

Annual Financial Report

For the year ended 30 June 2025



Barnardos
Australia

Because **every child**
needs a champion



Our vision

To empower every child in Australia to reach their full potential.

Our purpose

We support vulnerable children to recover and thrive. Together, we ensure they reach their brightest future.

Barnardos Australia is here because every child needs a champion.

We listen, we act, and we advocate for the safety of children at risk of abuse and neglect, providing family support programs and services that empower children to reach their full potential.

When it comes to protecting vulnerable children from abuse, we never give up. Barnardos unites around a child, because they should never have to overcome their challenges alone. We are dedicated to the prevention of trauma in children, and support families to be the best parents they can be. We help children to recover and thrive, and we find safe homes for them through foster care and open adoption where there is a risk of abuse.

Our values

We never give up

We speak up

We aim higher

We stand with you

We do what's right

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Directors report

Barnardos Australia (**Barnardos/Company**) is a not-for-profit income tax exempt organisation incorporated as a company limited by guarantee in accordance with the *Corporations Act 2001 (Cth)*. Barnardos operates under a Constitution approved by the members of the Company in 2015, as amended from time to time. As required by the Constitution, all Directors of Barnardos are non-executive directors and receive no remuneration for performing their role as Director. Some expenses incurred by Directors to carry out their duties as Directors in attending the Company meetings are reimbursed on a cost only basis.

Barnardos is a registered charity with the Australian Charities and Not-for-profits Commission. Barnardos has Deductible Gift Recipient status and is a public benevolent institution under Australian Tax law.

Barnardos conducts its operations in accordance with applicable laws, its Constitution, a Board approved Board Governance Charter that includes the role of the Board and Directors, the Code of Conduct for Directors, and the role of the Chief Executive Officer.

Barnardos currently has over 100 members, who are all of the same class and include all its Directors and Committee Members (both current and past). There is no limit on the number of members allowed under the Constitution. In the event of winding up of Barnardos, the members undertake to contribute an amount not exceeding \$10 each on account of payment of the debts and liabilities incurred before they ceased to be a member and the costs of winding up of Barnardos.

During the year the Board held five meetings with the various Board Committees meeting in accordance with their respective Charters.

CORPORATE GOVERNANCE STATEMENT

Barnardos has a number of specialist Committees which meet on a regular basis and report to the Board.

Finance and Audit Committee

The main objectives of the Finance and Audit Committee are to: review the effectiveness of internal financial controls and the external audit program; ensure internal controls and financial risk management structures are appropriate; review and endorse the draft annual financial reports; review recommendations, if any, of the internal and external auditors and any changes in accounting practices or policies; and oversee internal and external program compliance audits, including those conducted by regulators (and those material operational program audits as nominated by the Chair of the Finance and Audit Committee following consultation with the CEO as may be deemed appropriate from time to time).

The Committee is empowered to examine any matter in relation to its objectives as it sees fit and has the right to obtain independent advice relating to their duties subject to prior consultation with the Chair of Barnardos.

Governance Committee

The main objectives of the Governance Committee are to: monitor the governance activities and performance of the organisation; communicate to the employees of Barnardos Australia the governance principles, policies and practices and give them opportunities to provide feedback on issues of concern; and to benchmark the governance performance of Barnardos against appropriate good governance practice. It is also responsible to review the Board Governance Charter, manage the Board succession process and Board review process.

The Committee is empowered to examine any matter in relation to its objectives as it sees fit and has the right to obtain independent advice relating to their duties subject to prior consultation with of the Chair of Barnardos.

Risk Committee

The Risk Committee monitors and provides recommendations on all risks within Barnardos, and oversees the Risk Management Strategy and the Risk Management Framework and monitors the alignment of Barnardos risk profile and controls with its risk appetite (as may be defined in the Risk Appetite Statements that have been adopted by the Board).

The main objectives of the committee are to: provide an independent and objective review, advice and assistance in developing Board policy; monitor activity within the risk area and make recommendations to the Board for resolution; and identify and ensure that sufficient resources are dedicated to risk management.

The Committee has authority to engage independent risk, actuarial, insurance or other consultants to advise it or assist in the conduct of risk related issues subject to prior consultation with the Chair of Barnardos.

Service Excellence and Safety Committee

The Service Excellence and Safety Committee was established to consider and provide strategic advice on the appropriateness of the organisation’s continuous service quality improvement framework and system, including the promotion of practice excellence and child safety in children’s social care.

The main objectives of the Committee are to: ensure Barnardos maintains and enhances its commitment to evidence based and evidence informed practice, focused on positive life outcomes for vulnerable children and young people; drive Barnardos continuous service quality improvement framework and associated systems; promote and support an organisational learning and knowledge sharing culture in children’s social care practice and receive reports on Barnardos Safeguarding system and mechanisms, including reportable conduct.

The Committee is empowered to examine any matter in relation to its objectives as it sees fit and has the right to obtain independent advice relating to their duties subject to prior consultation with the Chair of Barnardos.

Barnardos is grateful for the valuable contributions of the following external advisors who volunteered their advice and support during the course of the year.

- Anita Paddock (Finance and Audit Committee)
- Genelle Sharples (Service Excellence and Safety Committee from February 2025)
- Fran Waugh (Service and Excellence and Safety Committee to February 2025)

DIRECTORS DETAILS

Name	Particulars
Janett Margaret Milligan	Chair and Director Director since October 2016 until 18 February 2025
Qualifications	Bachelor of Social Science (Hons) (University of New England), Master of Business Administration (University of Sydney), Graduate of the Australian Institute of Company Directors
Experience	Janett held senior executive appointments in government for 25 years in housing, aged care, disability services, culture, and sport, and currently provides advisory services in policy and strategy development and governance. She is currently a Commissioner of the NSW Independent Planning Commission and was previously a Trustee of the NSW Responsible Gambling Fund and Board member of Venues NSW and the Western Sydney Parklands Trust.
Responsibilities	Board Chair and Member of the Governance Committee
Liesel Wett OAM	Chair and Director Director since January 2025 and appointed as Chair effective 19 February 2025
Qualifications	BSc, MPH, MBA, Fellow of the Australian Institute of Company Directors
Experience	Liesel is an experienced CEO, Chair, and Non-Executive Director with over two decades experience operating at Board level both as a Non-Executive Director (NED) and as a CEO. Liesel is the Chair of Barnardos Australia and was the previous Chair of the Board of Goodwin Aged Care, the largest Aged Care provider in the greater Canberra region. Liesel is a NED of the Australian Physiotherapy Association and Southern Cross Care Living NSW/ACT. She has held previous NED roles on the national board of the Australian Institute of Company Directors and Doctors Health Services. Liesel led Goodwin through the global COVID-19 Pandemic with no outbreaks, or deaths from the SARS-CoV-2 virus. At the same time as CEO of Australian Pathology, Liesel negotiated the COVID-19 testing framework for all Australians to access as well as numerous legislative changes to healthcare delivery as the pandemic moved through phases over time. Liesel has strong connections into the Commonwealth Government and negotiates changes to legislation and regulation as well as changes to health policy through large multi-billion-dollar agreements. Liesel was awarded a Medal of the Order of Australia (OAM) in the July Queen’s Birthday 2022 Honours and Awards list for her service to Medical Administration, and is a Member of Chief Executive Women, International Women’s Forum Australia and the Co-Chapter lead in the ACT for the Minerva Network.
Responsibilities	Board Chair and Chair of the Governance Committee

