OneCare

Annual Report

2024 - 2025

Establishing a culture of kindness and meeting the challenges of change

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Who We Are

We are a leading not-for-profit, non-sectarian aged care provider that has been providing residential aged care, independent living and home care for over 40 years. We are committed to providing safe, quality care for our residents and consumers and are extremely proud of the diversity of services and experiences we offer.

Our Purpose

To provide Tasmanians with access to the highest standards of contemporary care and support for members of our community in need of our services.

Our Philosophy

Our philosophy is based around being ethical, providing the highest quality care, compassionate, respectful, trusted in our community, being a great place to work, and setting the benchmark in aged care.

Our Location

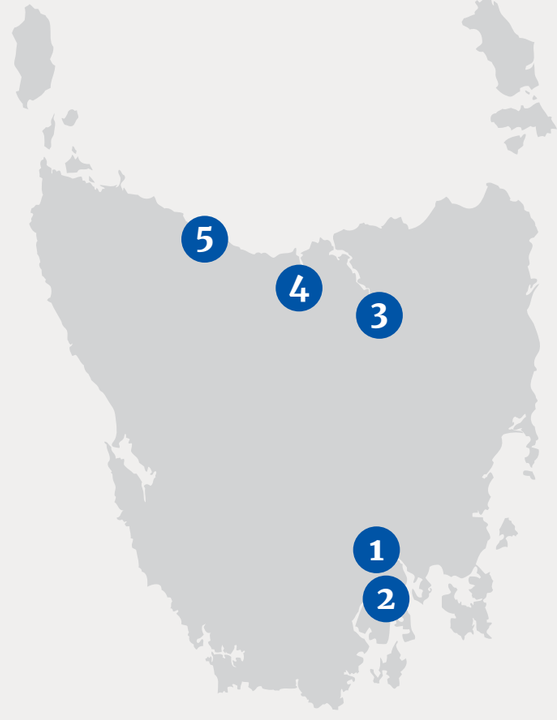
1. Barossa Park Lodge
(Glenorchy)

2. Bishop Davies Court
(Kingston)

3. The Manor
(Kings Meadows)

4. Rubicon Grove
(Port Sorell)

5. Umina Park
(Burnie)



We provide:

- Residential aged care
- Respite care
- Retirement living
- Home care
- NDIS support
- Palliative care

Our Values

We believe our alignment to these shared values is critical to our success.

Choice

Is facilitating informed choices about care and support for those we serve that enables a person to live a life they choose.

Compassion

Is to listen and communicate with sincerity, empathy, and kindness. Compassion is also demonstrated through actions such as advocating for others.

Respect

Is how we treat each other and expect to be treated. Being respectful in all situations despite personal differences and opinions.

Dignity

Is the belief that all people hold a special value that's tied solely to their humanity. Humanism affirms the dignity of every individual.

Integrity

Is doing the right thing, through words, actions and beliefs, even when no one is watching.

Our Governance Structure

OneCare Limited has an experienced Board of Directors providing governance and strategic direction. OneCare is committed to providing high-quality care and support to our elderly consumers. Our governance framework ensures that we operate with integrity, transparency, and accountability, placing the well-being and rights of our consumers at the forefront of everything we do.

REGISTERED CHARITY · acnc.gov.au/charityregister ·

Not-for-profit

40+

40+ years delivering expert care services

Proudly Tasmanian

Our Board

Mr Leon Peck
Chairman

Leon was appointed Chairman of our Board in 2021. He has a professional background in education, health services, human resources and mental health services.

Ms Sue Hickey
Deputy Chairman

Sue is Mayor of Glenorchy City Council, and was previously Speaker of the Tasmanian House of Assembly. She was elected Lord Mayor of Hobart in 2014 and is a former Telstra Tasmanian Business Woman of the Year.

Mr Daniel Richards

Daniel has worked at Accru Hobart for over 27 years. He has extensive experience across a broad range of industries and provides advice on tax planning, business structures and financial management. As well as being a Chartered Accountant, Daniel is also a qualified Financial Planner.

Assoc Prof Karen Linegar

Karen holds an appointment as an Adjunct Associate Professor with UTAS. Karen led the development of various nursing programs and implemented an interdisciplinary teaching program. Karen has a strong clinical background and worked in both the private and public healthcare systems. She provides leadership in clinical governance and risk in the workplace with a strong focus on education to support competency. Karen is currently the chair of the Clinical Governance Committee.

Mr Geoff Squibb

Geoff holds an extensive parliamentary history, serving the Devonport City Council for 22 years, with 14 of those as Mayor. He has been a Justice of the Peace since 1985 and is currently Vice President of the Tasmanian Society of Justices of the Peace. Geoff is currently Chair of the Consumer and Marketing Committee. Geoff's exemplary knowledge and skill will ensure OneCare's growth and sustainability.

Ms Jenny Richardson

Jenny Richardson was elected to the OneCare board in November 2024. With a senior executive background, Jenny holds an MBA, is a Fellow of the AICD, Chartered Manager and Fellow of the Institute of Management, Fellow of Governance Institute, AHRI member and a Justice of the Peace. Jenny has held executive roles, including Chief Operating Officer, within education, ship building, aged care and local government. A professional board member, she also sits on the board of the RACT. Jenny brings a very broad and sound background to OneCare including governance, risk, strategy, human resources, IT, finance and customer service.

Our Independent Board Members

Dr Jay Shoemaker

Jay is a specialist GP with special interest in aged care. He has a master's degree in business administration and owns a GP clinic in Hobart. Jay teaches students and junior doctors in the areas of general practice and aged care, and is passionate about providing exceptional quality aged care.

Mr Marcus Allan

Marcus has been involved in the ICT industry for 30+ years as the operator of his own ICT consultancy, as a consultant for a number of leading private consultancy firms and as an ICT manager/executive for Tasmanian private businesses. Marcus had a particular interest in matching ICT investment with improved business strategic outcomes in the health/care industry.

Chairman's Report

On behalf of the Directors of OneCare Ltd, it is my privilege to reflect on the year ending 30th June 2025.

Governance and Board Renewal

This year saw the continued strengthening of our governance and committee structures, with a clear focus on reinforcing good governance practices. A key priority has been to provide clarity to the CEO and Executive team on the Board's appetite for current and emerging risks within the aged care sector, while also shaping our developing strategic position to ensure OneCare is well placed to navigate a rapidly changing landscape.

Our Board of Directors brings together diverse expertise, reflecting the skills required to meet the obligations of the Aged Care Quality and Safety Commission and to fulfil the expectations of the communities we serve. In all that we do, our work remains grounded in transparency, accountability and above all, consumer wellbeing.

