

Year in Review

2024–2025



VISION

To be regarded, both within the aged care sector and by the general community, as an innovative organisation that provides outstanding services to all our consumers and residents.

MISSION

Supporting residents and consumers to live a secure, dignified and rewarding life by providing excellent care and accommodation options.

VALUES

Our core values are central to our organisation and inform the way we deliver our services to you. They include:

1. Our commitment to our residents and consumers

Offering access to our facilities and services to all older persons in need, regardless of religion, belief, race, nationality, or background.

Ensuring that affordable care and accommodation options are available for persons with limited financial means.

Respecting the individual rights, independence, beliefs and personal choices of consumers, residents, and their families.

Using best endeavours to provide individualised services and care that acknowledge and meet the physical, emotional, psychological, social, and spiritual needs of each resident and consumer.

Developing functional, attractive, quality facilities and accommodation options that meet or exceed customer needs and expectations.

2. Standards and viability

Protecting our long-term financial viability for the benefit of all existing and future residents and consumers.

Conducting our business in a responsible, honest, fair, and ethical manner.

3. Innovation and learning

Pursuing innovation and excellence in each service or venture we undertake.

Developing our employees by providing opportunities for personal and professional development in an atmosphere of openness and trust, with an expectation of high achievement that is acknowledged through recognition and reward.

Participating in associations and professional groups on advocacy issues affecting the aged care sector, to an extent consistent with these core values.

4. Team spirit

Maintaining our rich heritage in Freemasonry and promoting the ideals of charity and service to the community.

Providing healthy and safe working environments free from all discrimination, harassment, and bullying.

Valuing and maintaining the important contributions made by our employees and volunteers.

Communicating openly and honestly with customers, employees, and other stakeholders.

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Chair and Directors Report

CRAIG HEAD



After successfully navigating the challenges of recent years, Royal Freemasons is now on solid ground, and I think it's a perfect opportunity to take a broader view of my time as Chair for the last four years and as a Director for the last eleven years, and to take stock of how far we have come.

When I began as Chair of Royal Freemasons in 2021, our organisation was battling through the aftermath of COVID-19, we had critical staff shortages and were operating at a time when there was low trust in the sector as a result of findings from the Royal Commission into Aged Care Quality and Safety. All these factors combined to have a negative overall impact on our operating results.

In response, the Board proactively undertook a strategic review of all Royal Freemasons' assets and areas of business in early 2022 to ensure the organisation's viability into the future.


As a result, we successfully divested five of our retirement communities — Streeton Park, Redmond Park, Monash Gardens Village, Ballarat, and Berwick Brae — as well as six of our Residential Aged Care communities, which included Ballarat, Bacchus Marsh, Gregory Lodge, Moe, Sale, and Flora Hill. We also closed our Darvall Lodge home in Noble Park.

We then began to restructure

our organisation for future sustainability and turned our attention to strengthening the core services of our business. Notably, our Residential Aged Care homes reached full compliance with Aged Care Quality Standards in 2023, which was a big step forward.

The leadership of our Chief Executive Officer, Hugh Cattermole has further steered our organisation in a solid and successful direction. Since his appointment in early 2024, we have had record occupancy levels at Residential Aged Care communities, as well as full waiting lists for our Independent Living units. Following a restructure and advertising campaign, our In-home Support business is now steadily growing, signing on new clients every day from different areas of Melbourne.

We have reinvigorated our efforts to connect with the broader community through the formation of our Community Engagement and Philanthropy Committee that reports to the Board. Key activities included the completion of a Memorandum of Understanding with Freemasons Victoria and commencing a study with Gather My Crew, both of which are aimed at increasing volunteerism. Over the past years we have also returned to focussing on philanthropic activities and communicating our great work. Special note of thanks must go to the Wicking



Trust, Keith and Aya Thornton Fund and the Taylor Foundation for their support.

While we have delivered a few campaigns, I am especially proud of our Christmas Gift Appeal. Although small, it has been wonderful to provide generous, personalised Christmas gifts to people in our care who are socially isolated and celebrate without family and loved ones on Christmas day.

Presently the Board is working through a Strategic Review of operations and assets to ensure that we continue to deliver great services and dignity to those Victorians who need it. Royal Freemasons is first and foremost an organisation whose legacy is supporting those in need. Through these reviews I am confident that Royal Freemasons will be fulfilling its mission for many decades to come.

The leadership of Royal Freemasons is an extraordinary body and during my eleven

years as a Director of Royal Freemasons, I've had the privilege of seeing the Board rise to the challenges. A significant element of the growth and future of Royal Freemasons rests with the renewal and a diversity of leadership. Our organisation benefits from the unique set of skills and experience each Director brings to the table. Jennifer Doubell OAM brings over 30 years of fundraising philanthropy, management and governance experience, and saw the establishment of our new Community Engagement and Philanthropy Committee, designed to ensure we work closely with the communities we service and receive contributions to our sustainability through philanthropy. Ted Turner, WBro Andrew Davenport and Bro Larry Jackson bring a wealth of experience in business. Joanne Sabena has years of experience in senior executive positions in healthcare, aged care and retirement living. Rosemary Evans brings her legal expertise and WBro Ronen

Jachimowicz has over 25 years of extensive technology experience. To each of them I owe a great thanks for their support and efforts.

