



23 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.

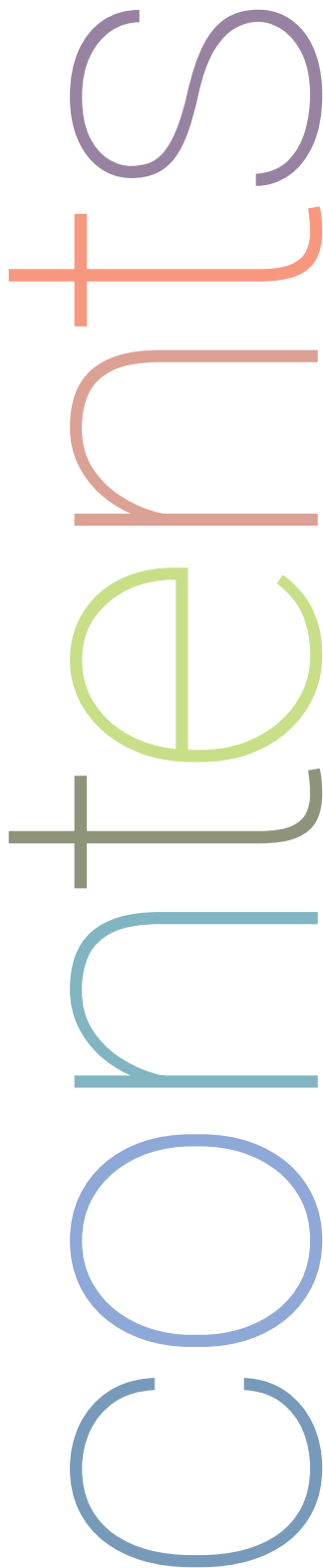
Our spirit is **courageous**. We show leadership and have a go, we are decisive and speak up.

Our shared spirit connects us to our Brightwater community. It guides us to achieve our Mission and Vision. This is at the heart of everything we do.



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.



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Board Chair's Report



Brightwater has always been more than a service provider – we are a trusted partner to clients, families and the community, and a strong advocate for innovation in aged care, disability and dementia support. The past year has shown the importance of staying true to these values while adapting to an evolving sector.

Our FY26–FY30 Strategic Plan positions Brightwater as a leader in quality care and specialised services, with a clear focus on growing Disability services and Brightwater at Home, while creating connected communities through leveraging our land assets.

We took important steps to prepare for the Aged Care Reforms, with staff training, compliance reviews and planning well underway. Our organisation is well positioned to meet these reforms with confidence and stability.

Our FY25 financial performance was below budgeted expectations, driven by project overspend, unplanned training and development investments, changes to the minimum wages for aged care employees (by the Fair Work Commission) and reduced home care package funding. This outcome underlines the importance of continually adapting our forecasting and strategic resource planning in line with a changing environment. The Board remains committed to refining these practices to safeguard long-term sustainability.

Brightwater's reputation as a trusted provider remains strong. Our residential aged care sites have maintained consistently high occupancy levels and we achieved strong compliance across our operations.

Further strengthening quality care and safety is our Aged Care Consumer Advisory Body led by an independent chair. A Consumer Advisory Body for disability is also being formed, ensuring the voices of our clients and their families across Brightwater help guide our decisions and services.

New developments and refurbishments, such as the Young Onset Dementia accommodation at Kingsley and renovations at The Village (residential aged care), reflect our focus on quality and client choice.

The official opening of our Piara Waters campus for people living with Huntington's disease was a proud milestone, symbolising our commitment to investing in specialist services

where they are most needed. Alongside this, Piara Waters was enrolled as Specialist Disability Accommodation, and our former Huntington's site, Ellison House, was repurposed by East Metropolitan Health Services as a medical respite centre. These changes highlight how Brightwater contributes to the wider health system while ensuring our services remain fit for purpose.

The Board continued to oversee significant investment in sustainability initiatives, reflecting our commitment to responsible governance and environmental stewardship. Our challenges this year have included Board renewal, cyber security, identifying growth options in a high-cost construction market and ensuring long-term financial sustainability.

I would like to thank our CEO, Dr Catherine Stoddart PSM, for her exceptional leadership in navigating both challenges and opportunities. I also acknowledge the executive team, staff and volunteers who embody Brightwater's values every day. Their compassion and professionalism have ensured clients continue to receive safe, high-quality care.

I also want to extend my gratitude to our outgoing directors, Maria Kailis and Brian Roche. Your enthusiasm, passion and guidance leave a lasting impact.

On behalf of the Board, I extend our gratitude to our partners, researchers, government supporters and donors, including the Harken and Tan families, who share our vision and strengthen our impact.

