NSW 2620

Shell Cove / 131 places
50 Harbour Boulevard
Shell Cove NSW 2529

Stirling / 144 places
41 Fremantle Drive
Stirling ACT 2611

Warrigal Wollongong / 155 places
1 Ross Street
Wollongong NSW 2500

Warrigal Hughes / 177 places
95 Groom Street
Hughes ACT 2605

Warrigal Multicultural Village /
99 places
1 Eyre Place
Warrarong NSW 2502

Warrigal Home Services Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

Warrigal Social Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

Warrigal Community Villages

Albion Park / 16 villas
7-19 O’Gorman Street
Albion Park NSW 2527

Albion Park Rail / 64 villas and
apartments
2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 12 villas and
apartments
20 Hill Street
Bundanoon NSW 2578

Figtree / 39 villas and apartments
69 O’Briens Road
Figtree NSW 2525

Goulburn / 36 villas and apartments
7 St Aubyn Road
Goulburn NSW 2580

Hughes / 30 townhouses
95 Groom Street
Hughes ACT 2605

Lake Illawarra / 30 villas and
apartments
1-7 Grove Circuit
Lake Illawarra NSW 2528

Queanbeyan / 51 villas and
apartments, and 3 serviced
apartments
18 George Street
Queanbeyan NSW 2620

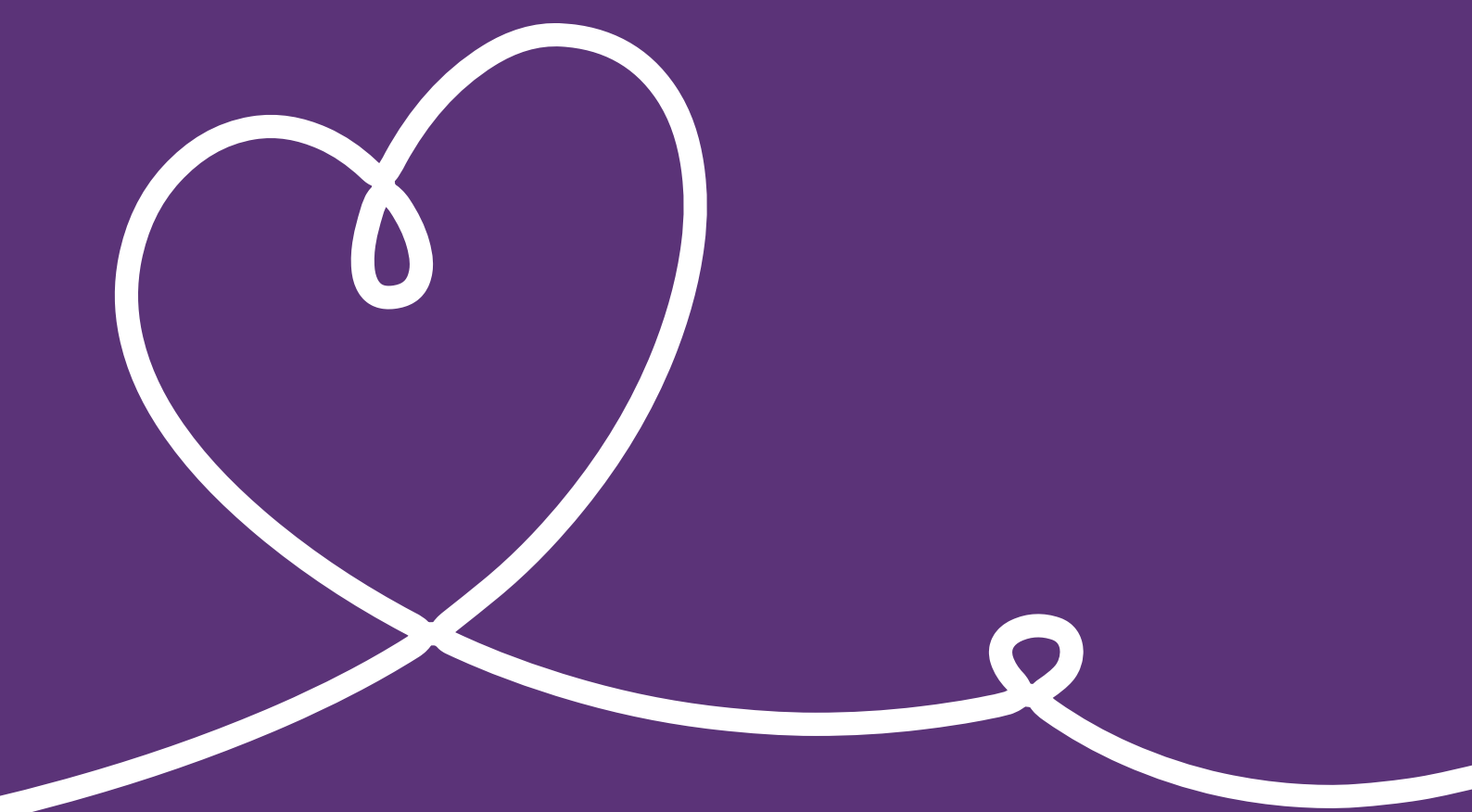
Shell Cove / 33 villas, 47
apartments, 6 serviced
apartments and 24 new apartments
50 Harbour Boulevard
Shell Cove NSW 2529

The Links Seaside by Warrigal /
154 apartments
1 Ross Street
Wollongong NSW 2500

Warilla / 8 villas and apartments
1 Arcadia Street
Warilla NSW 2528

Multicultural Village / 8 apartments
1 Eyre Place
Warrawong NSW 2502





Warrigal

Warrigal Registered Office
ABN 34 002 392 636

2 Pine Street
Albion Park Rail, NSW, 2527
P.O Box 435 Albion Park 2527

Toll Free: 1800 927 744
Email: warrigal@warrigal.com.au
Website: warrigal.com.au

For more information about this annual report
contact Marketing on 1800 927 744

Additional copies of this and previous annual
reports may be downloaded from our website.



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[@warrigal-care](https://www.linkedin.com/company/warrigal-care)

Disclaimer: We believe the information contained in this publication is accurate at the time of production (October 2025). However, the information is subject to change without notice.