



Disaster
Relief
Australia

Annual Report

2024/25





Disaster Relief Australia (DRA) is an Australian company limited by guarantee and is registered with the Australian Charities and Not for Profits Commission. DRA is Public Benevolent Institution (a charity) and is endorsed as a Deductible Gift Recipient (DGR) by Australian Taxation Office.

DRA's charitable purpose is to:

1. Provide for the relief of poverty, sickness, disability, destitution, suffering, misfortune, or helplessness; and
2. Provide for the relief of people in distress as a result of a disaster; and
3. Provide for the welfare of past and existing members of the Australian armed forces; and
4. Advance social and community welfare.



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Who we are



Vision

Australia's partner of choice in disaster preparedness, relief and recovery.



Mission

To unite the skills and experience of veterans with those of other volunteers to help communities prepare for and recover from disasters.



Purpose

We help build resilience in communities, deliver assistance and restore hope to those affected by disasters and, through this, enrich the lives of our veterans and volunteers through continued, meaningful service.



Culture and Values

DRA recognises that our most important assets are our workforce (both volunteers and paid staff) and culture. In pursuing our vision, we strive for a positive, values-based culture. Our workforce is expected to lead by example in demonstrating adherence to our core values of:



Service

We serve with selflessness, purpose, and compassion, knowing our actions create lasting change for the most vulnerable, while strengthening our bonds with the communities we support in their time of need.



Respect

We show respect through cooperation, empathy and shared purpose, building teams where every voice is heard and role is valued, and together accomplishing what no one could achieve alone.



Courage

We embody courage by taking bold, principled, and thoughtful action grounded in our purpose, knowing every step forward brings us closer to the change we seek to make in our world.



Tenacity

We practice tenacity through determination, innovation, and adaptability, seeking collaborative and practical solutions as we push forward in relentless pursuit of our mission.

Message from our Board Chair



As Disaster Relief Australia enters its next chapter, the Board remains committed to building on the significant achievements of the past year and positioning the organisation for sustained impact and growth.

The DRA 2030 Strategic Plan builds upon the foundations of the Volunteer Uplift Program (VUP) in strengthening our preparedness and ensuring we can meet the increasing frequency, severity, and complexity of disasters across Australia.

Central to this plan is our people. DRA will continue to grow its volunteer base while preserving the essence of who we are—a veteran-led organisation built on service, resilience, and purpose. More flexible volunteering models will open new opportunities for participation while we continue to support our wave-based volunteers who remain the backbone of our operations.

Through the DRA 2030 Strategy, we will leverage the unique skills, leadership, and experience of our veterans and first responders to create a force multiplier effect—empowering corporate, community, and spontaneous volunteers across Australia to engage effectively in disaster recovery efforts. This approach not only amplifies our reach, but ensures that every Australian who wants to help can do so safely, effectively, and with impact.

We will also expand opportunities for non-deployable volunteers through a fully integrated paid volunteer workforce and increase diversity to better reflect the communities we serve.

As disasters become more frequent, severe, and concurrent, and as climate change intensifies these challenges, DRA will embrace emerging technologies to enhance operational impact and reduce the strain on deployed volunteers.

Financial sustainability and independence also remain a priority, with a core focus on diversifying our revenue streams to ensure we continue as a reliable national capability with the confidence of government, donors and corporate partners.

Our enduring commitment to strong culture and leadership will ensure DRA remains fit for purpose—developing capable leaders at every level and maintaining transparent, accountable governance that inspires confidence among our funders and partners, without becoming burdened by unnecessary bureaucracy.

In an era of increasing geo-political uncertainty and growing demands on the Australian Defence Force, the need for a capable, civilian disaster response partner has never been greater. With the DRA 2030 Strategy as our guide and the continued support of government, partners and the Australian

public, DRA stands ready to meet that challenge—helping communities prepare for and recover from disasters with professionalism, strength, and purpose.

Major General (Ret'd)
Andrew Freeman, AM





Message from our CEO



As I look back on my first year as Chief Executive Officer at Disaster Relief Australia, I do so with pride and gratitude. It has been a year of challenges, change, achievement, and continued growth.

Our delivery of the Volunteer Uplift Program (VUP) remains on target and on time. With 11 of 13 milestones now complete, we continue to strengthen our capability to recruit, train, resource, and deploy volunteers to support communities in need.