Finally, I thank my fellow Board members for their guidance and commitment throughout the year. Together, we remain focused on Brightwater's Mission, helping people to pursue the dignity of independence.

Joanne Farrell
Chair

Chief Executive Officer's Report



Brightwater's work is grounded in people – the clients and families we support, the staff and volunteers who deliver care, and the partners who walk alongside us in research and innovation. This year, I am proud of the progress we have made across safety, quality, workforce and digital transformation.

The launch of BrightRespite – our short-term retreat program for people living with dementia and their carers – has been a resounding success and highlights that the program meets a real community need. We have worked successfully with the Commonwealth government to build this service along with extending our work in transitional care programs to allow our clients time to make choices about their home options.

Our retirement village, Kingsway Court, was awarded 'Best Retirement Living Operation' at the 2024 WA Property Awards. The Property Council of WA assessed retirement villages against resident satisfaction, quality of facilities, and environmental, social and governance standards. The village has a waitlist of prospective residents seeking the award-winning lifestyle.

We took significant steps in launching our new Vision – Thrive. Connect. Belong. Reflecting research findings from the World Health Organisation, we recognise that our clients and staff need to be connected to what matters to them, have somewhere they belong and daily opportunities to thrive. We look forward to progressing and embedding this Vision across the next 12 months.

The need for genuine connection is driving fresh initiatives across Brightwater, particularly in the innovation space. Our 'Tech Innovate Challenge' challenged some of the brightest minds in our community to address the social isolation issue among our home care clients, many of whom live alone and go days without seeing or talking to another person. We look forward to the two winners of the challenge, Pigeon Tales and Affinity Cube, piloting their creative ideas with our home care clients.

The past 12 months saw the consolidation of Advanced Ageing WA. Comprised of seven of WA's most prominent aged care providers, the group worked together to advance our interests in the government and policy space while also holding specialist workshops to improve our shared knowledge and drive staff development.

Our focus on dementia has seen us become a sought-out voice in this sector. Our Dementia Support Specialist, Naomi Moylan, was invited to present at the 2024 International Dementia Conference in Sydney and the 2025 Australian Dementia Research Forum, sharing expertise and, just as importantly, bringing back new ideas and findings.

While the funding environment presented challenges, we deliberately invested in our workforce, digital tools and client services. These decisions reflect our belief that building capacity now ensures Brightwater is future ready. The technology team and operational staff have worked through some tough challenges in digital implementation and successfully operationalised Alayacare to support our home based services.

Our inaugural graduate program in Brightwater at Home expanded to include nursing, and new pathways for students in disability services were formalised. We supported career progression with sponsorships from Care Worker to Enrolled Nurse, and Enrolled Nurse to Registered Nurse.

On a more sombre note, our organisation mourned the loss of our pioneering former CEO, Dr Penny Flett. Penny joined Brightwater in 1986 as our medical superintendent, becoming our CEO in 1995 and staying in the role until 2016. Penny's legacy lives on in the many progressive services we deliver, particularly our acquired brain injury rehabilitation service at Oats St. Penny attracted great accolades across her career, including being named WA Australian of the Year in 2009. In 2014, Penny was named an Officer of the Order of Australia for her work in the aged care sector.

In closing, I want to sincerely thank our staff and volunteers – from those in frontline roles to those behind the scenes – for their commitment to delivering care with heart. Thank you also to our clients and families who place their trust in Brightwater. Your stories inspire us to keep improving.

I also acknowledge the support of our Board and Chair, Joanne Farrell, for their wise governance and strategic guidance. It has been a year of resilience, innovation and progress – and I look forward to building on this momentum in the year ahead.

Dr Catherine Stoddart PSM

Chief Executive Officer

Our People



2746 employees



102 nationalities represented

Top 6 nationalities:

- 27% Australian
- 9% Indian
- 6% Nepalese
- 14% Bhutanese
- 6% Filipino
- 5% British



83% of our staff identify as female
17% identify as male



26 locations

(plus our commercial sites and home care and capacity building services)



Our Clients



Residential Aged Care



8 aged care homes with permanent-only accommodation



1 home for transitional care after hospital stays



1 home with a combination of permanent and transitional accommodation options



More than 1,000 people in our residential aged care homes throughout the year



The final house at Brightwater Inglewood opened on 9 August 2024, marking the completion and full opening of the new 128-bed site.

