



Australian Government



ABORIGINAL
HOSTELS LIMITED

2024-25 ANNUAL REPORT



**Aboriginal Hostels Limited
Annual Report 2024–25**

Level 1 Capital Centre
2-6 Shea Street
Phillip ACT 2606
PO Box 30

Woden ACT 2606

Phone: 02 6212 2001

Email: corporatereporting@ahl.gov.au

Website: ahl.gov.au

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This document must be attributed as the Aboriginal Hostels Limited Annual Report 2024–25.

First Nations people are advised that this publication may contain images or references to people who have passed away.

The artwork throughout this report is by Ngarrindjeri Artist Jordan Lovegrove.

Graphic design attribution: Giraffe VCM.

Cover: Residents at Nindee Hostel.

Inside cover: Residents in the courtyard of Nagandji Nagandji-Ba Hostel.

Aboriginal Hostels Limited acknowledges the Traditional Owners and custodians of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to Elders past and present.



We stayed on the ground floor overlooking the lush well-maintained garden and courtyard. The staff are always friendly and smile. I could not have asked for my stay to be better.

Kuiyam Hostel resident



Australian Government



ABORIGINAL
HOSTELS LIMITED

Senator the Hon Malarndirri McCarthy
Minister for Indigenous Australians
PO Box 6100
Parliament House
CANBERRA ACT 2600

Dear Minister

On behalf of the Board of Aboriginal Hostels Limited (AHL), I am pleased to submit our Annual Report for the financial year ended 30 June 2025.

This Report was prepared in accordance with section 97 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Chapter 2M of the *Corporations Act 2001*. Under section 97 of the PGPA Act, AHL is required to give you a copy of its Annual Report, which includes the Directors' Report, Independent Auditor's Report and Financial Report.

The Annual Report and the audited Financial Report were approved in accordance with a resolution of the AHL Board of Directors on 24 September 2025.

I commend this report to you as a record of AHL's achievements and compliance.

Yours sincerely

Alison Page

Interim Chair
Aboriginal Hostels Limited
24 September 2025



Guide to the Report

This Annual Report describes the management and performance of Aboriginal Hostels Limited (AHL) for the financial year from 1 July 2024 to 30 June 2025.

This report fulfils the reporting requirements set out in legislation, including the *Corporations Act 2001* and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) as well as performance measures set out in the Prime Minister and Cabinet Portfolio Budget Statements and AHL Corporate Plan.

The Report is in 4 parts:

Overview – includes messages from the Chair and Chief Executive Officer and provides information on AHL’s services, hostel network, and 2024–25: Year at a glance.

Performance – sets out AHL’s planning and reporting framework and outlines AHL’s actual performance against its performance measures.

Organisation – describes the structure, governance and people that determine AHL’s strategic direction, accountability and operational outcomes.

Statutory Reports – presents the Directors’ Report and Financial Report for 2024–25.

AHL’s current and previous Annual Reports are available on our website at ahl.gov.au.

For more information, or to provide feedback on this Annual Report, please contact us by email at corporatereporting@ahl.gov.au or by telephone on 02 6212 2001.





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I had the privilege of staying [at Tony Mundine Hostel] while I was studying. The staff were absolutely wonderful and made me feel very welcomed and at home, and so were the other residents staying there. I would like to thank them all for their hospitality and friendliness. I would stay there any time should I ever get to visit Sydney again.

Tony Mundine Hostel resident



Tony Mundine Hostel

OVERVIEW



Message from the Chair

On behalf of the AHL Board of Directors, I am pleased to present AHL's 2024–25 Annual Report. This report showcases our performance, partnerships, service improvements and achievements during the reporting period. It reflects AHL's more than 50-year commitment to providing culturally safe and affordable accommodation for First Nations people who need to be away from home to access services and economic opportunities.

Throughout 2024–25, we continued implementation of service improvements, seeing out the \$20.8 million funding over 2 years provided by the Australian Government in its 2023–24 Budget. We also welcomed an additional \$10 million in Government funding for 2025–26. Further improvements were made to our hostel meal service and security arrangements, and significant progress was made on scheduled hostel maintenance, upgrades and resident Wi-Fi roll out. Salary increases and improvement to conditions for our employees under the *AHL Enterprise Agreement 2024–2027* were successfully implemented.

Maintaining and upgrading our facilities, improving our services, and strengthening key partnerships, proves we have no plans to slow down. However, we are facing unprecedented financial challenges. Despite strong fiscal planning and management, the increasing costs of delivering our services, combined with emerging financial pressures, have resulted in a 2024–25 operating deficit of \$12.8 million. Our operating deficits are also forecast to continue to grow over the coming years. Simply put, we need to secure additional funding or alternative revenue streams to ensure the company's long-term financial sustainability and, ultimately, avoid the difficult and unwanted decision of closing hostels—a prospect the Board is



determined to avoid. We have, and will, continue to work collaboratively with Government to develop a solution to secure the future of the company.

The progress on the upgrade and expansion of the Apmere Mwerre Visitors Park in Alice Springs has been a major achievement this year. In early 2025, AHL received a further \$1.1 million from the Australian Government to address increased site and project costs. With construction planned to be completed in September 2025, we are excited to reveal the facility upgrades and open the 20 additional short-term beds to accommodate those in need, particularly women and children experiencing domestic violence.

Our hostels not only provide accommodation, but also a supportive environment that contributes to the well-being and success of the First Nations next generation. We are particularly proud of the positive impact our services had in 2024–25, enabling 137 First Nations young people to engage in secondary education.

Consistent with our commitment to protecting the wellbeing of children in our care, in 2024–25, we also commenced a review of our child

safeguarding framework. This important work will continue into 2025–26, and beyond, as we continue to embed child safety in all that we do. We are committed to ensuring every child and young person has the right to be safe, empowered, culturally supported, and meaningfully involved in decisions that affect them.

February 2025 saw the release of AHL's *Social and Economic Impact Report*. The report highlighted the significant contributions to Closing the Gap outcomes across Australia that AHL delivers for First Nations people and demonstrated that for every \$1 invested, AHL creates \$5.19 in value. This report has been key in identifying actions to support AHL's long-term financial viability.

2024–25 has also been a year of change. In February 2025, I was honoured to be appointed as Interim Chair, succeeding Anthony Ashby, who had served as a Director, Deputy Chair, and then Chair, since joining the Board in September 2019. In March, and after 5 years of dedication to AHL, Dave Chalmers' tenure as Chief Executive Officer concluded. In June 2025, Professor Valerie Cooms resigned from her position

as Deputy Chair. Spanning a tenure of almost 6 years, Professor Cooms served as a Director, Chair of the Working Group on Culture, and Deputy Chair of the Board.

I would like to formally acknowledge and thank Anthony, Dave, and Valerie, for their important contributions to AHL. They have left a legacy that we will continue to pursue while we support First Nations people as they seek opportunities now, and into the future.

On behalf of the Board, I extend our sincere gratitude to all AHL employees, residents and stakeholders for their contribution to AHL's success in 2024–25 and invite you to join me in celebrating another successful year in AHL's more than 50-year story.

Alison Page

Interim Chair



Message from the CEO

For over 50 years, AHL has been a vital resource for First Nations individuals needing to access healthcare, education, and employment opportunities, as well as a safe place to call home while away from their communities.

Throughout 2024–25, AHL remained steadfast in its commitment to providing culturally safe and affordable accommodation for First Nations people. We continued our focus on creating economic opportunities for First Nations people through employment, career pathways, and supporting First Nations businesses through our procurement activities. We also saw significant demand for our services, particularly as cost-of-living pressures continue to impact communities across Australia.

Although I only commenced as interim Chief Executive Officer in March 2025, it gives me great pride to have the opportunity to lead this iconic organisation in continuing to deliver much needed services to First Nations people. Our success, outlined in this report, has been a direct result of the dedication and hard work of our employees, who consistently go above and beyond to support our residents. We also recognise the vital role of our stakeholders – including the Australian Government, community organisations, and service providers – to enable us to deliver our core purpose. This year, we are proud to have partnered with a range of community organisations to better support our residents and expand our reach. Their support is also essential to our continued success.

2024–25 was a year marked by change, investment in systems, continuing to raise awareness of our financial sustainability challenges and our impact, and laying foundations for the future. Throughout the year, we continued, and initiated, significant projects, some that will carry forward into 2025–26. These initiatives reflect our commitment to strengthening AHL's operational capacity, improving service delivery, and ensuring we are equipped to meet the evolving needs of the communities we serve.



During 2024–25 we:

- provided accommodation for almost 19,000 residents and achieved an impressive 81 per cent occupancy rate, reflecting the sustained demand for our services
- continued to implement a range of upgrades to our hostel amenities, including continuing the rollout of hostel Wi-Fi services, bathroom upgrades, internal and external painting, and security and safety enhancements
- made significant progress with the design and implementation of a new Aurion Human Resource Management Information System (HRMIS)
- commenced work to refresh AHL's child safeguarding framework and mandatory training program – an important step that reaffirms AHL's commitment to child safety as well as our zero tolerance for harm to children
- began construction for the Apmere Mwerre Visitors Park (AMVP) upgrade and expansion project, which is due for completion in September 2025.

I want to thank our dedicated employees for their hard work and commitment to ensuring the wellbeing of our residents and delivering a culturally safe service. While we face ongoing fiscal challenges, we are confident in our ability to adapt and continue to deliver on our core purpose and make a positive impact on the lives of First Nations people.

I invite you to explore this report to learn more about AHL's work and our impact on First Nations people and communities across Australia.

Dermot Walsh CA, FCPA, MAICD
Interim Chief Executive Officer



About AHL

Our vision

AHL's vision is to improve the quality of life and economic opportunity for First Nations people.

Our purpose

AHL's purpose is to provide culturally safe and affordable accommodation for First Nations people who need to be away from home to access services and economic opportunities.

Our model

AHL is a not-for-profit Commonwealth company, with an independent non-executive Board of Directors. The Australian Government, through the responsible Minister, is the sole member of the company.

Since 1973, AHL has provided accommodation for First Nations people through a national network of accommodation facilities (our hostels). We are proud to have provided this service for more than 50 years.

Our tariff is set at an affordable rate for individuals and families who receive Australian Government income support. Through an annual appropriation, the Australian Government provides funding to cover the gap between an affordable tariff and the cost of providing hostel services.

6

Aboriginal Hostels are more than just a place to stay. They are a home away from home, support people to access health and medical services, and provide a warm bed and hot meal in a time of crisis. AHL is a crucial safety net for thousands of First Nations people every year.

9



Senator the Hon Malarndirri McCarthy
Minister for Indigenous Australians.

Nagandji Nagandji-Ba Hostel residents.





Our culture and values

As an organisation, we are down to earth, community-minded, responsible and professional.

AHL's values are outlined in our Cultural Statement and represented by our PROUD acronym.

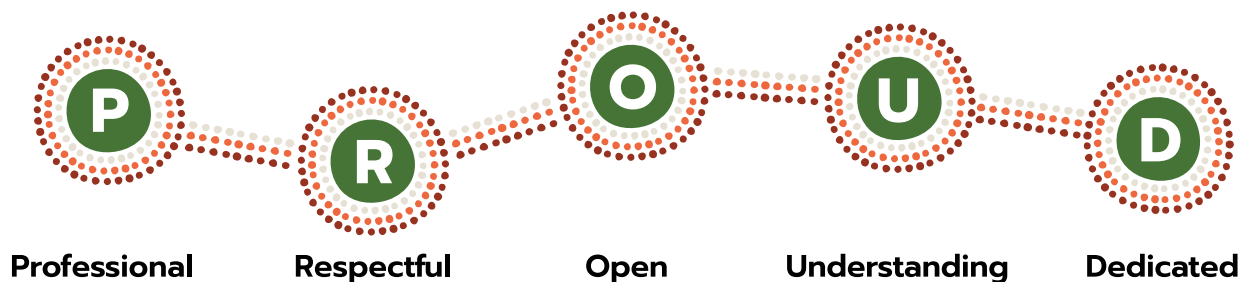
Respect for residents

Although AHL is an accommodation provider, the value in our service is not only our physical facilities but also the supportive environment we offer our residents. 'Looking after each other' represents the promise AHL makes to residents to support them.

Respect for employees

'Looking after each other' is also a promise made to employees. Whether working in an enabling services role, as a residential youth worker working with students, or as a housekeeper in a hostel, all employees deserve a respectful work environment that also reflects the Australian Public Service (APS) values.

PROUD Values



We regularly recognise and reward employees and teams who embody all that our Cultural Statement stands for. Acknowledging our employees' contributions fosters a sense of pride and recognises their value to AHL and the genuine, meaningful contribution they make to First Nations people – which is something to be proud of.

The Kirinari Newcastle Hostel team receiving a PROUD Award, presented by members of the Audit Risk and Finance Committee and AHL Executive team.



AHL's services and network

AHL's services

AHL currently operates 42 hostels across 3 service categories – Health and Medical, Multipurpose and Secondary Education. We provide a place to stay and 3 meals a day for First Nations people across our hostels. In 2024–25, we accommodated an average of 1,200 residents, each day.

We maximise the use of our facilities through partnerships, referrals from First Nations service providers, and active community engagement. Partner organisations both refer residents to AHL and work alongside our company to support residents to meet their needs. We are committed to improving our accommodation offerings and placing residents at the centre of all that we do.



HEALTH AND MEDICAL (12 facilities and 375 beds)

Our Health and Medical hostels cater specifically for First Nations people (and their carers) who need to be away from home to access medical services, including renal dialysis, and antenatal or postnatal care for mothers and babies. Financial assistance and help with transport are available through state and territory Patient Assisted Travel Schemes. These hostels are often located close to medical facilities, where residents can access specialist treatment.



MULTIPURPOSE (23 facilities and 1,069 beds)

Our Multipurpose hostels provide accommodation for individuals, couples and families. Residents stay with us when waiting for housing, seeking employment, participating in tertiary or other educational opportunities, and when meeting commitments away from their homes and communities. Some residents stay until they can access long-term accommodation.



SECONDARY EDUCATION (7 facilities and 116 beds)

Students from years 7 to 12 are accommodated in our Secondary Education hostels and supported by a Head and Deputy of Boarding, and a team of residential youth workers, while they attend high school away from their homes. Our students are involved in extra-curricular activities before and after school. They also take part in support programs that assist them to successfully complete their studies. Eligible students attract ABSTUDY payments to support the cost of boarding.

Health and Medical



375
BEDS



12
FACILITIES

Multipurpose

23
FACILITIES



1,069
BEDS

Secondary Education



7
FACILITIES

116
BEDS





AHL's network

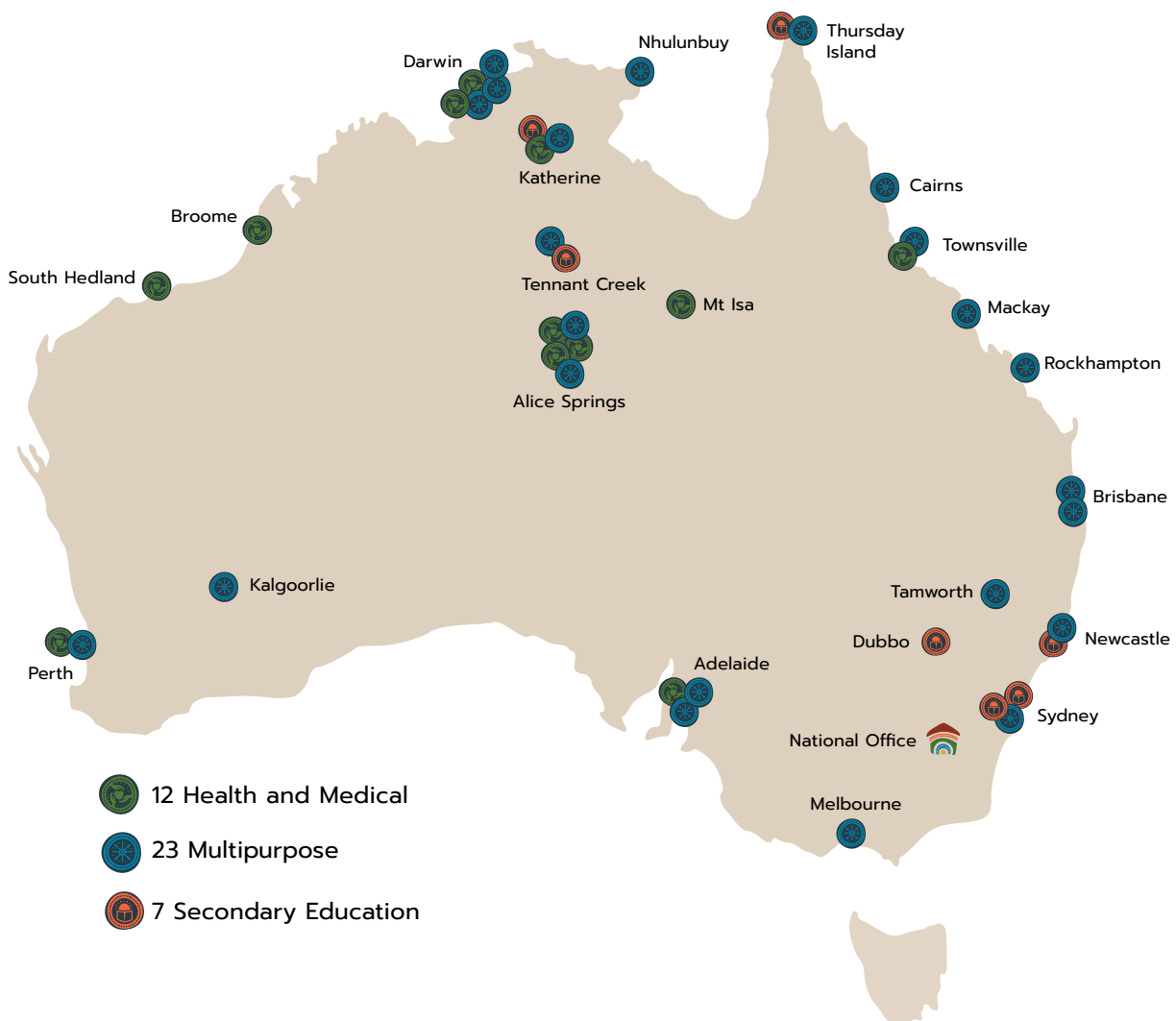
AHL's residents come from all over Australia and stay with us for a variety of reasons.

In 2024–25, more than 80 per cent of our employees worked in frontline service delivery,¹ with our remaining employees working in corporate and enabling service roles in our National Office in Canberra.²

As at 30 June 2025, AHL had 1,560 beds available across our network.












































For some of our residents, AHL's far reaching footprint means there are accommodation options available closer to community and Country.

FIGURE 1: MAP OF SERVICE DELIVERY NETWORK AS AT 30 JUNE 2025



¹ Based on average staffing levels (ASL) in 2024–25.

² Consistent with APS flexible working arrangements, 28 per cent of National Office employees are outposted in our network.

Location	Hostel	Location	Service Type
Northern Territory	Alyerre	Alice Springs	
	Sid Ross	Alice Springs	
	Apmere Mwerre Visitors Park	Alice Springs	
	Ayiparinya	Alice Springs	
	Topsy Smith	Alice Springs	
	Daisy Yarmirr	Darwin	
	Galawu	Darwin	
	Gudang Dalba	Darwin	
	Nagandji Nagandji-Ba	Darwin	
	Silas Roberts	Darwin	
	Corroboree	Katherine	
	Fordimail Student Hostel	Katherine	
	Katherine Women's Medical	Katherine	
	Nhulunbuy	Nhulunbuy	
	Tennant Creek Secondary	Tennant Creek	
New South Wales	Wangkana Kari	Tennant Creek	
	Grey Street	Dubbo	
	Durungaling	Newcastle	
	Kirinari Newcastle	Newcastle	
	Biala	Sydney	
	Kirinari Sylvania	Sydney	
	Tony Mundine	Sydney	
Queensland	Tamworth	Tamworth	
	Elley Bennett	Brisbane	
	Yumba	Brisbane	
	Kuiyam	Cairns	
	Mackay	Mackay	
	Kabalulumana	Mount Isa	
	Neville Bonner	Rockhampton	
	Canon Boggo Pilot	Thursday Island	
	Jumula Dubbins	Thursday Island	
	Iris Clay	Townsville	
Victoria	Tonky Logan	Townsville	
	William T Onus	Melbourne	
South Australia	Luprina	Adelaide	
	Mulgunya	Adelaide	
	Nindee	Adelaide	
Western Australia	Broome	Broome	
	Trilby Cooper	Kalgoorlie	
	Allawah Grove	Perth	
	Derbal Bidjar	Perth	
	South Hedland	South Hedland	
Australian Capital Territory	National Office	Canberra	

Note: Although not captured in the map or the above table, AHL owns facilities in:

- Armidale: which is operated under a management agreement with a Community Housing Provider who provides accommodation to vulnerable people, including First Nations people.
- Derby: which is leased to a First Nations corporation providing accommodation and support services.
- Kununurra: which is operated under an access license by local First Nations organisations providing accommodation and support services for First Nations people.



Our hostels: A safe place to stay when far from home

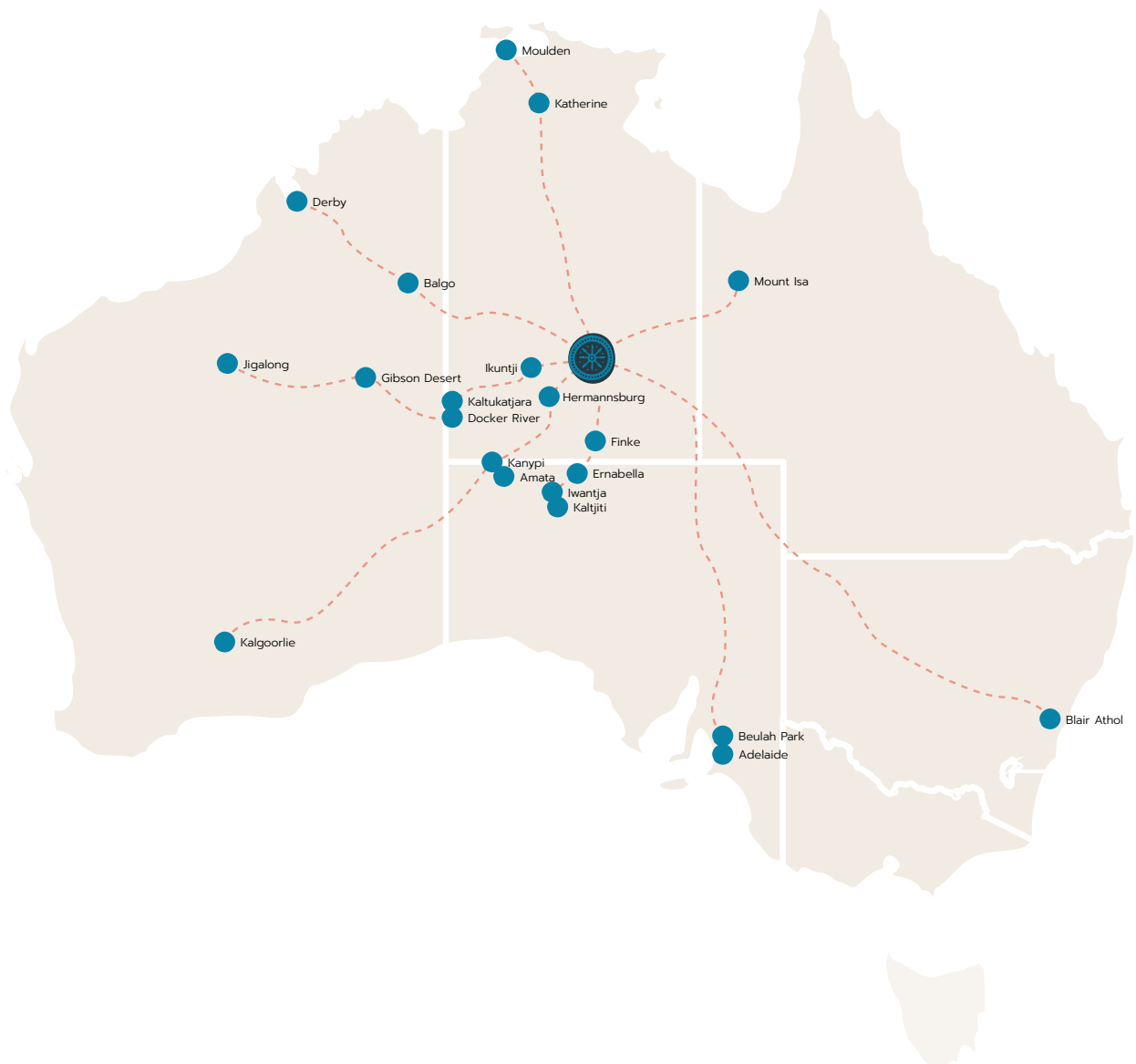
Our 42-hostel network spans 22 locations, and we are proud to welcome and accommodate residents from communities near and far.

Where do residents come from?

The Ayiparinya Hostel in Alice Springs, on the traditional lands of the Arrernte people, is a Multipurpose hostel which caters for First Nations people who are travelling for a range of reasons.

A survey of residents staying at Ayiparinya Hostel shows how far they travelled from their homes to reach the hostel.

FIGURE 2: SNAPSHOT OF AYIPARINYA HOSTEL RESIDENT FOOTPRINT



A rewarding career and vast family connections at AHL

Proud Palawa woman Elizabeth Sherriff, Hostel Manager at AHL's Allawah Grove Hostel in Perth Western Australia, provides a 'family' atmosphere and 'home away from home' for the hostel's First Nations residents.

Elizabeth started working at AHL almost 27 years ago and continues to welcome and support countless residents who stay at AHL.

'I have had the pleasure of setting up and opening (AHL's former) Kununurra Hostel, South Hedland Hostel and Trilby Cooper Hostel. I have also worked at many hostels across Australia training staff. I managed Trilby Cooper, Derbal Bidjar and for the past 20 years I have managed Allawah Grove Hostel,' Elizabeth said.

Elizabeth was born in Hobart Tasmania, in 1949, into a large family, being the second youngest of 18 children, where she learned the value of hard work.

'My mother passed away in 1987 at 81 years old. She finally gave up working when she was 74 years old. We were a very close family, all taking care of each other. I remember my father always telling me that nothing in life is free and if I wanted anything then I had to work for it.'

Due to Elizabeth's grounded upbringing, it is not surprising she has flourished in the hospitality sector.

'The residents at Allawah Grove, many of whom have returned many times, have become my extended family. I have so much respect for them and they give it back to me twofold. I have learnt much of their culture whilst at the same time have taught them about my culture,' Elizabeth said.

Not only has Elizabeth made a meaningful impact on our residents but her son, daughter, granddaughter and late husband have all worked (or still work) at AHL.

'My son Ricky, who is a chef, joined me as our Cook for a couple of years at Trilby Cooper. My daughter Linda also started working with me at Trilby Cooper.

'I also note that my late husband Raymond was the Night Attendant at Allawah Grove Hostel until he passed away in 2008. He also did a lot of gardening work at Trilby Cooper when we first re-opened it.