Through Operations Sherriff, Wottenhall Phase 2, Trew and Locke during FY24-25, we demonstrated our agility as a veteran-led organisation—consistently meeting and exceeding what is required in the field.

During this period, we deployed over 700 volunteers on national operations and ensured that 39 percent of our volunteer base was Deployment Ready—exceeding National Emergency Management Agency (NEMA) expectations.

We have consistently proven to national, state, and local stakeholders our ability to mobilise volunteers within 72 hours, working alongside response agencies and filling, and often surpassing, the role of the Australian Defence Force (ADF) in supporting the transition from response to recovery.

This role has become DRA's new normal—one we fully embrace as we continue to position ourselves as a cost-effective, civilian alternative to the ADF in disaster recovery.

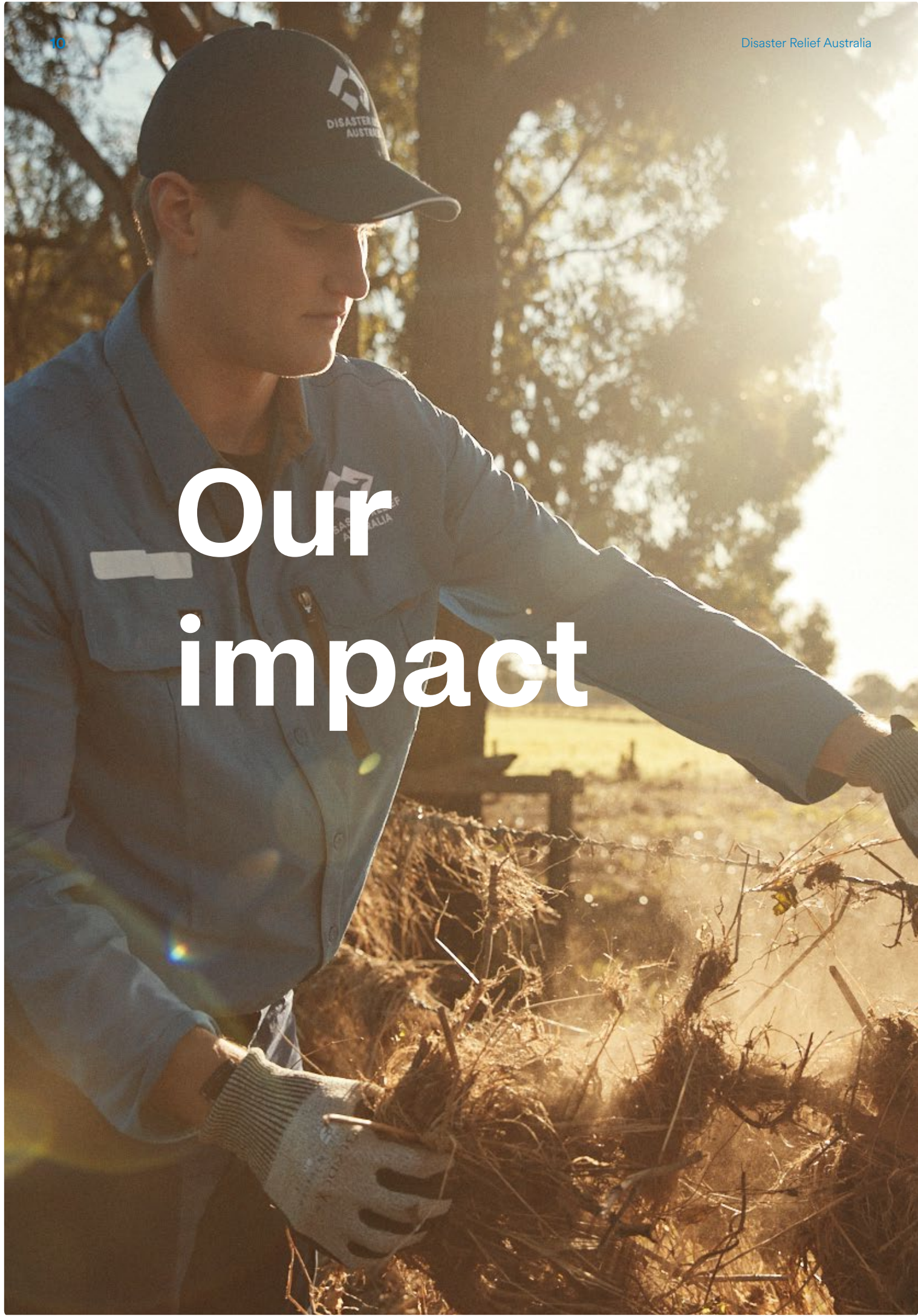
While our operational tempo has remained high, we have also strengthened our organisational foundations to support a growing workforce and an evolving culture. We refined our mission—to unite the skills and experience of veterans with other volunteers to help communities prepare for and recover from disaster—better reflecting our growing focus on preparedness and resilience.