Disability Services



11 Supported Independent Living homes



2 Transitional Rehabilitation Programs:
Oats St specialises in acquired brain injury rehabilitation while Marangaroo services a more diverse group of clients with complex acquired disability



A Capacity Building Program supporting close to 360 people with a disability living in their own home or in the community



Over 525 people with a disability, living in the community and our disability homes



Brightwater at Home



Supported over 800 clients on a Home Care Package



Delivered over 35,000 services to Commonwealth Home Support Program clients



Provided over 43,000 meals to Commonwealth Home Support Program clients



Helped over 400 clients to return home from hospital via the Transition Care Program

Retirement Living



168 independent homes at our retirement village, Kingsway Court, in Madeley



Average age of residents – 84 years old



208 people living in our retirement village



Catering



97,000 meals produced each month



Over 50,000 main courses, 24,000 bowls of soup and 22,000 desserts



New menus were released in October 2024 and March 2025



Hosted 'Taste and Tour' events for residents to see where their meals are made and enjoy a sit-down lunch

Linen



180 tonnes of linen washed per week



165 customers serviced every week



This includes 35 customers serviced across the regional areas of Geraldton, Cervantes and Kalgoorlie

Brightwater Research Centre

During FY25, our research team explored a broad spectrum of issues that shape the lives of our community and workforce. Key areas included cognitive and brain health, positive ageing, rehabilitation after brain injury, dementia support, nutrition and sensory health, particularly hearing and vision.

Our role as a service provider places us in a unique position to bridge the gap between research and everyday practice. By partnering with researchers and fellow providers, we drive meaningful improvements in care and enhance the quality of life for the people we support.

Reflecting the organisation's growing focus on research, our research team grew to five senior research officers, two clinician researchers and one research pharmacist. Associate Professor Elissa Burton (Curtin University) also joined the team as the Harken Research Fellow. An accomplished researcher in healthy ageing, falls prevention and dementia care, Elissa strengthens the team's capacity and raises the Centre's profile.



Highlights

Brightwater advanced research and innovation through several major projects. In partnership with the University of New South Wales, we were awarded a prestigious Medical Research Future Fund grant for a project that will focus on building capacity for supported decision-making for people living with dementia and acquired disability. This project will position Brightwater at the forefront of aligning practice with reforms under the new Aged Care Act.

We also commenced evaluating BrightRespite. This initiative demonstrates a strong example of intra-business collaboration, bringing together expertise from across Brightwater's research, clinical and service delivery teams.

Our leadership extends to the Advance Ageing WA Research Collaborative where we are leading the research agenda including a workforce project which will provide a point-in-time profile of the WA aged care workforce to inform strategies for attraction, retention and sustainability.

Internationally, our collaboration with Oxford Brookes University (UK) to explore how workforce characteristics influenced client outcomes across aged care and disability services continues. In September 2024, two Brightwater clinical leaders travelled to Oxford for a 10-day study tour, strengthening the partnership and bringing valuable insights back to our services.



19 research studies across the following topics:

- Advance care planning
- Brain injury
- Clinical assessment
- Continence / service delivery
- Dementia – Respite
- Hearing and vision
- Medication
- Nutrition
- Supported decision making
- Workforce
- Young Onset Dementia
- Oral health
- Dementia



Scholarships Peter Lane

Recipient:

Catherine Gilbert

Senior Occupational Therapist

Project Title:

Building Intergenerational Programs:
Facilitation, research and governance
for lasting impact

Chairperson

Recipient:

Colleen Piantadosi

Senior Speech Pathologist

Project Title:

Improving wellbeing in Huntington's Disease
through tailored activity programs



Publications

- 7 journal articles



11 academic conference presentations

- 6 oral presentations
by project collaborators
(2 international, 4 national)
- 5 poster presentations
by project collaborators
(3 international, 2 national)



9 current grants

- Collaborated as a research partner on 9 grants totalling \$15 million



75 project partners

Universities & Research Institutes

- Curtin University
- Deakin University
- Edith Cowan University
- Federation University Australia
- Flinders University
- Griffith University
- James Cook University
- Kings College London
- La Trobe University
- Macquarie University
- Monash University
- Murdoch Children's Research Institute
- Murdoch University
- National Acoustic Laboratories
- National Imaging Facility
- Neura
- Oxford Brookes University
- Perron Institute
- The University of Queensland
- The University of Sydney
- Trinity College Dublin

- University of Adelaide
- University of Alabama
- University of Canberra
- University of Melbourne
- University of New South Wales
- University of Newcastle
- University of Tasmania
- University of Technology Sydney
- University of Western Australia
- University of Wollongong
- Westmead Clinical School

