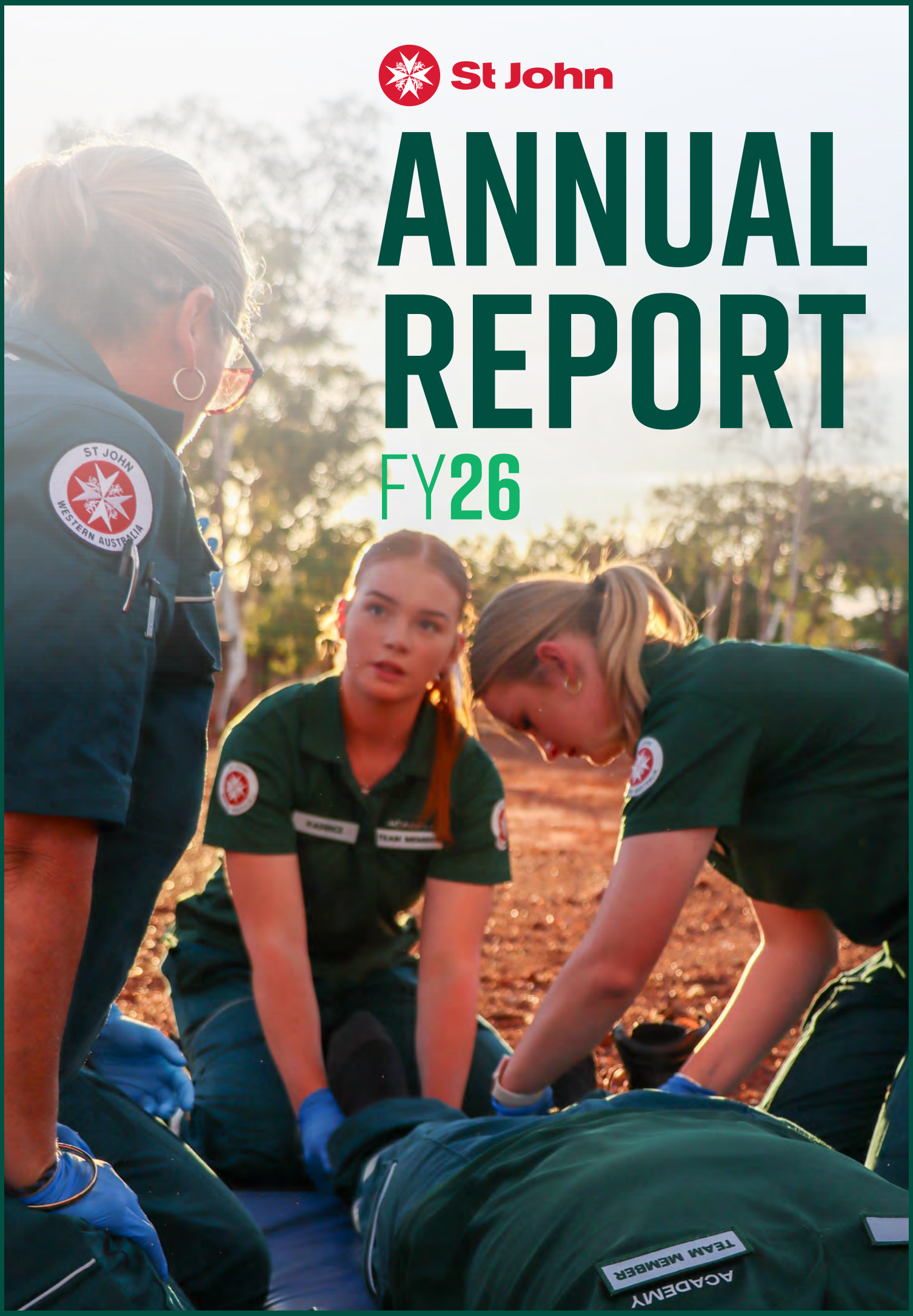
St John

ANNUAL REPORT

FY26



ACKNOWLEDGEMENT OF COUNTRY

St John Western Australia acknowledges the First Nations peoples of the many Traditional lands and language groups across Western Australia as the Traditional Custodians of the Country we live and work on.

We pay our respects to their Ancestors and Elders, past and present. St John WA is committed to honouring the unique cultural and spiritual relationships to the land, sea and waterways and the rich continuing contribution Aboriginal and Torres Strait Islander peoples make to our society.

'Connecting Communities' is a First Nations artwork by Kevin Wilson from Nani Creative.

Cover: Academy team members were put through their CPR paces during the year

OUR RECONCILIATION JOURNEY

In the second year of our Innovate Reconciliation Action Plan, St John WA continued to embed reconciliation into the way we work, lead and serve communities across Western Australia.

Guided by our Elders Group, First Nations team and RAP Working Group, our focus has been on building culturally safe practice, strengthening First Nations leadership and deepening trusted relationships with Aboriginal communities.

The National Reconciliation Week theme, *All In*, reminded us that reconciliation is not passive, occasional or separate from our work. It requires listening, truth-telling and practical action every day.

Through culturally responsive first aid and health education, regional Walkabout Days, scholarships, workforce pathways and cultural learning, we continued to turn commitment into action.

Our journey is ongoing, and we remain committed to walking alongside Aboriginal and Torres Strait Islander peoples with respect, humility and purpose.

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FOR EVERY WESTERN AUSTRALIAN

St John WA is a social enterprise dedicated to the wellbeing and health of every Western Australian. Through prevention, community care and emergency services, our more than 8000 team members help people live well, stay connected and get the care they need.

Across metropolitan, regional and remote Western Australia, we deliver emergency ambulance services, urgent care, general practice, dental care, patient and community transport, event health services, first aid training and education, and the Community First Responder program.

In FY26, we trained more than 118,000 people in first aid, supported more than 100,000 urgent care presentations, maintained 13,034 AEDs across 10,630 locations and answered more than 330,000 Triple Zero (000) calls across the State.

Working alongside communities, government and health partners, we strengthen health literacy, improve access to care and build community capability to help Western Australians receive the right care, in the right place, the first time.

OUR PURPOSE

To serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

OUR VALUES

LEAD WITH **HEART**

We are proudly inclusive and treat everyone with kindness and respect. We know that being kind means having courageous conversations. We listen without judgement and respond with humility. We care because we are passionate about what we do.

THINK **TEAM**

We inspire and support each other to do the very best. We challenge each other to learn, develop and grow in a safe environment. We know that our diverse backgrounds and experiences make us stronger. Proud and united in purpose, we are one St John WA.

MAKE IT **BETTER**

We put our people and community at the centre of everything we do. We take the lead and strive for continuous improvement and excellence. We are curious and find new ways to deliver better outcomes. We show courage to think differently and never lose sight of the big picture.

WALK THE **TALK**

We are reliable and follow through on our commitments. We own our mistakes and deliver on our promises. We build genuine relationships and communicate clearly, honestly and proactively. We do what is right, every time, no matter what.

MAKING A DIFFERENCE

8398
team members

196
ambulance locations

439,350
volunteer hours contributed

169
first aid training locations

8
health centres delivering a mix of urgent care, general practice and dental services

209,291
patients cared for without requiring emergency ambulance and/or EDs

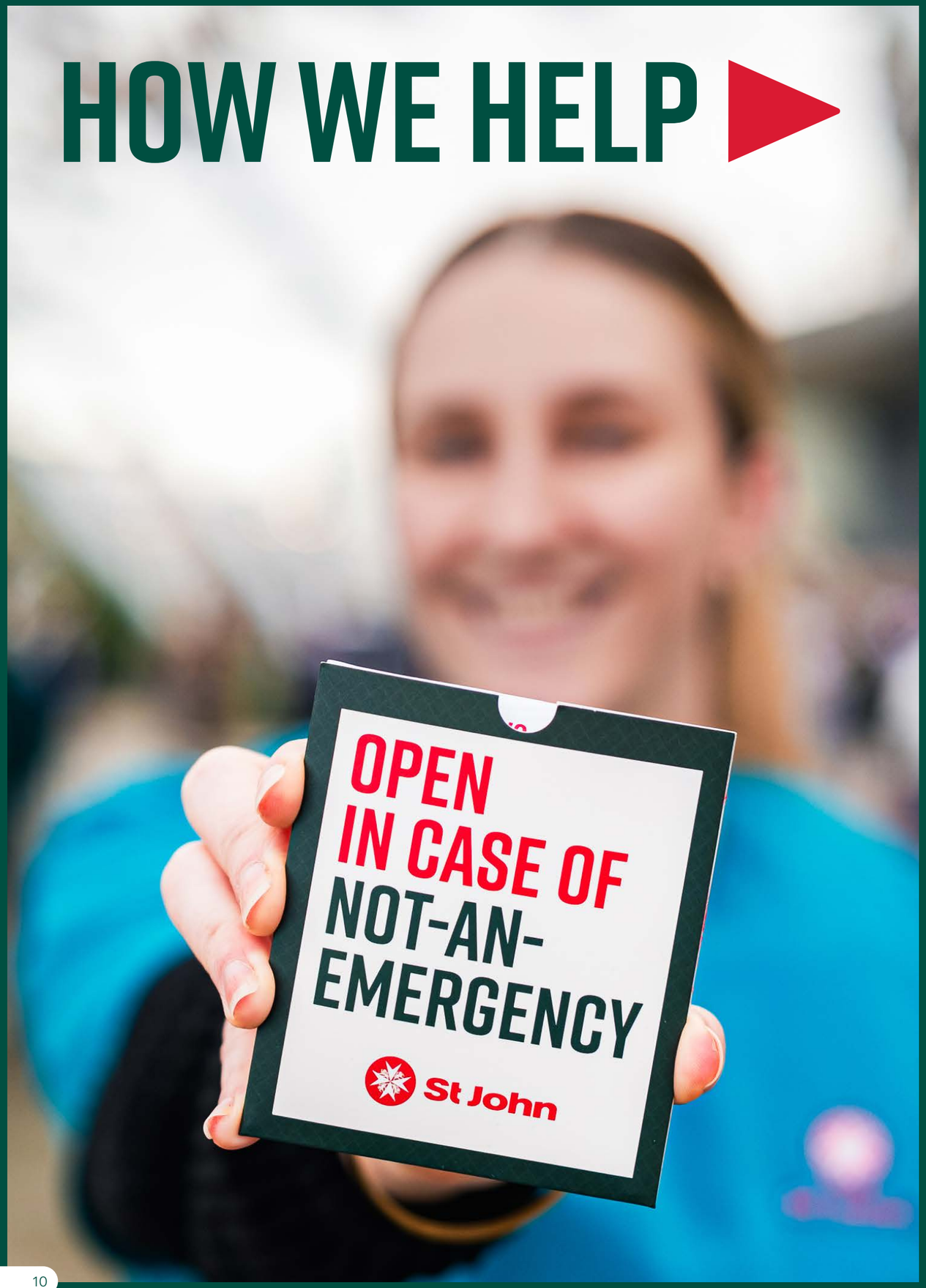
1019
vehicles supporting statewide response and community services

13,034
AEDs across

10,630
locations



HOW WE HELP



PREVENTATIVE

Helping Western Australians be proactive with their health and wellbeing.

293,663
trained or engaged with First Aid skills

16,410
sales and support connections

70,440
Community First Responders on the App and network

417,448
connected to first aid through training, sales and engagement

COMMUNITY

Enabling access to care close to where people live, work or gather.

316,999
Urgent Care, GP and Dental patients

48,153
Industry Medical Services occasions of care

24,427
Event Health Services patients across

389,579
cared for close to where they live, work or gather

3825
events

EMERGENCY

Helping when every second counts.

330,056
Triple Zero (000) calls

141,805
Patient and Community Transport cases

308,224
emergency ambulance responses

483,242
enabled to access care when they needed it most

CHAIR'S FOREWORD



It is a privilege to present my first Annual Report as Chair of St John WA. I took on the role in October 2025, during the final year of the 2023–26 Strategic Plan and as the organisation prepared for its next strategic horizon.

