Australian Government

ABORIGINAL HOSTELS LIMITED

2025–26

ANNUAL REPORT



Acknowledgement of Country

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.

Cultural advice

Aboriginal and Torres Strait Islander people are advised that this report may contain images and references to people who have passed away.

Artwork and Design

This report was compiled by AHL's Communication and Reporting Team and was designed by Giraffe Studio. Artwork throughout is by Ngarrindjeri Artist, Jordan Lovegrove. Front cover: Nagandji Nagandji-Ba Hostel residents

Terminology Statement

Throughout this report, the term Aboriginal and Torres Strait Islander people (or person) is used as the primary term to recognise the First Peoples of Australia. In some instances, the terms First Nations and Indigenous are also used. This generally reflects the terminology used in the names of legislation, policies, programs, organisations, publications, source material, or where quoted directly from external sources.

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Updated entry signage at the Apmere Mwerre Visitors Park in Alice Springs.





A quiet place to sit in the shade at the upgraded Apmere Mwerre Visitors Park.

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 2026.

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 Financial Report were approved in accordance with a resolution of the AHL Board of Directors on 24 September 2026.

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

Yours sincerely



Katrina Fanning AO PSM
Chair
Aboriginal Hostels Limited
24 September 2026

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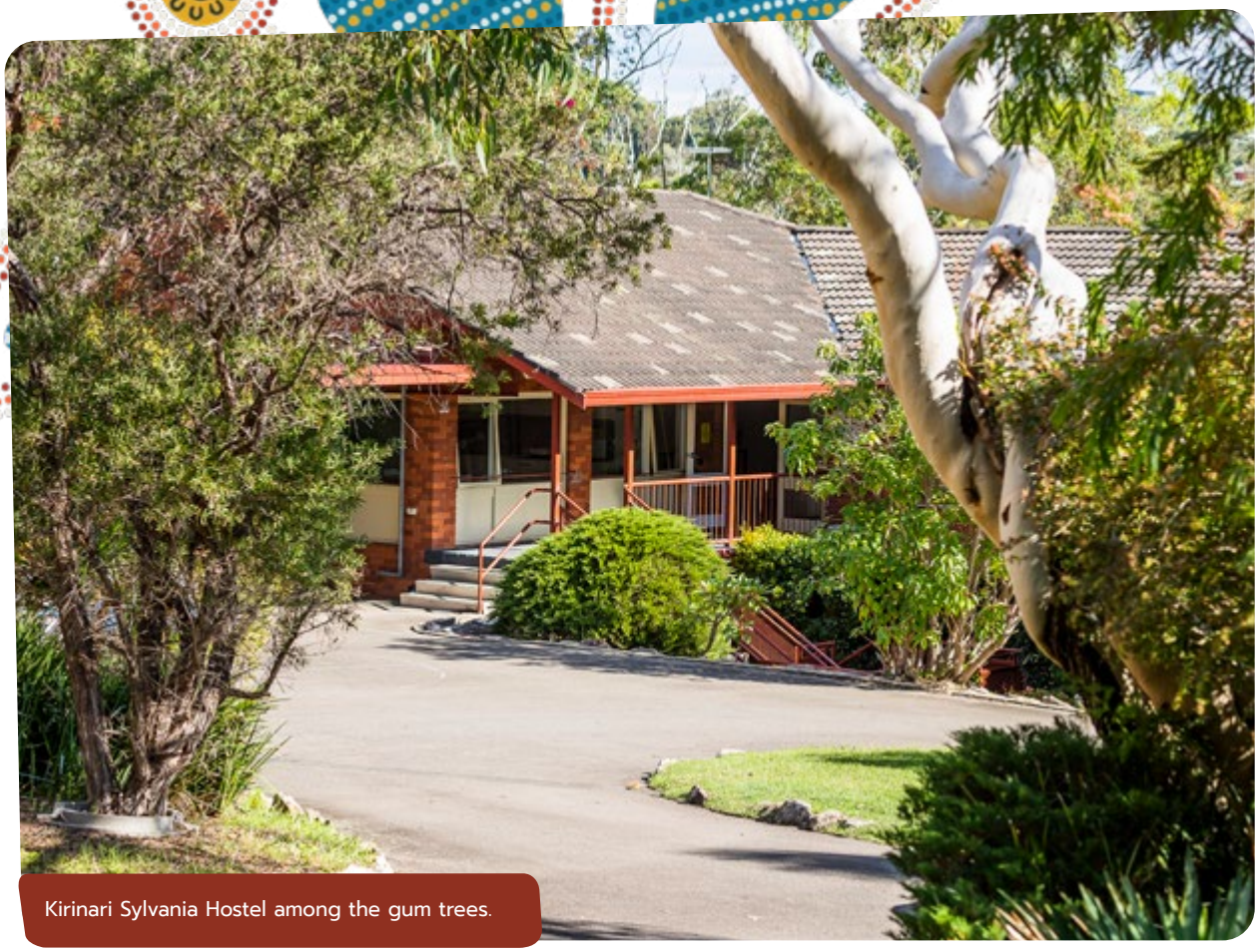
About this Report

This Report describes the management and performance of Aboriginal Hostels Limited (AHL) for the financial year from 1 July 2025 to 30 June 2026.

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 AHL's key activities and performance measures set out in the 2025–26 Prime Minister and Cabinet Portfolio Budget Statements and 2026–27 AHL Corporate Plan.

To access AHL's previous annual reports, visit our website (ahl.gov.au) or the Australian Government Transparency Portal (transparency.gov.au). Electronic versions of historical annual reports are also accessible via the National Library (nla.gov.au/nla.obj-742228476).

For more information, or to provide feedback on this report, please contact corporatereporting@ahl.gov.au.



Kirinari Sylvania Hostel among the gum trees.

Contents

About this Report 4

Overview 8

Message from the Chair 9
Message from the Chief Executive Officer 11
Who we are and what we do 13
Company operated hostels 17
Other company-owned assets 18
2025–26 snapshot 19
Our hostel network 20
Resident snapshot 25

Performance 30

Planning and reporting framework 31
Our performance 32

Corporate governance 64

Company structure 65
Governance 66

Organisation 76

Asset management 77
People 80
Information and Communication Technology (ICT) 93

Statutory reports 96

Directors' report 97
Auditor's report 105
Financial report 109

Index and Appendices 142

List of requirements 143
Appendices 146
A-Z Index 148

Figures

Figure 1: Map of AHL's network as at 30 June 2026 20
Figure 2: Snapshot of Daisy Yarmirr Hostel footprint (map) 23
Figure 3: Planning and Reporting Framework 31
Figure 4: AHL's Operating results 2023 to 2030 ($M) 58
Figure 5: AHL structure at 30 June 2026 65
Figure 6: Employee snapshot as at 30 June 2026 83

Tables

Table 1: Company-operated hostel (and office space) locations as at 30 June 2026 21
Table 2: Occupancy performance in 2025–26 34
Table 3: Occupancy by service category in 2025–26 34
Table 4: Occupancy by jurisdiction in 2025–26 34
Table 5: Occupancy by location category in 2025–26 35
Table 6: Contribution to Closing the Gap outcomes 45
Table 7: Contribution to Closing the Gap priority reform areas 50
Table 8: Sources of operating income in 2025–26 59
Table 9: Operating income, 2023–24 to 2025–26 ($ million) 60
Table 10: Operating expenses by type in 2025–26 61
Table 11: Operating expenses, 2023–24 to 2025–26 ($ million) 62
Table 12: Operating expenses by location in 2025–26 63
Table 13: Capital expenditure by location in 2025–26 63
Table 14: Company Directors during the reporting period (2025–26) 67
Table 15: Ecologically sustainable development activities 78
Table 16: Non-conformances identified in Comcare inspection 86
Table 17: AHL notifiable incidents 2023 to 2026. 87
Table 18: All ongoing employees in 2025–26 90
Table 18.1: All ongoing employees in 2024–25 90
Table 19: All non-ongoing employees in 2025–26 91
Table 19.1: All non-ongoing employees in 2024–25 91
Table 20: Information about remuneration for key management personnel 98
Table 21: Audit, Risk and Finance Committee 100
Table 22: Asset Management Committee 101
Table 23: Investment Committee 102
Table 24: 2025–26 greenhouse gas emissions inventory – location-based method 146
Table 25: 2025–26 electricity greenhouse gas emissions 147

‘Residents feel heard, they feel culturally validated, humanly validated. Once you create a safe space where people are seen and heard, good things come from that. This is a good place, you know.’

– 2026 resident satisfaction survey



Derbal Bidjar Hostel.

Overview

Message from the Chair



On behalf of the AHL Board of Directors, I am pleased to present AHL's 2025–26 Annual Report (this report). This report showcases our performance, cooperation, and achievements during the financial year. It reflects AHL's continuous commitment to providing culturally safe and affordable accommodation for Aboriginal and Torres Strait Islander people who need to be away from home to access services and economic opportunities.

2025–26 was a year of change for the company, including for our leadership and strategic direction.

In September 2025, Mr Shane Hamilton was appointed as AHL's new Chief Executive Officer (CEO). I would like to thank Mr Dermot Walsh, who served as interim CEO, for ensuring a smooth handover and a warm welcome to Shane. Under Shane's leadership, AHL began shaping its future through the development of AHL's 10-year Strategy. The consultation and engagement process generated a clear and consistent message: AHL must honour its proud legacy while fundamentally transforming the way it operates to remain relevant, sustainable and impactful over the next decade.

A few months later, in December 2025, after almost 10 years away from the company, I was honoured to return to AHL in a new capacity as Chair of AHL's Board, succeeding Ms Alison Page, who had served as a Director, and interim Board Chair during her 3-year tenure.

Directors Ms Katie Wyatt, Mr Paul Allen, and Mr Simon McGrath also concluded their terms during the year. Mr Bob Harvey retired from his role as General Manager Operations at the end of June, which is the same month that the Board welcomed Directors Professor Jack Beetson, Dr Vanessa Lee-Ah Mat, Mr Michael Newman, and Mr Gohar Rind. Ms Shona Reid was also reappointed as Director and appointed Deputy Chair. Through the new appointments, AHL's Board now comprises all Aboriginal and Torres Strait Islander directors, who bring important cultural knowledge, leadership, governance and professional experience.

While experiencing these changes, AHL continued to implement service improvements which saw out the $10.0 million in funding provided by the Australian Government. This built on the original investment of $20.8 million over 2 years announced in the 2023–24 Budget, enabling AHL to sustain and further progress service improvements.

The company reached important milestones, including:

- migration to a new Human Resources Management Information System
- implementing a new Child Safeguarding Framework and launching our foundational child safeguarding e-learning module for all staff
- completing the upgrade and expansion of the Apmere Mwerre Visitors Park (AMVP) in Alice Springs.

In February 2026, the Australian Government announced a further $48.3 million investment in AHL over 2 years, which includes $47.6m to allow AHL to continue to deliver critical short-term accommodation services for Indigenous Australians. This funding ensures that AHL's work as an integral provider of affordable accommodation not only continues but strengthens and ultimately supports the Australian Government's effort to overcome disadvantage for Aboriginal and Torres Strait Islander people.

As we look to 2026–27 and beyond, we are entering a transformative chapter for the company. I invite you to reflect on AHL's past year in this report and explore our 10-year Strategy, which sets an aspirational path for the decade ahead.

I would like to formally acknowledge and thank Alison, Katie, Paul, Simon, and Bob for their important contributions to AHL over the years and on behalf of the Board, I extend our heartfelt thanks to our dedicated employees, valued residents, trusted stakeholders and allies for their continued support and trust. Together, we look forward to shaping AHL's future, together.

Katrina Fanning AO PSM
Chair, AHL Board

Message from the Chief Executive Officer



As I approach my first anniversary as Chief Executive Officer of AHL, this report provides an opportunity to reflect on my first year, what we have achieved together and, importantly, where we are heading next.

When I commenced as CEO on 29 September 2025, I did so with enormous respect for AHL's history and a clear understanding of the responsibility that comes with leading the company. For more than 53 years, AHL has provided culturally safe and affordable accommodation for Aboriginal and Torres Strait Islander people who need to be away from home to access health care, education, employment and other essential services.

This legacy is not simply part of our history. It is carried forward every day by our people, particularly our hostel staff who work around the clock supporting residents through some of the most important and often most difficult periods of their lives.

One of the first commitments I made as CEO was to see the company for myself. During my first 100 days, I visited every AHL hostel across Australia. I met with residents, hostel managers, staff, community representatives and partner organisations. I listened to their experiences, their ideas and their concerns.

Those visits gave me a much deeper understanding of AHL's national reach, the diversity of the communities we serve and the commitment of our workforce. They also reinforced something that must remain central to our future direction – AHL provides more than beds.

Culturally safe accommodation can determine whether someone attends an important medical appointment, completes their education, takes up employment or successfully transitions from the justice system. It can provide stability during a period of crisis and allow people to maintain important connections with family, community and culture.

Accommodation is not the final outcome. It is the foundation that makes other outcomes possible.

My visits confirmed that we need to be honest about the challenges facing AHL. We are operating in an environment of increasing demand, rising costs, ageing infrastructure and greater complexity in the needs of residents. We must strengthen our workforce capability, improve our systems, provide greater consistency across our services and ensure our financial and operating models are sustainable.

Throughout 2025–26 our immediate priority was to maintain the continuity and quality of hostel services while establishing a stronger foundation for the future. Our teams continued to provide accommodation and support 24 hours a day, 7 days a week, often in demanding circumstances. Additional Australian Government funding secured during the year has provided important support, but responsible financial management and long-term sustainability must remain central to our work.

The most significant piece of work undertaken during the year was the development of AHL's new 10-Year Strategy: *Honouring our Legacy, Transforming our Future*.

The 10-Year Strategy was informed by extensive consultation with staff, leaders, the Board and external stakeholders and has been endorsed by the Board.

The Strategy provides AHL with a clear long-term direction. It recognises our proud history while acknowledging that the organisation must transform if we are to meet the changing needs and expectations of Aboriginal and Torres Strait Islander people over the coming decade. Our challenge over the next 12 months is to turn that direction into action.

I thank the AHL Board for its leadership, support and confidence throughout my first year. I also acknowledge the Australian Government, our community and service partners, and everyone who has contributed to the development of our new strategic direction.

Most importantly, I thank our staff. Across our hostels, our regional operations and National Office, your commitment makes AHL's work possible. I have seen first-hand the care, professionalism and persistence you bring to your roles, and I look forward to working alongside you as we deliver the next chapter of AHL's story, together.

To our residents, you are at the centre of our purpose. Your experiences, strengths and aspirations must continue to shape the organisation we become.

AHL enters the next year with a strong legacy, a clear direction and renewed determination to make a greater difference. We will honour what has come before us while having the courage to change, strengthen and grow.

Together, we are honouring our legacy and transforming our future.

Shane Hamilton PSM
Chief Executive Officer

Who we are and what we do

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 and service

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.

To deliver on our purpose, we operate 45 sites, comprising:

- 42 company-operated hostels across 3 service categories:
  - multipurpose
  - health and medical
  - secondary education
- 3 AHL-owned properties, operated in partnership with local community organisations.

Our dedicated employees operate our 42 hostels, providing a safe place to stay and 3 nutritious meals each day to over 1,200 residents each day. We make the best use of our hostels through partnerships, referrals from Aboriginal and Torres Strait Islander service providers, and through active community engagement. Partner organisations both refer residents to AHL and work alongside us to support residents to meet their needs. We are committed to continuously improving our accommodation offering and placing residents at the centre of all that we do.

Operating our accommodation facilities is expensive and it is important that our tariff is affordable for people who need to use our services. The Australian Government provides funding to cover the gap between the affordable tariff and the actual cost of operating our hostels. Tarriff rates are updated and published on our website.

We also support the Australian Government's efforts to improve economic outcomes for Aboriginal and Torres Strait Islander people in other ways. By purchasing goods and services from Indigenous businesses at every opportunity, we help support a more inclusive economy.

Responsible Minister

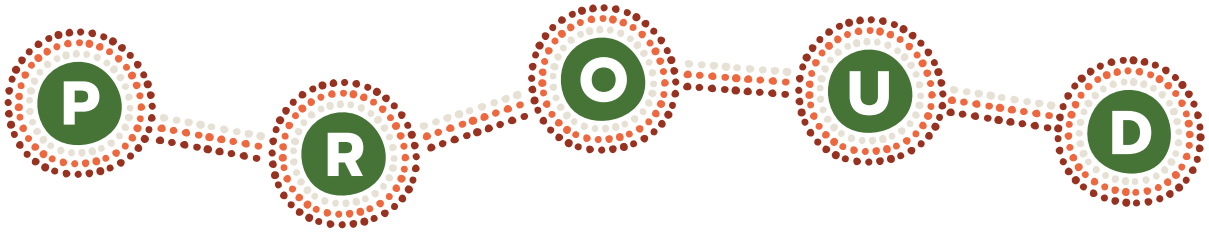
Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians, was the responsible Minister for the reporting period.

The Minister did not issue a direction under AHL's constitution during the reporting period.

Under section 93 of the PGPA Act, the Finance Minister may make a government policy order that specifies a policy of the government that is to apply to a company. No such orders were made that apply to AHL during 2025–26.

Our culture and values

The Australian Public Service (APS) values set the standard for ethical behaviour. Alongside these values, AHL's shared values are expressed through our PROUD acronym.



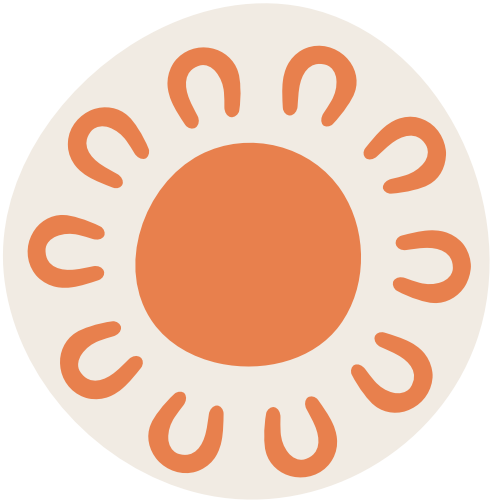
Professional **Respectful** **Open** **Understanding** **Dedicated**

Together, the APS and AHL values guide how we work and interact with one another, every day. During the year, AHL's PROUD values were reinforced through meeting practices, performance conversations, and employee recognition. By celebrating achievements and recognising meaningful contributions of our employees, we strengthen our culture and create an environment where both employees and residents can thrive.

Our promise

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 a hostel or behind the scenes, all employees deserve a respectful work environment that reflects the APS and AHL values.

Our commitment to safeguarding children and young people

Supporting Aboriginal and Torres Strait Islander children and young people is fundamental to our service. While our secondary education hostels operate solely to accommodate students while they attend partner high schools, families with children have been welcomed into our multipurpose and health and medical hostels for decades. In 2025–26 alone, we welcomed 2,747 Aboriginal and Torres Strait Islander people under the age of 15 and 1,970 residents between the age of 15 to 24.

2025–26 marked the strengthening of AHL's safeguarding culture. We officially released AHL's new Child and Young Person Safeguarding Framework (AHL's Framework) in December 2025. AHL's Framework was developed in partnership with safeguarding industry experts, cultural advisors, and in consultation with AHL's Aboriginal and Torres Strait Islander Staff Cultural Advisory Group. AHL's Framework replaced the former Child Protection Framework and continues to comply with Commonwealth Child Safe Framework.

Shifting from "child protection" to "child safeguarding" language better reflected our existing philosophy and practices and placed emphasis on where we could make the most difference to children and young people – in preventing them from harm.

What is "child safeguarding"?

Child safeguarding is proactive, preventative, and continuous. It refers to the ongoing actions taken to prevent harm and promote the safety, participation, and wellbeing of all children and young people who engage with AHL's services. It captures what AHL was already doing, with better language.

What is "child protection"?

Child protection is reactive and refers to the specific actions taken when there are concerns that a child has been, or is at risk of being, harmed or abused—including fulfilling mandatory reporting obligations.

AHL's Framework

AHL's Framework is comprised of overarching policy documents, support resources, reporting and advice pathways, and mandatory online training for all staff. AHL's Framework outlines how AHL will embed the Commonwealth Child Safe Framework, National Principles for Child Safe Organisations, and relevant state and territory legislated child safe standards into everyday processes and practices. It incorporates the requirements to undertake annual risk assessments, establish and maintain a system of training and compliance, adopt and

Small moments for children to play and be themselves.





implement the National Principles, and publish an annual statement of compliance with the Commonwealth Child Safe Framework.

AHL's Framework ultimately affirms our unwavering commitment to safeguarding practices that promote the safety and wellbeing of children and young people who engage with our services and sets a path towards our vision.

AHL' vision for children and young people

All children and young people connected to AHL feel safe, are safe, and grow strong in their identity, culture and community.

Our commitment to safeguarding

At AHL, safeguarding children and young people is a shared responsibility and a core part of who we are. Every person connected to AHL, regardless of role, location or level of contact, plays a vital part in creating environments where children and young people feel safe in their surroundings, are protected by our practices and are empowered to grow strong in their identity, culture and community.

Safeguarding is not the responsibility of a single team–it is the responsibility of us all.

Importantly, AHL has zero tolerance for child abuse, neglect or exploitation. Ensuring children and young people are protected, well cared for, and supported to thrive is our highest priority.

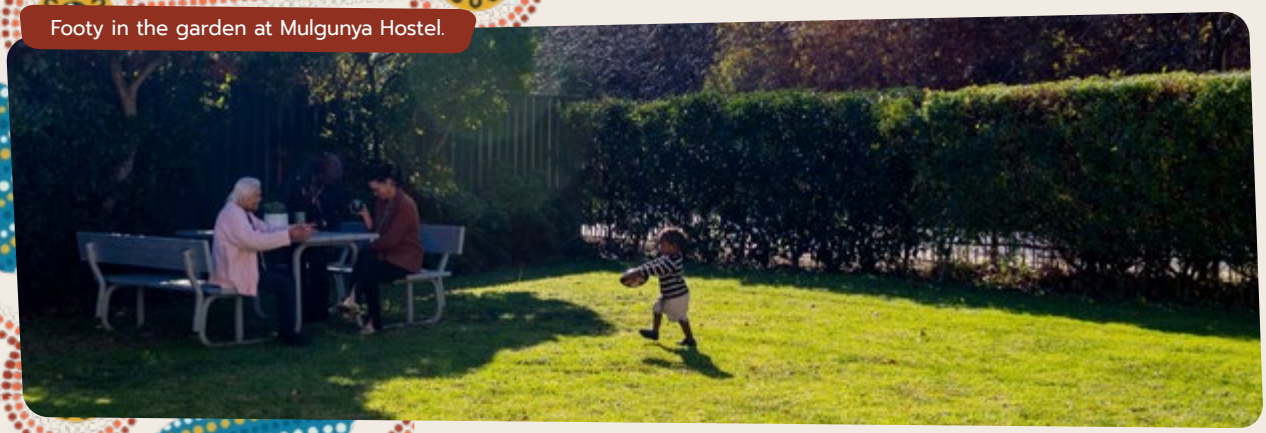
AHL is committed to providing an environment in which children and young people feel safe and are protected from any form of abuse, violence, injury, neglect or exploitation. AHL creates and maintains safe and nurturing environments, delivered through high quality care that supports children and young peoples' safety, development and wellbeing outcomes.

Central to AHL's Framework is our staff capability and risk management processes.

As at 30 June 2026, 299 AHL employees had completed (and 23 employees had partially completed) AHL's foundational online training, *Safeguarding at AHL*. In 2026–27, AHL will implement both refresher and additional learning modules for all staff and distinct cohorts.

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 that are updated in real time and reviewed at least quarterly.

In 2026–27 we will continue to implement, improve and align processes and practices to comply with AHL's Framework. We strive to remain a child-safe and child-friendly organisation – an organisation that is culturally safe, where every child and young person is respected, heard and empowered. Our approach will be grounded in cultural safety, child rights and community-led practice, and will be embedded in everything we do.



Footy in the garden at Mulgunya Hostel.

Company operated hostels

AHL currently operates 42 company hostels across 3 service categories – health and medical, multipurpose, and secondary education. We provide a safe place to stay and 3 nutritious meals a day for Aboriginal and Torres Strait Islander people who stay with us. In 2025–26, we accommodated an average of 1,236 residents, each day.

Health and medical (12 facilities and 377 beds)

Our health and medical hostels enable Aboriginal and Torres Strait Islander people to access medical services away from where they live. Our medical hostels are located close to medical facilities, and we work closely with Patient Assisted Travel Scheme providers to support resident accommodation and transport bookings. Our residents stay with us when undertaking renal dialysis and other medical treatment. We have 2 hostels dedicated to supporting new and expectant mothers and their babies.

Multipurpose (23 facilities and 1,090 beds)

Our multipurpose hostels provide the stability and safety for Aboriginal and Torres Strait Islander people to pursue pathways to services, employment, housing and community services. Our residents stay with us to access health services, to take up training and employment opportunities, to wait for housing, and to connect with family and community.

Secondary education (7 facilities and 113 beds)

Our secondary education hostels play an important role in supporting Aboriginal and Torres Strait Islander students to complete high school studies. During school terms, students from grades 7 to 12 board in our hostels. We provide or facilitate tutoring and academic support, support student health and wellbeing, and ensure students are well connected with sporting, cultural, and community opportunities. Eligible students receive an ABSTUDY benefit to support the cost of boarding.



Other company-owned assets

We are committed to using our facilities to meet the demand for affordable accommodation in areas of need. At times, this may mean that it is more cost-effective for a third-party to operate a facility. Our facilities in Armidale, Derby, and Kununurra are examples of this.

- Our facility in Armidale, New South Wales is operated under a management agreement with a Community Housing Provider that provides accommodation to vulnerable people, including Aboriginal and Torres Strait Islander people.
- Our facility in Derby, Western Australia is leased to an Aboriginal corporation providing accommodation and support services.
- Our facility in Kununurra, Western Australia is operated under an access license by Aboriginal organisations providing accommodation and support services for Aboriginal and Torres Strait Islander people.



Kuiyam Hostel.

2025–26 snapshot

AHL's legacy reaches far beyond our accommodation service. Our hostels enable residents to rest, pursue opportunities, reach goals, heal and improve their health, excel in education or employment, secure permanent housing, and connect with culture and family.

In 2025–26, we provided culturally safe accommodation for 19,308 Aboriginal and Torres Strait Islander people from across the country.

42 company-operated **hostels** in 22 locations

451,290 occupied bed nights during the year

127 **pre-paid beds** through Memorandums of Understanding (MoU) and tendered arrangements

1,353,870 meals provided

41% of employees identified as Aboriginal and Torres Strait Islander

Residents aged from **0 to 93** years of age

95% resident satisfaction

97% student satisfaction

$2.4m spent with Indigenous businesses, creating flow on benefits for families & communities

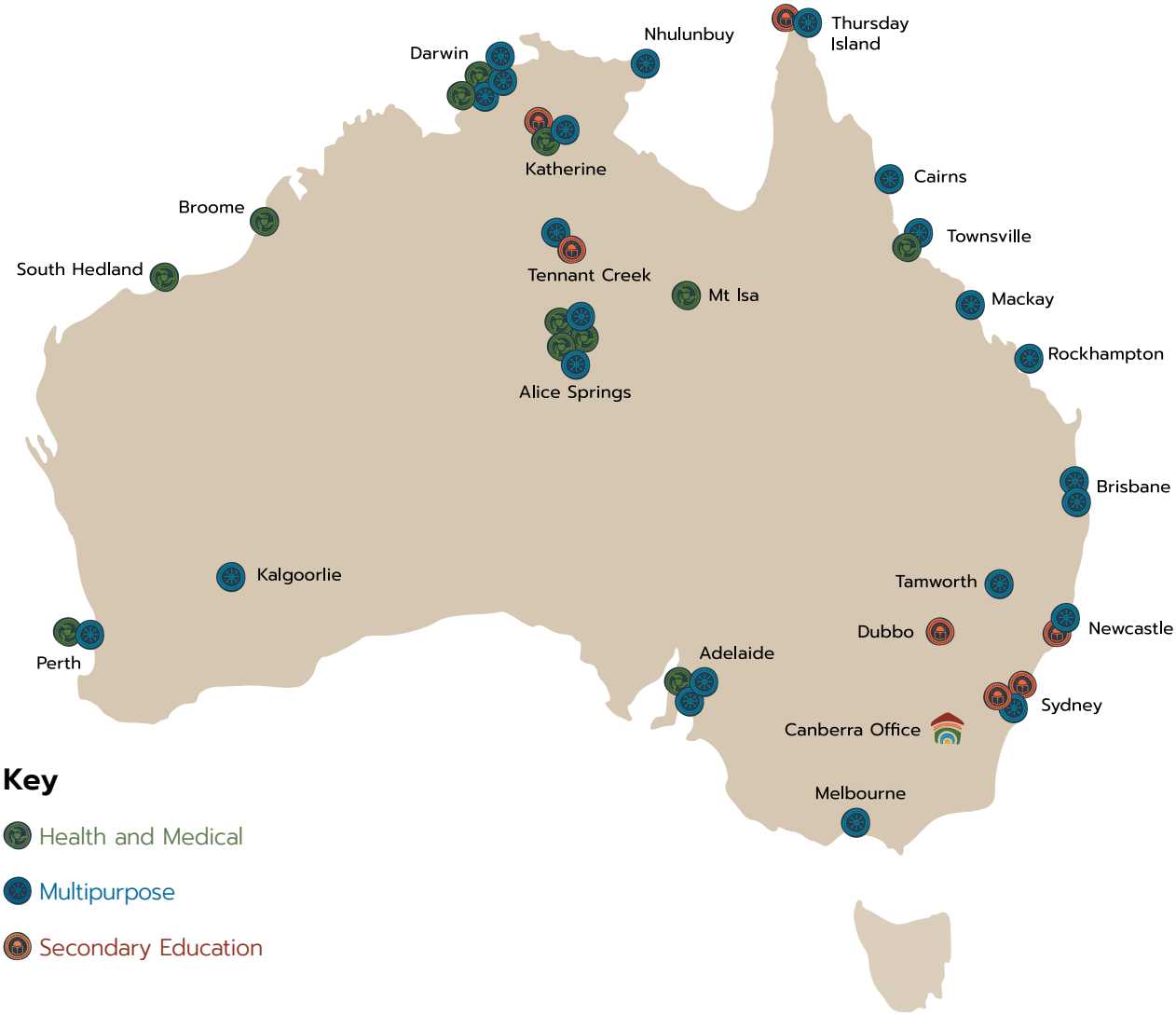
Our hostel network

Company operated hostels

AHL's 42-hostel network spans 22 locations across urban, regional, and remote areas. For some of our residents, our far-reaching footprint means there are accommodation options available closer to Country and community.