'I have raised my daughter and son as caring people. Both my granddaughter and my daughter are very caring people who respect our people and their needs,' Elizabeth said.

AHL Frontline Services Director Deanne Bear said, 'Family connections are pivotal to forming identity and belonging within the First Nations community. AHL is blessed to have Elizabeth and her family



members working at AHL, to share their firsthand wisdom and cultural understanding with our First Nations residents.'

Allawah Grove Hostel is one of AHL's 12 Health and Medical hostels, catering for First Nations residents who need to be away from home to access medical services, including renal dialysis.

Elizabeth said, 'I see many residents come into Allawah Grove on a day-to-day basis, some of whom are very ill. What may seem a minor illness to most people can be detrimental for them. I believe AHL allows me to treat each person as an individual, as their medical condition is a scary thing to them and if I can help or put their minds at ease, I find they do not feel so isolated'.

'Caring helps curing. We also like for the residents to feel that Allawah Grove is a home away from home.'

Elizabeth has achieved a lot in her lifetime, including having a very sporty year back in 1988, where she was captain of the Tasmanian Aboriginal Netball Team playing in South Australia (SA). She also won the National Aboriginal Sports Star Award in Brisbane and was a Tasmanian State Darts Team member in SA. Elizabeth is also a two-time recipient of the Australia Day Medal at AHL.

'It is truly difficult to cover Elizabeth's vast and rewarding life in a few words, however we hope she understands how much we appreciate all she has achieved at AHL,' said AHL Frontline Services Director Deanne Bear.

Three generations of AHL employees – Debrah King, Elizabeth Sherriff and Linda Morrison.



2024–25: Year at a glance

AHL provides more than just accommodation. We are a gateway, stepping stone, and safe haven, enabling residents to access a range of services, including crucial medical care, education and employment opportunities. For First Nations people living in regional and remote areas, travelling away from home is often the only choice. By providing a safe space where residents feel supported and empowered, the burden of managing social dislocation and separation from family, and navigating unfamiliar locations, cultures and systems, is eased.

In 2024–25, AHL provided culturally safe and affordable accommodation and 3 meals a day for thousands of First Nations people, as it has done for more than 50 years.



1.3 MILLION
MEALS



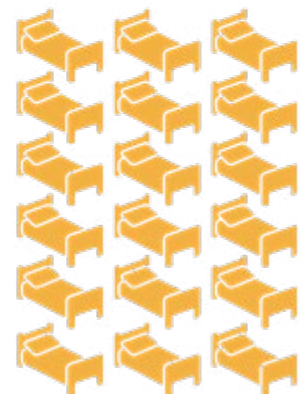
42%
First Nations
employees

People aged
ONE DAY
TO 98
YEARS
stayed with
AHL

\$2.5 million purchased from
First Nations businesses



137 young people were
supported to undertake
secondary education



437,842
occupied bed
nights during
the year

The accommodation at Iris Clay was just right for my family. We had a great sleep for 1 night to travel south. Thank you.

Iris Clay Hostel resident



ABORIGINAL HOSTELS LIMITED



One of our younger residents enjoying colouring in at Galawu Hostel, Darwin.



42 HOSTELS
in 22 locations



18,968
PEOPLE

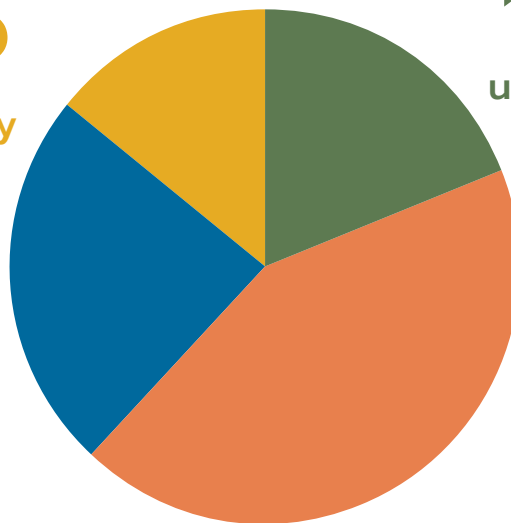
81%
OCCUPANCY



5,644 people stayed in our health and medical hostels

14%
of residents
did not specify
their age

24%
over 50 years
of age



19%
under the age
of 20 years

43%
from 20 to
50 years



Some residents stay for a short time, while others stay for extended periods to access medical treatment or until they are able to secure long-term accommodation. Although the average length of stay in our Health and Medical hostels in 2024–25 was 14 days, some residents have stayed with AHL for over a year to ensure they were able to access medical services.



Multipurpose Hostel
Average 12 days of stay



Health and Medical Hostel
Average 14 days of stay

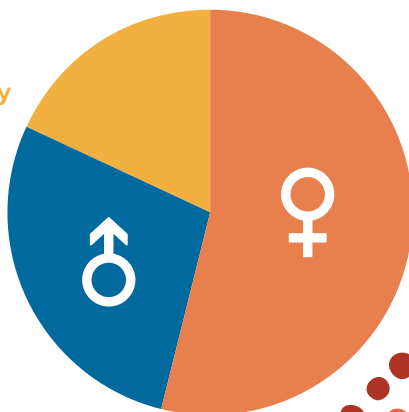


Secondary Education

On average, our Year 12 graduates in 2024 had stayed with AHL for 15 school terms (approximately 3.5 years)

18%
Did not specify
their gender

28%
Male



54%
Female

Allawah Grove Hostel residents
in the dining room.



Enjoyable stay. Staff were very great and helpful. The rooms are good and the food was good. I would recommend staying here again. This is a beautiful hostel.

South Hedland Hostel resident



Lunch time at South Hedland Hostel.



Our Gudang Dalba Hostel in Darwin caters to mums and bubs.



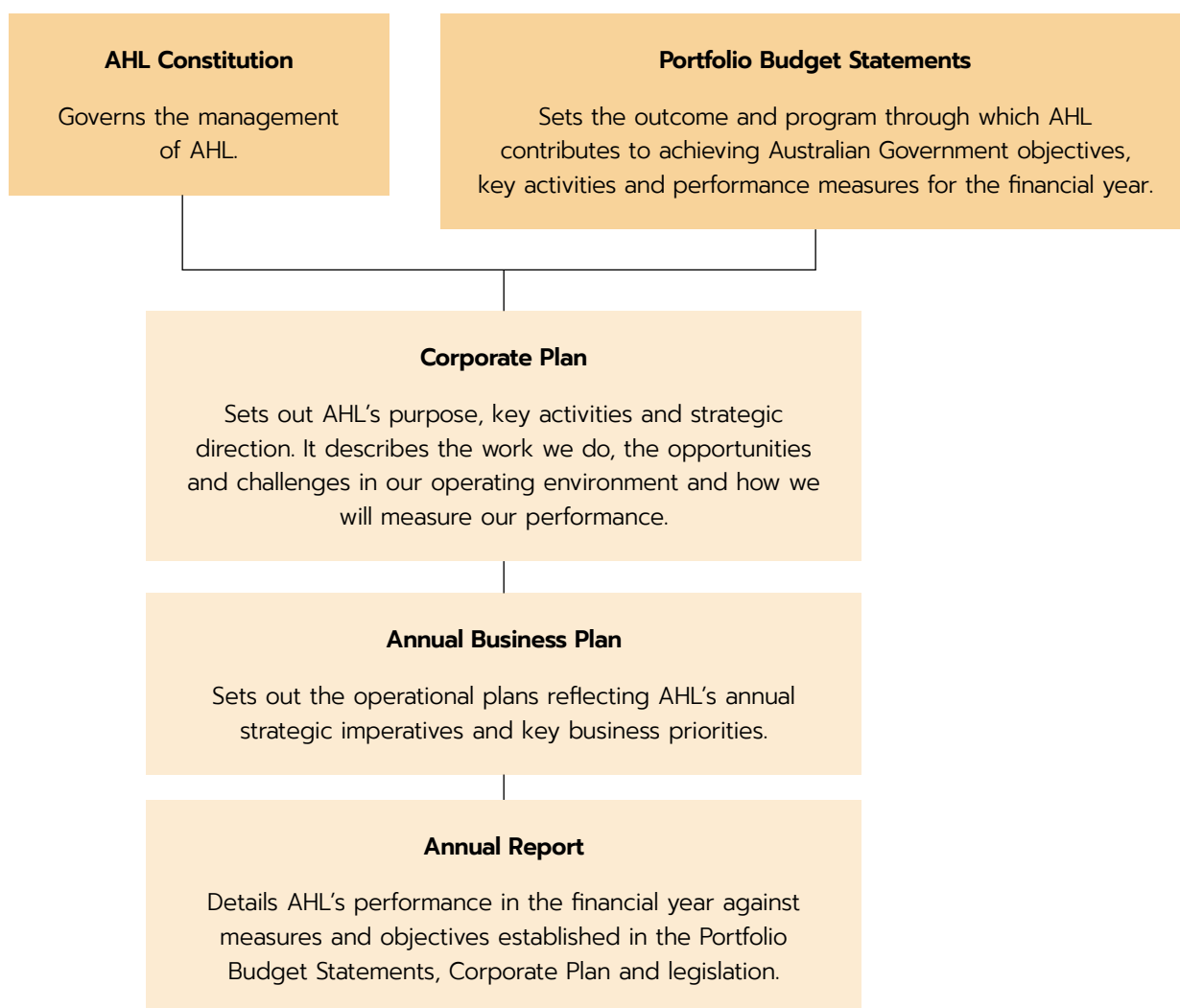
PERFORMANCE



Planning and reporting framework

AHL's strategic planning and reporting framework guides the company in meeting its objectives.

FIGURE 3: PLANNING AND REPORTING FRAMEWORK



During the reporting period, we also contributed to the Indigenous Affairs outcomes of the Prime Minister and Cabinet portfolio through our outcome and program, as set out in the Portfolio Budget Statement (PBS):

Outcome 1 – Improved access to education, employment, health and other services for Aboriginal and Torres Strait Islander people travelling or relocating through the operation of temporary hostel accommodation services.

Program 1.1 – The objective of this program is to provide temporary accommodation for First Nations people who must live away from home to access services and economic opportunities.





.....
Luprina Hostel Manager yarns with a resident over a cuppa.

Our performance

AHL's performance during the reporting period has been assessed against the performance measures and targets articulated in our 2024–25 Corporate Plan, as required under section 28E(aa) of the PGPA Rule.

Our performance report reflects how AHL is delivering against its purpose through quantitative and qualitative analysis of the effective delivery, benefits and impacts of our key activities.

Key Activity: Delivering services that improve the quality of life and economic opportunity for First Nations people through providing culturally safe and affordable hostel accommodation for First Nations people.

Occupancy levels

Performance measure	Target	Actual result	Methodology
Occupancy level as a percentage of resident bed nights available per annum.	75% Occupancy.	Target Exceeded 81% occupancy.	Quantitative assessment of occupancy data and demographics.

Occupancy has continued to grow over the past 5 years. Our occupancy³ for 2024–25 was 81 per cent (a one per cent increase from 2023–24).

³ Occupancy is measured based on each bed with a paid tariff, which may be marginally higher than actual occupied beds.



Year on year, we accommodate a diverse range of residents, including children, youth and adults. Last year alone, we welcomed newborn babies and accommodated a resident who was 98 years young. The largest age group accommodated was residents aged 20 to 50 years, at 43 per cent. 2024–25 saw a higher proportion of female residents, aligning with the number of single-gender hostels, of which 3 hostels cater to female residents, and 2 to male residents.

The service in most demand is accommodation for people needing to access medical services. This demand is particularly high in the Northern Territory. In 2024–25, AHL accommodated 13,053 residents accessing medical services (or people supporting those residents accessing medical services).

AHL is proud to be contributing to positive health outcomes for First Nations people and helping to reduce the pressure on public health systems by offering accommodation close to hospital and health services. AHL also supports a variety of health services in our hostels to help with administering medical care and to facilitate services for residents, reducing barriers to

accessing health and medical care. In 2024–25 we supported services to help administer medication and transport residents to medical appointments. We also supported our residents to access counselling, health checks, vaccinations and other referral services.

Our Secondary Education hostels remain in high demand in the Northern Territory and Thursday Island. We continued efforts to increase occupancy in our New South Wales secondary education offering.

In 2024–25, we continued to communicate our purpose with clarity. To attract new residents, and further our engagement activities, we implemented our 2024–25 Communication Strategy. This strategy used cost-effective methods to reach target audiences through a range of communication channels. We made significant improvements to our digital presence, regularly updating our website with new stories that showcase the impact of AHL's services and using social media to highlight that AHL is a great place to stay or work. We continue to embed AHL's brand in all that we do and present ourselves in a consistent, inclusive and professional way.

*Outstanding management and staff,
clean and friendly family feel!*

Galawu Hostel resident



2024–25 Occupancy summary

TABLE 1: HOW WE PERFORMED OVERALL IN 2024–25

Performance Measure	Available bed nights	Occupied bed nights	Target occupancy	Actual occupancy
Occupancy level as a percentage of resident bed nights available per annum.	539,092	437,842	75%	81%

Occupied bed nights 2020 to 2025

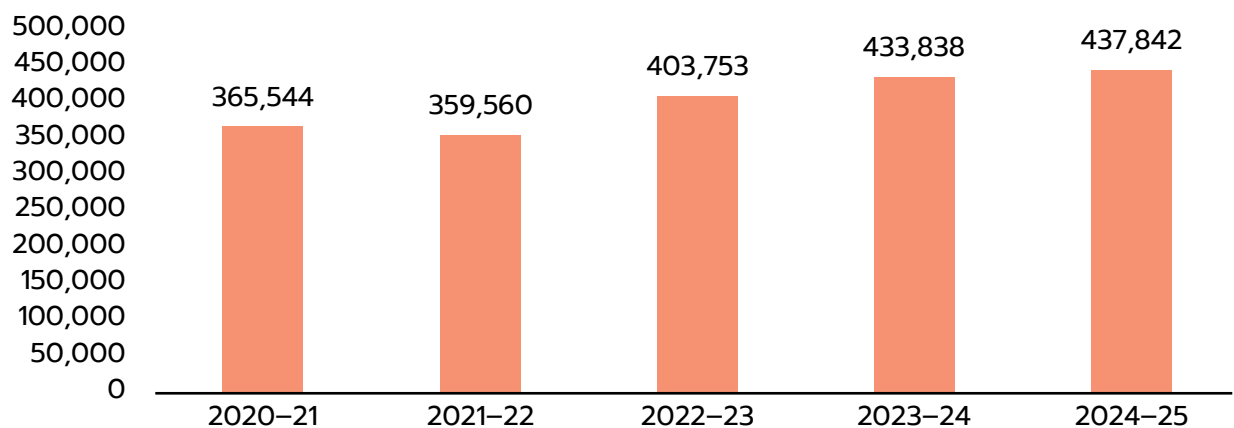


TABLE 2: HOW WE PERFORMED BY SERVICE CATEGORY IN 2024–25

Service type	Available bed nights	Occupied bed nights	Occupancy
Health and Medical	135,580	112,622	83%
Multipurpose	373,284	306,583	82%
Secondary Education	30,228	18,637	62%
Total	539,092	437,842	81%

Occupied bed nights - by service type

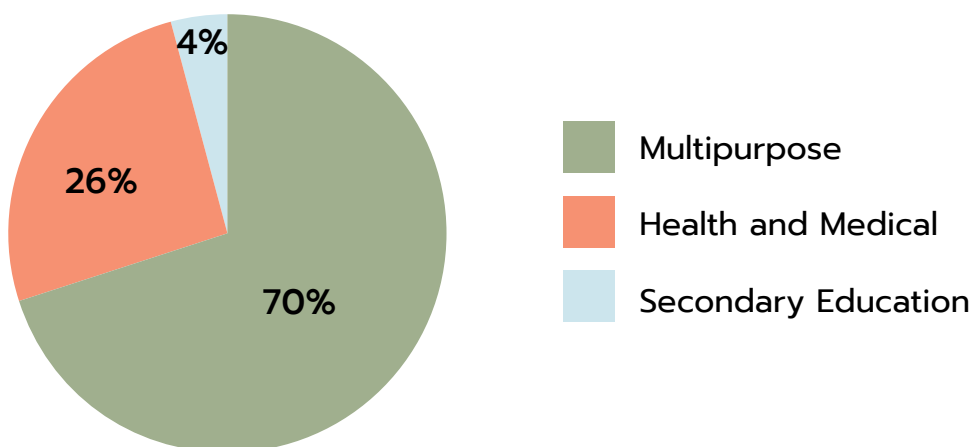


TABLE 3: HOW WE PERFORMED BY JURISDICTION IN 2024–25

Location	Available bed nights	Occupied bed nights	Occupancy
South Australia	17,076	13,028	76%
Northern Territory	260,289	229,312	88%
Queensland	149,649	119,515	80%
Victoria	8,305	5,379	65%
Western Australia	64,442	47,135	73%
New South Wales	39,331	23,473	60%
Total	539,092	437,842	81%

Occupied bed nights - by location

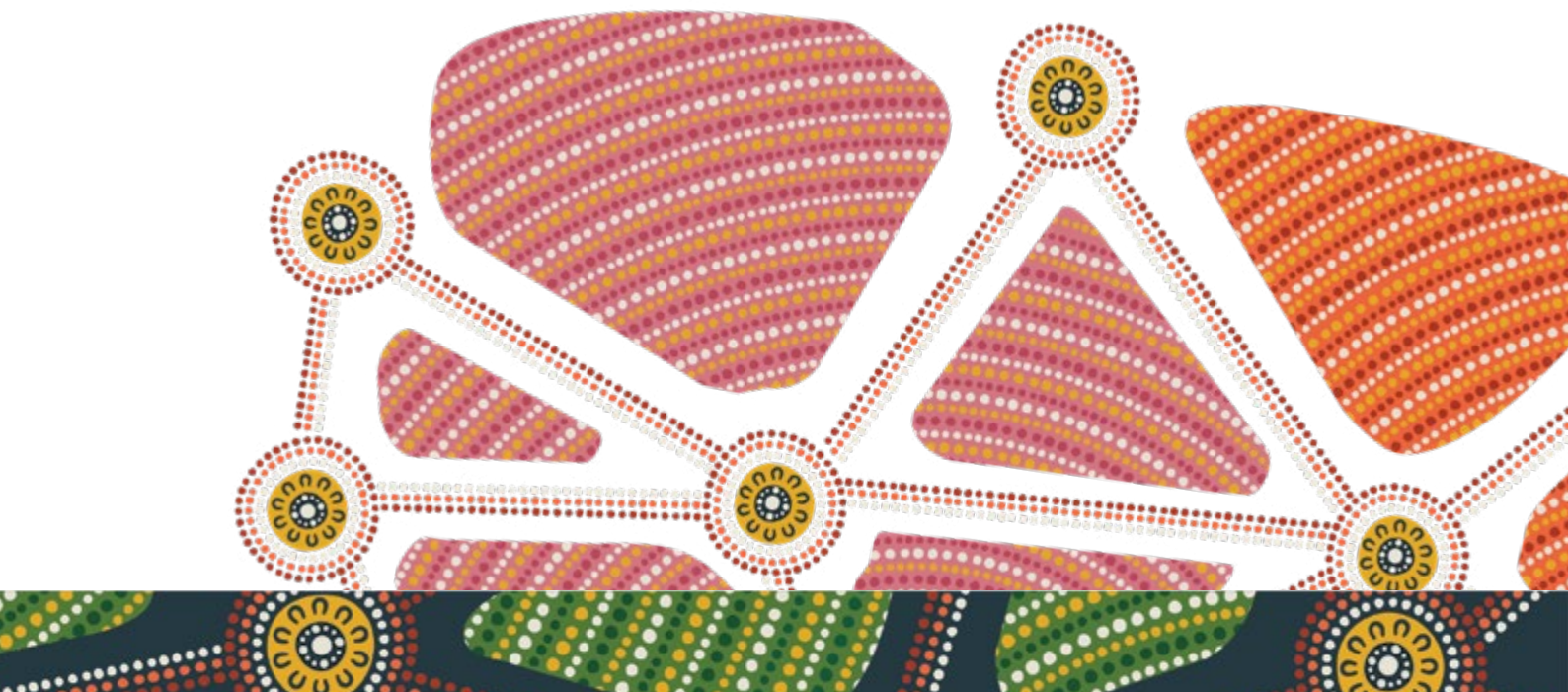
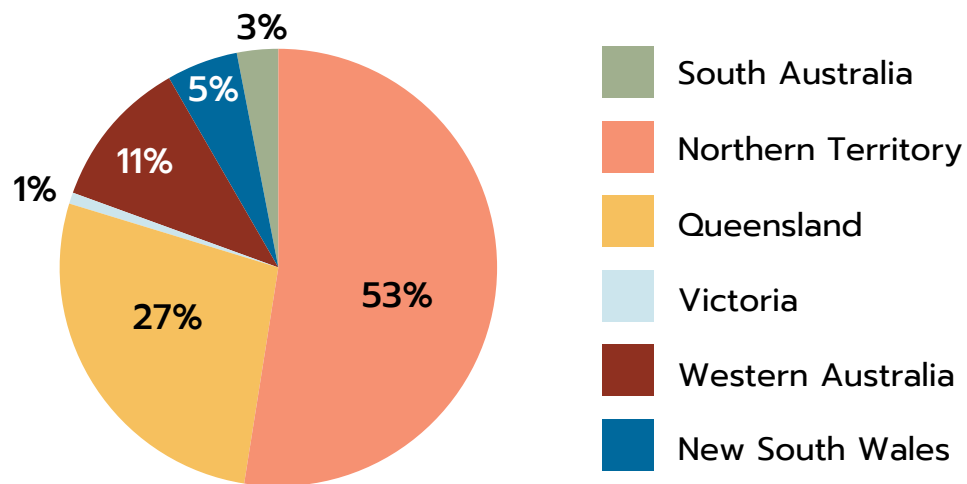
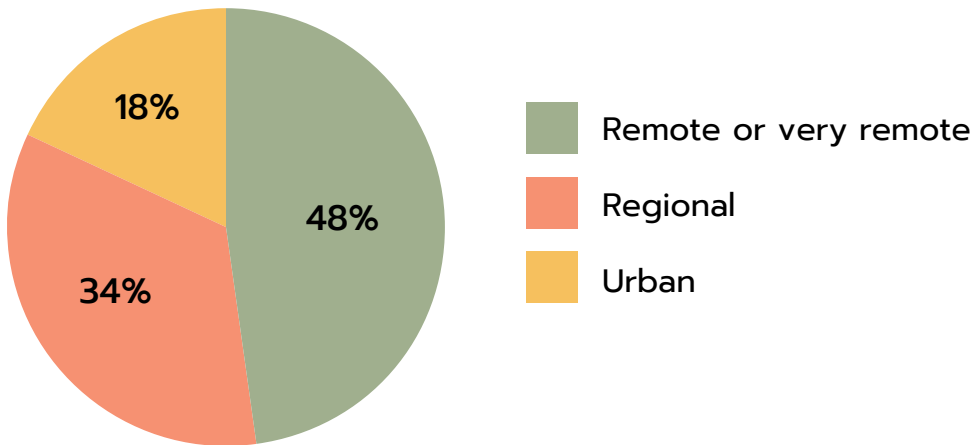


TABLE 4: HOW WE PERFORMED BY LOCATION CATEGORY IN 2024–25

Location category	Available bed nights	Occupied bed nights	Occupancy
Remote or very remote	249,084	208,526	84%
Regional	179,133	148,349	83%
Urban	110,875	80,967	73%
Total	539,092	437,842	81%

Occupied bed nights - location category



Service quality

Performance Measure	Target	Actual result	Methodology
Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services.	80% overall satisfaction.	As a biennial activity, a survey was not conducted in the reporting period. 94% overall resident satisfaction rating was reported in the 2024 survey.	Analysis of resident satisfaction survey results.





In the courtyard at Neville Bonner Hostel there are places to connect, yarn, and for kids to play.

To help AHL respond to the changing needs of our residents, a resident satisfaction survey is undertaken every 2 years – this frequency allows AHL time to carefully consider and implement recommendations. A resident satisfaction survey was conducted in 2024, and the next survey will be undertaken in 2026.

- 89%** of residents agreed they felt both welcome and safe.
- 79%** said that their culture felt respected.
- 83%** would recommend the hostel to friends and family.
- 86%** of residents were satisfied with the rooms and inside amenities.
- 87%** of residents were satisfied with staff.

Some recommendations from the 2024 resident satisfaction survey included reviewing the nutritional value, diversity and cultural relevance of food and improving the flexibility of mealtimes. In 2024–25, AHL's in-house dietitians implemented improvements in these areas by developing seasonal menus tailored to the cultural preferences of each hostel resident group. To address the feedback on flexible mealtimes, AHL made changes to ensure hostels can accommodate meals outside of the set mealtimes, when required. This is in addition to offering complimentary healthy snack stations in our hostels and providing 'take with you' meals when needed.

For the first time in a number of years, we conducted a survey of students staying at our Secondary Education hostels in 2024. This survey showed 80 per cent of students were satisfied with our service and 85 per cent of students would recommend the hostel to family and friends.

In 2024–25, AHL implemented new in-room Welcome Books in Health and Medical and Multipurpose hostel rooms. The Welcome Books provide a range of hostel and local service information and encourage residents to provide feedback about their stay. Residents can submit feedback via a webform on our website, or via email or phone during business hours. Our Customer Feedback Team respond to enquiries within 3 working days.

In 2024–25, we received 90 items of feedback via customer feedback channels, with 100 per cent of feedback resolved.

To encourage regular resident feedback outside of surveys and formal feedback channels, hostels invite residents to regular meetings and events to provide opportunities for open dialogue between employees and residents. Feedback boxes are also located in hostels, providing an option for residents to provide anonymous feedback at any time.

To further improve essential services for residents, AHL has now installed Wi-Fi at 34 of our sites. Despite several challenges with the type of National Broadband Network (NBN) service that is available at our locations, along with extreme weather conditions impacting the type of hardware that was able to be used, AHL successfully configured a range of NBN technologies to provide Wi-Fi services to our residents. The installation of Wi-Fi at AHL's remaining 8 sites will be completed in 2025–26.



Key Activity: Maximising partnerships and engagement with Indigenous organisations and local service providers.

Performance measure	Target	Actual result	Methodology
Partnerships and engagement with Indigenous organisations and local service providers.	Maintained or increased compared to previous year.	<p>Target met.</p> <p>19 MOU or tendered arrangements for a total of 109 prepaid beds (an increase of 4 beds from 2023–24).</p> <p>Stakeholder survey results:</p> <p>78% agreed our services were culturally safe</p> <p>72% were satisfied with our services</p> <p>\$2.5 million in goods and services procured from 46 First Nations businesses (2023–24: \$2.9 million from 44 businesses).</p>	<p>Analysis of stakeholder engagement plans.</p> <p>Analysis of stakeholder satisfaction survey results.</p> <p>Quantitative assessment of Indigenous procurement performance.</p>

AHL partners with a variety of local stakeholders to provide prepaid bed arrangements. Our partners include hospitals, health councils, and local Aboriginal councils and organisations.

In 2024–25, there were 109 beds prepaid across 6 hostels, offering our referring partners certainty of accommodation. All the prepaid bed arrangements were in Northern Territory hostels located in Alice Springs, Nhulunbuy and Tennant Creek.