Our governance framework continues to evolve alongside the sector's transformation. With the introduction of the Strengthened Standards on 1 November 2025 and the implementation of the new Aged Care Act, the Board has been diligent in preparing OneCare to not only meet but exceed these requirements. A key driver has been embedding consumer voice more directly into our structures through Consumer Advisory Bodies and enhanced Board reporting.

A Focus on Consumers and People

Our commitment to dignity, respect and choice remains central to all that we do. This year, we placed stronger emphasis on direct engagement with residents, consumers and families, recognising that authentic partnerships are the foundation of quality care. The growth of our emerging wellness and reablement programs, including Motiview bikes and precinct-based activities, reflects the changing expectations of a new generation entering aged care.

Equally, our people remain our most important asset. Recruitment and retention remain sector-wide challenges, but at OneCare we continue to seek not only clinical capability, but also the compassion and empathy that define our culture. The Board has supported ongoing workforce initiatives and additional investment in quality and compliance resources, recognising the vital role of staff in delivering on our promise to consumers.

Financial Performance and Capital Development

Despite the pressures facing aged care providers nationally, OneCare has maintained strong financial performance. Prudent stewardship and disciplined management have positioned us well for the future, with positive operating results and continued balance sheet strength.

Our capital investment program gained momentum during the year:

- The $2 million refurbishment of Umina Park is underway, with the dual benefit of modernised facilities and improving our projected additional annual revenue.
- The Bishop Davies Court Derwent Wing Upgrade was completed, providing residents with improved comfort and amenity.
- Progress continued on our independent retirement living developments at Barossa Park and Rubicon Grove, reinforcing our vision of integrated precincts where residential aged care, independent living and community services operate side by side.

These projects reflect our aspiration to create environments where older Tasmanians can live well, supported by choice, independence and a continuum of care.

Sector Context and Future Direction

The aged care sector remains in a period of rapid change. Workforce shortages, regulatory uplift and financial stress continue to challenge providers across Australia. Yet amidst these pressures, OneCare has charted a course of stability, growth and innovation.

The Board is clear in its appetite for thoughtful expansion and capital renewal, always connected with consumer outcomes in mind. We continue to explore opportunities for growth, partnerships and innovation, while ensuring that all initiatives are subject to robust due diligence and aligned with our mission and values.

Leadership and Appreciation

On behalf of the Board, I wish to acknowledge our CEO, Peter Williams. His vision and energy have positioned OneCare as a recognised leader both in Tasmania and nationally, particularly through the development of our wellness and reablement model, his thought leadership and his strong advocacy across the sector.

I also extend my thanks to Tracy Long for her excellence in coordinating all Board related activities, corporate administration oversight and her role as jointly appointed Company Secretary. Thanks also to our Executive team, our dedicated employees, my fellow Directors and our independent committee members. Together, your professionalism, compassion and commitment ensure that OneCare continues to thrive.

As we move into the final year of our 2021–2025 Strategic Plan, the Board remains committed to supporting the organisation's transformation, ensuring we are ready not only to meet the challenges of reform but to seize the opportunities that lie ahead.

Warm Regards,

Leon Peck
Chairman of the Board

CEO's Report

This year has been one of challenge and momentum, as we remained focused on delivering the highest standards of care and support for Tasmanians.

Looking Back, Moving Forward

This past year has been one of both challenge and momentum for OneCare. Guided by our 2021–2025 Strategic Plan, we have remained true to our purpose: to provide Tasmanians with access to the highest standards of contemporary care and support. While the aged care sector continues to evolve under significant reform, workforce shortages and changing community expectations, OneCare has continued to meet these head-on with resilience, innovation and a spirit of compassion.

Delivering on Our Strategic Plan

Against our strategic pillars of Consumers, People, Finance, and Governance, we have made tangible progress.

- Consumers: We strengthened our commitment to dignity, respect and choice, with renewed focus on the lived experience of residents and families. Programs such as Motiview bikes expanded opportunities for engagement, wellbeing and connection across our homes.
- People: We continued to invest in our workforce, building capacity through education, mentoring and leadership pathways. Our people remain the heart of OneCare and their commitment to consumers is what defines us as an employer of choice.
- Finance: Financial sustainability was a focus, with ongoing management of resources and strategic asset investment. Our efforts have positioned us to generate additional long-term revenue streams and maintain stability in a challenging environment.
- Governance: Board and leadership collaboration deepened, ensuring transparency, accountability and contemporary governance practices. Our consumer voice is now more embedded in how we govern and shape our services.

Capital Development: Building for Tomorrow

A highlight of the year was the commencement of our $2 million refurbishment of Umina Park, a project that will enhance the lived experience of residents. We also completed the $3.9m Bishop Davies Court Derwent Wing Upgrade, ensuring modern and welcoming spaces for residents and families.

At the same time, our vision for integrated precincts continues to grow, with progress on independent retirement village developments at Barossa Park and Port Sorell. These projects reflect OneCare's commitment to offering a full continuum of care, connecting residential, home care and independent living in ways that support choice and independence.

Wellness and Reablement: A New Model of Care

Looking ahead, we are embracing a new wellness and reablement model that redefines what aged care can be by embedding allied health programs and support into daily practice, creating walkability tracks and reablement spaces across our precincts, expanding Motiview cycling programs to foster purpose, confidence and movement, and building stronger intergenerational and community partnerships. These initiatives are about more than programs; they represent a cultural shift, because our consumers want to live well, not just be cared for and OneCare is leading the way in making this a reality.

The Path Ahead

As we move into the final year of our Strategic Plan, OneCare is poised for transformation. Our focus is on capital renewal, precinct integration, workforce wellbeing and embedding the consumer voice at every level. We are not only preparing for the introduction of the Strengthened Standards in 2025 but positioning OneCare as a national leader in wellness-driven, precinct-based aged care.

The journey is not without its challenges. But with the dedication of our employees, the trust of our consumers and the support of our Board and community, I am confident we are creating something unique in Tasmania: an aged care model built on purpose, compassion, and innovation.

A special note of thanks goes to the tireless work of our Executive Team. Their expertise, experience and skill form a significant part of our success. To our Board Chairman, Mr Leon Peck, your ongoing support and mentorship is deeply appreciated. Finally, a heartfelt thank you to Tracy Long for your remarkable ability to keep me on track amidst the hectic schedule that comes with the many amazing opportunities we have

Kind Regards,

Peter Williams
Chief Executive Officer
OneCare Limited

Celebrating Our Team

Pete Williams, CEO

In 2024, OneCare's Chief Executive Officer, Pete Williams, was honoured with the Leadership Award at the Aged & Community Care Providers Association (ACCPA) Awards for Excellence. This national recognition is one of the sector's highest accolades, shining a light on individuals whose leadership transforms organisations and the lives of those they serve.

The awards attracted more than 460 nominations across Australia, with only 15 category winners announced. Pete was the sole recipient from Tasmania, an achievement that reflects both his personal contribution and the collective impact of OneCare.