As at 30 June 2026, 1,580 beds were available across AHL's 42-hostel network.

Figure 1: Map of AHL's network as at 30 June 2026



As at 30 June 2026, more than 79 per cent of our employees worked in frontline service roles[1], with our remaining employees working in corporate and enabling service roles located in our Canberra Office or out-posted in the hostel network[2].

1 Based on headcount of staff excluding casuals.

2 Consistent with APS flexible working arrangements, 30 per cent of corporate and enabling service employees were outposted in our network.

Hostel directory

Table 1: Company-operated hostel (and office space) locations as at 30 June 2026

State or Territory	Location	Hostel/Office name	Service description	We acknowledge the
Australian Capital Territory	Canberra	Canberra Office	Corporate and enabling	Ngunnawal and Ngambri peoples
New South Wales	Dubbo	Grey Street	Secondary education	Tubbagah people of the Wiradjuri Nation
	Newcastle	Durungaling	Multipurpose	Awabakal and Worimi peoples
		Kirinari Newcastle	Secondary education	
	Sydney	Biala	Secondary education	Garigal and Caregal peoples
		Kirinari Sylvania	Secondary education	Dharawal people
		Tony Mundine	Multipurpose	Gadigal and Wangal peoples of the Eora Nation
	Tamworth	Tamworth	Multipurpose	Kamilaroi and Gamilaroi and Gomeroi people
Northern Territory	Alice Springs	Alyerre	Health and medical	Arrernte people
		Apmere Mwerre Visitors Park	Multipurpose	
		Ayiparinya	Multipurpose	
		Sid Ross	Health and medical	
		Topsy Smith	Health and medical	
	Darwin	Daisy Yarmirr	Multipurpose	Larrakia people
		Galawu	Multipurpose	
		Gudang Dalba	Health and medical	
		Nagandji Nagandji-Ba	Health and medical	
		Silas Roberts	Multipurpose	
	Katherine	Corroboree	Multipurpose	Jawoyn people
		Fordimail	Secondary education	
		Katherine Women's Medical	Health and medical	
	Nhulunbuy	Nhulunbuy	Multipurpose	Yolngu people
	Tennant Creek	Tennant Creek Secondary	Secondary education	Warumungu people
		Wangkana Kari	Multipurpose	

State or Territory	Location	Hostel/Office name	Service description	We acknowledge the
Queensland	Brisbane	Elley Bennett	Multipurpose	Turrbal and Yuggera peoples
		Yumba	Multipurpose	
	Cairns	Kuiyam	Multipurpose	Yidinji Gimuy Walubara people
	Mackay	Mackay	Multipurpose	Yuwibara people
	Mount Isa	Kabalulumana	Health and medical	Kalkadoon people
	Rockhampton	Neville Bonner	Multipurpose	Darumbal people
	Thursday Island	Canon Boggo Pilot	Secondary education	Kaurareg people
		Jumula Dubbins	Multipurpose	
	Townsville	Iris Clay	Multipurpose	Bindal and Wulgurukaba peoples
		Tonky Logan	Health and medical	
South Australia	Adelaide	Luprina	Multipurpose	Kaurna people
		Mulgunya	Health and medical	
		Nindee	Multipurpose	
Victoria	Melbourne	William T Onus	Multipurpose	Wurundjeri people
Western Australia	Broome	Broome	Health and medical	Yawuru people
	Kalgoorlie	Trilby Cooper	Multipurpose	Wongatha people
	Perth	Allawah Grove	Health and medical	Whadjuk Noongar people
		Derbal Bidjar	Multipurpose	
	South Hedland	South Hedland	Health and medical	Kariyarra people

Namesake story – Daisy Yarmirr, the woman behind the name

Many of our hostels are named after inspirational Aboriginal and Torres Strait Islander people. Our Daisy Yarmirr Hostel in Garramilla (Darwin), on the traditional lands of the Larrakia people, celebrates one of AHL's first female Board Directors.

Daisy Yarmirr (Wagbara) was born on Croker Island in 1943. Having been listed over the years as both a nursing aide and an Aboriginal Health Worker, Daisy co-authored several articles in medical journals. Her area of interest was the long-term effects of nutritional programs within remote Aboriginal communities. She was a positive advocate in the local Aboriginal community and became the President of her local Warrawi Community Council.

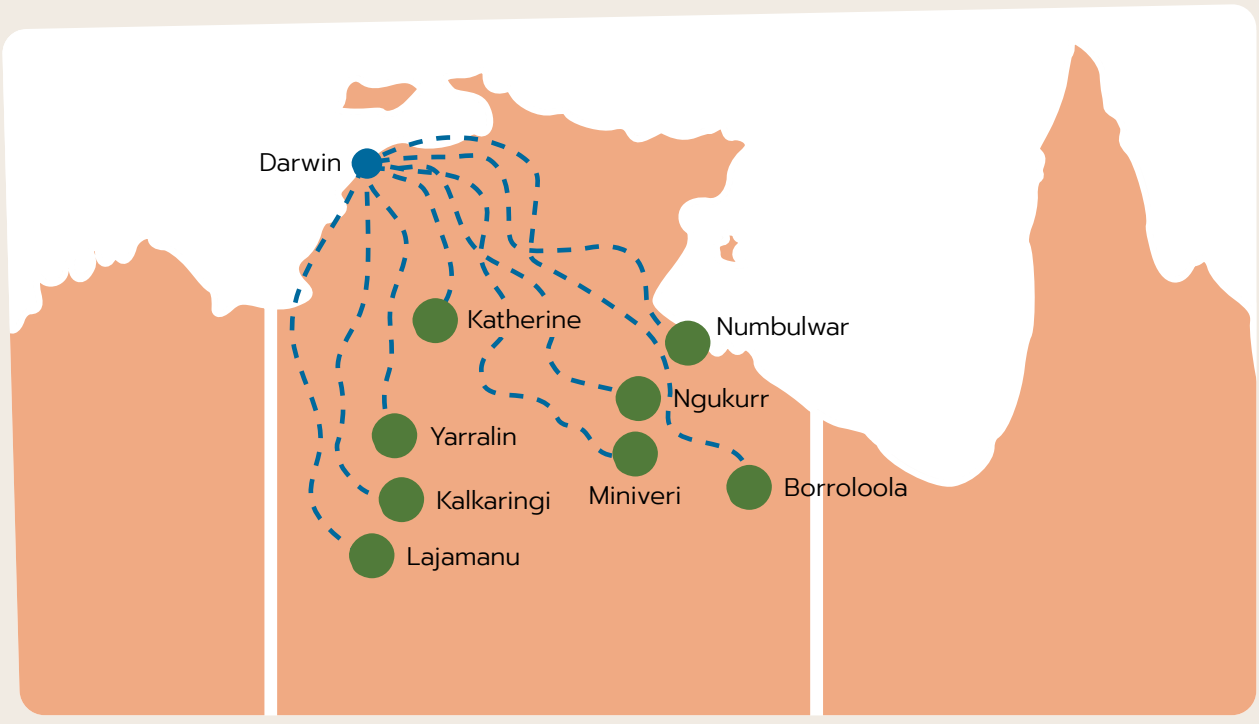
In 1975, 2 years after AHL was formed, Daisy joined AHL's Board, becoming one of a small group of Aboriginal and Torres Strait Islander people helping to establish and oversee the company's expansion.

The first few years of AHL's existence was a time of rapid growth. Galawu and Silas Roberts hostels were built close to the old Darwin Hospital, which has since closed. Later, construction of a larger and more modern hospital, now known as Royal Darwin Hospital, commenced.

In October 1976, AHL opened a new hostel within close proximity to the now Royal Darwin Hospital, calling it the Daisy Wagbara Hostel. The hostel was originally established to provide accommodation for Aboriginal and Torres Strait Islander out-patients of the Royal Darwin Hospital.

Today, Daisy Yarmirr Hostel is a busy and vibrant multipurpose hostel, with 31 resident units for families or single people. A survey of residents shows how far they travelled from their homes to reach the hostel.

Figure 2: Snapshot of Daisy Yarmirr Hostel footprint (map)





Daisy Yarmirr Hostel.

It is wonderful to remember and acknowledge the names behind our hostels, like one of AHL's 'founding mothers,' Daisy Yarmirr.

> *'Daisy Yarmirr Hostel is full of friendly staff willing to go beyond and help with your personal needs. I feel I have been blessed with being in their care.'*
>
> – AHL resident

> *'Very good temporary accommodation with friendly reception and security staff.'*
>
> – 5-star review from a Daisy Yarmirr Hostel resident

Resident snapshot

Residents stay with AHL for a variety of different reasons. Some residents stay for one night, while others have been AHL's valued residents for years. Some residents travel thousands of kilometres to stay in a hostel, and some residents are welcomed on more than one occasion during the year.

Our hostels range from smaller, private rooms for singles and pairs, to larger units and villas for families and groups. We provide accommodation to residents at all stages and seasons of life, from mothers with newborn babies, to elders. High school students board at our secondary education hostels during school terms, while some residents stay at our multipurpose hostels while they seek employment or study. On any given night, we provide a safer option for hundreds of Aboriginal and Torres Strait Islander people who would otherwise be sleeping rough.

Health and medical remains the primary reason residents need accommodation. In additional to our health and medical hostels, many residents also stay in our multipurpose hostels to access health services. AHL will continue to play an important role in the Australian Government's effort to overcome disadvantage for Indigenous Australians.



Multipurpose Hostel
Average 13 days of stay

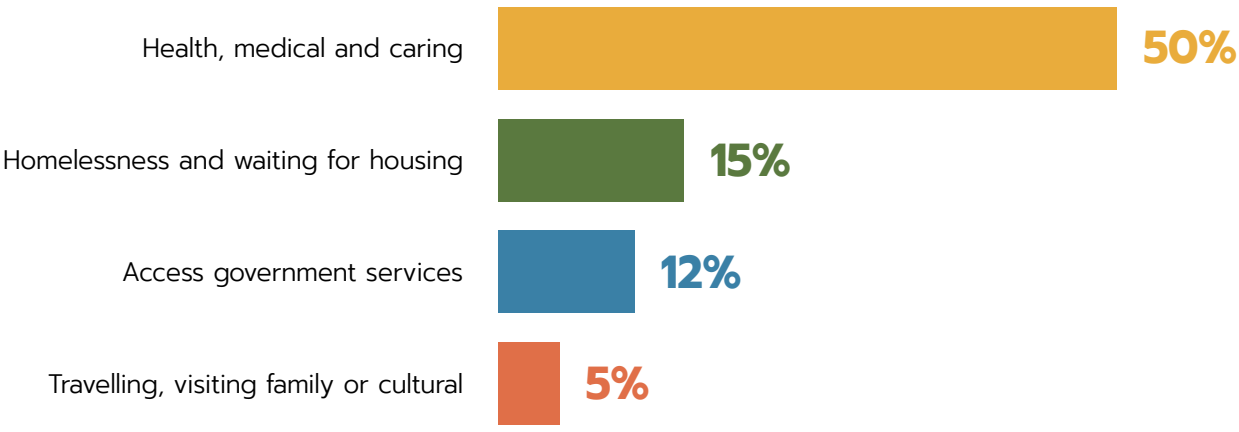


Health and Medical Hostel
Average 12 days of stay

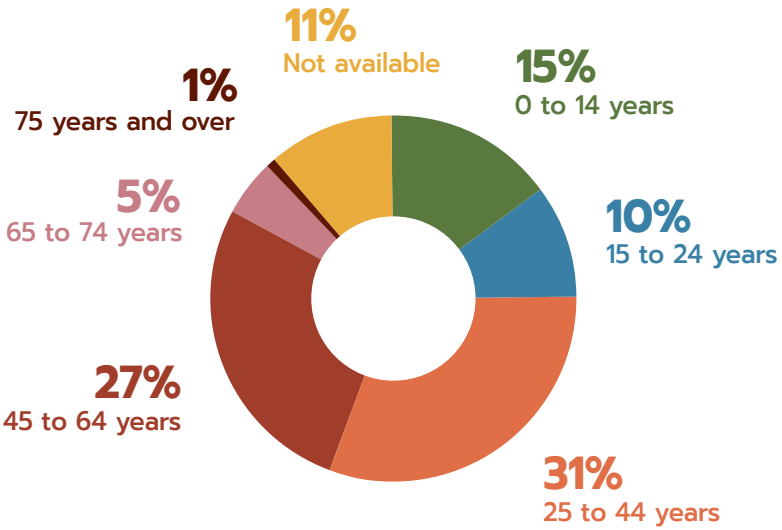


Secondary Education
On average, our Year 12 graduates in 2025 had stayed with AHL for 4.2 years (17 school terms)

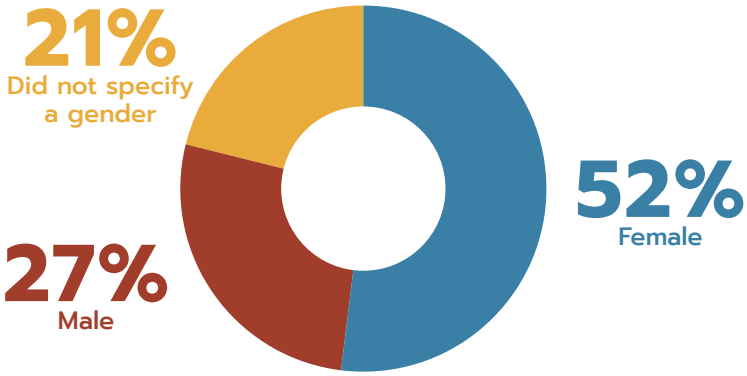
Most common reasons for stay (multipurpose hostels):



Resident ages



Resident gender





Smiles at Mackay Hostel.

'Love being here and connecting with mob.'

– 2026 resident satisfaction survey

Resident story – A home away from home

For many years, Emma lived with uncertainty like many Aboriginal and Torres Strait Islander people who leave their community in search of new opportunities.

In December 2025, after a 7-year wait, the proud Yolŋu woman finally held the keys to her own housing commission unit on Larrakia country (Darwin, NT).

Emma's journey towards permanent housing began in 2015, when she left Milingimbi, an isolated community of about 1,400 people in the Crocodile Islands, 200 kilometres west of Nhulunbuy on Yolŋu Country. She arrived on Larrakia country with her daughter, seeking medical treatment, and grieving the recent loss of her husband. They stayed with family at first, but the home was overcrowded.

'I stayed with family, but people kept drinking,' Emma said. 'It was hard. I didn't have my own room.'

Her experience reflects a broader housing crisis facing Aboriginal and Torres Strait Islander people. The NT has the highest rate of homelessness in the country, with Aboriginal and Torres Strait Islander people making up 87 per cent of those recorded as homeless. Many are also living in severely overcrowded conditions.

For Emma, overcrowding wasn't just uncomfortable, it was unsafe. It pushed her into the city's homelessness system, where she eventually found refuge at AHL's Silas Roberts Hostel in 2018 and stayed for 5 years before moving to Galawu Hostel, where she remained for another 3 years. Throughout that time, AHL was her anchor.

In 2019, Emma submitted her application for public housing. She spent 7 years waiting for an answer.



Emma was thrilled to finally get the keys to her new home.

> *'The best thing about staying at AHL was that I got 3 meals a day, and it was very comfortable, with no noise,' she said.*

'Hostels are great because there is no alcohol or drugs allowed. It is nice and quiet.'

Emma became a full-time carer for her daughter, navigating doctor appointments, National Disability Insurance Scheme (NDIS) support, and the daily realities of keeping them both safe.

'NDIS helped us a lot – they picked us up twice a week and took us to appointments or shopping,' Emma said.

Through it all, Emma was positive and hopeful – qualities that hostel staff noticed immediately.

'Emma is a lovely and kind woman,' said Charlene Ross, Galawu Hostel Manager. *'She was always welcoming to new residents arriving through the Patient Assisted Travel Scheme. They were nervous when they arrived, but Emma would have a yarn with them and make them feel welcome.'*

Emma handled most of the administrative work for her housing application herself, with AHL providing references. Charlene acknowledged that Emma's long wait was far from unusual. Many AHL residents spend years, sometimes decades, waiting for permanent housing.

In December 2025, the call finally came.

> *After 8 years at hostels, I got my own (public housing) unit to live in with my daughter,' Emma said. 'I feel so happy. I can cook whenever I want. I have my own kitchen. Support workers helped provide furniture, so we have been well looked after.'*

For Emma, the new home is more than a roof and walls. It represents dignity, safety and the end of a long and exhausting chapter.

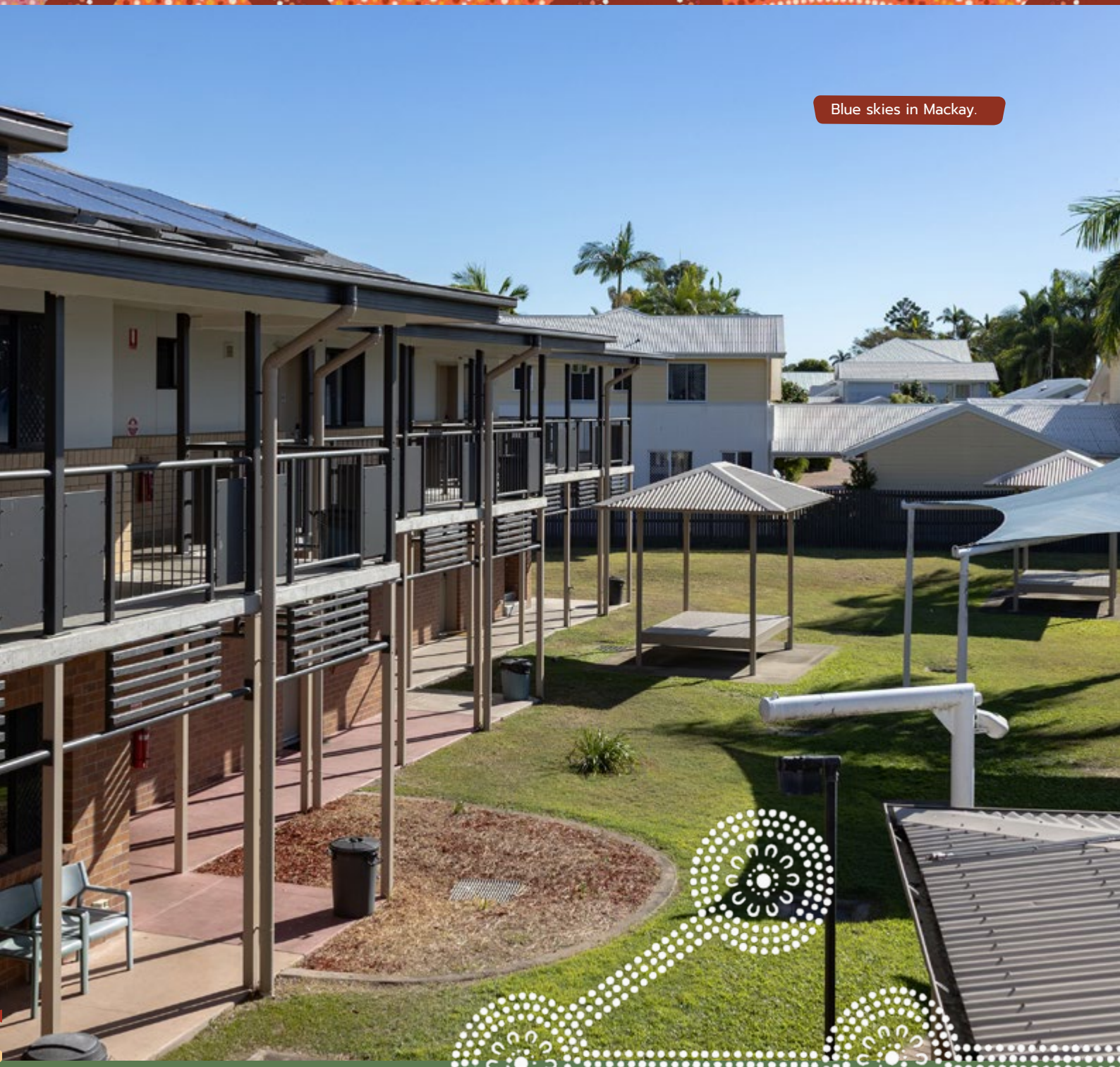
> *As the carer for my daughter, I feel so glad we finally have our own place.'*

Emma's story highlights the important role AHL's hostels play in providing culturally safe and affordable accommodation for Aboriginal and Torres Strait Islander people who must travel for health, education, or other essential services.

It also reinforces the role that AHL can play in navigating pathways to long-term housing solutions that support improved health, stability, and wellbeing for Aboriginal and Torres Strait Islander families.

‘The feed at the Broome hostel was as if my family cooked it. After a long travel from Perth, I was made to feel very welcome. The cook asked where I was from, smiled and sat me down with a plate off fresh damper, and a great dinner.’

– a compliment submitted via AHL’s online feedback form



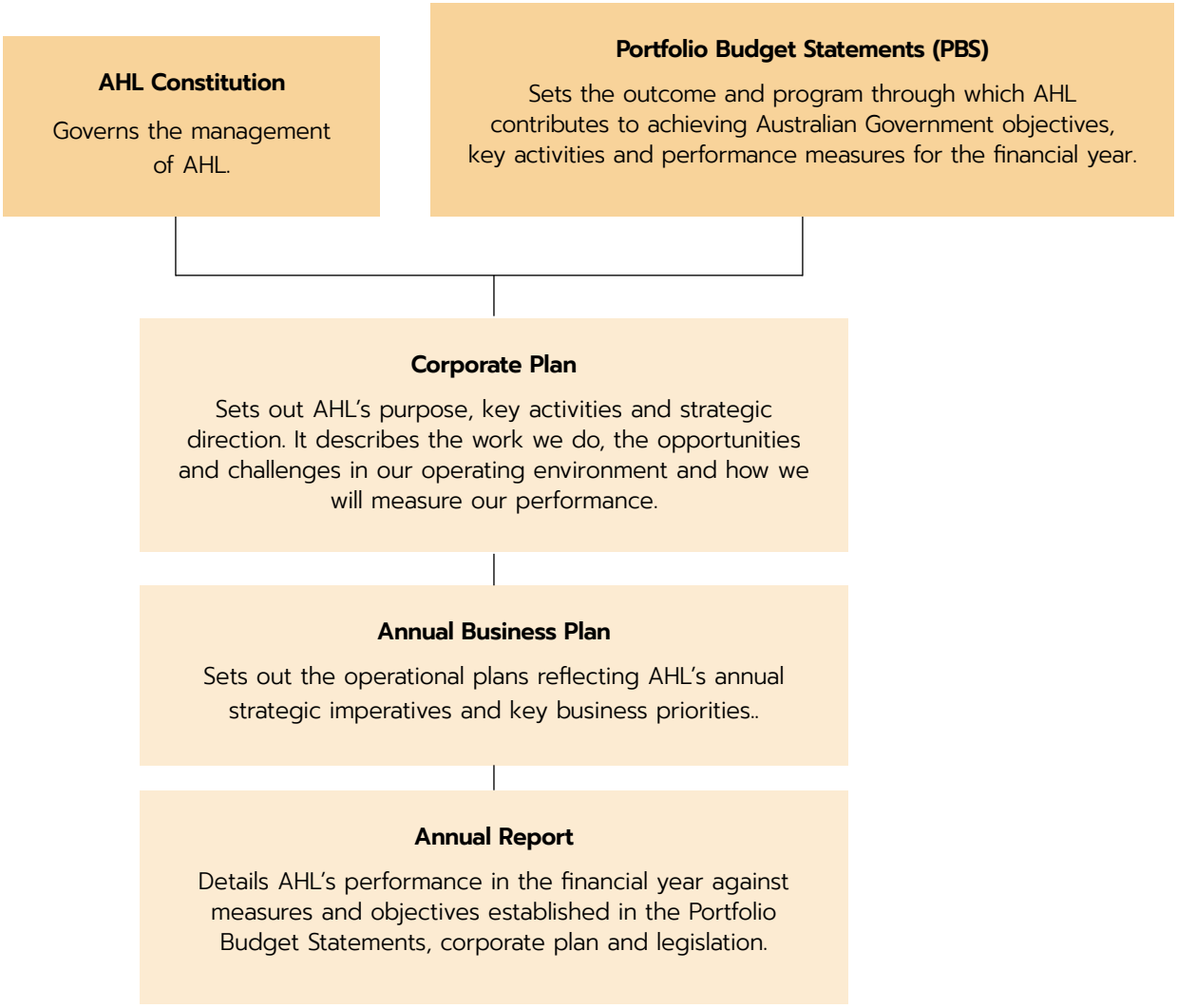
Blue skies in Mackay.

Performance

Planning and reporting framework

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

Figure 3: Planning and Reporting Framework



During the reporting period, AHL contributed to the outcomes of the Prime Minister and Cabinet portfolio, as set out in the 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.

Our performance

AHL's performance during the reporting period has been assessed against the performance measures and targets articulated in our 2025–26 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.

Performance measure	Planned performance result	Actual result	Methodology
Occupancy level as a percentage of resident bed nights available per annum.	80% occupancy	**Target exceeded.** 83% occupancy achieved.	Quantitative assessment of occupancy data and demographics.

Occupancy

Occupancy has continued to grow over the past 6 years. Our occupancy[3] for 2025–26 was 83 per cent, exceeding our target of 80 per cent and representing a 2 per cent increase from 2024–25.

In 2025–26 we had on average 1,489 beds on offer each night. We work with referring stakeholders and community groups to ensure they know we have beds available each day so we can accommodate as many people needing accommodation as possible.

Our Northern Territory hostels continue to experience the greatest demand. Occupied beds nights in our Northern Territory hostels grew from 229,312 in 2024–25 to 238,781 in 2025–26.

Most residents staying with us do so because they need to access medical and health care. We are proud to contribute to improved health outcomes for Aboriginal and Torres Strait Islander people by providing accommodation close to hospitals and essential health services. By supporting access to care, AHL also helps reduce pressure on the public health system. Our affordable rates and welcoming home away from home environment mean that residents accessing health services can be less concerned about their accommodation requirements and can take the time to heal and recover in a supporting environment.

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

Across our hostels, we worked in partnership with a range of health service providers to reduce barriers to accessing healthcare. During 2025–26, we continued to facilitate visits from health professionals to support medication administration and provide transport to medical appointments. We also assist residents to access counselling, health assessments, vaccinations, and other specialist and referral services. Many residents are impacted by kidney disease and have strict dietary requirements. We support residents' needs by providing dietitian-designed meals considerate of their dietary restrictions.

We are proud to support Aboriginal and Torres Strait Islander secondary education students in our 7 secondary education hostels in NSW, NT and QLD. This year we achieved high occupancy in all our hostels and were proud to significantly increase our student numbers in Sydney by welcoming students from the NT to our Biala hostel. We also supported 19 students at our Kirinari Sydney hostel.

> *'I had a knee replacement and became homeless while in hospital. Yumba was so helpful. I have never felt so welcomed in a place in 64 years of living.'*
>
> – AHL resident



Daisy Yarmirr Hostel.