AHL is continuing to improve our service offering for residents and our stakeholders. In 2024, AHL initiated an online stakeholder survey seeking feedback on how well we were meeting stakeholders' needs and ways in which we could improve our service offer. The survey was successfully distributed to 143 stakeholders, with 22 per cent responding. Of the 32 responses received, the survey results showed that 78 per cent of our stakeholders agreed that AHL's services were culturally safe, and 72 per cent of stakeholders were satisfied with our service.

AHL continues to respond to stakeholder survey feedback and holds regular stakeholder engagement activities to gain insights into stakeholder requirements and emerging demands. A range of engagement activities occurred in 2024–25, including site visits and meetings with hostel and operations management, hostel open days, BBQs and morning and afternoon teas to bring community together, and other hostel events to celebrate significant events such as NAIDOC Week. Our hostel and operations teams also participated in other stakeholder initiatives, including interagency forums, health, employment and educational exhibitions, and cultural events, providing AHL with opportunities to connect with a variety of service providers and to identify developing community needs.

In 2024–25, we engaged with 46 First Nations businesses to procure goods and services worth \$2.5 million. AHL will continue to support a more inclusive economy, by seeking and acting on opportunities to increase procurement of goods and services from First Nations businesses.

Healing closer to culture: AHL and PATS partnership

Through a valuable partnership with the Patient Assisted Travel Scheme (PATS), AHL is helping residents access vital medical care while staying in culturally safe accommodation.

PATS works in coordination with AHL's Health and Medical and Multipurpose hostels to support people from rural and remote areas who need to travel for specialist treatment not available in their home communities. By staying at an AHL hostel, residents can access local medical services without needing to stay in hospital, helping to relieve pressure on hospital systems across Australia.

AHL's partnership with PATS extends across a range of health needs, including renal services, cancer treatment, ante or post-natal care, and specialist appointments. In Alice Springs alone, our drivers, like George, are responsible for transporting more than 180 patients to and from treatment.

'Our hostel staff go the extra step to support residents, ensuring they are ready when the PATS travel bus arrives for their medical appointments. This includes providing lunches if they will be away for most of the day,' said AHL's Director of Frontline Services, Mark Kelly.

Many First Nations people live in remote or rural areas where specialist healthcare is not available. AHL residents would be unable to access the treatment they need without the support of PATS.

For people travelling from remote communities, the Scheme not only removes financial barriers, but also ensures they have a culturally safe and welcoming place to stay.

'Without access to culturally safe accommodation and transport, some may delay or forgo treatment altogether which can worsen health outcomes,' AHL's Director of Frontline Services, Deanne Bear, said.

We also see residents travel to hostels, like Alyerre Hostel in Alice Springs, for a variety of outpatient services. One recent resident, Elizabeth, travelled from Ernabella in remote South Australia for eye care. A proud Pitjantjatjara woman, Elizabeth made a 5-hour drive and then a one-hour flight to reach Alice Springs. On arrival, she was welcomed at Alyerre Hostel where she could enjoy a healthy meal and rest after her long journey.

At AHL's Nhulunbuy Hostel, in the Northern Territory, Janet and her granddaughter stayed under a PATS prepaid bed arrangement to access medical services in Nhulunbuy. While her daughter receives medical treatment, Janet harvests pandanus leaves and weaves jewellery and bowls at the hostel, turning cultural practice into a source of income. Their story reflects how AHL hostels are a place where culture and care come together.

AHL's partnership with PATS helps to make sure that treatment is not delayed by distance or cost and strengthens a model of care that puts people and culture at the centre. Together, AHL and PATS are creating better health journeys that supports improved health outcomes for First Nations people and contributes to Closing the Gap.

Residents at Sid Ross Hostel.



Key Activity: Contributing to the priorities of the National Agreement on Closing the Gap.

Performance measure	Target	Actual result	Methodology
AHL’s contribution to applicable outcomes and targets in the National Agreement on Closing the Gap.	Effective contribution to the 9 identified outcomes.	Target exceeded. Effective contribution to 10 identified outcomes.	Quantitative and qualitative analysis of AHL’s progress and contribution against identified outcomes of the National Agreement on Closing the Gap.

In 2024–25, AHL commissioned the Nous Group (Nous) to conduct an independent analysis of the social and economic impact of AHL’s services, with a particular focus on AHL’s contributions towards Closing the Gap outcomes. Nous used this analysis to produce *AHL’s Social and Economic Impact Report*, which highlighted that culturally safe and affordable accommodation is a key enabler of Closing the Gap progress. AHL released the report in February 2025.

AHL’s contributions spread across a range of benefit areas, including health and medical outcomes, education and employment opportunities, and safe accommodation.

This report demonstrates how AHL’s provision of culturally safe and affordable accommodation contributes towards positive life outcomes for First Nations people. It explains in social and fiscal terms how AHL’s services in the affordable accommodation space have a positive impact on state and territory governments, Australian Government and local communities.

Anthony Ashby, former AHL Chair (2025)



Helping hands at Nagandji Nagandji-Ba Hostel.



Closing the Gap

AHL delivered tangible contributions to outcomes in the National Agreement on Closing the Gap, as outlined in the table below.

TABLE 5: CLOSING THE GAP OUTCOMES, AHL'S CONTRIBUTION

Outcome	Contribution	Output	Impact
Outcome 1 First Nations people enjoy long and healthy lives.	AHL provides culturally safe accommodation, and a dietitian designed meal service, for First Nations people needing to access medical services away from home.	In 2024–25, 5,644 residents stayed in our Health and Medical hostels. In 2024–25, we also delivered over 1.3 million dietitian designed meals across our hostel network.	Our services supported timely access to health care, reduced hospital bed pressures, and contributed to improved health and medical outcomes for First Nations residents by enabling culturally appropriate support during medical treatment. On average, AHL also delivers a 6.5 year average increase in life expectancy for residents.
Outcome 2 First Nations children are born healthy and strong.	AHL provides pregnant and new mums with a culturally safe accommodation option and dietitian designed meal service. AHL operates 2 antenatal hostels.	In 2024–25, 875 people (primarily pregnant women and new mothers) stayed in our antenatal hostels.	AHL delivered culturally safe, supportive accommodation, and nutritious meals, to First Nations mothers seeking pre, peri and post-natal care. We supported better maternal health and infant care, especially for First Nations women from remote areas, including contributing to the reduction in low birthweight births for First Nations infants.
Outcome 5 First Nations students achieve their full learning potential.	AHL operated 7 Secondary Education hostels offering 116 beds to First Nations high school students. AHL provides a home away from home for students to achieve their academic, social and sporting goals.	In 2024–25, AHL supported 137 high school students and 71 tertiary students. In 2024–25, AHL supported 9 year 12 students, with 5 graduating from year 12 in 2024.	Our culturally safe accommodation and academic support enabled students to access important pathways to secondary education and develop life skills beyond the classroom. We delivered access to a range of extracurricular support services, including leadership programs, health workshops, and tutoring, as well as access to onsite gyms, libraries, computer labs and study spaces, all designed to help First Nations students achieve academic success. By supporting access to secondary education, AHL supports First Nations students in achieving positive life outcomes, of which completion of secondary education is a key predictor, including higher levels of income and economic participation and reduced reliance on welfare. AHL also supports students to achieve success outside of secondary school completion, including access to apprenticeships and other career pathways.

Outcome	Contribution	Output	Impact
Outcome 7 Youth are engaged in employment or education.	<p>AHL provides safe and supportive accommodation for young First Nations people, enabling them to pursue education, training, or employment opportunities away from home. Our hostels play a critical role in supporting young people transitioning to independent living, study or work.</p> <p>AHL also employs First Nations youth.</p>	<p>In 2024–25, 137 high school students were supported and 71 tertiary-level students stayed in our hostels.</p> <p>As at 30 June 2025, 4% of our workforce was under the age of 25, with 52% being First Nations.</p>	<p>Youth in AHL hostels accessed education, training, and part-time employment, helping them build skills for long term participation in work or further study. Our services also supported them to stay engaged in these activities by reducing housing stress and offering stable, culturally safe accommodation. Our culturally safe accommodation also contributed to a reduction in youth interaction with the health and justice systems.</p> <p>Through employing youth, AHL provided valuable early career experience in roles spanning hospitality, administration and the public service, more broadly.</p>
Outcome 8 Strong economic participation and development of First Nations people and communities.	<p>AHL is proportionally one of the largest employers of First Nations people in the Australian Public Service.</p>	<p>At 30 June 2025, 42% of AHL's workforce⁴ identified as First Nations (157 employees).</p>	<p>AHL's employment practices contribute to economic empowerment and skill-building for First Nations people, with ongoing career pathway support. AHL also promotes First Nations senior executive leadership pathways with its Chief Executive Officer and Chief People Officer roles both Affirmative Measures (First Nations) positions. We also provide unique employment pathways for residents, improving their economic opportunities.</p>
Outcome 9 First Nations people secure appropriate, affordable housing that is aligned with their priorities and need.	<p>AHL provides culturally safe and affordable accommodation for First Nations people.</p>	<p>In 2024–25, AHL provided accommodation for 2,028 people who reported that their main reason for staying was homelessness.</p> <p>419 people reported that they were waiting on longer term housing.</p>	<p>By offering culturally safe and stable accommodation, and 3 dietitian designed meals each day, AHL improves health and housing stability for First Nations people experiencing homelessness or awaiting long-term housing. Through access to accommodation, AHL also supports the reduction in First Nations recidivism and interaction with the justice system, which are both linked to homelessness. AHL also empowers First Nations residents to seek support and address underlying issues contributing to their risk of homelessness.</p>

4 Not including casual employees.



It's a very nice place. The staff are very friendly and so are the patients.

Allawah Grove Hostel resident

I will not forget my beautiful time there. I just want you to know how very thankful I am.

Neville Bonner Hostel resident

Outcome	Contribution	Output	Impact
Outcome 12 First Nations children are not overrepresented in the child protection system.	AHL acknowledges that there are a range of social determinants of child and family wellbeing. Having a safe place to stay is important and AHL strives to provide a secure accommodation option for families. AHL's policies and procedures are in alignment with the Commonwealth Child Safe Framework.	AHL welcomes many families to our hostels each year. AHL is committed to employee participation in child safeguarding training to ensure our employees are equipped with the knowledge, skills and awareness to keep children and young people safe. In 2024–25, we partnered with Bravehearts Foundation to commence the update of AHL's child safeguarding framework and employee training.	Families staying in AHL's culturally safe and supportive hostels experience greater housing stability, which helps to reduce the risk factors associated with engagement with the child protection system.
Outcome 13 First Nations families and households are safe.	AHL provides safe accommodation for First Nations people. AHL partners with a range of support services to ensure residents connect to the services they need. AHL facilities are designed to protect residents and offer safety. Our policies ensure resident privacy is maintained.	AHL provided accommodation for people needing immediate accommodation due to family and domestic violence. AHL partners with service providers to provide prepaid beds to support those experiencing domestic and family violence. In 2024–25, AHL offered 8 prepaid beds specifically for those impacted by domestic and family violence in partnership with Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council. Additional beds were also available through our 109 prepaid bed arrangements.	First Nations people have access to culturally safe and affordable accommodation support when they need it. Organisations providing services can rely on AHL to offer much needed emergency accommodation. Our services have supported First Nations people to avoid homelessness, effectively transition from justice services, reduce domestic and family violence, support children and young people transition from Out of Home Care, and deliver access to culturally safe accommodation for general travel.

Outcome	Contribution	Output	Impact
Outcome 15 First Nations people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.	The built environment and the services at hostels delivered by our First Nations employees provide a culturally safe and affirming space. During 2024–25, designing with, and care for Country work continued.	<p>Across the network, AHL’s hostels feature facilities including community gardens, separate women’s and men’s spaces, yarning circles and fire pits.</p> <p>Many hostels are designed in a way to enable separate meeting spaces for men and women to make it easy for residents to practice avoidance (i.e. avoiding being in the presence of certain people due to their relationship within the kinship system). AHL also partnered with external organisations to facilitate yarning circles.</p>	Culturally designed spaces, yarning circles, and gender-specific areas support cultural practices and foster a sense of belonging and wellbeing for First Nations people who use AHL’s accommodation services. By creating a culturally safe space, AHL is better able to support First Nations people to address inequities by accessing key services successfully, providing residents with a secure foundation to build from as they seek out external supports and opportunities.
Outcome 16 First Nations cultures and languages are strong, supported and flourishing.	<p>Where possible, AHL recruits local First Nations people to work in our hostels. As part of AHL’s recruitment processes, all employees must demonstrate their knowledge of First Nations cultures and their ability to communicate sensitively with First Nations people.</p> <p>Some AHL employees have local language skills.</p>	Many of our employees are local First Nations people. This helps ensure that residents are supported in culturally safe ways. Where possible, our residents are connected with local First Nations services and communities, which further supports AHL’s ability to support residents in a culturally safe way.	AHL residents experience a stronger connection to culture and identify a reduction in discrimination, and a more inclusive and welcoming environment through language, community links, and First Nations employees who are proficient in local language. These benefits underpin the safety of AHL’s accommodation offering, which is a key enabler in driving successful outcomes across all other areas of Closing the Gap impact.

Lunch prep at Alyerre Hostel.



Safer, smarter kitchens across the network

Maintaining high standards of nutrition and food safety in AHL kitchens contributes to creating healthy, welcoming, and culturally respectful environments for hostel residents. In 2024, AHL took the next step in strengthening food service quality by rolling out nationally recognised Food Safety Supervisor training across the network, ensuring employees have the skills and knowledge to deliver our catering service more consistently and more safely.

Aligned with national food safety standards, and delivered in partnership with William Angliss Institute, the Food Safety Supervisor training was implemented across all hostels to ensure every site now has a certified Food Safety Supervisor.

The training was initially offered to 130 employees across management and food handling roles and has since become a key part of the onboarding process for new hostel employees.

To support the successful implementation of training outcomes, AHL introduced a range of

flexible and practical training and support tools, including online and paper-based training options, one-on-one assessments and peer mentoring. Employees were also given the time and space to complete the training in a way that worked best for them.

The results of the training are now evident across the network. Strengthened food handling knowledge and increased confidence in the kitchen are making a real difference to the consistency and quality of catering services, ultimately benefiting the health and wellbeing of AHL residents.

'Food Safety Supervisor training has ensured that our hostels can continue to provide high quality, nutritious meals to our residents, which support them to get the right amount of nutrition each day and manage/prevent chronic disease. Onsite meal service allows residents to eat together, helping to create a feeling of a home away from home,' said Dana MacRaild, AHL Dietitian.

AHL remains committed to investing in the growth and capability of hostel employees, ensuring they are well equipped with the skills and confidence to deliver a high-quality catering service that supports resident wellbeing and help make our hostels feel like home.

Keeping it clean at Luprina Hostel.





Corroboree Hostel.

Safety during the storm

The Northern Territory (NT) wet season brings heavy rainfall, high humidity, and flooding in some regions. For remote communities, the impacts of floods mean that residents must evacuate their homes, sometimes having to leave for weeks at a time.

AHL's Corroboree Hostel in Katherine, has provided a vital safe haven for First Nations residents for Pigeon Hole, Yarralin, and Daguragu/Kalkaringi communities, during previous wet seasons. We have provided emergency accommodation to elderly residents who would likely have had to travel far away from home to access alternative, secure accommodation.

AHL worked closely with the NT Government to identify local First Nations residents who were impacted by floods and could stay at Corroboree Hostel. This partnership enabled us to respond quickly and effectively to changing community demands, ensuring that we had a coordinated approach to support the immediate needs of residents.

We not only provided residents with access to accommodation, but we worked collaboratively with local services providers, including the Salvation Army and the Red Cross, to assist residents to access local support services while staying with us.

Our Top End Director of Frontline Services, Mark Kelly, reflected on the importance of AHL's services, supporting communities during times of need.

'I have seen first-hand the impact our services have on the community, especially during hard times. Our hostel teams did an incredible job at accommodating these residents at short notice and ensured that they each had a place to sleep and meals to eat. Our staff really step up during times of need, helping our residents feel safe and supported.'

This reflects AHL's ongoing commitment to providing culturally safe and affordable accommodation for First Nations people. Our hostels offer more than just a place to stay. They are a safety net for local communities, ensuring First Nations people have access to culturally safe care when they need it most.



Closing the Gap, AHL's contribution to priority reform areas

The following table outlines how AHL also contributed to the 4 priority reform areas of the National Agreement on Closing the Gap.

TABLE 6: CLOSING THE GAP PRIORITY REFORM AREAS, AHL'S CONTRIBUTION

Priority Reform Area	Contribution	Output	Impact
1. Formal partnerships and shared decision making.	AHL is governed by a Board with a majority First Nations membership, reflecting our strong commitment to shared decision-making with First Nations people.	As at 30 June 2025, 4 out of 6 Board Directors were First Nations people, alongside 50% of AHL's Executive team.	First Nations voices guide our strategy and daily operations, making sure our services are culturally safe, relevant, and respectful. Our commitment to shared decision-making leads to more responsive policies, programs, and governance, while increasing accountability and transparency. These actions have built stronger community trust in our leadership and support the long-term sustainability of culturally safe hostels.
2. Building the community-controlled sector.	AHL works in partnership with Aboriginal community-controlled organisations to deliver accommodations services that align with their clients' needs.	<p>In 2024–25, we reserved beds in 2 of our hostels for clients of (NPY) Women's Council, a community-controlled organisation, ensuring ongoing access to stable, culturally safe housing.</p> <p>We also had formal arrangements with the Wunan Foundation and Miriwung Gajerrong (MG) Corporation, and Emama Nguda Aboriginal Corporation, to deliver services utilising our facilities in Kununurra and Derby.</p>	These partnerships strengthened service delivery for First Nations people, and supported the capacity and sustainability of the community-controlled sector through reliable and responsive collaboration. This has helped empower First Nations communities to design and deliver services that meet their needs, leading to improved life outcomes. Through our partnerships we improve First Nations service delivery, increase First Nations participation in service design, create economic opportunities and help to address disparity.

Priority Reform Area	Contribution	Output	Impact
3. Transforming government organisations.	AHL prioritises hiring First Nations employees and building strong partnerships with First Nations organisations, to deliver culturally safe services.	As at 30 June 2025, 42% of our workforce identified as First Nations. In Queensland, our First Nations workforce was particularly high, at 81%. ⁵	AHL's workforce reflects the communities we serve, improving cultural understanding, safety, and connection for residents, supporting deeper trust, stronger relationships, and better long-term outcomes. Through our willingness for enterprise transformation, we continue working towards operating to better serve First Nations people. This involves improving accountability, embedding cultural safety, and fostering partnerships to address systemic issues and improve outcomes for our residents. We measure our impact through resident and stakeholder surveys.
4. Shared access to data and information at a regional level.	AHL publicly provides access to data and information, including through corporate reporting.	AHL endeavours to report in a transparent, clear way – using both quantitative and qualitative data to explain our work each year, at a national and more localised level.	<p>AHL understands that much of our data comes from individuals and communities. We are committed to providing access to data to First Nations communities in a usable and accessible format that empowers First Nations people to be part of shared decision-making.</p> <p>Our shared access to data improves evidence-based policy development, and fosters greater transparency and accountability in our service delivery. It helps to deliver greater equity outcomes, leads to community-led development of local solutions, and underpins AHL in delivering data-driven solutions that are specific to the needs of First Nations people.</p>

It's not just about having a roof over your head; it's about having a space where you can be yourself, share stories, and find that sense of belonging.

Tony Mundine Hostel resident

⁵ Not including casual employees.



Key Activity: Implementing an annual hostel maintenance program to provide safe, comfortable accommodation for residents.

Performance measure	Target	Actual result	Methodology
Maintain industry benchmark repair and maintenance investment in hostel asset portfolio.	Repair and maintenance investment in hostel asset portfolio.	Target met. Result exceeded target at 2.4%.	Quantitative assessment of annual repair and maintenance expenditure.

In 2024–25, AHL invested \$6.2 million in repairs and maintenance across its hostel network. This represented 2.4 per cent of the total replacement value of AHL's property assets – exceeding the organisation's target of 2 per cent. This result reflects AHL's strong commitment to maintaining and improving the condition and longevity of its hostel facilities.

A major focus during the year was on scheduled preventative maintenance, to ensure the ongoing safety, functionality, and compliance of facilities. This included regular servicing of kitchen exhaust systems, heating, ventilation and air conditioning (HVAC) units, pest control, annual roof access safety certification, and annual termite inspections.

Although the maintenance investment surpassed the target, several challenges affected service delivery. These included ongoing supply chain disruptions and difficulty securing qualified contractors, particularly in remote and regional areas where access and availability remain limited.

Key maintenance and asset management activities for 2024–25 included:

- Carrying out regular property inspections to plan future maintenance work and inform long-term capital investment decisions, supporting the responsible and sustainable management of AHL's assets.
- Conducting safety audits on key systems, including electrical, plumbing, and fire safety infrastructure, to ensure compliance and reduce risk.
- Identifying and repairing structural issues to maintain the safety and usability of hostel facilities.
- Improving maintenance efficiency through automating work orders for recurring maintenance tasks.



Key activity: Implementing strategies to ensure the Company’s financial sustainability.

Performance measure	Target	Actual result	Methodology
Company operating result consistent with or better than government approved budget.	2024–25 original budgeted deficit.	Target not met. Actual operating deficit was higher than budget.	Assessment of financial report.

While AHL continued to strengthen our business model and make decisions to support the company’s financial viability over the long-term, our 2024–25 operating deficit of \$12.782 million was significantly higher than the 2024–25 Budget operating deficit of \$3.953 million.

The Financial Summary section provides further information on our financial performance and the Financial Report in the Statutory Reports section provides budget variance commentary.



From desert edges to bustling cities, and purpose-built facilities to heritage buildings – our assets are as diverse as our geographical footprint. Pictured: Trilby Cooper Hostel in Kalgoorlie and Elley Bennett Hostel in Brisbane.



Financial summary

This section provides an overview of AHL's operating result, income and expenditure in 2024–25. The Financial Report in the statutory reports section provides further budget variance commentary.

Operating result

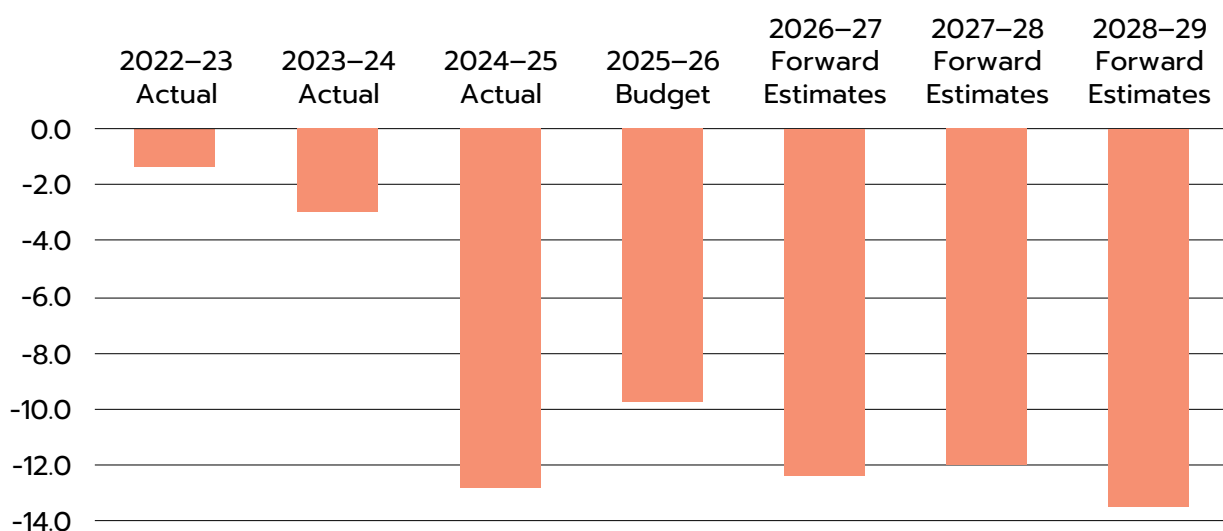
Our 2024–25 operating deficit of \$12.782 million was significantly higher than the 2024–25 Budget operating deficit of \$3.953 million.

This was primarily due to:

- unplanned emerging costs for a historic superannuation underpayments and legal settlements
- additional employee benefits (including casuals and overtime) and contractor costs due to difficulty in attracting and retaining employees, particularly in remote and regional areas
- increasing hostel operating costs, including rates, utilities and maintenance
- increases in depreciation due to building revaluations.

As summarised in the following graph, and detailed in the Financial Report and the 2025–26 Portfolio Budget Statements, AHL's operating deficit has been growing over the last 3 years and is forecast to continue to grow in the forward estimates

AHL operating deficits 2022–2029 (\$'M)



Income

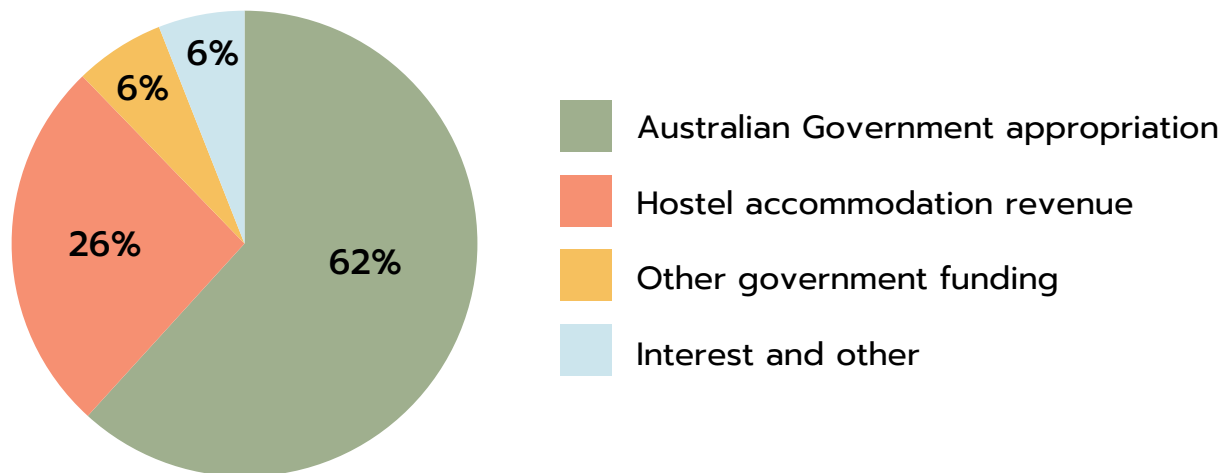
In 2024–25, AHL received \$71.9 million in operating income, comprising \$44.4 million from the Australian Government and \$18.7 million generated from resident tariffs. The remaining income comprised \$4.5 million funding from the Australian Government, and state and territory governments, to operate hostels on their behalf, and interest and other income totalling \$4.3 million.

Table 7 shows AHL's income sources in 2024–25 and Table 8 includes information from the previous 2 reporting periods for comparative purposes.