Care Providers, Health Services & Other Organisations

- Advance Care Planning Australia
- Alfred Health
- Amana Living
- Anglicare
- Austin Health
- Australasian Society for the Study of Brain Impairment
- BallyCara Home Care Services
- BaptistCare
- BaptistCare NSW
- Bethanie
- Bolton Clarke
- Brain Injury Australia
- Brain Injury Matters
- Calvary Care
- Connectivity
- Curve
- Dementia Australia
- Dementia Training Australia
- Department of Primary Industries and Regional Development
- Djurali

- Fiona Stanley Hospital
- Grampians Health
- Hall and Prior
- HammondCare
- Hearing Australia
- Heart Research Institute
- Hopkins Centre
- Huntington's Australia
- Insurance Commission of WA
- Juniper
- New South Wales Therapeutic Advisory Group
- Northwick Park Hospital
- Older Person Advocacy Network
- Pharmaceutical Society of Australia
- Prince of Wales Hospital
- Royal Australian College of General Practitioners
- Seabourn Capital Pty Ltd
- Sir Charles Gairdner Hospital
- Southern Cross Care
- Synapse
- Wesley Mission Queensland
- Whole Green Foods Pty Ltd
- Young People in Nursing Homes Alliance

Client Stories



Silva's Story – Finding Her Way Back to the Beach



As a former professional swimmer, Silva had always found peace and joy in the ocean. The beach was her place of freedom. But after a series of difficult years that impacted her mobility and mental health, that connection began to feel distant. Walking on the sand again seemed like a dream slipping away.

When Silva connected with Brightwater at Home, her new care team placed that dream at the centre of her support. Physiotherapist Chantelle worked closely with her to understand what mattered most and developed a tailored plan to build strength and confidence.

Regular visits from Therapy Assistant Toni and encouragement from Client Coordinator Lorice helped Silva progress step by step. Together, the team sourced a custom beach walker, ensuring her return to the water's edge would be safe and achievable.

"It was never just about exercise," Chantelle explains. "It was about helping Silva reconnect with something that brought her joy, and designing a plan that truly fit her life." The journey wasn't always easy. Finding the right equipment and overcoming barriers required determination, creativity

and persistence. But through every challenge, the team stayed focused on Silva's goal.

Today, Silva has achieved what once felt impossible. She is walking on the beach again, enjoying the coastline she loves and rediscovering her independence.

Her story highlights how Brightwater at Home empowers clients to remain confident, connected and in control of what matters most to them.



Much-loved volunteers notch up major milestones

At Brightwater, volunteers are the heartbeat of our community. They bring energy, compassion and a spirit of generosity that enriches daily life for clients, families and staff. Their contributions might not always be in the spotlight, but the impact they leave is unmistakable.

In early 2025, we celebrated two remarkable milestones: 25 years of service from John at Brightwater Warnbro, and 20 years from Graeme at Maddies Café in Madeley, alongside his wife Jeannie, who has also volunteered for 18 years. Together, their decades of service have created moments of connection, comfort and joy that continue to shape the Brightwater story.

John: 25 Years of Connection at Brightwater Warnbro

For 25 years, John has been a much-loved part of the Brightwater Warnbro family. His compassion, reliability and warmth have touched countless lives, both of the clients he supports and of the colleagues who work alongside him.



A special morning tea was held to celebrate his milestone, where clients shared heartfelt reflections on the difference John has made. John, together with his wife and fellow volunteer Erika, spoke of the deep sense of belonging they have found through Brightwater – a community built on kindness, shared purpose and enduring friendships.

Graeme and Jeannie: Two Decades of Service at Maddies Café

At Brightwater Madeley, Graeme has been at the heart of Maddies Café for two decades, serving an estimated 15,000 cups of coffee – each one paired with laughter, warmth and genuine care. He has become a cornerstone of the café, creating a welcoming space where conversations flow as freely as the coffee.



Graeme's contribution was marked with a morning tea attended by staff and volunteers, including his wife Jeannie, who has also been giving her time for 18 years. Together, they are a power duo whose dedication has helped shape Maddies Café into a place of connection and joy.

Reflecting on his journey, Graeme shared: "The volunteers are a wonderful bunch, and we've had so much support from Brightwater."

Research and Innovation



Exploring the Future of Dementia Care for our clients

In May 2025, Brightwater hosted its Research and Innovation Showcase at The University of Western Australia, bringing together leaders, innovators and community members to explore bold ideas shaping the future of dementia care. The evening highlighted the importance of collaboration, creativity and research in reimagining how we support people living with dementia across Western Australia.

Maree McCabe AM, former CEO of Dementia Australia, shared her personal connection to dementia and reinforced why now is the time to think differently. Dr Elissa Burton, Curtin Associate Professor and Brightwater Harken Research Fellow, provided new



insights into the growing number of people diagnosed with young onset dementia, and the importance of redefining what 'home' can mean for them.

