Brightwater

26

annual **report**



With over 120 years of service, Brightwater Care Group is a not-for-profit organisation dedicated to supporting the Western Australian community through aged care, disability and retirement living services.

Our mission

Pursuing the dignity of independence

At Brightwater, we value the potential that lives inside each and every one of us, no matter what that looks like. It's our ability to strive towards our best self every day, to keep learning and to keep growing.

Our vision

Thrive | Connect | Belong

We create communities where people connect and belong, thriving through progressive and responsive care.

Our values

At Brightwater, we are connected by one spirit.

Our spirit is shared when we are **caring**.
We are interested, empathetic partners who empower others and ourselves.

Our spirit is **authentic**.
We are honest, accountable, inclusive and understanding.

Our spirit shows that we are **progressive**.
We listen and share, we are curious and embrace new ways.

Our spirit is **courageous**.
We show leadership and have a go, we are decisive and speak up.

Our shared spirit connects us to our Brightwater community. It guides us to achieve our mission and pursue the dignity of independence.

This is at the heart of everything we do.

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Acknowledgement of Country

In the spirit of reconciliation Brightwater acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



Stewardship through a demanding year

Brightwater's strength lies in the commitment of our people and the trust placed in us by clients, residents, families and the wider community. This year has again shown the importance of remaining focused on our purpose while making careful decisions for Brightwater's future.

It was another demanding year for the aged care and disability sector. Funding pressures, regulatory change and rising demand continued to test providers across aged care, home care and disability services. Against this backdrop, the Board's focus remained on sound governance, financial sustainability and ensuring Brightwater is well placed to serve the Western Australian community into the future.

Brightwater achieved a surplus for the year despite ongoing funding constraints. This result reflects disciplined management and the collective effort of the Executive team and staff.

The Board continued to oversee work to strengthen clinical governance through additional leadership, resources and processes. Strong compliance across the organisation provided further assurance that Brightwater remained focused on quality, accountability and the responsibilities entrusted to us.

We supported a clearer focus for Brightwater's research activity and continued our involvement with Advance Ageing Western Australia. These connections bring sector knowledge, evidence and advocacy into our thinking and strengthen Brightwater's contribution beyond the services we provide directly.

Planning for Brightwater's future remained an important part of the Board's work. We considered a range of growth opportunities during the year and progressed planning for a future development in Iluka. Not every opportunity progressed, but each was carefully assessed against our mission, strategic priorities and long-term capacity.

We also began the process of selling Brightwater Linen, taking a considered approach to ethical divestment by seeking an appropriate buyer for the business.

The Executive team was restructured during the year, creating clearer accountabilities for the next phase of Brightwater's work. The Board values the leadership of the Executive team and the commitment of staff across the organisation in navigating a period of sustained change.

As we look ahead, financial sustainability remains a central challenge for Brightwater and the broader care sector. The Board will continue to balance prudent stewardship with investment in services, capability and future growth. Our responsibility is to protect Brightwater's long-term strength while remaining true to our mission and values.

I would like to thank our CEO, Dr Catherine Stoddart PSM, and the Executive team for their leadership throughout the year. I also acknowledge our staff and volunteers, whose commitment to Brightwater is reflected in the work they do each day.

On behalf of the Board, I extend our thanks to our clients, residents, families, partners and supporters for the trust they continue to place in Brightwater. I also thank my fellow Board members for their guidance and commitment as we continue to support Brightwater's purpose and future.

Joanne Farrell
Board Chair

A year of change and a focus on what matters



This year asked a lot of our people. Across Brightwater, we responded to major reform, growing regulatory requirements and ongoing workforce and funding pressures. At the same time, our staff continued to provide the care and support that people rely on every day.

What stands out most to me is, that despite these challenges, feedback from our clients, residents and families remained positive. That is a credit to the dedication of our people, who consistently put the needs of others first and adapted to change without losing sight of what matters most.

We also saw the strength of our volunteer community. Volunteers bring companionship, friendship and a sense of belonging to many people across Brightwater. Their contribution enriches lives every day, and we are deeply grateful for the time, care and commitment they give.