Name	Particulars
Gareth Chegwidden	Director since August 2024
Qualifications	Executive MBA (University of Technology Sydney), BSc - Computer Science and Statistics (Macquarie University)
Experience	Gareth brings more than 25 years of experience in business strategy, transformation, and delivery execution. He is currently Transformation Director at Australia and New Zealand Banking Group (ANZ), overseeing programs to enhance operational health and efficiency across the Group. Gareth has held senior leadership roles at Commonwealth Bank of Australia, Telstra, AMP, and Deloitte, where he led complex business and technology transformations, driving organisational change and delivering measurable results.
Responsibilities	Member of the Governance Committee, the Risk Committee and joint Board Visitor to Children’s Family Centres in Western NSW
Julia-Anne Davenport	Director since May 2019 until 26 November 2024
Qualifications	Bachelor of Arts (Information Science) (University of Technology), Graduate of the Australian Institute of Company Directors
Experience	Julia has served on boards and committees for not-for-profit and social impact agencies, private companies in the engineering, manufacturing, professional services and environmental sectors, local government and industry/membership-based associations. With over 30 years’ experience in strategy, marketing and brand management, business development and communications, Julia’s executive and consulting career was forged leading growth and transformational change. Julia is currently a non-executive director of Everhard Industries and a former director of Lyndsay Dynan Consulting Engineers, ICON (the professional services marketing association of Australasia), and the Children’s Book Council of Australia. She is a passionate champion for abused and neglected children and women.
Responsibilities	Chair of the Governance Committee, Board Visitor to Sydney Metro Children’s Family Centre
Sam George Garland	Deputy Chair and Director Director since May 2017
Qualifications	Bachelor of Arts, Business Economics (University of Leeds), Member Chartered Accountants of Australia and New Zealand, registered external auditor (ASIC)
Experience	Sam has over 15 years’ experience in financial reporting, risk management and governance as a company auditor and professional adviser. Sam is currently the Group General Manager, Internal Audit at Australia and New Zealand Banking Group (ANZ), prior to which he was a partner and Banking and Capital Markets leader at PwC Australia. Sam has led internal audit, statutory and regulatory audits of complex financial institutions. Sam has also advised on regulatory matters, risk management, controls and organizational governance. Sam has experience auditing and working with a number of not-for-profit organisations, including in the education and medical sector.
Responsibilities	Chair of the Risk Committee

Name	Particulars
Wendy Glasgow	Director since March 2021
Qualifications	Bachelor of Laws (Queensland University of Technology), Graduate Certificate in Law (Queensland University of Technology), Bachelor of Information Technology, Information Systems (Queensland University of Technology), Graduate of the Australian Institute of Company Directors
Experience	Wendy has over 20 years’ experience leading product, data and technology teams at large and diverse international organisations. Wendy has a keen interest in organisational transformation and has proven experience in developing business strategy and driving commercial outcomes through global products, platforms, and services. Wendy is currently the Chief Technology Officer at GROW Inc and has global experience at Microsoft, Google and Canva. Wendy has experience establishing high performing teams and developing strong organisational culture, as well as establishing diversity, inclusion and equality practices.
Responsibilities	Member of the Risk Committee and Board Visitor to OOHC NSW (Homebush, Wyong, Broadmeadow)
Professor Susan Heward-Belle	Director since February 2024
Qualifications	PhD, BSW, MSW, Graduate Certificate in Advanced Higher Education Teaching, Fellow UK Higher Education Academy, Member of the Australian Institute of Company Directors
Experience	Susan’s work is concerned with improving legal, policy and practice responses that centre dignity for victims-survivors and accountability for people who use violence and coercive control. She is engaged in providing education and leading research that contributes to knowledge to improve policy and practice responses to children and adult survivors of domestic, family and sexualised violence. Susan is currently a Professor of Social Work at the University of Sydney.
Responsibilities	Member of the Governance Committee, the Service Excellence and Safety Committee and Board Visitor to Penrith Children’s Family Centre
Racheal Kellaway	Director since October 2021
Qualifications	Bachelor of Commerce, CPA Australia, Graduate of the Australian Institute of Company Directors
Experience	Racheal has 25 years of corporate experience and is currently the Chief Financial Officer at the Bank of Queensland. Racheal’s experience includes finance, treasury, M&A, corporate affairs and communications working predominately in financial institutions. Racheal is currently a Director on a number of subsidiaries of the Bank of Queensland, is a Member of the Finance, Audit and Risk Committee at the Australian Banking Association and a Member of Chief Executive Women Australia.
Responsibilities	Chair of the Finance and Audit Committee and Board Visitor to Children’s Family Centre, South Coast (Warrawong) and OOHC NSW (Shellharbour)