TABLE 7: SOURCES OF OPERATING INCOME, 2024–25

Source	\$ million	Proportion
Australian Government appropriation	44.4	62%
Hostel accommodation revenue	18.7	26%
Other government funding – Australian Government ⁶	1.0	1%
Other government funding – state and territory governments ⁷	3.5	5%
Interest and other	4.3	6%
Total operating income	71.9	100%

AHL funding sources 2024–25 (%)



⁶ Operational grants received from the Australian Government to operate hostels.

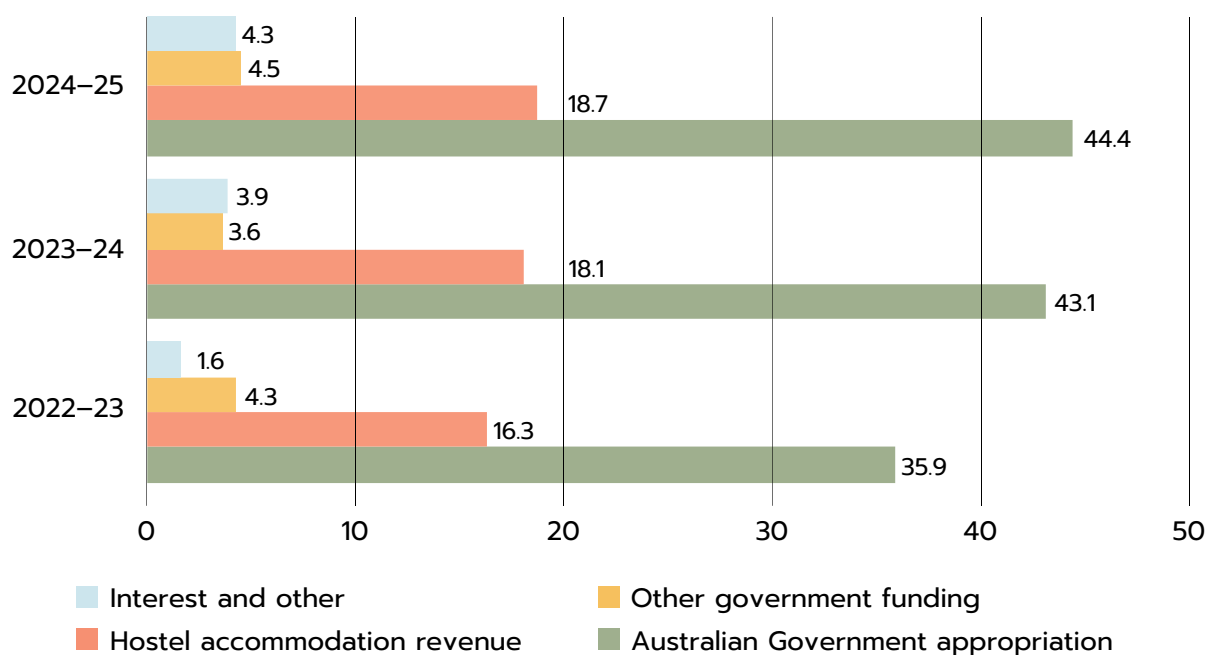
⁷ Operational grants from the NT Government to operate hostels on their behalf.



TABLE 8: OPERATING INCOME, 2022–23 TO 2024–25 (\$ MILLION)

Source	2022–23	2023–24	2024–25
Australian Government appropriation	35.9	43.1	44.4
Hostel accommodation revenue	16.3	18.1	18.7
Other government funding – Australian Government	1.8	1.0	1
Other government funding – state and territory governments	2.5	2.6	3.5
Interest and other	1.6	3.9	4.3
Total	58.1	68.7	71.9

AHL funding sources 2022–25 (\$'M)



Expenditure

AHL's total operating expenses for 2024–25 was \$84.7 million. Table 9 shows AHL's operating expenses by type, Table 10 includes information from the previous 2 reporting periods for comparative purposes and Table 11 shows operating expenditure by location.

TABLE 9: OPERATING EXPENSES BY TYPE, 2024–25

Expense type	\$ million	Proportion
Employee benefits – Hostels	34.2	40.4%
Employee benefits – Corporate and Enabling Services	10.4	12.3%
Hostel accommodation	7.9	9.3%
Administration	12.0	14.2%
Property operating	11.1	13.1%
Depreciation and amortisation	8.9	10.5%
Other	0.2	0.2%
Total operating expenses	84.7	100%

AHL expenses by type 2024–25 (%)

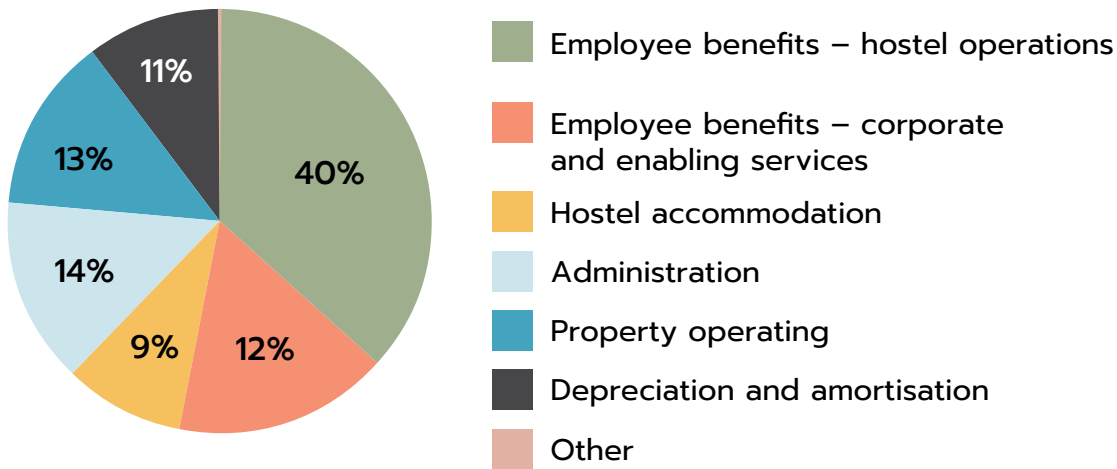


TABLE 10: OPERATING EXPENSES, 2022–23 TO 2024–25 (\$ MILLION)

Source	2022–23	2023–24	2024–25
Employee benefits – Hostels	22.9	27.4	34.2
Employee benefits – Corporate and Enabling Services	7.6	8.5	10.4
Hostel accommodation	5.2	6.4	7.9
Administration	7.4	8.5	12.0
Property operating	8.5	12.0	11.1
Depreciation and amortisation	7.4	8.0	8.9
Other	0.5	0.8	0.2
Total	59.5	71.6	84.7

Operating expenses 2022–25 (\$'M)

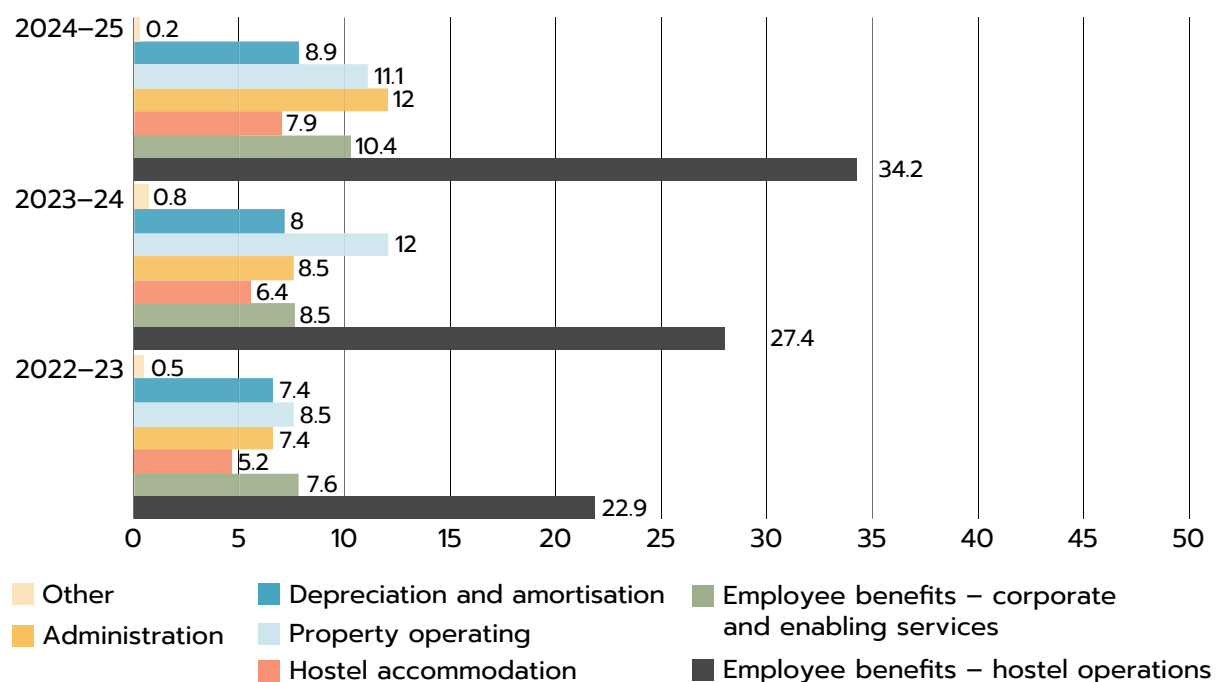


TABLE 11: OPERATING EXPENSES BY LOCATION, 2024–25

Location	\$ million	Proportion
NSW	8.3	9.8%
VIC	1.1	1.3%
QLD	15.6	18.4%
WA	9.2	10.9%
SA	2.1	2.5%
ACT (National Office)	22.7	26.8%
NT	25.7	30.3%
Total	84.7	100%

AHL's capital expenditure for 2024–25 was \$11.8 million. Table 12 shows the breakdown of expenditure by location.

TABLE 12: CAPITAL EXPENDITURE BY LOCATION, 2024–25

Location	\$ million	Proportion
NSW	0.4	3.4%
VIC	-	0.0%
QLD	2.2	18.6%
WA	1.6	13.6%
SA	0.8	6.8%
ACT (National Office)	0.6	5.1%
NT	6.2	52.5%
Total	11.8	100%

To the team at Neville Bonner Hostel, a beautiful group of people that went above and beyond to make me feel welcome and comfortable every single day, especially during a time of need. I cannot thank you enough for the care and support you gave me, and I see you do the same for others.

Neville Bonner Hostel resident



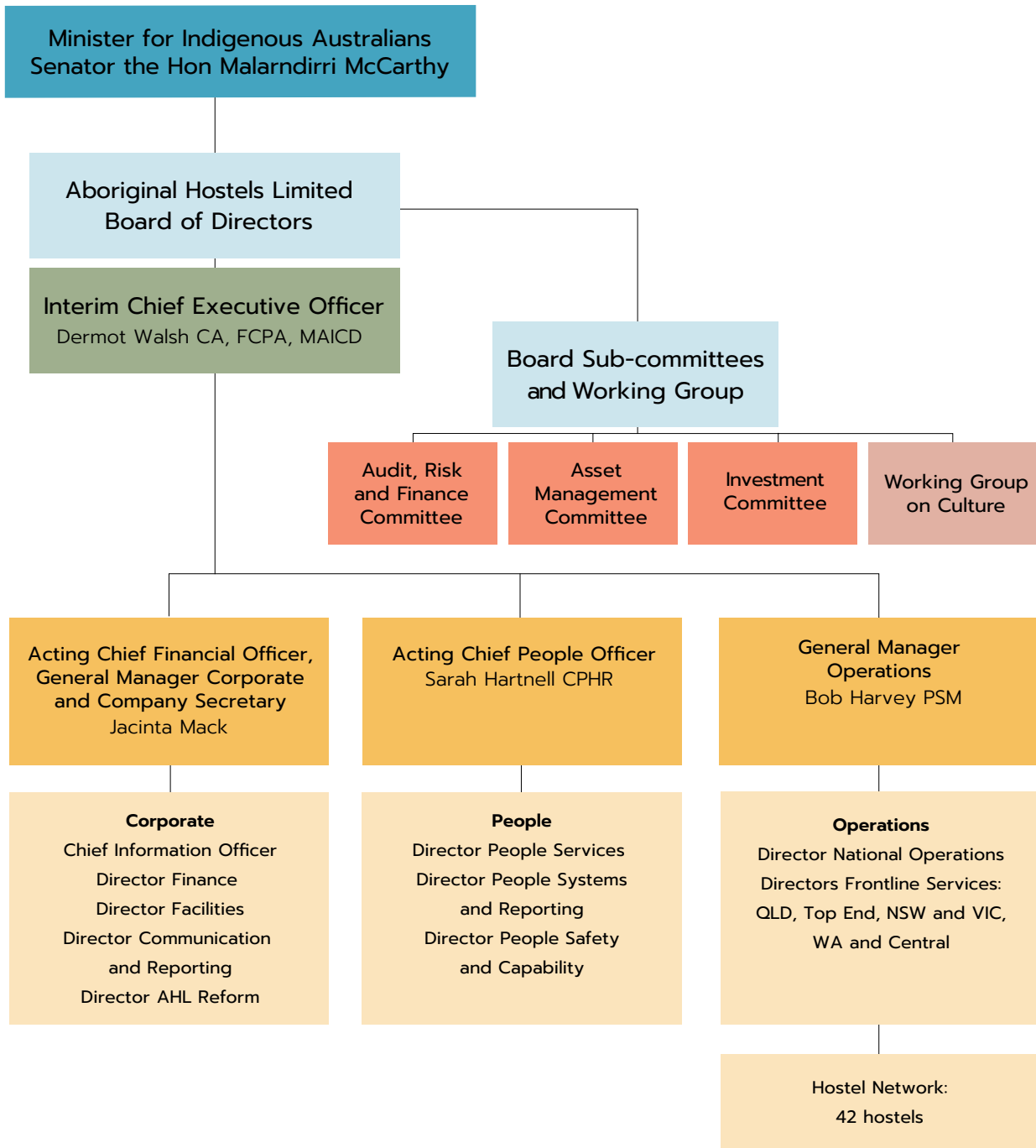
Welcoming smiles at
Neville Bonner, Rockhampton.

ORGANISATION



Company structure

FIGURE 4: AHL STRUCTURE AT 30 JUNE 2025



Governance

Board

The Board of Directors is responsible for setting the overall strategic direction and policies of AHL and monitoring management's implementation of that strategy. The Board is accountable to the Minister for Indigenous Australians.

AHL Board members bring diverse skills to their roles, including broad public and private sector expertise. The Board's extensive corporate governance experience ensures that objectives are pursued within an environment of accountability and transparency.

In carrying out its governance role, the Board ensures that AHL complies with its contractual, statutory and legal obligations. The powers and duties of the Board are specified in company's Constitution and in relevant legislation.

The role of the Board

Key accountabilities and matters reserved for the Board include:

- setting and reviewing company objectives, goals and strategic direction, and assessing performance against defined benchmarks
- ensuring that AHL is financially sound and implements appropriate financial reporting practices
- ensuring effective integrity of internal controls, risk management, delegations of authority, and financial and management information systems
- appointing, supporting and evaluating the performance of the CEO
- ensuring ethical business standards and conduct, and fostering a culture of compliance and accountability

- reporting to the Minister on the Board's stewardship of AHL and monitoring its achievement against the company's corporate plans
- ensuring that AHL prepares annual reports that are compliant with the PGPA Act and the *Corporations Act 2001*.

The Chair is responsible for ensuring the Board receives accurate, timely, and clear, information, to enable the Directors to analyse and constructively assess the performance of AHL and its management. The Chair is also responsible for representing the Board to the Minister.

The Company Secretary is an ancillary role of the Chief Financial Officer (CFO) and General Manager Corporate. The Company Secretary is responsible for developing and maintaining information systems that enable the Board to fulfil their role and meet their compliance obligations. The Company Secretary is also responsible for ensuring compliance with Board procedures and provides advice to the Board, through the Chair, on governance matters.

Executive

The Executive implements the Board's strategic direction and oversees governance in AHL's daily operations. As at 30 June 2025, the Executive team comprised:

- Interim Chief Executive Officer – Dermot Walsh CA, FCPA, MAICD
- General Manager Operations – Bob Harvey PSM
- Acting General Manager Corporate and Company Secretary – Jacinta Mack
- Acting Chief People Officer – Sarah Hartnell CPHR



Governance framework

AHL is accountable to the Australian community, through the Australian Parliament, for the effective delivery of our accommodation services and administration. Our governance framework is built on principles of accountability, leadership, executive instruction, quality control and duty of care for our residents. The AHL Board Governance Charter defines the Directors, the Chair, CEO and Company Secretary roles, responsibilities and accountabilities, to ensure that AHL conducts its business in compliance with legislative and governance requirements.

Business structure

AHL is a Commonwealth company limited by guarantee. It does not have any subsidiaries and is not a government business enterprise. The Australian Government, through the Minister for Indigenous Australians, is the sole member of the company. AHL is incorporated under the *Corporations Act 2001* and is also regulated under the *Australian Charities and Not-for-profits Commission Act 2025 (ACNC Act)*.

Legal framework

AHL is a not-for-profit Commonwealth company within the Prime Minister and Cabinet Portfolio. The Minister responsible for AHL was the Hon Linda Burney MP, Minister for Indigenous Australians to 29 July 2024 followed by Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians. During the reporting period, the Minister did not issue any directions to AHL and AHL was not subject to any general government policy orders.

AHL has systems to support compliance with all relevant legislation, including:

- *Aboriginal and Torres Strait Islander Act 2005*
- *Archives Act 1983*

- *Auditor-General Act 1997*
- *Australian Charities and Not-for-profits Commission Act 2012*
- *Commonwealth Electoral Act 1918*
- *Corporations Act 2001*
- *Environment Protection and Biodiversity Conservation Act 1999*
- *Fair Work Act 2009*
- *Freedom of Information Act 1982*
- *Privacy Act 1988*
- *Public Governance, Performance and Accountability Act 2013*
- *Public Interest Disclosure Act 2013*
- *Public Service Act 1999*
- *Remuneration Tribunal Act 1973*
- *Safety, Rehabilitation and Compensation Act 1988*
- *Work Health and Safety Act 2011*

Internal control framework

The AHL Board is responsible for determining the company's overall internal control framework and for reviewing its effectiveness, recognising that no cost-effective internal control system can prevent all errors and irregularities. AHL's internal control processes are intended to provide reasonable assurance on:

- the effectiveness and efficiency of operations and programs
- the reliability of financial and performance reporting
- compliance with applicable laws and regulations.



Ethical standards

In accordance with the AHL Board Governance Charter, each AHL Director agrees to abide by the code of conduct in the Board's Governance Charter, which outlines the duties of Directors and expectations for:

- commitment and knowledge
- conduct in Board meetings
- confidentiality and collegiality
- relationship with management

AHL employees are bound by standards of ethical behaviour and integrity defined in the Australian Public Service Code of Conduct, Values and Employment Principles. AHL promotes fraud awareness, integrity and ethical behaviour to all employees.

Risk management

Risk is dynamic and inherent in AHL's operations, and effective risk management continues to be a priority. AHL's commitment to risk management improves our performance. It is also embedded into the planning and delivery of our business objectives, to ensure that risks are identified, managed and mitigated as they emerge.

As the Accountable Authority, the Board has overall responsibility for risk management, including determining AHL's risk appetite and tolerance and ensuring AHL has an effective risk management approach which fosters a positive risk culture across the company. The Audit, Risk and Finance Committee (ARFC) assists the Board in discharging its responsibilities under the PGPA Act, including providing independent advice on the appropriateness of AHL's risk management framework and practices, systems of internal control and our approach to fostering a positive risk culture.

We maintain our proactive approach to risk management through a comprehensive Enterprise Risk Management (ERM) Framework, comprising:

- Risk Management Framework and Plan: outlines the policies and procedures supporting clearly defined and documented roles, responsibilities and formal reporting structures for the management of material risks throughout the company.
- Risk Management Policy: details AHL's overarching approach and commitment to address and effectively manage risk and to integrate risk management practices into all business processes and operations.
- Risk Appetite Statement: defines the degree of risk exposure the Board is willing (and able) to accept or retain in pursuit of AHL's strategic, business and operational goals and service delivery objectives.
- Enterprise Risk Register and Risk Action Plan: records AHL's enterprise level risks and mitigation strategies to ensure identified and emerging risks fall within our risk appetite and tolerance.
- Subsidiary Risk Registers: record AHL's operational risks and mitigation strategies for key business areas to ensure identified and emerging risks fall within AHL's risk appetite and tolerance.
- Management systems: to measure, assess and report on all material risks across the company.
- Review processes: that ensure the ERM framework is effective in identifying, measuring, evaluating, monitoring, reporting, and controlling or mitigating risk.
- Processes to measure risk culture, including: the APS Employee Census results and Comcover Risk Management Benchmarking reports.
- AHL's structured, consistent and continuous risk management review mechanisms are embedded in our governance framework, including:
 - Review of our ERM Framework at least every 2 years as part of the company's continual improvement process and commitment to managing risk in accordance with best practice set out in AS/NZS ISO 3100:2018 and the 2023 Commonwealth Risk Management Policy.



- Quarterly review of the Enterprise Risk Register and appraisal of significant risks by the ARFC and the Board.
- Ongoing review of AHL's Subsidiary Risk Registers by the ARFC, the Asset Management Committee and the Investment Committee, complemented by a comprehensive internal audit program across the company.
- Participating in the biennial Comcover Risk Management Benchmarking Program, which independently assesses the risk management maturity of Commonwealth entities.

In 2024–25, we delivered a tailored risk management awareness and education program to uplift risk management capability and culture, strengthening organisational resilience and agility.

In the Comcover 2025 Risk Management Benchmarking Program survey, AHL achieved the Board's target to reach the *Embedded* risk maturity level, improving on our *Defined* maturity level in 2023. Our 2025 results represent AHL's efforts and commitment to continual improvement and best practice in our risk management framework.

Fraud and corruption risk control

AHL has zero-tolerance for dishonest, fraudulent and corrupt behaviour. The Board and the Executive are committed to ensuring AHL upholds the highest standards of integrity, has measures in place to prevent, detect and respond to fraud and corruption, and supports employees to feel confident and comfortable in confidentially reporting any incidents or concerns.

AHL's fraud and corruption control framework comprises the company's Fraud and Corruption Control Plan, Fraud and Corruption Policy Statement and Fraud and Corruption Risk Assessment.

During 2024–25, AHL's fraud and corruption control activities included an independent management-initiated review of our Fraud and Corruption Control Plan and Fraud and Corruption Risk Assessment, and a program of mandatory fraud and corruption awareness training delivered to AHL employees.

AHL's Fraud and Corruption Control Plan 2024–26 reflects the Commonwealth Fraud and Corruption Control Framework, which came into effect on 1 July 2024. The Plan describes AHL's fraud and corruption control arrangements to support our employees, contractors and service providers to prevent, detect and deal with fraud and corruption.

Our fraud and corruption control framework aims to support AHL's ongoing pursuit to reduce the company's exposure to fraud and corruption, and protect public resources by implementing robust and effective control measures across the company.

External scrutiny

During 2024–25, AHL participated in one Australian National Audit Office (ANAO) performance audit. On 12 December 2024, the ANAO tabled Auditor-General Report no. 17 of 2024–25 *Management of Conflicts of Interest by Aboriginal Hostels Limited, Aboriginal Investment NT and Outback Stores Pty Ltd*.

AHL agreed to implement the report's recommendations and will continue to strengthen the company's established frameworks for managing conflicts of interest. A copy of the report can be found on the ANAO's website: [anao.gov.au/work/performance-audit/management-of-conflicts-of-interest-ahl-aint-and-outback-stores](https://www.anao.gov.au/work/performance-audit/management-of-conflicts-of-interest-ahl-aint-and-outback-stores).

AHL has not been the subject of any judicial decisions or decisions of administrative tribunals. The Commonwealth Ombudsman, the Office of the Australian Information Commissioner and the Australian Securities and Investments Commission did not release any reports involving AHL.

Also in 2024–25, AHL was advised that it had been selected to participate in Comcare's [Psychosocial Inspection Program](#). The inspection assesses AHL's compliance with work health and safety obligations for managing psychosocial hazards and risks. Participation is mandatory. As part of the inspection, Comcare issued AHL with a notice for information and documents under the provisions of section 155 of the *Work Health and Safety Act 2011*. This program will continue into 2025–26, with activities, including Comcare meeting with

representatives from People Services and People Safety and Capability Sections in the People Branch to discuss observations and risk. Other initiatives undertaken as part of this work include:

- AHL officers and executive workshops
- an online employee survey
- a Health and Safety Representative (HSR) workshop, and
- the provision of a post inspection report.

Asset Management

In 2024–25, AHL successfully completed a substantial program of capital enhancements, including 77 resident ensuite and employee bathroom upgrades, 6 communal bathroom upgrades, and one laundry facility upgrade. Painting projects were also completed across 5 hostels and 7 Fire Indicator Panels were replaced. In addition, construction for the Apmere Mwere Visitors Park upgrade and expansion project, comprising of 2 separate buildings, with a total of 10 bedrooms and 6 bathrooms, also commenced. The project remains on schedule for completion in September 2025.

The Indigenous Boarding Providers grant, generously provided by the National Indigenous Australians Agency (NIAA), also enabled AHL to undertake meaningful upgrades to our Secondary Education facilities at Fordimail Hostel in 2024–25. This included the establishment of a dedicated outdoor gym area. This facility was designed not only to promote physical wellbeing, but also to support the holistic development of our students by fostering healthier lifestyles and encouraging regular physical activity as part of a balanced educational experience.

This vital grant initiative reflects NIAA's overarching commitment to improving educational outcomes for First Nations students who must reside away from their home communities to complete their secondary education. By ensuring access to safe, supportive, and culturally safe accommodation, the program helps mitigate the challenges associated with geographic isolation and strengthens the broader framework of academic success and personal growth.

The newly developed outdoor gym has been enthusiastically embraced by students, who have responded positively to the enhanced environment it provides. We thank NIAA for their continued partnership and investment in AHL, so that we can create spaces where First Nations students can thrive both academically and personally.

With many major projects ongoing, and carried forward into 2025–26, AHL remains committed to delivering critical capital improvement to enhance the well-being and safety for residents and employees, while ensuring the ongoing maintenance and longevity of our assets.



The popular outdoor gym – one of the improvements funded under the Indigenous Boarding Providers grant.

Ecologically sustainable development

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* requires Australian Government agencies to report against the following core criteria:

- how agencies accord with and contribute to ecologically sustainable development
- the impact of agencies' activities on the natural environment, how that impact is mitigated and how it will be further mitigated.

Detailed information about how we responded to the criteria is outlined in Table 13. This information shows our efforts to improve environmental performance.