Innovation was front and centre throughout the evening. Abi, the empathetic robot designed by mechatronics engineer Grace Brown during the COVID pandemic, captured the audience's attention. Originally created to ease isolation during lockdown, Abi is now being trialled in aged care homes, providing companionship and comfort to residents.

Another highlight was the presentation of Pigeon Tales, a digital tool that aims to keep seniors connected to their families, communities and the stories that matter most to them. (Pigeon Tales were one of the winning ideas chosen in the Brightwater Tech Innovate Challenge,

a special 'hackathon' that brought seniors and young innovators together to design solutions tackling social isolation. Prototypes are now moving toward trials to help older people living alone feel more connected and supported.)

Brightwater extends its thanks to all speakers and attendees who made the showcase a success. The evening demonstrated the power of research and innovation to challenge assumptions, inspire fresh thinking and, most importantly, improve the lives of people living with dementia.

Shaping the Conversation: Brightwater's Voice in the Media



We continued to attract media interest, both through the innovative initiatives we deliver and as a trusted expert voice in aged care, disability support and research.

Premier Roger Cook steps in to fix aged care shortage with \$140m package



New tech up on loneliness



From stories highlighting new programs and community impact, to being invited to share our knowledge on emerging sector issues, Brightwater's presence in the media reflects our reputation as a leader and innovator. This visibility not only raises awareness of the important work we do but also helps shape the public conversation on care, ageing and quality of life.

Redcliffe resident Andy (pictured top) sadly passed away before this annual report could be published. He was a shining star in our community.

Progressing our Strategic Pillars



Safety and Quality Care

We consistently and sustainably meet the expectations for care of our clients, their families and staff



Ensure Long-Term Sustainability

We are a growing and sustainable organisation strongly positioned to deliver on our Mission



Realising our People Potential

We have a culture that is aligned to our values and strategic objectives, and attract and retain the right people to govern, lead and provide quality care to ensure Brightwater is a great place to work



Transforming our Digital Capabilities

Our technology capabilities enable us to meet expectations consistently and sustainably for the care of our clients, their families and staff

In FY25, Brightwater remained committed to delivering meaningful outcomes, with a strong focus on operational enhancements guided by our four strategic pillars:

Safety and Quality Care

All our residential aged care homes achieved a minimum three-star rating under the Australian Government's Aged Care Star Ratings System – confirming full compliance with national standards and providing a strong public endorsement of our consistent quality of care and positive resident outcomes.

Our Disability Services achieved full compliance against the NDIS standards.

Our BAH Transitional Care Community (TCC) Program successfully completed their quality review against 42 applicable Aged Care standards. The outcome reflects strong operational performance and an ongoing commitment to quality and continuous improvement. The review also found the program compliant with all three transitional care standards.

Preparations continued for the upcoming Aged Care Reform (including Support at Home transition) incorporating compliance reviews, targeted staff training and process improvements, ensuring Brightwater is well positioned for the change.

Our Piara Waters campus for people living with Huntington's disease was enrolled as Specialist Disability

Accommodation. This unique facility was officially opened in August 2024 with a ribbon-cutting ceremony attended by Minister for Disability Services Hon Don Punch MLA, City of Armadale Mayor Ruth Butterfield and David Scaife MLA.

We introduced a standardised food service model across all residential aged care sites, creating a more consistent, high-quality dining experience. Improvements included enhanced meal presentation, personalised menu options, texture-modified meals and welcoming dining spaces. Staff training in food safety, IDDSI and customer service, combined with a new digital meal-ordering system, has improved both compliance and resident satisfaction. Engagement was further strengthened through resident tours and hosted lunches at our central production facility in Malaga, which have fostered transparency and understanding of our operations.

Our BrightRespite program launched to help carers of people living with dementia to provide quality and safe care to their loved one at home. Growing referral numbers and waitlists highlight the program's value, offering carers and people living with dementia a unique retreat-style experience. Carers benefit from practical, evidence-based strategies, professional advice and peer connection, while those living with dementia enjoy safe, engaging activities in a relaxed environment. Participants consistently leave refreshed, supported and better equipped for the challenges ahead.

Ensure Long-Term Sustainability

The FY26–FY30 Strategic Plan sets out our growth ambitions in Disability Services and Brightwater at Home, while advancing opportunities to utilise our land assets to create thriving, connected communities. We are also focussed on maintaining high occupancy in residential aged care which remained strong at 98% in FY25.

