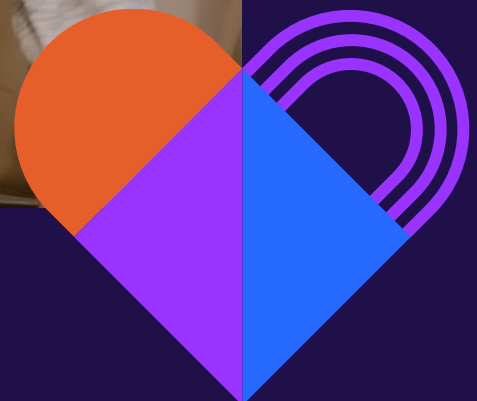


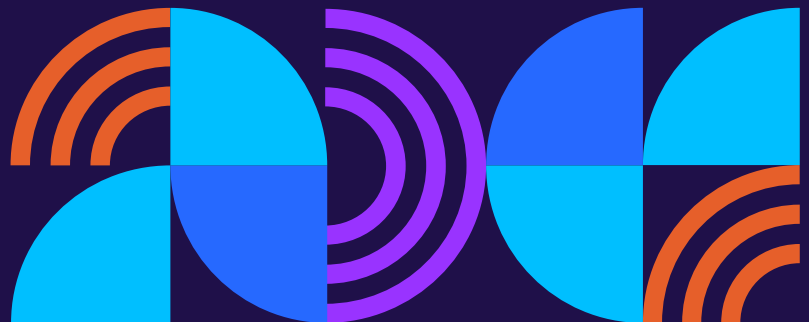
Annual Report



2025



Respect.
Optimism.
Authenticity.
Dedication.
Live here.



We exist to help people live well at every age and stage of life.

We aim to lead the future of ageing through innovation and inclusion, fostering connection, dignity, and community across generations.



Our Board



Dr Mark Wilson GAICD

Appointed 2011

Deputy Board Chair 2020–24

Board Chair 2024–25

Governance Committee Chair

Retired August 2025



Jen Elton

Appointed 2020

Board Chair August 2025

Finance & Audit
Committee Chair

Finance & Investment
Committee Co-Chair



Katie Constantinou FAICD

Appointed 2018

Board Chair 2020–24

Nominations & Remuneration
Committee Chair

THE BOARD AND COMMITTEES MET 24 TIMES IN FY25



Mark Tutt

Appointed 2024

Finance & Investment
Committee Co-Chair



Tam Johnston GAICD

Appointed 2024

Governance Committee Chair
Harbison Early Learning Chair



Steven Scarano

Appointed 2024



Sarah Jane Pryor

Appointed 2024



David Cummins OAM

Appointed 1989

Board Chair 2003–16

Retired November 2024*

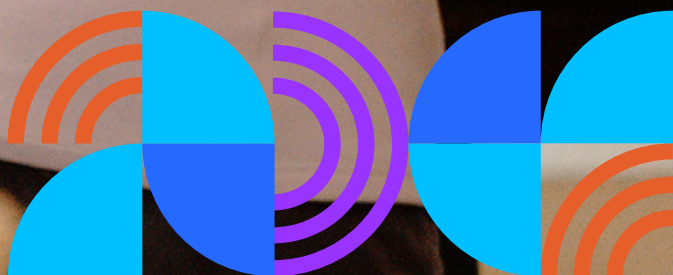


*In thankful recognition for 35 years
of service by David Cummins OAM.



HAPPY SNAPS

Burradoo residents
Judy and Lesley having
an impromptu boogie!



Chair's Report

Jen Elton

CHAIR, BOARD OF DIRECTORS
OCTOBER 2025



“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead”

NELSON MANDELA

2025 has been a momentous year for Harbison, building on the careful work of previous years and creating opportunities that will benefit our community, residents and staff for decades to come.

The Board continued its focus on strategic planning, with a strategy workshop conducted alongside management in July 2024 that has produced Harbison's first 10-year strategic plan, titled Harbison 2034. The plan sets out a strategic vision for our 75th anniversary based on diverse, integrated services, a people-first culture, and a strong infrastructure development pipeline. In September 2024 the Board approved the purchase of land in Bowral, followed by a second purchase of the neighbouring block in November. This strategic investment, which yielded an immediate \$790k revaluation profit in FY25, opens the opportunity for unprecedented connectivity for people who wish to age in the heart of their community.