With a diverse, skills-based Board at the helm and the foundations of the business stabilised, we are now looking forward to a review and rejuvenation of our strategic direction, assets, as well as investing in technology and innovation to improve the dignity and quality of life for the people we care for.

I would like to take this opportunity to thank my fellow Directors and Trustees for their unwavering support and commitment to the care of our residents, clients, and their families. I also thank Hugh Cattermole, his executive and our over 1,100 staff who work tirelessly every day to carry forth Royal Freemasons' 158-year-old mission of providing high-quality and compassionate care to older Victorians.

Chief Executive Officer's message

HUGH CATTERMOLLE



As I look back on the past year, I am proud and encouraged by the growth across all key areas of our organisation, generated by our team of over one thousand dedicated staff who, every day, provide exceptional care to the people we serve.

A highlight of this year has been achieving record occupancy levels across all seven of our Residential Aged Care homes, which support over 600 people from the Victorian community. Our Footscray, Springtime, Elizabeth Gardens and Coppin Centre homes reached 100 per cent occupancy multiple times during the past year with Centennial, Mount Martha Valley and Monash Gardens all achieving five-year occupancy records and continuing to trend up. This is a wonderful achievement for our staff who have worked so hard to ensure our Residential Aged Care homes have a reputation for delivering great care.

Our Independent Living Units also have high occupancy rates and full waiting lists, and our In-home Support business has undergone a restructure to facilitate future growth so we can support many more older Victorians who are choosing to age at home. Already we are seeing strong signs of growth with our base of clients steadily increasing following significant investments in our communications and customer service. As a result, the hours of services we are delivering are at levels Royal Freemasons has not seen for years.

We have been delighted to strengthen our ties with Freemasons Victoria through the completion of a Memorandum of Understanding, which sets out how we can work closely with Freemasons of Victoria to deliver great outcomes for the aging population of Victoria, and by contributing to the Grand Installation in March 2025 where Royal Freemasons Trustee RWBro Myles King was



The Grand Installation

installed as Deputy Grand Master. We have also increased our direct engagement with lodges and were pleased to host a Hand of Friendship Lodge meeting in November 2024 at Coppin Hall on the site of our Coppin Centre Residential Aged care home, and a number of other events acknowledging the contribution of our residents to Freemasonry, including marking the Masonic anniversary celebrations of WBro John Kelly and WBro Robert (Keith) Lampard.

In addition to these gentlemen, Royal Freemasons presently supports approximately 40 Freemasons and their families in our Residential Aged Care Homes, Independent Living Units and through our In-home Support services amongst the nearly 1,400 people we support in total.

As Royal Freemasons' business continues to stabilise through recent challenges, our mind can turn to the next 10 years. To that end the Board and Trustees

have committed to developing a strong roadmap for the future and have commissioned:

- A Strategic Review, which will evaluate what we do, why we do it and who for, including understanding and anticipating our communities' needs
- An Asset Review, which will present a detailed understanding of our physical infrastructure needs and opportunities
- An Enterprise Risk Review, which will ensure we are well placed to manage risks and navigate the roadmap for anticipating and controlling changed conditions

It is anticipated that through 2025/26 the roadmap will result in works being planned to improve our sites, ensuring we can deliver great care and services now and into the future. Special focus will be given to broadening the amenity of our services and

ensuring that we can respond to the changing needs of people as they age, such as developing new or improved memory support units to care for those with advanced or complex dementia disease. Royal Freemasons, through the experience of our leadership team, are focussed on exploring innovative models of care and technology to help those we care for live better lives, and for our staff to be efficient with non-care activities so we can focus more on critical human interactions.

It has been an honour over the past year to lead the strengthening and reinvigoration of our organisation. I look forward to working with our dedicated team of staff, volunteers and, importantly, leadership, as we continue to honour and build on the foundations of our rich 158-year-old heritage, and provide high-quality, person-centred care for the most vulnerable in the Victorian community.



WBro Keith's 75-year anniversary as a Freemason



WBro John Kelly's 60-year anniversary as a Freemason



Residential Aged Care



Caring for more than 750 residents across seven homes

Refining our service provision

This year, we have been focussed on improving service provision in our seven Residential Aged Care homes following two external audits from the Aged Care Quality and Safety Commission, which identified that a comprehensive and objective review of all aspects of care and services was required. We developed an action plan to address the identified gaps in our service delivery and many of these actions are now being embedded, with a focus on improving the knowledge and skills of our staff, identifying risks and implementing safe and effective systems, and improved customer service and satisfaction.

Key to providing a safe and effective service to our residents are systems that identify and minimise risk. There are times when identifying risk can challenge our existing equilibrium, however, to improve our service delivery, this is what is required.

Over the last six months we have moved from a reactive approach to identification and rectification of risk to a more proactive approach to putting in place systems and processes ensuring that identified risks have been mitigated. These improvements include, but are not limited to, improved governance of risk, data collation and trending at a site and support services level, monitoring mandatory

training, implementing a new range of continence products, holding weekly falls meetings, reviewing agency usage and consolidating service providers, and education in the areas of clinical care and the Strengthened Standards that addresses gaps in knowledge with a resulting improvement in skills and service to our residents.