2025–26 Occupancy summary

Table 2: Occupancy performance in 2025–26

Performance measure	Available bed nights	Occupied bed nights	Target occupancy	Actual occupancy
Occupancy level as a percentage of resident bed nights available per annum.	543,609	451,290	80%	83%

Table 3: Occupancy by service category in 2025–26

Service type	Available bed nights	Occupied bed nights	Occupancy
Health and medical	134,662	108,579	81%
Multipurpose	378,657	320,453	85%
Secondary education	30,290	22,258	73%
Total	**543,609**	**451,290**	**83%**

Occupied bed nights by service category (%)

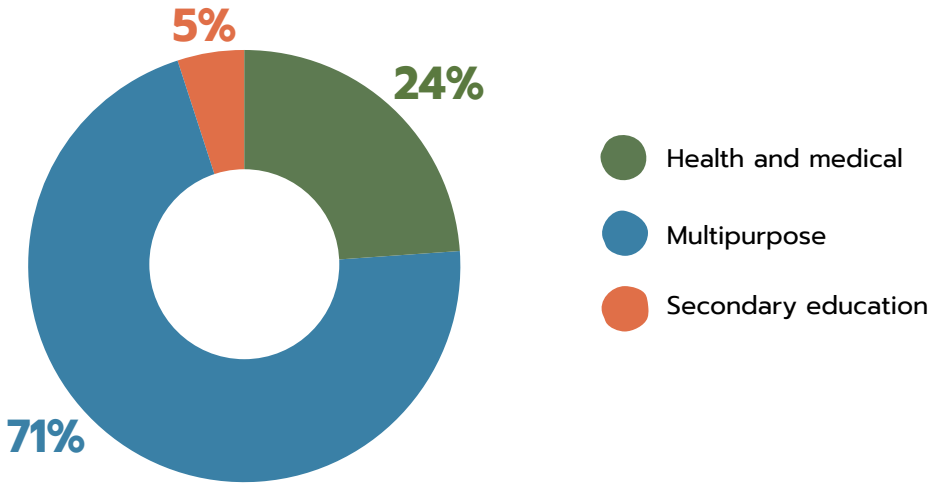


Table 4: Occupancy by jurisdiction in 2025–26

Location	Available bed nights	Occupied bed nights	Occupancy
South Australia	17,885	14,326	80%
Northern Territory	264,793	238,781	90%
Queensland	145,368	113,432	78%
Victoria	8,058	6,150	76%
Western Australia	68,373	53,502	78%
New South Wales	39,132	25,099	64%
Total	**543,609**	**451,290**	**83%**

Occupied bed nights by jurisdiction (%)

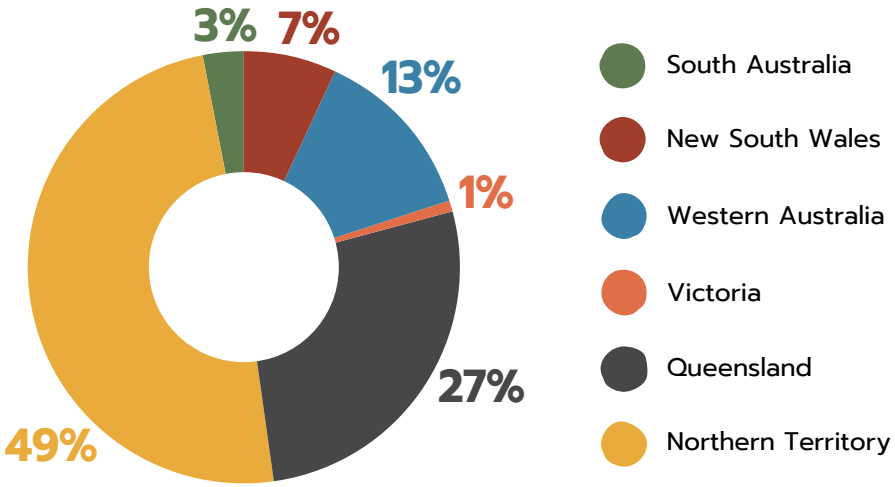
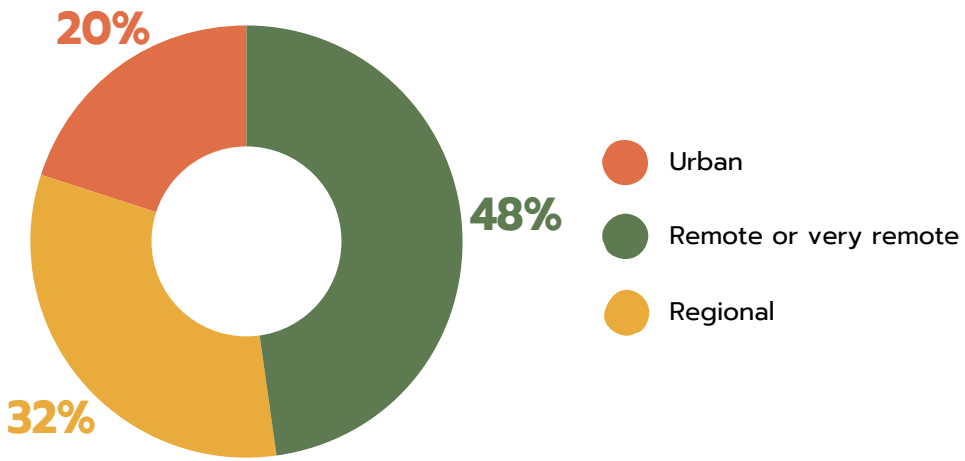


Table 5: Occupancy by location category in 2025–26

Location category	Available bed nights	Occupied bed nights	Occupancy
Remote or very remote	252,234	216,012	86%
Regional	178,780	146,090	82%
Urban	112,595	89,188	79%
Total	**543,609**	**451,290**	**83%**

Occupied bed night by locality (%)





Sid Ross Hostel.

Performance measure	Planned performance result	Actual result	Methodology
Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services.	80% overall satisfaction.	**Target exceeded.** 95% overall resident satisfaction rating achieved at health and medical and multipurpose hostels. 97% overall student satisfaction rating achieved at secondary education hostels.	Analysis of Resident Satisfaction Survey results.

Service quality

While occupancy rates are a key measure of our performance, delivering a high-quality and culturally safe service is equally important.

To understand and respond to the changing needs of residents, we undertake an independent resident satisfaction survey every 2 years. The survey measures service quality and resident experience, providing valuable insights to inform continuous improvement. Resident satisfaction surveys were completed across April to June 2026, with the next surveys scheduled for 2028.

The 2026 surveys, conducted independently by a First Nations consultancy, comprised 2 streams:

- In-person surveys at 17 health and medical, and multipurpose hostels across the NT (7), QLD (5), SA (3) and WA (2).
- An online survey of students staying at 7 secondary education hostels across NSW (4), NT (2) and QLD (1).

Results from the multipurpose and health and medical hostels demonstrate that AHL is meeting its resident satisfaction performance measure. Overall, 95% of residents reported being satisfied with their accommodation, while 88% said they would recommend their hostel to family and friends.

Residents reported strong satisfaction across key aspects of the service, including cleanliness (95%), rooms (93%), staff (93%), welcoming atmosphere (93%), bathrooms (92%), safety (91%) and respect for Aboriginal and Torres Strait Islander culture (88%). These results demonstrate that AHL is providing accommodation that meets residents' expectations while supporting wellbeing, cultural safety, and connection to community.

The online survey of secondary education students also returned very strong results. Overall, 97% of students were satisfied with their hostel. Every student surveyed reported feeling safe, 97% felt connected to friends, family and/or community, and all respondents said their Aboriginal and Torres Strait Islander culture was respected.

The surveys also identified opportunities for improvement. Priority areas include improving on-site access for service providers, increasing the consistency of accessible bathroom features, and enhancing meals through greater quantity, variety and cultural relevance. A total of 7 recommendations have been incorporated into 2026–27 business planning, including 2 recommendations that relate to the design and delivery of future resident satisfaction surveys.

> *'The staff make us all feel good about ourselves, the connections to the community. I enjoy the activities.'*
>
> – 2026 secondary education student survey

> *'I love being at the hostel and the brotherhood we have, I love how we are respected by the staff. I feel so welcoming here.'*
>
> – 2026 secondary education student survey

While our biennial resident satisfaction survey provides valuable insights into residents' experiences, AHL also recognises the importance of enabling and empowering residents to provide feedback at any time and in ways that suit them. Whether it is a suggestion, constructive criticism, complaint, or a compliment, we welcome all forms of feedback.

Residents are encouraged to share feedback through a dedicated customer feedback service which includes a phone line, online web form, email, and postal option. In 2025–26, AHL received 306 items of feedback through these channels. This feedback provided another important source of information to help us monitor service quality, identify opportunities for improvement and ensure we continue to meet the expectations of residents.

Where feedback indicates that expectations have not been met, we work directly with the person who raised the concern to understand the issue, resolve it where possible and identify any broader improvements that may be needed. In some instances, feedback may be anonymous and therefore a response is not possible. All items of feedback are managed in line with our Customer Feedback Guidelines.

We value positive feedback, with our hostel teams regularly recognised for the care, respect and support they provide to residents.

AHL also encourages informal feedback through regular resident meetings and community events, which create opportunities for open conversations between residents and staff. Feedback boxes located in hostel common areas provide residents with the option to share anonymous feedback directly with hostel management at any time.

Together, these formal and informal feedback opportunities help ensure residents' voices are heard and continue to shape how we deliver and improve our services.



Feedback is welcomed in many ways.



Survey field workers yarn with a resident at one of our Adelaide hostels.

Key activity: Maximising partnerships and engagement with First Nations organisations and local service providers.

Performance measure	Planned performance result	Actual result	Methodology
Partnerships and engagement with First Nations organisations and local service providers.	Maintained or increased compared to previous year.	**Target not met.** 19 MOU or tendered arrangements for a total of 127 prepaid beds (an increase of 18 beds from 2024–25).	Analysis of stakeholder engagement plans.
		Stakeholder survey results: • 69% agreed our services were culturally safe (a decrease from 78% in 2024–25) • 71% were satisfied with our services (a decrease from 72% in 2024–25).	Analysis of stakeholder satisfaction survey results.
		$2.4m million in goods and services procured from 41 Indigenous businesses (2024–25: $2.5 million from 46 businesses).	Quantitative assessment of Indigenous procurement performance.

Partnerships

Being a trusted and reliable local partner is central to our success. We value the strong relationships we have built with communities, governments, health services, and Aboriginal and Torres Strait Islander organisations, and we are committed to working collaboratively to achieve shared outcomes.

We offer prepaid bed arrangements to partner organisations, ensuring they have reliable access to accommodation for their clients when it is needed most. In 2025–26, there were 127 beds prepaid across 6 hostels in the NT, most of which were in our hostels based in Alice Springs.

We engage regularly with our stakeholders to ensure our partnerships continue to meet their needs and to identify opportunities for improvement. In addition to ongoing engagement, we conduct an annual online stakeholder survey to gather feedback on our services and better understand stakeholder expectations.

In 2025–26, we received 38 survey responses. Of these, 27 respondents indicated they were satisfied with the services AHL provides to their referred clients, 6 were neutral, and 5 indicated they were not satisfied. We value all feedback received and use these insights to inform continuous improvement across our services.

AHL is committed to using its purchasing power to support Indigenous businesses, recognising that procurement is an important way to create economic opportunities and deliver broader community benefit to Aboriginal and Torres Strait Islander people. In 2025–26, we engaged with 41 Indigenous businesses to procure goods and services worth $2.4 million. AHL will continue to support a more inclusive economy by seeking further opportunities to increase procurement of goods and services from Indigenous businesses.

I would recommend the hostel to other people. I need to be around my people. We can yarn and share here. I feel proud. It is good to support our Indigenous organisations.'

– 2026 resident satisfaction survey

AHL staff at the 2025 Supply Nation Trade show.



Partnership story – AHL steps up when floods ravage parts of the Top End

AHL works closely with local partners and communities to support residents and the broader community during natural disasters and emergency events. Depending on the circumstances, our hostels can provide emergency accommodation for people displaced from their communities or support residents to relocate to safer locations when required.

During 2025–26, a number of emergency weather events required us to respond quickly and with flexibility. Working collaboratively with our partners, we pivoted to meet the urgent needs of residents and communities, ensuring people remained safe and well supported throughout difficult and stressful periods.

When our Katherine hostels were impacted by floods in April 2026, we worked with a local Aboriginal organisation, the Kalano Community Association, to support our residents into evacuation shelters. We also called on the help of the emergency response team to transport meals and blankets to our residents while at the centre. Once it was safe to do so, we were able to open our doors to our residents and other Aboriginal and Torres Strait Islander people impacted by the floods. These local collaborations are an important part of keeping our residents safe and supported.

The calm before the storm

The name Nagandji Nagandji-Ba means 'sea eagle hawk', and the team at this hostel certainly lived up to that reputation with their sharp focus on safety and disaster preparedness ahead of the Top End's cyclone season.

In November 2025, Assistant Hostel Manager, Dahlia went above and beyond to ensure the hostel was ready for cyclone season. Dahlia carefully organised and stocked essential supplies – from batteries, sanitiser and drinking water to easy-to-prepare meals and other essentials. This proactive planning helped ensure the hostel was well equipped to support residents during an emergency situation.

The supplies and careful preparation proved to be crucial and were utilised immediately when Cyclone Fina made landfall in Darwin just weeks later.

> *'This serves as a vital reminder that we must remain vigilant and never let our standards slip.'*
>
> – Denise O'Neill, Top End Project Officer



Non-perishable foods were well stocked ahead of cyclone season.

Student story – Students celebrate graduating from Year 12

For 8 secondary education students, 2025 marked a proud milestone as they graduated from Year 12 – celebrating years of hard work, resilience and determination. This achievement was particularly significant given the unique challenges the students had faced.

Many lived away from their families and homes throughout every school term, often coming from small or remote towns. Their success is a testament to their resilience and the supportive environment provided by AHL's dedicated hostel staff, including Heads and Deputies of Boarding and a team of residential youth workers.

The outstanding students, all from New South Wales, represented Kirinari Newcastle, Grey Street Dubbo, and Kirinari Sydney hostels.

Kirinari Newcastle graduate, Beau, spoke fondly of his AHL experience, *'I truly appreciate my time boarding with AHL. I have created so many special memories, and completing Year 12 is a huge achievement that I will cherish forever. The staff and students I've had the privilege of working with, and meeting, have become lifelong friends.*

I want to thank Aunt Lee and Uncle Jade for always guiding me to the best version of myself – they absolutely go above and beyond. Thanks also to my parents for their constant support while I was boarding away from home.

Our Kirinari motto 'come in as strangers, leave as brothers' is a saying that will stay with me forever. The brotherhood we share is truly unmatched.

As I move into an apprenticeship in carpentry, I look forward to the next challenge. I also encourage all young Indigenous kids to consider boarding with AHL. It truly changed my life, and I will be forever grateful' Beau said.

AHL's secondary education hostels offer more than just a place to stay. Students benefit from a holistic approach to educational achievement, with access to extra-curricular activities, support programs, and nutritious, dietitian-designed meals.

Each hostel boasts unique amenities such as pools, gyms, games rooms, sporting ovals, and music rooms, ensuring students have opportunities to thrive both academically and personally.

Grey Street graduate, Tatiarna, reflected recently about her time there. *'I am incredibly grateful to Kristy and her team.*

They played a vital role in helping me complete my educational journey. They are truly exceptional, and I admire how they manage such a challenging job, guiding these kids with dedication and skill,' said Tatiarna, who bravely left her small hometown of Walgett in New South Wales behind 6 years ago, to board at Grey Street.

Grey Street Hostel's Head of Boarding Kristy Hill said, *'Tatiarna's message truly reminds us that despite all the challenges we encounter, this job is incredibly rewarding.'*

AHL has 6 students on track to graduate at the end of 2026.

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

Performance measure	Planned performance result	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 11 identified outcomes.	Quantitative and qualitative analysis of AHL's progress and contribution against identified outcomes of the National Agreement on Closing the Gap.

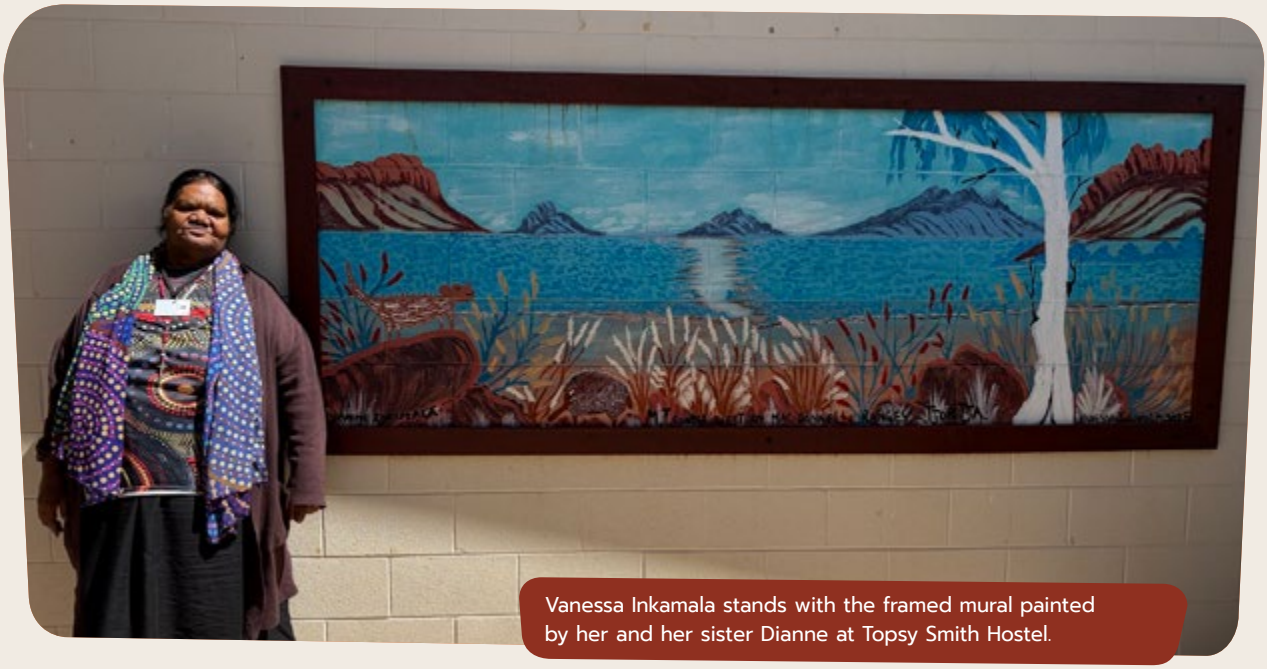
Closing the Gap

Culturally safe accommodation is a key enabler of progress towards the National Agreement on Closing the Gap. By providing an affordable and culturally safe accommodation service, we improve access to essential services, strengthen connections to community, and contribute to applicable Closing the Gap outcomes and targets.

AHL's contributions to outcomes and priority reform areas span a range of areas, including health and medical outcomes, education and employment opportunities.



One of our "mums & bubs" hostels, Gudang Dalba Hostel in Darwin.



Vanessa Inkamala stands with the framed mural painted by her and her sister Dianne at Topsy Smith Hostel.

Resident spotlight – Vanessa Inkamala

Vanessa Inkamala was born in Ntaria (Hermannsburg). As the great-niece of the renowned Albert Namatjira, and niece to respected artist, the late Ivy Pareroultja, Vanessa has a strong artistic heritage.

Vanessa married an Eastern Arrernte man in her late 20s and moved to Ltyentye Apurte (Santa Teresa). While immersed in the community, Vanessa's artistic style moved beyond her watercolour roots. Adopting a style specific to the region, Vanessa's works feature vibrant colours and palette techniques. Vanessa also uses unique materials as her canvas including repurposed metal road signs.

Vanessa enjoys painting the landscape of her ancestors, and her home community. In August 2025, Vanessa and her sister, Dianne Inkamala, painted a mural in the courtyard of Topsy Smith Hostel. The mural celebrates Mparntwe landscapes and shares culture within the hostel's walls.

Many works by Vanessa are displayed throughout Alice Springs and are part of various collections including at the University of Technology Sydney, National Museum of Australia, Art Gallery of South Australia, and Queensland Art Gallery & Gallery of Modern Art.

You can learn more about Vanessa on the Many Hands Art Centre website.

AHL delivered tangible contributions to outcomes in the National Agreement on Closing the Gap, as outlined in Table 6.

Table 6: Contribution to Closing the Gap outcomes

Outcome	Contribution	Output	Impact
Outcome 1 **Aboriginal and Torres Strait Islander people enjoy long and healthy lives.**	AHL provides culturally safe accommodation and a dietician-designed meal service for Aboriginal and Torres Strait Islander people needing to access medical services away from home. AHL provides accommodation for residents who need to access renal dialysis treatment.	In 2025–26, AHL accommodated 6,211 residents in health and medical hostels. Some residents also stayed in multipurpose hostels for medical reasons. In 2025–26, we delivered over 1.3 million dietician-designed meals including menus considerate of dietary restrictions.	Our services supported timely access to health care, reduced hospital bed pressures, and contributed to improved health and medical outcomes for Aboriginal and Torres Strait Islander residents by enabling culturally considerate support during medical treatment. For many residents, access to renal dialysis therapy is life-saving and prolonging.
Outcome 2 **Aboriginal and Torres Strait Islander children are born healthy and strong.**	AHL operates 2 antenatal hostels, providing expectant and new mothers (and their babies) with a culturally safe accommodation option and dietician-designed meal service.	In 2025–26, 963 people stayed in our antenatal hostels.	AHL delivered culturally safe, supportive accommodation and nutritious meals to Aboriginal and Torres Strait Islander women who sought pre, peri and post-natal care. We supported better maternal health and infant care, especially for Aboriginal and Torres Strait Islander women from remote areas, including contributing to the reduction in low birthweight births for Aboriginal and Torre Strait Islander infants.
Outcome 5 **Aboriginal and Torres Strait Islander students achieve their full learning potential.**	AHL operated 7 secondary education hostels offering 113 beds to Aboriginal and Torres Strait Islander high school students. AHL provides a home away from home for students to achieve their academic, social and sporting goals. We often accommodated students seeking a tertiary education in our multipurpose hostels.	In 2025–26, AHL supported 141 high school students and 83 tertiary students. AHL supported 8 year 12 students, with all 8 graduating from year 12 in 2025. AHL has 6 students on track to graduate at the end of 2026.	We provided students with a safe and supportive home away from home while they worked towards completing a high school education. Our students were emotionally and socially supported to ensure they had the best chance at succeeding in school and reaching their full learning potential. Our secondary education students had access to tutoring and academic support when needed and achieved good attendance rates. Our affordable accommodation rate for tertiary students allowed students to live independently while completing tertiary studies.

Outcome	Contribution	Output	Impact
Outcome 7 **Aboriginal and Torres Strait Islander youth are engaged in employment or education.**	AHL provides safe and supportive accommodation for young Aboriginal and Torres Strait Islander 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. AHL also employs Aboriginal and Torres Strait Islander young people.	In 2025–26, AHL supported 141 high school students and 83 tertiary students In 2025–26, AHL employed 11 Aboriginal and Torres Strait Islander young people.	Young Aboriginal and Torres Strait Islander residents had the basic foundations of accommodation and food while staying at AHL hostels allowing them to participate in training, education and employment with reduced housing stress and nutritional food options. The hostels provide a transitional pathway to independence. Our young Aboriginal and Torres Strait Islander workforce take pride in supporting Aboriginal and Torres Strait Islander people in our hostels and increasing AHL's cultural competency.
Outcome 8 **Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.**	AHL is proportionally one of the largest employers of Aboriginal and Torres Strait Islander people in the Australian Public Service.	At 30 June 2026, 41% of AHL's workforce (163 employees)[4] identified as Aboriginal and Torres Strait Islander.	AHL's employment practices contribute to economic empowerment and skill-building for Aboriginal and Torres Strait Islander people, with ongoing career pathway support. AHL also promotes Aboriginal and Torres Strait Islander senior executive leadership pathways. AHL's Executive positions comprise majority (3 out of 4) Affirmative Measure positions, including the CEO, Chief People Officer and General Manager Operations. We also provide unique employment pathways for residents, improving their economic opportunities.

4 Not including casual employees.

Outcome	Contribution	Output	Impact
Outcome 9 **Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need**.	AHL provides culturally safe and affordable accommodation for Aboriginal and Torres Strait Islander people.	On average each day, AHL provided accommodation for 287 who reported that their main reason for staying was homelessness. 405 people reported that they were waiting on longer term housing.	Our accommodation service ensured those experiencing homelessness or waiting for long term housing had a safe place to stay, and access to nutritional meals. Residents staying with us experienced a welcoming and safe base, and oftentimes stability and access to pathways for long term housing. Hostels assisted residents by providing rental references, increasing their chances of successfully securing long term housing options. Stable accommodation contributed to a reduction in recidivism and interaction with the justice system, which are both linked to homelessness. We supported engagement with service providers, enabling residents to seek support and address underlying issues contributing to their risk of homelessness.
Outcome 12 **Aboriginal and Torres Strait Islander 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 Child and Young Person Safeguarding Framework complies with the Commonwealth Child Safe Framework.	AHL welcomes many families to our hostels each year. AHL is committed to equipping employees with the knowledge, skills and awareness to keep children and young people safe. In 2025–26, 299 employees completed AHL'S foundational child safeguarding course, *Safeguarding at AHL*.	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. Our role in offering culturally safe and affordable accommodation provides options for families experiencing overcrowding or domestic environments that may impact a child's safety.

Outcome	Contribution	Output	Impact
Outcome 13 **Aboriginal and Torres Strait Islander families and households are safe**.	AHL provides safe accommodation for Aboriginal and Torres Strait Islander 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. AHL's AMVP expansion project delivered 20 additional beds in Alice Springs, enhancing the supply of accommodation for people in need, particularly women and children affected by family and domestic violence. In 2025–26, AHL partnered with the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council to provide 18 prepaid beds arrangements including 8 prepaid arrangements through NPY Women Council's Domestic and Family Violence service. Additional beds were also available through our total of 127 prepaid bed arrangements.	AHL is a trusted partner for Aboriginal and Torres Strait Islander people needing to access culturally safe and affordable accommodation when they need it Our services supported Aboriginal and Torres Strait Islander people to access culturally safe housing and accommodation, helping to prevent homelessness, support transitions from justice services and out-of-home care, and assist people experiencing or at risk of family and domestic violence. AHL's existence contributed to safer housing outcomes and improved wellbeing for Aboriginal and Torres Strait Islander individuals, families and communities.

Outcome	Contribution	Output	Impact
Outcome 15 **Aboriginal and Torres Strait Islander people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.**	AHL continues to provide culturally safe accommodation environments that support residents to maintain connections to culture, community and Country while accessing education, employment, health and other essential services. During 2025–26, AHL commenced implementation of the first phase of its Designing with and Caring for Country Strategy.	Across the hostel network, AHL provides culturally appropriate facilities and spaces, including community gardens, yarning circles, fire pits and dedicated men's and women's spaces. Many hostels are designed to accommodate cultural protocols and practices, including avoidance relationships where appropriate. Through ongoing maintenance, upgrades and capital improvement projects, AHL continues to enhance hostel environments to ensure they remain safe, welcoming and responsive to the cultural needs of residents and communities.	Culturally designed spaces, yarning circles, and gender-specific areas support cultural practices and foster a sense of belonging and wellbeing for Aboriginal and Torres Strait Islander people who use AHL's accommodation services. By providing culturally safe accommodation and investing in facilities that recognise and celebrate Aboriginal and Torres Strait Islander cultures, AHL is able to better support Aboriginal and Torres Strait Islander people address inequities by enabling opportunities and access to key services successfully, providing residents a secure foundation to build from as they seek out external supports and opportunities.
Outcome 16 **Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing.**	Where possible, AHL recruits local Aboriginal and Torres Strait Islander people to work in our hostels. As part of AHL's recruitment processes, all employees must demonstrate their knowledge of Aboriginal and Torres Strait Islander cultures and their ability to communicate sensitively with Aboriginal and Torres Strait Islander people. Some AHL employees have local language skills.	AHL employs 163 Aboriginal and Torres Strait Islander people, some of whom are local. Our employees understand and respect the culture of our residents contributing to a culturally safe home away from home. We also partner with Aboriginal and Torres Strait Islander organisations to support our residents. We celebrate National Reconciliation Week and NAIDOC Week at our hostels with the local community.	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 employees, residents and service providers who may be 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.
Outcome 17 **Aboriginal and Torres Strait Islander people have access to information and services enabling participation in informed decision-making regarding their own lives**	AHL encourages resident participation through various feedback and engagement mechanisms. AHL provides opportunities for residents to provide meaningful feedback and contribute to decisions affecting their accommodation experience and needs.	During the year, AHL completed a Resident Satisfaction Survey to inform future service improvements. In total, 130 residents were surveyed and overall, 95% satisfaction was reported.	Residents have greater opportunity to influence decisions about the services they receive and the environments in which they live. By listening to resident feedback and incorporating their perspectives into business planning, AHL supports informed decision-making, strengthens trust and accountability, and contributes to a culturally safe service.

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

Table 7 outlines how AHL also contributed to the 4 priority reform areas of the National Agreement on Closing the Gap.

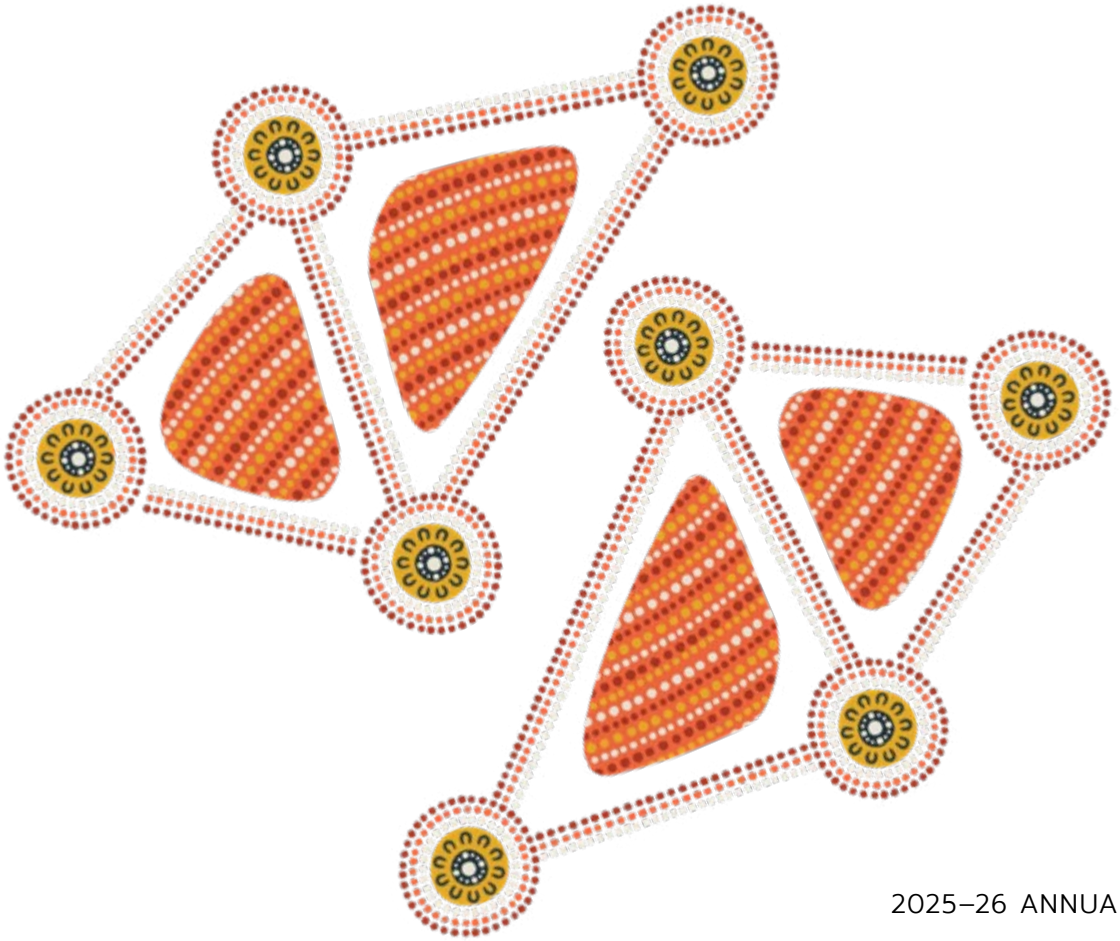
Table 7: Contribution to Closing the Gap priority reform areas

Priority reform area	Contribution	Output	Impact
Formal partnerships and shared decision-making.	AHL is governed by a Board with a majority Aboriginal and Torres Strait islander membership, reflecting our strong commitment to shared decision-making. Majority of AHL's Executive positions are designated Affirmative Measure (Aboriginal and Torres Strait Islander) positions.	As at 30 June 2026, AHL was governed by a 100% Aboriginal and Torres Strait all-Islander Board, ensuring Aboriginal and Torres Strait Islander leadership and perspectives are embedded in the company's governance and decision-making. AHL's Executive positions comprise majority (3 out of 4) Affirmative Measure positions, including the CEO, Chief People Officer and General Manager Operations.	Aboriginal and Torres Strait Islander leadership at Board and Executive levels strengthens formal participation in organisational decision-making and governance. This ensures strategic and operational decisions are informed by Aboriginal and Torres Strait Islander perspectives, supports culturally safe and responsive service delivery, and reinforces accountability to the communities we serve.
Building the community-controlled sector.	AHL works in partnership with Aboriginal community- controlled organisations to deliver accommodations services that align with their clients' needs.	In 2025–26, 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. We continued partnership arrangements with the Wunan Foundation and Miriuwung Gajerrong (MG) Corporation, and Emama Nguda Aboriginal Corporation, to deliver services utilising our facilities in Kununurra and Derby.	Our partnerships strengthened service delivery for Aboriginal and Torres Strait Islander people and supported the capacity and sustainability of the community-controlled sector through reliable and responsive collaboration. Our partners supported Aboriginal and Torres Strait Islander people through their programs including support for students in Derby and offering a range of training and services in Kununurra.