FY26 was delivered in a demanding operating environment. St John WA continued to respond to increasing demand across its Emergency Stream while managing workforce and cost pressures, a complex primary care landscape and the impact of cost-of-living pressures on the recoverability of ambulance accounts. The organisation also continued to address emerging risks associated with artificial intelligence, information security and supply chain resilience.

Against this backdrop, St John WA demonstrated resilience. Its diverse operating base across the Preventative, Community and Emergency Streams, supported by paid and volunteer team members, strong partnerships and a broad clinical and community capability, provides a sound foundation for the future. The Board's role is to ensure that this foundation is protected and strengthened through responsible stewardship, clear accountability and disciplined decision making.

The Board approved the FY27 Operating and Capital Budget and five-year financial forecast, bringing strategy, investment and accountability into closer alignment. This forward planning is important in an organisation where service quality, workforce capability, infrastructure and technology must be sustained over the long term.

Financial sustainability remained a central consideration throughout the year. Whilst the Group recorded a statutory deficit of $22.0 million, this was an improvement on the prior year and ahead of our full-year budget. The financial result reflects both the cost of current operations and the deliberate investment required to build future capability. Total revenue increased to $629.7 million, up 10.6 per cent on FY25. The operations of the business generated positive cashflow, which enabled the ongoing investment in assets, infrastructure and technology. Total capital additions totalled $71.7million across the fleet and property portfolios. These movements, whilst reducing current assets, transfer into longer term infrastructure that reinforces the importance of capital discipline and of converting current investment into measurable service, productivity and financial benefits.

Governance also moved into a new phase during FY26. With the Governance Advancement Plan nearing completion, the focus shifted from establishing foundations to embedding them across the Group. The Board refreshed core risk, policy, investment and capital arrangements, strengthened independent assurance and internal audit planning, and continued to oversee compliance with legal, regulatory, clinical, safety and ethical obligations. The Group also recertified its ISO9001 accreditation and recorded a FY26 Governance Score of 89 against a target of 85.

The Board continued to regard clinical quality, safety, culture and conduct as fundamental governance responsibilities. Effective governance is not an end in itself; it protects patients and team members, supports consistent care, enables informed investment and sustains the confidence placed in St John WA by Order Members, government, partners and the broader community.

I acknowledge Kevin Brown and the Executive Team for their leadership through a demanding year and for progressing the organisation's transition into its next strategic phase. I also thank my fellow Directors and committee members for the care, scrutiny and judgement they bring to their responsibilities.

I thank Sally Carbon OAM DStJ for 12 years of service, including three years as Chair, and Andrea LeGuier MStJ for eight years of contribution to St John WA. Their work helped establish important governance foundations. I also welcome Melanie Gates to the Board and value the additional health, strategy and transformation experience she brings. I also wish to recognise Tony Walker, who sadly passed away unexpectedly earlier this year, acknowledging his contribution to ambulance services across Australia and to St John WA's Clinical Performance Committee.

The Board closed out the 2023–26 Strategic Plan, with that first horizon strengthening the foundations of St John WA, including initiatives spanning people and culture, clinical and operational capability, systems, governance, partnerships and accountability. The Board considered each initiative carefully: some were embedded into business as usual and some forged the foundations for the next horizon to 2030. This marks an important transition from building the foundations to applying them consistently and demonstrating the value they create.

St John WA's 2030 Strategy protects the core role that Western Australians rely on while broadening how we contribute to health and wellbeing. Its ambition is for St John WA to be a trusted clinical and learning partner delivering connected, continuous care across home, community and emergency settings. The direction places emphasis on maintaining a strong and sustainable emergency response, extending care earlier and closer to home, strengthening the workforce and learning pipeline, and using data and digital capability to support better decisions, access and outcomes. The Board's role will be to ensure this evolution is disciplined, evidence-based and aligned with long-term sustainability.

Finally, I thank our Order Members, paid and volunteer team members, government and health partners, community organisations, funders and donors. St John WA's purpose is sustained by the contribution of many people, and the Board remains committed to ensuring that this contribution is supported by clear direction, sound governance and sustainable decisions.

MONISH PAUL CSTJ MAICD
B. Bus, MBA

BOARD CHAIR AND COMMANDERY LIEUTENANT

GROUP CHIEF EXECUTIVE'S FOREWORD



KAYA NOONAKOORT.

FY26 was a year of significant activity, practical delivery and continued transformation across St John WA. We answered more than 330,000 Triple Zero (000) calls, responded to more than 308,000 Emergency Ambulance Priority 1–3 cases, trained more than 118,000 people in first aid, supported more than 100,000 urgent care presentations and maintained 13,034 registered Automated External Defibrillators across 10,630 locations.

Behind these figures was a year of sustained effort to improve access to care, strengthen community capability, support our people and build the systems required for a more connected organisation. We also helped 209,291 patients avoid an emergency ambulance response or presentation to a public emergency department by connecting them with safe and appropriate alternatives.

This year marked the completion of our 2023–26 Strategic Plan. The plan strengthened important foundations across our people and culture, clinical and operational capability, systems, governance, partnerships and services. Some initiatives are now embedded in business as usual, while others continue into the next phase of our 2030 Strategy.

Across the Preventative Stream, we expanded the reach and capability of our training, education and equipment offer. New and enhanced programs included Critical Response Training, Advanced Life Support Level 1, IV/IO access, blood collection and psychosocial training. Female CPR manikins were introduced across first aid training locations statewide, helping learners practise with greater confidence and relevance.

The St John Academy expanded from six to ten locations, creating more opportunities for young people to develop leadership, first aid, wellbeing and community service skills. The Volunteer Skills Pathway pilot also supported volunteers to progress through nationally recognised training. We launched new products, including the St John X3 defibrillator and specialised Trauma Individual First Aid Kit, and delivered the first phase of automated certificate issuance through the new learning management system.

The State Defibrillator Network grew by about 10 per cent during the year, reaching 13,034 registered AEDs across 10,630 locations. The Community Impact Fund, established with founding partner RAC, provided $35,000 across nine sub centres in its first funding round, supporting locally led projects that strengthen health, safety and connection.

The Community Stream continued to develop accessible, connected care. The Kelmscott Urgent Care Centre opened during the year, while live wait-time information helped patients make more informed choices across the St John Health network. Influenza vaccination clinics at AFL fixtures brought care into community settings and supported efforts to address vaccine hesitancy.

Event Health Services expanded its event coverage, workforce capability and commercial relationships, including its expansion into the South West. The Passport Training Centre supported volunteers to develop dual-scope capability across Event Health Services and country ambulance operations. Across primary care, the focus remained on improving utilisation, service mix and long-term sustainability in an increasingly complex service landscape.

The Emergency Stream remained central to St John WA's purpose. We met the required ambulance performance measures during a period of increasing demand, workforce pressure and cost pressure. According to the latest Report on Government Services, St John WA achieved the quickest median Priority 1 response times nationally. Improved frontline resourcing and scheduling supported response performance and fatigue management.

We also continued to improve how patients receive care. The Clinical Hub, Extended Care Paramedics and other alternative care pathways supported more people to receive clinically appropriate care without automatic transport to a public emergency department. The Triple Zero (000) phone system and Computer Aided Dispatch software were successfully upgraded.

The safety of our people remained the central lens through which I viewed our decisions and priorities throughout the year. Our Lost Time Injury Frequency Rate remained low, reflecting sustained work to improve systems, reduce risk and make work safer. However, safety is broader than any single measure. It includes physical, psychological and cultural safety, the way work is designed, how incidents are managed and whether our people feel supported to speak up.

We launched the 'We shouldn't have to say it' campaign to address violence and aggression towards St John team members. There were 539 reported violence and aggression incidents during the year, with 35 per cent resulting in a Code Black alert, compared with 41 per cent in FY25. Training, de-escalation support, escalation pathways and the ability to withdraw from unsafe scenes remained important parts of our response.

Our approach to psychological safety and wellbeing also continued to mature. The redesigned Psychology and Wellbeing Services (PAWS) model provides earlier and more accessible support across the State, supported by Regional Wellbeing Coordinators, specialist clinicians, a confidential 24/7 Wellbeing Phone Line and a statewide network of 86 external providers. More than 5,500 psychology and wellbeing support sessions were delivered through the external provider network.

We completed an organisation-wide psychosocial safety and wellbeing survey and workshops, progressed department-level action plans and established the PAWS Clinical Review and Governance Panel. The Responder Emotional Support and Exposure Training (RESET) virtual-reality training program progressed to testing, while new wellbeing and risk reporting supported earlier identification of team-member concerns.

Capability development continued through the new paramedic intern pathway, direct-entry recruitment, Academy leadership development and the Leadership Hub for people leaders. The Capability Framework was embedded into check-ins and people practices, creating

a common language for performance, development and career progression. Enterprise Agreement consultations also progressed across Administration, Patient Transport Services and the State Control Centre.

The year included important delivery across Enterprise Performance. Digital Services and Business Intelligence progressed the technology and information foundations required for scale, productivity and control. Workforce Management solutions went live across multiple business units, the core ERP program matured, and Transport Billing and Fleet Management progressed through design, testing and readiness.

Other enabling work included the progression of the Property Master Plan and active property pipeline, improved ambulance connectivity in rural and remote WA, recertification of ISO9001 accreditation and continued work across risk, compliance, privacy, clinical governance and strategic project review.

Several projects were completed during the year, including the new Albany facility, and renovations at the Belmont Hub. Other initiatives remain under way. The organisation also continued to increase its fleet and began targeted adoption of electric and hybrid non-emergency vehicles.

Looking ahead, our 2030 Strategy sets a clear direction for how St John WA will grow its contribution while protecting the core emergency response that Western Australians rely on. We will build on our role as a trusted clinical and learning partner by strengthening a future-ready ambulance service, extending connected community care into homes and workplaces, using data and digital capability to coordinate care and manage demand, and investing in the workforce, education and leadership pipeline needed to deliver new models safely and sustainably. The strategy is designed to help more people receive the right care at the right time and place, while improving system efficiency, supporting our people, and creating a stronger, more connected and sustainable organisation.

None of this work happens alone. I thank our paid and volunteer team members across metropolitan, regional and remote Western Australia for the professionalism, care and commitment they bring to St John every day. I also thank our patients, customers, Members, communities and supporters for the trust they place in us.

Our partners across WA Health and its Health Service Providers, the WA Mental Health Commission, WA Police Force, the Department of Fire and Emergency Services, the Royal Flying Doctor Service, local governments, community organisations, funders and donors have contributed meaningfully to our work.

To our new Board Chair, Monish Paul, thank you for your stewardship of the Board and leading its guidance and oversight throughout the year.

St John WA is entering its next chapter with stronger foundations, a clear strategic direction and an unwavering purpose: to serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.