Our growth ambitions in Disability Services included increasing our number of Supported Independent Living homes. We repurposed two houses at our Kingsley site to create two Young Onset Dementia SIL homes, the first of their kind in WA. Kailis House and a building at Marangaroo were also repurposed as Supported Independent Living accommodation.

Ellison House was sold to East Metropolitan Health Services for use as a medical respite centre for homeless people.

Renovations took place at The Village (RAC) to convert eight shared rooms into private rooms with ensuites, while planning progressed at our Iluka site for future development.

Operational improvements included roster alignment to Care Minute targets and 24-hour RN requirements.

Within the Project Management Office, we adopted a portfolio approach supported by a Strategic Steering Committee. This strengthened governance framework provides clearer oversight and prioritisation of projects, ensuring they remain aligned with our long-term strategy.

Brightwater advanced its workforce strategy with the development of capability and leadership frameworks and initiated a workforce utilisation project in home care. Early outcomes include more efficient resource allocation, reduced travel time and increased client-facing care hours.

Realising our People Potential

Brightwater continued to invest in its workforce, with the graduate program in Brightwater at Home expanded to include nursing. A student placement program was formalised in disability services, creating clear pathways into care worker vacancies. Sponsorship opportunities further supported staff transitions from Care Worker to Enrolled Nurse, and Enrolled Nurse to Registered Nurse. Employee engagement remained strong, with a score of 73% achieved against a 70% target, while staff turnover consistently stayed below the monthly target of 2%. Professional recognition was also highlighted with

Podiatrist Christian Deves and Senior Dietitian Amy Fairburn named as finalists in the 2024 Allied Health Excellence Awards. At the same time, staff undertook training to prepare for the incoming Aged Care Reform standards. The opening of the dedicated Young Onset Dementia homes required specialist training for carers.

Enterprise bargaining agreements with the ANF and UV were successfully negotiated.

In addition, Brightwater prepared for national industrial changes from the Fair Work Commission Aged Care Work Value case, which introduced new minimum wages and conditions effective January 2025.

We also launched a new Volunteer Program strategy, shaped through wide consultation and backed by a clear action plan. A key step is the creation of a Volunteer Program Advisory Group to guide and oversee all volunteer initiatives. The program is now building stronger design and evaluation processes to ensure volunteering continues to enhance Brightwater's services.

Transforming our Digital Capabilities

A major milestone was the implementation of AlayaCare, a cloud-based client and care management platform. This platform has streamlined scheduling and administration, given staff real-time access to information and reduced paper-based processes, supporting safer and more efficient care.

We strengthened cyber security with the launch of a security operations centre, annual response simulations, awareness training and new governance frameworks including an Information Security Policy and AI Ethics Advisory Group.

Infrastructure upgrades included modernised networks, telephony and secure cloud connectivity. We piloted a new project and portfolio management tool to improve project delivery and expanded frontline access to organisational updates through new staff email accounts.

Recruitment and onboarding were modernised with an integrated management system, improving experiences for new starters and hiring teams. In retirement living, we launched the Kingsway Court Connect app with supplier Pluss Communities, enhancing community connection, communication and convenience for residents and families alike.

Environmental, Social and Governance Strategy

At Brightwater, we recognise that long-term sustainability depends on more than financial performance. Our integrated Environmental, Social and Governance Strategy ensures that environmental stewardship, social responsibility and strong governance are embedded across our operations. By doing so, we create value for clients, staff and the community while safeguarding our future.



Environment

- We continue to expand our renewable energy footprint, with solar PV systems now installed at Piara Waters, Kingsway Court and Inglewood.
- Since commissioning in March 2023, the Inglewood solar PV system has harvested 288MWh, reducing our CO₂ emissions by 172 tonnes.
- An Environmental Working Group and Action Plan for 2025 are driving initiatives across energy, waste, water and fuel.
- Highlights include feasibility assessments for new solar sites, installation of water loggers to monitor consumption, expanded recycling and organics programs, and trials of sustainable products such as bamboo toothbrushes at residential sites.



Social

- Our commitment to staff and community wellbeing remains strong. Injury rates have stabilised in line with sector averages, with early intervention programs actively reducing risks and supporting this trend.
- An internal audit of psychosocial risk management confirmed strong practices, and staff will participate in a risk survey to inform further improvements.
- Brightwater's gender pay gap is just 0.4%, well below the 3.3% industry benchmark, reflecting our commitment to pay equity. Ongoing monitoring and transparent reporting ensure this remains a focus across all levels of the organisation.
- We became a member of Reconciliation WA, marking the beginning of our reconciliation journey.
- We maintained active engagement through our aged care Consumer Advisory Body, ensuring client and family voices continue to shape our services.