Priority reform area	Contribution	Output	Impact
Transforming government organisations.	AHL prioritises hiring Aboriginal and Torres Strait Islander employees and building strong partnerships with Aboriginal and Torres Strait Islander organisations, to deliver culturally safe services. AHL invests in increasing community participation in organisational planning.	As at 30 June 2026, 41% of our workforce identified as Aboriginal and Torres Strait Islander. In Queensland, our Aboriginal and Torres Strait Islander workforce was particularly high, at 80%[5]. In 2026, AHL commenced development of a 10-year Strategy to guide long-term organisational transformation and strengthen outcomes for Aboriginal and Torres Strait Islander peoples. During the year, AHL also began developing an External Engagement Strategy to improve collaboration with communities and stakeholders, and completed a Resident Satisfaction Survey to strengthen resident voice and inform continuous service improvement.	AHL's workforce reflects the communities we serve, strengthening cultural capability, safety and connection for residents. This supports stronger relationships, builds trust, and improves the quality and responsiveness of our services. Through ongoing organisational transformation, AHL is embedding cultural safety, strengthening accountability, and improving the way we engage with Aboriginal and Torres Strait Islander peoples. We monitor our progress through resident and stakeholder feedback, performance measures, and strategic initiatives, including implementation of our external engagement strategy, to drive continuous improvement and better outcomes for residents.

5 Not including casual employees

Priority reform area	Contribution	Output	Impact
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. In 2026, AHL developed an Implementation Plan for Embedding Governance of Indigenous Data Principles, establishing a structured, ethical and culturally informed approach to the identification, management and governance of Indigenous data across AHL's digital and information systems, ultimately building the capability to support this priority reform area.	AHL acknowledges that much of our data comes from individuals and communities. We are committed to providing access to data to Aboriginal and Torres Strait Islander communities in a usable and accessible format that empowers Aboriginal and Torres Strait Islander people to be part of shared decision-making. 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 Aboriginal and Torres Strait Islander people.



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

Performance measure	Planned performance result	Actual result	Methodology
Maintain industry benchmark repair and maintenance investment in hostel asset portfolio.	Repair and maintenance investment represents at least 2% of hostel property asset replacement value.	**Target exceeded.** Result 2.8%.	Quantitative assessment of annual repair and maintenance expenditure.

Maintaining our hostels

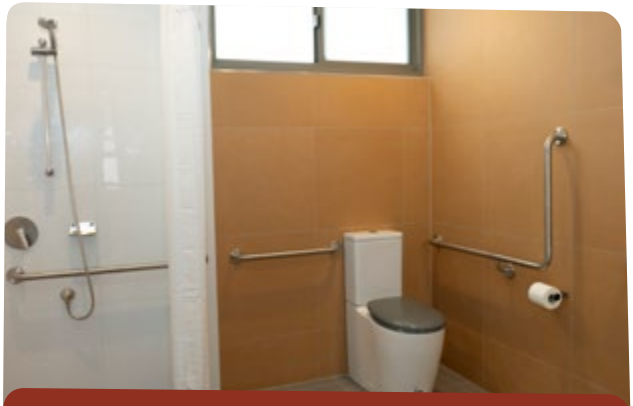
AHL has a long and proud legacy dating back to the early 1970s. With such a long legacy comes its own disadvantages. Some of our older assets are no longer well suited to modern needs, making it harder to ensure our facilities remain fit for purpose, safe, efficient and able to meet demand. As community expectations, population demographics, climates, technologies, and operational requirements evolve, we recognise the need to proactively address the condition and capability of our ageing asset base. Working towards sustainable infrastructure will not only preserve parts of our legacy, but also ensure our facilities are equipped to meet the needs of residents and communities who rely on our service.

In 2025–26, AHL continued to invest significantly in the improvement, renewal and sustainability of its hostel network, delivering capital improvements of $8.3 million to hostel facilities and supporting infrastructure.

Consistent with AHL's commitment to sustainably and cost-effectively managing its assets, major investment was directed towards critical building and land improvements, leasehold upgrades, furniture and fittings, electrical infrastructure and strategic capital projects. These investments were guided by AHL's Strategic Asset Management Plan and focused on providing culturally safe, functional and affordable accommodation for residents.

A major milestone during 2025–26 was the successful delivery of the AMVP upgrade and expansion project. The project represents a significant investment in increasing accommodation capacity and improving facilities for residents and visitors. Construction progressed throughout the year and remains a key component of AHL's long-term asset improvement program.

> *'The bathrooms are very clean. The cleaner has a heart of gold. Happy soul. Keeps it very clean.'*
>
> – 2026 resident satisfaction survey



All bathroom upgrades and renovations incorporate safety and accessibility features including grab rails.

2025 Highlight – AMVP upgrade and expansion project delivers for Central Australia

In 2025–26, AHL completed the total $5.1 million expansion of AMVP, delivering 20 additional short-term beds and enhanced facilities for Aboriginal and Torres Strait Islander families in Alice Springs.

The project had been a key commitment for AHL and responded to growing demand for safe, affordable accommodation in Central Australia. It also supported AHL's strategic direction to operate in areas of greatest need and contribute to the priorities of the National Agreement on Closing the Gap.

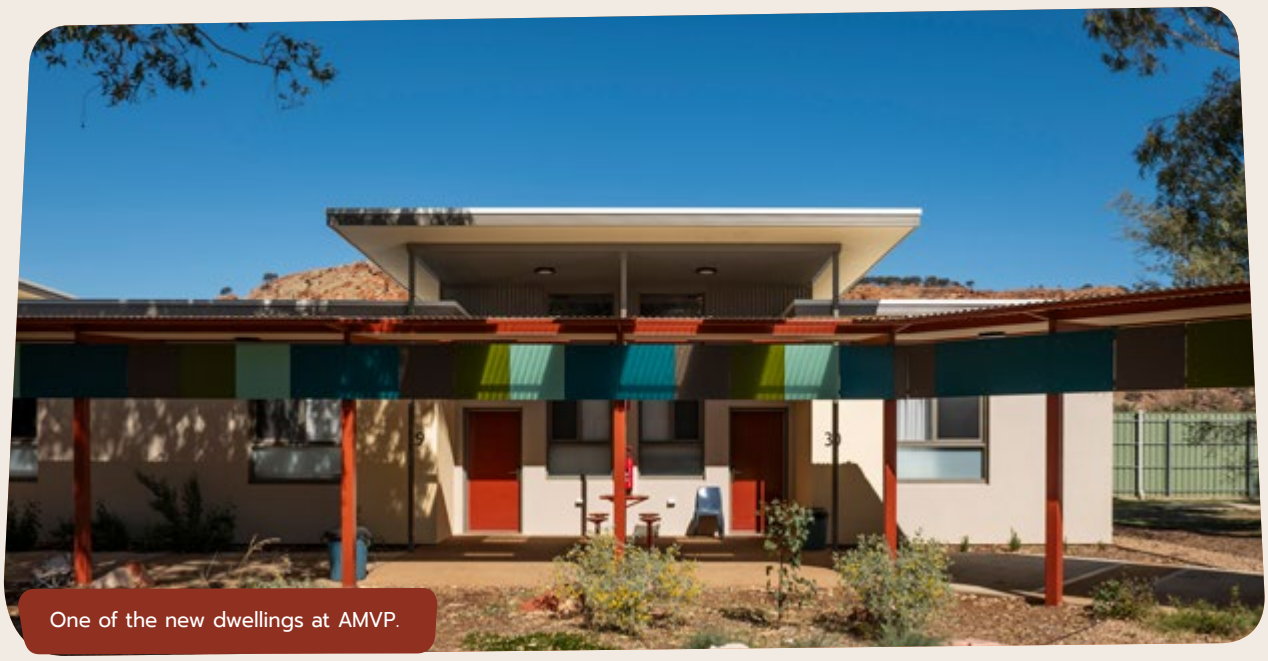
Demand for AHL's accommodation continues to be influenced by housing instability, limited public housing and a tight private rental market. These pressures are particularly significant for Aboriginal and Torres Strait Islander people who must travel away from home to access healthcare, services and other essential opportunities.

The AMVP expansion strengthens the accommodation safety net available in Alice Springs. The additional capacity will support Aboriginal and Torres Strait Islander people in the region, including women and children experiencing family and domestic violence.

The project was delivered through a partnership between AHL and the Australian Government. Initial funding of $3.5 million was provided in late 2023, followed by a further $1.1 million in early 2025 to address increased site and construction costs. To improve the facilities for family and children, an additional $0.3 million was also provided. AHL worked with Government, Aboriginal and Torres Strait Islander organisations, local stakeholders and service providers throughout the project.

The expanded accommodation was officially opened on 11 November 2025 by the Minister for Indigenous Australians, Senator the Hon Malarndirri McCarthy. The opening brought together residents, Elders, community organisations, government representatives and AHL employees to recognise the significance of the project for the region.

Speaking at the event, Minister McCarthy reflected on the families and leaders whose efforts shaped AHL's work over more than 50 years, saying it was their contribution that made the expanded home possible today.



One of the new dwellings at AMVP.

> *AHL is that backbone for our families, not only in Alice Springs, but right across Australia.'*
>
> – Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians

Completion of the project represents more than an increase in bed numbers. It demonstrates AHL's ability to direct investment towards priority areas of need, sustainably manage and improve its property portfolio, and deliver tangible outcomes for Aboriginal and Torres Strait Islander people and communities.

Through projects such as AMVP, AHL continues to provide a home away from home, supporting dignity, stability and access to essential services and opportunities.





Pictured from left to right: Shane Hamilton, AHL CEO, Kumalie Riley, Arrernte Elder and Traditional Owner, Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians, Sabella Turner, Arrernte Elder and Traditional Owner, and Shona Reid, AHL Board Director at the official unveiling of the AMVP expansion on 11 November 2025.

From the architect – Susan Dugdale & Associates (SDA)

The AMVP Accommodation Project in Alice Springs (Mparntwe) is a multi-residential development. The project represents the delivery of accommodation for an additional 20 residents while significantly enhancing the cultural safety, site legibility, wayfinding and entry of the existing facility.

Many visitors travel to Alice Springs from surrounding communities to access healthcare, economic opportunities, community services, and domestic violence support. The design acknowledges that visitors often arrive in diverse family groups. Accordingly, the new accommodation is flexible, with adaptable layouts capable of housing family groups of between two and eight people.

The new facilities provide 4 new family-rooms with shared accommodation for 4 people. The layout of the family-rooms has one closed bedroom and one sleeping-area that is open to the entry and kitchenette. The layout provides flexibility for the users allowing use of the open room as a living space during the day whilst providing one quieter separate room for privacy.

High ceilings at the entry areas provide a sense of space and generosity without increasing the building footprint. The high windows on both sides permit cross ventilation and give views of the sky to the south in summer and permit north light to penetrate the plan in winter.

A reverse veneer wall system, with internal rendered blockwork and an external insulation layer, was selected to suit the region's extreme climate. The insulated thermal mass stabilises internal temperatures, reduces reliance on mechanical cooling, and improves overall thermal performance.

The new accommodation is located around a modified existing courtyard, connected by a walkway that provides shade and privacy screening for the new rooms. The entries of the rooms are set back from the pathway with small, shared seating areas for the units.

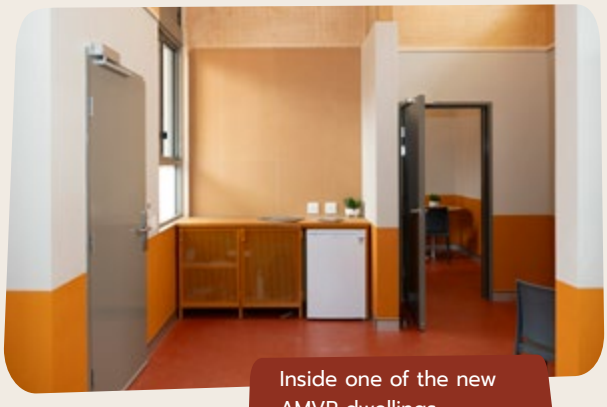
The walkways double as veranda to expand the seating areas and allow a visual connection to the shared open space of the courtyard while proving a layer of privacy and sense of ownership of the outdoor spaces for the users.

Awards:

2026 NT Chapter Commendation for Residential Architecture – Multiple Housing

> *'We engage with the cultural context of each client and project'*
>
> – SDA





Inside one of the new AMVP dwellings.

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

Performance measure	Planned performance result	Actual result	Methodology
Company operating result consistent with or better than government approved budget.	2025–26 original budgeted deficit.	**Target not met.** Actual operating deficit was higher than budget.	Assessment of financial report.

Company operating result

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



A sunny outdoor area at Mackay Hostel.

Financial summary

This section provides an overview of AHL's operating result, income and expenditure in 2025–26. The Financial Report in the statutory reports section provides further budget variance commentary.

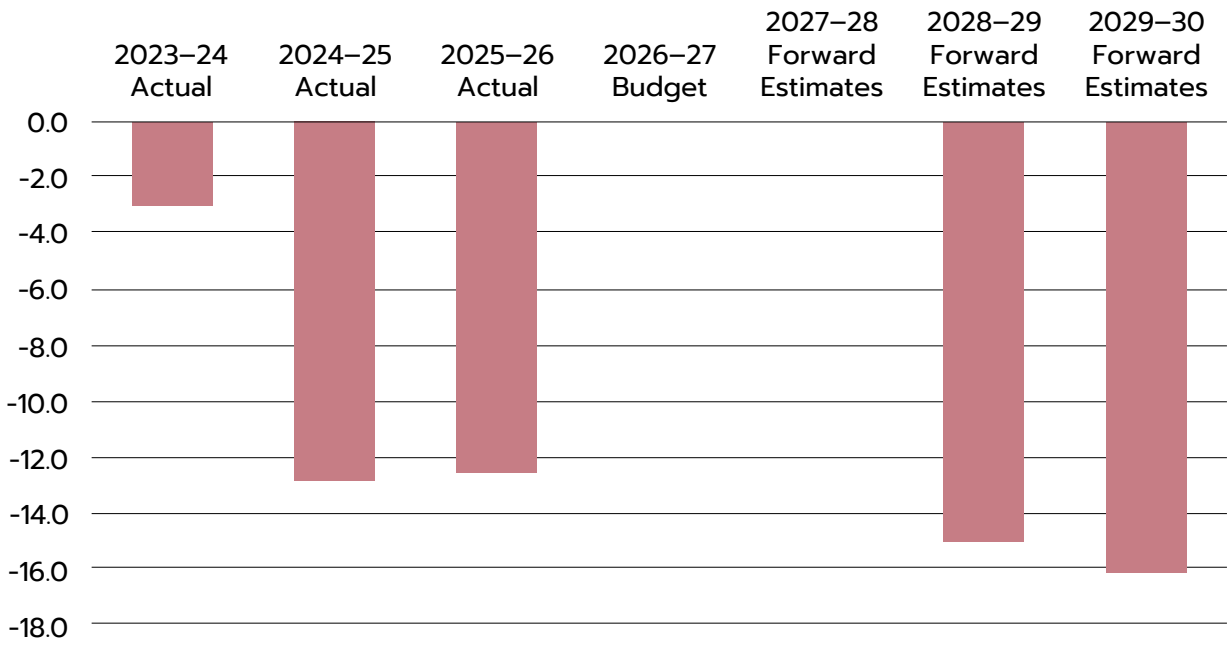
Operating result

AHL's 2025–26 operating deficit of $12.6 million was significantly higher than the 2025–26 Budget operating deficit of $9.8 million. This was primarily due to:

- 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
- reduction in interest income, resulting from the delayed receipt of the scheduled annual appropriation which delayed the planned investment timeline.

As summarised in the following graph and detailed in the Financial Report and the 2026–27 Portfolio Budget Statements, AHL's operating deficit has been growing over the last 3 years.

Figure 4: AHL's Operating results 2023 to 2030 ($M)



Income

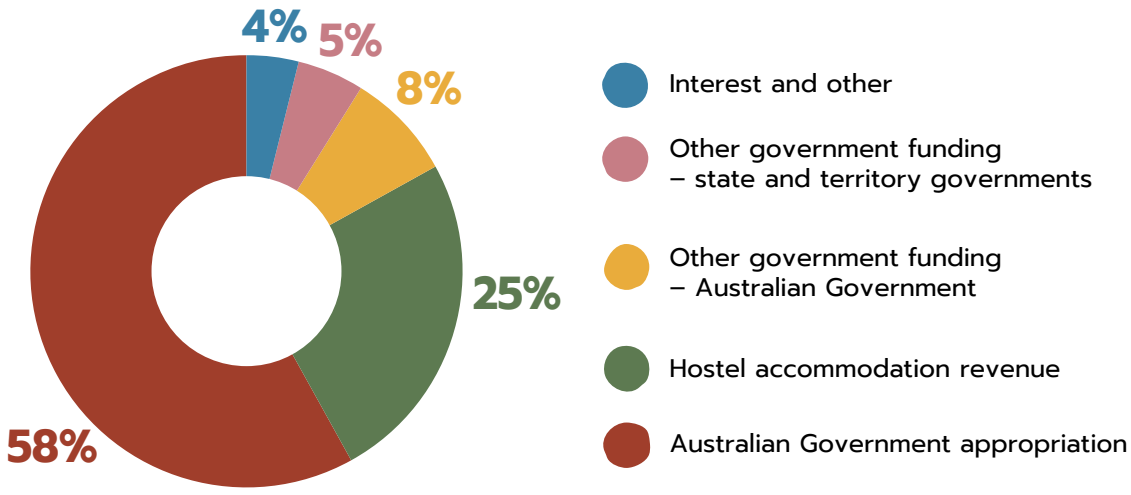
In 2025–26, AHL received $79.7 million in operating income, comprising $46.5 million from the Australian Government and $20.2 million generated from resident tariffs. The remaining income comprised $6.4 million funding from the Australian Government, and $3.9 million from state and territory governments, to operate hostels on their behalf, and interest and other income totalling $2.7 million.

Table 8 shows AHL's income sources in 2025–26 and Table 9 includes information from the previous 2 reporting periods for comparative purposes.

Table 8: Sources of operating income in 2025–26

Source	$ million	Proportion %
Australian Government appropriation	46.5	58%
Hostel accommodation revenue	20.2	25%
Other government funding – Australian Government[6]	6.4	8%
Other government funding – state and territory governments[7]	3.9	5%
Interest and other	2.7	4%
Total operating income	**79.7**	**100%**

Income sources 2025–26 (%)



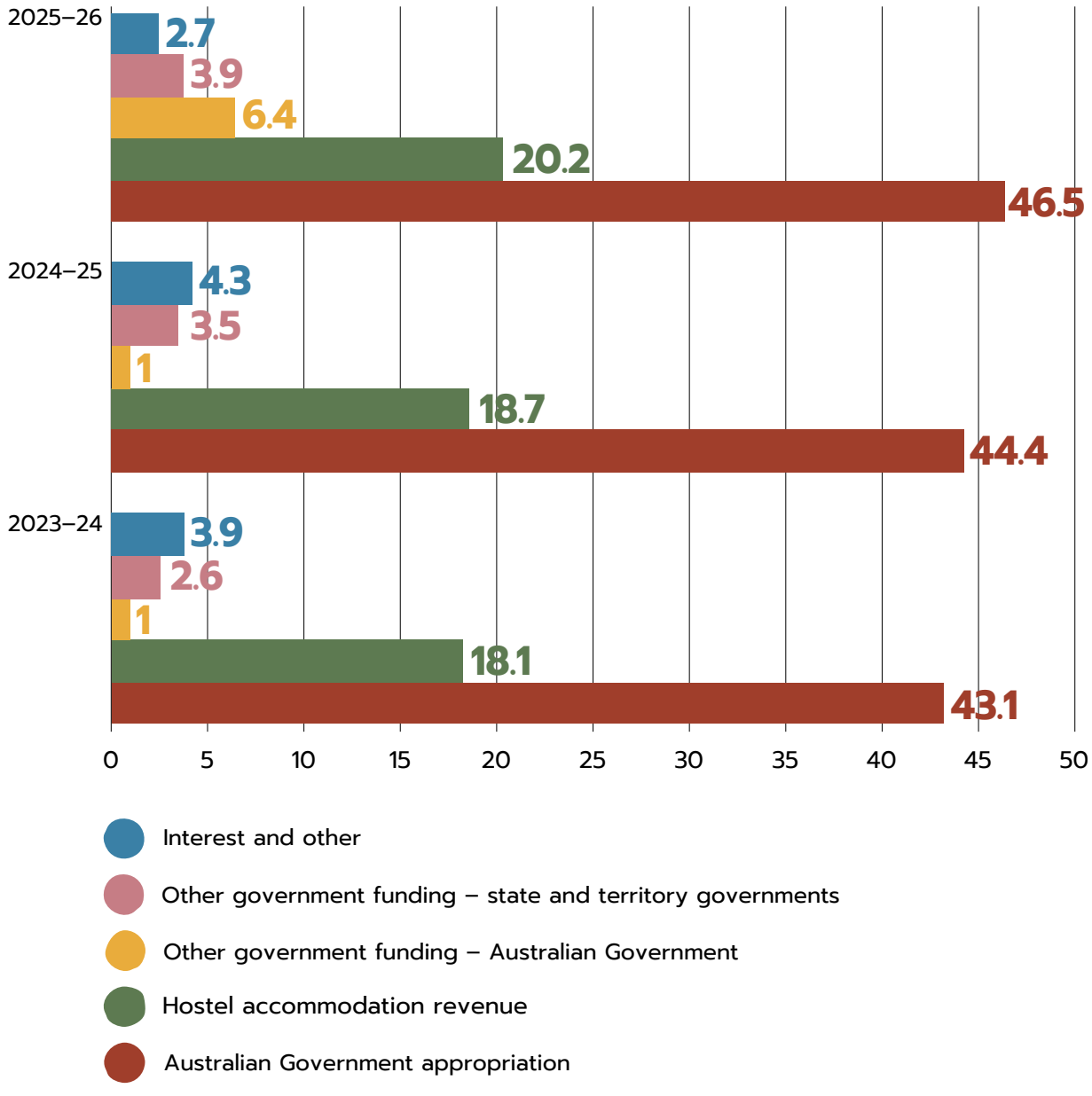
6 Operational grants received from the Australian Government to operate hostels.

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

Table 9: Operating income, 2023–24 to 2025–26 ($ million)

Source	2023–24	2024–25	2025–26
Australian Government appropriation	43.1	44.4	46.5
Hostel accommodation revenue	18.1	18.7	20.2
Other government funding – Australian Government	1.0	1.0	6.4
Other government funding – state and territory governments	2.6	3.5	3.9
Interest and other	3.9	4.3	2.7
Total	**68.7**	**71.9**	**79.7**

Income sources 2023–26 ($'M)



Expenditure

AHL's total operating expenses for 2025–26 was $92.3 million. Table 10 shows AHL's operating expenses by type, Table 11 includes information from the previous 2 reporting periods for comparative purposes and Table 12 shows operating expenditure by location.

Table 10: Operating expenses by type in 2025–26

Expense type	$ million	Proportion
Employee benefits – Hostels	37.0	40.1%
Employee benefits – Corporate and Enabling Services	12.6	13.7%
Hostel accommodation	7.5	8.1%
Administration	10.9	11.8%
Property operating	9.7	10.5%
Depreciation and amortisation	8.9	9.6%
Other	5.7	6.2%
Total operating expenses	**92.3**	**100.0%**

Operating expenses by type 2025–26 (%)

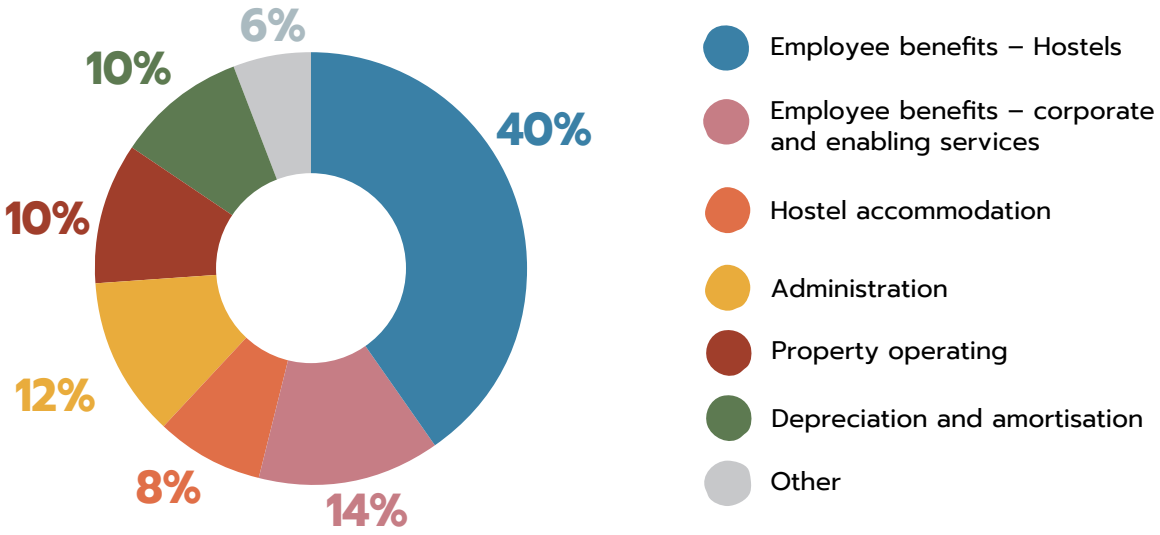


Table 11: Operating expenses, 2023–24 to 2025–26 ($ million)

Source	2023–24	2024–25	2025–26
Employee benefits – Hostels	27.4	34.2	37.0
Employee benefits – Corporate and Enabling Services	8.5	10.4	12.6
Hostel accommodation	6.4	7.9	7.5
Administration	8.5	12.0	10.9
Property operating	12.0	11.1	9.7
Depreciation and amortisation	8.0	8.9	8.9
Other	0.8	0.2	5.7
Total	**71.6**	**84.7**	**92.3**

Operating expenses 2023–26 ($'M)

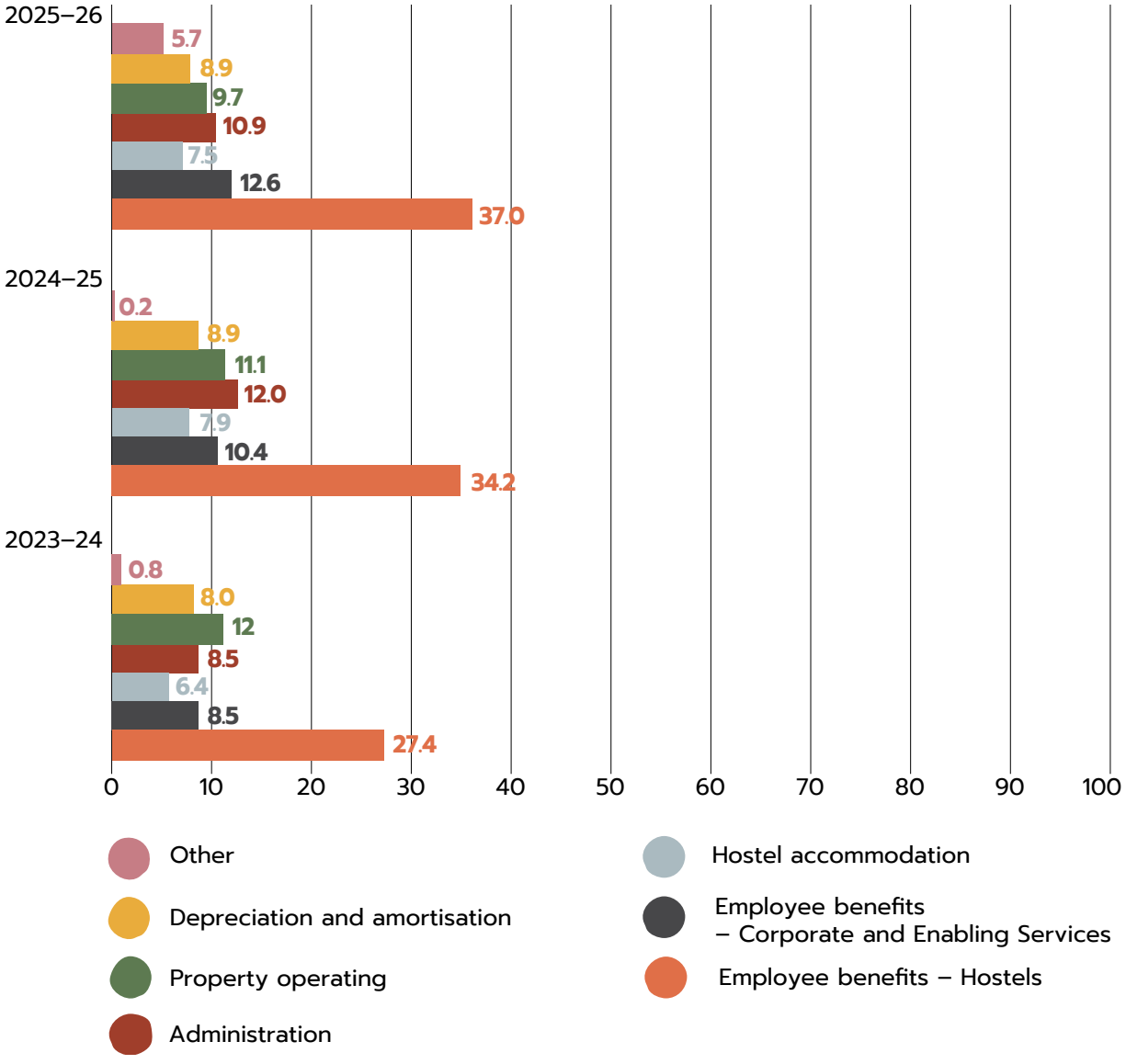


Table 12: Operating expenses by location in 2025–26

Location	$ million	Proportion
NSW	9.1	9.9%
VIC	1.1	1.1%
QLD	15.7	17.0%
WA	9.2	10.0%
SA	2.3	2.5%
ACT	21.7	23.5%
NT	33.2	36.0%
Total	**92.3**	**100%**

AHL's capital expenditure for 2025–26 was $8.3 million. Table 13 shows the breakdown of expenditure by location.