One of our major priorities this year was preparing for the introduction of the new Aged Care Act and Support at Home program. This required extensive work across policies, systems, contracts and service delivery. While the transition was complex, our teams worked hard to support clients and families and to ensure services continued without disruption.

We also continued to invest in areas where we believe we can make the greatest difference. This included progressing specialist services for people living with young onset dementia, neurological disability and complex support needs, strengthening clinical governance and creating more opportunities for consumers to help shape our services.

Partnerships remained an important part of our work. We collaborated with government, universities, funders and sector organisations to support research, education and advocacy, while working together to address some of the challenges facing the care sector in Western Australia.

The year also required us to make decisions to support Brightwater's long-term sustainability. We progressed the sale of Brightwater Linen and continued to explore opportunities that will help us meet future community needs. These decisions are never taken lightly, but they are important in ensuring Brightwater remains strong and able to deliver on its purpose for years to come.

This year provided an opportunity to reflect on the people, relationships and communities that have shaped Brightwater over generations. From our staff and volunteers to our clients, residents, families and partners, each has played a role in building the organisation we are today.

I would like to thank our staff, volunteers, partners and supporters for their contribution throughout the year. Most importantly, I thank the clients, residents and families who place their trust in us. It is a responsibility we do not take for granted.

As we look ahead, our focus remains clear – providing quality care and support, responding to changing community needs, and helping people live the life they choose. We remain committed to supporting the dignity of independence and creating opportunities for people to thrive, connect and belong.

Dr Catherine Stoddart PSM
Chief Executive Officer

Year in review



Our services and locations

Residential Aged Care

8	1	1	71	688
RAC sites	RAC/TCP site	TCP site	TCP beds	RAC beds

Disability Services

12

Supported Independent Living and transitional accommodation sites

90	43	23
SIL beds	Oats Street TRP beds	TAP beds

Catering

1

production site

Linen

1

site

Retirement living

168

independent homes

People we supported

1,410
Residential Aged Care and TCP clients

840
Disability Services clients

1,888
Brightwater at Home clients

642
Capacity building clients supported

202
Retirement living residents



RAC – Residential Age Care | SIL – Supported Independent Living | TCP – Transitional Care Program

At a glance

Our people



2,828
employees

151
volunteers

7,750
volunteer hours

Catering

Approximately

100,000
meals produced each month including more than:

50,000
main courses

25,000
bowls of soup

25,000
desserts



Linen

111
customers across 205 sites

116
tonnes of linen washed each week

Research and innovation

18
active research and evaluation projects

6
conference abstracts accepted

21
publications

18
research partnerships

$387,289
in grant funding

TRP – Transitional Residential Program | TAP – Transitional Accommodation Program



Stories of impact

Care that made a lasting impression

Marangaroo Transitional Accommodation Program

When one client arrived at Brightwater's Marangaroo Transitional Accommodation Program, he had complex rehabilitation needs and an important goal to return home to his family.

He worked closely with a multidisciplinary team, including physiotherapists, occupational therapists, speech pathologists, nurses, carers and support staff. Together, they developed a rehabilitation program based on his individual needs and goals.

Over time, he made significant progress in his health and mobility. By the end of April, he was ready to return home, where he could continue his recovery surrounded by his family and familiar routines.

Following his discharge, his family shared their appreciation in a Google review. They recognised the welcoming environment at Marangaroo, the personalised care and rehabilitation program, and the dedication shown by staff across the service.

'What stands out most is the incredible staff. They treated us with respect, dignity and kindness, creating a supportive and uplifting environment.'

His family also acknowledged the team's responsiveness and compassion, as well as the activities and attention to individual dietary needs that contributed to his experience.

The outcome reflects the purpose of Brightwater's transitional accommodation and rehabilitation services – to work alongside people as they build confidence, strengthen their independence and move towards the life they want to live.

For this client, that meant achieving his goal and returning home to his family.

Back home with Benny

Brightwater at Home

Benny Fields has led a full and interesting life. He first came to Australia while serving with the United States (US) Navy, where he met his first wife and went on to have two daughters. In the early 1980s, Benny left the US Navy, returned to Australia and made Western Australia his home.