KEVIN BROWN

MBA, MSc, BEng(Hons), CEng, FIET, FAIM, GAICD

GROUP CHIEF EXECUTIVE OFFICER

OUR EXECUTIVE TEAM



MEGAN O'DONNELL

BComm GAICD

CHIEF PREVENTATIVE OFFICER



DARREN WEBB

BSc

CHIEF COMMUNITY OFFICER



WIL WHITE

BSc (Paramedical Science)

CHIEF EMERGENCY OFFICER



RENE ANDERSON

MHRM

CHIEF PEOPLE OFFICER



MARTYN JENKINS

FCCA GAICD

CHIEF FINANCE OFFICER

FINANCIAL REPORT

ST JOHN AMBULANCE WESTERN AUSTRALIA LIMITED

Financial report for year ended
30 June 2026

DIRECTORS' REPORT

The Board of St John Ambulance Western Australia Limited ("the Company" or "St John WA") submit the Directors' Report together with the consolidated financial statements of the Company and its controlled entity ("the Group") for the financial year ended 30 June 2026. The Directors' Report is as follows:

INFORMATION ABOUT THE DIRECTORS

The names and particulars of the Directors of the Company during or since the end of the financial year ended 30 June 2026 are:

MR MONISH PAUL CSTJ MAICD



B. Bus, MBA

Board Chair and Commandery Lieutenant

Member of Safety, People and Board Governance Committee

Member of Audit and Investment Committee

Elected Chair - 28 October 2025

Mr Paul is a Non-Executive Director and Advisor with proven experience in organisational strategy and performance. He has worked in senior executive roles with FTI Consulting, IBM, Deloitte, Arthur Andersen and the Australian Federal and State Public Service. Mr Paul has deep expertise in corporate strategy, operations improvement, transformation, complex technology implementation, and regulatory compliance across a range of sectors including Utilities, Government, Health & Financial Services. He also serves as a Non-Executive Director on the Boards of Western Power Corporation and Police & Nurses Limited.

Committed to community engagement, Mr Paul governs a not-for-profit Indian Performing Arts School in Perth, amongst other purposeful activities he supports. His academic credentials include an MBA from the University of Western Australia and a Bachelor of Business from Curtin University of Technology, complemented by Executive Education in Digital Strategy from Harvard Business School. Mr Paul is a Member of the Australian Institute of Company Directors.

MR JEFFREY WILLIAMS KSTJ GAICD



RN

Non-Executive Director

Chairperson of Clinical Performance Committee

Member of Safety, People and Board Governance Committee

Appointed - 27 October 2020

Mr Williams has been a volunteer with St John WA since he was 11 years old. He has contributed to a wide range of reforms in volunteering and event health services for St John WA at a state and national level. He is a Knight of the Order of St John. In his professional career, Mr Williams is a Registered Nurse with wide-ranging experience in Health Service Management, having held senior leadership roles in public and private health care.

He is currently the Executive Director of Women's & Newborn Health Service, North Metropolitan Health Services and Chair of the Edith Cowan University School of Nursing & Midwifery Course Consultative Committee. Jeffrey is a Graduate of the Australian Institute of Company Directors and a Fellow of the Australasian College of Health Service Management.

MS ELISA FEAR GAICD



B.Comm, MBA

Non-Executive Director

Chairperson of Safety, People and Board Governance Committee

Member of Audit and Investment Committee

Appointed - 25 August 2022

Ms Fear has extensive financial executive experience from roles in investment banking, including equity capital markets, debt, advisory, and venture capital. This is overlaid with solid commercial experience from owning and running businesses.

As well as serving on the board of St John WA, she is also the Chair of Yourtoolkit.com Limited and is a member of the Council of Curtin University. Ms Fear is also committed to providing support for women and children facing domestic violence and financial abuse and has a keen interest in organisational work health and safety. She is a Graduate of the Australian Institute of Company Directors and holds an MBA (Finance).

MS AMANDA HEALY MAICD



DCom, CF

Non-Executive Director

Member of Safety, People and Board Governance Committee

Member of Risk and Compliance Committee

Appointed - 16 March 2023

Ms Healy is an experienced professional with more than 35 years in mining and heavy industry, working in Human Resource Management, Employee Relations, Safety Management, Training and Camp Management. For 20 years, Ms Healy has developed and run several small to medium businesses in maintenance and asset management, one of which provides employment and development opportunities for Aboriginal people in Western Australia's Pilbara.

As an Aboriginal woman from the Wonnarua Nation (Hunter Valley NSW), part of the Koori language group, Ms Healy has also created a social enterprise for sustainable income for remote Aboriginal artists. She is on the boards of Save the Children Fund, WA Social Enterprise Council, and is the Chair of Enterprise Learning Projects and Director of the Waalitj (Wirrapanda) Foundation.

MR CRAIG HEATLEY GAICD



B.Bus, FCA

Non-Executive Director

Chairperson of Audit & Investment Committee

Member of Risk and Compliance Committee

Appointed - 16 March 2023

Mr Heatley has more than 27 years of experience in providing external audit services along with improving financial systems and controls and solving complex financial reporting challenges for companies, much of it as a partner with PwC. Working as a chartered accountant led to trotting the globe from Canada to the United Kingdom, the Middle East and a number of countries in Africa, as well as being stationed predominantly in the United States and Australia.

As a family man who played hockey all his life, Mr Heatley's passion to help others and give back to the community led to joining not-for-profit organisations which help children often in a sporting or parenting support capacity. In addition to St John WA, he is also the President of Netball WA and West Coast Fever, previously being the Chair of Red Nose Australia and NED of The Fathering Project. Mr Heatley tackles life challenges with the motto: 'The standard you walk past is the standard you accept'.

MR MATT MUELLER GAICD FGIA



BCS, MC

Non-Executive Director

Chair, Risk and Compliance Committee

Member of Audit and Investment Committee

Appointed - 1 February 2024

Mr Mueller's career is characterised by substantial contributions in risk, governance, technology, and AI across various sectors. Matt has held senior roles at Origin Energy and Western Power, founded a technology business in the USA, provided technology and risk management expertise to Boards and Executives in Singapore, Australia and New Zealand, and lectured at Curtin University. Matt established an AI and Automation team within a large ASX company to enhance digital and automation capabilities brining lived experience in leading and delivering these capabilities at scale.

His non-executive roles include serving on the Curtin University Council (member of the Audit Risk and Compliance Committee and Chair of the Digital and Data Governance Committee), the Fremantle Press Board, Yourtoolkit.com Board, and Managing Director of Voleno.

Matt is also active in his local community and volunteering.

Matt holds a Bachelor of Computer Science with Magna Cum Laude Honours, a Master of Commerce with Honours completed as a Rotary International Ambassadorial Scholar, is a graduate of the Australian Institute of Company Directors and a Governance Institute of Australia Fellow.

MS MELANIE GATES GAICD



MProfEd&T, B.Ed

Non-Executive Director

Member of Risk and Compliance Committee

Member of Clinical Performance Committee

Appointed - 28 October 2025

Ms Gates is an experienced health executive with a career spanning healthcare leadership, health technology, strategy, transformation, governance and consulting.

She is Chief Executive Officer of Diabetes WA and Chair of the Health Consumers' Council of Western Australia. She brings expertise in strategic planning, consumer engagement, cross-sector collaboration and oversight of complex health systems.

Her leadership includes organisational and system-level transformation across national health organisations, including multi-site operations and multidisciplinary workforces. Her strengths include digital health, technology-enabled models of care, service integration, scalability and sustainable delivery.

She has governance experience in clinical governance, quality and safety, strategy, risk, consumer engagement and performance. Ms Gates holds a Master of Professional Education and Training, completed INSEAD executive education, and is a Graduate of the Australian Institute of Company Directors.

COMPANY SECRETARIES

Ms Gauri Potdar held the position of Joint Company Secretary at 30 June 2026, having been appointed on 25 May 2023. Ms Potdar ceased as Company Secretary as of 24 July 2026.

Ms Potdar has experience in company secretarial and governance roles across the not-for-profit, charitable and government sectors. She holds a Graduate Diploma in Applied Corporate Governance and Risk Management from the Governance Institute of Australia, a Master of Business Administration, a Bachelor of Commerce, and is an Associate Company Secretary of the Institute of Company Secretaries of India.

Mr Martyn Jenkins FCCA GAICD held the position of Joint Company Secretary at 30 June 2026 and has served as a Company Secretary since 24 February 2024. Following Ms Potdar's cessation, Mr Jenkins continued as sole Company Secretary.

Mr Jenkins is St John WA's Chief Finance Officer and has more than 20 years' experience leading large, diverse finance teams across industries, jurisdictions and corporate structures, including more than 10 years in senior executive roles. He is a Non-Executive Director of Huntington's Australia Ltd, a Fellow of the Association of Chartered Certified Accountants and a Graduate of the Australian Institute of Company Directors.

CORPORATE GOVERNANCE

St John WA's FY26 Corporate Governance Statement, including information about the Board, committees, governance policies and accountability arrangements, are available at https://www.stjohnwa.com.au/about-us/corporate-governance

The framework should be read together with the Directors' Report and financial statements.

DIRECTORS' MEETINGS

The following table sets out the number of Directors' meetings, including meetings of Board committees, held during the year ended 30 June 2026 and the number attended by each Director while they were a director or committee member.

The table also reflects committee meetings attended by Directors as guest attendees, along with meetings of former committees held during the year following changes to the committee structure after the AGM 2025.

During the year ended 30 June 2026, the Board held 10 Board meetings, 3 Audit and Investment Committee meetings, 3 Risk and Compliance Committee meetings, 3 Clinical Performance Committee meetings, 3 Safety, People and Board Governance Committee meetings, 2 Health, Safety, and Culture Committee meetings, and 3 Nominations and Remuneration Committee meetings.

DIRECTOR	BOARD		AUDIT AND INVESTMENT COMMITTEE		RISK AND COMPLIANCE COMMITTEE		CLINICAL PERFORMANCE COMMITTEE		SAFETY, PEOPLE AND BOARD GOVERNANCE COMMITTEE (CURRENT)		HEALTH SAFETY AND CULTURE COMMITTEE (FORMER)		NOMINATIONS AND REMUNERATION COMMITTEE (FORMER)	
	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED
MS SALLY CARBON	4	4	-	1	-	-	-	-	-	-	-	1	3	3
MS ANDREA LEGUIER	4	1	-	-	-	-	2	1	-	-	-	-	-	-
MR MONISH PAUL	10	10	3	3	1	2	-	-	3	3	-	-	-	-
MR JEFFREY WILLIAMS	10	10	-	-	-	-	3	3	3	3	-	-	3	3
MS ELISA FEAR	10	10	3	3	-	-	-	-	3	3	2	2	-	-
MS AMANDA HEALY	10	10	-	-	2	1	-	-	3	2	2	2	3	3
MR CRAIG HEATLEY	10	9	3	3	2	2	-	-	-	-	2	2	-	-
MR MATT MUELLER	10	10	2	2	3	3	-	-	-	-	-	-	-	-
MS MELANIE GATES	6	6	-	-	3	3	1	1	-	-	-	-	-	-

PRINCIPAL ACTIVITIES

During the financial year, the Group's principal activities were the operation of Western Australia's emergency ambulance service; the provision of patient and community transport; first aid training and first aid product sales and community education; primary and urgent health care, including general practice and dental services; event and industry medical services; and related community health programs.

These activities were delivered through the Group's three service streams — Preventative, Community and Emergency. They support the Group's short- and long-term objectives by increasing access to care and health education, strengthening community capability and connection, supporting volunteer participation, and building a more sustainable and effective organisation.

PURPOSE

To serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

STRATEGIC DIRECTION AND LONG-TERM OBJECTIVES

During FY26, the Board continued to oversee St John WA's Strategic Direction to 2030. In May 2026, the Board approved the second horizon of its Strategic Direction to 2030, confirming the continued relevance of the Group's Purpose, Values and Aspiration.

The Group's long-term objective is to position St John WA as a trusted clinical and learning partner delivering connected, continuous care across home, community and emergency settings.

STRATEGIC PLAN AND SHORT-TERM OBJECTIVES

During FY26, the Group delivered the final year of its FY23–26 Strategic Plan. Management implemented the Board's Strategic Direction through five focus areas:

- Connect and grow with our community
- Build a wellbeing and health ecosystem
- Volunteering reimagined
- The best place to work in WA
- Become an excellent organisation.