Table 13: Capital expenditure by location in 2025–26

Location	$ million	Proportion
NSW	0.7	8.4%
VIC	0.3	3.6%
QLD	2.2	26.5%
WA	1.4	16.9%
SA	-	0%
ACT	0.3	3.6%
NT	3.4	41.0%
Total	**8.3**	**100%**

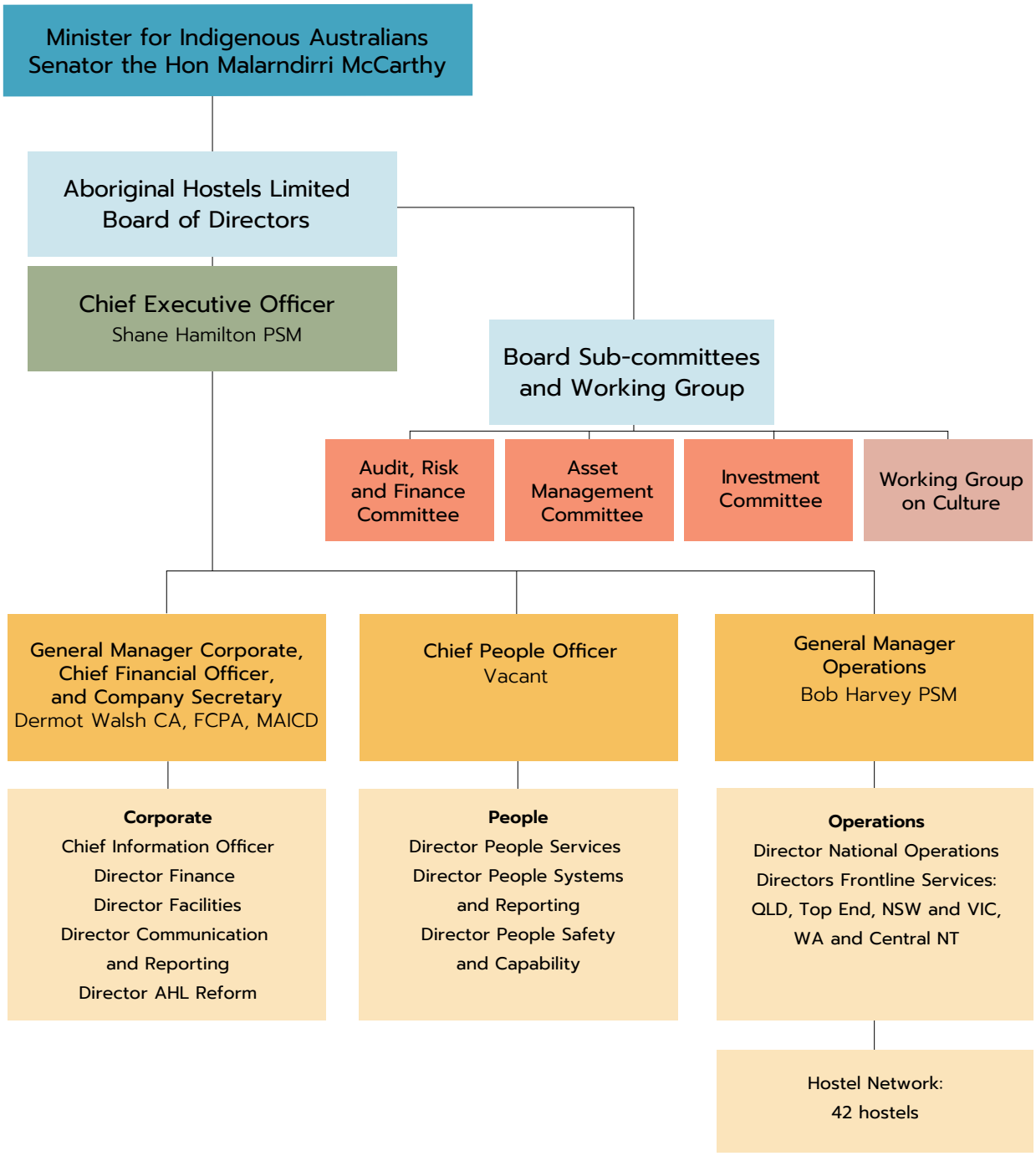


Daisy Yarmirr Hostel.

Corporate governance

Company structure

Figure 5: AHL structure at 30 June 2026



Governance

Board

The Board of Directors is responsible for approving 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 the company Constitution and in applicable legislation.

Key accountabilities and matters reserved for the Board include:

- setting and approving the company's overall strategic direction and policies of AHL and monitoring management's implementation of that strategy performance against defined benchmarks
- ensuring that AHL is financially sustainable and implementing appropriate financial reporting practices
- ensuring effective internal controls, risk management and financial management processes are implemented and operating effectively
- ensuring AHL's assurance mechanisms and controls adequately assess and verify the accuracy of financial, strategic and operational information, processes and systems through internal and external independent reviews
- 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 General Manager Corporate. The Company Secretary is responsible for developing and maintaining information systems that enable the Board to fulfil its role and meet its 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.

Board of Directors

At 30 June 2026, the AHL Board had 7 Directors. Up to 9 Directors may be appointed as prescribed by the AHL Constitution. In 2025–26, the Board met 4 times.

The Board's extensive corporate governance experience has ensured that the company's 2025–26 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 Aboriginal and Torres Strait Islander Board members from across the country.

Table 14: Company Directors during the reporting period (2025–26)

Name	Qualifications of the Director	Experience of the Director	Position Title / Position held	Executive / Non-Executive	Period as the Director: Start Date (1 July 2025 or after)	Period as the Director: End Date (30 June 2026 or before)	Period as the Director: Number of meetings of the board of the company attended
Ms Katrina Fanning AO PSM		Ms Katrina Fanning AO PSM is a proud Wiradjuri woman and respected Aboriginal leader with more than 30 years' experience working alongside Aboriginal and Torres Strait Islander communities. She was awarded the Public Service Medal (PSM) for outstanding public service and an Officer of the Order of Australia (AO) for distinguished service to public administration and improving outcomes for Aboriginal and Torres Strait Islander peoples. Katrina is also currently on the Boards of the Fred Hollows Foundation, Canberra Raiders and Family of League Foundation.	Chair	Non-executive	15/12/2025	30/06/2026	3/3
Ms Alison Page	Bachelor of Design First Class Honours (UTS) Graduate, Australian Institute of 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 a Professor of Practice in the School of Architecture at UTS.	Chair	Non-executive	1/7/2025	24/10/2025	1/1

Name	Qualifications of the Director	Experience of the Director	Position Title / Position held	Executive / Non-Executive	Period as the Director: Start Date (1 July 2025 or after)	Period as the Director: End Date (30 June 2026 or before)	Period as the Director: Number of meetings of the board of the company attended
Mr Paul Allen	Bachelor Commerce (Accounting), University of Canberra, Graduate Diploma of Government Investigations, Member, Australian Institute of Company Directors, Fellow, Certified Practicing 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.	Director Chair, Audit Risk and Finance Chair, Investment Committee	Non-executive	1/7/2025	14/6/2026	3/3
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 Aboriginal and Torres Strait Islander employment in hospitality and other sectors.	Director Chair, Asset Management Committee Member, Working Group on Culture	Non-executive	1/7/2025	14/6/2026	3/3
Ms Shona Reid	Bachelor of Behavioural Science (Flinders University)	Ms Reid is an Eastern Arrernte Woman and is currently the Chief Executive of Aboriginal Family Support Services, and the former Guardian for Children and Young People in SA. She is a director on the Lowitja O'Donoghue Foundation and the Winston Churchill Memorial Trust National Board.	Director Deputy Chair (commenced 15/6/2025) Member, Audit, Risk and Finance Committee (commenced 31/1/2026) Member, Working Group on Culture	Non-executive	1/7/2025	30/6/2026	4/4

Name	Qualifications of the Director	Experience of the Director	Position Title / Position held	Executive / Non-Executive	Period as the Director: Start Date (1 July 2025 or after)	Period as the Director: End Date (30 June 2026 or before)	Period as the Director: Number of meetings of the board of the company attended
Ms Leann Wilson		Ms Wilson is a descendant of the Bidjara and Kara-Kara peoples in central and central-western Queensland She is the Co-founder and Executive Director, Business Development and Innovation, of Regional Economic Solutions, a majority-owned First Nations business. She is also the Deputy Chair of the Healing Foundation and serves on several boards, many of which have a health focus.	Director Member, Working Group on Culture	Non-executive	1/7/2025	30/6/2026	2/4
Professor Jack Beeson	Bachelor of Education (Adult Education) Diploma of Adult Education & Community Education Faculty of Arts and Social Sciences Award and Chancellor's Award for Excellence.	Professor Beetson is a Ngemba Aboriginal man from Western New South Wales (NSW) who has been involved in Indigenous education in Australia and internationally for over 30 years. He is Executive Director of Literacy for Life Foundation and Chair of Just Reinvest NSW. Professor Beetson became one of the first Indigenous Australians to complete a university degree in adult education. He has represented Indigenous peoples at the United Nations (UN) and received an honour from the UN for his work.	Director	Non-executive	15/6/2026	30/6/2026	1/1

Name	Qualifications of the Director	Experience of the Director	Position Title / Position held	Executive / Non-Executive	Period as the Director: Start Date (1 July 2025 or after)	Period as the Director: End Date (30 June 2026 or before)	Period as the Director: Number of meetings of the board of the company attended
Dr Vanessa Lee-Ah Mat	Doctor of Philosophy (Griffith University) Master of Public Health (University of Queensland) Bachelor of Teaching Degree (QUT) Cert. IV Life Coaching Certificate of Business Advisor	Dr Lee-Ah Mat (Lee), from the Meriam and Yupungathi peoples, has over 20 years of experience in academics, driving policy change, strategy, and cultural inclusion. She changed her name in 2022 and resigned from her position as an Associate Professor at the University of Sydney in 2023 to pursue her Black Lorikeet Cultural Brokering consulting business. Dr Lee-Ah Mat has held key executive roles with the National Public Health Association of Australia, Suicide Prevention Australia, and RUOK? First Nations Advisory Board and is a co-founder of the Miam Nayri Wingara Data Sovereignty Collective. She is the recipient of the Griffith University Outstanding First Peoples Health Alumnus Award and an Australia Day Medal from Thursday Island Council.	Director	Non-executive	15/6/2026	30/6/2026	1/1

Name	Qualifications of the Director	Experience of the Director	Position Title / Position held	Executive / Non-Executive	Period as the Director: Start Date (1 July 2025 or after)	Period as the Director: End Date (30 June 2026 or before)	Period as the Director: Number of meetings of the board of the company attended
Mr Michael Newman	Bachelor of Business (Charles Sturt University) Graduate, Australian Institute of Company Directors	Mr Newman is a Galari Gibir (Lachlan River Man) of the Wiradjuri People, the People of the Three Rivers. He is currently the Deputy Chief Executive Officer at Lowitja Institute and was previously Chief Operations Officer with Orange Aboriginal Medical Service. Michael also currently serves on the Ministerial Aboriginal Partnership Group (NSW Department of Communities and Justice), National Health and Medical Research Council Indigenous Advisory Group, Yilabara Board of Directors and Western Health Alliance Limited Board of Directors.	Director	Non-executive	15/6/2026	30/6/2026	1/1
Mr Gohar Rind	Master in Commercial and Resource Law (University of Western Australia), Master in Cyber Security (Edith Cowan University)	Mr Rind is a Badimaya Yamatji man from the Murchison region of Western Australia. He is the Founder and Managing Director of the Yira Yarkiny Group, a 100% Aboriginal-owned organisation. Mr Rind has more than 12 years inside ASX Top 10 organisations, across mega project supply chains, cyber security and operational technology. He serves on the Board of Avivo, a not-for-profit provider of care and support services and the inaugural Western Australian Artificial Intelligence Advisory Board within the Department of the Premier and Cabinet.	Director	Non-executive	15/6/2026	30/6/2026	1/1

Executive

The Executive implements the Board's strategic direction and oversees governance in AHL's daily operations. As at 30 June 2026, the Executive comprised:

- Executive Officer – Shane Hamilton PSM
- General Manager Operations – Bob Harvey PSM
- General Manager Corporate, Chief Financial Officer and Company Secretary – Dermot Walsh CA, FCPA, MAICD
- Chief People Officer – Vacant.

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. 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
- Operational 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 Operational 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.

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.

AHL's Fraud and Corruption Control Plan 2024–2026 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

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.

Board committees

To assist in the performance of its responsibilities, the Board has established 3 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. Tables 21, 22 and 23 in the Directors' report outline the composition, qualifications and remuneration of members of the Audit Risk and Finance Committee, Asset Management Committee, and Investment Committee.

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 Aboriginal and Torres Strait Islander communities and cultures. 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.

Board and CEO remuneration

The Remuneration Tribunal determines the company's remuneration policy for the Board 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 12 per cent in 2025–26, 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.

Information on remuneration for AHL's key management personnel in 2025–26 is shown in Table 20.



Mackay Hostel staff.

Organisation

Asset management

Throughout the year, AHL delivered a broad range of upgrades across its hostel network, including bathroom and kitchen refurbishments, internal and external painting projects, security enhancements and essential building infrastructure improvements. Significant works were undertaken at hostels in most hostel jurisdictions, to improve amenity, safety and operational efficiency.

Key maintenance and asset management activities for 2025–26 included:

- Carrying out regular property inspections to identify maintenance priorities, inform future capital works programs and support the sustainable management of AHL's asset portfolio.
- Establishing a structured servicing program for kitchen and laundry equipment across the hostel network to improve asset reliability, reduce equipment downtime and extend asset life.
- Continuing the rollout of the roof safety certification program to ensure compliance with workplace health and safety requirements and provide safe access for maintenance personnel and contractors.
- Conducting safety audits and compliance inspections on key building systems, including electrical, plumbing and fire safety infrastructure, to minimise risk and maintain operational standards.
- Delivering day-to-day repairs and maintenance activities through AHL's annual maintenance program, ensuring hostel facilities remain safe, functional and comfortable for residents, employees and visitors.
- Strengthening hostel security through targeted infrastructure upgrades in line with recommendations from the Protective Security Review completed in 2024–25.
- Supporting the implementation of AHL's Designing with and Caring for Country Strategy through maintenance and improvement projects that enhance culturally safe, sustainable and energy-efficient hostel environments.

In line with recommendations arising from the Protective Security Review completed in 2024–25, AHL commenced a range of security-related improvements across the hostel network. These works are designed to strengthen the safety and wellbeing of residents, visitors and employees while supporting the delivery of culturally safe accommodation services.

AHL also commenced implementation of the first phase of its Designing with and Caring for Country Strategy. The strategy establishes a long-term framework for creating culturally designed, sustainable and energy-efficient hostel environments that honour and integrate with Country, strengthen connections to local communities and reflect the diverse cultural identities of Aboriginal and Torres Strait Islander people.

Through these investments and initiatives, AHL continues to enhance the quality, functionality and sustainability of its facilities to ensure assets remain fit for purpose and responsive to the needs of residents, employees and communities. With several significant projects continuing into 2026–27, AHL remains committed to maintaining and improving its hostel portfolio to support positive outcomes for Aboriginal and Torres Strait Islander people.

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 15. This information shows our efforts to improve environmental performance.

Table 15: Ecologically sustainable development activities

Reporting requirement	AHL response
How AHL accords with and contributes to the principles of ecologically sustainable development.	AHL is committed to delivering culturally designed, sustainable and energy-efficient accommodation that supports the wellbeing of residents while minimising environmental impacts. Guided by the Strategic Asset Management Plan and the Designing with and Caring for Country Strategy, AHL continues to incorporate environmentally sustainable principles into the planning, maintenance, upgrade and construction of hostel facilities. During 2025–26, AHL commenced implementation of the first phase of its Designing with and Caring for Country Strategy. The strategy establishes a long-term framework for creating hostel environments that honour and integrate with Country, strengthen connections to local communities and improve environmental sustainability outcomes. All major construction and refurbishment projects are undertaken in accordance with the National Construction Code and relevant environmental standards, with consideration given to energy efficiency, water conservation and sustainable building practices.
Activities that affect the environment.	AHL's operations require the ongoing consumption of energy, water and other resources to deliver safe, comfortable and culturally appropriate accommodation services across its national hostel network. Energy is used to support essential services including hot water systems, kitchen and laundry operations, heating, cooling and lighting. Maintenance, construction and refurbishment activities also require the use of building materials and other resources. These activities contribute to environmental impacts including greenhouse gas emissions, waste generation and resource consumption.

Reporting requirement	AHL response
Measures taken to minimise the effect of activities on the environment.	AHL continues to implement initiatives that improve resource efficiency and reduce environmental impacts across its operations. Existing solar power installations throughout the hostel network continue to reduce reliance on traditional energy sources. Energy-efficient LED lighting upgrades are progressively incorporated into maintenance and capital works programs, while water-efficient fixtures are installed as part of bathroom and amenity upgrades. Environmental considerations are incorporated into hostel improvement projects, with a focus on selecting durable, energy-efficient and sustainable building materials wherever practical. AHL also promotes environmentally responsible behaviours among employees and residents through improved waste management, recycling and resource conservation practices. The Designing with and Caring for Country Strategy will further support the integration of sustainable design principles into future capital investment decisions.
Mechanisms for reviewing and increasing the effectiveness of measures.	AHL regularly monitors utility consumption, maintenance activities and asset performance to identify opportunities for improved environmental outcomes and operational efficiencies. Environmental sustainability considerations form part of asset planning, project development and capital investment decision-making processes. Through ongoing implementation of the Strategic Asset Management Plan and Designing with and Caring for Country Strategy, AHL will continue to identify opportunities to improve energy efficiency, reduce resource consumption and strengthen environmental performance across its hostel network.



Solar power at Galawu Hostel.

People

People systems and services

Strategic Workforce Plan

Development of AHL's Strategic Workforce Plan was deferred during 2025–26 to align with AHL's emerging 10-year Strategy.

Strategic Commissioning Framework

During 2025–26, AHL continued to review the use of its contract and labour hire arrangements to ensure compliance with the Strategic Commissioning Framework. No targets were set during 2025–26 as our core work is already being performed by AHL staff under the APS framework. While some labour hire and contractor arrangements are utilised, they are considered critical to ensure ongoing hostel operations are maintained, especially where labour market conditions are challenging. Such occurrences of outsourcing are considered appropriate under the framework principle around outsourcing in limited circumstances.

Aurion Human Resource Management Information System

In 2025–26, AHL made significant progress on the Aurion Human Resource Management Information System (HRMIS) project.

The Payroll and Employee Self Service (ESS) modules were implemented in the first quarter of the financial year. To support the rollout, more than 45 training sessions were delivered across the hostel network, with most sessions conducted face to face and others delivered virtually via Microsoft Teams. The training provided staff with the opportunity to learn about the new system and ask questions. Training videos and supporting resources were also made available on the intranet to support the transition and successful system adoption.

The project also progressed to Phase 2, which involves implementing 2 additional modules. Recruitment is the first of the additional modules and will streamline hiring processes while improving efficiency for managers and candidates. Scoping, design and configuration were completed in 2025–26. Supporting documentation and user training are being developed, followed by user acceptance testing and broader user engagement. The Recruitment module is expected to be launched in 2026–27.

Strengthening probity in payroll processes

During 2025–26, AHL continued to strengthen payroll governance and assurance following the implementation of the ESS system.

A key achievement was the establishment of the Audit and Compliance team within the People Branch in August 2025. The team provides independent oversight and assurance across payroll and People Branch operations. Working closely with the new People Branch Helpdesk and People Systems teams, it undertook targeted validation and assurance activities that enabled the early identification of payroll and system configuration issues, supporting timely investigation, remediation and continuous improvement.

In 2025–26, the People Branch Helpdesk managed 9500 payroll support tickets.

The transition to the new payroll environment identified a range of operational and system-related issues requiring ongoing remediation. The Audit and Compliance team also supported the resolution of historical payroll matters and contributed to the continued maturity of AHL's payroll governance framework.

Key initiatives during 2025–26 included clarifying roles and responsibilities, strengthening segregation of duties, reducing manual processing, improving record keeping and tracking, enhancing procedural documentation, and implementing targeted monitoring and quality assurance activities. These initiatives addressed control gaps and strengthened compliance with legislative, industrial and organisational requirements.

Collectively, these initiatives strengthened the payroll control environment, enhanced governance and risk management practices, increased confidence in payroll outcomes, and reinforced the integrity of employee remuneration and entitlement administration. The establishment of an audit and compliance function represents an important milestone in AHL's commitment to delivering accurate, compliant and accountable payroll services and to continuous improvement.

Improved Performance Management Framework

During 2025–26, AHL introduced an enhanced and more user-friendly Performance Management Framework. The framework better aligns individual performance with company priorities and supports greater consistency, accountability and clarity of expectations, helping employees understand how their work contributes to AHL's success.

To support implementation, new performance agreement templates and practical guidance materials were introduced to enable more meaningful performance conversations.

Another key achievement was the approval of the refreshed Senior Executive Service (SES) Remuneration and Performance Policy, reinforcing the important role senior leaders play in driving performance, modelling accountability and delivering organisational outcomes. Together, these initiatives support the development of a high-performing organisation by strengthening performance leadership and promoting regular feedback and ongoing performance conversations.

By 30 June 2026, performance agreement compliance had increased to 80 per cent, reflecting strong progress in embedding a more consistent and contemporary approach to performance management across AHL's nationally dispersed workforce.

Employee recognition

Recognising the achievements of our people remains an important part of fostering an engaged and inclusive workplace. During 2025–26, AHL continued to acknowledge individuals and teams whose contributions reflected AHL's PROUD values and supported positive outcomes across the company.

Our employee recognition program provides opportunities to acknowledge excellence, innovation, leadership, stakeholder engagement, cultural awareness and the often-unsung contributions that make a difference every day. Through our PROUD Awards and annual NAIDOC Awards, AHL recognises employees and teams who demonstrate a strong commitment to our values and make meaningful contributions to colleagues, residents, stakeholders, and communities.

During 2025–26, 3 employees and 2 teams were recognised through the PROUD Awards for their exceptional contributions.

In August 2025, as part of the 2025 AHL NAIDOC Awards, the significant contributions of 2 Aboriginal and Torres Strait Islander employees were recognised through our Person of the Year and Lifetime Achievement awards.

Recruitment, attraction and retention

During 2025–26, AHL delivered 2 national recruitment campaigns to support workforce attraction and address critical workforce needs. The campaigns adopted a collaborative and coordinated approach, bringing together operational leaders, hiring managers and People Branch subject matter experts, while partnering with an Aboriginal and Torres Strait Islander recruitment provider and incorporating culturally informed design elements. Supported by targeted social media activity and a focus on attracting Aboriginal and Torres Strait Islander applicants, the campaigns expanded AHL's reach to prospective candidates and supported a more strategic approach to recruitment.

In addition to the national campaigns, targeted state-based recruitment activities were undertaken to address local workforce requirements and support service delivery across key locations. These initiatives resulted in the recruitment of 165 new employees, including 84 who identified as Aboriginal and Torres Strait Islander.

AHL also continued to improve recruitment practices and candidate experience through process improvements and investment in technology. During the year, work progressed on implementing an e-recruitment system, scheduled for rollout in the early stages of 2026–27. Once implemented, the system will support more efficient recruitment processes, improved candidate management and enhanced workforce planning.

Recognising the importance of culturally safe and inclusive recruitment practices, AHL strengthened recruitment governance through panel training, conflict of interest processes and unconscious bias awareness initiatives. These measures support fair, transparent and culturally informed recruitment processes and help ensure candidates are assessed consistently and equitably.

APS Employee Census and Census Action Plan

In 2025–26, AHL continued to foster a workplace culture where employees are encouraged to contribute their views, experiences and ideas through the APS Employee Census. Consistent with commitments outlined in the 2025–28 AHL Census Action Plan, AHL implemented a range of initiatives to increase participation. These activities contributed to a greater awareness of the Census and in turn an uplift in employee response rates compared to the previous Census. This has strengthened AHL's ability to inform workforce culture, capability and wellbeing improvement initiatives.

A number of other initiatives were also progressed during 2025–26 including work on a new cultural awareness program and mandatory awareness training to reduce bullying, harassment and discrimination. These initiatives support the delivery of actions identified in the 2025–28 AHL Census Action Plan and respond to employee feedback received through the 2025 APS Employee Census results.

Figure 6: Employee snapshot as at 30 June 2026[8]

Employee headcount (excluding casual employees): 398
Ongoing: 92% (365 employees)
Non-ongoing: 8% (33 employees)

DIVERSITY

41% Aboriginal and Torres Strait Islander (163)

7% Disability (26)

57% Female (227)

27% Born overseas (109)

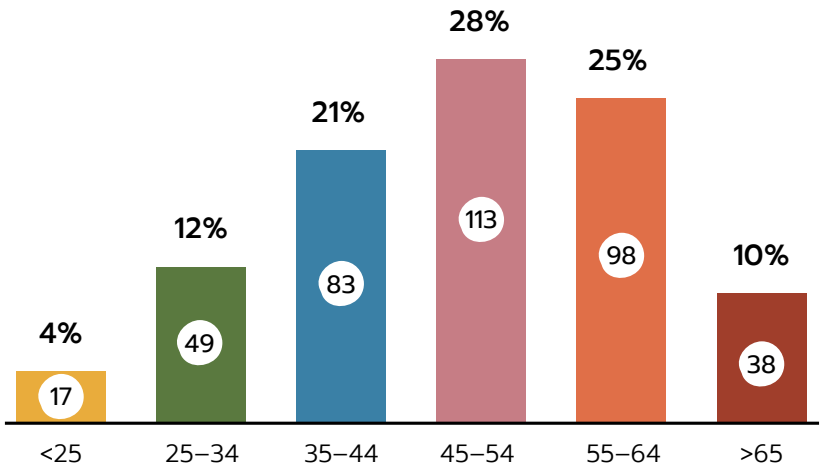
28% CALD (113)

PATTERNS OF WORK

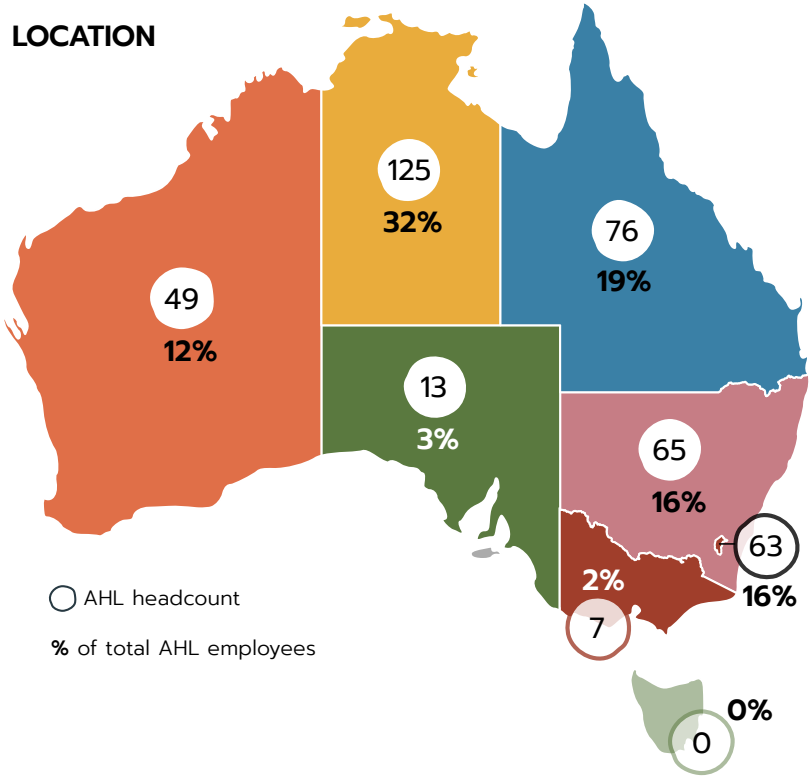
82% Full-time (328)

18% Part-time (70)

AGE



LOCATION



8 Excludes casual employees.

People Capability

Capability development

In 2025–26, due to the decommissioning of AHL's previous HRMIS system, AHL developed a new way of monitoring training compliance. In July 2025, new Capability Dashboards were implemented as an interim solution while the search for a fit-for-purpose Learning Management System (LMS) was explored.