He joined the WA Police Force and served for 21 years. When he retired from policing, he soon discovered retirement was not for him and started a new career in real estate.

Benny eventually retired a few years ago, and life has continued to bring new beginnings. Just over a year ago, he remarried.

Following a recent stay in hospital, Benny needed some extra support to return home safely and get back to everyday life.

His Brightwater at Home care partner worked with allied health professionals and care support workers to make sure Benny had the right support around him. As his needs changed, so did his care.

With the team's support and encouragement, Benny was able to rebuild his confidence, return to his routines and continue living at home and being part of his community.

For Benny, it meant getting back to the life and home he knows. For Brightwater at Home, it is a great example of what good home care should be, listening to what matters to each person and providing the support they need to keep living life their way.



More than an activity

Kingsley Transitional Care Program

Rehabilitation is not only about physical progress. Social connection, confidence and meaningful activity can also support a person's recovery.

In FY26, the Kingsley Transitional Care Program introduced the Chomp Saw activity program. Led by therapy assistants, the program gave clients more opportunities to take part in group activities, connect with others and engage in cognitive and therapeutic activities.

The program increased participation in group activities and created more opportunities for social connection. Some clients who were initially reluctant to join became regular participants. Over time, they developed friendships and grew more confident taking part.

Clients Maxwell Bazzica and Grace Lunghi were among those who took part, with the program creating opportunities to participate alongside others and form new social connections.

These interactions can be particularly valuable for people preparing to return home or move into ongoing care. Joining an activity, meeting someone new or simply becoming more comfortable in a group can help rebuild confidence and reduce social isolation.

The program shows how meaningful activity can complement clinical care and rehabilitation. It gives people something to look forward to, helps build confidence and creates opportunities to connect with others during their recovery.

At Kingsley, what began as a new activity became a regular opportunity for clients to connect, participate and support one another during their Transitional Care Program stay.

Supporting Western Australians

Each day, Brightwater supports Western Australians through residential aged care, disability services, home care, retirement living and other specialist services.

During FY26, our teams continued to respond to changing community needs and major sector reforms. Across our services, the focus remained on safe, quality care that reflects each person's choices, goals and independence.

Residential Aged Care

Strengthening care and the resident experience

During FY26, Brightwater strengthened clinical leadership and continued improving the everyday experience of residents.

Residential care sites with more than 100 beds moved to a revised clinical care model, with one Clinical Nurse Manager and two clinical nurses. The model provides dedicated clinical leadership across these sites seven days a week and supports more consistent care and oversight.

Brightwater also completed the rollout of a new continence management approach across residential aged care. Staff and client feedback was positive, with work continuing to support the use of the new products and practices.

In response to feedback from residents and families, Brightwater reviewed catering, cleaning and laundry services. This led to changes in rostering, updated staff responsibilities, new cleaning equipment and improvements to dining environments, including dementia-friendly crockery, placemats and cups.

Disability Services

Building consistency and planning for future needs

Disability Services continued to strengthen its approach to care, workforce planning and future service delivery.

Staff took part in a Positive Behaviour Support (PBS+) workshop focused on building a more consistent, evidence-based approach to behaviour support. Stakeholders from the State Rehabilitation Service and Western Australian Brain Injury Rehabilitation Service were also invited to take part. The approach supports human rights, supported decision-making and more consistent responses to behaviour and distress.

Disability rostering and scheduling moved to Brightwater's centralised service. The change is supporting more consistent workforce planning while retaining the flexibility needed across different services and households.

Planning also progressed for future specialist accommodation for people living with young onset dementia, building on Brightwater's experience supporting younger people living with dementia.

Brightwater at Home

Supporting quality care at home

Brightwater at Home supported 1,888 clients during FY26 while strengthening frontline leadership, clinical governance and operational performance.

New team lead roles introduced clearer decision-making pathways and gave frontline teams more day-to-day support. Multidisciplinary team meetings, clinical governance processes and quality initiatives were also embedded to support consistent care and prepare for the strengthened Aged Care Quality Standards.