Our daily meetings with Facility Managers are focussed on sharing information, development of leadership skills, strategies to improve our services, and implementation of a positive team culture. Our Facility Managers have worked with their staff to expand and develop their knowledge and are now embracing the opportunity to be more involved with the new, smaller and more boutique Royal Freemasons group. We have now implemented our organisational Corporate Induction program as well as combined education sessions, and the greatly anticipated uniforms, which will further enhance our staff to appreciate that they are all part of the Royal Freemasons family.

Our occupancy has increased as we are actively working on developing new opportunities for referrals, ensuring our homes are welcoming and aesthetically pleasing, and offering services that are difficult to source, such as memory support placement. Education is once again key to provide the level of care our

memory support residents deserve and our future education plan will ensure our staff will have the skills to provide dementia-specific care that is focused on dignity and respect. We are specifically looking at delivering appropriate nutrition for residents with dementia by providing them with meals that are both enjoyable and meet residents' individual needs, such as finger foods. Royal Freemasons will have five memory support units with the planned opening of our memory support unit at Monash Gardens in September 2025.

Success for Royal Freemasons Residential Aged Care hinges on identifying risk, risk mitigation and a standardised approach to service delivery, as well as striving to achieve not only compliance but to exceed the accepted standards. We feel very positive about our future.





A visit from Patchy the llama delights Elizabeth Gardens residents



Willow the donkey makes a special in-room visit to an Elizabeth Gardens resident



Footscray resident, Chi, celebrates his 103rd birthday



Monash Gardens residents get into the Christmas spirit for their end-of-year celebration



Luna New year celebrations at Footscray



Enjoying Luna New Year celebrations at Footscray



Elizabeth Gardens resident and Facility Manager Laura sing along with the Lyceum Choir



Rock n' roll dancing at Springtime



Mount Martha Valley residents enjoy a ride on the Arthur's Seat Eagle cable car



Perfect weather and delicious lunch at Arthur's Seat for Mount Martha Valley residents



The Lyceum Choir sings Christmas carols to Elizabeth Gardens residents



Centenarian celebrations for Coppin resident, Betty



Quality, Safety and Innovation



JOANNE SABENA

Chair — Quality and Safety Committee



**48 per cent drop
in reported incidents**



**56 per cent drop
in external complaints**

A year of progress: enhancing safety, compliance, and consumer engagement

In 2024–25, we made strong progress in key areas including safety, regulatory compliance, and consumer involvement. Our targeted approach to managing high-risk areas helped us deliver more consistent, high-quality care across all services.

Workplace safety saw a significant boost, with a 48.7 per cent drop in reported incidents. External complaints also fell by 56.5 per cent, as a result of better feedback handling, faster issue resolution, and clearer communication with consumers.

The established internal audit system was further strengthened across all sites to enhance compliance oversight and deepen engagement in organisation-wide quality improvement.

Our Consumer Advisory Body remained a valued partner, working alongside local site meetings to represent resident and consumer voices. This group contributed to key initiatives such as uniforms, feedback systems, and communication strategies, helping ensure services reflect the needs and preferences of the people who use them.

Looking ahead, we are developing a tailored Gather My Crew app to help people receiving home care build stronger community connections. The app is set for full release in 2025–26. We also launched a new research partnership with Alfred Health to support better infection prevention and control practices.

We explored new and innovative ways to strengthen our systems and prepare for upcoming changes under the *New Aged Care Act*. This included reviewing our compliance and governance processes to better connect Residential Aged Care and In-home Support services.

To prepare staff for the upcoming changes in aged care standards, we provided a mix of email briefings with videos, online learning, and in-person sessions at resident meetings. We also reviewed key systems to ensure we are ready for the new regulatory landscape.

Together, these achievements reflect our organisation's ongoing commitment to delivering safe, high-quality, and forward-thinking care — through innovation, collaboration, and a strong focus on continuous improvement.



CEO Hugh Cattermole and Board Chair Craig Head receive their vaccinations



In-home Support



Over 500 clients serviced



35,000 hours of care provided



Care provided in 36 local government areas

Growing our business to support more Victorians in their homes

This year the Community Services have supported over 500 clients in their own home and provided more than 35,000 hours of care in 36 local government areas across metropolitan Melbourne and regional Victoria.

Our range of services include:

- nursing care
- physiotherapy
- personal care
- respite care
- social support
- domestic assistance

- assistance with meal preparation and shopping
- access to home modifications and equipment.

We provide these services through the Commonwealth Home Support program, Home Care Packages and to private clients.



Client feedback

We value the experience of all our clients and work in partnership with them to regularly seek their feedback. In January 2025, over 130 clients completed a consumer experience survey, which returned outstanding results, showing that:

- **94 per cent** of our clients would recommend Royal Freemasons
- **91 per cent** of our clients felt listened to
- **95 per cent** were treated with dignity, respect and kindness
- **95 per cent** stated our staff were polite and helpful

“

We have been very happy with all our interactions with Royal Freemasons over the many years they have been providing services for us.