Name	Particulars
Associate Professor Rick Macourt	Director since February 2022
Qualifications	Bachelor of Laws (Bond University), Graduate Diploma in Legal Practice (ANU), Indigenous Human Rights Program (Columbia University, NY USA). Admitted to the Supreme Court of NSW in 2015
Experience	Rick is a queer Gumbaynggirr man from the Mid-North Coast, policy specialist and economic expert. He is Associate Dean, First Nations Strategy and Services at the University of Sydney, as well as the founder and Managing Director of First Nations Economics. Rick was previously a Senior Executive at NSW Treasury and has previously worked in Federal and Local government, as well as the Financial Services and NGO sectors. Rick has published a number of reports, articles and a children’s book on First Nations matters and is committed to supporting the self-determination of First Nations peoples. He was also recently a finalist for Supply Nation’s Young Entrepreneur of the Year.
Responsibilities	Chair of the Service Excellence and Safety Committee, Member of the Finance and Audit Committee and joint Board Visitor to Children’s Family Centres in Western NSW
Dr Stephen Mills	Director since September 2019
Qualifications	Bachelor of Arts (Hons) (University of Melbourne); Master of Public Administration, (John F Kennedy School of Government, Harvard University); Doctor of Philosophy, (University of Sydney)
Experience	Stephen is an honorary senior lecturer in the School of Social and Political Sciences at the University of Sydney. His previous experience is as a journalist and editor with Fairfax newspapers, political adviser (speechwriter) to Prime Minister Hon R J L Hawke, and corporate affairs adviser in the financial services sector. He is the former Chair of Australian Business Foundation and former director of ShareGift Australia.
Responsibilities	Member of the Finance and Audit Committee, the Risk Committee and Board Visitor to Children’s Family Centres in ACT (Downer and Queanbeyan) and OOHCACT
Emma Zadow	Director since December 2024
Qualifications	Bachelor of Management, Marketing (UniSA); Bachelor of Arts, Communication Studies (UniSA); Graduate of the Australian Institute of Company Directors
Experience	Emma has over two decades experience working in professional services, both in Australia and internationally. She led business development and legal technology functions in top-tier legal firms before becoming CEO of a boutique firm. Emma is a Non-Executive Director of Morrison Low Advisory and WTP Australia. She is Chair and Non-Executive Director of Nexia Sydney and Law Partners. She previously served as Chair of an NFP childcare centre. Emma has a proven track record of driving change, delivering growth and leading different stakeholders through transitions.
Responsibilities	Member of the Governance Committee, the Service Excellence and Safety Committee and Board Visitor to Children’s Family Centres NSW (Auburn and Sydney Metro-Marrickville)

COMPANY SECRETARY

The following person held the position of Company Secretary at the end of the financial year:

Name	Particulars
Marie-lyse Eliatamby	Company Secretary since July 2023
Qualifications and experience	Bachelor of Laws LL.B (Hons); Master of Laws LL.M; Solicitor of the Supreme Court of New South Wales; Member of the Australian Institute of Company Directors Marie-lyse has over 20 years of experience as General Counsel and Company Secretary in the financial services sector and more recently in the not-for-profit sector.

MEETING ATTENDANCE

BOARD AND COMMITTEE MEETING ATTENDANCE

1 July 2024—30 June 2025

BOARD

Name	13/8/24	17/10/24	18/2/25	1/4/25	17/6/25	TALLY
Janett Milligan <i>(Chair until 18/2/25)</i>	☐	☐	☐	–	–	3/3
Liesel Wett <i>(Director since 22/1/25 and Chair effective 19/2/25)</i>	–	–	☐	☐	☐	3/3
Gareth Chegwidden <i>(effective 13/8/24)</i>	–	☐	☐	☐	☐	4/4
Julia Davenport <i>(resigned 26/11/24)</i>	☐	☐	–	–	–	2/2
Sam Garland	☐	☐	☐	☐	☐	5/5
Wendy Glasgow	☐	☐	☐	LoA	LoA	2/3
Susan Heward-Belle	☐	☐	☐	☐	☐	4/5
Racheal Kellaway	☐	☐	☐	☐	☐	5/5
Rick Macourt	☐	☐	☐	☐	☐	3/5
Stephen Mills	☐	☐	☐	☐	☐	5/5
Emma Zadow <i>(Director since 12/12/24)</i>	–	–	☐	☐	☐	3/3

LoA = Board approved Leave of Absence

FINANCE & AUDIT COMMITTEE

Name	1/10/24	19/11/24	25/3/25	29/5/25	TALLY
Racheal Kellaway (Chair)	☐	☐	☐	☐	3/4
Rick Macourt	☐	☐	☐	☐	4/4
Stephen Mills	☐	☐	☐	☐	4/4
Anita Paddock*	☐	☐	☐	☐	4/4

* External Advisor

GOVERNANCE COMMITTEE

Name	18/7/24	17/9/24	20/3/25	TALLY
Julia Davenport <i>(Chair until 26/11/24)</i>	☐	☐	–	2/2
Liesel Wett (Chair) <i>(effective 18/2/25)</i>	–	–	☐	1/1
Gareth Chegwidden <i>(effective 18/2/25)</i>	–	–	☐	1/1
Susan Heward-Belle	☐	☐	☐	2/3
Janett Milligan <i>(resigned 18/2/25)</i>	☐	☐	–	2/2
Emma Zadow <i>(effective 18/2/25)</i>	–	–	☐	0/1

RISK COMMITTEE

Name	5/8/24	14/10/24	17/3/25	2/6/25	TALLY
Sam Garland (Chair)	☐	☐	☐	☐	3/4
Gareth Chegwidden <i>(effective 18/2/25)</i>	–	–	☐	☐	2/2
Wendy Glasgow	☐	☐	☐	LoA	2/3
Stephen Mills	☐	☐	☐	☐	4/4

LoA = Board approved Leave of Absence

SERVICE EXCELLENCE & SAFETY COMMITTEE

Name	28/8/24	22/10/24	11/2/25	13/5/25	TALLY
Rick Macourt (Chair)	☐	☐	☐	☐	4/4
Wendy Glasgow <i>(until 18/2/25)</i>	☐	☐	☐	–	1/3
Susan Heward-Belle	☐	☐	☐	☐	3/4
Genelle Sharples* <i>(effective 18/2/25)</i>	–	–	–	☐	1/1
Fran Waugh* <i>(until 18/2/25)</i>	☐	☐	☐	–	3/3
Emma Zadow <i>(effective 18/2/25)</i>	–	–	–	☐	1/1

* External Advisor

Key Management Personnel

Deirdre Cheers—Chief Executive Officer

Deirdre Cheers joined Barnardos as CEO in July 2015. She has a Bachelor of Social Studies Honours (University of Sydney), Graduate Diploma in Counselling (Charles Sturt University), Master of Social Work Research (University of Sydney), Master of Public Administration (University of Sydney), and is a Member Australian Association of Social Workers and a Graduate Australian Institute of Company Directors.

Melissa Bell—Executive Leader – Practice Quality

Melissa Bell joined Barnardos in February 2012. She holds a Bachelor of Social Work (Hons) (University of NSW).

Dr Rosa Flaherty—Executive Leader – Children & Families

Dr Rosa Flaherty joined Barnardos in December 2023. She holds a Bachelor of Social Science (University of New England), Graduate Diploma of Counselling (Charles Sturt University), Graduate Certificate of Business Administration (Southern Cross University), Doctor of Philosophy – Psychology (University of South Australia).