TABLE 13: ECOLOGICALLY SUSTAINABLE DEVELOPMENT ACTIVITIES

Reporting requirement	AHL response
How AHL accords with and contributes to the principles of ecologically sustainable development.	<p>All newly constructed and major renovations of AHL hostels are required to comply with the minimum statutory building standards in the National Construction Code, including the provisions outlined in the Building Code of Australia.</p> <p>These regulatory frameworks incorporate specific mandates related to energy efficiency and environmental sustainability, with a strong emphasis on reducing carbon intensity and greenhouse gas emissions.</p> <p>For each project, AHL engages qualified external consultants to conduct comprehensive assessments of the proposed building's energy performance, encompassing water usage, thermal efficiency, and overall energy consumption. These evaluations inform the design and construction process to ensure environmental targets are met or exceeded.</p> <p>AHL remains committed to advancing sustainable building practices by continuously identifying and integrating improved methods for managing energy, water, and waste across its operations. This proactive approach reflects AHL's broader commitment to environmental stewardship, long-term operational efficiency and caring for Country.</p>
Activities that affect the environment.	<p>AHL's core function of delivering accommodation services requires the extensive use of natural resources, including energy, water, and consumable materials such as single-use packaging. The use of these resources, while essential to operations, contributes to various forms of environmental impact, notably landfill accumulation, pollution, and the emission of greenhouse gases.</p> <p>Energy consumption is particularly significant across AHL's office premises and hostel facilities, where it supports the provision of fundamental services such as hot water, food preparation, and climate control. These amenities are integral to maintaining comfort for residents and employees, and operational standards, yet they result in considerable environmental implications.</p> <p>For a detailed account of emissions associated with AHL's operational activities, please see Appendix A.</p>



Beautiful people and a beautiful place to stay.

Allawah Grove Hostel resident

Reporting requirement	AHL response
Measures taken to minimise the effect of activities on the environment.	<p>AHL is committed to making its operations more environmentally sustainable by using energy and resource-efficient technologies and practices. Solar power systems have been installed at most hostel locations, helping reduce the need for traditional energy sources. In addition, AHL is gradually replacing old incandescent lights across its hostel network with energy-saving LED lights to lower electricity use.</p> <p>To support water conservation, AHL is installing water-saving shower heads that meet Australian Standards across its facilities. These efforts have not only helped cut operational costs but have also reduced the environmental impact of AHL's services.</p> <p>AHL also encourages employees and residents to adopt environmentally friendly behaviours. Employees are supported in using better waste management practices, while residents are educated on saving energy and recycling properly.</p> <p>Environmental sustainability is also a key focus when AHL upgrades or renovates its facilities. Energy-efficient designs and environmentally responsible materials are chosen to help reduce long-term energy use and environmental harm.</p>
Mechanisms for reviewing and increasing the effectiveness of measures.	AHL regularly reviews energy usage to identify areas of potential efficiency gains and financial benefits.



Information and Communication Technology (ICT)

ICT Strategy

In 2024–25, we refreshed our Information and Communication Technology (ICT) Strategy (the Strategy). The Strategy sets out the focus for AHL's ICT priorities for 2025 to 2027. The strategy outlines our four strategic themes, to:

- Build
- Maintain
- Protect
- Innovate.

To support our business objectives and operational needs our ICT activities align with these themes. In 2025–26, our key ICT projects include reviewing our National Network, Managed Service and Secure Internet Gateway providers, tuning of the hostel Wi-Fi implementation and rolling out the new HRMIS. We will also continue transitioning key services to the cloud, improving information and records management, enhancing ICT recovery and redundancy, and strengthening our ICT security.

ICT governance

AHL's Information Management Committee (IMC) provides strategic oversight and guidance on the development and implementation of AHL's information management and ICT policies, processes and systems. It is responsible for company-wide information, technology and data matters, including compliance, strategy, infrastructure, security and privacy.

In 2024–25, the committee met 3 times and membership comprised:

- Chief Financial Officer / General Manager Corporate (Chair)
- General Manager Operations
- Chief People Officer
- Chief Information Officer (CIO)
- Mr Nathan Heeney, CIO, Australian Federal Police (External Member).

During the reporting period the IMC focused on strengthening the company's ICT foundations, improving employee capability and capacity in ICT across the hostel network, and consolidating systems to enhance integrity and security.

ICT security

In an evolving digital landscape, AHL continued to focus on strengthening the company's cyber security resilience. In 2024–25, we provided additional computers at most of our hostel locations, allowing more employees, particularly those who do not normally use computers to carry out their duties, to improve their ICT literacy and cyber security awareness. We continued regular training activities, empowering our employees to recognise and avoid falling victim to cyber security attacks, in both personal and professional settings.

Efforts to increase resourcing in the ICT team were initiated during 2024–25. However, these were not fully realised. Enhancing the team's ability to respond and remediate security issues remains a priority and recruitment activities to respond to these challenges will continue in 2025–26.

Information management

We are committed to transparency, accountability, compliance and the effective management of data, information and records. In 2024–25, implementation of an Information Governance Framework (the Framework) continued, helping AHL to align with the Information Standard for Australian Government and related ISO standards. The work on the Framework in 2024–25 has already started to strengthen information governance within the company, supporting AHL's improved compliance with the National Archives of Australia's *Building trust in the public record: managing information and data for government and community policy (2021)*. This work will continue in 2025–26. To further streamline information management processes, enhance information security, and facilitate efficient records management, we implemented new tools and reviewed existing tools and systems to ensure they remained fit-for-purpose.



Records Management is everyone's business at AHL

Throughout 2024–25, AHL has been working towards modernising its Records and Information Management (RIM) system and practices, to ensure they align with the National Archives of Australia's (NAA) requirements.

Under the *Archives Act 1983 (Archives Act)*, Australian Government agencies are responsible for the creation, maintenance, retention, and disposal of Commonwealth records, subject to NAA's authorisation. The Archives Act defines an Australian Government record as a document or object in any form, including electronic formats.

In June 2024, AHL developed a RIM framework and policy, to help guide the enhancement of our RIM practices. The policy recognises that AHL's information assets are valuable corporate assets and AHL must commit to achieving appropriate and ongoing management of these assets to advance its strategic priorities.

The policy outlined that AHL will implement contemporary RIM practices and systems to ensure the creation, maintenance, and protection of reliable information.

In consultation with AHL's IMC, the first step in the effort to modernise our systems was to procure a new fit-for-purpose Electronic Document and Records Management System (EDRMS).

In 2025, implementation of the new EDRMS is being realised through a phased approach, starting with a pilot program to test functionality. The EDRMS will connect to AHL's new SharePoint intranet platform, which is being launched in October 2025, providing a connected digital solution for the company. In conjunction with these system improvements, AHL has also increased its efforts to raise awareness about what best practice RIM looks like.

When talking about AHL's more contemporary approach to records management, AHL's Chief Information Officer said, 'The task of building records management into a business like AHL, with 50 years of history, is no small task. However, we are certain the improvements being rolled out will enhance our records management practices at AHL for years to come. Staff education will be vital, to ensure everyone is aware that keeping good records is everyone's business.'

These improvements implemented in line with policy intent, will lead to standardised recordkeeping processes, improved data accessibility, and greater compliance with our regulatory requirements.





Our people

Employee profile

As we continue aligning our work with the broader APS Reform agenda, AHL remains committed to placing people at the centre of everything we do. We are deeply committed to integrity, cultural safety, and to fostering a workplace that reflects our shared values and responsibilities, including to our residents and the communities we serve.

Throughout 2024–25, our human resource systems and functions underwent significant review to drive our business toward contemporary people management practices. This transformation helped enhance our accessibility in the digital age and strengthened our commitment to a culturally safe, inclusive, and respectful workplace. Our focus remained on empowering employees through information transparency, ensuring they feel seen, heard, and supported.

In 2024–25, AHL also invested in evaluations, reviews and audits to understand where there may be gaps in the delivery of our people services. Our internal audit partner, BellchambersBarrett, was engaged to undertake an independent review of the People Branch. The key findings were shared with employees, along with the recommendations for improvement, which we plan to implement progressively over the next two years.

Aurion Human Resource Management Information System

During 2024–25, AHL made substantial advancements on the Aurion HRMIS project, proceeding toward Payroll and Employee Self Service (ESS) implementation. Employee engagement and training were prioritised. Aurion ESS sessions delivered in June 2025 will continue into 2025–26, in the lead up to Payroll and ESS go-live in August 2025.

Employee recognition

AHL takes pride in maintaining a strong culture of recognition. This includes celebrating our strong performers and acknowledging the accomplishments of our ‘silent achievers’. Recognition occurs through our regular PROUD Awards.

In 2024–25, 8 individual employees and 7 teams were recognised through our PROUD Awards for their outstanding contributions to AHL.

Recruitment, attraction and retention

In 2024–25, AHL continued to prioritise and tailor recruitment processes to attract and retain the right people for the right roles, welcoming 112 new starters to the company. All AHL positions are identified positions, meaning candidates must demonstrate an understanding of issues impacting First Nations people, along with culturally appropriate engagement and communication skills. We seek to attract employees who are engaged, capable, and aligned with our vision, purpose and PROUD values.

AHL continued to align our recruitment practices with APS-wide strategies, while retaining a strong focus on First Nations employment. We began early work on new entry-level programs to support future First Nations employment pathways and advertised 20 Affirmative Measure positions. We remain committed to increasing First Nations representation at senior levels of AHL. In February 2025, recruitment for the Chief Executive Officer role commenced, following Board agreement that the position be advertised under Affirmative Measures – First Nations. The Chief People Officer is also an identified Affirmative Measures role, and our Acting General Manager Corporate is currently filled by a First Nations employee. This representation at senior levels is further strengthening cultural leadership within our Executive team and across the company.



To improve the overall hiring process, we streamlined our recruitment processes and introduced new tools to empower managers to make timely and effective employment decisions. AHL also commenced the rollout of a digital recruitment and onboarding system, as well as the continued development of our Capability Strategy.

In 2024–25, AHL also trialled new advertising platforms available to APS agencies through Commonwealth Master Media Agency, Universal McCann. The Recruitment team also worked with hiring managers to refine job advertisements to better target candidates. We strengthened our partnerships with local recruitment agencies to promote AHL as a First Nations employer of choice.

These actions are part of our long-term plan to build a more culturally safe and inclusive workplace. This work will continue in 2025–26, as we keep improving how we attract, support and retain talent.

APS Employee Census

In 2024–25, AHL strengthened employee engagement with the APS Employee Census by focusing on inclusion and empowerment, particularly within our hostel network. Offering both digital and paper-based survey options for the second year running allowed employees to participate in a way that suited them.

AHL developed the 2024 Census Action Plan to:

- encourage people to share their expertise to provide frank and fearless advice and feedback
- better inform people about our direction and priorities
- create an environment that enables people to deliver their best
- encourage innovation and creativity to improve our services
- promote an inclusive workplace culture
- inspire people to share ideas and ways of doing things
- promote a feeling of safety when reporting workplace issues
- enhance workload management, flexible working arrangements and work environments to better suit personal and professional needs.

Capability development

In 2024–25, AHL continued to invest in our people through the continued development of a new enterprise Capability Strategy (the Strategy) that champions continuous learning, professional growth, and high performance. The Strategy defines the knowledge, skills, tools, and behaviours employees need to achieve our shared goals and will be shaped through meaningful consultation with our teams, including with our First Nations employees to support cultural competence in AHL's capability development goals. The Strategy will be completed and put into action in 2025–26.

We strengthened partnerships across the public and private sectors and continued to work closely with APS agencies to leverage and share valuable resources that enhance our capability offerings.

AHL remains committed to developing the full potential of our workforce, tailoring professional learning opportunities to reflect our people's strengths, needs, and the unique challenges of location and access to training.

During the year, we also strengthened our Work Health and Safety Rehabilitation (WHSR) risk-based induction training, which was made available to employees either virtually or in person. After a request from Alice Springs employees for further support in managing and responding to harmful behaviours, we also delivered in-person 'How to Manage Aggression' training to 35 employees from our Alice Springs hostels.





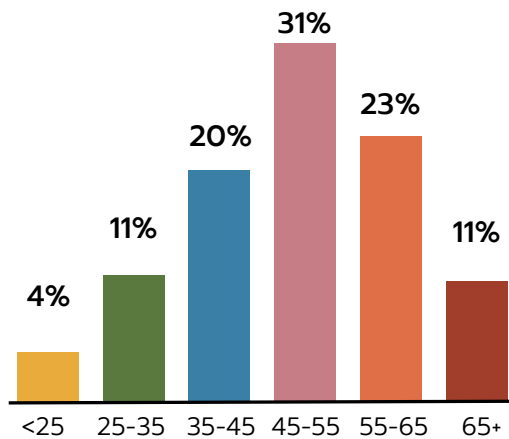
FIGURE 5: EMPLOYEE SNAPSHOT AS AT 30 JUNE 2025⁸

Employee headcount (excluding casual employees): 373

Ongoing: 90% (335 employees)

Non-ongoing: 10% (38 employees)

AGE



DIVERSITY

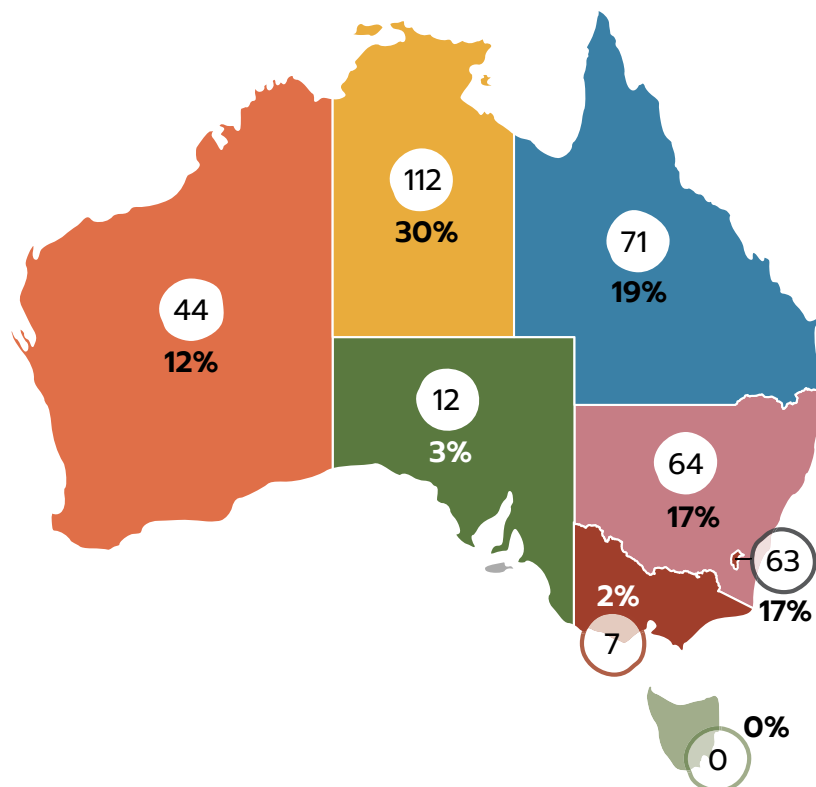
First Nations	42%
Disability	6%
Female	56%
Born overseas	27%
Culturally and linguistically diverse	29%

PATTERNS OF WORK

Full-time	84%
Part-time	16%

LOCATION

○ AHL headcount
% of total AHL employees



⁸ Excludes casual employees.

Helping to make a difference – Lehetta Lane-Porter awarded a Public Service Medal

Through her dedication and leadership, Lehetta Lane-Porter PSM, Head of Boarding at AHL's Kirinari Hostel in Newcastle, has created a 'home away from home' where First Nations youth feel inspired, supported and culturally safe.

Proud Gamilaraay and Yuwaalaraay woman, Lehetta's unwavering commitment and hard work has not gone unnoticed. In June 2025, Lehetta was awarded the Public Service Medal for her outstanding public service work with Aboriginal and Torres Strait Islander students.

Lehetta plays a crucial role in supporting and guiding the journey of students at the hostel, which caters to First Nations boys who travel away from home to attend high school.

Lehetta is truly dedicated to creating an environment where students feel respected and proud of their culture. Lehetta guides and supports students to stay committed to learning and achieve their academic goals.

'I have the privilege of growing up rich in culture, which is a credit to my parents and grandparents. This background has deeply influenced my approach to leadership and education. I have instilled core team values into Kirinari Hostel – respect, responsibilities, and relationships – which serve as guiding principles for the students throughout their educational journey with AHL,' Lehetta said.

Through a focus on community partnership, Lehetta goes above and beyond to connect students to culture and community, building their confidence and identity.

'I encourage the students to feel proud of who they are and where they come from, as well as to embrace their cultural identity and experiences.'



Lehetta understands what it is like to stay far away from home. Having stayed at an AHL hostel while attending high school, she brings lived experience to her role.

'I have had the opportunity to live the lives that they are living as a teenager. Moving out of my home community for better opportunities. At the time I had lived in Dubbo through Aboriginal Hostels as well. Being able to guide the young boys and connect with them, not only on the boarding level but I come from similar communities that they grew up in. Now I am able to guide them through this journey while they are away from their families,' Lehetta said.

Lehetta's ability to connect with her students has a lasting impact on their lives. Her wisdom and mentorship help pave the way forward for the next generation of leaders.

'Some students have stayed in Newcastle [after completing High School] and some have gone back to community to help guide the next generation of youth in their own community,' said Lehetta.

Lehetta is a role model in the community and her work with First Nations students is truly inspirational. We are proud that Lehetta's hard work has been recognised on a national scale.

We are honoured to have dedicated employees, like Lehetta, working with us at AHL.

Tables 14 to 16 outline details of AHL's employees, as at 30 June 2025. Tables 17 and 18 details AHL's employees in the previous reporting period (2023–24).

The Tables do not include casual employees.

Percentages are rounded to the nearest whole number.

TABLE 14: FIRST NATIONS EMPLOYEES

Measure	Male	Female	Total
Number	49	108	157
Proportion of total workforce	13%	29%	42%

TABLE 15: ALL ONGOING EMPLOYEES 2024–25

[illegible]

TABLE 16: ALL NON-ONGOING EMPLOYEES 2024-25

[illegible]

TABLE 17: ALL ONGOING EMPLOYEES, PREVIOUS REPORTING PERIOD

*Tables do not include casual employees.

Location	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	21	4	25	16	7	23	-	-	-	-	-	-	-	-	-	48
Qld	29	2	31	28	6	34	-	-	-	-	-	-	-	-	-	65
SA	2	-	2	3	4	7	-	-	-	-	-	-	-	-	-	9
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	5	1	6	1	-	1	-	-	-	-	-	-	-	-	-	7
WA	6	2	8	12	6	18	-	-	-	-	-	-	-	-	-	26
ACT	20	-	20	17	3	20	-	-	-	-	-	-	-	-	-	40
NT	29	3	32	32	5	37	-	-	-	-	-	-	-	-	-	48
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	112	12	124	109	31	140	-	-	-	-	-	-	-	-	-	264

TABLE 18: ALL NON-ONGOING EMPLOYEES, PREVIOUS REPORTING PERIOD

Location	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	3	2	5	-	-	-	-	-	-	-	-	-	-	-	-	5
Qld	2	1	3	-	1	1	-	-	-	-	-	-	-	-	-	4
SA	-	-	-	1	2	3	-	-	-	-	-	-	-	-	-	3
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
WA	1	-	1	1	1	2	-	-	-	-	-	-	-	-	-	3
ACT	3	1	4	4	1	5	-	-	-	-	-	-	-	-	-	9
NT	15	-	15	10	4	14	-	-	-	-	-	-	-	-	-	29
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	25	4	29	16	9	25	-	-	-	-	-	-	-	-	-	54


 Preparations for RU OK Day.




Work health safety and rehabilitation

Work health and safety (WHS)

In 2024–25, AHL made significant progress on implementation of the 2023 WHS Internal Audit recommendations. As part of the 2024–25 Internal Audit program, a WHS follow up review was completed in February 2025, which concluded that efforts to address the 2023 internal audit recommendations were well underway, with significant progress achieved, but that further actions were needed to fully meet the intent of the original recommendations.

Implementation of the audit recommendations and other priority Work Health Safety and Rehabilitation Management System documents have been achieved through:

- review and revision of all WHS and Rehabilitation related documents in accordance with regulatory and legislative requirements and to deliver continuous business improvement
- streamlining of WHS processes to allow for improved information accessibility, transparency and improved communication throughout the organisation
- consultation with other business areas whose operational functions align with the revised WHS and Rehabilitation documentation and processes
- improvements to the Hazard and Incident Management System and reporting processes
- consultation with the National, Health and Safety Committee (NHSC) and National Consultative Committee (NCC) ensuring that revised information provided is fit for purpose and supports business objectives.

Employee wellbeing

AHL's Employee Assistance Program (EAP) is provided by AccessEAP and is available to all AHL employees. In 2024–25, EAP offered short term, solution-based counselling and coaching, focusing on mental health with the help of qualified professional counsellors. AccessEAP also offered a dedicated Aboriginal and Torres Strait Islander Support Hotline. Employees and members of their immediate family were able to access up to 6 free sessions per calendar year. Additionally, AccessEAP also provided Critical Incident Debriefing and Manager Support services.

In 2024–25, AHL developed standard operating procedures for the management of physical and mental health concerns, and for fatality management, within the hostel network. These procedures were designed to provide guidance to all employees, including access to resources and services for residents who are experiencing mental or physical health decline. These procedures form part of AHL efforts to address psychosocial hazards and alleviate psychological impacts in the workplace.

To assist in maintaining safe workplaces in 2024–25, AHL provided a network of Workplace Contact Officers. Workplace Contact Officers are specifically trained and supported to fulfil the following roles:

- Health and Safety Representative (HSR)
- First Aid Officer (FAO)
- Emergency Warden
- Harassment Contact Officer (HCO)
- Mental Health First Aid Officer.



Throughout the year, Workplace Contact Officers helped to support implementation of WHS related policies in all AHL workplaces.

In 2024–25, all ongoing and non-ongoing employees with at least 12 months of service were eligible to claim reimbursement of up to \$197.53 for expenditure on healthy lifestyle activities and programs, including:

- quit smoking courses
- gym membership fees or gym equipment
- weight loss programs

- programs to overcome excessive gambling
- drug and alcohol cessation programs, and/or
- inoculations such as the flu and hepatitis vaccinations.

AHL recognises that certain positions in the hostel network have a greater exposure risk to communicable and vaccine-preventable diseases due to the nature of the work. In 2024–25, AHL employees also had access to reimbursement for vaccinations relating to influenza, hepatitis B, tetanus, and others, based on risk (such as COVID-19 boosters, tuberculosis and Q Fever).

Worker's compensation and workplace incident statistics

During 2024–25, there were 11 workers compensation claims accepted across the following categories:

- Physical injury – 4 claims
- Disease – 4 claims
- Psychological injury – 3 claims.

AHL managed workers compensation cases through early intervention, rehabilitation and case management. AHL continued to outperform Commonwealth averages in claim notification timeframes, with AHL's average claim notification timeframe in 2024–25 being 64.8 days compared with the Commonwealth average of 409.3 days.

In 2024–25, AHL also reported 11 notifiable incidents.

TABLE 19: AHL Notifiable Incidents 2022–25

Notifiable incident classification	2022–23	2023–24	2024–25
Death	3	1	1
Serious Injury/illness	1	1	3
Dangerous incident	0	0	1
Not-notifiable*	3	0	6
Total	7	2	11

* Not-notifiable refers to cases lodged as notifiable, which after being investigated by Comcare, are deemed not-notifiable.



AHL's commitment to child safety

Engaging with children and young people is central to AHL's work. In 2024–25, AHL accommodated 3,072 First Nations and Torres Strait Islander children and young people under the age of 18 across all but 2 of our hostels.

While our Secondary Education hostels exclusively accommodate First Nations and Torres Strait Islander young people, many children and young people also stay with their families in our Health, Medical and Multipurpose hostels throughout the year.

Cultural safety is foundational to AHL's approach to child safeguarding. For First Nations and Torres Strait Islander children and young people, safety must include the right to grow up strong in culture, identity, and connection to family, community, and Country. AHL is committed to embedding cultural safety across all aspects of our practice, recognising it as essential to upholding our duty of care and creating environments where children and young people feel safe, valued, and supported.

AHL has zero tolerance for child abuse, neglect or exploitation. We are committed to ensuring every child and young person has the right to be safe, empowered, culturally supported, and meaningfully involved in decisions that affect them. We take all reasonable steps to ensure those in our care are safe, well-supported and protected from harm – including physical, emotional, psychological, sexual and online risks.

AHL is committed to embedding child safe organisational practice consistent with the National Principles for Child Safe Organisations (National Principles) and the Commonwealth Child Safe Framework including the 4 core requirements to:

- undertake annual risk assessment
- establish and maintain a system of training and compliance
- adopt and implement the National Principles, and
- publish an annual statement of compliance with the Framework.

Enhancing child wellbeing and safety is a priority. We have embedded robust processes and systems aligned with the National Principles and the Commonwealth Child Safe Framework to safeguard children and young people, including:

- preventing child harm by incorporating strategies, policies and procedures that assist in identifying, removing or minimising risks wherever possible
- informing children, young people, and families regarding their rights, acceptable behaviour and appropriate practices, including information about where and how to seek help if concerns arise regarding a child or young person's physical, emotional, psychological or online safety
- treating all allegations, disclosures or safety concerns seriously and responding in accordance with established reporting and investigation protocols, including compliance with relevant legislation and cultural safety considerations
- adhering to legal and organisational obligations to contact authorities when there are concerns about a child or young person's safety
- applying comprehensive people management processes and recruitment practices for all AHL employees and contractors, including provisions in our contracts about safeguarding requirements
- providing regular training, support and education opportunities for AHL employees aimed at increasing children, young people and family wellbeing
- providing an inclusive, culturally safe environment where all children and young people are respected and supported – regardless of their culture, values, beliefs, ethnicity, gender, sexuality, religion, background or ability – and where First Nations and Torres Strait Islander identities are recognised, affirmed, and protected



- providing high quality program(s) and accommodation services for children and young people that are safe and welcoming
- regularly reviewing and improving practices and processes to ensure they effectively meet the safety and wellbeing needs of children and young people
- seeking and acting on advice and guidance from children, young people, and families to maintain these standards.

Central to our safeguarding framework is our risk planning process. AHL conducts annual risk assessments of all areas of direct and indirect contact with children and young people across the organisation. These assessments incorporate cultural safety considerations and inform mitigation strategies aligned with our child safeguarding framework. In 2024–25, our overall aggregate risk rating is low. However, in 2025–26 we will be undertaking external dynamic child protection risk assessment to ensure that our risk rating remains contemporary and accounts for AHL's operating environment.

A place for children to play and be themselves at Allawah Grove Hostel.





Child safety is in everything we do

At AHL, we know that safeguarding children and young people is not just a matter of compliance, it is a commitment we make and live every day. It is about listening, learning, and taking action to create environments where every child feels safe, respected, and supported to grow strong. We are continually reviewing, refining and strengthening our practices so that our safeguards do not just meet the standard, they reflect the trust placed in us by families, communities, and children themselves.

While foundations have been laid at AHL since the Royal Commission into Institutional Responses to Child Sexual Abuse, in 2024–25, we commenced a deliberate and comprehensive review and refresh of our child safeguarding framework. After an open tender process, AHL was proud to select Bravehearts Foundation to deliver this important work, which will continue into 2025-26. The project is being implemented with a clear and deliberate cultural safety lens, including engagement with First Nations employees and advisors. This ensures the revised framework reflects current evidence, cultural relevance, and the specific needs and strengths of First Nations children.