In November 2024 the Board farewelled David Cummins OAM after more than 35 years of service as a director of Harbison, including a long term as

Chair, and welcomed Dr Mark Wilson as Chair to succeed Katie Constantinou who stepped down from the role after four years, but fortunately remains on the Board as Chair of the Nominations & Remuneration Committee. The Board appointed Sarah Pryor as a casual Board member in November 2024, following a term as Associate. In December Tam Johnston was appointed to the Harbison Early Learning Board, which she chairs. Whilst outside the reporting period, I note that Dr Mark Wilson resigned from the Board in August 2025, after 14 years of dedicated service for which the Harbison community is grateful. I take this opportunity to thank every member of the Board for their significant contributions to Harbison during a very busy year.

The positive financial success of 2024 continued to improve into 2025, with increases to both operating profit and operating cash flow year on year. In addition to the strategy day, the Board held 24 Board and Committee meetings during the year.

In December 2024, the Australian Government announced the award of a \$27.5M grant to fund the construction of a new residential care home at Burradoo, and Westpac approved financing of a new retirement village at Moss Vale. Both projects have been years in the planning and will be transformative for Harbison. The grant was the largest of its kind in Australia, reflecting the need in our community and recognition of Harbison's commitment and capability.

In February this year, Harbison Burradoo was reaccredited for a further three years for the last time under the old Aged Care Act, but reaccreditation of Moss Vale will be under the new Aged Care Act which is due to commence in November 2025. Harbison Playgroup continued to



Harbison Intergenerational Playgroup

go from strength to strength, with more than 80 families now involved in the joy and connection of this intergenerational program. Harbison is currently working on approvals to expand our early education and care offerings and hope to have more news in the coming year.

In October 2024 we celebrated our second Crew of the Year award in Road Worlds for Seniors, achieving a combined 47,033km on the leader board after 24 days of competition, with our teams placing 2nd and 3rd in this international competition.

In April 2025, Harbison's work with Motiview was recognised at the 13th Eldercare Innovation Awards in Singapore with the award of 2025 Provider of the Year and Service of the Year in the Active Ageing category, and Dementia Innovation of the Year in the Dementia Empowerment category, Harbison was the most awarded provider in what is known as the 'Oscars of Aged Care'!

The Board is grateful for the ongoing support of our community, including Mayor Jesse Fitzpatrick, who visited Harbison for the first time in January, Judy Hannan MP and Wendy Tuckerman MP who regularly visit and actively support Harbison including

Community Recognition Statements to NSW Parliament, and Carol Berry MP who succeeded Stephen Jones MP as the local Federal Member for Whitlam in the Australian House of Representatives.

Our volunteers, including the amazing team of palliative volunteers, and the Harbison kids across our intergenerational programs brought so much joy to Harbison again this year.

Our workforce is now more than 340 strong and growing. Together, we are a thriving community providing essential care and support in the Southern Highlands. The positive impact our employees and volunteers have on our residents is our proudest achievement and, on behalf of the Board, I acknowledge their extraordinary work, day in and day out. Our members can be confident that Harbison has made the most of the opportunities that the year ended 30 June 2025 provided, and our organisation is more relevant to more people in our community than ever before.

The accomplishments of 2025 and the years of implementation leading to them, would not have been possible without the leadership of David Cochran and his executive team. While managing many strategic projects and their various timelines and deadlines, David also managed to gain his Bachelor of Dementia Care and was awarded the Global Ageing Influencer of the year at the 13th Eldercare Innovations Awards in Singapore.



Judy Hannan MP visits Harbison

CEO's Report

David Cochran

CHIEF EXECUTIVE OFFICER

OCTOBER 2025



Being ready for 'It' to happen

Harbison was well positioned at the start of financial 2025 to take advantage of any opportunities that came our way. Our strategic direction was clear, our workforce was engaged and our financial performance reflected earlier investments in refurbishment, higher room price approvals, uptake of additional services, and our reputation.

Our first opportunity came at the start of the year when a long overdue Aged Care Capital Assistance Program grant round opened. Development approval for a new home to replace the Burradoo hostel had been obtained in 2020 and was due to lapse in 2025. Due to the nature of aged care funding, the project requires significant grant capital for financial feasibility, and we knew this would be the first and last chance to secure it. We worked quickly to submit an ambitious application before the narrow window closed, and in December our efforts and patience were rewarded. While delivery of the project by mid-2027 is not without risk, the result is a game-changer for Harbison.