Oliver Parker—Executive Leader – Finance & Corporate

Oliver Parker joined Barnardos in May 2022. He holds a Bachelor of Business (University of Technology Sydney) and is a Member of the Institute of Chartered Accountants.

Sarah Spence—Executive Leader – Engagement & Giving

Sarah Spence joined Barnardos in June 2018. She holds a Bachelor of Education (University of Technology), CIV Training and Assessment (TAFE NSW), Masters in Adult Education and Business (University of Technology), Graduate Diploma in Marketing and Communications (Charles Sturt University) and a Master of Business Management (Charles Sturt University).

Charitable Fundraising Act Declaration For the Year Ended 30 June 2025

I, Racheal Kellaway, Director and Chair of the Finance and Audit Committee of Barnardos, declare that in my opinion:

- The financial statements and notes thereto give a true and fair view of all income and expenditure of Barnardos with respect to fundraising appeals and licensing and event activities;
- The attached financial statements are in compliance with Australian Accounting Standards – Simplified Disclosure Requirements and the *Corporations Regulations 2001 (Cth)*;
- The statement of financial position, statement of profit or loss and other comprehensive Income and notes thereto give a true and fair view of the state of affairs with respect to fundraising appeals and licensing and event activities;
- The provisions of the Charitable Fundraising Act 1991 (NSW) and its regulations, the Charitable Collections Act 1946 (WA) and the Charitable Collections Regulations 1947 (WA) and the conditions attached to the authority have been complied with; and
- The internal controls exercised by Barnardos are appropriate and effective in accounting for all income received and applied by the Company from all of its fundraising appeals.

On behalf of the Directors



Racheal Kellaway

Dated: 21 October 2025

Auditor's Independence Declaration



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Auditors' Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Directors of Barnardos Australia

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

PKF

PKF

KYM REILLY
PARTNER

21 OCTOBER 2025
SYDNEY, NSW

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Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2025

	Note	2025 000's \$	2024 000's \$
Fundraising revenue			
Fundraising	4	7,778	7,778
Government grants			
Federal		6,897	6,090
State - NSW		49,671	48,540
State - ACT		36,224	43,119
Local government and lead agencies		5	921
	4	92,797	98,670
Other social care revenue			
Other social care revenue		1,961	822
Rental income		787	649
Recruitment services	4	4,464	5,288
Investment income	5	695	350
Other gains and losses	4	354	8,746
	4	108,836	122,303
Net change in fair value of investment properties	11	3,750	–
Total revenue		112,586	122,303
Deduct expenditure			
Social care centres		(99,435)	(102,486)
Fundraising			
Fundraising - salaries and direct costs		(4,176)	(4,146)
Fundraising - administration and indirect costs		(1,212)	(1,222)
		(5,388)	(5,368)
Property and administration			
Administration and governance		5	(1,959)
Communication		(1,425)	(1,642)
		(1,420)	(3,601)
Recruitment services		(5,627)	(5,355)
Finance cost	5	(534)	(635)
	5	(112,404)	(117,445)
Surplus before income tax		182	4,858
Income tax expense	2(i)	–	–
Surplus for the year		182	4,858
Total comprehensive income for the year		182	4,858

The accompanying notes form part of these financial statements.

Statement of Financial Position
As at 30 June 2025

	Note	2025 000's \$	2024 000's \$
Assets			
Current assets			
Cash and cash equivalents	6	5,098	7,543
Trade and other receivables	7	4,479	2,673
Other financial assets	8	5,822	5,370
Other assets	10	2,269	1,906
Total current assets		17,668	17,492
Non-current assets			
Property, plant and equipment	9	6,794	12,509
Investment properties	11	6,850	2,588
Intangible assets	12	5,072	–
Right-of-use assets	13	8,258	8,913
Total non-current assets		26,974	24,010
Total assets		44,642	41,502
Liabilities			
Current liabilities			
Trade and other payables	14	9,230	5,281
Contract liabilities	16	1,934	1,882
Provisions	15	5,660	6,148
Lease liabilities	13	2,149	2,256
Total current liabilities		18,973	15,567
Non-current liabilities			
Long-term provisions	15	3,810	3,250
Lease liabilities	13	6,144	7,152
Total non-current liabilities		9,954	10,402
Total liabilities		28,927	25,969
Net assets		15,715	15,533
Equity			
Reserves	17	73	73
Accumulated surplus		15,642	15,460
Total equity		15,715	15,533

The accompanying notes form part of these financial statements.

Statement of Changes in Equity
For the Year Ended 30 June 2025

	Donor Reserve 000's \$	Accumulated Surplus 000's \$	Total 000's \$
Balance at 1 July 2024	73	15,460	15,533
Surplus for the year	–	182	182
Balance at 30 June 2025	73	15,642	15,715
Balance at 1 July 2023			
	73	10,602	10,675
Surplus for the year	–	4,858	4,858
Balance at 30 June 2024	73	15,460	15,533

The accompanying notes form part of these financial statements.

Statement of Cash Flows
For the Year Ended 30 June 2025

	Note	2025 000's \$	2024 000's \$
Cash flows from operating activities:			
Receipts from customers		106,033	113,494
Payments to suppliers and employees		(104,498)	(112,490)
Interest received		122	126
Interest paid		(534)	(635)
Net cash provided by operating activities		1,123	495
Cash flows from investing activities:			
Proceeds from sale of property, plant and equipment		815	8,958
Payment for other financial assets		–	(814)
Purchase of property, plant and equipment		(111)	(3,723)
Purchase of intangible assets		(1,299)	–
Net cash provided by/(used in) investing activities		(595)	4,421
Cash flows from financing activities:			
Payment of lease liabilities		(2,973)	(3,004)
Net cash used in financing activities		(2,973)	(3,004)
Net increase/(decrease) in cash and cash equivalents held		(2,445)	1,912
Cash and cash equivalents at beginning of year		7,543	5,631
Cash and cash equivalents at end of financial year	6	5,098	7,543

The accompanying notes form part of these financial statements.

Notes to the Financial Statements
For the Year Ended 30 June 2025

The financial report covers Barnardos Australia as an individual entity. Barnardos Australia is a Not-for-Profit Company, registered and domiciled in Australia.

The functional and presentation currency of Barnardos Australia is Australian dollars.

The financial report was authorised for issue by the Directors on 21 October 2025.

Comparatives are consistent with prior years, unless otherwise stated.

NOTE 1: BASIS OF PREPARATION

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-Profits Commission Act 2012*.