While important work is undertaken to uplift our child safeguarding framework, we continue to proactively work towards creating and maintaining

a child-safe culture and take any action necessary to enable all children and young people to feel, and be, safe and to safeguard them from sexual, physical, and emotional or psychological abuse, as well as exposure to violence, harm and neglect. Aligning with this focus, AHL is committed to consciously and systematically:

- creating an environment where children and young people's safety and wellbeing is at the centre of thought, values and actions
- placing an emphasis on genuine engagement with, and valuing of, children and young people
- creating conditions that reduce the likelihood of harm to children and young people
- creating conditions that increase the likelihood of identifying any harm
- responding to any concerns, disclosures, allegations or suspicions of harm.

As this work progresses, AHL will continue to take practical action to embed child safeguarding initiatives into our organisational culture and work practices so that we remain responsive and grounded in the safety of First Nations children and young people. Our commitment strengthens AHL's role as a trusted accommodation service provider and ensures we continue to meet our duty of care to First Nations children and young people.

And lastly the amazing price, which I am absolutely bamboozled how you can manage to operate the facilities while delivering such a high standard of service and accommodation.

Kuiyam Hostel resident





Elley Bennett Hostel

STATUTORY REPORTS



Directors' Report

The Board of Directors presents its Report on Aboriginal Hostels Limited (AHL) for the financial year ended 30 June 2025.

Corporate information

AHL is a not-for-profit Commonwealth company limited by guarantee. The registered office of the company is located at 2-6 Shea Street, Phillip, ACT 2606.

AHL is recognised as a public benevolent institution by the Australian Taxation Office (ATO) and has deductible gift recipient status.

Consolidated Entity Disclosure Statement

AHL does not have any subsidiaries and is not required to prepare a consolidated financial report under accounting standards, on that basis section 295(3A) of the *Corporations Act 2001* does not apply.

Principal activities

The principal activity of the company during 2024–25 was the operation of hostels for First Nations people.

The Constitution objectives of Aboriginal Hostels Limited (3 August 2021), provides at clause 4.1: *'The Company's objects are to provide or facilitate safe, culturally appropriate and affordable accommodation for Indigenous Australians who need to be away from home to access services and economic opportunity.'*

The Australian Government provides funding to supplement the operating costs of the hostels and to support our company to achieve its objectives.

We also have contracts with the Northern Territory Government to operate hostels not owned by AHL on a fee-for-service basis, including:

- Apmere Mwerre Visitors Park, Alice Springs, funded by the NT Government Department of Children and Families
- Alyerre Hostel, Alice Springs, funded by the NT Government Department of Health.

Operating result

The operating result in 2024–25 was a \$12.782 million deficit, which was significantly higher than the \$2.936 million deficit in 2023–24.

The \$9.845 million increase in the 2024–25 deficit from the previous year, was primarily due to:

- \$8.6 million increase in employee benefits, due to the additional costs associated with the *AHL Enterprise Agreement 2024–27*, increased casual and overtime costs due to hostel worker shortages and a \$1.8 million historical superannuation underpayment
- \$1.5 million increase in the cost of hostel operations, including food and cleaning
- \$3.4 million increase administrative costs, comprising workers compensation premiums, legal settlements, contractors and consultants, these increases were partially offset by
- a \$1.9 million increase in own source revenue and \$1.3 million increase in Australian Government appropriation.

As part of the 2023–24 Budget measure, AHL received an additional \$7.6 million in operational funding and \$2.4 million in capital funding in 2024–25. This has enabled the company to complete much needed maintenance and capital works at our hostels, to employ dietitians who reviewed and refreshed our hostels menus, to better recognise the work of our hostel managers, to improve our hostel security, roll out hostel Wi-Fi and to implement a new HRMIS.



Financial position

The net assets of the company at 30 June 2025 were \$163.8 million, a decrease from \$169.3 million in the previous financial year. The decrease in net assets was primarily due to the operating deficit, offset by the \$5.0 million revaluation increment for land and buildings.

The company continues to maintain a sound financial position with \$31.2 million in cash and other investments at 30 June 2025 (\$39.3 million at 30 June 2024).

Significant activities or changes in state of affairs

There were no significant changes in AHL's activities or state of affairs during the reporting period.

There were no significant events subsequent to the reporting period.

Board of Directors

At 30 June 2025, the AHL Board had 6 Directors. Up to 9 Directors may be appointed as prescribed by the AHL Constitution. In 2024–25, the Board met 4 times.

The Board's extensive corporate governance experience has ensured that the company's 2024–25 objectives were pursued within a rigorous environment of accountability and transparency. The Board's capability is enhanced by the lived experience and connection to Country, culture and community of the majority First Nations Board membership from across the country.



Directors' details

TABLE 20: DETAILS OF DIRECTORS, 2024–25

Name	Qualifications	Experience	Position	Date of appointment	Appointment end date	Number of eligible meetings attended
Ms Alison Page	Bachelor of Design First Class Honours (UTS), Graduate Australian Institute Company Directors	Ms Page is a Dharawal and Yuin artist and designer with an extensive career spanning design, public art, interiors and urban design. She is currently a Professor of Practice in the School of Architecture at UTS and a member of several boards including the Sydney Harbour Federation Trust, National Australia Day Council, Australian National Maritime Museum and Ninti One Ltd.	Chair Non-executive Director Member, Asset Management Committee (ceased 15/2/2025) Member, Working Group on Culture (ceased 15/2/2025)	15/2/2025 25/10/2022	24/10/2025 24/10/2025	4/4
Professor Valerie Cooms	Bachelor of Arts (Hons) (ANU), Doctorate of Philosophy (ANU)	Professor Cooms belongs to the Nunukul people of North Stradbroke Island in Queensland. She is a Professor of Indigenous Policy at CAEPR, ANU and a member of several significant reference groups and advisory committees. She worked as a full-time member of the National Native Title Tribunal and has had many years' experience in government administration.	Deputy Chair Non-executive Director Chair, Working Group on Culture	18/9/2020 2/9/2019	20/6/2025 20/6/2025	4/4
Mr Paul Allen	Bachelor Commerce (Accounting), University of Canberra, Graduate Diploma of Government Investigations, Member AICD Fellow, Certified Practising Accountants, Professional Member of the Institute of Internal Auditors	Mr Allen was a founding Director of Callida Consulting and previously a senior member of Oakton Ltd. Canberra office, and a partner with Acumen Alliance. He is a current Director of Calleo Resourcing and has over 14 years' experience with the Australian Federal Police in a variety of financial and audit positions.	Non-executive Director Chair, Audit, Risk and Finance Committee Chair, Investment Committee	6/5/2020	14/6/2026	2/4

Name	Qualifications	Experience	Position	Date of appointment	Appointment end date	Number of eligible meetings attended
Mr Anthony Ashby	Bachelor of Commerce (UNSW), Chartered Accountant, Registered Company Auditor, Certificate of Public Practice from Chartered Accountants Australia and New Zealand	Mr Ashby is a Gamilaraay-Yuwaalaraay man from north-western New South Wales. He is a Chartered Accountant and Registered Company Auditor and operates a public accounting practice.	Chair	18/09/2020	14/2/2025	2/2
			Deputy Chair	24/9/2019	17/09/2020	
			Non-executive Director	24/9/2019	28/2/2025	
Mr Simon McGrath AM		Mr McGrath is a senior leader in the hospitality sector and former Deputy Chair of the Tourism and Transport Forum. He has taken a lead advocacy role in advancing First Nations employment in hospitality and other sectors.	Non-executive Director	6/5/2020	14/6/2026	1/4
			Chair, Asset Management Committee			
			Member, Working Group on Culture (commenced 2024–25)			
Ms Shona Reid	Bachelor of Behavioural Science (Flinders University)	Ms Reid is an Eastern Arrernte Woman and is the Guardian for Children and Young People in SA. She is currently a director on the Winston Churchill Memorial Trust and a director on Ronald McDonald Charities SA/NT Chapter	Non-executive Director	15/6/2023	14/6/2026	3/4
			Member, Working Group on Culture			
Ms Leann Wilson		Ms Wilson is a descendant of the Bidjara and Kara-Kara peoples in central and central-western Queensland. She is Managing Director for Regional Economic Solutions, a majority owned First Nations business and is also the Deputy Chair of the Healing Foundation. She sits on several Boards, many with a health focus.	Non-executive Director	30/10/2020	20/10/2026	3/4
			Member, Working Group on Culture			
Ms Katie Wyatt	Bachelor of Commerce, Curtin University, Graduate, Australian Institute of Company Directors	Ms Wyatt is a Noongar and Yamatji woman from Whadjuk Noongar country. Ms Wyatt is the Head of Diversity, Equity and Inclusion for BHP and Board Member of Supply Nation and Gippsland Water.	Non-executive Director Member, Audit, Risk and Finance Committee Member, Working Group on Culture (commenced 2024–25)	25/10/2022	24/10/2025	3/4



Board committees

To assist in the performance of its responsibilities, the Board has established 3 sub-committees and a working group:

- ARFC
- Asset Management Committee
- Investment Committee
- Working Group on Culture.

From time to time, the Board may create time limited working groups to assist the Executive with specific issues or projects.

In 2024–25, the ARFC met 5 times, the Asset Management and Investment Committees met 4 times and the Working Group on Culture held one meeting.

Audit, Risk and Finance Committee

The role of the ARFC is to provide independent advice to the Board on:

- financial reporting
- performance reporting
- risk oversight and management
- compliance
- the system of internal controls.

This includes:

- monitoring AHL's funding, financial and planning strategies
- monitoring the flow of funds to ensure AHL's financial viability
- overseeing the investment/divestment strategy (cash and property) and monitoring its performance
- reporting regularly to the Board on significant financial matters, including the audit of the annual financial report
- providing input into new projects and proposals
- advising on annual key performance indicators.

Asset Management Committee

The Asset Management Committee provides oversight of matters relating to long term strategic asset management, including providing the Board with assurance that AHL is appropriately and sustainably managing and maintaining its asset portfolio and meeting compliance obligations.

Investment Committee

The Investment Committee is responsible for reviewing and monitoring the company's investment strategies and programs for AHL to deliver its business strategies and objectives efficiently and effectively. The committee makes delegated investment decisions and assists the Board in its consideration and oversight of AHL's investment strategies, activities and sustainability.

Working Group on Culture

The Working Group on Culture aims to reinforce, promote, respect and celebrate the diversity, strength and resilience of First Nations communities and cultures. As one of the largest employers of First Nations people in the Australian Public Service, AHL is committed to developing a company culture that is built on mutual respect and cultural safety, not only for our employees, but for our residents.

Remuneration policy

The Remuneration Tribunal determines the company's remuneration policy for the Directors and the CEO. The Tribunal approves the company's terms and conditions of remuneration relating to the appointment and retirement of the Board members and of the CEO. The AHL Board Directors receive the superannuation guarantee contribution required by the Australian Government, which was 11.5 per cent in 2024–25, and do not receive any other retirement benefits.

The remuneration and terms of conditions of employment for Senior Executive Service employees are in accordance with the *Public Service Act 1999* and common law contracts.

The total remuneration of AHL's key management personnel in 2024–25 is shown in Table 21.



TABLE 21: REMUNERATION OF KEY MANAGEMENT PERSONNEL, 2024-25

Name	Position title	Short Term Benefits (\$)			Post-Employment Benefits (\$)	Other Long term-benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Base salary	Bonuses	Other Benefits and allowances		Long service leave	Other longterm benefits		
Ms Alison Page	Chair	\$12,880	-	-	-	-	-	-	\$12,880
	Non-executive Director	\$44,551	-	\$2,992	\$6,949	-	-	-	\$54,492
Mr Anthony Ashby	Non-executive Director	\$1,712	-	-	-	-	-	-	\$1,712
	Chair	\$56,502	-	-	\$6,695	-	-	-	\$63,197
Professor Valerie Cooms	Deputy Chair, Non-executive Director	\$42,900	-	-	\$4,934	-	-	-	\$47,834
	Non-executive Director	\$42,900	-	\$18,053	\$7,010	-	-	-	\$67,963
Mr Simon McGrath AM	Non-executive Director	\$42,900	-	\$9032	\$5,972	-	-	-	\$57,904
	Non-executive Director	\$42,900	-	-	\$4,934	-	-	-	\$47,834
Ms Shona Reid	Non-executive Director	\$42,900	-	-	\$4,934	-	-	-	\$47,834
	Non-executive Director	\$42,900	-	-	\$4,934	-	-	-	\$47,834
Ms Leann Wilson	Non-executive Director	\$42,900	-	\$9,032	\$5,972	-	-	-	\$57,904
	Non-executive Director	\$42,900	-	-	\$5,972	-	-	-	\$57,904
Mr Dave Chalmers AO, CSC	Chief Executive Officer	\$217,590	-	\$71,421	\$33,873	\$8,244	-	-	\$331,128
	Chalmers AO, CSC								

Name	Position title	Short Term Benefits (\$)			Post-Employment Benefits (\$)	Other Long term-benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Base salary	Bonuses	Other Benefits and allowances	Superannuation contributions	Long service leave	Other longterm benefits		
Mr Dermot Walsh CA, FCPA, MAICD	Chief Financial Officer and Company Secretary	\$161,267	-	\$29,893	\$29,424	-	-	-	\$220,584
	Interim Chief Executive Office	\$89,058	-	\$11,904	\$14,861	\$7,424	-	-	\$123,247
Mr Bob Harvey PSM	General Manager Operations	\$212,341	-	\$33,130	\$34,260	\$7,773	-	-	\$287,504
Ms Jacinta Mack	Acting General Manager Corporate and Company Secretary partial term from 17 March 2025	\$58,645	-	\$799	\$6,977	\$2,102	-	-	\$68,523
Ms Sarah Hartnell	Acting Chief People Officer partial term from 27 March 2025	\$73,655	-	\$8,254	\$12,123	\$3,215	-	-	\$97,247
Ms Karyn Ervin	Acting Chief People Officer partial term to 26 March 2025	\$70,886		\$17,620	\$18,445	\$7,935			\$114,886
Total									\$1,702,673

Leading with confidence

At AHL, we are committed to building strong, confident leaders by supporting our employees' personal development and strengthening our company's broader leadership capabilities.

From March to November 2024, Jacinta Mack, a proud Ngarluma, Kariyarra and Torres Strait Islander woman, and current acting General Manager Corporate and Company Secretary, had the opportunity to participate in the Australian Taxation Office (ATO) EL2 Talent Development Program.

The course was designed to strengthen leadership capabilities, inspire innovation and engagement, and lead others through change and complexity. Joining a cohort of dedicated leaders from across the APS, the program spanned several months and included rich learning experiences such as leadership labs, group coaching sessions, and diagnostic assessments, all designed to enhance leadership and complex management practices.

The experience was 'truly transformative. The course gave me the space to reflect, test ideas, and gain real-time feedback from experienced peers and facilitators,' Jacinta said.

Throughout the program, Jacinta gained greater clarity of her natural leadership style and strengths. She discovered that her style is grounded in authenticity, collaboration and vision. This guides her ability to lead diverse teams through ambiguity and change.

'I've learned to step back more often, trust the process, and create space for others to lead. I also place greater emphasis on setting clear expectations and empowering my team - enabling them to grow while ensuring we stay focused on outcomes,' Jacinta said.



A key learning from the course was the 'Observe-Interpret-Intervene' model. This is a decision-making framework that provides leaders with the tools to respond to change, as well as build resilience within their teams. Jacinta has since used this approach on several cross-branch initiatives, helping her to pause, gather multiple perspectives and effectively tailor her leadership response.

Since completing the course, Jacinta has now stepped into the role of acting General Manager Corporate and Company Secretary. Her experience in this course has enabled her to take on this opportunity with clarity and assurance.

'The program directly supported my transition by enhancing my executive presence, sharpening my delivery focus, and preparing me for complex leadership dynamics,' Jacinta said.

By investing in First Nations leaders, like Jacinta, we are helping to ensure that the voices, perspectives and values of First Nations people are represented at AHL. Strong First Nations leadership is central to ensuring AHL continues to deliver on our purpose.





Tables 20, 21 and 22 outline the composition, qualifications and remuneration of members of the ARFC, Asset Management Committee and Investment Committee, respectively.

TABLE 22: AUDIT, RISK AND FINANCE COMMITTEE, 2024–25

Member and position	Qualifications, knowledge, skills or experience	Number of eligible meetings attended /total number of meetings	Total annual remuneration / sitting fees ⁹
Mr Paul Allen Chair	Refer to Table 20	5/5	–
Ms Katie Wyatt Director member (commenced 1/10/23)	Refer to Table 20	4/5	–
Ms Rebecca Richardson Independent member (commenced 9/11/23)	<p>Bach Town Planning, Diploma of Law, Grad Dip Tourism Management, GAICD.</p> <p>Ms Richardson has a background in urban development, housing and property, combined with qualifications in environmental planning, law, management and financial analysis. She has a keen interest in working with local communities, including Indigenous communities, to enhance opportunities and well-being.</p> <p>An experienced company director and audit committee member and chair, Ms Richardson is also Managing Director of Urbanista, a planning and strategy consultancy practice with a focus on housing and sustainable communities.</p>	5/5	\$10,000
Mr Tim Cronin Independent member (commenced 10/11/23)	<p>Bachelor of Commerce (UQ), Bachelor of Economics (UQ) Graduate Diploma in Advanced Accounting QUT.</p> <p>Mr Cronin is a Chartered Accountant and Certified Internal Auditor with over 39 years' experience specialising as an auditor for public and private sector organisations.</p> <p>He is currently a Partner at PKF with responsibility for Assurance and Risk Advisory. Tim is the Chair of Department of Women, Aboriginal and Torres Strait Island Partnerships and Multiculturalism (Qld) Audit and Risk Committee and two local government audit and risk committees.</p>	5/5	\$10,000

The committee's Charter can be found at: ahl.gov.au/accountability-and-reporting

⁹ Under the Remuneration Tribunal Determination, AHL Directors receive additional annual fees for serving on the Audit, Risk and Finance Committee – refer to Table 21.

TABLE 23: ASSET MANAGEMENT COMMITTEE, 2024–25

Member and position	Qualifications, knowledge, skills or experience	Number of eligible meetings attended / total number of meetings	Total annual remuneration / sitting fees. ¹⁰
Mr Simon McGrath AM Chair	Refer to Table 20	3/4	–
Ms Alison Page Director Member (ceased 14/2/25)	Refer to Table 20	2/2	–
Mr Mike Allen PSM Independent Member	<p>Graduate Diploma in Urban Estate Management, Member Australian Institute of Company Directors; Fellow, Institute of Public Administration Australia; Life Member, Australasian Housing Institute.</p> <p>Mr Allen is the former CEO of Housing NSW, with over 40 years' experience in social housing management and asset services, homelessness, and community and First Nations housing.</p> <p>Mr Allen is a recipient of the Public Service Medal in recognition of his services to the community and strong commitment to the values and principles of social housing.</p>	4/4	\$6,000
Ms Rebecca Richardson Independent member (commenced 8/10/24)	<p>Bach Town Planning, Diploma of Law, Grad Dip Tourism Management, GAICD.</p> <p>Ms Richardson has a background in urban development, housing and property, combined with qualifications in environmental planning, law, management and financial analysis. She has a keen interest in working with local communities, including Indigenous communities, to enhance opportunities and well-being.</p> <p>An experienced company director and audit committee member and chair, Ms Richardson is also Managing Director of Urbanista, a planning and strategy consultancy practice with a focus on housing and sustainable communities.</p>	3/3	\$4,500

¹⁰ Under the Remuneration Tribunal Determination, AHL Directors receive additional annual fees for serving on the Asset Management Committee – refer to Table 21.



TABLE 24: INVESTMENT COMMITTEE, 2024–25

Member and position	Qualifications, knowledge, skills or experience	Number of eligible meetings attended / total number of meetings	Total annual remuneration / sitting fees.
Mr Paul Allen Chair (commenced 1/10/23)	Refer to Table 20	4/4	–
Professor Michael E Drew, FAICD Independent Member (commenced 20/11/23)	<p>PhD in the field of economics from UQ, FAICD, and Life Member of the Financial Services Institute of Australasia (FINSIA).</p> <p>A classically trained economist, Professor Drew is a Co-Founder and Director of Drew, Walk & Co. He has over 30 years' professional experience with executive appointments at organisations such as the Myer Family Company, QIC, QSuper, Ord Minnett, J.B. Were & Son, and Wilson HTM.</p> <p>He is a company director or trustee with a range of institutions, and Professor Emeritus of Finance at Griffith University.</p>	3/4	\$6,000 ¹¹
Ms Kate Cam Independent Member (commenced 21/11/23)	<p>Master of Applied Finance, Bachelor of Arts (Communication), GAICD, CFA Charterholder.</p> <p>Ms Cam is an independent investment and data governance consultant providing governance solutions, strategies and education to her clients.</p> <p>Ms Cam has more than 25 years' experience in global investment and capital markets having worked in Sydney, London and Hong Kong with a range of Indigenous, wealth management, insurance and superannuation organisations. She served as a non-executive Director of the National Centre of Indigenous Excellence (NCIE).</p>	4/4	\$6,000
Mr Stuart Robb Independent Member (commenced 21/11/23)	<p>Mr Robb is a proud Larrakia and Torres Strait Islander man with broad experience across ASX listed companies in mining and energy, as well as investment and funds management, the public sector, and non-for-profit organisations in Indigenous Health. He is passionate about promoting self-management, self-sufficiency, and the economic independence of Aboriginal and Torres Strait Islander people.</p> <p>Mr Robb is currently Principal Advisor Government Relations at Rio Tinto and is a board member of First Nations Broadcasting (Darwin). He holds a Diploma of Investor Relations from the Australian Institute of Investor Relations (AIRA), a Master of Accounting from Bond University, a Bachelor of Business from RMIT University and has completed Melbourne Business School's MURRA Indigenous Business Leadership program.</p>	4/4	\$6,000

¹¹ Sitting fee was paid for written input and analysis submitted in lieu of attendance at the Investment Committee meeting on 21 May 2025.

Indemnities and insurance

AHL maintains directors' and officers' liability insurance. The insurance covers legal liabilities (including legal expenses) that a director or officer may be legally obliged to pay in certain circumstances. The policy has some exclusions, such as wilful breach of duty, breach of professional duty and any claim arising out of libel, slander or defamation.

The company also covers personal accident and travel insurance for directors travelling on official company business.

Proceedings on behalf of company

No person has applied for leave of a court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

Related party disclosures

There were no related party disclosures to report in 2024–25.

Rounding

The company is an entity to which ASIC Class Order 98/100 applies. Accordingly, amounts in the Directors' Report and Financial Report have been rounded to the nearest \$1,000.

Auditor's independence

The Directors received an independence Declaration from the Auditor-General for the year ended 30 June 2025. A copy has been included with the Financial Report.

Resolution of Directors

This Report is made in accordance with a resolution of the Board of Directors.



Alison Page

Interim Chair

Aboriginal Hostels Limited

24 September 2025





Auditor's Report

Auditors Independence Declaration



OFFICIAL: Sensitive



Ms Alison Page
Chairperson
Aboriginal Hostels Ltd

ABORIGINAL HOSTELS LTD FINANCIAL REPORT 2024–25 AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of Aboriginal Hostels Ltd for the year ended 30 June 2025, to the best of my knowledge and belief, there have been:

- (i) no contraventions of the auditor independence requirements of the *Corporations Act 2001*;
and
- (ii) no contravention of any applicable code of professional conduct.

Australian National Audit Office

Peter Kerr
Executive Director
Delegate of the Auditor-General

Canberra
24 September 2025

OFFICIAL: Sensitive

Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

To the members of Aboriginal Hostels Limited

Opinion

In my opinion, the financial report of Aboriginal Hostels Limited (the Company) for the year ended 30 June 2025 is in accordance with the *Corporations Act 2001* and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2025 and of its performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Simplified Disclosures, the Corporations Regulations 2001 and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2022.

The financial report of the Company, which I have audited, comprises the following as at 30 June 2025 and for the year then ended:

- Declaration by Aboriginal Hostels Limited Chair and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Notes to the financial statements, comprising material accounting policy information and other explanatory information; and
- Consolidated Entities Disclosure Statement.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the relevant ethical requirements for financial report audits conducted by the Auditor-General and her delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2025 but does not include the financial report and my auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300



If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of:

- (a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures, the *Corporations Act 2001* and the *Australian Charities and Not-for-profits Commission Act 2012*; and
- (b) the consolidated entity disclosure statement that is true and correct and in accordance with the *Corporations Act 2001*; and

for such internal control as the directors determine is necessary to enable the preparation of:

- (a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- (b) the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

My objective is to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Australian National Audit Office



Peter Kerr

Executive Director

Delegate of the Auditor-General

Canberra

24 September 2025





Financial Report

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Financial Report

**Declaration by Aboriginal Hostels Limited
Chair and Chief Financial Officer**

For The Period Ended 30 June 2025

1. The financial report and notes are in accordance with the *Corporations Act 2001* and satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*, and
 - (a) give a true and fair view of the company's financial position as at 30 June 2025 and its performance for the year then ended
 - (b) comply with Australian Accounting Standards - Simplified Disclosures, the Corporations Regulations 2001 and subsection 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2022, and
 - (c) that the consolidated entity disclosure statement is true and correct.
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Signed

Alison Page
Interim Chair
Date: 24 September 2025

Signed

Jacinta Mack
Acting Chief Financial Officer
Date: 24 September 2025



ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

FINANCIAL STATEMENTS

for the period ended 30 June 2025

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ABORIGINAL HOSTELS LIMITED

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Statement of Comprehensive Income for the period ended 30 June 2025

	Note	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1A	44,562	35,896	40,913
Hostel accommodation expenses	1B	7,888	6,415	5,642
Administration expenses	1C	12,073	8,619	6,644
Property operating expenses	1D	11,116	11,992	11,854
Depreciation and amortisation	1E	8,836	7,983	7,864
Write-down and impairment of assets and bad debts	1F	150	291	400
Finance costs	1G	37	43	29
Fair value loss on financial instruments at fair value through the profit and loss		-	357	-
Grants		-	-	3,584
Total expenses		84,662	71,596	76,930
Own-source income				
Own-source revenue				
Revenue from contracts with customers	2A	23,160	21,714	22,270
Interest	2B	1,889	2,943	1,516
Investment income	2C	1,231	393	365
Other revenue	2D	680	518	3,713
Total own-source revenue		26,960	25,568	27,864
Gains				
Fair value gain on financial instruments at fair value through the profit and loss		504	-	697
Total gains		504	-	697
Total own-source income		27,464	25,568	28,561
Net (cost) of services		(57,198)	(46,028)	(48,369)
Revenue from Commonwealth Government				
Grant received from portfolio department	3	44,416	43,092	44,416
Total revenue from Commonwealth Government		44,416	43,092	44,416
Total revenue		71,880	68,660	72,977
Deficit on continuing operations		(12,782)	(2,936)	(3,953)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Revaluation of land		948	4,487	-
Revaluation of buildings		4,006	8,748	-
Revaluation of art and artefacts		-	1,080	-
Total other comprehensive income		4,954	14,315	-
Total comprehensive income		(7,828)	11,379	(3,953)

The above statement should be read in conjunction with the accompanying notes.