Meanwhile, we had been evaluating an option to purchase a development site in Bowral, both as an investment and an opportunity to provide an unprecedented experience for people to age in the centre of town. Mindful of the long odds to secure sufficient grant funding for Burradoo, by November, we had created longer term optionality by securing two properties in central Bowral, against a backdrop of improved aged care funding.



Artists impression of The Highlands By Harbison, co-located independent living village.

Live the best of your life

During that period, we also identified a preferred builder for our new retirement village at Moss Vale and secured in principle debt funding for the entire project, which has been on the drawing board since we purchased that property in 1994. Complex, lengthy negotiations yielded a successful tender and competitive finance terms which should ensure financial feasibility, again noting the risks of construction. More importantly, this project locks in the first modern co-located option for people in the Southern Highlands, which will be critical infrastructure as our population continues to age rapidly.

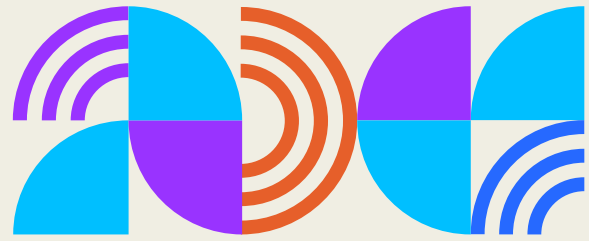


The team showcasing our awards at the 2025 Ageing Asia Innovation Awards in Singapore.

Momentum with purpose

In the second half, following the successful reaccreditation of Burradoo, we turned our minds to showcasing Motiview with the aim of adding other providers to the network so more Australians could share the benefits enjoyed by residents of Harbison. We chose to enter the Eldercare Innovation Awards competition in April, winning three categories and reaching the finalist stage in three more. Following the awards, at least six Australian and one Japanese organisation have implemented Motiview.

The awards created other opportunities for Harbison, including a significant grant to fund development of the first regional post-diagnostic dementia clinic, based on the SPICE Clinic model. Working with the University of Canberra and University of Technology Sydney, we intend to improve access to well organised care and support for people with dementia and their care partners. An estimated 1,400 people live with dementia in our community, which means that in 40 years there could be more than 14,000 people either living with dementia or caring for someone with dementia in this community. Harbison is committed to acting now to ensure that we have the people and services we need to meet this future demand.



Board members at the 2024 Harbison AGM.

Leadership in action

Financial 2025 was a whole-of-organisation story. The Board has tirelessly overseen the implementation of these strategic decisions while monitoring current operations to ensure that we are meeting current and future needs in a balanced way. Despite the busy agenda, significant work went into Board renewal to ensure we have the right mix of skills and experience to deliver our strategy.

It's a privilege to be supported by our great managers, who have an average tenure of almost six years, and the tight knit teams they each lead. But perhaps the singular thrill of the year has been to see so many future leaders thriving as they take on new challenges and make their contributions to Harbison. Watch this space.

Brand Evolution

An inspiring new identity that challenges norms, & celebrates community at every age.

This year, we proudly unveiled Harbison's refreshed brand – a bold and optimistic evolution designed to redefine perceptions of aged care. Through vibrant colour, modern typography, human-centred photography and a confident new visual language, our brand now reflects

our core belief that connection, purpose and activity are essential to wellbeing at every age. This transformation challenges stereotypes of ageing and positions Harbison as a leader in contemporary care—one that actively confronts ageism, celebrates community, and inspires trust. With built-in flexibility for future growth, including childcare and retirement living, our renewed brand identity sets Harbison apart, showcasing a future where care is intergenerational, inclusive, and full of possibility.



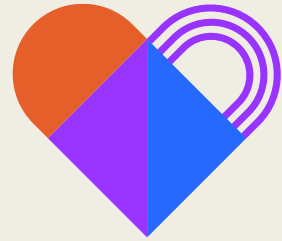
Joy knows no age



Movement is medicine



Life happens in cycles



Respect.
Optimism.
Authenticity.
Dedication.
Live Here.



HARBISON AT A GLANCE



Our Residents

87%

Monthly consumer
satisfaction

31% less
complaints



95%

Occupancy

236,880

Meals served

Median age 86 years

294

Residents cared for



HARBISON AT A GLANCE

Our Workforce



336

Total employees

11%

Increase in full-time
equivalent employees

37 years

Median age



36

Volunteers

91

New employees

18%

Supported in training
and formal education

12 approved buddies
supporting new starters



Our People



A Culture of purpose and possibility

As a leading employer in the Southern Highlands, we are proud to provide a supportive, inclusive and values-driven workplace where every team member is respected, heard and empowered to grow.