”

“

Love my personal care people; they are wonderful and helpful.

”

“

I am very happy with the services provided by Royal Freemasons. They have made my life easier and taken a lot of pressure off me. I feel I am now able to stay in my own home without worrying about daily living issues. I am particularly pleased with my case manager, who is very caring and professional in all aspects of my care. I can contact him easily if I have any concerns, knowing he will help me. I am so glad I chose Royal Freemasons to manage my Home Care Package.

”

“

On behalf of my parents, we are very appreciative of all the support they received. Their case manager is wonderful and very understanding. There has never been an issue contacting her. All the services my parents receive are wonderful.

”

We use all the feedback from clients to continuously improve our services. Some of the improvements we have undertaken this year include:

- greater supervision and support for our staff attending to In-home Services
- provision of in-house physiotherapy services from Royal Freemasons
- improved communication by allocating Client Coordinators to clients
- providing simplified information to our clients
- training all our staff in customer service

Royal Freemasons has been working towards the Implementation of Support at Home, which will replace Home Care Packages on 1 November 2025 when the *New Aged Care Act* is implemented. Support at Home will bring significant changes to the way home care will be delivered. These changes include:

- eight funding levels instead of four and increased levels of funding for the higher levels
- budgets will be managed quarterly
- care recipients will need to be approved for service types they receive
- separate funding will be available for home modifications and assisted technology
- access to end-of-life funding and short-term restorative care funding
- there will be new government guidelines and regulations for services pricing and how external vendors are managed
- all clients, irrespective of their income, will be required to pay a co-contribution for services.



Ninety-two and still living independently at home

Bob is a 92-year-old gentleman who was recently widowed. His supportive daughter lives two hours away and was travelling to her father twice a week, which was becoming difficult for her as she had her own health problems. Following a series of falls, Bob was referred to Royal Freemasons In-home Support using his Level Four Home Care Package. However, he was reluctant to have assistance and was adamant he wanted to remain in his own home.

Despite his hesitancy, Bob agreed to receive In-home Support services twice a week for help with domestic duties and to take him shopping. Bob has now developed a good relationship with the carers and looks forward to their visits. He has increased his services and receives personal care three times per week, physiotherapy, domestic assistance, social support and transport on a weekly basis, as well as a monthly nursing review. Bob also had home modifications undertaken including ramps to his front door and rails and safety equipment in his bathroom. He was also provided with a personal alarm.

Bob was suffering from grief and loss and had been reluctant to discuss these feelings with anyone. Over time, he felt comfortable to discuss his pain with our carers and agreed to attend a social support group for men.

We are proud that we can provide a full spectrum of support services so people like Bob can continue to live independently and safely at home.



Independent Living



Servicing 150 residents in eight locations across Melbourne and regional Victoria

Providing safe and comfortable homes for vulnerable Victorians

Independent Living at Royal Freemasons is subsidised low-cost rental accommodation for older people. Royal Freemasons has Independent Living Units across Melbourne and regional Victoria for older people in the following locations:

- Preston – Jacaranda Court
- Brunswick – Marjorie Nunan Terrace and Marjorie Nunan Court
- Geelong – Acacia Court
- Carnegie – Boyd Court
- Swan Hill – Murray Gardens Court
- Mooroopna – Goulburn court
- Irymple – Banksia Court

This year we have introduced an eligibility criterion to ensure preference and priority is given to older people experiencing hardship, who have limited assets and who are at risk of homelessness.

This year we have seen a rise in the number of people applying for independent living. The trends we are seeing include older single women who cannot afford private rental and have limited assets often as a result of separation/divorce, as well as older people struggling to meet the cost of living while renting.



Maria finds a home with Royal Freemasons

Maria, a 73-year-old lady, applied for independent living at Royal Freemasons. She had previously been renting a unit privately, was on part pension and continued to work part time to afford her daily living needs. Maria then developed long-term health issues and was required to stop working. She continued in private rental using all of her savings. When Maria contacted Royal Freemasons, she could only afford her private rental, which was costing her \$480 per week, for another two months. She was incredibly anxious and depressed as she did not know where she would live. We were proud to be able to provide Maria with one of our Independent Living Units, ensuring she had a safe and affordable place to live.

People and Development, Payroll



Nurturing our diverse workforce

It has been another busy year at Royal Freemasons as we continue to recognise the great work undertaken by our valued employees.

We successfully negotiated the Royal Freemasons, ANMF and HWU Home Care Enterprise Agreement, which rolled out in January 2025 and finalised negotiations on the Residential Aged Care Enterprise Agreement, achieving a “yes” vote at ballot June 2025.

After welcoming a new General Manager to our Community Services, we have restructured our Home Care business to prepare for transition to the

Australian government funded Support at Home model of care.

We have reviewed our Residential Aged Care master rosters to achieve 100 per cent care minutes and 100 per cent registered nurse minutes in line with the mandatory requirement for Australian Residential Aged Care providers.

We have celebrated culturally significant occasions at all our Residential Aged Care sites as well as Aged Care Employee Day and R U OK? Day and engaged all of our employees through Occupational Health

and Safety month in October 2024. A dedicated campaign to increase our engagement with health and safety representatives across the organisation has seen the nominations increase to 23 representatives.