We also streamlined our core values from six to four: Service, Respect, Courage, and Tenacity. These values guide everything we do and define who we are.

Our partnerships with corporate Australia continue to grow, particularly through the NAB Foundation Recovery Crew, which saw more than 120 community and corporate volunteers deployed this year.

The collective achievements of the past 12 months have positioned DRA strongly for the future. As we enter the final year of the VUP, our focus turns to delivering the National Veteran Volunteer Program (NVVP) and realising the vision of the DRA 2030 Strategy.

Dave Smith AM, CSC, DSM



In brief

4 major recovery operations

22 local service projects

1,359 total volunteers deployed

125 community and corporate volunteers deployed

7,112 volunteer days logged

929 work orders completed

28 Big Maps

77 areas mapped via 226 flights

Operations

Operation Sherriff



Windstorm
Emerald, Victoria



Date	From 21 October 2024–7 November 2024
Volunteers deployed	41
Work orders completed	28
Savings to community	\$132,253
Requested by	Emergency Recovery Victoria

LGAs assisted
Shire of Cardinia,
South Gippsland Shire

Operation Wettenhall II



Bushfire
Halls Gap, Victoria



Date	2 December 2024–12 December 2024
Volunteers deployed	27
Work orders completed	16
Savings to community	\$71,573
Requested by	Emergency Recovery Victoria

LGAs assisted
Northern Grampians
Shire Council

Operation Trew



Cyclone
Southeast Queensland



Date	4 March 2025–17 April 2025
Volunteers deployed	190
Work orders completed	250
Savings to community	\$715,484
Requested by	National Emergency Management Agency and Redland City Council

LGAs assisted
Redland City Council, Scenic Rim
Regional Council, City of Gold Coast

Operation Locke



Floods
NSW Mid North Coast



Date	26 May 2025–25 July 2025
Volunteers deployed	511
Work orders completed	208
Savings to community	\$920,823
Requested by	National Emergency Management Agency and NSW Reconstruction Authority

LGAs assisted
Mid Coast Council,
Nambucca Valley Shire Council,
Kempsey Shire Council,
Port Macquarie Hastings
Shire Council

Disaster Relief and Recovery Team (DRRT) led projects



DRRT led activities are small projects or Short-Term Operations (STOs) to help local communities in both preparedness and recovery. These provide opportunities for our volunteers to remain engaged between nationally led operations, as well as supporting skills development.

Across FY24–25, DRRTs completed 22 STOs, 247 volunteer hours and 1,115 volunteer days.



ACT

- Cooma, Preparedness, August 2024
- Kybeyan, Recovery, May 2025



South Australia

- Paruna, Recovery, October 2024
- Cudlee Creek, Recovery, November 2024



NSW South

- Shoalhaven, Recovery, December 2024



Tasmania

- Launceston, Recovery, October 2024
- Meander, Recovery, December 2024



QLD North

- Bloomfield, Recovery, September 2024
- Cooktown, Recovery, September 2024
- Cairns Jasper, Recovery, December 2024



Victoria

- Churchill, Resilience, June 2025



QLD South

- Mithaka, Preparedness, August 2024
- Redland Bay, Recover, April 2025
- Mount Tambourine, Recovery, May 2025



Western Australia

- Bunbury, Recovery, August 2024
- Busselton, Recovery, August 2024
- Veteran Training Centre Jarrahdale, Preparedness, September 2024
- GRT, Recovery, November 2024
- Dural, Recovery, January 2025
- West Tamar, Recovery, February 2025
- Bouvard, Recovery, February 2025
- Lakes District, Recovery, March 2025
- Mt Helena and Gidgegannup, Recovery, March 2025
- Dongara, Recovery, April 2025

Disaster preparedness

Meeting the disaster outlook challenge

ARISE: Building stronger communities together

The development of the ARISE Framework—a national, community-centric approach to disaster preparedness and education—unites people, knowledge, and partnerships to build local capability and resilience.