For the first time, Capability Dashboards provided supervisors with an overview of staff training progress, in real time. These dashboards provide continuity of compliance monitoring during a period of automated system gap and deliver national visibility of training status for supervisors and executives.

During 2025–26, AHL continued the development of a new enterprise Capability Strategy but shifted focus to assess dependencies and to align with AHL's emerging 10-year Strategy. While this initiative remains a key priority, the new Strategy will be informed by the 10-year Strategy. It is anticipated that the Capability Strategy will be finalised in 2027.

In the meantime, work on capability uplift continued to focus on strengthening AHL's induction program so it is more streamlined and gives our workforce the foundational tools that all staff need to perform their roles to the highest possible standard. In its early stages, the review of induction confirmed the need for a more consistent, capability-led model by engaging new starters during the early onboarding stage, to allow staff to commence on Day 1 ready to perform their roles. The review strengthens the recruit's experience and operational readiness. Revised components include job specific induction handbooks aligned with performance agreements, and the Capability Schedule – a hub for AHL's training requirements.

In April 2026, AHL introduced foundational Child Safeguarding training as part of the implementation of a new Child and Young Person Safeguarding Framework. The new training module supports AHL in meeting our regulatory obligations under the Commonwealth Child Safe Framework and the National Principles for Child Safe Organisations.

In December 2025, AHL's Cultural Awareness Program was endorsed by the Executive to establish a clear, multi-tiered training framework that strengthens our organisational cultural capability and meets our compliance obligation aligned with The National Agreement on Closing the Gap (2020) and the Australian Public Service Commission's Aboriginal and Torres Strait Islander Cultural Capability Framework.

The 4 core training components support AHL's workforce in delivering a consistent baseline of cultural awareness for all staff, deeper cultural safety capability for operational and leadership roles, and targeted support for indigenous employees who experience cultural load. These components are:

- As part of AHL's Induction Program, all staff are required to complete key modules from Australian Institute for Aboriginal and Torres Islander Studies' (AIATSIS) Core Cultural Learning (CORE).
- Leadership team participated in Privilege Training.
- In 2026–27, it is expected that secondary education management teams and Alice Springs Hostel Managers will participate in Trauma Informed Pilot training about being culturally safe.
- In 2027, delivery of Cultural Load Training will help to recognise and alleviate pressures placed on Aboriginal and Torres Strait Islander employees and provide ways to improve their AHL employment experience.

> *I think the staff here are wonderful. Each and every one of them so welcoming and nice. They make it a nice place to stay.'*
>
> – AHL resident

Capability story – Building leadership capability

In February 2026, AHL took a deliberate step towards creating safer, more respectful and more culturally aware workplaces. Several leadership staff participated in a workshop *'Walking Together: Understanding White Privilege, Power, Cultural Safety'*, on Ngunnawal/Ngambri Country (Canberra). The workshop forms an important part of AHL's Cultural Awareness Program.

The workshop helped our leaders build shared understanding, strengthen relationships and improve the way we work with Aboriginal and Torres Strait Islander people. In building awareness, the program supported staff to understand white privilege as something built into systems and institutions, not a personal accusation. The workshop explored how this connects to intergenerational trauma experienced by Aboriginal and Torres Strait Islander communities and how history continues to shape people's experiences today.

The workshop introduced 7Rs – rights, respect, resilience, relatedness, reciprocity, resonance, and responsibility. These principles gave our leaders a simple, shared framework for how we treat each other and how we lead. Through a yarning circle, our leaders shared honest feedback about how the organisation can continue to improve its cultural maturity.

Key messages included:

- Engagement with staff, residents and community must be genuine and ongoing.
- Cultural safety needs to be built into systems and policies, not left to individuals.
- Leaders must live the values in their everyday actions.
- Feedback processes must be clear, visible, and trusted.
- Cultural load on Aboriginal and Torres Strait Islander staff must be recognised and managed.
- The organisation should use its size and flexibility to respond quickly to community needs.

Leaders expressed a strong desire for cultural safety to be consistent, visible and part of how we work every day. This work will continue through deep listening, reflective practice and ongoing support for Aboriginal and Torres Strait Islander staff.

The workshop has contributed towards strengthened cultural capability and helped build a more respectful and informed workforce. It has also provided a pathway for continued improvement in cultural safety, leadership behaviour and community engagement.

Our commitment is to ensure that our environments feel supportive and culturally safe for Aboriginal and Torres Strait Islander residents, employees, and communities.



A group activity as part of the workshop.

People Safety

Work health and safety (WHS)

AHL is committed to providing and maintaining safe and healthy environments for our employees, residents, and visitors.

The safety, health and wellbeing of our employees is central to the delivery of our service. Our unique workforce operates across a wide geographical footprint that spans urban, regional and remote locations, often supporting residents with complex and diverse needs. Through strategic work health and safety and early intervention initiatives, we provide timely support to employees who are ill or injured, regardless of whether an illness or injury is work related or non-work related.

In 2025–26, AHL continued progress implementing the 2023 WHS internal audit recommendations. While 7 of the 8 recommendations remain open, efforts to address each recommendation are well underway and significant progress has been achieved.

AHL continues to progress the review and update of WHS Management System policies and procedures. As documents are finalised and approved, they are published on our intranet so that they are accessible to all staff.

WHS policy review is now embedded as part of business as usual activities.

In January 2026, Comcare provided their Psychosocial Hazard Inspection report to AHL, where Comcare formed a view that AHL did not comply with its duties under the *Work Health and Safety Act 2011* and *Work Health and Safety Act 2011* and contravened the following:

- WHS Act section 17 – management of risks
- WHS Act section 19 – duty of care
- WHS Act section 19 (3) (a) – provision of safe systems of work
- WHS Act section 19 (3) (f) – provision of information, training and supervision
- WHS Regulation 35 – managing risks to health and safety
- WHS Regulation 55C – managing psychosocial risk
- WHS Regulation 55D – psychosocial risk control measures.

The inspection identified 19 non-conformances and 19 areas for improvement across 7 assessment criteria.

Table 16: Non-conformances identified in Comcare inspection

Assessment Criteria	Non-compliance	Improvements
Strategy and Leadership	0	4
WHS Duties	0	5
Psychosocial risk management process	5	0
Consultation, Co-operation, Coordination	0	5
Responding to psychosocial hazard reports, complaints and incidents	0	5
Psychosocial Hazard: Traumatic Events or Materials	9	0
Psychosocial Hazard: Violence and Aggression	5	0
Total	**19**	**19**

The Comcare Psychosocial Inspection report emphasises work that AHL must do to address organisational factors such as poor change management, job demands and associated lack of role clarity, and related risks such as fatigue, bullying, harassment, poor organisational justice and inadequate reward and recognition. A Corrective Action Plan and internal working group will be developed to progress remediation of the non-compliance and improvement areas.

Worker's compensation and workplace incidents

During 2025–26, there were 16 workers compensation claims accepted (an increase from the 11 claims accepted in 2024-25), across the following categories:

- Physical injury – 10 claims
- Disease – 3 claims
- Psychological injury – 3 claims.

In 2025–26, AHL has commenced a targeted focus on early intervention to respond to the number of previously accepted claims. This includes a renewed focus on training, education and support in collaboration with Comcare to provide managers with more tools and resources to respond to staff injuries suffered in the workplace.

Workplace incidents

In 2025–26, there were 1,173 hazards and incidents reported across AHL. The most common types of hazards and incidents reported were behaviour related (39%) and reports related to unwell residents (31%). Western Australia had the highest number of hazards and incidents reported (39%).

To minimise risks associated with behaviours and unwell residents, AHL has improved resident management procedures and training, and continues to implement recommendations from a 2025 physical security review and a 2025 Comcare psychosocial hazard inspection.

In 2025–26, 14 incidents were notified to Comcare.

Table 17: AHL notifiable incidents 2023 to 2026.

Notifiable incident classification	2023–24	2024–25	2025–26
Death	1	-	0
Serious Injury/illness	1	3	7
Dangerous incident	-	1	2
Not-notifiable*	-	7	5
Total	**2**	**11**	**14**

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

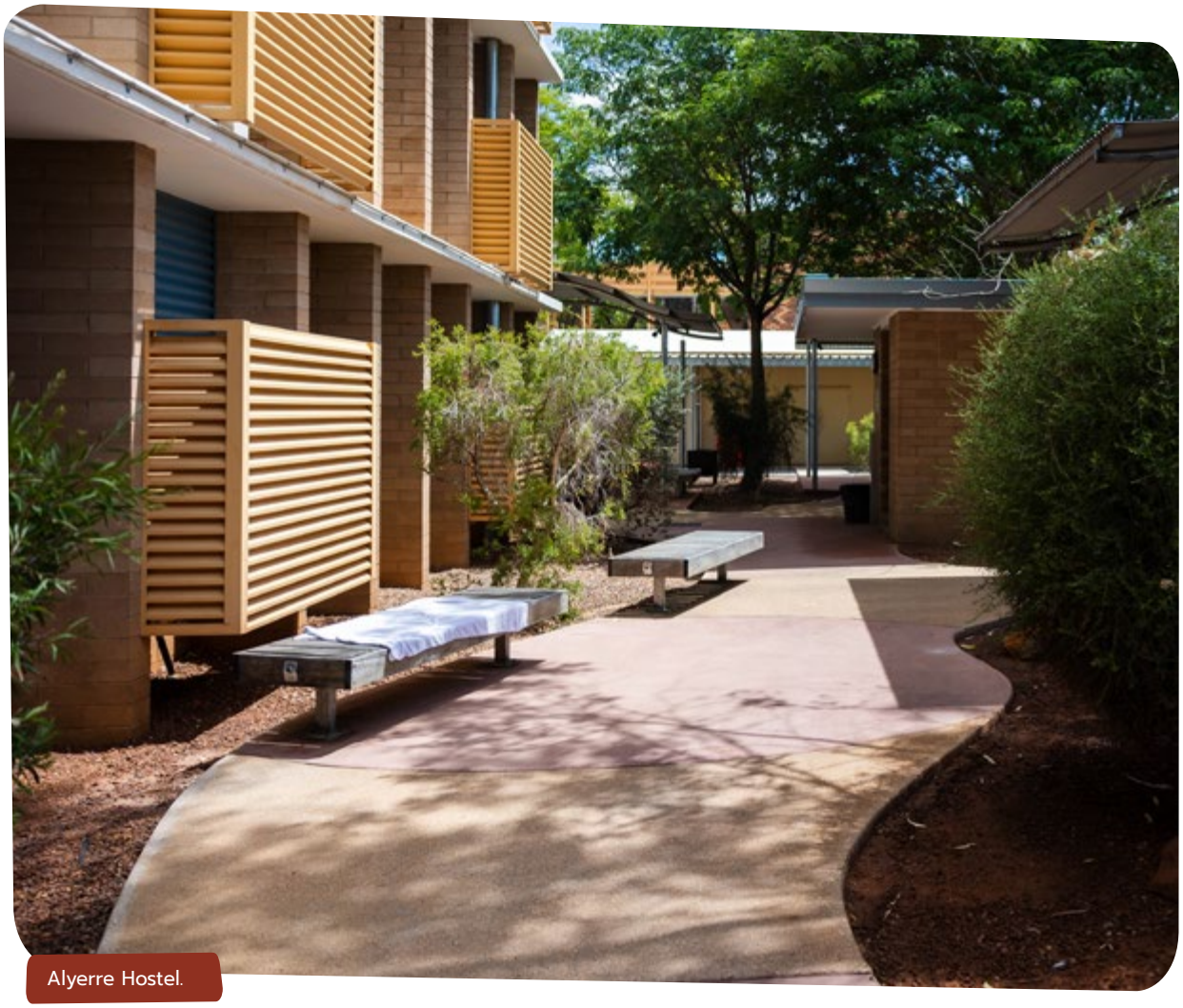
Wellness and wellbeing

In 2025–26, all ongoing and non-ongoing employees with at least 12 months of service were eligible to claim reimbursement of up to $203.20 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.

In 2025–26, AHL employees also had access to reimbursement for vaccinations relating to influenza, hepatitis B, tetanus, and other vaccine-preventable diseases such as COVID-19 boosters, tuberculosis and Q Fever.

AHL's Employee Assistance Program (EAP) is provided by AccessEAP and is available to all AHL employees. AHL's EAP offers short term, solution-based counselling and coaching, focusing on mental health with the help of qualified professional counsellors. AHL's EAP also offers a dedicated Aboriginal and Torres Strait Islander Support Hotline. Employees and members of their immediate family can access up to 6 free sessions per calendar year. During 2025–26, AHL's EAP also provided Critical Incident Debriefing and Manager Support services.



Alyerre Hostel.

Culture story – AHL NAIDOC Awards (2025)



NAIDOC Award recipients, Ronald Jan and Cristal Morris.

The 2025 AHL NAIDOC Awards brought together employees, students and leaders from across our network to celebrate the achievements, contributions, excellence and potential of Aboriginal and Torres Strait Islander people within our organisation and communities.

Held at Kirinari Hostel in Newcastle on 13 August 2025, the event recognised individuals whose dedication, leadership and positive influence reflect AHL's purpose and values. The awards formed part of AHL's NAIDOC Week celebrations and aligned with the 2025 NAIDOC theme, *The Next Generation: Strength, Vision & Legacy*.

The ceremony featured an award presentation of the Employee of the Year to Cristal Morris for her outstanding leadership, integrity and positive impact. Ron Jan was awarded the Lifetime Achievement Award in recognition of his many years of service and lasting contributions to the wellbeing and advancement of Aboriginal and Torres Strait Islander people.

Student awards recognised excellence across a range of areas, including leadership, education, creativity and sport. Selwyn Kelly from Grey Street Hostel received the Youth Award, while Terrence Smith from Kirinari Hostel Newcastle was recognised as Sportsperson of the year. Shakina Frank from Tennant Creek Student Hostel received the Education Award, and Malakai McDonald from Fordimail Hostel was honoured with the Creative Talent Award.

Special mentions were awarded to Orlando Gordon from Fordimail Hostel, Kalias Rami at Fordimail Hostel, Noah Moran at Kirinari Sydney, and Louisa Mene at Canon Boggo Hostel.

Service Awards were awarded to employees with long and valued service with AHL. The awards recognised 12 employees for their dedication and commitment to AHL's purpose. Congratulations to the following recipients:

10 Years

- Angelo Phaltang from Finance
- Luke Kuiha, Elley Bennett Hostel
- Tahenya Willmot, Elley Bennett Hostel
- Anthony Ghee, Elley Bennett Hostel
- Tresna Appo, Sid Ross Hostel
- Raid Leth, AMVP Hostel
- Gleta Swain, Neville Bonner Hostel

15 Years

- Jade Porter, Kirinari Hostel Newcastle
- Mitchell Farhat, Sid Ross Hostel
- Vrishal Raj from Finance, National Office
- Kathleen Baira, Kuiyam Hostel
- Lynette McKenzie from Nagandji Nagandji-Ba Hostel

More than an award ceremony, the event highlighted the important role that employees and students play in strengthening AHL communities. It reaffirmed the value of celebrating successes, recognising contributions, sharing stories, and creating opportunities for Aboriginal and Torres Strait Islander excellence and voices to be seen and heard.

By recognising service, achievement, and leadership, the AHL NAIDOC Awards continue to honour the spirit of NAIDOC Week while strengthening cultural connection across the organisation. The event serves as a reminder that the strength of AHL lies in its people, and in the legacy being built by the next generation.

Employee statistics

Table 18: All ongoing employees in 2025–26

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	23	8	31	18	13	31	-	-	-	-	-	-	-	-	-	62
Qld	27	2	29	36	7	43	-	-	-	-	-	-	-	-	-	72
SA	3	-	3	5	5	10	-	-	-	-	-	-	-	-	-	13
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	4	1	5	2	-	2	-	-	-	-	-	-	-	-	-	7
WA	15	4	19	24	6	30	-	-	-	-	-	-	-	-	-	49
ACT	20	-	20	19	5	24	-	-	-	-	-	-	-	-	-	44
NT	50	2	52	53	13	66	-	-	-	-	-	-	-	-	-	118
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**142**	**17**	**159**	**157**	**49**	**206**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**365**

Table 18.1: All ongoing employees in 2024–25

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	7	28	20	11	31	-	-	-	-	-	-	-	-	-	59
Qld	27	2	29	36	5	41	-	-	-	-	-	-	-	-	-	70
SA	3		3	4	5	9	-	-	-	-	-	-	-	-	-	12
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	4	1	5	2		2	-	-	-	-	-	-	-	-	-	7
WA	15	2	17	17	8	25	-	-	-	-	-	-	-	-	-	42
ACT	23		23	23	2	25	-	-	-	-	-	-	-	-	-	48
NT	44	2	46	45	6	51	-	-	-	-	-	-	-	-	-	97
External territories	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**137**	**14**	**151**	**147**	**37**	**184**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**335**

Table 19: All non-ongoing employees in 2025–26

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	-	1	1	1	1	2	-	-	-	-	-	-	-	-	-	3
Qld	1	-	1	3	-	3	-	-	-	-	-	-	-	-	-	4
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	5	-	5	13	1	14	-	-	-	-	-	-	-	-	-	19
NT	4	1	5	2	-	2	-	-	-	-	-	-	-	-	-	7
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**10**	**2**	**12**	**19**	**2**	**21**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**33**

Table 19.1: All non-ongoing employees in 2024–25

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	1	2	3	-	2	2	-	-	-	-	-	-	-	-	-	5
Qld	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	2
ACT	1	1	2	12	1	13	-	-	-	-	-	-	-	-	-	15
NT	7	-	7	6	2	8	-	-	-	-	-	-	-	-	-	15
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**9**	**3**	**12**	**21**	**5**	**26**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**38**



Ayiparinya Hostel.

Information and Communication Technology (ICT)

ICT strategy

AHL's ICT Strategy 2025–27 continued to focus on consolidating and improving core business functions through the prudent and effective use of technology. This approach supported the achievement of business objectives and enabled the delivery of operational requirements across the organisation.

During 2025–26, key ICT projects continued to support AHL operations by delivering pragmatic, fit-for-purpose services. The ongoing review and consolidation of services strengthened alignment with operational needs and improved collaboration through enhanced information and knowledge sharing.

ICT governance

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

In 2025–26, the committee met 3 times and membership comprised:

- 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 AHL's ICT foundations, improving ICT governance and consolidating systems to enhance information integrity and security.

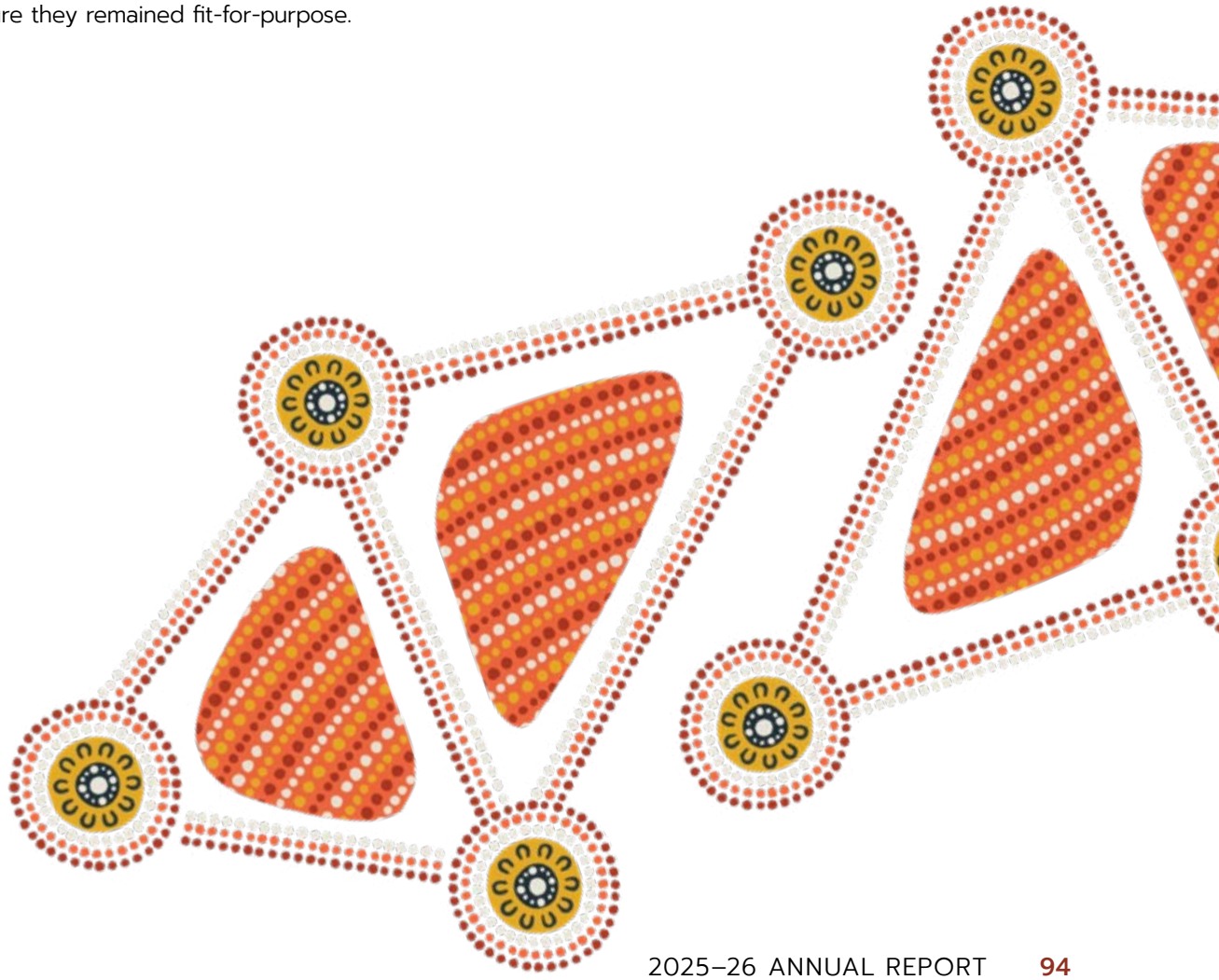
ICT security

Throughout the year, AHL continued to build its cybersecurity resilience in response to the evolving digital landscape. In 2025–26, AHL achieved level 2 maturity (or above) across all Essential Eight mitigation strategies. ICT equipment at the majority of hostel locations were updated, contributing to a more secure ICT environment and greater consistency across systems. Regular cybersecurity training continued throughout the year, equipping employees to recognise and respond to cybersecurity risks in both professional and personal settings.

Efforts continued during 2025–26 to strengthen resourcing within the ICT team. While these initiatives did not result in additional staffing during the reporting period, increasing the team's capacity to respond to and remediate cybersecurity issues remains a priority. Recruitment efforts will continue in 2026–27 to address these capability needs.

Information management

AHL remains committed to transparency, accountability, compliance and the effective management of data, information, and records. In 2025–26, implementation of the Information Governance Framework continued, supporting alignment with the Information Standard for Australian Government and relevant ISO standards. Building on the previous year's progress, this work further strengthened information governance across the organisation and supported 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). AHL's 2026 National Archives of Australia check-up survey result indicates increasing maturity in information management, with further work to continue in 2026–27. To streamline information management processes, enhance information security and support efficient records management, AHL implemented new tools and reviewed systems to ensure they remained fit-for-purpose.



We stayed at the Tamworth Hostel. It is an excellent place to stay, it has great rates, very nice air conditioned rooms, dining rooms, lounge room, laundry, and lovely delicious meals served daily. The staff are just lovely and so helpful, they make you feel very welcome. We will be staying there again. As an added bonus, the hostel is very close to the hospitals.'

– AHL resident



Statutory reports

Directors' report

The Board of Directors presents its Report on Aboriginal Hostels Limited (AHL) for the financial year ended 30 June 2026.

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 2025–26 was the operation of hostels for Aboriginal and Torres Strait Islander 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 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 2025–26 was a $12.6 million deficit, which was lower than the $12.8 million deficit in 2024–25.

Financial position

The net assets of the company at 30 June 2026 were $158.1 million, a decrease of $5.7 million from the previous financial year. The decrease in net assets was primarily due to the operating deficit, offset by the $6.9 million revaluation increment for land and buildings.

The company continues to maintain a sound financial position with $20.8 million in cash and other investments at 30 June 2026 ($31.2 million at 30 June 2025).

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.

Board and Committees

Details of the Board composition during 2025–26 and the role of committees and the working group are included in Corporate Governance section.

Table 20 provides information about remuneration for key management personnel. Tables 21, 22 and 23 outline the composition, qualifications and remuneration of membersof the Audit Risk and Finance Committee, Asset Management Committee, and Investment Committee, respectively.

Table 20: Information about remuneration for key management personnel

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		
Ms Alison Page	Non-executive Director, Interim Chair	$27,735			$3,325				$31,060
Ms Katrina Fanning AO PSM	Chair	$48,028			$5,763				$53,791
Mr Paul Allen	Non-executive Director	$42,183		$17,727	$7,186				$67,096
Mr Simon McGrath AM	Non-executive Director	$42,119		$8,868	$6,116				$57,103
Ms Shona Reid	Non-executive Director	$44,148		$3,811	$5,753				$53,712
Ms Leann Wilson	Non-executive Director	$44,148			$5,296				$49,444
Ms Katie Wyatt	Non-executive Director	$13,871		$2,920	$2,013				$18,804
Professor Jack Beeson	Non-executive Director	$1,973			$237				$2,210
Dr Vanessa Lee-Ah Mat	Non-executive Director	$1,973			$237				$2,210
Mr Michael Newman	Non-executive Director	$1,973			$237				$2,210
Mr Gohar Rind	Non-executive Director	$1,973			$237				$2,210
Mr Shane Hamilton	Chief Executive Officer	$252,487		$18,318	$32,408	$6,509			$309,722

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	General Manager Corporate, Chief Financial Officer and Company Secretary	$180,616		$33,019	$35,638	$8,586			$257,859
	Interim Chief Executive Officer	$74,530		$8,524	$9,306				$92,360
Mr Bob Harvey PSM	General Manager Operations	$220,857		$37,497	$33,519	$6,037		$82,049	$379,959
Ms Jacinta Mack	Acting General Manager Corporate and Company Secretary	$50,907		$557	$6,422				$57,887
Ms Sarah Hartnell	Acting Chief People Officer	$145,247		$4,240	$21,937				$171,424
								Total	**$1,609,061**

Table 21: Audit, Risk and Finance Committee

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 14	4/4	–
Ms Katie Wyatt Director member	Refer to Table 14	2/2	–
Ms Rebecca Richardson Independent member (commenced 9/11/23)	Bach Town Planning, Diploma of Law, Grad Dip Tourism Management, Graduate, Australian Institute of Company Directors. 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 to enhance opportunities and well-being. With over 15 years' non-executive director and chair experience across the housing and development, financial services and tourism sectors, Ms Richardson is also Managing Director of Urbanista, a planning and strategy consultancy practice with a focus on housing and sustainable communities.	4/4	$8,000
Mr Tim Cronin Independent member (commenced 10/11/23)	Bachelor of Commerce (UQ), Bachelor of Economics (UQ) Graduate Diploma in Advanced Accounting QUT. Mr Cronin is a Chartered Accountant and Certified Internal Auditor with over 40 years' experience specialising as an auditor for public and private sector organisations. He is currently a Director at Horizon Nexus (Qld) Audit Pty Limited (formerly PKF as at 30 June 2026) 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 a local government audit and risk committee.	4/4	$8,000

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 20.

Table 22: Asset Management Committee

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 14	4/4	–
Mr Mike Allen PSM OAM Independent Member	Graduate Diploma in Urban Estate Management, Member Australian Institute of Company Directors; Fellow, Institute of Public Administration Australia; Life Member, Australasian Housing Institute. 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 Aboriginal and Torres Strait Islander housing. Mr Allen is a recipient of the Public Service Medal, and more recently was awarded the Medal of the Order of Australia for service to the community through a range of organisations.	4/4	$6,000
Ms Rebecca Richardson Independent member (commenced 8/10/24)	Bach Town Planning, Diploma of Law, Grad Dip Tourism Management, Graduate, Australian Institute of Company Directors. 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 to enhance opportunities and well-being. With over 15 years' non-executive director and chair experience across the housing and development, financial services and tourism sectors, Ms Richardson is also Managing Director of Urbanista, a planning and strategy consultancy practice with a focus on housing and sustainable communities.	4/4	$6,000

10 Under the Remuneration Tribunal Determination, AHL Directors receive additional annual fees for serving on the Asset Management Committee – refer to Table 20.