PERFORMANCE MEASURES

Performance against the FY23–26 Strategic Plan was monitored through quarterly strategic and operational reporting to the Board and a suite of strategic performance measures. During FY26, the Board reviewed a ten-measure strategic scorecard. The measures included:

- the number of community connections created through the delivery or receipt of education, training and care
- Customer Net Promoter Score
- the number of wellbeing and health services accessed per customer
- the number of new wellbeing programs launched
- the proportion of revenue reinvested in charitable activities delivered in the community
- Volunteer Net Promoter Score
- average annual hours contributed per volunteer
- Team Member Net Promoter Score
- the St John WA Service Performance Index
- stakeholder sentiment

VALUES

- Lead with Heart
- Think Team
- Make it Better
- Walk the Talk

REVIEW OF OPERATIONS & FINANCIAL SUMMARY

St John Ambulance WA Group continued to deliver through its Preventative, Community and Emergency Streams across Western Australia during FY26. The Group's financial performance reflects higher activity and revenue, alongside continued investment in workforce capability, systems, infrastructure and service improvement.

The Group recorded a statutory deficit of $22.0 million for FY26, compared with a deficit of $27.7 million in FY25. Total revenue increased by $60.5 million, or 10.6 per cent, to $629.7 million. The increase was supported by growth in ambulance transport fees, Ambulance revenue, primary health services, first aid training and event health services. Other income reflects lower interest income because of reduced cash balances, but additional one-off asset disposal proceeds.

The statutory result includes the full cost of delivering services and maintaining capability. Employee benefits expenses were the primary driver, reflecting 73.4% of the Group's total expenditure, with $484.9 million (FY25: $446.8 million), an increase of $38.1 million, reflecting the scale of the workforce and investment in frontline and enabling capability. Bad and doubtful debts were $55.1 million (FY25: $45.3 million). The increase reflects the revised expected credit loss methodology and the impact of cost-of-living pressures on the recoverability of ambulance accounts. Property and equipment expenses increased to $36.9 million (FY25: $32.3 million), while depreciation of property, plant and equipment and right-of-use assets totalled $34.0 million (FY25: $29.9 million) reflecting the year-on-year increase in the asset base.

Cash and cash equivalents decreased from $80.4 million to $67.6 million. However, this was a result of net operating cash inflow increasing to $47.1 million from $13.9 million, offset by net investing cash outflows of $53.6 million and net financing cash outflows of $6.3 million.

SELECTED STATUTORY MEASURES	FY26	FY25	MOVEMENT
Revenue	$629.7m	$569.2m	+$60.5m / +10.6%
Employee benefits	$484.9m	$446.8m	+$38.1m / +8.5%
Bad and doubtful debts	$55.1m	$45.3m	+$9.7m
PPE depreciation	$27.1m	$24.9m	+$2.2m
ROU depreciation	$5.8m	$4.9m	+$0.9m
Statutory deficit	$(20.9)m	$(27.7)m	+$6.8m improvement
Cash and cash equivalents	$67.6m	$80.4m	$(12.8)m movement

OPERATING STREAMS AND PERFORMANCE

FY26 delivery was supported by a combination of service redesign, workforce development, technology enablement and commercial activity. The initiatives below are selected to complement the Annual Report's existing service-volume narrative rather than repeat it.

Preventative

The Preventative Stream expanded the capability and reach of the training and equipment offer. During the year, new or enhanced clinical and wellbeing products included Critical Response Training, Advanced Life Support Level 1, IV/IO access, blood collection and psychosocial training. The Academy opened four additional divisions, while the Volunteer Skills Pathway pilot enabled volunteers to progress through nationally recognised training. A new St John X3 defibrillator and a specialised Individual Trauma First Aid Kit offering were also launched.

The Stream continued to invest in the customer pathway. The first phase of automated certificate issuance was delivered through the new learning management system, reducing a manual process that had been issuing approximately 500 certificates per day. In February the business launched a new online retail store through the Shopify platform, this began an innovative journey in online retail. Delivering a simpler, more scalable purchasing experience for both customers and internal teams.

Community

The Community Stream continued to develop access, clinical capability and commercial resilience. The Kelmscott Urgent Care Centre opened its doors and live wait-time capability supported patient access and operational visibility. Event Health Services expanded its event coverage, workforce capability and commercial relationships, while the primary care businesses continued work to improve utilisation, service mix and a focus on long term sustainability in an increasingly complex service landscape.

Emergency

The Emergency Stream maintained operational focus during a period of increasing demand, workforce and cost pressure. Frontline resourcing and scheduling improved response performance and supported fatigue management. The Triple Zero (000) call-handling platform was migrated, and Clinically Appropriate Demand Management reporting strengthened assurance over additional Ambulance Services Agreement funding. The Emergency Stream also continued to develop models of care that can support patients without transport to a public emergency department where clinically appropriate.

People, culture and capability

People and culture activity in FY26 focused on strengthening the workforce required to deliver services safely and sustainably. The team completed an organisation-wide psychosocial survey and workshops, progressed department-level action plans and established the PAWS Clinical Review and Governance Panel. The RESET virtual-reality training program was progressed to testing, and new wellbeing and risk reporting was developed to support earlier identification of team-member concerns.

Workforce capability also developed through the new paramedic intern pathway, direct-entry recruitment, Academy leadership development and the Leadership Hub for people leaders. Enterprise Agreement consultations progressed across Administration, Patient Transport Services and the State Control Centre, including consideration of how new resourcing systems can support affordability, productivity and improved workforce experience.

Enterprise Performance

Enterprise Performance provided the financial, commercial, digital, property, supply chain risk and governance foundations supporting FY26 delivery across all three operating Streams. Its FY26 work was directed at improving contract management, strengthening financial sustainability, enabling productivity and delivering the systems required for a more scalable operating model.

Digital Services and Business Intelligence progressed the technology and information

foundations required for scale, productivity and control. The Triple Zero (000) phone and Computer Aided Dispatch platforms were upgraded, and further clinical, fleet, scheduling and reporting systems were migrated or prepared for migration to new data-centre infrastructure. New Workforce Management solutions went live across multiple business units, while the core ERP program matured; Transport Billing and Fleet Management progressed through design, testing and readiness. The organisation took steps to develop an AI Framework to ensure a responsible approach to this emerging technology capability. Business Intelligence also supported contract delivery information requirements, automated reporting, wellbeing insights and longer-term demand and property planning.

During FY26 the organisation recertified its ISO9001 accreditation whilst evolving the Risk Appetite Statement and continued support for whistleblowing, privacy, clinical governance and strategic project reviews. The FY26 Governance Score was 89 against a target of 85. Together, these initiatives strengthened the control environment and the Group's capacity to manage risk, information, and investment while continuing to support frontline services.

Capital investment

Significant asset and infrastructure investment continued during the year. Property, Plant and Equipment additions of $71.7 million (FY25: $65.7 million) included completion of the new Albany facility, renovations at the Belmont hub, and further work on the new training and administration building on Great Eastern Highway, due for completion at the end of 2026. The organisation also continued to increase its fleet to meet operational demand, and began targeted adoption of electric and hybrid non-emergency vehicles, moving towards the Group's targeted reduction in emissions.

Outlook

The FY26 result reflects both the cost of current operations and the cost of building future capability. FY27 priorities will be to convert these investments into measurable service, productivity and financial benefits while managing contract negotiations, workforce cost pressures, liquidity and maturing the delivery model in primary care.



OTHER INFORMATION

Members of the Commandery of St John Ambulance Western Australia Limited are liable to contribute up to a maximum of one dollar to the Commandery if the Company is wound up. The total amount Members of the Commandery are liable to contribute is $701 (FY25: $751).

CHANGE IN THE STATE OF AFFAIRS

There were no significant changes in the state of affairs of the Company during the financial year.

SUBSEQUENT EVENTS

There has not been any matter or circumstance occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

INDEMNIFICATION OF OFFICERS AND AUDITORS

During the financial year, the Group paid a premium in respect of a contract insuring the Directors of the Company (as named in this Directors' Report) and of any related body corporate, the Company Secretaries and all Executive Officers of the Company and of any related body corporate against a liability incurred as such a Director, Secretary or Executive Officer to the extent permitted by the Corporations Act 2001.

The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

The Group has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an Officer or Auditor of the Company or of any related body corporate against a liability incurred as such an Officer or Auditor.

FUTURE DEVELOPMENTS

The Group will continue to pursue its principal activities across preventative, community and emergency health services, including the operation of Western Australia's emergency ambulance service; patient and community transport; first aid training, products and community education; primary and urgent health care, including general practice and dental services; event and industry medical services; and related community health programs.

From FY27, these activities will be guided by St John WA's Strategic Direction to 2030 and its long-term objective to be a trusted clinical and learning partner delivering connected, continuous care across home, community and emergency settings. The Group will continue to strengthen emergency ambulance services, improve access to connected care, grow its role in education and learning, support paid and volunteer team members, and use data and technology to improve services and outcomes.

Through these activities, St John WA will continue to pursue its purpose to serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied for leave of 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.

The Company was not a party to any such proceedings during the year.

ENVIRONMENTAL REGULATION

The Group's operations are not subject to any significant environmental regulation under a law of the Commonwealth or of a state or territory.

AUDITOR'S INDEPENDENCE DECLARATION

The Auditor's Independence Declaration has been given to the Directors in accordance with subdivision 60-C of the Australian Charities and Not-for-profits Commission Act 2012 and is set out on page 36.

This Directors' Report is signed in accordance with a resolution of Directors made pursuant to section 298(2) of the Corporations Act 2001.



MONISH PAUL CSTJ MAICD
B. Bus, MBA
Board Chair

FINANCIAL STATEMENTS

Deloitte.

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24 September 2026

The Board of the Commandery in Western Australia
St John Ambulance Western Australia Ltd
209 Great Eastern Highway
Belmont, Western Australia 6104

Dear Board Members

Auditor's Independence Declaration to St John Ambulance Western Australia Ltd

In accordance with section 60-40 of the *Australian Charities and Not-for-Profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the Board of the Commandery of St John Ambulance Western Australia Ltd.

As lead audit partner for the audit of the financial statements of St John Ambulance Western Australia Ltd for the year ended 30 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the *Australian Charities and Not-for-Profits Commission Act 2012* in relation to the audit; and
- Any applicable code of professional conduct in relation to the audit.

Yours faithfully

DELOITTE TOUCHE TOHMATSU

Pieter Janse van Nieuwenhuizen
Partner
Chartered Accountants

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Deloitte.

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Independent Auditor's Report to the Members of St John Ambulance Western Australia Ltd

Opinion

We have audited the financial report of St John Ambulance Western Australia Ltd (the "Entity") and its subsidiary (the "Group") which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, and the declaration by the Directors.

In our opinion, the accompanying financial report of the Group is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act"), including:

(i) giving a true and fair view of the Group's financial position as at 30 June 2026 and of its financial performance for the year then ended; and

(ii) complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the "Code") that are relevant to audits of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

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

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of the Directors for the financial report

The Directors of the Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the ACNC Act and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the ability of the Group 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 Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are 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 our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian 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 this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We 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 our 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 Group'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 Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We 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 we identify during our audit.

Independence

We confirm that the independence declaration required by the ACNC Act, which has been given to the Directors of the Group, would be in the same terms if given to the Directors as at the time of this auditor's report.

DELOITTE TOUCHE TOHMATSU

PG Janse van Nieuwenhuizen
Partner
Chartered Accountants

Perth, 24 September 2026

St John Ambulance Western Australia Limited

Financial report for the year ended 30 June 2026

ST JOHN AMBULANCE WESTERN AUSTRALIA LIMITED
DECLARATION BY THE BOARD OF THE COMMANDERY IN WESTERN AUSTRALIA

St John Ambulance Western Australia Limited operates in Western Australia under the guidance and control of the Board.

The Board declares that:

(a) In the opinion of the Board, the attached financial statements are in compliance with Australian Accounting Standards, as stated in Note 3 to the financial statements.