Board Chair Leon Peck commended Pete's vision and expertise, noting his impressive track record of contributions to the sector. These include a Churchill Fellowship to examine international home care models, the co-design of an aged care-specific adverse event management tool, active involvement with the Aged Care Royal Commission, and appointment to the Tasmanian Health Senate advisory committee. Pete is also a published author in respected journals and a regular presenter at national and international conferences.

"We are very fortunate to have a CEO who is also a Registered Nurse," Mr Peck said. "He understands firsthand the challenges our people face every day, and he places them at the centre of his leadership. He is heavily focused on nurse-led research, aged care system improvements and servant leadership, with a proven track record in building a positive workplace culture where equality, respect, transparency and authenticity thrive."

Pete accepted the award on National Aged Care Employee Day, acknowledging the contribution of every OneCare staff member to this recognition.

"Together, we have built a culture at OneCare where every person is respected for the uniqueness they bring to their role," Pete reflected. "This culture gives our people the confidence to go above and beyond—not only in the way we care for residents and consumers, but in the way we treat and support each other. The simple act of human kindness is a powerful foundation to work from. This award is for every member of the OneCare team, whose dedication to quality care has been vital in meeting the challenges our sector continues to face."

Pete's award is not only a personal achievement but also a proud milestone for OneCare. It recognises the strength of leadership grounded in compassion, authenticity and teamwork, and celebrates the extraordinary people across our organisation who make a daily difference in the lives of Tasmanians.

Nick Stirling, Leisure and Lifestyle Assistant

OneCare celebrated Bishop Davies Court team member, Nick Stirling, who was named a finalist in the 2025 Tasmanian Young Achiever Awards. Nick was nominated for the Home Base Courage to Grow Award, an honour that celebrates resilience, growth, and personal achievement.

Nick's journey with OneCare began through a month-long placement at Bishop Davies Court, arranged in partnership with Work Skills Tasmania and Possability. From the outset, Nick demonstrated remarkable determination. Living with an intellectual disability and ADHD, he embraced the opportunity to learn new skills and gradually reduced his need for support. His growth during this time highlighted his commitment to independence and personal development.

Today, Nick is a valued full-time member of the Leisure and Lifestyle team at Bishop Davies Court. In his role, he has taken initiative and introduced programs that enrich the lives of residents—most notably establishing a weekly chess club. He also plays an active role in organising activities and outings, bringing energy and inclusivity to everything he does.

Nick's colleagues and the residents he supports describe him as empathetic, reliable, and deeply committed to care. His "can-do" attitude and ability to build strong, respectful relationships have made him a much-loved member of the Bishop Davies Court community.

At OneCare, we are incredibly proud of Nick's achievements. His story reflects not only his courage and capacity for leadership but also the importance of creating opportunities where individuals can thrive. Nick's recognition as a finalist in the Tasmanian Young Achiever Awards is a testament to his dedication and a celebration of the values we hold at the heart of our organisation.

Honouring 50 years of Nursing

Carol Brown

This year, OneCare proudly marked International Nurses Day with celebrations across all our sites, recognising the extraordinary contribution of our nurses. Their compassion, professionalism, and unwavering commitment remain at the heart of everything we do.

Among the many celebrations, one moment stood out: honouring Carol Brown, an Enrolled Nurse at Barossa Park Lodge, who has reached the incredible milestone of 50 years in nursing. Carol's story is one of passion, resilience, and lifelong dedication to caring for others—particularly older Tasmanians.

Carol's journey began in 1974, when, as a Year 10 student, she decided that nursing would be her path. By 1975, at just 16 years old, she had secured a place in nursing, beginning as a nurse's aide to gain practical experience. Those early years, she recalls, required her to "grow up fast and mature very quickly."

Her training took her across the state, from Ulverstone District Hospital to the Mersey Hospital and later the Launceston General Hospital, where she worked in the babies and children's ward. After a career break to start her family, Carol returned to nursing—this time to aged care, where she found her true calling.

Over the decades, Carol worked in specialised dementia care units, spent 16 years at Bishop Davies Court in Kingston, and for the past 10 years has been a valued member of the team at Barossa Park Lodge.

Reflecting on her career, Carol said:

"I've stayed in nursing so long because I'm so passionate about it. It's the only job I've ever had and I've loved every minute of it. Aged care requires a big heart and a passion for older people—not everyone can do it, but if you have those things, you will find it really rewarding."

Carol describes older people as "fascinating, with so many stories to tell and life experience to share," and encourages young people to consider a nursing career. "There's always a new door to go through. It's an interesting career that broadens your life experiences—and you'll always have a job," she said.

At OneCare, we are honoured to celebrate Carol's extraordinary milestone. Her story reflects not only her own passion and commitment, but also the dedication of nurses everywhere who make a profound difference in the lives of the people they care for.

Stronger Standards, Better Care: A Clinical Perspective

November 1st, 2025 will mark a pivotal moment for aged care in Australia with the release of the new Aged Care Act and Strengthened Aged Care Quality Standards. After much anticipation, the new Standards set a higher bar for dignity, safety, and clinical excellence. For residents, families, staff and those that support care, the changes bring about assurance that care will be safer, more personalised, and firmly centred on wellbeing, values at the heart of OneCare and the care and support we provide.

Since the notification of a changing Act, OneCare has actively aligned our clinical practices and governance systems to the expectations of the strengthened Standards. This means embedding stronger clinical oversight, lifting workforce capability, and having a strong focus on consumer outcomes though continuous improvement.

Turning Standards into Practice

The new Standards sharpen expectations in key areas such as food and nutrition, dementia care, clinical governance, reablement, palliative and end-of-life care, and infection prevention. They also emphasise the rights of residents to be active partners in their care, supported by transparent communication and continuous improvement.

Our approach has been to translate these requirements into tangible, everyday actions. As an example, Clinical Risk Review Forums now run routinely across our services, giving clinical leaders and staff the opportunity to review resident care, identify emerging risks, and implement tailored solutions. Data is brought to life through Power BI dashboards and site-level traffic-light risk ratings, ensuring our homes have clear oversight of clinical outcomes.

Clinical Innovation in Action

OneCare has invested heavily in innovation to bring the Standards to life. A few examples include:

- **Quality and Clinical Support Plan**

The Quality and Clinical Support Plan for 2025 was developed from a full day workshop bringing key staff together across our services. The Plan provides a framework that underpins OneCare's commitment to safe, high quality, and person-centred care. It integrates governance, workforce capability, and evidence-based practice to ensure that clinical care is both robust and responsive. The plan drives improvement by linking national benchmarking and internal audits with site-level risk reviews, enabling timely identification of trends and targeted interventions. Structured education programs, strengthened clinical governance forums, and investment in digital systems ensure that lessons are embedded into practice and outcomes are measurable. Central to the plan is a culture of accountability, transparency, and continuous improvement which drives change.