In February 2025 we announced the outcome of our payroll review for non-nursing employees going back seven years being conducted by Ernst & Young and commenced remediation. It is anticipated that any remediation of nursing employees' entitlements will be completed in 2025 as well.



1,130 employees



Average age 40.6 years



**72 different countries
of birth and
22 languages spoken**



**79 per cent female
21 per cent male**



Health and safety representatives

Celebrating 25 years of dedicated service

Royal Freemasons is proud to have 50 staff members who have worked for our organisation for more than 10 years. Monash Gardens Endorsed Enrolled Nurse Pearl Sharman is among them.

Pearl has been part of our Monash Gardens Residential Aged Care community for 25 years and cared for countless people with her expert and well-honed nursing skills.

The caring nature of nursing is one aspect that has kept her in the role for so long. "I'm a people person and I like helping others, so it's been about doing stuff that helps people and makes their life better," she says. "I also like to be on the move. I don't like to sit around. I enjoy the busyness of the daily routine."

Describing herself as 'old school' trained, Pearl completed her nursing degree in Belfast, Ireland, in the early 1970s.

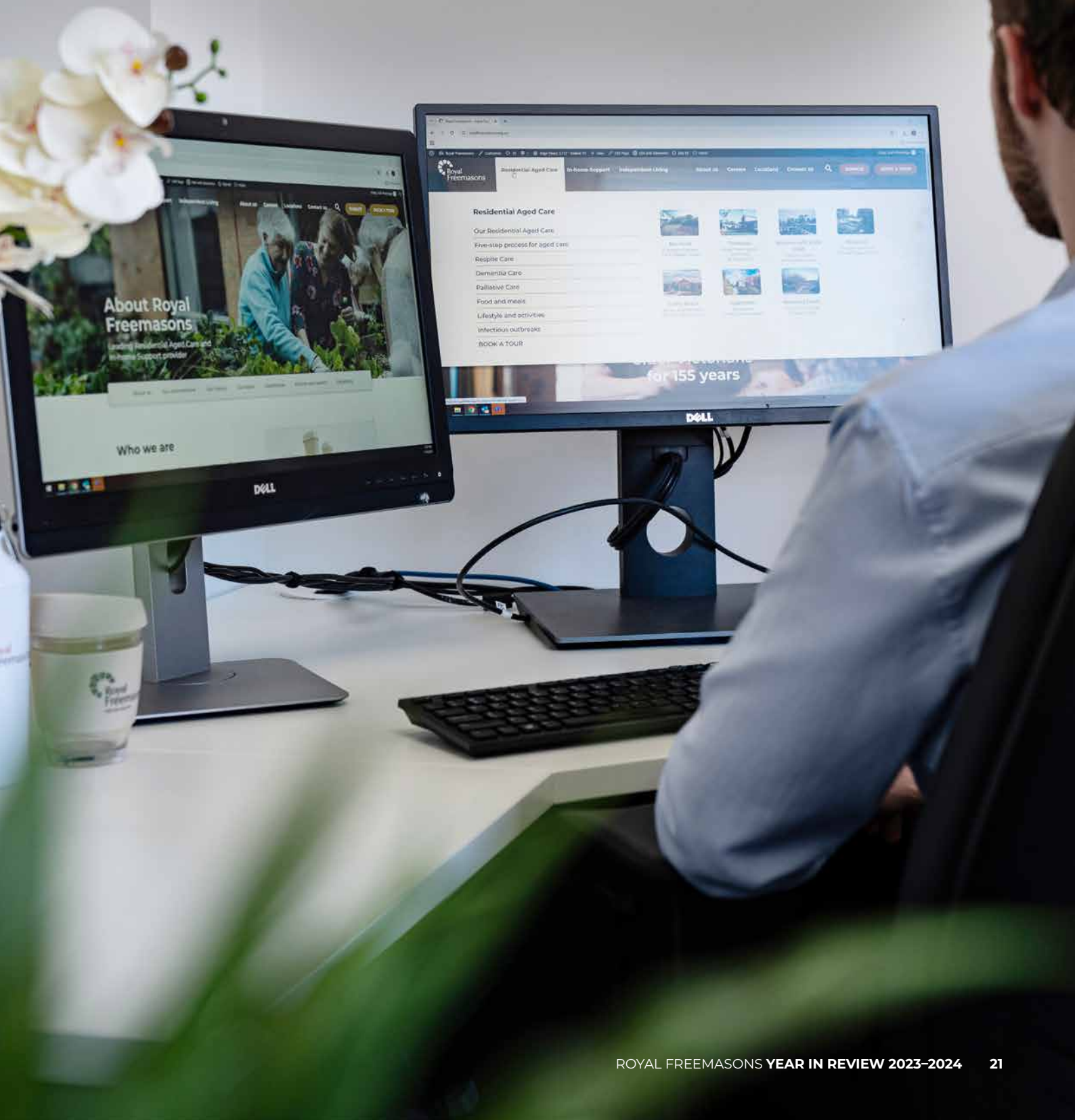
"When I was studying nursing, we lived in the nurses' home," says Pearl. "We manned the wards while we did our training, and then we had our study blocks. We were old school nurses and wore the starched collar, belt, aprons and hats."