The service continued to respond to aged care reforms, changing funding arrangements and uncertainty across the sector. Teams reviewed and redesigned processes while supporting clients affected by assessment and funding challenges.

Work to improve governance, workforce use and financial oversight also created a stronger base for the future delivery of community services.

Catering

More than what is on the plate

During FY26, Catering was brought together with Residential Aged Care operations, strengthening collaboration with Hospitality services and supporting a more consistent approach to food service across our homes.

The teams continued to focus on the everyday dining experience, including mealtime service, beverage choice, dignity and choice. Food safety and individual dietary needs also remained a priority, with continued support for residents requiring texture-modified meals and those with allergies, intolerances and other dietary requirements.

Resident feedback, audits and site observations continued to guide improvements across our Catering and Hospitality services.

Allied health

Supporting independence and quality of life

Brightwater's allied health teams work across our services to support people to maintain and build their independence, mobility and quality of life.

We invest in allied health as an important part of our approach to care, recognising the role that rehabilitation, strength building and ongoing therapeutic support can play in helping people achieve their individual goals.

Working alongside clients, residents, families and care teams, our allied health professionals bring specialist expertise to support each person's needs and what matters to them.

The people behind the connection

Our people are at the heart of the care and support we provide. Across our services and support teams, they bring the skills, experience and commitment that help our residents and clients thrive, connect and belong.

Supporting and recognising our people

During FY26, we continued to support our people through a period of organisational review and change, with a focus on workforce sustainability, wellbeing and safety.

Workforce planning continued to support care minutes and staffing requirements, alongside the successful lodgement of our Workplace Gender Equality Report.

The year provided opportunities to recognise and celebrate our people. As Brightwater's 125 year celebrations began, the Brightwater Spirit Awards recognised employees who bring the Brightwater Spirit to life, alongside recognition of long-serving employees and graduates.

We also selected Sonder as our new employee assistance and wellbeing solution, with implementation planned for FY27.

Work also began on improving Brightwater's incident and hazard reporting system safety management system, with work inflight to migrate from SolvSafety to Donesafe to support stronger and more consistent safety with streamlined reporting processes across the organisation.



Our volunteers

Our volunteers are an important part of the Brightwater community, generously giving their time to support residents and clients and create opportunities for connection.

More than a cup of coffee

For 19 years, Jeannie McLennan has helped make Maddie's Cafe at Brightwater Madeley a welcoming place for residents, families, visitors and staff.

Maddie's Cafe is run entirely by volunteers and has become a familiar place to stop for a coffee, catch up with friends and have a chat.

As a regular volunteer, Jeannie helps with the day-to-day running of the cafe, but it is the relationships she has built that are an important part of her contribution. She brings warmth, patience and an easy way with people.

Volunteering is also a family connection for Jeannie. Her brother designed the Madeley site, while her husband, Graeme, has volunteered there for more than 21 years.

Jeannie's contribution is one example of the important role volunteers play across Brightwater. From helping with activities to sharing a coffee and a chat, our volunteers become familiar faces and an important part of everyday life.



Improving practice and preparing for reform

Clinical excellence

In January 2026, Brightwater established the Clinical Excellence Division, bringing together expertise in clinical governance, safety and quality, policy, clinical education and learning, communications, customer experience, and research and innovation.

During its first five months, the division focused on strengthening clinical governance and quality systems, developing research and industry partnerships and strengthening the role of the customer voice in service improvement.

The introduction of the Staff Development Nurse model will strengthen clinical education and support across operational services.



Connecting research and practice

Brightwater continued to strengthen its research capability and partnerships during FY26, with a focus on translating evidence into better care and support.

The Building capacity for supported decision-making for people living with dementia and acquired disability (BUDDY) project progressed key research activities aimed at addressing a rights-based approach to supported decision-making, supporting the capacity building of staff and the organisation to provide more inclusive, person-centred care for older Australians.

Brightwater strengthened its nationally recognised young onset dementia (YOD) research program through the development of new resources and collaborative projects designed to improve support, service delivery, and outcomes for people living with YOD and their families.