¹ Budget has been categorised using line-item categories from the financial reports.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587**Budget variance commentary – Statement of comprehensive income**

Employee benefits	The variance was mainly due to increased overtime, casuals and superannuation due to hostel worker shortages and a provision for a historic superannuation underpayment on certain allowances.
Hostel accommodation expenses	This variance was mainly due to increased cleaning services and food costs.
Administration expenses	This variance was mainly due to increased contract labour hire, legal settlements and workers compensation insurance costs.
Grants	This variance was related to rescheduled completion of the Apmere Mwerre Visitor Park (AMVP) upgrade and expansion project to the 2025-26 financial year.
Other revenue	This variance was mainly from the delayed revenue recognition for the AMVP upgrade and expansion project due to the rescheduled completion of the project to the 2025-26 financial year.
Revaluation of land and buildings	This variance is related to the independent review of fair value for land and buildings at 30 June 2025.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Statement of Financial Position
as at 30 June 2025

	Note	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
ASSETS				
CURRENT ASSETS				
Financial assets				
Cash and cash equivalents	4	5,641	8,349	18,683
Trade and other receivables	5	2,417	1,925	800
Other Investments	6	6,170	12,068	-
Total financial assets		14,228	22,342	19,483
Non-financial assets				
Other non-financial assets	8	822	532	392
Total current assets		15,050	22,874	19,875
NON CURRENT ASSETS				
Non-financial assets²				
Land	7	46,410	45,462	40,975
Buildings	7	90,711	86,927	79,210
Work in progress	7	3,940	2,095	371
Leasehold Improvements	7	1,181	1,323	885
Plant and equipment	7	4,821	2,881	1,911
Art and artefacts	7	3,277	3,312	2,243
Intangibles	7	27	61	134
Total non-financial assets		150,367	142,061	125,729
Financial assets				
Other Investments	6	19,348	18,843	19,897
Total non current assets		169,715	160,904	145,626
Total assets		184,765	183,778	165,501
LIABILITIES				
Payables				
Suppliers	9	2,581	1,997	1,739
Interest bearing liabilities	10	1,104	1,061	1,019
Other payables	11	7,228	3,568	1,685
Total payables		10,913	6,626	4,443
Provisions				
Employee provisions	12	5,222	3,013	2,648
Total current liabilities		16,135	9,639	7,091
NON CURRENT LIABILITIES				
Interest bearing liabilities				
Leases	10	1,624	2,266	1,142
Total interest bearing liabilities		1,624	2,266	1,142
Provisions				
Employee provisions	12	3,210	2,606	3,628
Total provisions		3,210	2,606	3,628
Total non current liabilities		4,834	4,872	4,770
Total liabilities		20,969	14,511	11,861
Net assets		163,796	169,267	153,640
EQUITY				
Contributed equity		99,648	97,291	99,648
Reserves		81,183	76,229	61,917
Retained surplus/ (Accumulated deficit)		(17,035)	(4,253)	(7,925)
Total equity		163,796	169,267	153,640

The above statement should be read in conjunction with the accompanying notes.

¹ Budget has been categorised using line-item categories from the financial reports.

² Right-of-use assets are included in Buildings and Plant and equipment.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587**Budget variance commentary – Statement of financial position**

Cash and cash equivalents and other investments	These variances were due to the investments in term deposits that mature after 30 June 2025 and the higher than budgeted deficit on continuing operations.
Trade and other receivables	These variance were mainly related to the accruing of lease income from Kabayji Booroo, unmatured term deposit interest and increase in the receivables for salaries paid to staff that are on workers compensation.
Land, buildings and art and artefacts	These variances mainly related to movements in values as a result of independent materiality review of carrying value of land and buildings as at 30 June 2025.
Work in progress	This variance was due to the capital projects being started later in the financial year.
Leasehold improvements, plant and equipment and intangibles	These variances were due to differences in acquisitions between various non-financial assets categories (including work in progress) and their relevant budgeted acquisitions during the financial year.
Other payables	This variance was mainly from delayed revenue recognition of funds received for the Apmere Mwerre Visitor Park expansion construction due to rescheduled completion of the project to the 2025-26 financial year.
Reserves	This variance is related to materiality review of land and buildings as at 30 June 2025.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Statement of Changes in Equity
for the period ended 30 June 2025

	Note	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
CONTRIBUTED EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		97,291	94,243	97,291
Transactions with owners				
Contributions by owners				
Equity injection		2,357	3,048	2,357
Total transactions with owners		<u>2,357</u>	<u>3,048</u>	<u>2,357</u>
Closing balance as at 30 June		<u>99,648</u>	<u>97,291</u>	<u>99,648</u>
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		(4,253)	(1,317)	(3,972)
Adjusted opening balance		<u>(4,253)</u>	<u>(1,317)</u>	<u>(3,972)</u>
Comprehensive income				
Surplus/(Deficit) for the period		(12,782)	(2,936)	(3,953)
Total comprehensive income		<u>(12,782)</u>	<u>(2,936)</u>	<u>(3,953)</u>
Closing balance as at 30 June		<u>(17,035)</u>	<u>(4,253)</u>	<u>(7,925)</u>
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		76,229	61,914	61,917
Comprehensive income				
Other comprehensive income		4,954	14,315	-
Total comprehensive income		<u>4,954</u>	<u>14,315</u>	<u>-</u>
Closing balance as at 30 June		<u>81,183</u>	<u>76,229</u>	<u>61,917</u>
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period		169,267	154,840	155,236
Adjusted opening balance		<u>169,267</u>	<u>154,840</u>	<u>155,236</u>
Comprehensive income				
Surplus/(Deficit) for the period		(12,782)	(2,936)	(3,953)
Other comprehensive income		4,954	14,315	-
Total comprehensive income		<u>(7,828)</u>	<u>11,379</u>	<u>(3,953)</u>
Contributions by owners				
Equity injection		2,357	3,048	2,357
Total transactions with owners		<u>2,357</u>	<u>3,048</u>	<u>2,357</u>
Closing balance as at 30 June		<u>163,796</u>	<u>169,267</u>	<u>153,640</u>

The above statement should be read in conjunction with the accompanying notes.

¹ Budget has been categorised using line-item categories from the financial reports.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Budget variance commentary – Statement of changes in equity

Other comprehensive income

This variance is related to materiality review of land and buildings at 30 June 2025.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Cash Flow Statement

for the period ended 30 June 2025

	Note	2025 \$'000	2024 \$'000	Original Budget1 \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Commonwealth Government		50,061	44,905	47,179
Receipts from State and Territory Governments		3,567	2,878	3,551
Receipts from hostel accommodation customers		18,910	17,708	18,036
Interest		424	256	343
Net GST received		2,800	2,976	2,463
Other		266	260	4
Total cash received		76,028	68,983	71,576
Cash used				
Employees		44,242	34,911	40,082
Suppliers		31,222	29,472	27,104
Interest paid - leases		37	43	29
Other		820	162	75
Total cash used		76,321	64,588	67,290
Net cash from operating activities		(293)	4,395	4,286
INVESTING ACTIVITIES				
Capital cash received				
Proceeds from investments - term deposits		64,348	121,824	54,137
Proceeds from managed funds		585	-	365
Interest on investments		1,584	2,289	1,173
Total investing cash received		66,517	124,113	55,675
Capital cash used				
Payment for property, plant and equipment		11,734	7,205	9,633
Payment for intangibles		-	-	57
Investments - Term deposits		58,450	104,283	42,069
Investments - Managed funds		-	19,200	9,200
Total capital cash used		70,184	130,688	60,959
Net cash from/ (used by) investing activities		(3,667)	(6,575)	(5,284)
FINANCING ACTIVITIES				
Financing cash received				
Contributed Equity		2,357	3,048	2,357
Total cash received		2,357	3,048	2,357
Financing cash used				
Principal repayments - leased assets		1,105	1,073	1,039
Total cash used		1,105	1,073	1,039
Net cash received by financing activities		1,252	1,975	1,318
Net increase/(decrease) in cash held		(2,708)	(205)	320
Cash and cash equivalents at the beginning of the reporting period		8,349	8,554	18,363
Cash and cash equivalents at the end of the reporting period	4	5,641	8,349	18,683

The above statement should be read in conjunction with the accompanying notes.

Investment in term deposits and related interest are presented separately under investing activities

¹ Budget has been categorised using line-item categories from the financial reports.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587**Budget variance commentary – Statement of changes in cash flow**

Receipts from Commonwealth Government	This variance was due to receiving additional funds for the Apmere Mwerre Visitor Park expansion construction, operational funds received in advance for Tennant Creek hostels and for the student retention and facility improvement grants.
Employees	This variance related to higher overtime, casual, superannuation costs paid during the financial year.
Suppliers	This variance related to increased food, cleaning services, contract labour hire and workers compensation insurance costs.
Investing activities cash received - proceeds from investments	This variance related to increased term deposit investments and the maturity of these investments during the financial year.
Investing activities cash used – payment for property, plant, equipment and intangibles	This variance related to higher capital expenditure due to upgrades to bathrooms, fire monitoring systems and security systems.
Investing activities cash used - term deposits	This variance related to increased term deposit investments during the financial year.
Investing activities cash used – managed funds	The variance relates to the \$9.2 million investment in managed funds in the 2023-24, which was earlier than anticipated in the Budget.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025**

Overview

Aboriginal Hostels Limited (AHL) is a not-for-profit Commonwealth company limited by guarantee, established under the *Corporations Act 2001*. AHL's purpose is to provide culturally safe and affordable accommodation for First Nations people who need to be away from home to access services and economic opportunities.

AHL is structured to meet the outcome of improved access to education, employment, health and other services for Aboriginal and Torres Strait Islander people travelling or relocating through the operation of temporary hostel accommodation services.

The continued existence of the company in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament.

The company activities contributing toward the outcome are classified as departmental. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the company in its own right. AHL does not have any Administered items.

Basis of preparation

The financial report is a general-purpose financial report that has been prepared in accordance with the *Corporations Act 2001*, *Australian Charities and Not-for-profits Commission Act 2012* and the Australian Accounting Standards – Simplified Disclosures, the Corporations Regulations 2001 and Division 60 of the Australia Charities and Not-for-profit Commission Regulation 2013.

AHL is classified for financial reporting purposes as a not-for-profit (NFP) Company under the *Corporations Act 2001*.

The financial report, except for cash flow information, has been prepared on an accrual basis and on a historical cost basis (modified where applicable) by the measurement at fair value of selected assets and liabilities.

AHL's financial instruments include cash and cash equivalents, trade and other receivables, term deposits, investments in managed funds and trade payables. Further information about AHL's financial instruments is disclosed in the notes.

The financial report is presented in Australian dollars, and all values are rounded to the nearest thousand dollars (\$'000) unless otherwise stated.

Consolidated Entities Disclosure Statement

The financial report has been prepared on an individual entity basis as Aboriginal Hostels Limited (AHL) does not have any subsidiaries, joint ventures, or associated entities as defined under relevant accounting standards. Therefore, no consolidated financial report has been prepared for the reporting period.

AHL operates as a single legal entity, and all financial information presented in these reports pertains solely to the operations and financial position of the company itself. There are no transactions, arrangements, or obligations with other entities that meet the criteria for consolidation or that require disclosure under the consolidated entities disclosure statement framework.



ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587**Notes to the Financial Statements
for the period ended 30 June 2025****New Accounting Standards***Adoption of New Accounting Standard Requirements*

All new/revised/amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the entity's financial reports.

Standard/ Interpretation	Nature of change in accounting policy, transitional provision, and adjustment to financial reports
AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates (AASB 2021-2) and	AASB 2021-2 amends AASB 7, AASB 101, AASB 108, AASB 134 and AASB Practice Statement 2. The amending standard requires the disclosure of material, rather than significant, accounting policies, and clarifies what is considered a change in accounting policy compared to a change in accounting estimate.
AASB 2021-6 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards (AASB 2021-6)	AASB 2021-6 amends the Tier 2 reporting requirements set out in AASB 1049, AASB 1054 and AASB 1060 to reflect the changes made by AASB 2021-2. The details of the changes in accounting policies and adjustments are disclosed below in the relevant notes to the financial reports. The amending standard is not expected to have a material impact on the entity's financial statement for the current reporting period or future reporting periods.

Taxation

The entity is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Income tax

No provision for income tax has been raised as AHL is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, except where the GST incurred is not recoverable from the Australian Taxation Office. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable or payable to the Australian Taxation Office is included with other receivables and payables in the statement of financial position. Cash flows are presented on a gross basis. The GST component of cash flows arising from investing or financing activities which are recoverable from, or payable to the Australian Taxation Office are presented as operating cash flows.

Events after balance date

No events after balance date requiring reporting have occurred.





ABORIGINAL HOSTELS LIMITED

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025**

Financial performance

This section analyses the financial performance of Aboriginal Hostels Limited for the year ended 30 June 2025.

Expenses	Note	2025	2024
Note 1A: Employee benefits		\$'000	\$'000
Wages and salaries		32,484	27,381
Annual leave		2,411	2,178
Long service leave		995	690
Other leave		1,847	1,399
Superannuation		6,658	4,129
Termination benefits		167	119
Total employee benefits		44,562	35,896

Accounting Policy

Accounting policies for employee related expenses are contained in note 12.

Note 1B: Hostel accommodation expenses

Food and beverages		5,797	4,958
Cleaning and hygiene		2,091	1,457
Total hostel accommodation expenses		7,888	6,415

Accounting Policy

Hostel Expenses comprise all costs directly associated with the provision of food and cleaning services. Food Expenses include the cost of food ingredients and beverages consumed by residents. Cleaning Expenses include the cost of laundry services, cleaning supplies, and consumables used in maintaining resident rooms and common areas. These costs are expensed as incurred.

Note 1C: Administration expenses

Workers compensation expenses		1,507	918
Information communication technology		2,893	2,416
Contractors		1,474	827
Consultants		1,254	864
Travel and accommodation		950	777
Training and recruitment		882	599
Settlement expenses		1,210	-
Directors' fees	13B	460	459
Legal expenses		348	202
Marketing		183	223
Insurance		265	679
Postage and stationery		165	163
Audit fees		136	135
Bank charges		55	63
Vehicle short-term leases		28	11
Other		263	283
Total administration expenses		12,073	8,619

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587**Notes to the Financial Statements
for the period ended 30 June 2025****Note 1D: Property operating expenses**

	2025	2024
	\$'000	\$'000
Repairs and maintenance	5,945	6,078
Fuel and power	2,034	1,768
Security services	1,751	2,717
Rates	980	911
Minor furnishings	296	284
Short-term leases	5	-
Other	105	234
Total property operating expenses	11,116	11,992

AHL had short-term lease commitments of \$1,104 as at 30 June 2025 (\$3,048 as at 30 June 2024).

Accounting Policy***Short-term leases***

AHL has elected not to recognise right-of-use assets and lease liabilities for short term leases of assets that have a lease term of 12 months or less. The entity recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Note 1E: Depreciation and amortisation

	2025	2024
	\$'000	\$'000
Depreciation		
Buildings	6,891	6,427
Plant and equipment	1,471	1,118
Art and artefacts	33	23
Total depreciation	8,395	7,568
Amortisation		
Leasehold improvements	407	375
Intangibles	34	40
Total amortisation	441	415
Total depreciation and amortisation	8,836	7,983

Note 1F: Write-down and impairment of assets and bad debts**Write-down and impairment of assets**

Building	109	191
Plant and equipment	35	41
Art and artefacts	2	-
Total write-down and impairment of assets	146	232
Bad debts write off and provision for bad debts	4	59
Total write-down and impairment of assets and bad debts	150	291

Note 1G: Finance costs

Interest on lease liabilities	37	43
Total finance costs	37	43

Accounting Policy

Accounting policies for depreciation expenses are located after Note 7.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025****Own-source revenue****Note 2A: Revenue from contracts with customers**

	2025	2024
	\$'000	\$'000
Hostel accommodation revenue	18,681	18,122
Operating funding for hostels managed by AHL	4,479	3,592
Total revenue from contracts with customers	23,160	21,714

Hostel accommodation revenue

Tariffs collected from residents	16,651	16,243
Tariffs collected from contracts	2,030	1,879
Total hostel accommodation revenue	18,681	18,122

Operating funding for hostels managed by AHL**National Indigenous Australians Agency (NIAA)**

Wadeye Secondary Education Boarding Facility	-	7
Tennant Creek Hostels	1,030	982

Northern Territory Department of Children and Families

Apmere Mwerre Visitor Park	2,181	1,532
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Northern Territory Department of Health

Alyerre Hostel	1,268	1,071
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Total operating funding received	4,479	3,592
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Accounting policy**Revenue recognition**

Revenue is recognised to the extent it is probable that the economic benefits will flow to AHL and the revenue can be reliably measured. The following specific recognition criteria must be met before revenue is recognised.

Rendering of services

Revenue received for the provision of hostel accommodation is recognised at the time of delivery of the service to customers, with all outstanding hostel tariff revenue accounted for as trade receivables and revenue payable by State and Territory organisations. The transaction price is the total amount of consideration which AHL expects to be entitled in exchange for hostel accommodation services which comprise fixed amounts.

Contributions

A contribution occurs when AHL receives an asset or cash without returning approximately equal value to the parties that provided the cash or asset, for example property donations and grant funding to deliver administered programs. Contributions covered by enforceable agreements with sufficiently specific performance obligations are recognised as revenue when the performance obligations are satisfied as described in rendering of services above. Other contributions are recognised as income when AHL is entitled to the contribution.

AHL operates two hostels as Crown Land Manager, the properties are Durungaling and Biala hostels in NSW.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025**

	2025	2024
	\$'000	\$'000
Note 2B: Interest income		
Interest income	1,889	2,943
Total interest income	1,889	2,943
Note 2C: Investment income		
Investment Income	1,231	393
Total Investment income	1,231	393
Note 2D: Other revenue		
Grants	392	228
Rent received	237	111
Other revenue	51	179
Total other income	680	518
Note 3: Revenue from Commonwealth Government		
Grant received from Department of the Prime Minister and Cabinet	44,416	43,092
Total grant received from Commonwealth Government	44,416	43,092

Accounting policy

Interest income

Interest revenue is recognised using the effective interest method.

Other revenue

Other income is recognised and measured at the fair value of the consideration received or receivable to the extent it is probable that the economic benefits will flow to AHL, and the income can be reliably measured.

The company received cash distributions from its investments in managed funds during the financial year which represent returns on the company's investments in managed funds. The company recognises income from managed funds' distributions in the period in which the right to receive the distribution is established, provided that it is probable that the economic benefits associated with the transaction will flow to the company and the amount of income can be measured reliably.

Revenue from Government

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the Department of Prime Minister and Cabinet for payment to corporate entities) is recognised as Revenue from Government by AHL unless the funding is in the nature of an equity injection or a loan.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025****Financial Position**

This section analyses Aboriginal Hostels Limited's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the people and relationships section.

Note 4: Cash and cash equivalents

	2025	2024
	\$'000	\$'000
Cash at bank	5,454	8,170
Donation account	187	179
Total cash and cash equivalent	5,641	8,349

Note 5: Trade and other receivables

Trade receivables	526	797
Less: Impairment loss allowance	(42)	(60)
Total trade receivables	484	737
GST receivable	382	452
Managed funds distribution receivable	1,038	393
Other receivables	513	343
Total other receivable	1,933	1,188
Total trade and other receivables	2,417	1,925

Note 6: Other investments

Term deposits	6,170	12,068
Managed funds	19,348	18,843
Total other investment	25,518	30,911

Accounting policy*Trade and other receivables*

Receivables for goods or services are recognised at the nominal amounts due, less any allowances for impairment. The collectability of debts is reviewed at year end. An allowance is recognised when the collectability of the debt is no longer probable and reported as a provision for impairment. The 'No Pay No Stay' policy is in place to reduce the level of unrecoverable debts from residents and hostel accommodation tariff payable by institutional debtors (e.g., State and Territory government agencies). Tariffs are either paid upfront or where invoiced to organisations are due within 14 days of receipt.

Other investments

Other investments include term deposits with Australian banks with maturity of less than 12 months. Deposit balances are shown at their amortised cost, which is equivalent to their face value.

Investments in managed funds comprise investments in the Indigenous Prosperity Fund (IPF), managed by IBA Asset Management Pty Ltd (IBAAM). The company's investments in the IPF are measured at fair value through the profit and loss.

Financial instruments

Financial assets and financial liabilities are recognised in the statement of financial position when the company becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Categories of Financial Instruments

The company classifies its financial instruments into the following categories as per the requirements of Australian Accounting Standards:

1. Financial Assets:

- i. Cash and cash equivalents: These primarily comprise cash at bank and on hand, as well as short-term highly liquid investments with original maturities of three months or less.
- ii. Trade and other receivables: These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.
- iii. Other investments: These are term deposits with Australian banks with maturity of less than 12 months and Investments in managed funds comprising investments in the Indigenous Prosperity Fund (IPF), managed by IBA Asset Management Pty Ltd. They are recognised initially at fair value and subsequently measured at measured at fair value through the profit and loss.

2. Financial Liabilities:

- i. Trade payables: These primarily include trade payables, accruals, and other short-term financial liabilities. They are recognised initially at fair value and subsequently measured at amortised cost.
- ii. Other payables: These primarily include grants received in advance, tariffs received in advance from residents and organisations. They are recognised initially at fair value and subsequently measured at amortised cost.

3. Fair value measurement

The fair values of financial instruments that are traded in active markets are based on quoted market prices at the reporting date. For financial instruments where there is no active market, fair value is determined using valuation techniques, including discounted cash flow analysis.

4. Risk management

The company is exposed to various financial risks arising from its financial instruments. These risks include interest rate risk, credit risk, and liquidity risk. The company's risk management policies are designed to identify and analyse these risks, set appropriate risk limits and controls, and monitor the risks and adherence to limits.

5. Capital management

The company manages its capital structure to maintain financial flexibility and safeguard its ability to continue as a going concern. The company's capital includes equity contributed by government, reserves, and retained earnings.

This disclosure note provides an overview of the company's financial instruments and the related risks and management policies as of the reporting date. The company's financial instruments are subject to regular review and assessment to ensure compliance with regulatory requirements and alignment with the company's overall financial strategy.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Notes to the Financial Statements
for the period ended 30 June 2025

Note 7: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles 2025

	Land	Buildings	Work In progress	Leasehold Improvements	Plant and Equipment	Art and Intangibles Artefacts	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024							
Gross book value	45,462	84,056	2,095	3,149	6,874	3,312	145,150
Accumulated depreciation	-	-	-	(1,826)	(4,225)	-	(6,192)
Total as at 1 July 2024	45,462	84,056	2,095	1,323	2,649	3,312	138,958
Recognition of right of use assets on initial application of AASB 16	-	2,871	-	-	232	-	3,103
Adjusted total as at 1 July 2024	45,462	86,927	2,095	1,323	2,881	3,312	142,061
Additions:							
By acquisition	-	-	11,826	-	-	-	11,826
Capitalised from work in progress	-	6,778	(9,981)	265	2,938	-	-
Disposal of assets	-	(109)	-	-	(34)	(2)	(145)
Reclassifications ¹	-	-	-	-	-	-	-
Revaluations and impairments recognised in other comprehensive income ¹	948	4,006	-	-	-	-	4,954
Depreciation expense	-	(6,020)	-	(407)	(1,285)	(33)	(7,779)
Depreciation expense on right-of-use assets	-	(871)	-	-	(186)	-	(1,057)
Other movements of right-of-use assets	-	-	-	-	507	-	507
Total as at 30 June 2025	46,410	90,711	3,940	1,181	4,821	3,277	150,367
Total as at 30 June 2025 represented by							
Gross book value	46,410	95,895	3,940	3,413	11,411	3,310	164,580
Accumulated depreciation	-	(5,184)	-	(2,232)	(6,590)	(33)	(14,214)
Total as at 30 June 2025	46,410	90,711	3,940	1,181	4,821	3,277	150,367
Carrying amount of right-of-use assets	-	2,000	-	-	553	-	2,553

¹In 2024-25 AHL had a materiality review of land and buildings assets against carrying value, which resulted an increase in fair value of \$4,954m.

The above lease disclosures should be read in conjunction with the accompanying notes 1E and 11.

No assets are held for sale as at 30 June 2025.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587**Notes to the Financial Statements
for the period ended 30 June 2025****Accounting policy****Property, plant and equipment (includes fit out in leased properties, art and artefacts)**

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Art, artefacts, land and buildings are carried at 'fair value' less depreciation. Whereas leasehold improvements and plant and equipment are carried at historic costs less accumulated depreciation and less any identified impairment losses. In the event the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is immediately written down to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present.

Independent valuations

An independent comprehensive valuation of land, buildings and art and artefacts was undertaken by Jones Lang LaSalle (JLL) as at 30 June 2024.

These independent valuations are undertaken by AHL to obtain the current values of land, buildings and art and artefacts for accounting and insurance purposes, identify potential impairment to historical values, and to ensure AHL's assets are not carried at amounts greater than 'fair value' as required by accounting standard AASB 136, Impairment of Assets.

AHL undertakes revaluations of its land, buildings, art and artefacts, (excluding right-of-use assets) every three years and reflect these valuations and remaining useful lives in AHL's asset register and accounts.

Valuation policy for art and artefacts

AHL has adopted a revaluation model policy for subsequent measurement of its art and artefacts. All art and artefacts continue to be depreciated over 100 years. Although all care is taken by AHL to protect its art and artefacts, AHL does not have a formal 'preservation plan' in place to protect these assets indefinitely. Consequently, these assets cannot be classified as heritage assets and have not been assigned unlimited useful lives.

In 2023-24 AHL had a comprehensive valuation of art and artefacts carrying values undertaken by JLL, which resulted in an increase in fair value by \$1.080m at 30 June 2024.

Valuation policy for land and buildings

AHL has adopted a revaluation model policy for subsequent measurement of its land, buildings and building improvements. AHL depreciates all buildings and building improvements over the remaining useful lives of the assets.

Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.



**ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587****Notes to the Financial Statements
for the period ended 30 June 2025****Accounting policy (continued) - Property, plant and equipment**

In 2024-25 AHL had a materiality review of land and buildings carrying values undertaken by JLL, which resulted in an increase in fair value by \$4.954m at 30 June 2025.

New acquisitions are initially valued at 'cost' and subsequently revalued to 'fair value' as part of the next scheduled independent revaluation process.

Valuation policy for leasehold improvements

AHL records the cost of office fit outs and capital improvements over \$2,000 undertaken by AHL in leased properties at 'historic cost' and depreciates the cost over the life of each lease.

AHL reviews its leasehold makegood liabilities with respect to each leasehold improvement agreement. At 30 June 2025, there was no evidence, past or present, of any damage to the leasehold premises that would require a provision for makegood to be accounted for.

Depreciation of property, plant and equipment

Depreciable property, plant and equipment with the exception of leasehold improvement assets are written off to their estimated residual values over their estimated useful lives using the straight-line method of depreciation commencing from the time the asset is available for use. Leasehold improvements are depreciated on a straight-line basis over the remaining lease term.