(b) In the opinion of the Board, the attached financial statements and notes thereto are in accordance with the Australian Charities and Not-for-Profit commission Act 2012, including compliance with accounting standards and gives a true and fair view of the financial position and performance of the Group; and

(c) In the opinion of the Board, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed on behalf of the Board:



Monish Paul
BOARD CHAIR
Date: 22 September 2026

Consolidated Statement of Profit or Loss and Other Comprehensive Income
for the financial year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Revenues	5	629,723	569,226
Interest income		2,038	3,727
Other gains		6,782	1,687
Administration expenses		(11,945)	(12,005)
Ambulance operating expenses		(12,944)	(12,042)
Bad and doubtful debts expense	6	(55,066)	(45,316)
Depreciation of property, plant and equipment	11	(28,119)	(24,940)
Depreciation of right of use asset	12	(5,847)	(4,916)
Interest expense for lease liabilities and make good provision		(867)	(629)
Financial charges		(3,367)	(3,415)
Marketing expenses		(4,359)	(5,040)
Professional fees		(9,575)	(9,115)
Property and equipment expenses		(36,894)	(32,269)
Employee benefits	6	(484,858)	(446,796)
Training materials		(816)	(844)
Other expenses		(5,905)	(4,997)
Deficit for the Year		(22,019)	(27,684)
Other comprehensive income		-	-
Total Comprehensive Loss for the Year		(22,019)	(27,684)

Notes to the financial statements are included on pages 46 to 71.

Consolidated Statement of Financial Position
as at 30 June 2026

	Note	2026 $'000	2025 $'000
Current Assets			
Cash at bank	19	65,562	78,361
Restricted cash	7, 19	2,061	2,045
Inventories	8	6,996	6,121
Trade and other receivables	9	30,269	66,337
Other current assets	10	8,189	15,003
Total Current Assets		113,077	167,867
Non-Current Assets			
Property, plant and equipment	11	362,963	325,127
Right of use assets	12	20,857	16,938
Total Non-Current Assets		383,820	342,065
Total Assets		496,897	509,932
Current Liabilities			
Trade and other payables	14	17,124	12,763
Provisions	15	79,267	72,336
Other current liabilities	16	59,610	69,752
Lease liabilities	17	6,037	4,518
Total Current Liabilities		162,038	159,369
Non-Current Liabilities			
Provisions	15	21,217	17,652
Lease liabilities	17	16,391	13,641
Total Non-Current Liabilities		37,608	31,293
Total Liabilities		199,646	190,662
Net Assets		297,251	319,270
Equity			
Retained surpluses		297,251	319,270
Total Equity		297,251	319,270

Notes to the financial statements are included on pages 46 to 71.

Consolidated Statement of Changes in Equity
for the financial year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Retained Surpluses			
Balance at the start of the year		319,270	346,954
Deficit for the year		(22,019)	(27,684)
Total Comprehensive Loss for the Year		(22,019)	(27,684)
Balance at the end of the Year		297,251	319,270
Total Retained Surpluses		297,251	319,270
Total Equity		297,251	319,270

Notes to the financial statements are included on pages 46 to 71.

Consolidated Statement of Cash Flows
for the financial year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Cash Flow from Operating Activities			
Receipts from operating activities		309,073	229,151
Ambulances services revenue		351,677	326,193
Payments for operating activities		(613,647)	(541,471)
Net Cash Provided by Operating Activities	19(b)	47,103	13,873
Cash Flows from Investing Activities			
Proceeds from the sale of property, plant and equipment		12,767	2,183
Payments for property, plant and equipment		(71,195)	(65,367)
Interest income		4,805	1,655
Net Cash Used in Investing Activities		(53,623)	(61,529)
Cash Flow from Financing Activities			
Repayment of lease liabilities		(5,458)	(4,337)
Lease interest payment		(805)	(546)
Net Cash Used in Financing Activities		(6,263)	(4,881)
Net Movement in Cash and Cash Equivalents		(12,783)	(52,539)
Cash and Cash Equivalents at the Beginning of the Financial Year		80,406	132,945
Cash and Cash Equivalents at the End of the Financial Year	19(a)	67,623	80,406

Notes to the financial statements are included on pages 46 to 71.

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Notes to the Consolidated Financial Statements for the financial year ended 30 June 2026

1. General Information

These financial statements are consolidated financial statements of St John Ambulance Western Australia Limited (the "Company") and its subsidiary (together, the "Group"). Details about the Group's subsidiary is included in Note 13.

St John Ambulance Western Australia Limited is a company limited by guarantee incorporated in Australia. The address of its registered office and principal place of business is as follows:

209 Great Eastern Highway Belmont, Western Australia, 6104
Phone: (08) 9334 1222
Web Site: www.stjohnwa.com.au

The Company's principal activities are the provision of ambulance services, primary and ancillary care and first aid training within the state of Western Australia.

2. Application of New and Revised Accounting Standards

(a) New Standards and Interpretations Adopted

The Group has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to their operations and are effective for the current financial reporting period beginning 1 July 2025.

The following new and revised Standards and Interpretations effective for the current reporting period which are relevant to the Group are;

- AASB 2026-1 Disclosures about Uncertainties in the financial statements.

The application of these amendments has not resulted in any significant changes to the Group's accounting policies nor any material effect on the measurement or disclosure of the amounts reported for the current or prior periods.

(b) Accounting Standards and Interpretations Issued but not yet Effective

Certain amendments to accounting standards have been published that are not mandatory for 30 June 2026 reporting periods and have not been early adopted by the Group. These amendments are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

In addition, at the date of authorisation of the financial statements the following IFRS Accounting Standards were on issue for which equivalent Australian Accounting Standards have not been issued:

Standard/ Amendment	Effective Date	Nature of the change and expected impact
IFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027	This Standard will not change the recognition and measurement of items in the financial statements but will affect presentation and disclosure in the financial statements, including introducing new categories and subtotals in the statement of profit or loss, requiring the disclosure of management defined performance measures, and changing the grouping of information in the financial statements.

The Company is in the process of determining the impact of these standards on the Group's future financial statements and does not plan to adopt these standards before their effective dates.

3. Material Accounting Policies

Statement of Compliance

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AASBs) and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and the Australian Charities and Not-for-Profit Commission Act 2012 and the Charitable Collections Act (WA) 1946.

These consolidated financial statements reflect the financial position of St John Ambulance Western Australia Limited (Company) and its consolidated entity (Group). The financial position of the Company includes the combined financial position of metropolitan and country ambulance operations as well as Primary Health Services. Country operations include the amalgamated financial position of 91 country sub centres staffed by volunteers, 23 hybrid country sub centres operated by combined volunteers and paid team members and 3 regional support funds (refer note 27).

For the purposes of preparing the financial statements, the Group is a not-for-profit entity.

The financial statements were authorised for issue by the Directors on 22 September 2026.

Going Concern

The consolidated financial statements have been prepared on a going concern basis, which contemplates the continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business.

At 30 June 2026, the Group had a working capital deficiency, with net current liabilities of $49.0 million, and recorded a net loss of $22.0 million for the year then ended. Notwithstanding this working capital deficiency, in assessing the Group's ability to continue as a going concern the Board considered cash-flow forecasts covering at least 12 months from the date of authorisation of these financial statements, including planned operating and capital expenditure. Based on those forecasts and the Group's available cash resources, the Board is satisfied that the Group will be able to meet its obligations as and when they fall due. Accordingly, the Board considers that the going concern basis of preparation is appropriate.

Basis of Preparation

The consolidated financial statements have been prepared on the basis of historical cost. Historical cost is based on the fair values of the consideration given in exchange for goods and services.

Fair values for measurement and/or disclosure purpose in these consolidated financial statements is determined on such a basis, except leasing transactions, that are within the scope of *AASB 16 Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in *AASB 102 Inventories* or value in use in *AASB 136 Impairment of Assets*.

All amounts are rounded to the nearest thousand dollars, unless otherwise indicated and are presented in Australian dollars.

The following material accounting policies have been adopted in the preparation and presentation of the financial statements:

(a) Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

3. Material Accounting Policies (continued)

(a) Basis of Consolidation (continued)

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit and loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company. Total comprehensive income of subsidiaries is attributed to the owners of the Company.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

(b) Cash and Cash Equivalents

Cash comprises of cash on hand and demand deposits. Cash equivalents are short-term (generally with original maturity of twelve months or less), highly liquid investments that are readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value.

(c) Employee Benefits

Provision is made for benefits accruing to employees in respect of salaries and wages, annual leave and long service leave when it is probable that settlement will be required, and they are capable of being measured reliably.

Provisions made in respect of salaries and wages, annual leave and long service leave expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of annual and long service leave which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to reporting date.

Defined contribution plans
Contributions to defined contribution superannuation plans are recognised as an expense when employees have rendered services entitling them to the contribution.

(d) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Impairment of financial assets
The Group recognises an allowance for Expected Credit Losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

3. Material Accounting Policies (continued)

(d) Financial Instruments (continued)

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(e) Income Tax

The Company is a public benevolent institution and is exempt from income tax from 1 July 2000 under Subdivision 50-B of the Income Tax Assessment Act 1997.

The subsidiary Apollo Health Ltd is a not-for-profit entity and is exempt from income tax.

(f) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost comprises direct materials and where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the first in first out method. Net realisable value represents the estimated selling price less estimated costs of completion and costs necessary to make the sale.

(g) Leases

The Group as a lessee
The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense in the Property and Equipment line, on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

As a practical expedient, *AASB 16 Leases* permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Concessionary leases
The Group leases a number of buildings from Government and other third parties with significantly below-market terms and conditions principally to enable it to further its objectives. The Group is dependent on these leases to further its objectives as it utilises the buildings to run its operations to deliver its services. The Group is restricted on the use of the buildings as agreed with the counterparties and may not utilise it for other purposes including sub-leasing to other entities. The Group has elected to measure these leases at cost.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2026

3. Material Accounting Policies (continued)

(h) Property, Plant and Equipment

Land is measured at cost.

Plant and equipment, buildings and leasehold improvements are stated at cost less accumulated depreciation and impairment.

Depreciation is calculated using the following basis:

Buildings and Leasehold Improvements – Between 10 to 40 years straight-line method
Plant and Equipment - Between 3 to 10 years straight-line method
Ambulances and Other Vehicles - Between 4 to 8 years straight-line method
Land is not depreciated

(i) Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

The Group recognises income from its main revenue streams as follows:

- Ambulance services revenue
- First aid training and services
- Primary health services
- Government grants and capital funding

Ambulance Services Revenue

Ambulance services revenue consists of the following sub-streams

i) Ambulance transport fees: Ambulance Transport revenue is recognised at the point in time when the performance obligation has been met, being when the service has been provided to the customer. It is recognised at the amount that reflects the consideration to which the Group expects to be entitled in exchange for transferring services to the customer; and

ii) Ambulance Services Agreement Revenue: Revenue from Services under the Ambulance Services Agreement is also recognised in line with AASB 15 Revenue from Contracts with Customers. The provision of the ambulance services is a stand-ready performance obligation and as the customer simultaneously receives and consumes the benefits provided the revenue is recognised over time. The method applied for over time recognition is based on time and reflects the pattern of performance of the service. The transaction price consists of both fixed and variable consideration elements with the latter dependent on both the level of activity (cases) in the period, achieving certain KPIs and the continuing investment in the infrastructure of the Group. The variable revenue recognised is assessed and constrained should there be a significant risk of reversal of the revenue in future periods. There is not considered to be a significant financing component in this revenue stream as the period between the recognition of revenue under the straight-line method and the payment is always less than one year.

First aid training and services
First aid training and services income is recognised at the point in time when the service has been completed at amounts that reflect the consideration to which the Group expects to be entitled in exchange for providing the service.

Primary health services
Primary health revenue is recognised at the point in time when the service has been provided. Revenue is recognised on a gross basis where the Group controls the doctor services and associated costs being transferred to the customer and on a net basis for doctor and dentist fees, where the Group acts as an agent. Revenue is measured at the amount of consideration to which the Group expects to be entitled in exchange for the service.