Statement of Compliance

The financial statements comply with the recognition and measurement requirements of Australian Accounting Standards, the presentation requirements in those Standards as modified by AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (AASB 1060) and the disclosure requirements in AASB 1060. Accordingly, the financial statements comply with Australian Accounting Standards – Simplified Disclosures.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets, and financial liabilities. Historical cost is generally based on the fair values of the consideration given in exchange for assets. All amounts are in Australian dollars, unless otherwise indicated.

Currency and rounding of amounts

The financial statements are presented in Australian dollars, which is the Company’s functional and presentation currency. The Company is a company to which ASIC Corporation Instrument 2016 / 191 applies. Under the option available to the Company under that Instrument, all values are rounded to the nearest thousand dollars (\$’000) unless otherwise stated.

Information about the Company

Barnardos is a Not-for-Profit company incorporated in Australia under the *Corporations Act 2001 (Cth)*. It is a company, limited by guarantee, operating as a Charity within Australia. Liability of each member in the event of winding up is \$10.00 (full amount). As at 30 June 2025 the number of members was 121 (2024: 121). The amount that is eligible to be called up in the event of and for the purpose of a winding up at 30 June 2025 was \$1,210 (full amount) (2024: \$1,210 (full amount)).

Material accounting policy information relating to the preparation of these financial statements are presented below, and are consistent with prior reporting periods unless otherwise stated.

NOTE 2: MATERIAL ACCOUNTING POLICY INFORMATION

a. Revenue and other income

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Company are:

Bequests

Bequests received are credited to income in the period in which they are received. Bequests and gifts received in the form of properties or investments are taken into account when received at their market value if they are listed shares or trusts and otherwise at cost, which is deemed to be their probate value. As the majority of bequests do not meet the enforceability and the 'sufficiently specific' criteria under AASB 15, they are recognised once the Company controls the relevant asset.

Donors and appeals

Donations received are credited to income in the period in which they are received as they do not meet the enforceability and 'sufficiently specific' criteria under AASB 1058.

Gifts in kind

Gifts in kind including professional pro-bono services that can be reasonably valued are brought to account as revenue when the benefit of the service or control of the asset transfers to Barnardos.

The value of volunteer hours, including the time of the Board of Directors, volunteer mentors and fundraisers has not been brought into account because the fair value cannot be reliably determined. Donated goods that are distributed directly to clients have also not been brought into account as revenue and expenditure of the Company. Pro-bono services from professional firms might have readily observable market prices. Such pro-bono services that would have been purchased if they were not donated are readily identifiable from the Company's operational requirements. In such circumstances, the pro-bono service is measured and reported at fair value.

Government funding agreements

Government funding agreements are contracted agreements with the Government to provide a variety of Social Care program services in the community. They are received in the form of transfer of resources to the Company in return for past or future compliance with certain conditions relating to the operating activities of the Company. Revenue from a contract to provide Social Care services is recognised over time.

Sale of goods and disposal of assets

Revenue from the sale of goods and disposal of other assets is recognised when the Company has transferred the significant risks and rewards of ownership of the goods or other assets to the buyer.

Interest income

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

Rental income

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term. The Company properties held for rental purposes, are expected to generate rental yields of 0.1 % (2023: 0.1%) on an ongoing basis. All of the properties held have committed tenants with most significant property holding a lease contract for the next three years with a further three year option. All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

NOTE 2: MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

Recruitment services income

The Company receives recruitment fees for staff placements and hire of specialist care workers. At contract inception, the Company assessed the services promised in a contract with a customer and identifies as a performance obligation each promise to transfer to the customer that is distinct or a series of distinct services that are substantially the same and that have the same pattern of transfer to the customer.

b. Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and subject to an insignificant risk of change in value.

c. Employee benefits

Provision is made for the Company's liability for employee benefits, those benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cash flows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

Defined benefit superannuation schemes

Obligations for contributions to defined contribution superannuation plans are recognised as an employee benefit expense in profit or loss in the periods in which services are provided by employees.

d. Financial instruments

Financial assets

Financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Company has transferred substantially all the risk and rewards of ownership. When there is not reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the Company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain. Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

NOTE 2: MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

Financial liabilities

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Company comprise trade payables and lease liabilities.

e. Fundraising

Fundraising costs are charged when expenses are incurred.

f. Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

g. Impairment of non-financial assets

At each reporting date, the Company 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). Where the asset does not generate cash flows that are independent from other assets, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

When the future economic benefits of the asset are not primarily dependent on the assets ability to generate net cash inflows and when the Company would, if deprived of the asset, replace its remaining future economic benefits, value in use is the depreciated replacement cost of an asset. If the recoverable amount of an asset (cash generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash generating unit) is reduced to its recoverable amount. An impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent 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 (cash generating unit) in prior years. A reversal of an impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the reversal of the impairment loss is treated as a revaluation increase.

h. Investment property

Investment property, which is property held to earn rentals and/or for capital appreciation, is carried at fair value.

i. Income tax

Confirmation of endorsement as an income tax exempt charitable company under sub-division 50 of the *Income Tax Assessment Act 1997* was received on 8th July 2005.

NOTE 2: MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

j. Leases

Right-of-use asset

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The Company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Lease liability

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index, or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Exceptions to lease accounting

The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

The Company as a lessor

The Company enters into lease agreements as a lessor with respect to some of its investment properties. Leases for which the Company is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. When the Company is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

NOTE 2: MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

k. Going concern

As at 30 June 2025, the Company’s statement of financial position reported current liabilities greater than current assets (a net current asset deficiency position) by \$1,305m (2024: net current asset position of \$1,925m). In assessing the Company’s going concern, the Directors are satisfied that the Company will be able to pay its debts as and when they fall due, after considering the following;

- Included in current liabilities are employee provisions of \$4.7m (2024: \$4.6m), of this, it is anticipated that \$1,4m will not be disbursed in full in the next 12 months as it is recorded as it relates to long service leave.
- Included in current liabilities is income received in advance totalling \$1.9m (2024: \$1.8m), which relates to future contractual commitments that will be expended gradually over the next 12 months in a planned process;
- There are budgeted cash flows from future fundraising activities that will generate additional cash flows;
- There are a number of non-current assets, including investment properties, which can be realised should the need arise.

The financial report has been prepared on the basis of the Company being a going concern, which assumes continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business.

l. Property, plant and equipment

Land and buildings, plant and equipment, leasehold improvements and motor vehicles are stated at cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the item. Depreciation is calculated on a straight line or diminishing value basis to write off the net cost of each item of property, plant, and equipment (excluding land) over its expected useful life.