Governance

- Brightwater completed its fifth Modern Slavery Report, with a dedicated working group advancing our commitments.
- Board renewal continued with two new Directors appointed in 2024, bringing expertise in law and clinical governance.
- We have strengthened cybersecurity and data protection, completing a Cyber Incident Response Plan, rolling out staff awareness training and advancing the Essential Eight cyber security mitigation strategies.

Together, these initiatives demonstrate Brightwater's ongoing commitment to sustainable, responsible and transparent operations.

Governance

Brightwater Care Group was established in 1901 as the Homes of Peace for the Dying and Incurable, an initiative of Lady Madeleine Onslow and Dr Athelstan Saw.

In 1997, Homes of Peace became Brightwater Care Group. During the 2015–16 financial year, Brightwater transferred its registration as an incorporated association to a public company limited by guarantee and registered under the Corporations Act 2001, facilitating the adoption of an enhanced governance framework.

The Role of the Board

The Board is the guardian of Brightwater's Mission, philosophy and values. It is responsible for the overall management and strategic direction of Brightwater, and for delivering performance in accordance with Brightwater's goals and objectives.

Brightwater's Board is made up of Directors appointed in accordance with Brightwater's Constitution. The Board has an appropriate number of independent, non-executive directors who are capable of holding Management to account and who act in the organisation's best interests.

The Board is comprised of a minimum of six members and a maximum of 10 members, including at least four members elected by Brightwater's subscriber members and a maximum of four Board-appointed directors.

Board Committees

To assist the Board in the performance of its responsibilities, it has established four standing Committees and may establish other Committees from time to time to deal with discrete functions or matters of specific importance.

Audit & 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.

Care Committee

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



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.

Directors

Karen Fleischer and John Nicolaou retired on 6 November 2024



Joanne Farrell

B.Sc Psychology & Economics, Grad Dip Management

Non-executive director with extensive experience in the mining industry and on several not-for-profit boards and committees.

Board Chair since November 2022

Chair of Governance Committee. Member of Business Committee.



Richard Thomas

BA (First Class Honours)

Retired Partner of Deloitte Australia with more than 30 years' of audit, risk, regulatory and financial expertise.

Board Deputy Chair

Chair of Audit & Risk Committee. Member of Business Committee.



Karen Fleischer

BJuris, LLB, GAICD

Commercial lawyer with more than 35 years' experience with listed, private and not-for-profit organisations.

Director

Member of Governance Committee. Member of Business Committee.



Dr Maria Kailis

MBBS, DRANZCOG, GAICD

General Practitioner with over 39 years' clinical experience and strong governance and business experience through involvement in a broad range of boards and committees.

Director

Chair of Care Committee.



John Nicolaou

BEc (Hons), MBA

Experienced senior executive, director and economist. An owner and Executive Director of ACIL Allen, providing economics, strategy and policy advisory services to private and public sector clients.

Director

Chair of Business Committee. Member of Audit & Risk Committee.



Brian Roche

BBus, MMgt

Public Trustee of Western Australia with more than 25 years' executive experience in local and state government and the private sector.

Director

Member of Audit & Risk Committee. Member of Business Committee.



Gail Milner

Registered Nurse and Midwife, BAppSc, GradDipPubHealth, GAICD

Senior career health professional, specialising in clinical care, health policy and change management.

Director

Member of Care Committee. Member of Governance Committee.



Anna Dartnell

BA, GAICD

Experienced director and business professional with more than 25 years' experience facilitating productivity improvement in complex operating environments.

Director

Member of Business Committee. Member of Audit & Risk Committee.



Darren Hayes

Fellow of AICD and CSIA

Business leader with more than 25 years' experience as a business owner and with accountability for national and international business operations.

Director

Member of Audit & Risk Committee.



Kellie Benda

BA (Indust Rel), LLB, MAppFin, Harvard AMP, FAICD

Senior leader with strong skills in digital transformation, strategic growth, property investment and aged care. Experience as a non-executive director for listed and unlisted companies, government boards and not-for-profit associations.

Director

Member of Governance Committee. Member of Business Committee.



Yasmin Naglazas

BAppSc (Nursing), RN, MAICD, AFCHSM, CHE

Accomplished executive with 30 years' experience leading reform, growth and sustainability across West Australian health and aged care. Skilled in guiding complex organisations through transformation across private, not-for-profit and government sectors.



Jenny Cutri

BCom, BJuris, LLB

Highly experienced legal practitioner and compliance specialist with over 25 years' experience in the private and public sectors and in a range of industries. Joined the Board in November 2024.