3. Material Accounting Policies (continued)

Government grants and funding arrangements
When the Group receives government grants and funding, it performs an assessment to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under *AASB 15 Revenue from Contracts with Customers* where income is recognised when (or as) the performance obligations are satisfied. In all other cases (where the contract is not 'enforceable' or the performance obligations are not 'sufficiently specific'), the transaction is accounted for under *AASB 1058 Income of Not-for-Profit Entities* where the Group:

- Recognises the asset in accordance with the requirements of other relevant applicable Australian Accounting Standards (e.g. *AASB 9 Financial Instruments, AASB 16 Leases, AASB 116 Property, Plant and Equipment* and *AASB 138 Intangible Assets*)
- Considers whether any other financial statement elements should be recognised ('related amounts') in accordance with the relevant applicable Australian Accounting Standard including:
    - contributions by owners (*AASB 1004 Contributions)*
        - a lease liability (*AASB 16 Leases)*
        - revenue, or a contract liability arising from a contract with a customer (*AASB 15 Revenue from Contracts with Customers*)
        - a financial instrument (*AASB 9 Financial Instruments)*
        - a provision (*AASB 137 Provisions, Contingent Liabilities and Contingent Assets*)
- Recognises income immediately in profit or loss for the excess of the initial carrying amount of the asset over any related amounts recognised.

Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised as income of the period in which it becomes receivable.

Grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognised as a financial liability in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful life of the related assets.

The grant received from the Federal Government for the provision of Urgent Care centres has given rise to a financial liability, due to its terms, which reduces over the period of the grant agreement. The income will be recognised as grant income progressively in the Statement of Profit or Loss and Other Comprehensive Income as the grant agreement conditions are satisfied.

Volunteer services
The Group has decided not to recognise volunteer services within the financial statements (as permitted by AASB 1058), given the fair value of these services is not reliably measured in financial terms. Volunteer services provide value by delivering vital country ambulance, community transport, event health and first aid training resources, contributing an abundance of knowledge, time and attributes connecting communities and furthering St John's services to humanity.

(j) Impairment of Assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists; the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, Group assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

3. Material Accounting Policies (continued)

(j) Impairment of Assets (continued)

For assets held by the Group that are not primarily held to generate net cash inflows, recoverable amount is assessed with reference to the asset's continuing service potential. In such cases, impairment indicators are considered to arise where there is evidence of a reduction in the capacity of the asset to provide the intended services (for example, physical damage, obsolescence, or significant adverse changes in service delivery requirements). Where this occurs, the recoverable amount is measured as the current-replacement-cost of the asset or another appropriate measure of service potential.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the Group's accounting policies, which are described in note 3, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

Critical judgements

Performance obligations and variable consideration - Ambulance Services Agreement
Note 3(i) describes the revenue recognition in relation to the provision of ambulance services to Western Australia, which is identified as one performance obligation. The contract outlines multiple services that the Group is required to deliver in the performance of the contract. In applying AASB 15, management exercises judgement in determining that the agreement comprises a single performance obligation satisfied over time, as the Group delivers ongoing ambulance services that the Department simultaneously receives and consumes. On assessing these services management has applied judgement in determining that they are not distinct in the context of the contract as a whole, and therefore represent one performance obligation. In making their judgement, management considered the detailed criteria for the recognition of revenue set out in AASB 15 *Revenue from Contracts with Customers.*

Revenue recognition under the Ambulance Services
Judgement is also required in assessing whether variable consideration (for demand exceeding baseline) and Further Services Fees (for activity exceeding the maximum payment) are constrained. This involves evaluation of the likelihood of significant revenue reversals based on alignment between funding notices and actual demand, historical settlement practices, and enforceability of entitlements.

Impairment indicators for Emergency Ambulance operations CGU
The Group tests assets for impairment under AASB 136 Impairment of Assets when indicators of impairment are present. In applying AASB 136 *Impairment of Assets* to the operations of the Company significant judgement is applied in respect of the application of the standard and related guidance to the Emergency Ambulance operations Cash Generating Unit ("CGU").

As a not-for-profit operation the Emergency Ambulance operations employ the use of various specialised assets that are not held primarily for their ability to generate net cash inflows but are instead held for continuity of service capacity.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (continued)

Impairment indicators for Emergency Ambulance operations CGU (continued)
As a consequence, the financial performance of the Emergency Ambulance operations CGU may be lower than ordinarily expected in a commercial environment due to the not-for-profit nature of the operation and its charitable mission. The accounting standard includes provisions to ensure impairments are not inappropriately recognised for non-cash generating assets held by not-for-profit entities when they still embody future economic benefits of a value equal to, or greater than, their carrying amounts. Judgement has been applied in the application of this guidance to the specific circumstances of the Emergency Ambulance operations CGU to determine that indicators of impairment for the CGU would relate to reductions in the service capacity of the assets used as opposed to the financial performance of the assets.

Revenue recognition for Apollo Health Limited

The Medical and Health Practitioners working at Apollo Health Limited are engaged under two types of contracts including a revenue sharing agreement, where the Group considers itself to be working in the capacity of an agent for the purposes of revenue recognition for Primary Health Services. While others are contracted under a fixed fee structure, where the Group considers itself to be the principal for the purposes of revenue recognition. Consequently, Primary Health Services revenue is recognised both as a gross income source, and net of doctor and dentist fees at the point in time when the service has been completed.

Revenue recognition
To determine if a grant contract should be accounted for under *AASB 1058 Income of Not-for-Profit Entities* or *AASB 15 Revenue from Contracts with Customers*, the Group has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Group applies significant judgement in this regard by performing a detailed analysis of the terms and conditions contained in the grant agreements, the allocation of funding between projects, review of accompanying documentation and holding discussions with relevant parties.

Key Sources of Estimation Uncertainty

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Variable consideration in relation to the Ambulance Services Agreement funding arrangements
The over-time revenue from the Ambulance Services Agreement includes fixed and variable consideration. The Group has assessed the conditions attached to the variable consideration component for the period 1 July 2025 to 30 June 2026 and determined there are no constraints applicable to the variable consideration in this period.

Assessment of Funding Adequacy - Ambulance Services Agreement

Under the Ambulance Services Agreement with the State of Western Australia that commenced on 1 January 2023, where annual activity exceeds that anticipated by the State there is a component of revenue that is at risk subject to assessment by the State of St John's compliance with its obligations under the contract until such time as that assessment has occurred.

The Group has considered the long-term viability of the Ambulance Services Agreement in light of rising service demand, workforce pressures and inflationary costs. Key sources of estimation uncertainty in relation to such an assessment include:

- Assumptions that annual funding uplifts will reflect demand growth and inflationary costs, which could vary if negotiations with the State differ from expectations.
- Preservation of entitlement to Further Services Fees when activity exceeds the contractual maximum, subject to negotiation outcomes.
- Sufficiency of revenues (including variable consideration) to recover service delivery costs over the contract term, amid rising demand and workforce pressures.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (continued)

Assessment of Funding Adequacy - Ambulance Services Agreement (continued)
Based on current assumptions and funding negotiations with the State of Western Australia, no onerous contract provision is required. A failure of funding to adequately match demand with cost of service delivery could lead to material financial strain and require an onerous contract provision. Sensitivity to these estimates is monitored by management, with ongoing discussions with the State.

Impairment of receivables
Ambulance transport receivables have been provided for based on historical experience of impairment timelines to support accurate representation of collections activity in the medium term. The exact adjustment to the amount receivable cannot be ascertained with any certainty and thus assumptions/estimates have been made about the demographics and the location in which the service was provided.

Recognition of contingent liabilities
Contingent liabilities have the potential to expose the Group to financial obligations which are not otherwise recognised in financial statements. A contingent liability represents a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. Contingent Liabilities will only be recognised in the financial statements where the amount of the obligations can be measured with sufficient reliability. If an event occurs which triggers or crystallises a liability or provision, the contingent liability is replaced with a reportable liability or provision in the statement of financial position. Note 25 details the company's current position on contingent liabilities as at 30 June 2026.

Annual leave and long service leave provisions
In determining the liability to the Group for employee leave entitlements the following factors have been based on estimates:

(i) On-costs – superannuation and workers compensation
(ii) Probability of employee turnover
(iii) Future pay and allowance increases

Provision for future claims under the National Redress Scheme
Applications under The National Redress Scheme can be made any time before 30 June 2027. The company applied various actuarial assumptions to estimate the possible obligation for future claims under the scheme. No change has been made to these assumptions in the reporting period.

5. Revenues

	2026 $'000	2025 $'000
The following is an analysis of the Group's revenue for the year.		
Revenue from Contract with Customers		
Point in Time Revenue		
Ambulance transport fees	213,068	192,769
Membership fees	2,842	2,816
DFES helicopter fees	6,231	4,459
First aid training and services income	25,170	24,094
Event health services	5,894	4,255
Primary health services	33,319	26,132
Over Time Revenue		
Ambulance services agreement revenue[(i)]	317,949	291,758
Medical health services	19,314	16,825
Total Revenue from Contract with Customers	**623,787**	**563,108**
Other Revenue		
Donations and bequests[(ii)]	2,837	2,096
Urgent care facilities grant funding [(iii)]	1,118	1,617
Other revenue	1,981	2,405
Total Other Revenue	**5,936**	**6,118**
Total Revenues	**629,723**	**569,226**

(i) Revenue recognised includes an element for reversal of $2.5 million (2025: nil) of variable consideration in relation to performance obligations satisfied in previous periods.
(ii) Donations received are utilised for specific philanthropic objectives as well as general operating activities.
(iii) Federal Government grant funding received for the construction and operation of three urgent care centres. $0.4 million (2025 $0.4 million) revenue has been recognised in the reporting period that was included in the contract liability balance at the beginning of the period.

6. Deficit for the Year

	2026 $'000	2025 $'000
The deficit from ordinary activities includes the following items:		
Gain on sales of property, plant and equipment	7,007	1,681
(Loss)/gain on lease surrender	(225)	6
Other gains	6,782	1,687
Interest income	2,038	3,727
Short-term and low value lease expenses	3,179	2,040
Bad and Doubtful Debts Expense:		
Bad debts expense	703	45,946
Net impairment losses provided for / (reversed)	54,363	(630)
Total Bad and Doubtful Debts Expense	55,066	45,316
Employee Benefit Expense:		
Personnel salaries and wages	395,567	358,080
Defined contribution plan	44,834	39,045
Other employee expenses	44,457	49,671
Total Employee Benefit Expense	484,858	446,796

Lease commitments for short-term and low value leases are disclosed in note 18.

7. Restricted Cash

	2026 $'000	2025 $'000
The Bertie and Olga Cohen Charitable Trust	2,061	2,045
Total	2,061	2,045

The Company is the Trustee of the Bertie & Olga Cohen Charitable Trust. The funds contained within the Trust have been brought to account as restricted cash to be distributed according to the terms of the Trust.

8. Inventories

	2026 $'000	2025 $'000
Inventories at cost	6,996	6,121
Total	6,996	6,121

Inventories recognised as an expense during the year 30 June 2026 amounted to $17.0 million (2025 $17.0 million), and have been included in Ambulance Operating Expenses, Training Materials and Other Expenses in the statement of profit and loss and other comprehensive income.

9. Trade and Other Receivables

	2026 $'000	2025 $'000	2024 $'000
Ambulance transport receivables	73,136	22,424	21,347
Allowance for losses	(63,041)	(8,408)	(9,007)
	10,095	14,016	12,340
Sundry receivables	20,339	52,756	38,230
Allowance for losses	(165)	(435)	(466)
	20,174	52,321	37,764
Total	30,269	66,337	50,104

The Group applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared risk characteristics and days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected credit loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The following table details the risk profile of trade receivables based on the group's provision matrix. The expected loss rates are based on the payment profiles of sales over a 2 year period to 30 June 2026 and historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group considers inflationary pressures in the regions that it sells its goods and services to be the most relevant factors and accordingly adjusts the historical loss rates based on expected changes in these factors. In 2026, the impairment timelines were reviewed by region to support a more accurate representation of collection activity in the medium term. The Group's policy for collection activity remains consistent year on year, however procedurally the decision was made to extend the write off period to 2 years (2025: 75 days), to reflect the continuing activity to collect on these receivables.