Depreciation rates (useful lives) at the end of each reporting period together with necessary adjustments are recognised in the current and future reporting periods as appropriate. Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Asset category	2025	2024
Buildings – infrastructure	10-50 Years	10-50 Years
Buildings – structure	10-95 Years	10-95 Years
Buildings – plant and equipment	10-35 Years	10-35 Years
Buildings – fit out	7-40 Years	7-40 Years
Buildings – health and safety equipment	20 Years	20 Years
Art and artefacts	100 Years	100 Years
Leasehold improvements ¹	5-15 Years	5-15 Years
Furniture and fittings	5 Years	5 Years
Computer equipment	3-5 Years	3-5 Years
Office machinery	5 Years	5 Years
Electrical equipment	5 Years	5 Years

Notes:

¹ Leasehold improvements include fit out of AHL's National Office and leased hostels.

The aggregate amounts of depreciation and amortisation expenses allocated for each class of asset during the reporting period are disclosed in note 1E.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
**Notes to the Financial Statements
for the period ended 30 June 2025**
Gains and losses on disposal

Gains and losses on disposals are determined by comparing proceeds from sale of assets with the carrying value of each asset. These gains or losses are included in the statement of comprehensive income.

Work in progress – Property, plant and equipment

The cost of construction work undertaken on AHL owned projects is capitalised in work in progress (WIP) at historical cost. Once completed, these assets are transferred from WIP to the respective asset classes within property, plant and equipment. However, where AHL receives funding to construct hostels or maintain hostels on behalf of other agencies, the full cost is expensed and not capitalised. These assets are capitalised by the respective owners upon completion and handover by AHL.

Lease Right of Use (ROU) Assets

Lease liabilities are initially recognised at the present value of future lease payments over the lease term. The lease term includes any extension or renewal options that AHL is reasonably certain to exercise. Future lease payments comprise:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
- the exercise price of a purchase option that AHL is reasonably certain to exercise
- payments for termination penalties, if the lease term reflects the early termination

The discount rate used is the interest rate implicit in the lease, or AHL's incremental borrowing rate if the implicit rate cannot be readily determined. Subsequently, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g., a market rent review), or a change in the lease term.

Right-of-use assets are recognised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease, less any lease incentives received. These assets are accounted for as separate asset classes to corresponding assets owned outright but included in the same column as where the corresponding underlying assets would be presented if they were owned. They are amortised over their term and are subject to impairment. On initial adoption of AASB 16, AHL adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment, and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Aboriginal Hostels Limited's financial reports.

Intangibles
Software

AHL's intangibles comprise purchased software which is carried at cost less accumulated amortisation and less any impairment losses. Software is amortised on a straight-line basis over its anticipated useful life commencing when the software is installed ready for use.

AHL's software useful life estimated at five years, and the value is assessed annually for impairment. AHL's capitalisation threshold for software is \$2,000.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025**

Work in progress – software

The cost of purchasing software and customising for AHL's business operations is capitalised in WIP at historical cost until the software is installed ready for use. The full cost of purchasing and developing the completed software is then transferred from WIP to the appropriate software category in the asset register and amortised over the estimated useful life of the software.

Any software development costs not directly related to the development of the final installed software are expensed. Software licence fees are capitalised separately from the software and amortised over the life of each licence.

Impairment of assets

At the end of each reporting period, AHL reviews the carrying values of its assets to determine whether there is any indication that those assets have been impaired. If such an indication exists because the recoverable amount of the asset, (i.e., Fair value less selling costs) is lower than the asset's carrying value, the difference is recognised as an expense.

AHL believes that all property, plant, equipment and intangibles are accurately valued and reflect the current condition of these assets.

Fair value measurement

AHL engaged the services of Jones Lang LaSalle (JLL) to conduct a comprehensive revaluation for all land, buildings and art and artefacts as at 30 June 2024. An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value. Comprehensive valuations are carried out at least once every three years with the previous valuation conducted as at 30 June 2024. JLL has provided written assurance to AHL that the valuation models developed are in compliance with AASB 13.

The methods utilised to determine and substantiate the unobservable inputs are derived and evaluated as follows:

Physical depreciation and obsolescence - assets that do not transact with enough frequency or transparency to develop objective opinions of value from observable market evidence have been measured utilising the depreciated replacement cost approach. Under the depreciated replacement cost approach, the estimated cost to replace the asset is calculated and then adjusted to take into account physical depreciation and obsolescence. Physical depreciation and obsolescence have been determined based on professional judgement regarding physical, economic and external obsolescence factors relevant to the asset under consideration. For all leasehold improvement assets, the consumed economic benefit / asset obsolescence deduction is determined based on the term of the associated lease.

AHL's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.



ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587**Notes to the Financial Statements
for the period ended 30 June 2025**

	2025	2024
	\$'000	\$'000
Note 8: Other non-financial assets		
Prepayments	822	532
Total other non-financial assets	822	532
Note 9: Suppliers		
Trade payables		
Trade creditors and accruals	2,581	1,997
Total suppliers	2,581	1,997
Suppliers expected to be settled		
No more than 12 months	2,581	1,997
Total suppliers	2,581	1,997
Note 10: Interest bearing liabilities		
Buildings lease liability	2,170	3,090
Plant and equipment lease liability	558	237
Total lease liability	2,728	3,327
Lease liability expected to be settled		
No more than 12 months	1,104	1,061
More than 12 months	1,624	2,266
Total lease liability	2,728	3,327
Note 11: Other payables		
Grants received in advance	5,227	1,723
Employee payables	1,412	1,322
Refundable tariffs	372	340
Unearned revenue	217	183
Total other payables	7,228	3,568
Other payable expected to be settled		
No more than 12 months	7,228	3,568
Total Other payables	7,228	3,568

Credit terms for goods and services were within 30 days (2024: 30 days). AHL has not made loans to any entity.

Accounting policy*Trade payables*

Trade creditors represent the liability outstanding at the end of the financial year for goods and services received by AHL before year end which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability. The carrying value is a reasonable approximation of their fair values due to the short-term nature of trade and other payables. The company ensures sufficient liquidity to meet its obligations as they become due by maintaining adequate cash reserves, available credit lines, and closely managing its working capital.





ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025**

Interest Bearing Liabilities – ROU Leases

Total cash outflow for leases for the period ended 30 June 2025 was \$1.142m (30 June 2024 was \$1.016m).

Maturity analysis – contractual undiscounted cash flows

	2025	2024
	\$'000	\$'000
Within 1 year	1,158	1,090
Between 1 to 5 years	1,638	2,141
More than 5 years	-	150

Disclosure notes for significant leasing arrangements and all significant leasing arrangements with below market terms.

Aboriginal Hostels Limited has the following significant leasing arrangements:

- National office lease at 2-6 Shea Street, Phillip, ACT: lease expiry on 31 March 2027.

Aboriginal Hostels Limited has the following significant leasing arrangement with below market terms:

- Gudang Dalba at Bambatj Road, Darwin NT: AHL operates a medical hostel on the site, the lease expired on 8 July 2024, the lease is currently month to month, with \$1 payment annually if demanded.
- Kirinari Sylvania at 340 Box Road, Sylvania Heights, NSW: AHL operates a secondary education hostel on the site, the lease expires on 30 June 2025.
- Kirinari Newcastle at 15 Myall Road, Newcastle, NSW: AHL operates a secondary education hostel on the site, the lease expires on 30 June 2025.
- Broome Hostel at 52 Forrest Street, Broome, WA: AHL is operating a medical hostel on the site, the lease is currently month to month, with \$1 payment if demanded plus any surplus tariff income are payable.
- Apmere Mwerre Visitor Park at 15 Len Kittle Drive, Alice Springs, NT: AHL is operating multipurpose hostel on the site, the lease is currently month to month, with \$1 payment annually if demanded.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to the Financial Statements
for the period ended 30 June 2025
People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

	2025 \$'000	2024 \$'000
Note 12: Provision for employee benefits		
Provision for annual leave	2,943	2,657
Provision for long service leave	3,668	2,962
Provision for superannuation	1,821	-
Total provision for employee benefits	8,432	5,619
Employee benefits expected to be settled		
No more than 12 months	5,222	3,013
More than 12 months	3,210	2,606
Total employee benefits	8,432	5,619

Accounting policy**Employee benefits***Leave provisions*

A provision is made for AHL's liability for employee entitlements arising from services rendered by employees at the reporting date to the extent that they have not been settled. These benefits include wages and salaries, annual leave and long service leave.

Liabilities for short-term employee benefits (as defined in AASB 119 Employee Benefits) arising in respect of wages and salaries, annual leave and any other employee benefits expected to be settled within twelve months of the reporting date are measured at their nominal amounts based on remuneration rates which are expected to be paid when the liability is settled.

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave, as it is non-vesting and the average sick leave taken in future years by employees of AHL is estimated to be less than the annual entitlement for sick leave.

Superannuation

Staff at AHL are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or of each employee's chosen superannuation fund.

The CSS and PSS are defined benefit schemes of the Australian Government. The PSSap is a defined contribution scheme. From 1 July 2005, new employees are eligible to join the PSSap scheme. Where staff do not indicate a preference, PSSap is the default superannuation fund.





Contributions are made by AHL to the above schemes at the rates determined by an actuary to be sufficient to meet the costs to the Commonwealth Government of the superannuation entitlements of AHL's employees. AHL recognises contributions as expenses when incurred.

During the year ended 30 June 2025, AHL identified a historical error in the calculation of superannuation guarantee contributions arising from the treatment of certain allowances contained in AHL's 2017 Enterprise Agreement.

Legal advice obtained from the Australian Government Solicitors (AGS) confirmed that the methodology was incorrect, resulting in underpayments to affected employees.

To quantify the obligations, AHL engaged external consultants. The assessment estimated a total underpayment, for the period 29 June 2017 to 22 May 2025, of \$1.821 million, including \$0.231 million interest and affected 568 employees.

A provision for the estimated liability of \$1.821 million has been taken up in the 2024-25 financial report. The liability and the quantum of the underpayment was only determined in the 2024-25 financial year. Consequently, AHL has formed the view that superannuation underpayment does not represent a prior period error, and no restatement of prior period financial reports will be made.

AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors mandates that material prior period errors must be corrected retrospectively in the first set of financial statements authorised for issue after their discovery. The super underpayment of \$1.821 million was only realised after the assessment and subsequent legal advice obtained in 2024-25, and does not represent a prior period error, therefore negating the need for any prior period adjustment(s). Further, at the time of preparing the financial report it was not practicable to determine the underpayment by financial years.

AASB 108 44 Limitations on retrospective restatement - When it is impracticable to determine the period-specific effects of an error on comparative information for one or more prior periods presented, the entity shall restate the opening balances of assets, liabilities and equity for the earliest period for which retrospective restatement is practicable (which may be the current period).

Additionally, the superannuation underpayment stretches across 8 financial years, the assessment is based on data from 29 June 2017 to 22 May 2025, and if averaged the cost per year is \$0.228 million (approximately) for each financial year.

AASB 108 (Materiality) 7 [5] - Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general-purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity. The primary users of AHL's financial statement are AHL Board, the Minister and the Government whose decisions are unlikely to have any influence on the company operations.

Accounting Judgements and Estimates

In 2023-24 AHL adopted the Department of Finance Shorthand method as per PGPA rule 2015.24(b). (iii) as the calculation methodology for employee entitlements. Each year AHL updates the calculation parameters as published in the Standard Parameters table by the Department of Finance as at reporting date.



ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
For The Period Ended 30 June 2025**

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise). AHL has determined the key management personnel to be the Minister for Indigenous Australians, Chair, Deputy Chair, all other directors, Chief Executive Officer, Chief Finance Officer and Company Secretary and General Managers.

Note 13: Key Management Personnel

Note 13A: Key management personnel in office at any time during the financial year:

Directors	Position	Term
Ms Alison Page	Interim Chair	15 Feb 2025 to 24 Oct 2025
	Non-executive director	25 Oct 2022 to 24 Oct 2025
Mr Anthony Ashby	Chair	18 Sep 2020 to 14 Feb 2025
	Deputy Chair	24 Sep 2019 to 17 Sep 2020
	Non-executive director	24 Sep 2019 to 28 Feb 2025
Dr Valerie Cooms	Deputy Chair	18 Sep 2020 to 20 Jun 2025
	Non-executive director	2 Sep 2019 to 20 Jun 2025
Ms Leann Wilson	Non-executive director	30 Oct 2020 to 20 Oct 2026
Mr Paul Allen	Non-executive director	6 May 2020 to 14 Jun 2026
Mr Simon McGrath	Non-executive director	6 May 2020 to 14 Jun 2026
Ms Katie Wyatt	Non-executive director	25 Oct 2022 to 24 Oct 2025
Mr Shona Reid	Non-executive director	15 Jun 2023 to 14 Jun 2026
Executive	Position	Period
Mr Dave Chalmers	Chief Executive Officer	11 Mar 2020 to 9 Mar 2025
Mr Dermot Walsh	Interim Chief Executive Officer	Commenced 10 Mar 2025
	Chief Financial Officer and Company Secretary	21 Jul 2020 to 9 Mar 2025
Ms Jacinta Mack	A/g General Manager, Corporate and Company Secretary	Commenced 17 Mar 2025
Mr Robert Harvey	General Manager Operations	Commenced 28 Jan 2020
Ms Karyn Ervin	A/g Chief People Officer	7 Jul 2023 to 26 Mar 2025
Ms Sarah Hartnell	A/g Chief People Officer	Commenced 27 Mar 2025



ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Notes to the financial statements
For the period ended 30 June 2025

Note 13B: Key management personnel remuneration

	2025	2024
	\$	\$
Directors' remuneration¹		
Short-term benefits	412,157	413,371
Post-employment benefits	47,398	45,290
Total directors' remuneration	459,555	458,661
Executive remuneration		
Short-term employee benefits		
Short-term employee benefits	1,054,224	1,151,844
Post-employment benefits	152,202	163,584
Other long-term employee benefits	36,692	21,395
Total executive remuneration²	1,243,118	1,336,823
Total key management personnel remuneration⁴	1,702,673	1,795,484

1. Under the Remuneration Tribunal Determination, AHL directors receive additional annual fees for serving on Board sub-committees - the Audit Risk and Finance Committee and the Asset Management Committee. These additional fees are included in directors' remuneration above.

2. The total number of senior management personnel that are included in the above table are 6 for 2024-25 and 5 for 2023-24.

3. The above key management personnel remuneration excludes the remuneration and other benefits of the portfolio minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

Note 14: Related party disclosures

Related party relationships

Related parties to AHL are key management personnel, including the Minister for Indigenous Australians.

Transactions with related parties

Given the breadth of Government activities, related parties may transact with the Government sector in the same capacity as ordinary citizens. AHL transacts with other Australian Government controlled entities for normal day-to day business operations provided under normal terms and conditions or on a cost recovery basis. These transactions have not been separately disclosed in this note.

Giving consideration to the relationships with related parties and the transactions entered into during the year, it has been determined that there were no related party transactions to be separately disclosed.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Notes to the financial statements
For the period ended 30 June 2025

Managing uncertainties

This section analyses how Aboriginal Hostels Limited manages financial risks within its operating environment.

Note 15: Economic dependency

AHL currently receives the majority of its funding from the Commonwealth and is therefore financially dependent on Commonwealth.

Note 16: Contingent assets and liabilities

AHL had one contingent liability in relation to an employment and workplace related claim at balance date. Any liability in relation to the matter was not quantifiable at balance date.

Accounting policy

Contingent assets and liabilities are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.



**ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587****Notes to the Financial Statements
for the period ended 30 June 2025
Other Information****Note 17: Bequest accounts**

AHL administers the following two bequest accounts in accordance with the individual bequests. As these bequest accounts are not AHL monies, they have not been incorporated into AHL's financial reports but have been instead reported separately in this note.

Note 17A: May Ames bequest account

During 1981-82 \$46,980 was received by AHL from the estate of the late May Ames to be used for the benefit of secondary school children. The funds have been invested by AHL in term deposit with WBC for 12 months at interest rate 4.18%. The term deposit is maturing on 21 May 2026. Accrued interest on term deposit as at 30 June 2025 was \$352.

	2025 \$	2024 \$
OPERATING ACCOUNT		
Opening balance	-	-
Interest	3,974	5,416
Expenses	(3,946)	(15,378)
Transfer to term deposit	(253)	9,962
Closing balance of operating account	(225)	-
Term deposit		
Opening balance	76,571	86,533
Matured term deposit and reinvestment	253	(9,962)
Closing balance of term deposit	76,824	76,571
Closing balance of May Ames bequest account ¹	76,824	76,571

Note 17B: Ashley Cooper bequest account

During 2006-07 \$137,189 was received by AHL from the estate of the late Ashley Cooper to be used for the benefit of secondary school children in South Australia and Northern Territory. The funds have been invested by AHL in term deposit with WBC for 12 months at interest rate 4.18%. The term deposit is maturing on 21 May 2026. Accrued interest on term deposit as at 30 June 2025 was \$245.

OPERATING ACCOUNT		
Opening balance	-	-
Interest	2,638	8,101
Expenses	-	(104,118)
Transfer to term deposit	(2,638)	96,017
Closing balance of operating account	-	-
Term deposit		
Opening balance	50,818	146,835
Matured term deposit and reinvestment	2,638	(96,017)
Closing balance of term deposit	53,456	50,818
Closing balance of Ashley Cooper bequest account ¹	53,456	50,818

¹The increase in closing balance is due to interest income received on term deposits.


ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

**Notes to the Financial Statements
for the period ended 30 June 2025**

Note 18: Current/non-current distinction for assets and liabilities

	2025 \$'000	2024 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	5,641	8,349
Trade and other receivables	2,417	1,925
Other Investments	6,170	12,068
Other non-financial assets	822	532
Total no more than 12 months	15,050	22,874
More than 12 months		
Land	46,410	45,462
Buildings	90,711	86,927
Work in progress	3,940	2,095
Leasehold Improvements	1,181	1,323
Plant and equipment	4,821	2,881
Art and artefacts	3,277	3,312
Intangibles	27	61
Other Investments	19,348	18,843
Total more than 12 months	169,715	160,904
Total assets	184,765	183,778
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	2,581	1,997
Other payables	7,228	3,568
Leases	1,104	1,061
Employee provisions	5,222	3,013
Total no more than 12 months	16,135	9,639
More than 12 months		
Leases	1,624	2,266
Employee provisions	3,210	2,606
Total more than 12 months	4,834	4,872
Total liabilities	20,969	14,511





Nice staff and very neat and tidy.
Silas Roberts Hostel resident

.....
Silas Roberts Hostel.

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Compliance Index

Commonwealth company requirements

Below is the table set out in Schedule 2B of the PGPA Rule. Section 28E(p) requires this table be included in Commonwealth companies' annual reports as an aid to access.

PGPA Rule Reference	Part of Report	Description	Requirement
28E	Contents of annual report		
28E(a)	11	The purposes of the company as included in the company's corporate plan for the reporting period	Mandatory
28E(aa)	25-43	The results of a measurement and assessment of the company's performance during the reporting period, including the results of a measurement and assessment of the company's performance against any performance measures and any targets included in the company's corporate plan for the reporting period	Mandatory
28E(b)	52	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
28E(c)	n/a	Any directions given to the entity by a Minister under the company's constitution, an Act or an instrument during the reporting period	If applicable, mandatory
28E(d)	n/a	Any government policy order that applied in relation to the company during the reporting period under section 93 of the Act	If applicable, mandatory
28E(e)	n/a	Particulars of noncompliance with: (a) a direction given to the entity by the Minister under the company's constitution, an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the company during the reporting period under section 93 of the Act	If applicable, mandatory
28E(f)	74-75	Information on each director of the company during the reporting period	Mandatory
28E(g)	50	An outline of the organisational structure of the company (including any subsidiaries of the company)	Mandatory
28E(ga)	62, 64	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on fulltime employees; (b) statistics on parttime employees; (c) statistics on gender; (d) statistics on employee's location	Mandatory
28E(h)	14-15, 62	An outline of the location (whether or not in Australia) of major activities or facilities of the company	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
28E(i)	51-52	Information in relation to the main corporate governance practices used by the company during the reporting period	Mandatory
28E(j), 28E(k)	n/a	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision making process undertaken by the directors of the company for making a decision to approve the company paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
28E(l)	n/a	Any significant activities or changes that affected the operations or structure of the company during the reporting period	If applicable, mandatory
28E(m)	n/a	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the company	If applicable, mandatory
28E(n)	54	Particulars of any reports on the company given by: (a) the Auditor-General, or (b) a Parliamentary Committee, or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner; or (e) the Australian Securities and Investments Commission	If applicable, mandatory
28E(o)	n/a	An explanation of information not obtained from a subsidiary of the company and the effect of not having the information on the annual report	If applicable, mandatory
28E(oa)	77-78, 116	Information about executive remuneration	Mandatory
28E(ob)	80, 116	The following information about the audit committee for the company: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory



Appendices

Appendix A. Emissions Reporting

Emissions Inventory Tables

NET ZERO REPORTING

Greenhouse gas emissions reporting has been developed with methodology that is consistent with the whole of Australian Government approach, as part of the APS Net Zero 2030 policy.

TABLE 25: GREENHOUSE GAS EMISSIONS INVENTORY – LOCATION-BASED METHOD, 2024–25

Emission Source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location Based Approach)	N/A	2,826.01	341.02	3,167.04
Natural Gas	309.43	N/A	46.71	356.14
Solid Waste	-	N/A	-	-
Refrigerants	-	N/A	N/A	-
Fleet and Other Vehicles	52.12	N/A	12.85	64.97
Domestic Commercial Flights	N/A	N/A	139.37	139.37
Domestic Hire Car	N/A	N/A	2.14	2.14
Domestic Travel Accommodation	N/A	N/A	18.01	18.01
Other Energy	-	N/A	-	-
Total t CO₂-e	361.55	2,826.01	560.10	3,747.67

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.

N/A = not applicable



TABLE 26: ELECTRICITY GREENHOUSE GAS EMISSIONS, 2024–25

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location Based Approach)	2,826.01	341.02	3,167.04	4,613,230.57
Market-based electricity emissions	2,931.88	398.16	3,330.04	3,619,605.96
Total renewable electricity consumed	N/A	N/A	N/A	2,167,567.62
Renewable Power Percentage ¹	N/A	N/A	N/A	839,377.30
Jurisdictional Renewable Power Percentage ^{2, 3}	N/A	N/A	N/A	154,247.32
GreenPower ²	N/A	N/A	N/A	-
Large-scale generation certificates ²	N/A	N/A	N/A	-
Behind the meter solar ⁴	N/A	N/A	N/A	1,173,943.00
Total renewable electricity produced	N/A	N/A	N/A	1,173,943.00
Large-scale generation certificates ²	N/A	N/A	N/A	-
Behind the meter solar ⁴	N/A	N/A	N/A	1,173,943.00

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

¹ Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

² Listed as Voluntary renewables in 2023-24 Annual Reports.

³ The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

⁴ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.



Appendix B. 2023–24 Annual Report corrections

AHL's earlier Annual Report 2023–24 contained information which requires some clarification and correction.

Information reported in the 2023–24 Annual Report	Clarifications / Corrections
In Table 18: Director's details, Shona Reid's commencement date was incorrectly listed as 15/6/202	Director Reid's commencement date was 15/6/2023.



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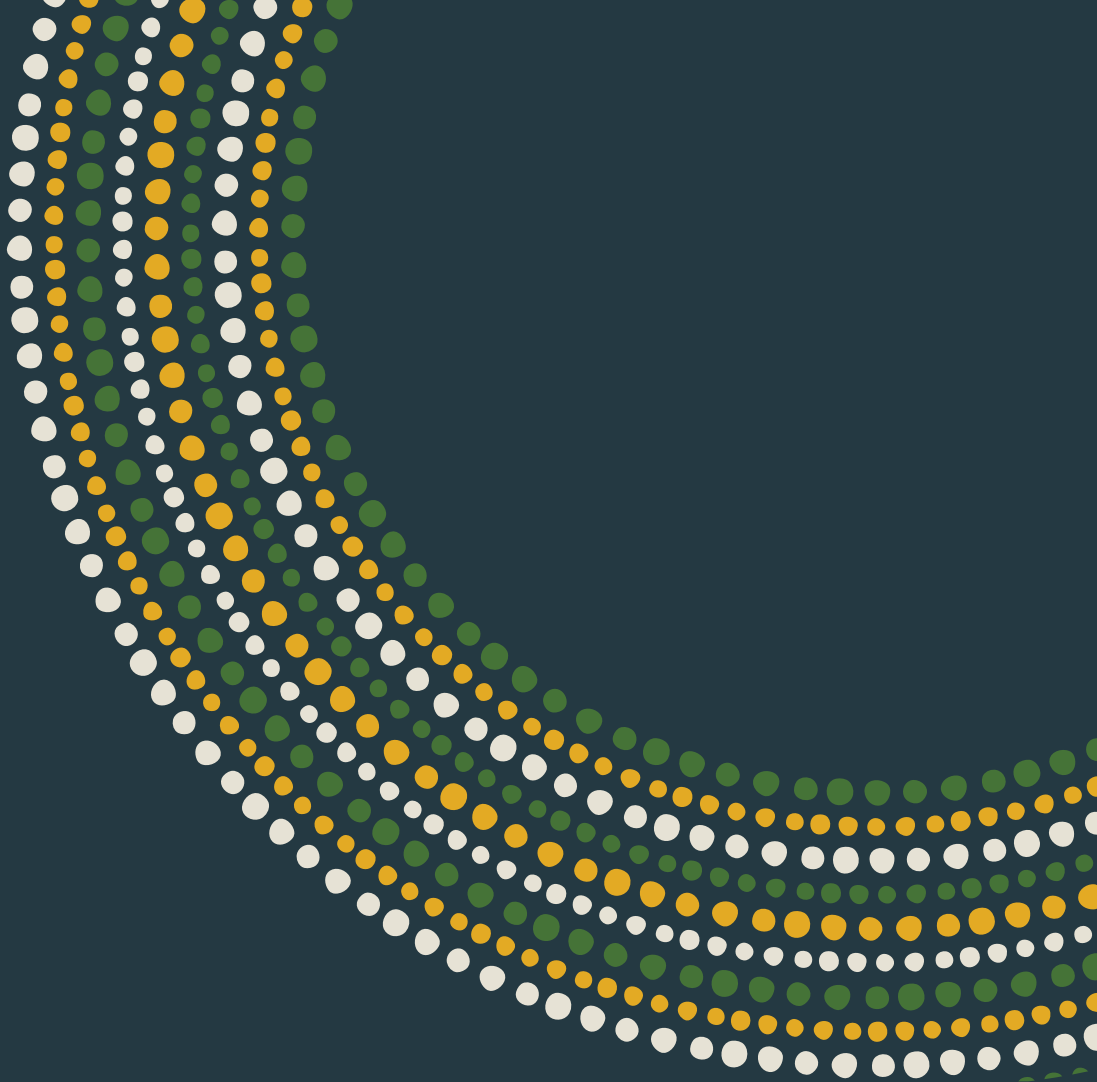
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Aboriginal Hostels Limited

Level 1 Capital Centre
2-6 Shea Street
Phillip ACT 2606

PO Box 30
Woden ACT 2606

Phone: 02 6212 2001
Email: corporatereporting@ahl.gov.au
Website: ahl.gov.au

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