Table 23: Investment Committee

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 14	4/4	–
Professor Michael E Drew, FAICD Independent Member (commenced 20/11/23)	DPhil (Financial Geography) from St Peter's College, University of Oxford, PhD (Financial Economics) from the University of Queensland, a Fellow of the Australian Institute of Company Directors (FAICD), and Professor Emeritus of Finance at Griffith University. Michael chairs Jobs Queensland, is Deputy Chair of CareSuper, and a director of the Super Members Council. He also serves on a number of investment committees, including the Petroleum Fund of Timor-Leste, WorkCover Queensland and the Public Trustee of Queensland.	4/4	$6,000
Ms Kate Cam Independent Member (commenced 21/11/23)	Master of Applied Finance, Bachelor of Arts (Communication), Graduate, Australian Institute of Company Directors, CFA Charterholder. Ms Cam is an independent investment and data governance consultant providing governance solutions, strategies and education to her clients. 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).	4/4	$6,000

Member and position	Qualifications, knowledge, skills or experience	Number of eligible meetings attended / total number of meetings	Total annual remuneration / sitting fees.
Mr Stuart Robb Independent Member (commenced 21/11/23)	Diploma of Investor Relations Australasian Investor Relations Association (AIRA); Master of Accounting (Bond University); Bachelor of Business (RMIT University) and Melbourne Business School's MURRA Indigenous Business Leadership program. 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. Mr Robb is currently Principal Advisor Group Internal Audit at Rio Tinto and is a board member of First Nations Broadcasting (Darwin).	3/4	$4,500

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.

Compliance

As a result of Board Director terms expiring, during the period 25 October to 14 December 2025, AHL breached the company's constitution by failing to maintain the minimum number of 5 directors required and resulting in AHL being considered non-compliant with the Corporations Act 2001 and the Australian Charities and Not-for-profits Commission Governance Standards. No decisions requiring the Board's approval were made during this period. AHL worked proactively with the Minister's Office to remediate the constitutional breach, which was resolved on 15 December 2025.

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

Prior to her appointment as AHL Board Chair in December 2025, Katrina Fanning was engaged through Coolaman Advisors to facilitate a Board strategy workshops in September 2025. The total cost of this procurement was $7,000 (excluding GST).

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 2026. 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.



Katrina Fanning AO PSM
Chair
Aboriginal Hostels Limited
24 September 2026

Auditor's report

Auditor's Independence Declaration

Australian National Audit Office

Ms Katrina Fanning AO PSM

Chair

Aboriginal Hostels Limited

ABORIGINAL HOSTELS LIMITED FINANCIAL REPORT 2025-26

AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of Aboriginal Hostels Limited for the year ended 30 June 2026, 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

Catherine Pauli

Executive Director

Delegate of the Auditor-General

Canberra

24 September 2026

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

Independent Auditor's Report

Australian National Audit Office

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 2026 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 2026 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 Regulations 2022*.

The financial report of the Company, which I have audited, comprises the following as at 30 June 2026 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 report, comprising material accounting policy information and other explanatory information; and
- Consolidated Entity 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 their 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 2026 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.

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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



Catherine Pauli

Executive Director

Delegate of the Auditor-General

Canberra

24 September 2026

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 2026

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 2026 and its performance for the year then ended,

   (b) comply with Australian Accounting Standards - Simplified Disclosures, the Corporations Regulations 2001 and Division 60 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



Katrina Fanning AO, PSM
Chair
Date: 24 September 2026

Signed



Dermot Walsh CA, FCPA, MAICD
Chief Financial Officer
Date: 24 September 2026

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

FINANCIAL REPORT

for the period ended 30 June 2026

Content

Statement of comprehensive income
Statement of financial position
Statement of changes in equity
Cash flow statement

Financial Performance
1 Expenses
2 Own-source income

Funding
3 Grant received from portfolio department

Financial Position
Financial Assets
4 Cash and cash equivalents
5 Trade and other receivables
6 Other investments

Non-Financial Assets
7 Schedule of property, plant and equipment and intangible assets

Liabilities
8 Suppliers
9 Other payables
10 Interest bearing liabilities

People and relationships
11 Employee provisions
12 Key management personnel
13 Related party disclosures

Managing uncertainties
14 Economic dependency
15 Contingent assets and liabilities

Other information
16 Bequest accounts
17 Current/non-current distinction for assets and liabilities

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Statement of Comprehensive Income
for the period ended 30 June 2026

	Note	2026 $'000	2025 $'000	Original Budget[1] $'000
NET COST OF SERVICES				
Expenses				
Employee benefits	**1A**	49,609	44,562	43,954
Hostel accommodation expenses	**1B**	7,511	7,888	7,640
Administration expenses	**1C**	10,926	12,199	11,165
Property operating expenses	**1D**	9,717	11,116	11,863
Depreciation and amortisation	**1E**	8,898	8,836	8,375
Write-down and impairment of assets and bad debts	**1F**	143	150	350
Finance costs	**1G**	36	37	16
Loss on financial instruments at fair value through the profit and loss	**1H**	390	-	-
Resources provided free of charge	**1I**	5,075	-	4,695
Total expenses		**92,305**	**84,788**	**88,058**
Own-source income				
Own-source revenue				
Revenue from contracts with customers	**2A**	25,101	23,286	22,935
Interest income	**2B**	690	1,889	1,148
Investment income	**2C**	1,737	1,231	1,505
Other revenue	**2D**	5,668	680	5,198
Total own-source revenue		**33,196**	**27,086**	**30,786**
Gains				
Fair value gain on financial instruments at fair value through the profit and loss	**2E**	-	504	348
Total gains		**-**	**504**	348
Total own-source income		**33,196**	**27,590**	**31,134**
Net cost of services		**(59,109)**	**(57,198)**	**(56,924)**
Revenue from Commonwealth Government				
Grant received from Department of the Prime Minister and Cabinet	**3**	46,490	44,416	47,152
Total revenue from Commonwealth Government		**46,490**	**44,416**	**47,152**
Total revenue		**79,686**	**71,880**	**78,286**
Deficit on continuing operations		**(12,619)**	**(12,782)**	**(9,772)**
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Revaluation of land	**7**	2,085	948	-
Revaluation of buildings	**7**	4,801	4,006	-
Total other comprehensive income		6,886	**4,954**	-
Total comprehensive income		**(5,733)**	**(7,828)**	**(9,772)**

The above statement should be read in conjunction with the accompanying notes.
[1] Budget has been categorised using line item categories from the financial statements.

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

Employee benefits	This variance was mainly due to increased overtime, casuals and superannuation due to hostel worker shortages.
Property operating expenses	This variance was mainly due to decrease repairs and maintenance and security services costs.
Write-down and impairment of assets and bad debts	This variance was mainly due to the decreases in bad debts expense, as a result of improved debt recovery processes and lower than anticipated asset write-downs.
Revenue from customers	This variance was mainly driven by higher tariff revenue resulting from increased hostel bed occupancy.
Interest income	The unfavourable interest income variance stemmed from delayed term deposit placements caused by staggered release of 2025-26 funding between Supply Act and Appropriation Act.
Investment income	This variance related to receiving less cash distribution received from the managed fund investment.
Loss/gain on financial instruments at fair value through the profit and loss	The variance related to fair value loss of AHL's managed funds investment as at balance date.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Statement of Financial Position
as at 30 June 2026

	Note	2026 $'000	2025 $'000	Original Budget[1] $'000
ASSETS				
Financial assets				
Cash and cash equivalents	**4**	6,804	5,641	10,540
Trade and other receivables	**5**	2,486	2,417	1,995
Other investments	**6**	13,958	25,518	19,745
Total financial assets		**23,248**	**33,576**	**32,280**
Non-financial assets[2]				
Land	**7**	48,495	46,410	45,462
Buildings	**7**	94,300	90,711	80,549
Work in progress	**7**	78	3,940	2,095
Leasehold improvements	**7**	1,254	1,181	782
Plant and equipment	**7**	4,334	4,821	2,147
Art and artefacts	**7**	3,244	3,277	3,279
Intangibles	**7**	2	27	105
Prepayments		741	822	532
Total non-financial assets		**152,448**	**151,189**	**134,951**
Total assets		**175,696**	**184,765**	**167,231**
LIABILITIES				
Payables				
Suppliers	**8**	2,219	2,581	2,051
Other payables	**9**	3,420	7,228	1,851
Total payables		**5,639**	**9,809**	**3,902**
Interest bearing liabilities				
Leases	**10**	1,819	2,728	1,244
Total interest bearing liabilities		**1,819**	**2,728**	**1,244**
Provisions				
Employee provisions	**11**	10,175	8,432	6,949
Total provisions		**10,175**	**8,432**	**6,949**
Total liabilities		**17,633**	**20,969**	**12,095**
Net assets		**158,063**	**163,796**	**155,136**
EQUITY				
Contributed equity		99,648	99,648	99,648
Reserves		88,069	81,183	76,229
Retained surplus/(Accumulated deficit)		(29,654)	(17,035)	(20,741)
Total equity		**158,063**	**163,796**	**155,136**

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

[1] Budget has been categorised using line item categories from the financial statements.

[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	This variance was due to higher than budgeted deficit on continuing operations and higher than budgeted capital expenditure
Trade and other receivables	This variance was mainly due to higher final cash distribution receivable from the managed fund investment.
Other investments	This variance was mainly due to partial divestment of the managed fund investment.
Land and buildings	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 2026.
Work in progress	This variance was due to the capital projects being completed earlier than planned in the budget.
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 and higher than budgeted overall capital expenditure.
Other payables	This variance was mainly from receiving operating funding in advance for Tennant Creek hostels and higher employee benefit costs accrued as at 30 June 2026.
Leases	This variance was due to new fleet leases executed during the financial year.
Employee provisions	This variance was due mainly due to lower than budgeted annual leave taken, provision for a historic superannuation underpayment on certain allowances and the impact from salary increments of the new enterprise agreement on employee provisions.
Reserves	This variance was related to materiality review of land and buildings as at 30 June 2026.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Statement of Changes in Equity
for the period ended 30 June 2026

	Note	2026 $'000	2025 $'000	Original Budget[1] $'000
CONTRIBUTED EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		99,648	97,291	99,648
Transactions with owners				
Contributions by owners				
Equity injection		-	2,357	-
Total transactions with owners		-	2,357	-
Closing balance as at 30 June		**99,648**	**99,648**	**99,648**
RETAINED EARNINGS				
Opening balance as at 1 July				
Balance carried forward from previous period		(17,035)	(4,253)	(10,969)
Comprehensive income				
Surplus/(Deficit) for the period		(12,619)	(12,782)	(9,772)
Total comprehensive income		**(12,619)**	**(12,782)**	**(9,772)**
Closing balance as at 30 June		**(29,654)**	**(17,035)**	**(20,741)**
ASSET REVALUATION RESERVE				
Opening balance as at 1 July				
Balance carried forward from previous period		81,183	76,229	76,229
Comprehensive income				
Change in asset revaluation reserve		6,886	4,954	-
Total comprehensive income		**6,886**	**4,954**	**-**
Closing balance as at 30 June		**88,069**	**81,183**	**76,229**
TOTAL EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		163,796	169,267	164,908
Comprehensive income				
Surplus/(Deficit) for the period		(12,619)	(12,782)	(9,772)
Change in assets revaluation reserve		6,886	4,954	-
Total comprehensive income		**(5,733)**	**(7,828)**	**(9,772)**
Contributions by owners				
Equity injection		-	2,357	-
Total transactions with owners		**-**	**2,357**	**-**
Closing balance as at 30 June		**158,063**	**163,796**	**155,136**

The above statement should be read in conjunction with the accompanying notes.
[1] Budget has been categorised using line item categories from the financial statements.

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

Asset revaluation reserve	This variance was related to materiality review of land and buildings at 30 June 2026.
Surplus/ (deficit) for the period	This variance was driven by a higher than budgeted deficit from continuing operations.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Cash Flow Statement
for the period ended 30 June 2026

	Note	2026 $'000	2025 $'000	Original Budget[1] $'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Commonwealth Government		48,876	50,061	48,906
Receipts from State and Territory Governments		4,263	3,567	3,735
Receipts from hostel accommodation customers		20,424	18,910	18,094
Interest		393	424	265
Net GST received		2,552	2,800	3,372
Other		71	266	500
Total cash received		**76,579**	**76,028**	**74,872**
Cash used				
Employees		48,063	44,242	43,276
Suppliers		31,080	31,222	33,965
Interest paid - leases		36	37	16
Other		-	820	75
Total cash used		**79,179**	**76,321**	**77,332**
Net cash used by operating activities		**(2,600)**	**(293)**	**(2,460)**
INVESTING ACTIVITIES				
Capital cash received				
Proceeds from investments - term deposits		26,170	64,348	-
Proceeds from managed funds		6,391	585	1,537
Interest on investments		356	1,584	883
Total investing cash received		32,917	66,517	2,420
Capital cash used				
Payment for property, plant and equipment		7,981	11,734	5,110
Investments - term deposits		20,000	58,450	-
Total capital cash used		**27,981**	**70,184**	**5,110**
Net cash from/ (used by) investing activities		**4,936**	**(3,667)**	**(2,690)**
FINANCING ACTIVITIES				
Financing cash received				
Contributed Equity		-	2,357	-
Total cash received		**-**	**2,357**	**-**
Financing cash used				
Principal repayments - leased assets		1,173	1,105	1,021
Total cash used		**1,173**	**1,105**	**1,021**
Net cash received by financing activities		**(1,173)**	**1,252**	**(1,021)**
Net increase/(decrease) in cash held		**1,163**	**(2,708)**	**(6,171)**
Cash and cash equivalents at the beginning of the reporting period		5,641	8,349	16,711
Cash and cash equivalents at the end of the reporting period	**4**	**6,804**	**5,641**	**10,540**

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 report.

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

Receipts from hostel accommodation customers	This variance was mainly driven by higher tariff revenue resulting from increased hostel bed occupancy.
Operating other cash received	This variance was due to budgeted external grant funding not received during the year.
Interest	Interest earned on the operating bank account was lower than budgeted due to staggered release of 2025-26 funding between Supply Act and Appropriation Act.
Investing activities capital cash received - proceeds from investments – term deposits	This variance resulted from staggered appropriation release, delayed term deposit placements, and the timing of subsequent investment maturities.
Investing activities capital cash received - proceeds from managed funds	This variance was driven by an unbudgeted partial divestment of managed funds to fund operating expenditure.
Investing activities capital cash received - interest on investments	The unfavourable interest income variance stemmed from delayed term deposit placements caused by staggered release of 2025-26 funding between Supply Act and Appropriation Act.
Investing activities cash used – payment for property, plant, equipment and intangibles	This variance related to higher than budgeted expenditures for the expansion of the Northern Territory Government owned Apmere Mwerre Visitor Park in Alice Springs.
Investing activities capital cash used – investment of term deposits	This variance resulted from staggered appropriation release leading to a lower placement of term deposit.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

Notes to the Financial Report
for the period ended 30 June 2026

Overview
Aboriginal Hostels Limited (AHL) is a not-for-profit (NFP) 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 Australian Charities and Not-for-profits Commission Regulation 2022.

AHL is classified for financial reporting purposes as a 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.

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.

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.

Financial performance
This section analyses the financial performance of Aboriginal Hostels Limited for the year ended 30 June 2026.

Expenses	Note	2026	2025
Note 1A: Employee benefits		**$'000**	**$'000**
Wages and salaries		36,614	32,484
Annual leave		3,177	2,411
Long service leave		1,289	995
Other leave		2,307	1,847
Superannuation		5,952	6,658
Termination benefits		270	167
Total employee benefits		**49,609**	**44,562**

Accounting policy
Accounting policies for employee related expenses are contained in note 11.

Note 1B: Hostel accommodation expenses			
Food and beverages		5,857	5,797
Cleaning and hygiene		1,654	2,091
Total hostel accommodation expenses		**7,511**	**7,888**
Note 1C: Administration expenses			
Information communication technology		3,260	2,893
Workers compensation expenses		2,037	1,507
Consultants		1,272	1,254
Contractors		1,130	1,474
Travel and accommodation		851	950
Training and recruitment		577	882
Insurance		355	265
Directors' fees	**12B**	340	460
Marketing		137	183
Audit fees		141	136
Legal expenses		153	348
Student activity expenses		170	164
Postage and stationery		98	165
Bank charges		53	55
Vehicle short-term leases		9	28
Settlement expenses		-	1,210
Other		343	225
Total administration expenses		**10,926**	**12,199**

Note 1D: Property operating expenses	2026	2025
	$'000	$'000
Repairs and maintenance	5,624	6,028
Fuel and power	2,061	2,034
Security services	800	1,751
Rates	934	980
Minor furnishings	286	296
Short-term leases	3	5
Other	9	22
Total property operating expenses	**9,717**	**11,116**

AHL had short-term lease commitments of $1,117k as at 30 June 2026 ($1,104k as at 30 June 2025).

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	2026	2025
	$'000	$'000
Depreciation		
Buildings	6,710	6,891
Plant and equipment	1,844	1,471
Art and artefacts	33	33
Leasehold improvements	287	407
Total depreciation	**8,874**	**8,802**
Amortisation		
Intangibles	24	34
Total amortisation	**24**	**34**
Total depreciation and amortisation	**8,898**	**8,836**

Note 1F: Write-down and impairment of assets and bad debts		
Write-down and impairment of assets		
Building	124	109
Plant and equipment	19	35
Art and artefacts	-	2
Total write-down and impairment of assets	**143**	**146**
Bad debts write off and provision for bad debts	-	4
Total write-down and impairment of assets and bad debts	**143**	**150**

Accounting policy

Accounting policies for depreciation expenses are located after Note 7.

Note 1G: Finance costs	2026 $'000	2025 $'000
Interest on lease liabilities	36	37
Total finance costs	**36**	**37**

Note 1H: Loss on financial instruments at fair value through the profit and loss		
Fair value loss on financial instruments at fair value through the profit and loss	390	-
Total loss from financial instruments	**390**	**-**

Note 1I: Resources provided free of charge		
Resources provided free of charge	5,075	-
Total resources provided free of charge	**5,075**	**-**

Resources provided free of charge in 2025-26 relate to the transfer of the asset from the Apmere Mwerre Visitors Park upgrade and expansion project to the Northern Territory Government, as the facility owner.

Notes to the Financial Report
for the period ended 30 June 2026

Own-source revenue

Note 2A: Revenue from contracts with customers	**2026 $'000**	**2025 $'000**
Hostel accommodation revenue	20,187	18,807
Funding for operation of hostels	4,914	4,479
Total revenue from contracts with customers	**25,101**	**23,286**

Funding received for operation of hostels
Hostel accommodation revenue

Tariffs collected from residents	17,710	16,777
Tariffs collected from contracts	2,477	2,030
Total hostel accommodation revenue	**20,187**	**18,807**

Operating funding for hostels managed by AHL

National Indigenous Australians Agency (NIAA)		
Tennant Creek Hostels	1,039	1,030
Northern Territory Department of Children and Families		
Apmere Mwerre Visitor Park	2,640	2,181
Northern Territory Department of Health		
Alyerre Hostel	1,235	1,268
Total operating funding received	**4,914**	**4,479**

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.

Notes to the Financial Report
for the period ended 30 June 2026

	2026	2025
Note 2B: Interest income	**$'000**	**$'000**
Interest income	690	1,889
Total interest income	**690**	**1,889**
Note 2C: Investment income		
Investment Income	1,737	1,231
Total investment income	**1,737**	**1,231**
Note 2D: Other revenue		
Grants	5,391	392
Rent received	141	237
Donations received	5	-
Other revenue	131	51
Total other income	**5,668**	**680**
Note 2E: Gains		
Gain on financial instruments at fair value through the profit and loss	-	504
Total gains	**-**	**504**
Note 3: Revenue from Commonwealth Government		
Grant received from Department of the Prime Minister and Cabinet	46,490	44,416
Total grant received from Commonwealth Government	**46,490**	**44,416**

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.

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	**2026 $'000**	**2025 $'000**
Cash at bank	6,804	5,454
Donation account	-	187
Total cash and cash equivalent	**6,804**	**5,641**

Note 5: Trade and other receivables		
Trade receivables	372	526
Less: Impairment loss allowance	(20)	(42)
Total trade receivables	**352**	**484**
GST receivable	296	382
Managed funds distribution receivable	1,384	1,038
Other receivables	454	513
Total other receivable	**2,134**	**1,933**
Total trade and other receivables	**2,486**	**2,417**

Note 6: Other investments		
Term deposits	-	6,170
Managed funds	13,958	19,348
Total other investment	**13,958**	**25,518**

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.

1. Financial assets:

In accordance with AASB 9 Financial Instruments, the entity classifies its financial assets in the following categories:

a) financial assets at fair value through profit or loss;
b) financial assets at fair value through other comprehensive income; and
c) financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date. Comparatives have not been restated on initial application.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial assets at fair value through other comprehensive income (FVOCI)

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets and the cash flows meet the SPPI test. Any gains or losses as a result of fair value measurement or the recognition of an impairment loss allowance is recognised in other comprehensive income.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets are classified as financial assets at fair value through profit or loss where the financial assets either don't meet the criteria of financial assets held at amortised cost or at FVOCI (i.e. mandatorily held at FVTPL) or may be designated.

Financial assets at FVTPL are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest earned on the financial asset.

2. Financial liabilities:

Financial liabilities are classified as either financial liabilities ‘at fair value through profit or loss’ or other financial liabilities. Financial liabilities are recognised and derecognised upon ‘trade date’.

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

Financial labilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to the Financial Report
for the period ended 30 June 2026
Note 7: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles 2026

	Land	Buildings	Work In Progress	Leasehold Improvements	Plant and Equipment	Art and Artefacts	Intangibles	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
As at 1 July 2025								
Gross book value	46,410	95,895	3,940	3,413	11,411	3,310	202	164,581
Accumulated depreciation	-	(5,184)	-	(2,232)	(6,590)	(33)	(175)	(14,214)
Total as at 1 July 2025	**46,410**	**90,711**	**3,940**	**1,181**	**4,821**	**3,277**	**27**	**150,367**
Right of use assets value as at 1 July 2025	-	2,000	-	-	553	-	-	2,553
Adjusted total as at 1 July 2025	**46,410**	**88,711**	**3,940**	**1,181**	**4,268**	**3,277**	**27**	**147,814**
Additions:								
By acquisition	-	-	8,302	-	-	-	-	8,302
Capitalised from work in progress	-	5,622	(7,089)	360	1,107	-	-	-
Disposal of assets	-	(124)	-	-	(17)	-	-	(141)
Resources provided free of charge	-	-	(5,075)	-	-	-	-	(5,075)
Revaluations and impairments recognised in other comprehensive income[1]	2,085	4,801	-	-	-	-	-	6,886
Depreciation expense	-	(5,838)	-	(287)	(1,614)	(33)	(25)	(7,797)
Depreciation expense on right-of-use assets	-	(872)	-	-	(227)	-	-	(1,099)
Other movements of right-of-use assets	-	-	-	-	264	-	-	264
Total as at 30 June 2026	**48,495**	**94,300**	**78**	**1,254**	**4,334**	**3,244**	**2**	**151,707**
Total as at 30 June 2026 represented by								
Gross book value	48,495	100,356	78	3,773	12,675	3,310	202	168,889
Accumulated depreciation	-	(6,056)	-	(2,519)	(8,341)	(66)	(200)	(17,182)
Total as at 30 June 2026	**48,495**	**94,300**	**78**	**1,254**	**4,334**	**3,244**	**2**	**151,707**
Carrying amount of right-of-use assets	-	1,128	-	-	590	-	-	1,718

[1]In 2025-26 AHL undertook a materiality review of land and buildings assets against carrying value, which resulted an increase in fair value of $6,886k at 30 June 2026.
The above lease disclosures should be read in conjunction with the accompanying notes 1E and 11.
No asset were held for sale as at 30 June 2026

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 fair 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.

Accounting policy (continued) - Property, plant and equipment

In 2025-26 AHL undertook a materiality review of land and buildings carrying values undertaken by JLL, which resulted in an increase in fair value by $6.886m at 30 June 2026.

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 2026, 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	2026	2025
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.

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.

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.

	2026 $'000	2025 $'000
Note 8: Suppliers		
Trade creditors and accruals	2,219	2,581
Total suppliers	**2,219**	**2,581**
Suppliers expected to be settled		
No more than 12 months	2,219	2,581
Total suppliers	**2,219**	**2,581**
Note 9: Other payables		
Grants received in advance	966	5,227
Employee payables	1,896	1,412
Refundable tariffs	354	372
Unearned revenue	204	217
Total other payables	**3,420**	**7,228**
Other payable expected to be settled		
No more than 12 months	3,420	7,228
Total other payables	**3,420**	**7,228**
Note 10: Lease liabilities		
Buildings lease liability	1,218	2,170
Plant and equipment lease liability	601	558
Total lease liability	**1,819**	**2,728**
Lease liability expected to be settled		
No more than 12 months	990	1,104
More than 12 months	829	1,624
Total lease liability	**1,819**	**2,728**

Credit terms for goods and services were within 30 days (2025: 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.

Interest bearing liabilities – ROU leases
Total cash outflow for leases for the period ended 30 June 2026 was $1.209m (30 June 2025 was $1.142m).

Maturity analysis – contractual undiscounted cash flows

	2026 $'000	2025 $'000
Within 1 year	990	1,158
Between 1 to 5 years	882	1,638
More than 5 years	-	-

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 expired on 30 June 2025. AHL is negotiating for renewal of the lease.
- Kirinari Newcastle at 15 Myall Road, Newcastle, NSW: AHL operates a secondary education hostel on the site, the lease expired on 30 June 2025. AHL is negotiating for renewal of the lease.
- 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.

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.

	2026 $'000	2025 $'000
Note 11: Provision for employee benefits		
Provision for annual leave	3,569	2,943
Provision for long service leave	4,606	3,668
Provision for superannuation	2,000	1,821
Total provision for employee benefits	**10,175**	**8,432**
Employee benefits expected to be settled		
No more than 12 months	6,146	5,222
More than 12 months	4,029	3,210
Total employee benefits	**10,175**	**8,432**

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.

Defined benefit plan

The defined benefit plan disclosure requirements set out above, including the disclosure of the actual return on plan assets for the current year, are not applicable to AHL, as AHL does not manage or participate in defined benefit schemes such as the PSS, CSS or military superannuation schemes.

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.

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 12: Key management personnel

Note 12A: Key management personnel in office at any time during the financial year:

Directors	Position	Term
Ms Katrina Fanning	Chair	15 Dec 2025 to 14 Dec 2028
Ms Shona Reid	Deputy Chair	15 Jun 2026 to 14 Jun 2029
	Non-executive director	15 Jun 2023 to 14 Jun 2029
Professor Jack Beetson	Non-executive director	15 Jun 2026 to 14 Jun 2029
Dr Vanessa Lee-Ah Mat	Non-executive director	15 Jun 2026 to 14 Jun 2029
Mr Michael Newman	Non-executive director	15 Jun 2026 to 14 Jun 2029
Mr Gohar Rind	Non-executive director	15 Jun 2026 to 14 Jun 2029
Ms Leann Wilson	Non-executive director	30 Oct 2020 to 29 Oct 2026
Ms Alison Page	Interim Chair	15 Feb 2025 to 24 Oct 2025
	Non-executive director	25 Oct 2022 to 24 Oct 2025
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

Executive	Position	Period
Mr Shane Hamilton	Chief Executive Officer	Commenced 29 Sep 2025
Mr Dermot Walsh	General Manager Corporate, Chief Financial Officer and Company Secretary	Commenced 29 Sep 2025
	Interim Chief Executive Officer	10 Mar 2025 to 28 Sep 2025
	Chief Financial Officer and Company Secretary	21 Jul 2020 to 9 Mar 2025
Mr Robert Harvey	General Manager Operations	28 Jan 2020 to 30 Jun 2026
Ms Sarah Hartnell	A/g Chief People Officer	27 Mar 2025 to 30 Apr 2026
Ms Jacinta Mack	A/g General Manager, Corporate and Company Secretary	17 Mar 2025 to 28 Sep 2025

Notes to the Financial Report
For the period ended 30 June 2026

Note 12B: Key management personnel remuneration

	2026 $	2025 $
Directors' remuneration[1]		
Short-term benefits	303,449	412,157
Post-employment benefits	36,401	47,398
Total directors' remuneration	**339,850**	**459,555**
Executive remuneration		
Short-term employee benefits		
Short-term employee benefits	1,026,799	1,054,224
Post-employment benefits	139,230	152,202
Other long-term employee benefits	21,133	36,692
Termination benefits	82,049	-
Total executive remuneration[2]	**1,269,211**	**1,243,118**
Total key management personnel remuneration[3]	**1,609,061**	**1,702,673**

1. Under the Remuneration Tribunal Determination, AHL directors receive additional annual fees for serving on Board committees - the Audit Risk and Finance Committee and the Asset Management Committee. These additional fees are included in directors' remuneration above. The total number of directors that are included in the above table are 11 for 2025-26 and 8 for 2024-25.
2. The total number of executive personnel that are included in the above table are 5 for 2025-26 and 6 for 2024-25.
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 13: 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.

Prior to her appointment as AHL Board Chair in December 2025, Katrina Fanning was engaged through Coolamon Advisors to facilitate a Board strategy workshops in September 2025. The total cost of this procurement was $7,000 (excluding GST).

Managing uncertainties

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

Note 14: Economic dependency

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

Note 15: Contingent assets and liabilities

AHL had three contingent liabilities in relation to historic compensation claims at balance date. Any liability in relation to these matters 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.

Notes to the Financial Report
for the period ended 30 June 2026
Other Information

Note 16: 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 report but have been instead reported separately in this note.

Note 16A: 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 5.36%. The term deposit is maturing on 28 May 2027. Accrued interest on term deposit as at 30 June 2026 was $363.