- **Palliative and end-of-life care:**

Building on international research and strengthening a last 1000 days framework, OneCare has piloted a Level 2 Registered Nurse Palliative Care Lead model, already reducing unnecessary hospital transfers and lifting staff confidence in managing complex care. We have also invested in developing our Palliative Care Road Map. While this is in early development, we have commenced to drive excellence in palliative care at every stage: from admission and early recognition, to care delivery, and through to end of life.

We are also deepening partnerships with Palliative Care Tasmania to strengthen bereavement support for families, while expanding our collaboration with the Palliative Aged Care Outcomes Program (PACOP) now operating across four sites, with all sites to adopt the program by the end of 2025. In addition, a major project is planned for Home Care to strengthen support for participants in Advance Care Planning, with implementation scheduled for early 2026.

- **Clinical Operations Manager**

In 2025, OneCare introduced the Clinical Operations Manager (COM) role to strengthen leadership at the frontline of care. The COM provides a vital bridge between clinical oversight and operational delivery and works closely with Regional Clinical and Operations Managers to ensure consistency, responsiveness, and high standards of care. Their role focuses on clinical leadership, mentoring nursing teams, provides strong oversight to complex care planning, and proactively manage clinical risks.

- **Strengthening Partnerships for Better Care**

We have also continued to strengthen our partnerships with universities, pharmacies, and industry leaders to bring innovation and expertise directly into our homes.

Our collaboration with the University of Tasmania (UTas) continues to grow, with student placements across nursing, medicine, and allied health. These placements not only provide valuable learning experiences for the next generation of health professionals but also enrich the care and support available to our residents. We are also expanding our research partnerships, working alongside universities and supporting groups to advance knowledge in wound care, palliative care, and dementia support.

In clinical innovation, our partnerships have resulted in securing an onsite pharmacist at Bishop Davies Court as part of the national Aged Care Onsite Pharmacist (ACOP) program, improving medication safety and providing direct support for residents and staff.
At the same time, our long-standing collaboration with Hartmann continues to drive best practice in continence and wound care, ensuring our teams have access to the latest products, training, and evidence-based approaches.

- **Clinical Data analysis to drive change**

We have also invested in smarter ways to use data. With improved benchmarking, clinical dashboards, and a strong focus on continuous improvement, we have turned data from clinical care into insights that guide real change, reducing risks, lifting care standards, and strengthening outcomes for residents across all our sites.

A Success Story: Palliative Care Award Finalists

OneCare is proud to celebrate the achievements of two of our staff members, Sarah (Umina Park) and Erin (Barossa Park Lodge), who have been recognised as finalists in the 2025 Palliative Care Tasmania Awards. They represented two of the three finalists in the category of Excellence in Palliative Care in Aged Care.

This recognition highlights not only their personal dedication but also the strength of our workforce and the high standard of palliative care provided across our services. It is both an honour for our organisation and an acknowledgement of the compassion, skill, and commitment our staff bring to supporting residents and their families at end of life. Their work is a reminder that at the heart of palliative care lies dignity, comfort, and connection. Values we are proud to see lived out every day at OneCare.

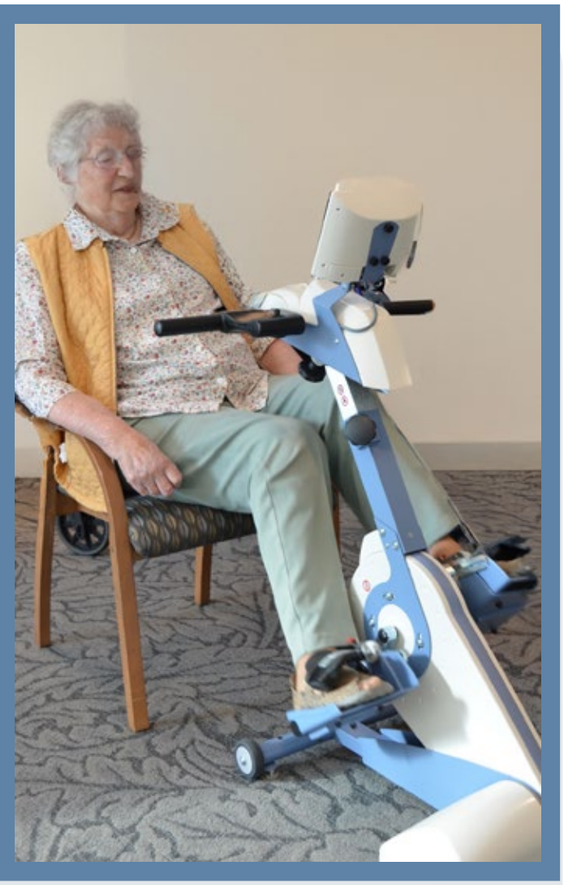
Looking Ahead

At OneCare, we are committed to ensuring that the upcoming aged care reforms translate into lasting improvements, not just compliance, but genuine innovation in care.

Our next steps will focus on embedding the continuous improvement already underway: strengthening palliative care, improving clinical care (wound care, frailty, infection management), improving reablement, dementia care and complex care, expanding partnerships with universities and industry leaders, and using data more intelligently to anticipate risks and shape better outcomes so that the new standards become a strong foundation of care.

OneCare Innovation

At OneCare, we believe aged care should be dynamic, engaging, and future-focused. Innovation is not an add-on to our work—it is central to how we improve the lives of older Tasmanians and strengthen the future of the sector. This year, we have piloted new technologies, forged bold partnerships, and created first-of-their-kind opportunities that bring fresh energy and perspective into our communities. From medical students discovering the rewards of aged care practice, to residents travelling the world through virtual reality or cycling the streets of their hometowns on Motiview bikes, these initiatives showcase what's possible when we combine compassion with creativity. Together, they reflect our commitment to delivering care that is not only safe and professional, but also joyful, meaningful, and full of possibility.



Pioneering Medical Student Placements in Aged Care

In a first for the state's North West, University of Tasmania medical students have undertaken their first clinical placements within residential aged care, hosted at OneCare's Umina Park facility in Burnie. This innovative program is designed to help secure critical medical skills for the future of the aged care sector and may ultimately form the basis of a national training model.

Eight third-year students from the Tasmanian School of Medicine Rural Clinical School undertook a five-week placement at Umina Park, the largest residential aged care facility in the state. For many, it was the first opportunity to experience aged care as a clinical training environment.

With an ageing population and demand for services outpacing the supply of skilled workers, OneCare CEO Pete Williams said the initiative addresses a pressing challenge.