Director

Member of Governance Committee. Member of Business Committee.

Executive Group



Dr Catherine Stoddart PSM

Chief Executive Officer



Kelly Worlock

Chief Operations Officer



Suzette Bredell

Chief People Engagement and Capability Officer



David Holden

Chief Financial Officer



Darren Woolcott

Chief Commercial Officer

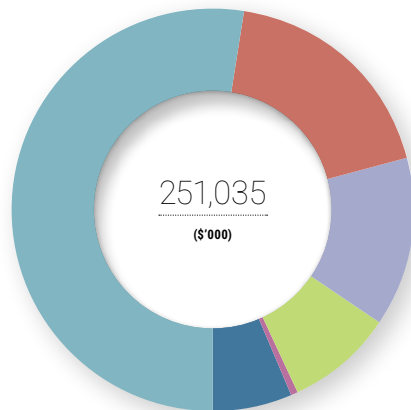


David Nicolaou

Chief Information Officer

Financial Statements

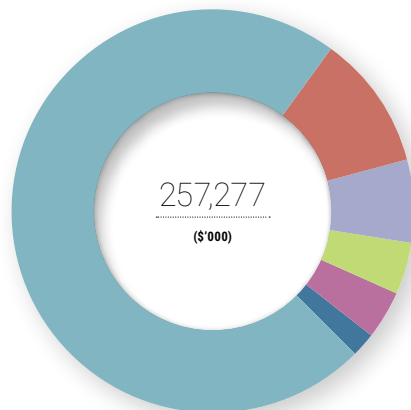
For a copy of our full financial statements, please email welcome@brightwatergroup.com



What We Earned

• Residential Aged Care revenue	132,202,686
• Disability Services revenue	46,113,587
• Brightwater at Home Services revenue	33,789,701
• Commercial revenue	21,445,829
• Grants	1,764,266
• Other income	15,718,918

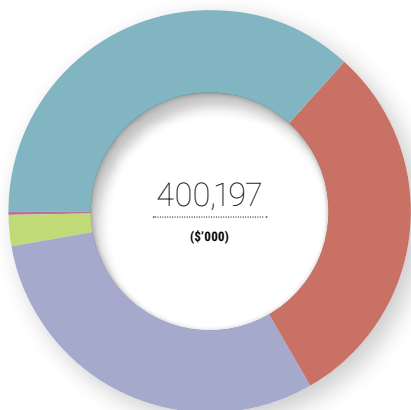
Total **251,034,987**



What We Spent

• Employees	187,121,282
• General and administration	27,307,676
• Depreciation, amortisation and impairment	17,501,641
• Rent, utilities and maintenance	11,000,603
• Materials and supplies	9,305,310
• Operating and travel	5,040,467

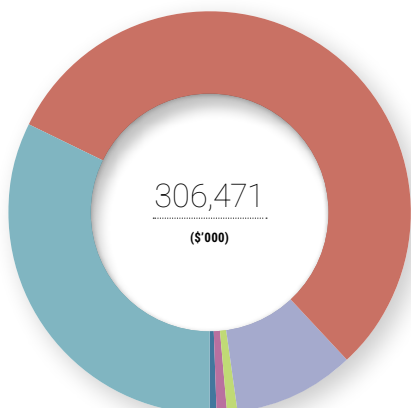
Total **257,276,979**



What We Own

• Property plant and equipment	147,556,760
• Cash deposits and investments	120,169,441
• Investment property	122,416,000
• Receivables and prepayments	9,992,097
• Other assets	62,888

Total **400,197,186**



What We Owe

• Retirement village resident obligations	98,973,555
• Accommodation bonds, RADs	170,933,460
• Employee benefits	30,098,381
• Deferred income	2,611,567
• Trade and other payables	2,873,370
• Other liabilities	980,920

Total **306,471,253**

We support people to live **a better quality of life**

As a not-for-profit and charity, Brightwater relies in part on community generosity to enable us to deliver extras in many different ways to the people we support. We continue to be inspired by the willingness of individuals and businesses in WA to reach out to help those in need.



Please donate today

Our fundraising is, and always will be, directed to the extra things that an organisation like ours would not normally be able to fund, such as life experiences for our clients, special equipment and programs or vital research.

There are several ways you can support Brightwater



Make a regular donation



Become a volunteer



Make a donation in memory of someone



Make a gift in your will



Become a corporate partner or sponsor



Fundraise for us

3 easy ways to donate:

Phone 1300 223 968

Send your donation to:
Brightwater Fundraising
PO Box 762, Osborne Park WA 6916

Go online: brightwatergroup.com/support-us

Follow our stories



brightwatergroup.com



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