Our people are the heart of Harbison. Across clinical care, hospitality, administration and lifestyle services, every role contributes to improving the lives of older Australians and redefining what aged care can be. We foster a culture of compassion, innovation and collaboration, where ideas are encouraged and achievements are celebrated.

"I started as a carer for 18 months and have been doing admissions ever since. I am now working towards my Diploma of Village Management."

**ELISHA MOLLOY, ADMISSIONS MANAGER
6 YEARS AT HARBISON**

We are committed to career development through clear progression pathways, on-the-job learning and multiple professional support pipelines, including work placements, traineeships, scholarships, SBAT programs, cross-department training and tertiary education partnerships.

"Harbison has helped with my Cert IV. During my studies, if I was unsure about something, my mentors have helped me. Nurses, fellow staff and management are also helpful if I am unsure about something."

**TRACEY LOITERTON, CARER
16 YEARS AT HARBISON**

Graduating Leaders

Our People & Culture Manager, Samantha Evison graduated from a Bachelor of Dementia Care with the University of Tasmania.





Careers in Motion

Staff education in process

3 x employees Certificate IV in Ageing Support through the University of Wollongong.

2 x employees Bachelor of Dementia Care with the University of Tasmania.

2 x employees Graduate Certificate in Dementia Care

4 x employees Diploma of Dementia Care.

2 x employees Certificate IV in Ageing Support through TAFE NSW.

2 x School-Based Apprentices/Trainees Certificate III in Allied Health Assistance.

2 x employees Certificate III in Individual Support

1 x employee Bachelor of Nursing.

1 x employee Diploma of Leadership and Management.

1 x employee Certificate IV in Training and Assessment.

4 x employees Diploma of Village Management.

8 x employees Electrical Test and Tag Certification

8 x employees Aged Care Transition To Nursing program

1 x employee Nurse immuniser course

8 x employees Cognitive Stimulation Therapy (CST) Facilitators

3 x employees COPE Program (Caring for People with Dementia in their Environment).

3 x employees ARIIA Leading Innovation for Transformation (LIFT) Program

3 x leaders completed the Global Ageing Network Leadership Program.

Maggie Beer Foundation Mentoring Program.

60 EMPLOYEES UNDERTAKING STUDIES SUPPORTED BY HARBISON

UNIVERSITY of
TASMANIA 

 UNIVERSITY
OF WOLLONGONG
AUSTRALIA

TAFE ^{NSW}  **NSW**

ariia Aged Care Research
& Industry Innovation
Australia

 **MAGGIE BEER
FOUNDATION**
CREATING AN APPETITE FOR LIFE

 **COPE**
Australia

Beyond Borders



National and international learning

In this financial year Harbison actively advanced national and international thought leadership through participation, exhibition, and presentations at key industry events. Across Australia and abroad, our team continued to share insights, strengthen partnerships, and bring home new ideas to shape the future of care at Harbison.

Highlights included exhibiting at the Positive Ageing Summit and Ageing Australia National Conference, where our CEO presented on sector innovation, and contributing to leading forums such as the AAG Conference on intergenerational care, the National Provider Conference, and the University of Tasmania Dementia Masterclass.



Harbison Leadership representatives attending the SAGE Melbourne Study Tour.



Harbison Retirement Village Team in Brisbane for the National Retirement Living Summit.

In May, members of the executive team joined the inaugural National SAGE Study Tour across Victoria and South Australia. Building on previous international tours to New Zealand and France, the program provided direct access to aged care innovation through masterclasses and curated site visits. The three-day experience offered valuable peer-to-peer learning focused on practical innovation, system design, and leadership development.

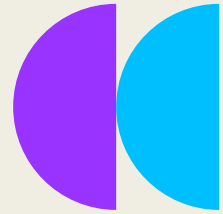
Throughout the year, Harbison was also proud to engage with the broader sector through key national conferences:

Positive Ageing Summit, Adelaide – showcasing innovation and exploring holistic approaches to healthy ageing.

RVA Conference, Gold Coast – connecting with providers from across Australia and New Zealand.

National Retirement Living Summit, Brisbane – attended by our Moss Vale Retirement Village team to explore industry innovation in community design and wellbeing.