"The aged care sector struggles to secure GPs and specialist geriatrician support, especially in rural and regional areas, and yet it's rare for medical students to do an aged care placement," Pete explained.

"Our goal is to introduce students to the complexity and value of aged care early in their studies, encouraging them to consider the sector as a meaningful career path."

The placements provide students with insight into the wide-ranging responsibilities of doctors working in aged care, from managing complex health conditions such as dementia, mobility issues, and nutrition, to coordinating care with allied health professionals and nursing staff.

Just as importantly, students gain experience in OneCare's consumer-led model of care, where choice, dignity, and holistic wellbeing are at the centre.

Professor Ruth Kearon, Head of the Tasmanian School of Medicine, highlighted the value of these placements:

"Training doctors in aged care early will give them the skills and confidence to support elderly patients throughout their careers. Building local training pathways is essential to meeting future workforce needs in regional Tasmania."

The Rural Clinical School's Dr Jess Andrewartha added that the students were warmly welcomed by residents and staff at Umina Park:

"The students are learning about patient-centred care and teamwork in a real-world setting. In just a short time, they've gained significant clinical skills and insights that will shape their practice."

During their placement, students also collaborated with nursing trainees, sharing knowledge and presenting on case studies together. This inter-professional learning reflects OneCare's commitment to integrated care and collaborative practice.

The initiative builds on OneCare's growing engagement with the University of Tasmania, with placements now spanning disciplines including nursing, speech therapy, physiotherapy, social work, paramedicine, and medicine. Plans are already underway to extend placements to first-year medical students as part of a pathway that allows them to complete their entire medical degree in North West Tasmania.

The model has already attracted national attention, with the Royal Australian College of General Practitioners (RACGP) Rural Council exploring how it could be scaled across Australia.

Pete Williams said the partnership reflects OneCare's proactive role in shaping the future of the sector:

"It's been fantastic to host such a bright, motivated group of students and see them learn from our residents and staff, while also bringing new perspectives and energy into our facilities. We are excited by the potential of this program to evolve into a national model, ensuring aged care is recognised as a rich and rewarding field of practice."

A World of Wonder: Virtual Reality at The Manor

Residents at OneCare's The Manor in Launceston are travelling the globe, enjoying wildlife adventures, and even attending concerts—all without leaving the comfort of home. Thanks to an innovative new partnership with the Australian Red Cross and SilVR Adventures, immersive virtual reality (VR) technology is now enriching the lives of residents, sparking joy, conversation, and connection.

The VR programs are specially tailored for older users and include bucket list adventures to international landmarks, musical performances, wellness activities, and interactive sessions designed to support people experiencing cognitive decline.

Christopher Nobes, OneCare's Regional Operational Services Manager, said the impact has been immediate and uplifting:

"Residents are loving this new system that's engaging, stimulating, and provides a shared experience that boosts social connection. Imagine the bonding experience of strolling with friends along the River Seine and stopping to marvel at the Eiffel Tower. Even residents who are bed-bound can now explore the world—it's limitless."

The program has not only inspired travel-themed reminiscence but also strengthened intergenerational bonds, as residents share their VR adventures with tech-savvy grandchildren. Families have noticed the joy of rekindled memories and new stories to tell.

For the Australian Red Cross Aged Care Volunteer Visitors Scheme, this has been the first trial of VR in Tasmania. Support Officer Jackie Sherriff said the reactions have been profound:

"Many were tentative at first, but watching the wonder, excitement, and pure joy cross residents' faces is incredible. One resident, during a Jane Goodall gorilla adventure, was so immersed she felt she could almost touch the baby ape! More importantly, the experiences start conversations—about past travels, future dreams, and shared memories."

From an evidence base, VR in aged care extends beyond entertainment. Colin Pudsey, Director of SilVR Adventures, explained that their programs are co-designed with academic and healthcare partners to deliver measurable wellbeing outcomes.

"VR has been shown to boost memory and cognitive function, reduce social isolation, and enhance quality of life," he said. "We're also studying its effectiveness compared to traditional reminiscence therapy, and the early results are promising."

An added benefit is the ability for families to contribute personalised content, creating a unique way to stay connected between visits and providing staff with further opportunities to engage with residents.

For OneCare, the VR trial represents more than just innovation—it is another step towards creating meaningful, inclusive experiences that enhance the wellbeing of older Tasmanians. At The Manor, residents are proving that adventure has no age limit.

Pedalling Towards Better Health: Motiview Cycling at Barossa Park Lodge

At Barossa Park Lodge in Glenorchy, residents are sightseeing in London, cruising past the Colosseum in Rome, and pedalling down the streets of New York—all while building strength, balance, and connection from the comfort of their lounge.

This is thanks to the trial of two Motiview bikes, an innovative system that combines adaptable indoor exercise bikes with a video library of cities and landscapes from around the world.

OneCare CEO Pete Williams said the pilot has quickly gained momentum:

"Residents are travelling the globe on these bikes, reminiscing about past holidays or experiencing landmarks they've always wanted to see. It's inspiring conversation, sparking memories, and motivating people to keep moving—something that's vital for maintaining health and independence as we age."

The benefits of the Motiview system have already been well established at Harbison in the NSW Southern Highlands, where the technology has been in use for six years. Harbison CEO David Cochran said the impact has been transformative:

"We've seen residents on the verge of needing a walker regain their leg strength and independence. The program reduces boredom, loneliness, and helplessness, while improving both physical fitness and mental health. It's also enormously social—residents encourage one another and celebrate milestones together."

At Harbison, residents even participate in the Road Worlds for Seniors, an international virtual cycling championship that brings together thousands of aged care residents across 10 countries. The month-long event inspires camaraderie and healthy competition, with residents setting personal and team goals while staff and volunteers cheer them on.

OneCare hopes to extend the program across all five of its facilities, with an eye to fielding a Tasmanian team in the global championship. Equally exciting are the opportunities closer to home:

"We're especially keen to develop Tasmanian ride videos," Pete Williams said. "That will allow residents to revisit their hometowns, reconnect with familiar streets, and take a trip down memory lane. For those living with dementia, this will be particularly meaningful."

The Motiview trial reflects OneCare's focus on creative, evidence-based ways to enhance wellbeing and consumer experience. Whether it's competing on the global stage or enjoying a ride through a favourite holiday destination, residents at Barossa Park Lodge are proving that staying active can be both meaningful and fun.

OneCare

OneCare Limited Extract of General Purpose Financial Report

For the year ended 30 June 2025

Directors' Report

The Directors of OneCare Limited submit herewith the annual consolidated financial report of the Company for the financial year ended 30 June 2025.