	2026 $	2025 $
OPERATING ACCOUNT		
Opening balance	(224)	-
Interest	3,239	3,974
Expenses	(4,936)	(3,946)
Transfer to term deposit	1,921	(253)
Closing balance of operating account	-	(225)
Term deposit		
Opening balance	76,824	76,571
Matured term deposit and reinvestment	(1,921)	253
Closing balance of term deposit	74,903	76,824
Closing balance of May Ames bequest account	**74,903**	**76,824**

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 5.36%. The term deposit is maturing on 28 May 2027. Accrued interest on term deposit as at 30 June 2026 was $270.

OPERATING ACCOUNT		
Opening balance	-	-
Interest	2,253	2,638
Expenses	-	-
Transfer to term deposit	(2,253)	(2,638)
Closing balance of operating account	-	-
Term deposit		
Opening balance	53,456	50,818
Matured term deposit and reinvestment	2,253	2,638
Closing balance of term deposit	55,709	53,456
Closing balance of Ashley Cooper bequest account	**55,709**	**53,456**

Note 17: Current/non-current distinction for assets and liabilities

	2026 $'000	2025 $'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	6,804	5,641
Trade and other receivables	2,486	2,417
Other investments	-	6,170
Other non-financial assets	741	822
Total no more than 12 months	**10,031**	**15,050**
More than 12 months		
Land	48,495	46,410
Buildings	94,300	90,711
Work in progress	78	3,940
Leasehold improvements	1,254	1,181
Plant and equipment	4,334	4,821
Art and artefacts	3,244	3,277
Intangibles	2	27
Other investments	13,958	19,348
Total more than 12 months	**165,665**	**169,715**
Total assets	**175,696**	**184,765**
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	2,219	2,581
Other payables	3,420	7,228
Leases	990	1,104
Employee provisions	6,146	5,222
Total no more than 12 months	**12,775**	**16,135**
More than 12 months		
Leases	829	1,624
Employee provisions	4,029	3,210
Total more than 12 months	**4,858**	**4,834**
Total liabilities	**17,633**	**20,969**





Index and Appendices

List of 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	Page(s)	Description	Requirement
28E	-	Contents of annual report	-
28E(a)	13	The purposes of the company as included in the company's corporate plan for the reporting period	Mandatory
28E(aa)	32-57	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)	13	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)	13	Any directions given to the company by a Minister under the company's constitution, an Act or an instrument during the reporting period	If applicable, mandatory
28E(d)	13	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)	104	Particulars of noncompliance with: (a) a direction given to the company 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)	67-71	Information on each director of the company during the reporting period	Mandatory
28E(g)	65	An outline of the organisational structure of the company (including any subsidiaries of the company)	Mandatory
28E(ga)	90-91	Statistics on the company'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 staff location	Mandatory
28E(h)	20-21, 83	An outline of the location (whether or not in Australia) of major activities or facilities of the company	Mandatory

PGPA Rule Reference	Page(s)	Description	Requirement
28E(i)	66, 72-73	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 company 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 company 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)	97	Any significant activities or changes that affected the operations or structure of the company during the reporting period	If applicable, mandatory
28E(m)	74	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)	74	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)	98-99	Information about executive remuneration	Mandatory

PGPA Rule Reference	Page(s)	Description	Requirement
28E(ob)	100	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. 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 24: 2025–26 greenhouse gas emissions inventory – location-based method

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	3,005.21	390.60	3,395.81
Natural Gas	357.27	n/a	50.54	407.81
Solid Waste	0.00	n/a	0.00	0.00
Refrigerants	0.00	n/a	n/a	0.00
Fleet and Other Vehicles	57.59	n/a	14.21	71.80
Domestic Commercial Flights	n/a	n/a	82.34	82.34
Domestic Hire Car	n/a	n/a	3.50	3.50
Domestic Travel Accommodation	n/a	n/a	20.52	20.52
Other Energy	0.00	n/a	0.00	0.00
Total	**414.86**	**3,005.21**	**561.71**	**3,981.78**

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO_2-e = Carbon Dioxide Equivalent.

* Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2025–26 emissions reporting. See the Emissions Reporting Framework for more details.

Table 25: 2025–26 electricity greenhouse gas emissions

	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e	Electricity kWh
Location-based electricity emissions	3,005.21	390.60	3,395.80	5,126,292.67
Market-based electricity emissions	3,274.66	444.71	3,719.37	4,042,787.73
Total renewable electricity	n/a	n/a	n/a	1,083,504.94
Renewable Power Percentage	n/a	n/a	n/a	886,336.01
Jurisdictional Renewable Power	n/a	n/a	n/a	197,168.94
GreenPower	n/a	n/a	n/a	-
Large-scale generation certificates	n/a	n/a	n/a	-

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 Excludes behind-the-meter solar other than generation used to create largescale generation certificates (LGCs).

2 The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

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

Appendix B. 2024–25 Annual Report corrections

AHL's earlier Annual Report 2024–25 contained information which requires clarification and correction.

Information reported in the 2024–25 Annual Report	Clarifications / Corrections
AHL notifiable incidents.	The 2024–25 notifiable incident figures were updated by Comcare after the reporting period. The revised figures are presented in Table 17 of this report.

A-Z Index

A

Aboriginal and Torres Strait Islander Act 2005, 72
Aboriginal and Torres Strait Islander employees, 19, 46, 49, 51, 82, 83
Aboriginal and Torres Strait Islander Staff Cultural Advisory Group, 15
Aboriginal Hostels Limited (AHL)
  Board *see* Board of Directors
  company structure, 13, 65, 72, 97
  Constitution, 13, 31, 66, 97, 104
  culture and values, 14
  employees *see* staff
  model and service, 13
  network, 13, 17, 20–22
  objectives, 97
  overview, 8–29
  performance *see* performance
  proceedings on behalf of the company, 104
  purpose, 13, 119
  registered office, 97
  services, 13, 17–18
  strategic direction *see* 10-Year Strategy
  vision, 13

ABSTUDY, 17
AccessEAP *see* Employee Assistance Program
Accountable Authority, 73; *see also* Board of Directors
Acknowledgement of Country, inside front cover
address and contact details, inside front cover, 4
administrative tribunal decisions, 74
Affirmative Measure positions, 46, 50
Alice Springs, 10, 21, 44, 54–56, 97
Allawah Grove Hostel, Perth, 22
Allen, Mike, 101
Allen, Paul, 9, 10, 68, 98, 100, 102, 136
Alyerre Hostel, Alice Springs, 21, 88, 97, 124
AMVP *see* Apmere Mwerre Visitors Park (AMVP), Alice Springs
ANAO *see* Australian National Audit Office
Annual Business Plan, 31
annual report 2024–25, corrections to, 147
antenatal hostels, 17, 43, 45
Apmere Mwerre Visitors Park (AMVP), Alice Springs, 2, 21, 89, 97
  expansion project, 10, 48, 53, 54–56
  funding and lease arrangements, 118, 123, 124, 134

APS *see* Australian Public Service
Archives Act 1983, 72
ARFC *see* Audit, Risk and Finance Committee
Armidale facility, 18
asset management, 53, 77
  roof safety certification program, 77
  security upgrades, 77
  Strategic Asset Management Plan, 53, 78, 79
  see also Asset Management Committee; repairs and maintenance

Asset Management Committee, 65, 68, 74, 75, 97, 101, 137
Audit and Compliance team (People Branch), 80, 81
Audit, Risk and Finance Committee, 65, 68, 73, 74, 75, 97, 100
Auditor-General *see* Australian National Audit Office
Auditor-General Act 1997, 72, 106
auditor's independence declaration, 104, 105
audits
  financial report, 105–108
  internal, 74, 86

Aurion Human Resource Management Information System, 10, 80, 84
Australian Charities and Not-for-profits Commission Act 2012, 72, 106, 107, 109, 119
Australian Charities and Not-for-profits Commission Governance Standards, 104
Australian Government funding *see* funding
Australian National Audit Office
  auditor's independence declaration, 104, 105
  independent auditor's report, 106–108

Australian Public Service
Code of Conduct, Values and Employment Principles, 73
Employee Census, 74, 82
values, 14

Australian Securities and Investments Commission, 74
Australian Taxation Office, 97, 120
awards *see* NAIDOC Awards; PROUD values and awards
Ayiparinya Hostel, Alice Springs, 21, 92

B

bed nights, 19, 32, 34–35
beds, number of, 17, 20, 32, 54, 56
Beetson, Jack, 9, 69, 98, 136
Biala Hostel, Sydney, 21, 33, 124
Board of Directors, 66–71
Accountable Authority, 73
appointments and departures, 9, 10, 136
committees, 65, 75, 97, 100–103
compliance breach (minimum number of directors), 104
Directors' report, 97–104
ethical standards, 73
Governance Charter, 72, 73
indemnities and insurance, 104
meetings, 66, 67–71
membership, 9, 50, 66, 67–71, 136
remuneration, 75, 98, 137
role and responsibilities, 66
see also Chair

Broome Hostel, 22, 29, 134
business structure, 72

C

Cam, Kate, 102
Canberra Office *see* National Office, Canberra
Canon Boggo Pilot Hostel, Thursday Island, 22, 89
capability development, 84–85
Capability Dashboards, 84
Capability Strategy, 84
induction program, 84
see also Cultural Awareness Program

capital expenditure, 53, 63
case studies *see* stories
Census Action Plan 2025–28, 82
Chair, 66
financial report declaration, 109
letter of transmittal, 3
message from, 9–10
see also Board of Directors; Fanning, Katrina

Chief Executive Officer, 9, 50, 65, 66, 72, 98, 136
appointment, 9, 11, 136
interim, 9, 99, 136
message from, 11–12
remuneration, 75, 98
see also Hamilton, Shane

Chief Financial Officer, 65, 72, 99, 109, 136
Chief Information Officer, 65, 93
Chief People Officer, 46, 50, 65, 72, 93, 99, 136
Child and Young Person Safeguarding Framework, 10, 15–16, 47, 84
child protection, 15, 47
child safeguarding, 10, 15–16, 47, 84
annual risk assessments, 15, 16
commitment statement, 16
training, 10, 16, 47, 84
see also Child and Young Person Safeguarding Framework; Commonwealth Child Safe Framework

children and young people, 15–16, 25, 47; *see also* child safeguarding; secondary education hostels; young people
Closing the Gap, 43–52, 54, 84
outcomes, 43, 45–49
priority reform areas, 43, 50–52
see also National Agreement on Closing the Gap

Code of Conduct *see* Australian Public Service; ethical standards
Comcare, 86, 87

Comcover Risk Management Benchmarking Program, 74
committees
Board committees, 65, 75, 97, 100–103
Executive Committee, 72, 84
Information Management Committee, 93
Commonwealth Child Safe Framework, 15, 16, 47, 84
Commonwealth Electoral Act 1918, 72
Commonwealth Fraud and Corruption Control Framework, 74
Commonwealth Ombudsman, 74
Commonwealth Risk Management Policy, 74
community-controlled sector, 50
company-owned assets (third-party operated), 18, 50
Company Secretary, 65, 66, 72, 99, 136
compliance
constitutional breach (minimum number of directors), 104
legislation, 72
list of requirements, 143–145
Consolidated Entity Disclosure Statement, 97, 109, 119
Constitution (AHL), 13, 31, 66, 97, 104
contact details, inside front cover, 4
Corporate Plan, 4, 31, 32, 66
Corporations Act 2001, 3, 4, 66, 72, 97, 104, 109
auditor's reports, 105–107
corrections to annual report 2024–25, 147
Corroboree Hostel, Katherine, 21
Cronin, Tim, 100
Cultural Awareness Program, 82, 84–85
cultural safety
accommodation, 11, 13, 19, 28, 43, 45, 47–49
facilities and design, 49, 53, 56, 77
staff capability, 51, 84–85
Working Group on Culture, 75
culture and values, 14
customer feedback *see* feedback
cyber security, 93

D

Daisy Wagbara Hostel *see* Daisy Yarmirr Hostel, Darwin
Daisy Yarmirr Hostel, Darwin, 21, 33, 64
namesake story, 23–24
resident footprint, 23
data and information, shared access, 52
Deputy Chair, 9, 68, 136
Derbal Bidjar Hostel, Perth, 8, 22
Derby facility, 18, 50
Designing with and Caring for Country Strategy, 49, 77, 78, 79
dietitian-designed meals, 33, 42, 45
Directors *see* Board of Directors
Directors' report, 97–104
domestic and family violence, 48, 54, 56
Drew, Michael E, 102
Durungaling Hostel, Newcastle, 21, 124

E

ecologically sustainable development, 78–79
Elley Bennett Hostel, Brisbane, 22, 89
Emama Nguda Aboriginal Corporation, 50
emergency accommodation, 41
emissions inventory, 146–147
Employee Assistance Program, 88
employee benefits
expenses, 58, 61–62, 121
provisions, 135
employees *see* staff
energy usage, 78, 79, 147
Enterprise Risk Management Framework, 73–74
Environment Protection and Biodiversity Conservation Act 1999, 72, 78
environmental performance, 78–79
ethical standards, 14, 73
Executive, 50, 65, 72, 74, 84
Affirmative Measure positions, 46, 50
remuneration, 75, 98–99
see also key management personnel
expenditure, 61–63
External Engagement Strategy, 51
external scrutiny, 74

F

Fair Work Act 2009, 72
Fanning, Katrina, 67, 98, 105, 136
  Chair's message, 9–10
  Directors' report, 104
  financial report declaration, 109
  letter of transmittal, 3
  related party disclosure, 104, 137
  see also Chair

feedback, 29, 38, 49
  Customer Feedback Guidelines, 38
  on this report, 4
  see also Resident Satisfaction Survey; stakeholder survey

financial report, 109–140
  auditor's independence declaration, 104, 105
  financial position, 97, 113
  operating result, 57, 58, 97
  rounding, 104, 119

financial statements, 109–140
financial sustainability, 57–63
  First Nations employees *see* Aboriginal and Torres Strait Islander employees

floods, Katherine (2026), 41
Fordimail Hostel, Katherine, 21, 89
Frank, Shakina, 89
fraud and corruption control, 73, 74
  Fraud and Corruption Control Plan 2024–2026, 74

Freedom of Information Act 1982, 72
funding, 9, 10, 12, 13, 54, 59–60, 97
  AMVP expansion, 54
  Australian Government appropriation, 59–60
  state and territory governments, 59–60, 97, 124

G

Galawu Hostel, Darwin, 21, 23, 27–28, 79
  Garramilla *see* Daisy Yarmirr Hostel, Darwin

General Manager Corporate, 65, 66, 72, 93, 99, 136
General Manager Operations, 9, 50, 65, 72, 93, 99, 136
governance, 66–75
  Board *see* Board of Directors
  ethical standards, 73
  external scrutiny, 74
  framework, 72, 74
  fraud and corruption control, 74
  internal control framework, 73
  legal framework, 72
  risk management, 73–74

Governance Charter, 72, 73
government policy orders, 13
greenhouse gas emissions, 78, 146–147
Grey Street Hostel, Dubbo, 21, 42, 89
Gudang Dalba Hostel, Darwin, 21, 43, 134

H

Hamilton, Shane, 9, 55, 65, 72, 98, 136
  CEO's message, 11–12

Hartnell, Sarah, 99, 136
Harvey, Bob, 9, 10, 65, 72, 99, 136
health and medical hostels, 13, 15, 17, 25, 34, 37, 45
  average length of stay, 25
  locations, 21–22
  occupancy, 34
  resident satisfaction, 37

Heeney, Nathan, 93
Hill, Kristy, 42
homelessness, 25, 27, 47, 48
Honouring our Legacy, Transforming our Future *see* 10-Year Strategy
hostels
  bed nights, 19, 32, 34–35
  beds, number of, 17, 20, 32

locations, 20–22
network, 13, 17, 20–22
occupancy, 19, 32–35
prepaid beds, 19, 39, 48
resident satisfaction, 19, 37–38, 49
security upgrades, 77
staff *see* staff
see also antenatal hostels; health and medical hostels; multipurpose hostels; secondary education hostels

housing, 25, 27–28, 47, 48, 54
Human Resource Management Information System *see* Aurion Human Resource Management Information System
human resources *see* staff

I

ICT *see* information and communication technology (ICT)
income, 59–60
indemnities and insurance, 104
independent auditor's report, 106–108
Indigenous businesses, 13, 19, 39; *see also* procurement
Indigenous data governance *see* data and information, shared access
information and communication technology (ICT), 93
governance, 93
ICT Strategy 2025–27, 93
intranet, 80, 86
security, 93

Information Governance Framework, 94
information management, 93, 94
Information Management Committee, 93
Inkamala, Dianne, 44
Inkamala, Vanessa, 44
insurance and indemnities, 104
internal audit, 74, 86
internal control framework, 66, 73, 75
Investment Committee, 65, 68, 74, 75, 97, 102–103
Iris Clay Hostel, Townsville, 22

J

Jan, Ronald, 89
judicial decisions, 74
Jumula Dubbins Hostel, Thursday Island, 22

K

Kabalulumana Hostel, Mount Isa, 22
Kalano Community Association, 41
Katherine Women's Medical Hostel, 21
Kelly, Selwyn, 89
key activities
contributing to priorities of the National Agreement on Closing the Gap, 43–52
delivering culturally safe and affordable accommodation, 32–38
implementing an annual hostel maintenance program, 53–56
implementing strategies for financial sustainability, 57–63
maximising partnerships and engagement, 39–42

key management personnel, 97, 98–99, 136–137
remuneration, 75, 97, 98–99, 137
see also Board of Directors; Executive

Kirinari Hostel, Newcastle, 21, 42, 89, 134
Kirinari Hostel, Sylvania (Sydney), 4, 21, 33, 42, 89, 134
Kirinari Sydney Hostel *see* Kirinari Hostel, Sylvania (Sydney)
Kuiyam Hostel, Cairns, 18, 22, 89
Kununurra facility, 18, 50

L

Lee-Ah Mat, Vanessa, 9, 70, 98, 136
legal framework, 72; *see also Australian Charities and Not-for-profits Commission Act 2012*; *Corporations Act 2001*; *Public Governance, Performance and Accountability Act 2013*
letter of transmittal, 3
list of requirements, 143–145
Luprina Hostel, Adelaide, 22

M

Mack, Jacinta, 99, 136
Mackay Hostel, 22, 26, 30, 57, 76
maintenance and repairs, 53, 58, 77
McCarthy, Sen. Malarndirri, 13, 54–55, 65
  letter of transmittal to, 3
McDonald, Malakai, 89
McGrath, Simon, 9, 10, 68, 98, 101, 136
meals, 13, 17, 19, 33, 37, 42, 45
medical services, access to *see* health and medical hostels; Patient Assisted Travel Scheme
memoranda of understanding (MoUs), 19, 39
Minister for Indigenous Australians, 3, 13, 54–55, 65, 66, 72; *see also* McCarthy, Sen. Malarndirri
ministerial directions, 13
Miriuwung Gajerrong Corporation, 50
Morris, Cristal, 89
mother and baby care *see* antenatal hostels
Mparntwe *see* Alice Springs
Mulgunya Hostel, Adelaide, 16, 22
multipurpose hostels, 13, 15, 17, 25, 34, 37, 45
  average length of stay, 25
  locations, 21–22
  occupancy, 34
  reasons for stay, 25
  resident satisfaction, 37

N

Nagandji Nagandji-Ba Hostel, Darwin, inside front cover, 21, 41, 89
NAIDOC Awards, 81, 89
NAIDOC Week, 49, 89
National Agreement on Closing the Gap, 43, 45, 50, 54, 84
National Archives of Australia, 94
National Construction Code, 78
National Disability Insurance Scheme, 27, 28
National Indigenous Australians Agency, 124
National Office, Canberra, 12, 20, 21, 89, 134
National Principles for Child Safe Organisations, 15, 16, 84
Net Zero reporting, 146–147
Neville Bonner Hostel, Rockhampton, 22, 89
Newman, Michael, 9, 71, 98, 136
Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council, 48, 50
Nhulunbuy Hostel, 21
Nindee Hostel, Adelaide, 22
Northern Territory Government, 59, 97, 118, 123
notifiable incidents, 87
NPY Women's Council *see* Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council

O

occupancy, 19, 32–35
  by jurisdiction, 34–35
  by location category, 35
  by service category, 34
Office of the Australian Information Commissioner, 74
O'Neill, Denise, 41
operating result, 57, 58, 97
organisational structure, 65
outcome and program, 31, 119

P

Page, Alison, 9, 10, 67, 98, 136
partnerships, 13, 33, 39, 41, 48, 50; *see also* stakeholder engagement
Patient Assisted Travel Scheme, 17, 28
payroll, 80–81
performance, 30–63
  Closing the Gap, 43–52
  financial sustainability, 57–63
  hostel maintenance program, 53–56
  partnerships and engagement, 39–42
  results against measures, 32, 37, 39, 43, 53, 57
  service delivery, 32–38
  see also key activities
Performance Management Framework, 81
PGPA Act *see Public Governance, Performance and Accountability Act 2013*
PGPA Rule, 32, 143–145
planning and reporting framework, 31
Portfolio Budget Statements, 4, 31, 58
prepaid beds, 19, 39, 48

Prime Minister and Cabinet portfolio, 4, 31, 72
principal activities, 97
Privacy Act 1988, 72
proceedings on behalf of the company, 104
procurement, 39
Protective Security Review, 77, 87
PROUD values and awards, 14, 81
psychosocial hazards, 86, 87
Public Governance, Performance and Accountability Act 2013, 3, 4, 13, 66, 72, 73
Public Interest Disclosure Act 2013, 72
Public Service Act 1999, 72, 75

R

Reconciliation Week, 49
records management, 94
recruitment, 49, 82
  e-recruitment system, 80, 82

Reid, Shona, 9, 55, 68, 98, 136
related party disclosures, 104, 137
remuneration
  Board Directors, 75, 98, 100–103, 137
  Chief Executive Officer, 75, 98
  key management personnel, 75, 97, 98–99, 137
  policy, 75
  Senior Executive Service, 75, 81

Remuneration Tribunal, 75, 100, 101, 137
Remuneration Tribunal Act 1973, 72
renal dialysis, 17, 33, 45
repairs and maintenance, 53, 58, 77
Resident Satisfaction Survey, 19, 37–38, 49, 51
residents
  ages, 19, 25–26
  average length of stay, 25
  gender, 26
  numbers, 13, 17, 19
  reasons for stay, 25, 47
  stories, 27–28, 44
  see also Resident Satisfaction Survey

Richardson, Rebecca, 100, 101
Riley, Kumalie, 55
Rind, Gohar, 9, 71, 98, 136
risk management, 73–74
  Comcover benchmarking, 74
  Enterprise Risk Management Framework, 73–74
  risk appetite, 73, 74
  see also fraud and corruption control

Robb, Stuart, 103
Ross, Charlene, 28
rounding, 104, 119

S

Safeguarding at AHL (training), 16, 47
Safety, Rehabilitation and Compensation Act 1988, 72
secondary education hostels, 13, 15, 17, 25, 33, 37, 42, 45
  locations, 21–22
  occupancy, 34
  student satisfaction, 19, 37
  Year 12 graduates, 25, 42, 45
  see also students

security, 77, 87; *see also* cyber security
Senior Executive Service, 75, 81
  Remuneration and Performance Policy, 81

Sid Ross Hostel, Alice Springs, 21, 36, 89
Silas Roberts Hostel, Darwin, 21, 23, 27
Smith, Terrence, 89
snapshot 2025–26, 19
South Hedland Hostel, 22
staff
  Aboriginal and Torres Strait Islander employees, 19, 46, 49, 51, 82, 83
  awards and recognition, 81, 89
  capability development, 84–85
  diversity, 83
  employee snapshot, 83
  locations, 20, 83, 90–91
  performance management, 81
  recruitment, 49, 82
  statistics, 83, 90–91
  training, 16, 47, 80, 84–85, 93
  wellbeing, 86, 88
  work patterns, 83
  see also Executive; work health and safety

stakeholder engagement, 39, 51

stakeholder survey, 39
stories
  AMVP architect, 56
  Daisy Yarmirr namesake, 23–24
  Emma, resident, 27–28
  floods in the Top End, 41
  leadership capability, 85
  NAIDOC Awards, 89
  Vanessa Inkamala, resident spotlight, 44
  Year 12 graduates, 42

Strategic Asset Management Plan, 53, 78, 79
Strategic Commissioning Framework, 80
strategic direction, 9, 10, 12, 66; *see also* 10-Year Strategy
Strategic Workforce Plan, 80
students, 33, 42, 45, 46
  awards, 89
  tertiary, 45, 46
  Year 12 graduates, 25, 42, 45
  see also secondary education hostels

Susan Dugdale & Associates, 56

T

Tamworth Hostel, 21, 95
tariff, 13, 59–60, 124
10-Year Strategy, 9, 10, 12, 51, 80, 84
Tennant Creek Secondary Hostel, 21, 89, 124
Terminology Statement, inside front cover
Tonky Logan Hostel, Townsville, 22
Tony Mundine Hostel, Sydney, 21
Topsy Smith Hostel, Alice Springs, 21, 44
training *see* capability development; staff – training
Trilby Cooper Hostel, Kalgoorlie, 22
Turner, Sabella, 55

V

values, 14, 73, 81
vision statement, 13

W

Walsh, Dermot, 9, 65, 72, 99, 136
  financial report declaration, 109

Wangkana Kari Hostel, Tennant Creek, 21
water conservation, 78, 79
website, inside front cover, 4, 13
wellbeing, staff, 86, 88
William T Onus Hostel, Melbourne, 22
Wilson, Leann, 69, 98, 136
work health and safety, 77, 86–88
  Comcare psychosocial hazard inspection, 86, 87
  internal audit recommendations, 86
  notifiable incidents, 87
  WHS Management System, 86
  workers' compensation, 87
  workplace incidents, 87

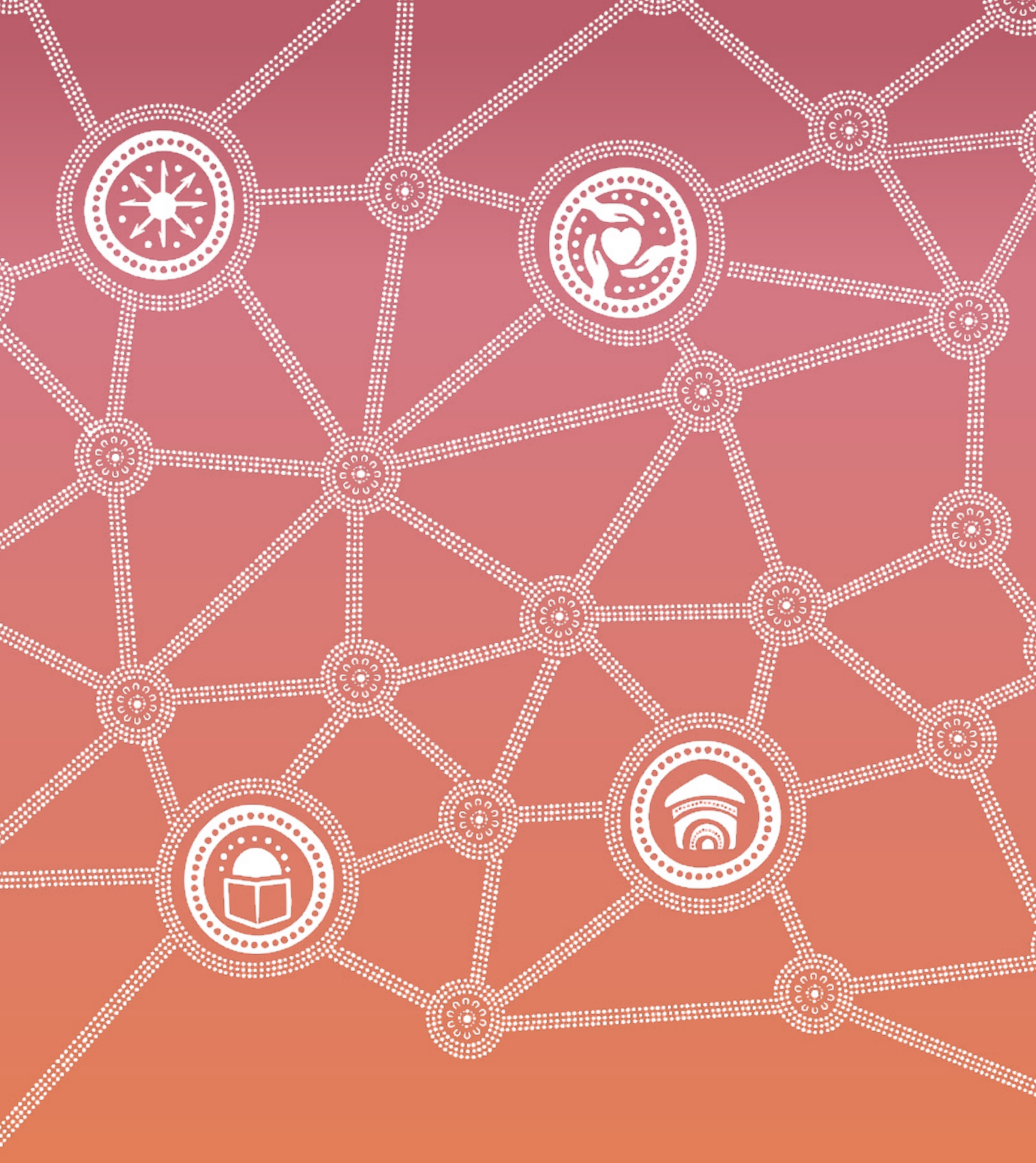
Work Health and Safety Act 2011, 72, 86
workers' compensation, 87, 121
workforce *see* staff
Working Group on Culture, 65, 68, 69, 75
Wunan Foundation, 50
Wyatt, Katie, 9, 10, 98, 100, 136

Y

Yarmirr, Daisy, 23–24
year at a glance *see* snapshot 2025–26
young people, 15–16, 46
  employment, 46
  see also children and young people

Yumba Hostel, Brisbane, 22, 33





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