Beyond Borders



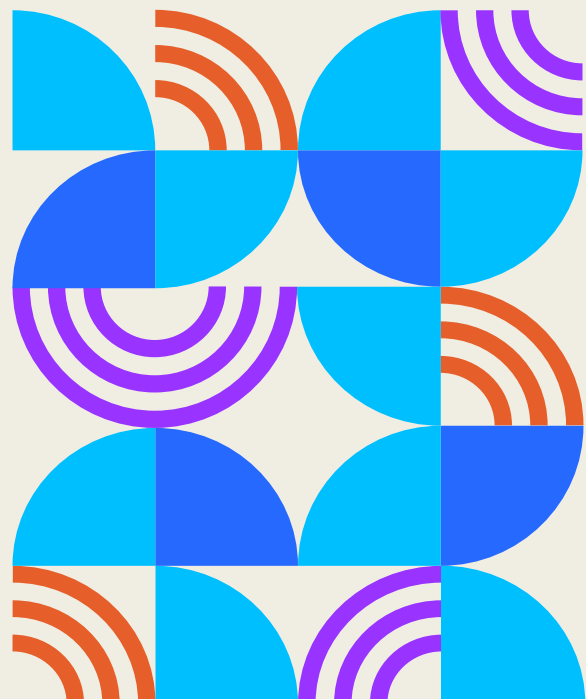
Together, these engagements strengthened Harbison's leadership, deepened sector collaboration and reaffirmed our commitment to innovation through connection, ensuring global insights continue to inspire meaningful, person-centred care at home.



Motiview Team on the Gold Coast for the RVA Conference.



Motiview Team in Adelaide at the PAS.



Intergenerational Programs



Role-play fun at Harbison Intergenerational Playgroup.



We have had the opportunity to run several pilot programs during school holidays for employees' children. Facilitated by trained educators, the children were able to experience a fun filled program with plenty of engagement from the residents, staff and children. We've been on excursions to farms, building billy carts, getting creative with music and arts and cooking alongside our head chef!

We are looking forward to this being a regular experience at Harbison and supporting our broader community by having them join in our programs.

It's been an exciting year with our Intergenerational programs.

We launched Harbison Early Learning Pty Ltd, a subsidiary of Harbison, as part of our Harbison 2034 strategy. With that, we formed the Harbison Early Learning Board which will oversee the operation of future childcare both on site and across the Southern Highlands community.

Earlier in the year we gained council approval and have submitted a service approval to operate Harbison's first early childhood service, Harbison Kids, at Burradoo. This will be an OOSHC and Vacation Care program for children aged between 5-12yrs.



Learning how to cook at Harbison vacation care.

HARBISON playgroup



Sharing interests at Harbison
Intergenerational Playgroup.

85 +
families

Playgroup

Playgroup continues to be the most popular of our Intergenerational activities. We have more than 85 families across the Highlands join us at Burradoo three times a week.

Families engage with residents in a highly stimulating environment facilitated by qualified educators and skilled Intergenerational team members who support our residents to engage in the activities offered. We enjoy music & movement, arts/craft, cognitive activities and outdoor play to name a few.

We have enjoyed outings together and we have also developed close relationships with our local library who host us for story time once a month. Whilst at the library, our residents and children get to engage with the Tover Tafel, a very interactive light table that was developed specifically for people living with dementia. We hope to continue this partnership into the future.



Harbison vacation care kids and Moss Vale residents enjoying an African Drumming session!

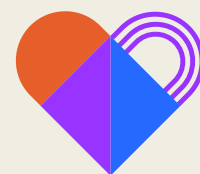
Good things coming.

We were successful in obtaining a grant for more resources and to improve the spaces we 'play' in. Soon you will see shade umbrellas in the outdoor area for the benefit of all during our warmer months, and an accessible water fountain outdoors to ensure drinking water is freely available. The grant also helped to fund the purchase of 20 African Drums and some percussion instruments.

After the success of the African Drumming session held during one of the school holidays, we allocated the funds to purchase our own set. The residents and children enjoy learning to play the drums not just as a musical activity, but for well being and exercise. Our team along with members from reablement and engagement teams had the privilege of attending facilitator training to better our ability to conduct purposeful sessions of drumming. We really look forward to this being a regular activity across both sites for all to enjoy. Watch this Space, Harbison's first Intergenerational Band is on its way!

We continue to be strong advocates for an Intergenerational Care model and welcome the recognition we have received towards the importance of relationships between young and old and the multiple benefits we are witnessing from both age groups.

In the Community



HFC U14's team at the David Woods Playing Fields in Bowral.