The hands-on, disciplined nature of Pearl's training has given her a life-long passion for passing on a high standard of care to the next generation of nurses. "Much of my role has been teaching new nurses and personal care assistants how to do the job and one of the things that has been important to me has been teaching them a high standard of care," she says.

We are grateful to Pearl for her commitment and the exceptional care she has given to our Monash Gardens residents for over two decades.



Marketing and Community Engagement



Strengthening brand awareness

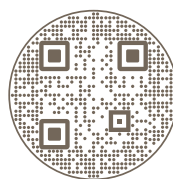
Over the past year, Marketing and Community Engagement have been focussed on promoting our services to the Victorian community in an effort to boost brand awareness, increase occupancy rates at our Residential Aged Care homes and grow our In-home Support business. We have advertised through a variety of channels including outdoor advertising (billboards and at bus stops), as well as digital advertising in medical centres. We have also advertised heavily in local and industry print publications such as *The Senior*, *Mornington Peninsula News*, *Vietnamese Times*, *The Probian*, and *The Peninsula Essence Magazine* and run radio campaigns on 3AW and 3MP.



Another major project and point of focus have been the creation of a new website that has a consistent brand identity and is more consumer centric. Much work was undertaken to ensure the information architecture navigated a coherent and clear consumer journey. New photos and videos were also added to ensure the visual content was relevant, engaging and showcased the warmth and dedication of our staff, the satisfaction of our consumers and the breadth of our services.

The new website has been up and running since June and already we have seen a promising increase in views and engagement.

TO VISIT OUR NEW WEBSITE,
SCAN THE QR CODE





Financial Performance 2024-2025



BRO LARRY JACKSON

Chair — Finance, Risk and Audit Committee

Royal Freemasons, through 2024/25, supported more than 750 people to live with dignity in our Residential Aged Care homes, up from around 600 the year before. We also assisted over 500 people through the year with In-home Support and over 150 people in our Independent Living Units.

The 2024/25 financial year returned an EBITDA positive result consolidating a return to profitability seen in 2023/24. The operational result was delivered despite a reduction in revenues brought about by the conclusion of asset sales in the early part of the financial year. Significant operating impact was also brought about by the Fair Work Value Case for wages, which was only partially funded and regulatory changes to care minutes rules dictating staffing.

Aged Care is a complex and daunting environment for many residents and families. Improvements aligned with our values have led to more efficient and sustainable collections. These improvements were achieved through clear and simple communications, the implementation of new systems, and the use of direct debits. These measures have resulted in cash flow improvements, a reduction in bad debts, and the repayment

of \$3 million to Royal Freemason Homes of Victoria's reserves.

Occupancy continued to climb in our residential aged care services with prudent capital investments throughout Royal Freemasons Homes of Victoria's assets, which supported a return to positive Refundable Accommodation Deposits, a circumstance not seen in several years.

As funding indexation is constrained relative to cost escalation, Royal Freemasons Ltd has invested significantly in people and processes involved with our procurement and contract management. Through 2024/25 these investments are forecast to have netted circa \$1.1m in annualised operating savings.

Royal Freemasons' aged care service delivery exists within a highly regulated and increasingly budget constrained macro-economic context. The introduction of the new Aged Care Act in November 2025 brings both opportunities and risks for operators and consumers alike. The transition will occur across several years and Royal Freemasons is as well prepared as it can be to manage through and support the community it serves.

Financial highlights for Royal Freemasons Ltd:

- Total revenue was \$115.4m compared to \$158.5m in the year prior noting that FY 2023/24 included a gain on sale of assets of \$24.2m
- EBITDA was \$16.577m compared to \$14.547m in prior year
- Cash and cash equivalents increased to \$11.7m up from \$0.2m the previous year
- Operating cash outflows improved to (\$6.8m) in the current year compared to (\$7.6m) outflows in the prior year.



Our Volunteer Community

Thanking our wonderful volunteers

We gratefully acknowledge our exceptional army of volunteers who give their time, talents and friendship to the people who live in our Residential Aged Care communities. Among them are singers, piano players, pastoral carers and many more who make a positive impact and enrich the lives of people in our care.



Giving the gift of music

Brothers Alistair, Desmond, Jeffrey and their friend Bob, who make up the band The Semitones, love giving their gift of music to residents at Springtime.

The quartet have been volunteering at Springtime for more than two years and are the lively feature act at most of the home's celebrations.

It's on these occasions that they roll out their nostalgic repertoire of songs from the 1960-80's, as well as all-time favourites like *You are my Sunshine* and *When the Saints go Marching in*.

The residents love the music; it brings back vivid memories of good times past and gives them lots of joy.

"We see the pleasure on the old people's faces, and they get up and jig about," says Alistair. "It jogs their memory. You can see their faces light up when they hear a song they recognise."

The joy the residents experience when the band play their music is their biggest reward as volunteers.

Alistair says, "It's the pleasure of it all and having the chance to interact with the residents and their relatives. They all partake and get up a dance and you can see the enjoyment on their faces. It gives them joy and makes us happy too."