Directors

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

Name	Particulars	Special Responsibilities
Mr Leon Peck BA (Admin & Economics): Cert Ed; JP	Appointed – Board 24/10/2015	· Chair of Board of Directors (from Nov 21) · Member of Governance Remuneration & Nominations Committee · Member of Quality Care Advisory Committee
Ms Susanne Hickey MBA, PHF, FAICD, FAMI, CPM, Grad. Cert. Digital Marketing	Appointed – Board 29/4/2016	· Deputy Chair of Board of Directors (from Nov 2021) · Member of Governance Remuneration & Nominations Committee · Member of Consumer & Marketing Committee
Mr Lou Johnson FCA	Resigned – AGM 29/11/2024	· Chair of Audit, Finance & IT Committee
Mr Geoff Squibb JP, Dip Rec	Appointed – AGM 27/10/2017	· Chair of Consumer & Marketing Committee
Assoc Professor Karen Linegar RN RM Ba Health Sc (Nursing) MHA BB Dip Comm Law FACN MAICD MAIGC MGIA JP	Appointed – AGM 5/11/2022	· Chair of Quality Care Advisory Committee
Mr Daniel Richards FCA, B.Com, Adv Dip FP	Appointed – AGM 31/10/2023	· Chair of Audit, Finance & IT Committee (from Nov 2024) · Member of Audit, Finance & IT Committee
Ms Jenny Richardson MBA, FAICD, CMgrFIML, FGIA, CAHRI, JP	Appointed – AGM 29/11/2024	· Chair of Governance Remuneration & Nomination Committee · Member of Audit, Finance & IT Committee

Board members have been in office since the start of the financial year to date of the report unless otherwise stated.

Company Secretary

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

Mr Colin Stewart continued in office as Company Secretary throughout the financial period. On 20th December 2024, Tracy Long was appointed as Joint Company Secretary. As at the date of this report, both hold the position of Joint Company Secretaries.

Principal activities

The principal activity during the year was the care of older persons, and other appropriate persons, in accommodation provided by the Company. This care is provided through residential and community care, independent living units (ILUs), affordable housing units and property management.

Operating results

The net operating surplus/(deficit) for the Company in the 2025 financial year was $(306,574) (2024:$5,832,242). Refer to the Directors' Report for additional comments relating to the Company's operations for the financial year.

Dividends paid or recommended

The constitution of the Company states that the Company must apply its income and property solely towards the promotion of the objects of the Company and must not pay or transfer directly or indirectly any of its income and property to any member by way of a dividend.

Significant changes in state of affairs

There have been no significant changes in the state of affairs of the Company during the year.

Events after the reporting date

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.

Future developments

OneCare Limited has an approved development application for an additional 56 ILUs at Barossa Park Retirement Village, with the project heading to tender early in the 2026 financial year.

OneCare Limited currently has a development application awaiting decision with the Latrobe Council for our Rubicon Grove site in Port Sorell. This application is to construct 84 ILUs, an extension to the residential aged care facility by a further 34 beds, and staff accommodation.

OneCare Limited are planning to undertake further redevelopments at Bishop Davies Court throughout the 2026 financial year, adding bathrooms to rooms located in the Wellington wing and improving the reception and front entrance.

Environmental regulations

The Directors are not aware of any matters which would cause them to believe that the Company has not complied with all relevant environmental legislation as far as it concerns the operations of the Company.

Meetings of Board

The following table sets out the number of Directors' meetings (including meetings of committees of Directors) held during the financial year and the number of meetings attended by each Director (while they were a Director or committee member). During the financial year twelve Board meetings, twelve Audit, Finance & Risk Committee meetings; six Consumer & Marketing Committee meetings; eleven Quality Care Advisory Committee and four Governance Committee meetings were held.

Meetings of Board

	Board of Directors		Audit, Finance & IT Committee		Consumer & Marketing Committee**		Quality Care Advisory Committee		Governance, Renumeration & Nominations Committee*	
Directors:	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Mr Leon Peck	12	12	–	–	–	–	11	10	4	4
Ms Susanne Hickey	12	12	–	–	6	3	–	–	4	4
Mr Geoff Squibb	12	12	–	–	6	6	–	–	–	–
Ms Karen Linegar	12	12	–	–	–	–	11	11	–	–
Mr Daniel Richards	12	12	12	12	–	–	–	–	–	–
Ms Jenny Richardson	7	7	7	7	–	–	–	–	4	4
Mr Lou Johnson	5	5	5	5	–	–	–	–	–	–
Independent Members:										
Dr Jay Shoemaker	–	–	–	–	–	–	11	11	–	–
Mr Marcus Allan	–	–	12	12	–	–	–	–	–	–
Ms Linda Manaena	–	–	–	–	6	5	–	–	–	–
Mr Paul Tomaszewski	–	–	–	–	6	6	–	–	–	–

*Governance Committee Meeting previously held as part of monthly Board Meeting until Governance, Remuneration & Nominations Committee established .

** The Consumer & Marketing Committee ceased operations during the reporting period, with its functions and responsibilities integrated into other relevant Committees and the Board.

NB Meetings "Held" indicates meetings the Director/Independent Member was entitled to attend.

Indemnification and insurance of officers and auditors

During the financial year, the Company paid a premium in respect of a contract insuring the Directors of the Company (as named above) and all Officers of the Company and of any related body corporate against a liability incurred as such by a Director, Secretary or Officer to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium. The Company has not otherwise, during or since the financial year, indemnified or agreed to indemnify an officer or auditor of the Company or of any related body corporate against a liability incurred as such as an officer or auditor.

Auditor's independence declaration

The lead auditor's independence declaration for the year ended 30 June 2025 has been received and can be found on page 35 of the financial report.

Signed in accordance with a resolution of the Members of the Board:

Chair: .....

Dated this ..29th.. day of ..August.. 2025.

Board's Declaration

OneCare Limited

ACN 100 869 421

Board's Declaration - per section 60.15 of the *Australian Charities and Not-for-profits Commission Regulation 2022*

The Board declare that in the Board's opinion:

- there are reasonable grounds to believe that OneCare Limited 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 (Cth).*

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2022.

Signed in accordance with a resolution of the Board:

Chair: .....

Dated this ..29th.. day of ..August.. 2025.

Extract of Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2025

	Note	2025	2024
		$	$
Recurrent income			
Service revenue	3(a)	91,844,716	82,509,986
Other income	3(b)	12,113,610	10,445,588
Total recurrent revenue		**103,958,326**	**92,955,574**
Recurrent expenses			
Employee benefits expense	4	(73,689,727)	(64,202,370)
Depreciation and amortisation expenses		(4,773,431)	(4,370,322)
Finance costs	4	(8,760,489)	(6,364,967)
Materials and services		(14,194,882)	(12,271,705)
Other expenses		(4,077,170)	(3,941,193)
Total recurrent expenses		**(105,495,699)**	**(91,150,557)**
Net recurrent profit/(loss) for the year		**(1,537,373)**	**1,805,017**
Capital income			
Provision for resident obligations		211,473	(4,588,327)
Capital grants received		1,019,326	1,926,460
Fair value increment Investment Properties		–	6,689,092
Total capital income		**1,230,799**	**4,027,225**
Net operating profit/(loss) for the year		**(306,574)**	**5,832,242**
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss			
Revaluation increment/(decrement) of property, plant and equipment		–	20,190,744
Total other comprehensive income for the year		**(306,574)**	**26,022,986**

The accompanying notes form part of these financial statements.