Supporting community through sport

In early 2025, Harbison proudly became the major sponsor of Highlands Football Club. This partnership reflects our commitment to supporting community wellbeing, encouraging active lifestyles, and fostering meaningful intergenerational connections. Highlands FC plays a vital role in bringing people of all ages together, and Harbison is honoured to support a club that shares our values of inclusion, health, and community spirit.

Walking for dementia

Harbison team members, along with their families and supporters, participated in Dementia Australia's Memory Walk & Jog to raise awareness and funds for the 421,000 Australians living with dementia. Harbison was the largest registered team from the Southern Highlands and exceeded our fundraising goal, raising over \$3,000.

This initiative reflects Harbison's commitment to supporting people living with dementia and their care partners, and to leading community awareness and advocacy in the region.



Helen Walker and her mother. Photo: Composition Life Photography.

\$3,000+ raised!



Moss Vale resident, Harold Griffin, with his prize winning tapestry and crochet works.

Celebrating our resident's creativity

Harbison residents showcased their artistic talents at the Moss Vale Show Art & Craft competition, achieving outstanding results and receiving several awards. Their success highlights the importance of creative expression in supporting wellbeing, connection, and quality of life within our community. We congratulate all participating residents on their achievements.



2024 Road Worlds for Seniors

The spirit of dedication propelled us to astonishing distances in October 2024! Our teams collectively completed a monumental 47,033 kilometres. We celebrated a fantastic finish with our Moss Vale team seizing 2nd place and our Burradoo team capturing a strong fourth place!

Leading this extraordinary charge was Mal Harris, an inspirational resident whose dedication at Moss Vale earned him third place in the Men's Division with an incredible 4,067 kilometres — a true display of heart and endurance.

"...I thought my competitive days were over. Now, they are not! This competition has given me hope & an objective, to do better and to be the first in the world for my age group."

MAL HARRIS - RESIDENT

MAL CYCLED 4,067 KMS



RWS CREW OF THE YEAR

The global event was a resounding success, culminating in Harbison capturing the coveted Crew of the Year title for a second time! This victory is truly a shared one, built on the overwhelming, unwavering support from both our local area and the wider community. We were deeply honoured and inspired to receive personal messages of encouragement from key national leaders, including Governor-General Sam Mostyn, NSW Governor Margaret Beazley AC KC, NSW Premier Chris Minns, and Australian Ambassador Kerin Ayyaralaju. Their recognition underscored the national significance of our collective effort.



St Thomas Aquinas students chatting with residents as they pedal in the 2024 RWS Competition.

Harbison goes International



Cycling Without Age Summit, Copenhagen

In May and June 2024, a small Harbison team embarked on an inspiring journey across Norway and Denmark, culminating at the Cycling Without Age Global Summit in Copenhagen. This trip, with additional visits to Bergen, Oslo and Aarhus was Harbison's first-ever international delegation, dedicated to forging global partnerships and bringing cutting-edge ideas back to our community.

The tour was a deep dive into world-leading examples of active ageing, dementia-inclusive community design and intergenerational living. It provided a crucial opportunity to strengthen our international partnerships with Motitech and Cycling Without Age and to connect with experts in health innovation from around the globe.



A visit to Sofienberghjemmet to visit the team who won the Road Worlds for Seniors Crew of the Year 2023.

Key highlights of the trip included:

A site visit to Motitech headquarters the heart of the virtual cycling program we offer our residents.

Exploring innovative aged care communities in Bergen and Oslo.

Learning from ground-breaking initiatives lead by Aarhus Kommune in Denmark.

The journey concluded with the Cycling Without Age Summit, where our team joined delegates from around the world for three days of presentations, workshops, and shared cycling experiences. It was a powerful celebration of the joy, movement and connection that defines ageing well.

This international engagement reinforces Harbison's reputation as a leader in active ageing and wellbeing. By seeking out and bringing home the best global ideas, we continually ensure that our Harbison community remains a better, more vibrant place for everyone.



25km ride from Copenhagen to Dragør, Denmark.



Global Recognition

Pedalling our way into the global spotlight!

In 2025, Harbison's commitment to innovation and wellbeing took centre stage on the world stage – quite literally!

At the 2025 Ageing Asia Innovation Awards in Singapore, Harbison was honoured with three major international awards recognising our leadership in active ageing and dementia care through the Motiview cycling program.

Operator of the Year – Active Ageing
Facility of the Year – Active Ageing (Residential)
Innovation of the Year – Dementia Empowerment

These awards place Harbison among the world's most forward thinking aged care organisations, celebrating our work to help older Australians stay active, connected, and full of life.