Brothers Alistair, Desmond, Jeffrey and their friend Bob at Springtime



Thank you for
your generosity

A successful second year for the Christmas Gift Appeal

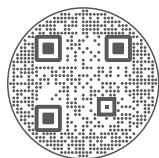
We were delighted to run our Christmas Gift Appeal again this year and it was another resounding success.

Thanks to the care and generosity of our donors, we were able to go the extra mile and give thoughtful, personalised gifts to 67 of our aged care residents and in-home support clients at Christmas.

Because these people are without family or close friends, and often haven't been given a special Christmas present in years, this gesture of connection and care meant the world to them. Some of them were even moved to tears.

Among the specially chosen gifts, which we knew they would appreciate, were toiletry sets, sweet-smelling hand creams and perfume, soft and cosy blankets, chocolates, jewellery boxes, art and craft supplies, beautiful pictorial books and many more items.

We hope you enjoy this video, which captures the joyful impact of your generosity!



TO WATCH THE VIDEO, SCAN THE QR CODE

Nancy, one of our in-home support clients who lives alone, was absolutely delighted when she received her present.

"Thank you so much for my gift! I was thrilled to be given the beautiful book on ballet — one of my great joys. I also loved the hand cream and the beautiful gift wrapping."

None of this would have been possible without the generosity of our donors and we sincerely thank them for making these precious people in our care feel thought of, special and loved during the festive season.



A special thank you to our donors

We extend our heartfelt gratitude to every individual, Freemasons Victoria and other organisations who have so generously donated to our work so we can continue our 158-year-old tradition of delivering exceptional care to older Victorians.

Limited space only allows for the acknowledgement below of donors, bequests and organisations that have contributed \$1,000 or more during the financial year.

Allan and Dulcie Murray Memorial	Estate of B. Madill
Fred and vi Lean Charitable Trust	McFadden Charitable Fund
Estate of Barry Thompson	Estate of Felicity Ruth Fallon
Estate of J. McIntyrus	WH and EJ Taylor Memorial
Estate of Lilian Joan Wade	Bruce Leslie Powell Bequest
Henry Alexander Osborn Hamilton Charitable Trust	Estate of G. Trethowan
Estate of K. Stewart	





Make a donation

Name: _____ Email: _____

Address: _____ Mobile: _____

- ☐ Yes, I / we would like to make a donation to help Royal Freemasons care for older persons
- ☐ Please send me information about making a bequest in my will
- ☐ Please contact me about corporate or community partnerships

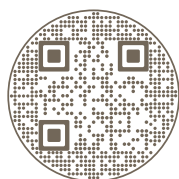
I HAVE ENCLOSED A CHEQUE PAYABLE TO ROYAL FREEMASONS OR PLEASE DEBIT MY:

- ☐ Visa ☐ Mastercard ☐ Amex Amount: _____
- ☐ Donate monthly

Card no.: _____ / _____ / _____ / _____ Expiry: _____ / _____

Name on card: Signature:

TO DONATE ONLINE, SCAN THE QR CODE BELOW



DONATIONS AND BEQUESTS

Royal Freemasons
Community Engagement
45 Moubay Street
Melbourne VIC 3004



Governance

Trustees



RWBro Bill Hayes PDGM Trustee

- Trustee, Royal Freemasons Homes of Victoria and The Taylor Foundation
- Member of Royal Freemasons Ltd
- Member of the Board of General Purposes of Freemasons Victoria
- Former member and President of Freemasons Victoria Board of Benevolence
- A Justice of the Peace and Accredited Bail Justice in the State of Victoria
- Independent Third Person Accredited by the Office of the Public Advocate
- Appointed Trustee May 2016

RWBro David Gibbs AM PSGW Trustee

- Trustee, Royal Freemasons Homes of Victoria and The Taylor Foundation
- Member of Royal Freemasons Ltd
- Former member of the Board of General Purposes of Freemasons Victoria
- Former Board Member of Freemasons Victoria Foundation Limited
- Chartered Accountant (life member CAANZ)
- Company Director and Advisor to Families in Business
- Former Director, Cancer Council Victoria
- Appointed Trustee August 2021

WBro Myles King OAM JP KSJ MAICD Trustee

- Trustee, Royal Freemasons Homes of Victoria and The Taylor Foundation
- Member of Royal Freemasons Ltd
- Deputy Grand Master Freemasons Victoria
- Director, Blue Ribbon Foundation
- Director, Freemasons Victoria Holding Company Pty Ltd
- Former President, Board of General Purposes
- Former Chairman, Freemasons Foundation Victoria Ltd
- Appointed Trustee August 2022

Board of Directors



RWBro Craig Head PJGW
Board Chair

- Chief Financial Officer, Form 700 Group of Companies, Member of Freemasons Victoria Governing Council
- Appointed Director, October 2014
- Deputy Board Chair, October 2018 – November 2021
- Chair of Finance, Risk and Audit Committee, October 2018 – November 2021
- Appointed Board Chair November 2021



WBro Andrew Davenport
Director

- Councillor, City of Whitehorse, 2012 – present
- Mayor, City of Whitehorse 2024 – present
- Appointed Director December 2020