A new partnership with the University of Western Australia included the appointment of Associate Professor Ash Smyth as the inaugural Brightwater–UWA Fellow in Aged and Disability Care. The Fellowship is designed to strengthen research collaboration in aged and disability care, and connect research with clinical practice, workforce development and care sector capability.

Workforce planning and optimisation

During FY26, Brightwater established the Workforce Optimisation Hub, bringing together specialist workforce functions to strengthen workforce planning, rostering and scheduling and better support operational delivery.

In May, the Hub moved to a function-based structure centred on rostering and scheduling, designed to better align the team with operational delivery and the systems supporting Brightwater's workforce.

Preparing for aged care reform

Throughout FY26, teams across Brightwater prepared for significant aged care reforms, reviewing policies, operational processes and workforce requirements.

This work focused on ensuring Brightwater was ready for changing requirements while maintaining a strong focus on the rights, choices and experiences of older people.



Looking ahead

Building on strong foundations

As Brightwater looks ahead, our focus remains on responding to changing community needs, strengthening our specialist services and investing in the organisation's long-term future.

Celebrating 125 years

Brightwater will mark 125 years of supporting Western Australians in December 2026.

Celebrations began in early 2026, creating opportunities to recognise the people and communities that have shaped Brightwater since 1901 while looking ahead to the organisation's next chapter.

Expanding specialist services

Planning progressed during FY26 for Brightwater's new five-bedroom home in Waikiki for people living with young onset dementia.

Building on Brightwater's specialist experience, the home will expand purpose-designed accommodation and support for younger people living with dementia, with a focus on independence, choice and everyday living.



Strategic pillar update

Our strategy in action

Brightwater's strategy provides a shared direction: deliver safe, high-quality care; remain sustainable for the long term; realise the potential of our people; and build the digital capabilities needed for the future.

During FY26, these priorities continued to shape decisions and investment across care, workforce, infrastructure, governance and technology.

Safety and quality care

Supporting safe, high-quality care remained at the centre of Brightwater's work during FY26.

- The establishment of the Clinical Excellence Division strengthened the role of customer voice in service improvement.
- A revised clinical care model was introduced across larger residential aged care sites.
- Organisational improvement continued for aged care reform and the strengthened Aged Care Quality Standards.

Ensure long-term sustainability

Brightwater continued investing in services, infrastructure and organisational capability to support long-term sustainability.

- Planning progressed for specialist accommodation and future property and service opportunities.
- The Workforce Optimisation Hub was established to strengthen workforce planning, rostering and scheduling.
- Bright Evolution developed a five-year enterprise systems roadmap and investment case to guide future technology decisions.

Realising our people potential

Brightwater continued to support its workforce through a period of organisational review and change.

- Workforce planning and sustainability remained an important focus.
- The Staff Development Nurse model strengthened clinical education and support across services, linking to safer care.
- Work progressed on a more consistent organisation-wide approach to managing change and understanding workforce impacts.

Transforming our digital capabilities

Work continued to strengthen the technology foundations Brightwater needs for the future.

- Bright Evolution developed the enterprise systems strategy, roadmap and business case, with the approval to proceed with the first initiative Bright Workforce, which will provide an improved workforce management solution.
- Network and telephony projects were successfully completed and closed out, providing standardised and centrally managed technology foundations for these critical services.
- Project Cura began a governed exploration of AI-assisted clinical documentation, incorporating clinical safety, privacy, research and evidence into its planning approach.

ESG Strategy

Environmental

Brightwater continued implementing its Environmental Action Plan, focusing on energy efficiency, waste reduction, water management and environmental performance monitoring.

During FY26, work focused on identifying renewable energy opportunities, strengthening utility, water and waste monitoring, and embedding sustainability considerations into future planning and asset management.

FY26 highlights

- Continued implementation of the Environmental Action Plan.
- Expanded utility, water and waste performance monitoring.
- Assessed solar PV opportunities across Brightwater's property portfolio, with installation at Malaga Catering approved.
- Introduced Containers for Change at Inglewood, with dedicated collection points to divert eligible beverage containers from landfill.