Receiving three international awards confirms what we already knew: that joy, purpose and movement can transform lives at every age.

Harbison's success story is now inspiring providers across Australia and around the world to reimagine what "active ageing" truly means.

**Operator
of the year**
ACTIVE AGEING



**Facility
of the year**
ACTIVE AGEING
(RESIDENTIAL)



**Innovation
of the year**
DEMENTIA
EMPOWERMENT



The team accepting the awards in Singapore.



Financial Snapshot

FINANCIAL SNAPSHOT	FY 2025 (\$)	FY 2024 (\$)	Change from FY 2024 (\$)
Profit & Loss			
Total Revenue	37,406,528	33,687,700	3,718,828
Total Expenditure	-34,249,873	-31,681,044	-2,568,829
Surplus for the Year	890,493	127,360	763,133
Balance Sheet			
Total Assets	94,794,190	73,953,760	20,840,43
Total Liabilities	73,899,496	54,739,559	19,159,936
Net Assets/Total Equity	20,894,694	19,214,200	1,680,493
Cash Flows			
Cash generated from Operating Activities	3,880,364	2,708,723	1,171,641
Cash generated from Investing Activities	-18,034,953	-2,876,877	15,158,076
Cash generated from Financing Activities	17,943,698	805,713	17,137,985
Total Cash Flow	3,789,109	637,559	3,151,550
Personnel expenses	25,118,737	22,919,594	2,199,143

For a more detailed Financial Report, please visit harbison.org.au/about-us/harbison-annual-reports/

11% INCREASE IN REVENUE

\$74,213

RECEIVED IN DONATIONS, GRANTS, AND BEQUESTS

95% AVERAGE OCCUPANCY

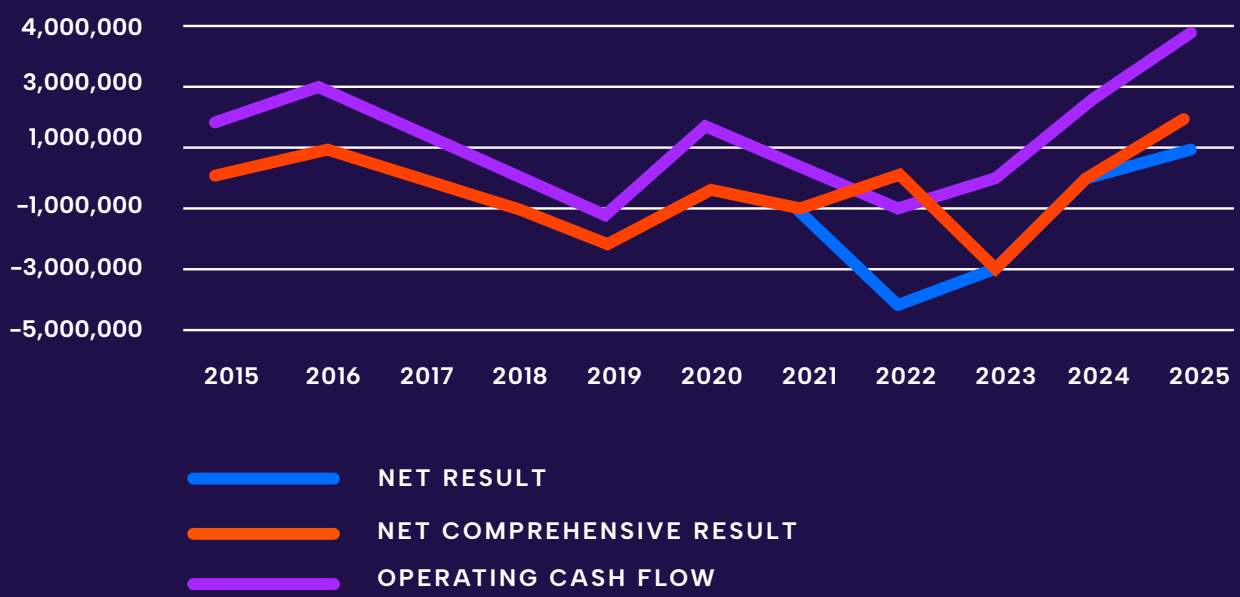
10% INCREASE IN PERSONNEL EXPENSES

123% INCREASED GOVERNMENT FUNDING PER OBD* (2015-25)