Rosemary Evans
Director

- Lawyer, Special Counsel, DTCH Lawyers
- Appointed Director June 2018



Joanne Sabena
Director

- Non-executive Director and Chair Clinical Governance for Huon Regional Care, Co-Founder of EverYoung AI
- Appointed Director March 2024
- Appointed Chair of Quality and Safety Committee April 2024



MWBro Bob Jones
Director

- Board President when Grand Master 2012–2014
- Managing Director, CarTrek Group of Companies
- Appointed Director December 2021, retired November 2024



Bro Larry Jackson
Director

Chair Finance, Risk and Audit Committee

- Appointed Director, October 2021
- Appointed Chair Finance, Risk and Audit Committee June 2023



WBro Ronen Jachimowicz
Director

- Technology Director
- Appointed Director, March 2024



Jennifer Doubell OAM
Director

- Fundraising and Philanthropy Consultant, Non-executive Director, Mentor
- Appointed Director March 2024
- Appointed Chair of Community Engagement and Philanthropy Committee February 2025

Board Committees

BOARD EXECUTIVE COMMITTEE

RWBro Craig Head
Board Chair

Jo Sabena
Director

Bro Larry Jackson
Director

FINANCE, RISK AND AUDIT COMMITTEE

Bro Larry Jackson
Chair

RWBro Craig Head
Board Chair

Rosemary Evans
Director

Hugh Cattermole
Chief Executive Officer

Voula Yankoulas
Chief Financial Officer

COMMUNITY ENGAGEMENT AND PHILANTHROPY COMMITTEE

Jennifer Doubell
Chair

Craig Head
Board Chair

Andrew Davenport
Director

Hugh Cattermole
Chief Executive Officer

David Drysdale
Chief Community
Engagement Officer
(October 2024 – May 2025)

QUALITY AND SAFETY COMMITTEE

Jo Sabena
Chair

Bob Jones
Director (until November
2024)

Andrew Davenport
Director

Jennifer Doubell OAM
Director (until December
2024)

Hugh Cattermole
Chief Executive Officer

Joanne Cross
Chief Quality, Safety and
Innovation Officer

Karin Woods
Acting Executive Director
— Care and Hotel Services
(until January 2025)

Meredith Rooke
General Manager — Care
and Hotel Services (from
January 2025)

Ann Butcher
Chief People and
Development Officer

Jenni Dickson
General Manager —
Community Services and
Independent Living (from
August 2024)

Ryan Ebert
Co-opted member

Executives

Hugh Cattermole
Chief Executive Officer

Melanie McNamara
Executive Assistant/ Company
Secretary

Ann Butcher
Chief People and Development
Officer

Executive Director — Community
Services and Wellbeing (until
August 2024)

Jenni Dickson
General Manager — Community
Services and Independent Living
(from August 2024)

Karin Woods
Acting Executive Director — Care
and Hotel Services (until January
2025)

Meredith Rooke
General Manager — Care and Hotel
Services (from January 2025)

Joanne Cross
Chief Quality, Safety and Innovation
Officer

David Drysdale
Chief Community Engagement
Officer (October 2024 – May 2025)

Voula Yankoulas
Chief Financial Officer

Todd Afford
Chief Information Officer



Locations and Services

RESIDENTIAL AGED CARE

Centennial Lodge



13 Lewis Rd
Wantirna South 3152
9210 9600

Coppin Centre and Coppin Suites



45 Moubray St
Melbourne 3004
9452 2233

Elizabeth Gardens



2-8 Elizabeth St
Burwood 3125
9831 0600

Footscray



25 Mephan St
Footscray 3011
9318 4244

Monash Gardens



355 Wellington Rd
Mulgrave 3170
9574 3800

Mount Martha Valley



130 Country Club Dr
Safety Beach 3936
5981 8444

Springtime



41 Manchester Dr
Sydenham 3037
9361 0400

INDEPENDENT LIVING UNITS

Acacia Court



159 Wilsons Rd
Whittington 3219
1800 931 715

Banksia Court



2091 Fifteenth St
Irymple 3498
1800 931 715

Boyd Court



45 McKean St
Mooroopna 3629
1800 931 715

Goulburn Court



159 Wilsons Rd
Whittington 3219
1800 931 715

Jacaranda Court



551 Murray Rd
Preston 3072
1800 931 715

Marjorie Nunan Court



433 Brunswick Rd
Brunswick West 3055
1800 931 715

Marjorie Nunan Terrace



475 Brunswick Rd
Brunswick West 3055
1800 931 715

Murray Gardens Court



110 Stradbroke Ave
Swan Hill 3585
1800 931 715

IN-HOME SUPPORT

45 Moubray St
Melbourne VIC 3004
1800 756 091

Servicing metropolitan Melbourne

WELLNESS SERVICES (INCLUDING DAY THERAPY)

Coppin Centre

45 Moubray St
Melbourne VIC 3004
9452 2323

Footscray

25 Mephan St
Footscray VIC 3011
9318 4244



Royal Freemasons Limited

45 Moubay Street
Melbourne VIC 3004

1300 176 925

royalfreemasons.org.au