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date. Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter. An item of property, plant, and equipment is derecognised upon disposal or when there is no future economic benefit to the Company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained profits.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Buildings	2% per annum using straight line method
Plant & Equipment and Computer Equipment	15% to 25% per annum, using straight line method
Motor Vehicles	18.5% using the diminishing value method
Leasehold improvements	Straight-line method. For lease term less than 10 years, the asset is depreciated for the duration of the lease. For the lease term equal to or greater than 10 years, the asset is depreciated on the basis of 10% per annum.

NOTE 2: MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

m. Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured at the present value of management’s best estimate of the outflow required to settle the obligation at the end of the reporting period. The discount rate used is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the unwinding of the discount is taken to finance costs in the statement of profit or loss and other comprehensive income.

n. Intangible assets

Intangible assets are recorded at cost. Computer software has a finite life and is carried at cost less accumulated amortisation and any impairment losses. Software is amortised on a straight line basis over an estimated useful life of ten years, commencing from the time the asset is held ready for use. Residual values and useful lives are reviewed at each reporting date and are subject to impairment testing.

o. Adoption of new and revised accounting standards

The Company has adopted all standards which became effective for the first time at 30 June 2025, the adoption of these standards has not caused any material adjustments to the reported financial position, performance or cash flow of the Company.

p. Statement of profit or loss presentation

Expenses in the statement of profit or loss are classified based on their function within the Company. Barnardos’ policy is to allocate corporate costs including administrative support to all functions of the agency, including the provision of Social Care programs and fundraising.

NOTE 3: CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The Directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Leave provisions

Annual leave provisions as at balance sheet date for the majority of staff is expected to be used within 12 months of balance date. The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases have been taken into account.

Estimate of property, plant and equipment, residual values, and depreciation method

Property, plant, and equipment are depreciated over their useful lives taking into account residual values. Future market conditions determine residual values. Depreciation and amortisation are calculated on either a straight line or diminishing value basis which may not represent the actual usage of the asset.

Lease term and option to extend under AASB 16 - Leases

The lease term is defined as the non-cancellable period of a lease together with both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and also, periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. The options that are reasonably certain of being exercised represents a key management judgement that the Company has to make.

Make good provisions

A provision has been made for the present value of anticipated costs of future restoration of leased premises. The calculation of this provision requires assumptions such as lease ending dates and cost estimates. The provision is periodically reviewed and updated based on the facts and circumstances available at the time.

Other Judgements and Sources of Estimation Uncertainty

Fair valuation of investment property

The Company has investment properties that are carried at fair value. The Company's investment properties were revalued at 10 July 2025 by an independent valuer, Walsh Monaghan, with a net gain of \$3,750,000 recorded through profit and loss statement. The critical assumptions adopted in determining the valuation included the location, the current market for properties in the respective areas and recent sales data for similar properties.

Residential leases

The Company has a number of short-term residential leases, which are taken out to support residential accommodation for clients. The terms of the leases are short-term and can be broken down by either party with little notice or insignificant penalty. The Directors have considered the agreements and consider they do not meet the definition of a lease for the purposes of AASB 16.

Provision of redress and historical claims

A provision has been recognised for estimated claims for and payments of redress relating to instances of harm experienced by past clients, including those received through the National Redress Scheme. This estimate requires the Company to make several key assumptions as explained further in Note 15.

Revenue recognition

To determine if a grant contract should be accounted for under AASB 1058 the Company has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Company has applied significant judgement in this regard by performing a detailed analysis of the terms and conditions contained in the grant contracts, review of accompanying documentation (e.g. activity work plans) and holding discussions with relevant parties. Income recognition from grants received by Barnardos has been appropriately accounted for under AASB 1058 based on the assessment performed.

NOTE 4: REVENUE AND OTHER INCOME

		2025 000's \$	2024 000's \$
Revenue from continuing operations	Notes		
Government grants		92,797	98,670
Fundraising revenue	(a)	7,778	7,778
Other social care revenue		1,961	822
Recruitment service income		4,464	5,288
Rental income		787	649
Investment income	5	695	350
Other gains	(b)	354	8,746
Total Revenue		108,836	122,303

Grant income received in relation to the provision of services to children, youth and families in NSW and ACT OOHC (Out of Home Care) and for the Safety and Prevention for children at risk.

Disaggregation of revenue from contracts with customers

Revenue from contracts with customers has been disaggregated into revenue received over time and at a point in time, and the following table shows this breakdown:

At a point in time	16,039	23,633
Over time	92,797	98,670
Revenue from contracts with customers	108,836	122,303
(a) Fundraising Revenue		
Donors and appeals	5,346	5,909
Bequests	2,432	1,818
Peter Pan Committee	–	4
Peter Pan Opportunity P/L **	–	47
Total fundraising revenue	7,778	7,778

**The decrease in revenue FY25 is attributed to a one-off Capital donation received.

(b) Other gains

Gain on disposal of property, plant and equipment **	–	8,606
Gain on disposal of motor vehicles	354	140
Total other gains	354	8,746

**Included in FY24 gain on disposal of property, plant and equipment is an amount of \$8.6m relating to the sale of the property at 18 Kerr Parade Auburn, which was settled on 12 March 2024.

NOTE 5: INVESTMENT REVENUE AND FINANCE COSTS

	2025 000's \$	2024 000's \$
(a) Investment Revenue		
Interest on financial assets measured at amortised cost:		
Interest - cash management / on call	146	126
Distributions - Perpetual reserve fund	549	224
Total finance income	695	350
(b) Finance costs		
Interest on obligations under leases	465	511
Bank charges	58	107
Perpetual charges	11	17
Total finance expenses	534	635

NOTE 6: CASH AND CASH EQUIVALENTS

Cash on hand	56	56
Cash at bank	4,528	5,540
Cash at bank - "gift fund"	514	1,947
	5,098	7,543

NOTE 7: TRADE AND OTHER RECEIVABLES

CURRENT		
Trade receivables	4,443	2,639
Provision for impairment	(254)	(250)
Other receivables	290	284
	4,479	2,673

NOTE 8: OTHER FINANCIAL ASSETS

<i>Financial assets at fair value through profit or loss</i>		
Core fund - Perpetual Trustee Company Limited	2	2
Reserve fund - Perpetual Trustee Company Limited	4,789	4,509
Bequest fund - Ord Minnett Limited	710	553
	5,501	5,064
<i>Financial assets measured at amortised cost</i>		
Bank commercial bills, "gift fund"	321	306
	5,822	5,370