Governance

Strong governance supports safe, accountable and sustainable service delivery.

Brightwater continued to strengthen its governance and assurance arrangements while preparing for changing regulatory requirements.

FY26 highlights

- Governance arrangements were updated in preparation for the new Aged Care Act and Support at Home program.
- Brightwater's constitution was updated to align with contemporary governance practice and approved by members at the Annual General Meeting on 1 December 2025.
- Reporting and oversight across modern slavery, cyber security, privacy and whistleblower obligations continued to be strengthened.
- Board renewal continued with two new Directors appointed in 2025, bringing expertise in geriatrics and clinical governance, and information technology.

Social

Supporting residents, clients, families, employees, volunteers and communities is central to Brightwater's mission.

We continued to support our workforce, create opportunities for residents and clients to have a voice in our services, and strengthen connection across the Brightwater community.

FY26 highlights

- Workforce planning continued to support care minutes and staffing requirements across our services.
- Brightwater lodged its Workplace Gender Equality Report, continuing our focus on workplace equality and reporting.
- The establishment of the Clinical Excellence Division strengthened the role of the customer voice in service improvement.
- Resident and family feedback informed practical improvements in areas including catering, cleaning, laundry and the dining experience.
- A dedicated Consumer Advisory Group was established for disability clients, providing a forum for clients to share their perspectives and contribute to ongoing service improvement.

Responsible oversight and financial stewardship

Brightwater's Board oversees the organisation's strategic direction, performance and governance. It is responsible for safeguarding Brightwater's mission and values, monitoring key risks, and ensuring the organisation remains accountable to the people and communities it supports.

The Board is made up of independent, non-executive Directors appointed in line with Brightwater's Constitution. Our Directors bring experience across areas including health and care, finance, law, risk, digital transformation, government and organisational leadership.

Four Board committees support more detailed oversight of Brightwater's operations and performance.

Audit and Risk Committee

Responsible for overseeing Brightwater's financial position, performance and reporting integrity (including internal and external audit functions), and reviewing and making recommendations regarding risk identification, management and mitigation.

Business Committee

The Business Committee's purpose is to analyse information and provide recommendations to the Board on a variety of business and executive functions, including Brightwater's investment strategy, and reviewing feasibility reports and business case submissions.

Governance Committee

Responsible for Board, Director and CEO evaluations, succession planning, monitoring and reviewing executive remuneration, and monitoring Brightwater's governance generally.

Care Committee

The Care Committee's purpose is to ensure that Brightwater's clinical governance structures and care services functions represent best practice, operate effectively, align with strategy and reflect the voice of our clients and our mission.



Board of Directors

Front row:
Yasmin Naglazas, BAppSc (Nursing), RN, MAICD, AFCHSM, CHE – Board Director, Care Committee Chair

Kellie Benda, BA (Indust' Relations), LLB, MAppFin, Harvard AMP, FAICD – Board Director, Audit and Risk Committee Member, Governance Committee Member

Joanne Farrell, BSc Psychology and Economics, Grad Dip Management, FAICD – Board Chair, Governance Committee Chair

Jenny Cutri, BCom, BJuris, LLB – Board Director, Business Committee Member, Governance Committee Member

Anna Dartnell, BA, GAICD, Harvard AMP203, FAIM – Board Director, Audit and Risk Committee Member, Business Committee Member

Gail Milner, BApp Science, Post Grad Dip of Public Health, GAICD – Board Director, Care Committee Member, Governance Committee Member

Back row:
Professor Christopher Etherton-Beer, MBBS, GradCertHPED, PhD, FRACP – Board Director, Care Committee Member

Chris Bashall, BSc, MMedImagSci – Board Director, Audit and Risk Committee Member, Business Committee Member

Darren Hayes, Fellow of AICD and CSIA – Board Director, Business Committee Chair

Richard Thomas, BA (Hons), CAANZ and IIA – Deputy Chair, Audit and Risk Committee Chair, Business Committee Member