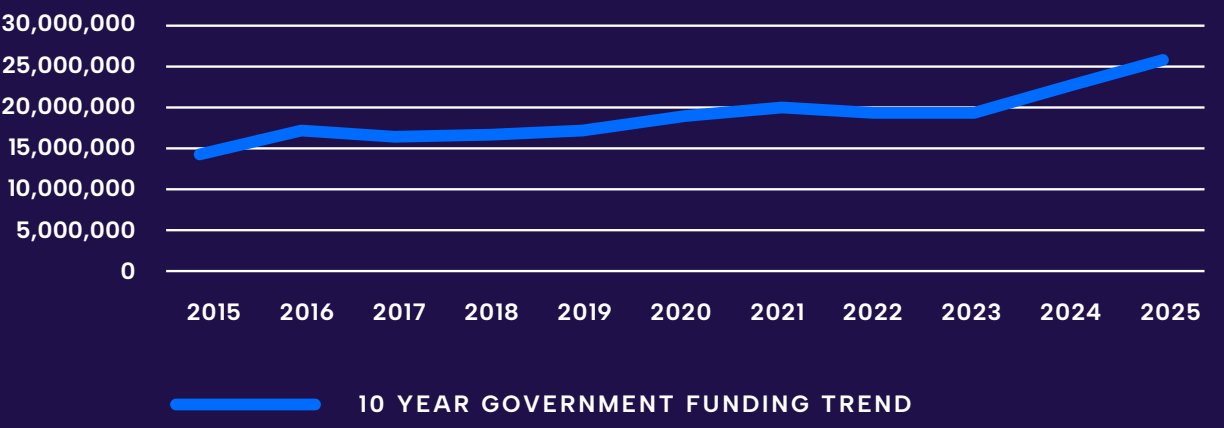
100% INCREASED OPERATING CASH FLOW PER OBD* (2015-25)

*Occupied Bed Day (OBD)

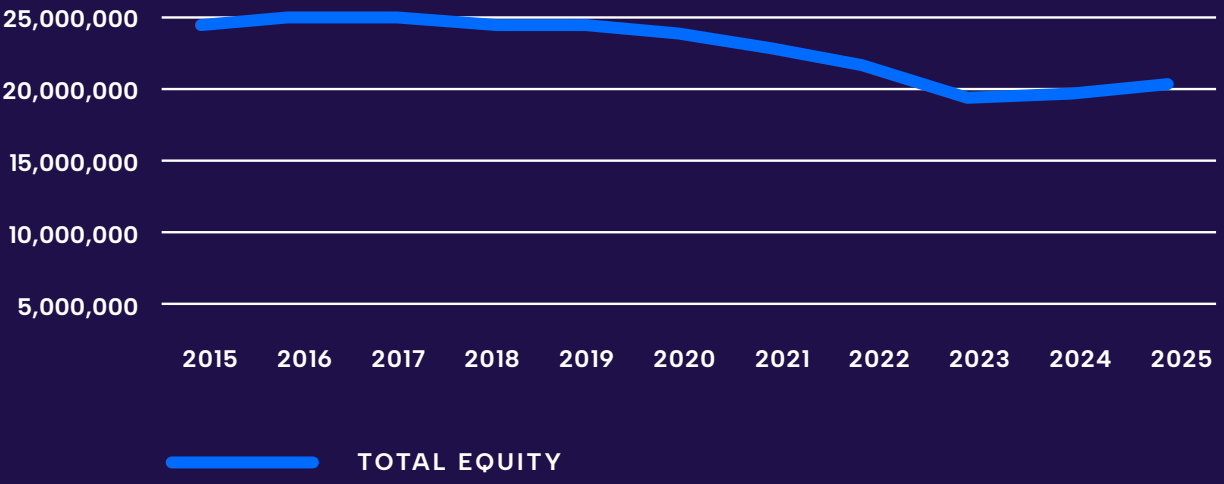
10 Year Net Profit



10 year Government Funding Trend

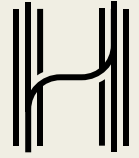


Total Equity



The Highlands

BY HARBISON ———



COMING SOON



Live the best of your life.

A brand new, innovative independent living community is coming to the heart of the Southern Highlands.



A new chapter in LIVING

TheHighlands
BY HARBISON —



Live the best
of your life.

A Harbison living village

Better

Living is coming
to the heart of
the Highlands.



Live



the best
of your life



TheHighlands
— BY HARBISON —



Live the best of
your life at Harbison.



harbison.org.au

02 4868 6200

enquiries@harbisoncare.org.au

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 [harbisoncare](https://www.linkedin.com/company/harbisoncare)

 **harbison**