NOTE 9: PROPERTY, PLANT AND EQUIPMENT

	2025 000's \$	2024 000's \$
Freehold land		
At cost	596	596
Buildings		
At cost	4,468	4,492
Accumulated depreciation and impairment	(2,324)	(2,236)
Total buildings	2,144	2,256
Capital works in progress		
At cost	–	4,131
Plant and equipment		
At cost	326	634
Accumulated depreciation and impairment	(278)	(518)
Total plant and equipment	48	116
Motor vehicles		
At cost	5,823	7,260
Accumulated depreciation and impairment	(3,746)	(4,349)
Total motor vehicles	2,077	2,911
Leasehold Improvements		
At cost	5,640	5,964
Accumulated depreciation	(3,711)	(3,465)
Total leasehold improvements	1,929	2,499
Total property, plant and equipment	6,794	12,509

(a) Movements in carrying amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Capital Works in Progress 000's \$	Land 000's \$	Buildings 000's \$	Plant and Equipment 000's \$	Motor Vehicles 000's \$	Leasehold Improvements 000's \$	Total 000's \$
Year ended 30 June 2025							
Balance at the beginning of year	4,131	596	2,256	116	2,911	2,499	12,509
Additions	–	–	–	13	98	–	111
Transfers to intangible assets	(4,131)	–	–	–	–	–	(4,131)
Disposals	–	–	–	–	(461)	–	(461)
Depreciation expense	–	–	(112)	(81)	(471)	(570)	(1,234)
Balance at the end of the year	–	596	2,144	48	2,077	1,929	6,794

NOTE 10: OTHER ASSETS

	2025 000's \$	2024 000's \$
CURRENT		
Prepayments	2,269	1,906

NOTE 11: INVESTMENT PROPERTIES

	2025 000's \$	2024 000's \$
Balance at beginning of the period	2,588	2,620
Net change in fair value of investment properties	3,750	(32)
Depreciation	512	–
Balance at end of the period	6,850	2,588

Barnardos currently holds two investment properties located in Shellharbour, NSW. One property is currently an income producing retail outlet, and the other property is held for capital appreciation and is currently being used as a Respite Accommodation facility for clients. The rent receivable for the retail outlet is at market rate and there is a six- month clause within the contract to end the agreement.

NOTE 12: INTANGIBLE ASSETS

	2025 000's \$	2024 000's \$
Computer software		
Transfers from Property, plant and equipment	4,131	–
Additions	1,299	–
Accumulated amortisation and impairment	(358)	–
Total Intangible assets	5,072	–

NOTE 13: LEASES

The Company has leases over land and buildings. The leases are for commercial office spaces utilised for both service delivery staff and office-based support staff, including Special Purpose Children’s Social Care.

	Land 000's \$	Total 000's \$
Right-of-use assets		
Year ended 30 June 2025		
Balance at beginning of year	8,913	8,913
Depreciation charge	(1,946)	(1,946)
Additions to right-of-use assets	1,291	1,291
Balance at end of year	8,258	8,258

Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year 000's \$	1 - 5 years 000's \$	> 5 years 000's \$	Total undiscounted lease liabilities 000's \$	Lease liabilities included in this Statement of Financial Position 000's \$
2025					
Lease liabilities	2,521	5,028	2,052	9,601	8,293
2024					
Lease liabilities	2,685	5,835	2,365	10,885	9,408

Short term leases

The amount expensed in the statement of profit or less in relation to short-term and low-value leases was \$540,000 (2024: \$625,000).

NOTE 14: TRADE AND OTHER PAYABLES

	2025 000's \$	2024 000's \$
CURRENT		
Trade payables	5,865	2,515
Sundry payables and accrued expenses	3,365	2,766
	9,230	5,281

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

NOTE 15: PROVISIONS		
	2025 000's \$	2024 000's \$
CURRENT		
Lease incentive	4	4
Employee provision for annual leave	3,274	3,242
Employee provision for long service leave	1,449	1,338
Redress and historical claims	933	1,564
	5,660	6,148
NON-CURRENT		
Provision for long service leave	1,512	1,369
Provision for make good	2,298	1,881
	3,810	3,250

Provision for make good

The provision for make good represents the present value of the Directors' best estimate of the future sacrifice of economic benefits that will be required to remove leasehold improvements from leased property.

Provision for Redress and Historical Claims 30 June 2025

The Provision for Redress and Historical Claims represents an estimate of future payments to past clients. Barnardos (initially as a branch of Barnardos UK and, since July 1996 as Barnardos Australia) has operated a substantial number of residential and non-residential services over a long period of time, caring for vulnerable children and young people. Barnardos accepts that there are cases where clients may have experienced harm and that the possibility of future claims from past clients for compensation exists. This includes the potential for claims to be made through the National Redress Scheme that was established in response to the Royal Commission into Institutional Responses to Child Sexual Abuse. Barnardos, together with Barnardos UK, were accepted into the scheme in December 2019. The Redress Scheme allows for redress of up to \$150,000 for each individual claim. Where claims have been received by Barnardos, these have been assessed for their likely outcome and provision made as required. In addition, an estimate has been made of possible future claims payable both under the Redress Scheme and as legal settlements where a present obligation exists at 30 June 2025.

The Provision for Redress and Historical Claims is estimated by taking into account the following matters in determining the key assumptions:

- An acknowledgement by Barnardos and Barnardos UK, that despite the best intentions, there are instances where past practices have resulted in significant damage to clients,
- The guidelines of the Redress Scheme,
- The agreement between Barnardos UK and Barnardos, that Barnardos UK will meet any liability for matters prior to 1975. There is a contingent liability to Barnardos should Barnardos UK be unable to meet these claims,
- The total number of past clients and prior settlements,
- The various insurances against such matters maintained since the early 1970's which would be likely to offset a significant amount of any potential liability.

Based on the above assumptions, the provision for Barnardos' Historical Claims is \$933,000 (2024: \$1,564,277).

NOTE 16: CONTRACT LIABILITIES		
	2025 000's \$	2024 000's \$
CURRENT		
Grants received in advance	1,863	1,791
Security deposits	71	91
	1,934	1,882

Grants received in advance is a current liability. It is income that Barnardos Australia received from Grant providers with future obligations to provide the service across NSW OOH and ACT Together.

NOTE 17: RESERVES		
	2025 000's \$	2024 000's \$
Donor reserves	73	73

The donor reserve is made up of a number of bequests with specific terms.