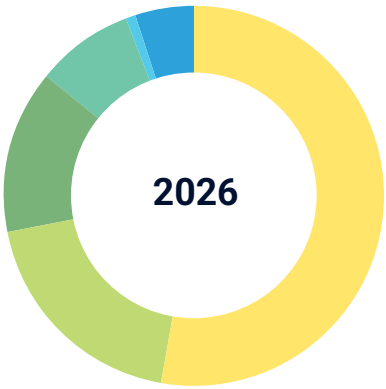
Executive team

Left to right: **Kelly Worlock**, Chief Operations Officer, **David Nicolaou**, Chief Information Officer, **Dr Sheralee Tamaliunas**, Chief Clinical Excellence Officer, **Dr Catherine Stoddart PSM**, Chief Executive Officer, **Caroline Tavares**, Chief People Officer, **David Holden**, Chief Financial Officer.

Financial snapshot

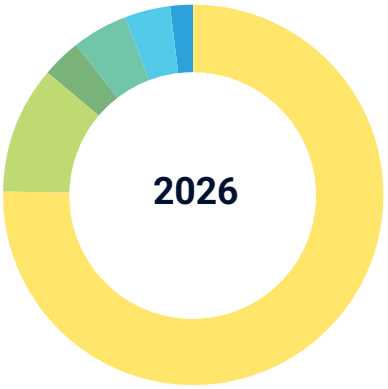
Brightwater earned $264.3 million in FY26 and spent $259.1 million delivering services and operating the organisation. Employee costs represented the largest share of expenditure, at $195.3 million. At 30 June 2026, Brightwater held $434.1 million in assets and $334.2 million in liabilities.

What we earned	2026	2025
RAC revenue	140,105,766	132,202,686
Disability Services revenue	50,062,230	46,113,587
BAH Services revenue	36,886,800	33,789,701
Commercial revenue	22,386,333	21,445,829
Grants	2,115,300	1,764,266
Other income	12,749,478	16,892,562
Total	**264,305,907**	**252,208,631**



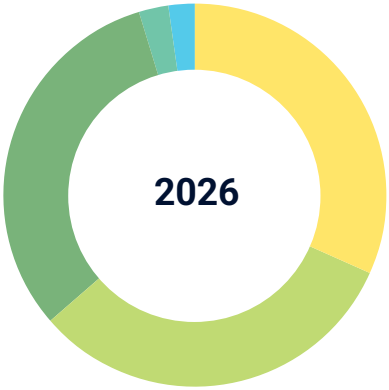
What we spent

	2026	2025
Employees	195,261,611	187,121,282
General and administration	28,128,717	27,307,676
Depreciation, amortisation and impairment	8,666,541	17,501,641
Rent, utilities and maintenance	12,349,438	11,000,603
Materials and supplies	9,740,151	9,305,310
Operating and travel	4,910,199	5,040,467
Total	**259,056,657**	**257,276,979**



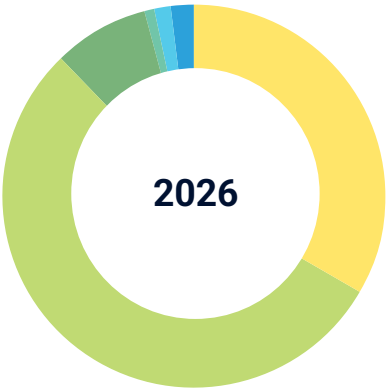
What we own

	2026	2025
Property plant and equipment	137,894,572	147,556,760
Cash deposits and investments	138,906,427	120,169,441
Investment property	137,380,000	122,416,000
Receivables and prepayments	10,395,979	9,992,097
Other assets	9,533,706	62,888
Total	**434,110,684**	**400,197,186**



What we owe

	2026	2025
Retirement village resident obligations	112,239,437	98,973,555
Accomodation bonds, RADs	181,510,922	170,933,460
Employee Benefits	27,333,494	30,098,381
Deferred income	2,581,220	2,611,567
Trade and other payables	4,932,049	2,873,370
Other liabilities	5,620,818	980,920
Total	**334,217,940**	**306,471,253**





Brightwater

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This publication is correct as at
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