Days Past Due	0 – 30 Days %	31 – 60 Days %	61 – 90 Days %	91+ Days %
Individual Ambulance	13.6	9.0	7.1	70.3
Government Contracts	99.2	0.1	0.1	0.6
Corporate & Other	60.5	23.8	2.5	13.2

Trade receivables provided for during the period are still subject to enforcement activity for a period of 2 years.

Movement in the Allowance for Impairment Losses

	2026 $'000	2025 $'000
Balance at the start of the year	8,843	9,473
Net impairment losses provided for / (reversed)	54,363	(630)
Balance at the end of the year	63,206	8,843

The Group measures the loss allowance for trade receivables at an amount equal to lifetime ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor, adjusted for factors that are specific to the debtor and general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

9. Trade and Other Receivables (continued)

During the year, the Group extended the operational write-off period for ambulance transport receivables from 75 days in 2025 to two years. This change reflects continuing collection and enforcement activity in respect of these receivables and was implemented from 1 July 2025 prospectively. Accordingly, receivables that may previously have been written off are now retained as gross receivables and provided for through the lifetime expected credit loss allowance.

Recognition of an expected credit loss allowance does not constitute a write-off. The underlying receivable remains recognised while collection activity continues and is written off only when there is no reasonable expectation of recovery.

The bad and doubtful debts expense of $55.1 million (2025: $45.3 million) comprises bad debts written off of $0.7 million (2025: $45.9 million) and a net increase in the expected credit loss allowance of $54.4 million (2025: net reversal of $0.6 million). The allowance consequently increased from $8.8 million at 1 July 2025 to $63.2 million at 30 June 2026, comprising $63.0 million for ambulance transport receivables and $0.2 million for sundry receivables.

As at 30 June the aging analysis of Individual Ambulance receivables was below:

	2026 $'000	2025 $'000
0 – 30 days	9,962	9,229
31 – 60 days	6,576	6,230
61 – 90 days	5,190	3,153
91+ days past due	51,408	2,240
Receivable carrying value	73,136	20,852
Allowance for expected credit loss	(63,041)	(8,408)
Net carrying value	10,095	12,444

As at 30 June the aging analysis of Government Contracts receivables was below:

	2026 $'000	2025 $'000
0 – 30 days	2,716	30,695
31 – 60 days	2	123
61 – 90 days	2	98
91+ days past due	17	9,887
Receivable carrying value	2,737	40,803
Allowance for expected credit loss	-	-
Net carrying value	2,737	40,803

As at 30 June the aging analysis of Corporate & Other receivables was below:

	2026 $'000	2025 $'000
0 – 30 days	10,652	9,025
31 – 60 days	4,181	2,475
61 – 90 days	447	797
91+ days past due	2,322	1,228
Receivable carrying value	17,602	13,525
Allowance for expected credit loss	(165)	(435)
Net carrying value	17,437	13,090

10. Other Current Assets

	2026 $'000	2025 $'000	2024 $'000
Prepayments	4,540	4,743	3,843
Accrued interest	429	3,196	1,124
Contract assets	3,220	7,064	12,382
Total	8,189	15,003	17,349

Contract assets relate to ambulance transport revenue, Health Department contract for services revenue, industry medical services and primary health services revenue. The reduction in contract assets is the result of the conversion of transport revenue to receivables over the course of the year offset by increased assets relating to industry medical services the result of additional contracts brought on during the year.

11. Property, Plant and Equipment

	Leasehold and Freehold Land at Cost $'000	Buildings and Leasehold Improvements at Cost $'000	Plant and Equipment at Cost $'000	Ambulance and Vehicles at Cost $'000	Assets Under Construction $'000	Total $'000
Gross Carrying Amount						
Balance as at 1 July 2024	46,315	157,545	107,104	113,142	45,657	469,763
Additions	-	-	-	-	65,721	65,721
Transfer from capital work in progress	3,342	11,517	7,144	19,788	(41,791)	-
Disposals	-	-	(1,177)	(12,791)	-	(13,968)
Balance as at 30 June 2025	49,657	169,062	113,071	120,139	69,587	521,516
Additions	-	-	-	-	71,715	71,715
Transfer from capital work in progress	1,183	38,750	18,445	21,229	(79,607)	-
Disposals	(4,204)	(1,548)	(2,071)	(15,995)	-	(23,818)
Balance as at 30 June 2026	46,636	206,264	129,445	125,373	61,695	569,413
Accumulated Depreciation						
Balance as at 1 July 2024	-	51,484	63,037	70,394	-	184,915
Disposals	-	-	(1,209)	(12,257)	-	(13,466)
Depreciation expense	-	5,551	7,641	11,748	-	24,940
Balance as at 30 June 2025	-	57,035	69,469	69,885	-	196,389
Disposals	-	(585)	(2,036)	(15,437)		(18,058)
Depreciation expense	-	5,945	8,447	13,727	-	28,119
Balance as at 30 June 2026	-	62,395	75,880	68,175	-	206,450
Net Book Value						
as at 30 June 2025	49,657	112,027	43,602	50,254	69,587	325,127
as at 30 June 2026	46,636	143,869	53,565	57,198	61,695	362,963

Urgent Care Grant Funded Assets with Special Conditions
Property, plant and equipment with a net book value of $2.9 million (2025: $3.9 million) has been pledged as security against the financial liability of the Group in relation to the Federal Government grant provided for the Urgent Care centres. The Group is not allowed to pledge these assets as security for other borrowings or to sell them to another entity without the approval of the Federal Government.

12. Right of Use Assets

	2026 $'000	2025 $'000
Cost		
Balance at 1 July	37,402	29,388
Additions	11,054	8,487
Surrender of Leases	(5,473)	(473)
Balance at 30 June	42,983	37,402
Accumulated Depreciation and Impairment		
Balance at 1 July	(20,464)	(15,625)
Surrender of Leases	4,185	77
Depreciation expense	(5,847)	(4,916)
Adjustment	-	-
Impairment	-	-
Balance at 30 June	(22,126)	(20,464)
Carrying amount at 30 June	20,857	16,938

(i) The right of use assets relate to several buildings that are leased by the Group and the associated make good provisions. The average lease term for the current financial year is 3.2 years (2025: 5.0 years).
(ii) Depreciation expense of $5.8 million (2025: $4.9 million) and interest expense on lease liabilities and make good provisions of $0.9 million (2025: $0.6 million) were recognised in profit and loss in 2026.
(iii) The maturity of lease liabilities is presented in note 17.

13. Subsidiary

Details of the Group's subsidiary at the end of the reporting period are as follows:

Name of Subsidiary	Principal Activity	Place of Incorporation and Operation	Proportion of Ownership Interest and Voting Held by the Group	
			2026	2025
Apollo Health Limited	Provision of primary and ancillary health services	Australia	100%	100%

14. Trade and Other Payables

	2026 $'000	2025 $'000
Trade payables	9,466	7,591
Other payables	5,215	3,324
Net goods and services tax	2,443	1,848
Total	17,124	12,763

The average credit term offered to the Group is 30 days interest free from date of invoice. The Group pays all accounts by the due date. The Group has financial risk management policies in place to ensure that all payables are paid within the credit terms.

15. Provisions

Movement in Provisions

	Annual Leave $'000	Long Service $'000	Future Claims $'000	Other $'000	Make Good $'000	Total $'000
Carrying Amount at 01 July 2024	39,002	32,833	2,630	10	3,236	77,711
Additions	34,803	8,889	-	-	96	43,788
Release	(27,574)	(3,867)	-	-	(70)	(31,511)
Carrying Amount at 30 June 2025	46,231	37,855	2,630	10	3,262	89,988
Additions	36,525	13,087	-	-	61	49,673
Release	(30,647)	(8,184)	-	(10)	(336)	(39,177)
Carrying Amount at 30 June 2026	52,109	42,758	2,630	-	2,987	100,484
Total at 30 June 2026	52,109	42,758	2,630	-	2,987	100,484
Current	52,109	27,158	-	-	-	79,267
Non-Current	-	15,600	2,630	-	2,987	21,217
Total at 30 June 2025	46,231	37,855	2,630	10	3,262	89,988
Current	46,231	26,095	-	10	-	72,336
Non-Current	-	11,760	2,630	-	3,262	17,652

The current provision for annual leave and long service leave entitlements represents employee benefits that are expected to be taken within 12 months.

The provision for potential future claims is related to the Group's total outstanding exposure under the National Redress Scheme. The amount relates to an actuarial estimation of likely future reported civil claims and future payments as a result of past events where the Group may be found responsible.

16. Other Current Liabilities

	2026 $'000	2025 $'000	2024 $'000
Accrued expenses	22,735	34,157	18,245
Accrued expenses – property, plant and equipment	2,783	2,262	1,909
Unearned income	3,739	8,796	9,544
Contract liability	30,353	24,537	22,063
Total	59,610	69,752	51,761

Unearned income includes grant funding (including primary health grants), specified donations and benefit fund fees.

Contract liabilities include revenues under the Ambulance Services Agreement, first aid course fees and primary health rental revenue. The increase in contract liabilities is the result of additional liabilities related to the Ambulance Services Agreement which is billed in advance of service delivery.

17. Lease Liabilities

	2026 $'000	2025 $'000
Maturity Analysis:		
Year 1	6,153	5,185
Year 2	5,666	4,392
Year 3	4,795	3,267
Year 4	4,219	2,364
Year 5	2,362	2,181
Onwards	1,430	2,841
	24,625	20,230
Less: Unearned interest	(2,197)	(2,071)
	22,428	18,159
Analysed as:		
Current	6,037	4,518
Non-current	16,391	13,641
	22,428	18,159

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's finance function.

18. Commitments for Expenditure

	2026 $'000	2025 $'000
Capital Expenditure Commitments		
Land and buildings		
Not longer than 1 year	7,412	38,544
	7,412	38,544
Total Commitments for Capital Expenditure	7,412	38,544
Lease Commitments		
Radio Sites		
Not longer than 1 year	274	254
Longer than 1 year and not longer than 5 years	920	856
Longer than 5 years	1	-
	1,195	1,110
Residential Properties		
Not longer than 1 year	1,634	1,306
Longer than 1 year and not longer than 5 years	78	145
	1,712	1,451
Commercial Properties		
Not longer than 1 year	1	-
Longer than 1 year and not longer than 5 years	4	-
	5	-
Total Commitments for Lease Expenditure	2,912	2,561

19. Notes to the Statement of Cash Flows

For the purpose of the Statement of Cash Flows, cash includes cash on hand and in banks and investments in short term deposits, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2026 $'000	2025 $'000
a) Reconciliation of Cash and Cash Equivalents		
Cash	38,746	49,881
Term deposit investments (short term)	26,816	28,480
Cash at bank	65,562	78,361
Restricted cash	2,061	2,045
Total Cash and Cash Equivalents	67,623	80,406
b) Reconciliation of Deficit to Net Cash Flow		
Deficit	(22,019)	(27,684)
Depreciation expense – property, plant and equipment	28,119	24,940
Depreciation expense – right of use assets	5,847	4,916
Amortisation and impairment expense	-	-
Gain on sale of property, plant and equipment	(7,007)	(1,681)
(Gain)/loss on surrender of lease	225	(6)
Interest income	(2,038)	(3,727)
Interest expense – lease liabilities and make good	867	629
Decrease/(Increase) in assets:		
Inventories	(875)	58
Receivables	36,068	(16,233)
Prepayments	203	(901)
Contract assets	3,844	5,318
(Decrease)/Increase in liabilities		
Payables	4,361	(1,576)
Leave provisions	10,781	7,229
Other provisions	(610)	4,951
Accrued expenses	(11,422)	15,913
Unearned revenue	759	(1,487)
Contract liabilities	-	3,214
Net cash from operating activities	47,103	13,873

c) Financing Facilities

An unsecured bank overdraft facility was available throughout the end of the year for $4.0 million (2025: $4.0 million). The facility is reviewed annually.