NOTE 18: FINANCIAL RISK MANAGEMENT		
	2025 000's \$	2024 000's \$
Financial assets		
<i>Held at amortised cost</i>		
Cash and cash equivalents	5,098	7,543
Trade and other receivables	4,479	2,673
Other financial assets	321	306
<i>Held at fair value through profit or loss (FVTPL)</i>		
Other financial assets	5,501	5,064
Total financial assets	15,399	15,586
Financial liabilities		
<i>Held at amortised cost</i>		
Trade and other payables	9,230	5,281
Lease liabilities	8,293	9,408
Total financial liabilities	17,523	14,689

NOTE 19: AUDITORS' REMUNERATION

	2025 000's \$	2024 000's \$
Remuneration of the auditor PKF, for:		
– auditing or reviewing the financial statements	90,300	86,000
– preparation of financial statements	2,650	2,500
– fees for grant acquittal procedures	22,250	21,200
– less: 30% discount - in-kind donation	(27,800)	(26,500)
	87,400	83,200

NOTE 20: CONTINGENCIES

As at 30 June 2025, the Commonwealth Bank has issued bank guarantees totalling \$713,167 (2024: \$671,001) to guarantee various commercial leases entered into by Barnardos. For Contingent liabilities in respect to Redress and legal claims please refer to note 15.

NOTE 21: KEY MANAGEMENT PERSONNEL DISCLOSURES

The remuneration paid to key management personnel of the Company is \$1,392,899 (2024: \$1,602,126).

NOTE 22: RELATED PARTIES

a. The Company's main related parties are as follows:

Key management personnel - refer to Note 21.

Directors - No Director has received or become entitled to receive any remuneration from the Company in their capacity as a Director (2023: \$Nil). Any goods purchased by the Directors were acquired at commercial rates.

b. Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

NOTE 23: EVENTS AFTER THE END OF THE REPORTING PERIOD

The financial report was authorised for issue on 21 October 2025 by the Directors.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

NOTE 24: STATUTORY INFORMATION

The registered office and principal place of business of the Company is:

Barnardos Australia
60 – 64 Bay St
Ultimo NSW 2007

NOTE 25: INFORMATION TO BE FURNISHED UNDER THE CHARITABLE FUNDRAISING ACT 1991

a. Details of aggregate gross income and total expenses of fundraising appeals

	2025 000's \$	2024 000's \$
Gross proceeds from fundraising appeals		
Mail appeals	3,917	3,967
Other appeals	1,429	1,942
Bequests	2,432	1,818
Auxiliaries	–	51
Total gross proceeds from fundraising appeals	7,778	7,778
(Less) direct costs of fundraising appeals	(4,176)	(4,146)
Surplus obtained from fundraising appeals	3,602	3,632
(Less): administration and indirect fundraising costs	(1,212)	(1,222)
Net surplus from fundraising	2,390	2,410

b. Accounting principles and methods adopted in the financial statements

The accounting principles and methods adopted in the preparation of the Financial Statements are set out in Note 2 of the notes to the Financial Statements.

c. Statement showing how funds received were applied to charitable statements

The net surplus from fundraising appeals was \$2,390,000 (2024: \$2,410,000). This was applied to charitable purposes in the form of expenditure on direct social care services as set out in note 25(a) to the financial statements.

d. Fundraising appeals conducted during the financial year

Mail appeals, other appeals, auxiliaries, and special events.

e. Comparisons of certain monetary figures

	2025 000's \$	2024 000's \$
Gross income from fundraising	7,778	7,778
Direct expenses	(4,176)	(4,146)
Surplus from fundraising	3,602	3,632
Total indirect cost	(1,212)	(1,222)
Net surplus from fundraising	2,390	2,410

Directors’ Declaration

The Directors’ declare that in their opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.



Director



Director

Dated: 21 October 2025

Independent Audit Report



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INDEPENDENT AUDITOR’S REPORT

TO THE MEMBERS OF BARNARDOS AUSTRALIA

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Barnardos Australia (the Company), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information, and the declaration by the directors. In addition, we have audited Barnardos Australia’s compliance with specific requirements of the Charitable Fundraising Act 1991.

In our opinion:

- a) The accompanying financial report of Barnardos Australia, has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:
 - i. giving a true and fair view of the Company’s financial position as at 30 June 2025 and of its financial performance for the year then ended; and
 - ii. complying with Australian Accounting Standards – Simplified Disclosure Requirements and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.
- b) the financial report agrees to the underlying financial records of Company, that have been maintained, in all material respects, in accordance with the Charitable Fundraising Act 1991 and its regulations for the year ended 30 June 2025;
- c) monies received by the Company, as a result of fundraising appeals conducted during the year ended 30 June 2025, have been utilised for and applied, in all material respects, in accordance with the Charitable Fundraising Act 1991 and its regulations.

We have obtained all the necessary information required in connection with our audit in respect of the financial year ended 30 June 2025.

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 and Compliance with Specific Requirements of the Charitable Fundraising Act 1991 section of our report.

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

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Independence

We are independent of the Company in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the "Code") that are relevant to our audit of the financial report and compliance with specific requirements of the Charitable Fundraising Act 1991 in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2025 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 accordingly 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.

Responsibilities of Directors for the Financial Report, for compliance with the Australian Charities and Not-for-profits Commission Act 2012 and the Charitable Fundraising Act 1991

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view, in accordance with the Australian Accounting Standards – Simplified Disclosures and the ACNC Act and for compliance with the Charitable Fundraising Act 1991. The directors responsibility also includes 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 and to enable compliance with the Charitable Fundraising Act 1991.

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

The directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report and Compliance with the Specific Requirements of the Charitable Fundraising Act 1991

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 the Company complied, in all material respects, with specific requirements of the Charitable Fundraising Act 1991, 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.



Auditor's Responsibilities for the Audit of the Financial Report and Compliance with the Specific Requirements of the Charitable Fundraising Act 1991 (cont'd)

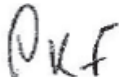
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of non-compliance with the specific requirements of the Charitable Fundraising Act 1991 and 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If 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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Because of the inherent limitations of any compliance procedure, it is possible that fraud, error or non-compliance with the Charitable Fundraising Act 1991 may occur and not be detected. An audit is not designed to detect all weaknesses in Company's compliance with the Charitable Fundraising Act 1991 as an audit is not performed continuously throughout the period and the tests are performed on a sample basis.

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.

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


PKF


KYM REILLY
PARTNER

21 OCTOBER 2025
SYDNEY, NSW

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Barnardos
Australia