Extract of Consolidated Statement of Financial Position

As at 30 June 2025

	Note	2025	2024
		$	$
Assets			
Current Assets			
Cash and cash equivalents	5	23,101,611	17,327,680
Trade and other receivables	6	2,048,191	2,014,405
Inventories		12,162	12,162
Investments		13,646,276	12,195,745
Prepayments		1,156,674	899,279
Total Current Assets		**39,964,914**	**32,449,271**
Non-Current Assets			
Property, plant and equipment	7	166,169,095	162,028,247
Investment properties	8	59,465,482	58,117,255
Right-of-use asset	9	385,819	511,984
Total Non-Current Assets		**226,020,396**	**220,657,486**
Total Assets		**265,985,310**	**253,106,757**
Liabilities			
Current Liabilities			
Trade and other payables	10	5,794,166	5,300,549
Employee benefits	11	7,593,958	6,316,951
Lease liabilities	12	232,236	202,100
Resident obligations	13	127,554,932	117,723,646
Borrowings	14	503,780	503,780
Other current liabilities	15	30,340	38,393
Total Current Liabilities		**153,620,916**	**139,916,705**
Non-Current Liabilities			
Trade payables	10	32,369	31,265
Borrowings	14	3,137,904	3,366,484
Employee benefits	11	1,249,754	1,207,148
Lease liabilities	12	170,715	328,469
Other non-current liabilities	15	2,646,900	2,823,360
Total Non-Current Liabilities		**7,237,642**	**7,756,726**
Total Liabilities		**160,858,558**	**147,673,431**
Net Assets		**105,126,752**	**105,433,326**
Equity			
Reserves	16	70,483,705	70,483,705
Retained earnings		34,643,047	34,949,621
Total Equity		**105,126,752**	**105,433,326**

The accompanying notes form part of these financial statements.

Extract of Consolidated Statement of Changes in Equity

For the year ended 30 June 2025

	Retained earnings	Reserves	Total
	$	$	$
2025			
Balance at 1 July 2024	34,949,621	70,483,705	105,433,326
Net operating profit/(loss) for the year	(306,574)	-	(306,574)
Balance at 30 June 2025	**34,643,047**	**70,483,705**	**105,126,752**
2024			
Balance at 1 July 2023	29,117,379	50,292,961	79,410,340
Net operating profit/(loss) for the year	5,832,242	-	5,832,242
Revaluation increment/(decrement) of Property, Plant and Equipment	-	20,190,744	20,190,744
Balance at 30 June 2024	**34,949,621**	**70,483,705**	**105,433,326**

The accompanying notes form part of these financial statements.

Extract of Consolidated Statement of Cash Flows

For the year ended 30 June 2025

	Note	2025	2024
		$	$
Cash from operating activities			
Receipts from governments		75,143,104	67,251,710
Receipts from customers		26,484,202	23,641,600
Payments to suppliers and employees		(98,959,172)	(83,964,304)
Interest and other finance costs paid		(16,401)	(18,000)
Net cash provided by operating activities		**2,651,733**	**6,911,006**
Cash flows from investing activities			
Proceeds from sale of plant and equipment		23,941	76,050
Purchase of property, plant and equipment and investment properties		(10,135,723)	(5,528,670)
Independent living unit security deposits received		6,004,603	2,239,635
Independent living unit resident obligations refunded		(2,228,407)	(2,750,491)
Purchase of investments		(1,450,531)	(6,195,745)
Interest paid		(630,579)	(625,845)
Interest received		1,642,281	1,237,528
Net cash (used in) investing activities		**(6,774,415)**	**(11,547,538)**
Cash flows from financing activities			
Accommodation deposits received		42,684,586	37,438,930
Accommodation deposits refunded		(32,184,015)	(30,186,332)
Net movement in resident trust funds		4,343	(35,384)
Repayment of interest bearing loans and borrowings		(480,684)	(496,460)
Payment of lease liability		(127,617)	(127,430)
Net cash provided by financing activities		**9,896,613**	**6,593,324**
Net increase/(decrease) in cash and cash equivalents		5,773,931	1,956,792
Cash and cash equivalents at beginning of year		17,327,680	15,370,888
Cash and cash equivalents at end of year	**5**	**23,101,611**	**17,327,680**

The accompanying notes form part of these financial statements.

Extract of Notes to the Financial Statements

OneCare Limited is a not-for-profit Company limited by guarantee, incorporated and domiciled in Australia.

1. Summary of material accounting policies

(a). Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures. This includes compliance with the recognition and measurement requirements of all Australian Accounting Standards, Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board and the disclosure requirements of AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities and the Australian Charities and Not-for-profits Commission Act 2012 (Cth).

OneCare Limited is a not-for-profit Company and these statements have been prepared on that basis. Some of the requirements for not-for-profit entities are inconsistent with the International Financial Reporting Standards.

Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected fixed assets, financial assets and financial liabilities. The amounts presented within the financial statements have been rounded to the nearest dollar.

The financial report has been prepared on a going concern basis which assumes that the Company will be able to meet its obligations as and when they fall due. The Company's current liabilities exceed current assets by approximately $114m as at 30 June 2025 (2024: $107m). This mainly arises because of the requirement to classify resident obligations, which comprise refundable accommodation deposits and Independent Living Unit resident obligations of $139m (2024: $128m) as current liabilities. Accounting Standards require that resident obligations are classified as current because all residents have the right to terminate their occupancy contract with short notice period, and OneCare Limited has no contractual right to defer settlement for at least 12 months. Based on historic turnover calculations, approximately 25% of residents are estimated to leave each year and therefore it is not expected that the full obligation to residents will fall due within one year.