For financing facilities relating to leases refer to note 17 and note 20.

d) Non-cash Financing and Investing Transactions

Additions to right of use assets during the year amounting to $11.0 million (2025: $8.5 million) were financed by new leases of $11.0 million (2025: $8.5 million) and nil make good provisions (2025: nil).

Accruals for Property, Plant and Equipment costs amount to $2.8 million (2025: $2.3 million).

19. Notes to the Statement of Cash Flows (continued)

e) Reconciliation of Liabilities Arising from Financing Activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's statement of cash flows as cash flows from financing activities.

2026		Non-cash changes			
	1 July 2025 $'000	Cash flows $'000	New leases $'000	Other $'000	30 June 2026 $'000
Lease liabilities	18,159	(5,458)	11,054	(1,327)	22,428
Total liabilities arising from financing activities	18,159	(5,458)	11,054	(1,327)	22,428

2025		Non-cash changes			
	1 July 2024 $'000	Cash flows $'000	New leases $'000	Other $'000	30 June 2025 $'000
Lease liabilities	14,422	(4,881)	8,478	140	18,159
Total liabilities arising from financing activities	14,422	(4,881)	8,478	140	18,159

The Group classifies interest paid as cash flows from financing activities

20. Financial Instruments

a) Financial Risk Management

The Group has a policy of being conservative in financial risk management. The Group does not enter into or trade financial instruments, including derivative securities. Excess funds are placed in term deposits with banks in order to achieve a modest rate of return.

Standard trade reference checks are undertaken to assess counterparty risk prior to extending trade credits.

Trade debtors and trade creditors are monitored on an ongoing basis to mitigate risk exposures.

b) Capital Risk Management

The Group manages its capital to ensure that the Group will be able to continue as a going concern while fulfilling its objective of providing first aid, primary health and ambulance services within Western Australia.

The Group's overall strategy remains unchanged from 2025. The capital structure of the Group consists of equity which wholly consists of retained surpluses.

The Group is not subject to externally imposed capital requirements.

Operating cash flows are used to maintain and expand the Group's capital requirements.

c) Material Accounting Policies

Details of the material accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in note 3 to the financial statements.

20. Financial Instruments (continued)

d) Interest Rate Risk Management

The Group's market risk exposure is primarily to interest rate movements related to amounts of interest income derived from bank deposits. Any change in interest rates will impact the interest income for the Group as well as the incremental borrowing rate associated with leases will in turn impact the Group's finance costs. The interest rate risk is inherently managed through the Group's investment and borrowing policies.

There has been no change to the Group's exposure to market risks or the manner in which these risks are managed and measured.

e) Liquidity Risk Management

Ultimate responsibility for liquidity risk management rests with the senior management team, who has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate cash reserves, leases and banking facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Note 19 (c) sets out details of undrawn facilities that the Group has at its disposal to further reduce the liquidity risk.

f) Credit Risk Management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has credit approval processes in place to scrutinise commercial applications for credit prior to providing services on credit terms.

Trade receivables relating to ambulance transport consist of a large number of customers. Individual receivables are written off 2 years (2025: 75 days) after invoice date. Individual receivables are sent to collection agencies after 90 days from the date of invoice.

In addition, the Group is exposed to credit risk in relation to bank guarantees held for several leased properties. The total exposure to the Group as at 30 June 2026 is $1.6million (30 June 2025: $2.1 million).

The credit risk on liquid funds is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 20 (g).

g) Categories of Financial Instruments and their Fair Values

This note provides information about the categories of the Group's financial instruments and how the Group determines fair values of various financial assets and financial liabilities.

The Group has no financial instruments that are required to be measured at fair value on a recurring basis.

The Board considers that due to the short term nature of the financial assets and financial liabilities carried at amortised cost in the financial statements, their carrying values are considered to be the same as their fair values.

20. Financial Instruments (continued)

	2026 Carrying Amount $'000	2025 Carrying Amount $'000
Financial Assets		
Trade and other receivables	30,269	66,337
Cash and cash equivalents	67,623	80,406
Accrued interest	429	3,196
Total Financial Assets	98,321	149,939
Financial Liabilities		
Trade and other payables	14,681	10,915
Accrued expenses	22,735	34,157
Accrued expenses - property, plant and equipment	2,783	2,262
Total Financial Liabilities	40,199	47,334

Non-financial assets of $nil (2025: $nil) and non-financial liabilities of $2.4 million (2025: $1.9 million) have been excluded from the Trade and other receivables and Trade and other payables respectively.

Maturity Profile of Financial Instruments

The maturity profile of financial assets and financial liabilities held by the Group are detailed on the following pages. The tables below have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay.

The following table details the Group's exposure to interest rate and liquidity risk as at 30 June 2026:

			Fixed Maturity Dates		
2026	**Weighted Average Interest Rate**	**Variable Interest Rates (at call) $'000**	**Less than 1 Year $'000**	**Greater than 1 year $'000**	**Total $'000**
Financial Assets					
Trade and other receivables	-	-	30,269	-	30,269
Cash and cash equivalents	3.93%	38,746	28,877	-	67,623
Accrued interest	-	-	429	-	429
	-	38,746	59,575	-	98,321
Financial Liabilities					
Trade and other payables	-	-	14,681	-	14,681
Accrued expenses	-	-	22,735	-	22,735
Accrued expenses – property, plant and equipment	-	-	2,783	-	2,783
	-	-	40,199	-	40,199

20. Financial Instruments (continued)

The following table details the Group's exposure to interest rate and liquidity risk as at 30 June 2025:

2025	Weighted Average Interest Rate	Variable Interest Rates (at call)	Fixed Maturity Dates: Less than 1 Year	Fixed Maturity Dates: Greater than 1 year	Total
		$'000	$'000	$'000	$'000
Financial Assets					
Trade and other receivables	-	-	66,337	-	66,337
Cash and cash equivalents	3.89%	78,361	2,045	-	80,406
Accrued interest	-	-	3,196	-	3,196
	-	78,361	71,578	-	149,939
Financial Liabilities					
Trade and other payables	-	-	10,915	-	10,915
Accrued expenses	-	-	34,157	-	34,157
Accrued expenses – property, plant and equipment	-	-	2,262	-	2,262
	-	-	47,334	-	47,334

21. Key Management Personnel

The aggregate compensation made to Board members and other members of key management personnel of the Group is below:

	2026 $'000	2025 $'000
Short-term employee benefits – Board Members	872	961
Short-term employee benefits – Management Personnel	4,694	4,714
Post-employment benefits	341	321
Other long-term benefits	529	78
Termination benefits	38	-
Total	6,474	6,074

Key Management Personnel remuneration reflects a mix of fixed and variable (at risk) remuneration. Board members receive a fixed fee based on independent market evaluation and reflects fees appropriate for a comparably sized and complex organisation. Board members receive additional fees for holding the position of Chair or member of board committees.

22. Remuneration of Auditors

	2026 $	2025 $
Audit of the financial report	285,000	315,000
Total	285,000	315,000

The auditors for the Group are Deloitte Touche Tohmatsu.

23. Related Party Transactions

There were no transactions with other related parties of the Group during the financial year.

There were no balances outstanding at the end of the reporting period due to or from related parties (2025: nil).

Balances and transactions between the Company and its subsidiary, which is a related party of the Company, have been eliminated on consolidation and are not disclosed in this note.

Refer to note 21 for information regarding key management personnel.

24. Subsequent Events

There has not been any matter or circumstance occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

25. Contingent Liabilities

From time to time, the Group is party to various legal claims as well as inquiries from regulators and government bodies that arise in the ordinary course of business. Consideration is given to such matters and contingent liabilities are disclosed when management reaches a stage where a reasonable evaluation of likely outcome can be supported. As at 30 June 2026, the Directors have determined that there are no such matters (2025: Nil).

26. Parent Entity Information

The accounting policies of the parent entity, which have been applied in determining the financial information shown below, are the same as those applied in the consolidated financial statements except as set out below. Refer to note 3 for a summary of the material accounting policies relating to the Group.

Investments in Subsidiaries

Investments in subsidiaries are accounted for at cost. Dividends received from subsidiaries are recognised in profit or loss when its right to receive the dividend is established (provided that it is probable that the economic benefits will flow to the Parent and the amount of income can be measured reliably).

	2026 $'000	2025 $'000
Financial Position		
Assets		
Current assets	132,862	182,655
Non-Current assets	364,458	324,307
Total Assets	497,320	506,960
Liabilities		
Current liabilities	145,804	144,335
Non-Current liabilities	54,265	43,357
Total Liabilities	200,069	187,692
Equity		
Retained surpluses	297,251	319,270
Total Equity	297,251	319,270
Financial Performance		
Deficit for the year	(22,019)	(27,684)
Other comprehensive income	-	-
Total comprehensive loss	(22,019)	(27,684)

	2026 $'000	2025 $'000
Capital Expenditure Commitments by the Parent Entity		
Property, Plant and Equipment		
Not longer than 1 year	7,412	37,936
	7,412	37,936
Commitments by the Parent Entity		
Not longer than 1 year	1,909	1,560
Longer than 1 year but not longer than 5 years	1,002	1,001
Longer than 5 years	1	-
	2,912	2,561

27. St John Country Sub Centres

The following St John sub centre locations and support funds have been consolidated with the metropolitan operations in the consolidated financial statements:

St John Sub Centres with Volunteers:		**91**
Augusta	Irwin Districts	Newdegate
Beverley	Jerramungup	Northampton
Boddington	Jurien Bay	North Midlands
Boyup Brook	Kalbarri	Onslow
Bridgetown	Kambalda	Pemberton
Brookton	Katanning	Perenjori
Bruce Rock	Kellerberrin	Pingelly
Brunswick	Kent	Quairading
Bullsbrook	Kojonup	Ravensthorpe
Capel	Kondinin	Rocky Gully
Cervantes	Kulin	Sandstone
Chapman Valley	Kununoppin	Shark Bay
Chittering/Gingin	Lake Grace	Southern Cross
Christmas Island	Lake King	Tambellup
Coolgardie	Lancelin	Tom Price
Corrigin	Laverton	Toodyay
Cranbrook	Leeman Greenhead	Varley
Cue	Leinster	Victoria Plains
Cunderdin	Leonora	Wagin
Dalwallinu	Manjimup	Walpole
Dandaragan	Meekatharra	Waroona
Darkan	Menzies	Wickepin
Denmark	Moora	Wickham-Roebourne
Donnybrook	Morangup	Williams
Dowerin	Morawa	Woodridge
Dumbleyung	Mt Barker	Wongan Hills
Dunsborough	Mt Magnet	Wundowie
Exmouth	Mullewa	Wyalkatchem
Gnowangerup	Nannup	Wyndham
Goomalling	Narembeen	Yalgoo
		York
St John Sub Centres with Paid Team Members:		**23**
Albany	East Bunbury	Margaret River
Australind	Esperance	Merredin
Broome	Geraldton	Narrogin
Bunbury	Harvey	Newman
Busselton	Hedland	Norseman
Carnarvon	Kalgoorlie	Northam
Collie	Karratha	Pinjarra
Dawesville	Kununurra	
St John Regional Support Funds:		**3**
Great Southern Regional Support Fund	Southwest Regional Support Fund	
Midwest Regional Support Fund		

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