3. Revenue

	2025	2024
	$	$
(a). Service revenue		
Revenue from customer contracts		
Government revenue	74,087,787	65,941,650
Other resident fees and charges	1,074,414	1,291,293
Basic daily care fee	12,552,563	12,026,575
Other service income	1,344,961	834,676
Daily accommodation payment	2,251,568	1,956,018
Property revenue	533,423	459,774
	91,844,716	**82,509,986**

(b). Other income		
Banks and other financial institutions	1,642,281	1,237,528
Deferred management fee	1,411,237	1,301,082
Donations	20,608	17,284
Imputed income on RADs and Bonds	8,113,509	5,769,020
Other income	159,225	1,402,642
Rental income	766,750	718,032
	12,113,610	**10,445,588**

7. Property, plant and equipment

(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:

	Land	Capital work in progress	Buildings residential facility business units	Buildings commercial	Affordable housing	Leasehold improvements	Plant and equipment	Total
Balance at beginning of year	15,562,769	1,125,738	138,825,000	630,620	4,251,175	87,452	1,545,493	162,028,247
Additions	139,769	6,020,377	98,852	2,475	-	1,126	3,054,664	9,317,263
Disposals - written down value	-	-	-	-	-	-	(110,378)	(110,378)
Transfers to Investment Property	269,852	(1,094,125)	272,943	(630,619)	-	-	551,330	(630,619)
Depreciation expense	(4,114)	-	(3,603,864)	(4)	(111,873)	(5,669)	(709,894)	(4,435,418)
Revaluation increment/ (decrement)	-	-	-	-	-	-	-	-
Balance at the end of the year	**15,968,276**	**6,051,990**	**135,592,931**	**2,472**	**4,139,302**	**82,909**	**4,331,215**	**166,169,095**

8. Investment properties

Investment property	2025	2024
At fair value	59,465,482	58,117,255
	59,465,482	**58,117,255**

The fair value of the Company's investment property as at 30 June 2025 has been arrived at on the basis of the valuation carried out by Knight Frank with effective date at 30 June 2024. The key inputs of the valuation have been considered by the Directors via the Directors assessment and confirmed no material changes has occurred since.

Valuers are independent and not related to the Company, and have appropriate qualifications and recent experience in the valuation of retirement villages, commercial, and aged care assets. Please refer to Note 1 (h) for details of the valuation approach adopted by Knight Frank with respect to each class of properties.

Investment properties are pledged as security as part of the General Security Deed entered to secure the Bendigo Loan facilities.

(a). Movement in carrying amounts

Investment property	2025	2024
Balance at beginning of the year	58,117,255	46,704,889
Additions	717,608	372,738
Depreciation	-	(93,072)
Revaluation	-	6,689,092
Transfers from Property, Plant & Equipment	630,619	4,443,608
Balance at the end of the year	**59,465,482**	**58,117,255**

9. Right-of-use assets

	2025	2024
Right-of-use assets	385,819	511,984
	385,819	**511,984**

(a). Movement in carrying amounts	Land and buildings	Other equipment	Total
Balance at beginning of year	297,592	214,392	511,984
Additions	62,685	49,880	112,565
Depreciation expense	(154,856)	(74,802)	(229,658)
Disposal	-	(9,072)	(9,072)
Balance at 30 June 2024	**205,421**	**180,398**	**385,819**

Some leases contain extension options exercisable by the Company. The extension options held are exercisable only by the Company and not by the lessors. The Company assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

The Company leases its Macquarie Street corporate office and is the lessee in this significant leasing arrangement. The lease was negotiated for a term of 5 years with a further 2 year extension option. The Company has not included the 2 year option in its lease liability.

16. Reserves

Asset revaluation reserve	2025	2024
Balance at beginning of the year	70,483,705	50,292,961
Gain/(loss) on revaluation of property plant and equipment	-	20,190,744
Balance at end of the year	**70,483,705**	**70,483,705**

The asset revaluation reserve arises on the revaluation of land and buildings. Where a revalued asset is sold, that portion of the asset revaluation reserve, which relates to that asset, and is effectively realised, is transferred directly to retained earnings.

21. Key management personnel

The remuneration paid to key management personnel of OneCare Limited during the year is as follows:

	2025	2024
Directors	574,746	588,675
Senior management	1,529,616	1,885,122
	2,104,362	**2,473,797**

24. Events after the end of the reporting period

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.

Auditor's Independence Declaration

Crowe

Crowe Audit Australia
ABN 13 969 921 386
Level 1, 142-146 Elizabeth Street
Hobart TAS 7000 Australia
GPO Box 392
Hobart TAS 7001 Australia
Tel 03 6210 2525
Fax 03 6210 2524
www.crowe.com.au

OneCare Limited

ACN 100 869 421

Auditor's Independence Declaration under Section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)*

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 *Australian Charities and Not-for-profits Commission Act 2012 (Cth)* in relation to the audit; and

(ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Crowe Audit Australia

Alison Flakemore
Senior Partner

Dated this...21...day of...August...2025.

Hobart, Tasmania.

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Independent Audit Report

Crowe

Crowe Audit Australia
ABN 13 969 921 386
Level 1, 142-146 Elizabeth Street
Hobart TAS 7000 Australia
GPO Box 392
Hobart TAS 7001 Australia
Tel 03 6210 2525
Fax 03 6210 2524
www.crowe.com.au

OneCare Limited.

ACN 100 869 421

Independent Auditor's Report to the Board of OneCare Limited

Opinion

We have audited the financial report of OneCare Limited (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 significant accounting policies, and the Board's Declaration.

In our opinion, the accompanying financial report of the Company has been prepared in accordance with Division 60 of *the Australian Charities and Not-for-profits Commission Act 2012 (Cth*), including:

- giving a true and fair view of the Company's financial position as at 30 June 2025 and of its financial performance and cash flows for the year then ended; and
- complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022.*

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional and 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 in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

The Board is responsible for the other information. The other information comprises the Board Report the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Crowe

Crowe Audit Australia
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Level 1, 142-146 Elizabeth Street
Hobart TAS 7000 Australia
GPO Box 392
Hobart TAS 7001 Australia
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OneCare Limited.

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Independent Auditor's Report to the Board of OneCare Limited

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 the Board for the Financial Report

The Board is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the applicable legislation and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

Crowe Audit Australia
ABN 13 969 921 386
Level 1, 142-146 Elizabeth Street
Hobart TAS 7000 Australia
GPO Box 392
Hobart TAS 7001 Australia
Tel 03 6210 2525
Fax 03 6210 2524
www.crowe.com.au

OneCare Limited.

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Independent Auditor's Report to the Board of OneCare Limited

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.

- Conclude on the appropriateness of the Board 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.

Crowe

Crowe Audit Australia
ABN 13 969 921 386
Level 1, 142-146 Elizabeth Street
Hobart TAS 7000 Australia
GPO Box 392
Hobart TAS 7001 Australia
Tel 03 6210 2525
Fax 03 6210 2524
www.crowe.com.au

OneCare Limited.

ACN 100 869 421

Independent Auditor's Report to the Board of OneCare Limited

We communicate with Board 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 the audit.

Crowe Audit Australia

Alison Flakemore
Senior Partner

Dated this...1...day of...September...2025.
Hobart, Tasmania.

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140 Macquarie Street, Hobart Tasmania 7000
(03) 6220 1200
info@onecare.org.au
onecare.org.au