ARISE is:

- A national, community-driven initiative for disaster readiness.
- Built on collaboration, education and action.
- Focused on risk awareness, preparedness planning, and recovery resilience.
- Grounded in local knowledge and partnerships to enhance disaster preparedness and create sustainable resilience.

ARISE reflects the journey we are here to support—communities rising from awareness, through action and leadership, to sustainable, locally led preparedness and resilience. It also honours the knowledge, service, and spirit that sustain them.

It is a call to action—for communities, partners, and Disaster Relief Australia to rise stronger together.

Our ARISE framework is built around six key pillars that guide our work and strengthen community disaster preparedness and resilience.



Aware

Help communities understand disaster risks using data, technology, Indigenous knowledge, and lived experience



Prepare

Support communities to create and adapt preparedness plans informed by local risks, culture, and needs



Connect

Build strong partnerships between communities, organisations, stakeholders, and partners to strengthen resilience



Empower

Deliver training, education, and leadership development to build local capability and shared responsibility



Strengthen

Equip communities to lead risk reduction efforts with data, resources, service, and sustainable support



Honour

Integrate Indigenous knowledge into disaster planning, building indigenous leadership in resilience and recovery

28

Big Map events and locations for FY24–25:



- | | |
|--|---|
| <ul style="list-style-type: none">– Batlow, NSW - 11, 12 and 13 July 2024– City of Swan - WA, 18 and 21 September 2024– Gayndah QLD - 4 October 2024– Biggenden, QLD - 5 October 2024– Kingaroy, QLD - 6 October 2024– Murgon, QLD - 11 October 2024– Mundubbera, QLD - 12 October 2024– Monto, QLD - 13 October 2024– Gunnedah, NSW - 1 and 2 November 2024– Narrabri, NSW - 3 November 2024– Yerrinbool, NSW - 21 November 2024– Tellebudgerba Creek - QLD - 7 December 2024– Lismore, NSW - 9 December 2024– Jacobs Well, QLD - 14 December 2024 | <ul style="list-style-type: none">– Springbrook QLD - 1 March 2025– City of Mitcham, SA - 14 and 15 March 2025– Newcastle, NSW - 21 and 22 March 2025– Lake Macquarie, NSW - 23 March 2025– Gold Coast Emergency Services Safari, QLD - 10 May 2025– Barmera, SA - 24 May 2025– Loxton, SA - 25 May 2025– Mannum, SA - 26 May 2025– Murray Bridge, SA - 31 May 2025– Mannum, SA - 1 June 2025– Mount Perry, QLD - 7 June 2025– Gayndah, QLD - 8 June 2025– Bookham, NSW - 21 June 2025– Labrador, QLD - 28 June 2025 |
|--|---|

Volunteer Uplift Program

Funded by the Australian Government through the National Emergency Management Agency, the Volunteer Uplift Program (VUP) continues to expand DRA's capacity and strengthen its capability as a leading force in disaster relief and recovery.

The program is growing the organisation's national volunteer workforce, building new systems and training pathways, embedding wellbeing initiatives, and securing partnerships that sustain long-term impact.

Among earlier outcomes, this funding supported the launch of DRA's National Operations Centre in June 2024, which now underpins deployment planning and coordination across Australia.

Significant advances were made to strengthen DRA's organisational infrastructure. The establishment of a national supply chain system has modernised how DRA manages and deploys equipment, with standardised caches and deployable containers helping ensure volunteers have timely access to the right tools for training and operations. Updated procurement policies and governance processes also ensured value for money in the stewardship of public funds.

The organisation also advanced its training environment with a new Learning Management System, providing flexible, accessible pathways for volunteers to develop their skills.

Expanded courses, ranging from basic operational skills to professional development and mental health literacy, were implemented to ensure DRA volunteers are adeptly equipped for effective participation in disaster relief and recovery activities. This included training of DRA volunteers to help integrate community and corporate volunteers into disaster operations, further strengthening DRA's ability to operate at scale.

A highlight was the launch of DRA's capstone professional development initiative in January 2025—the Sir John Monash Leadership Program. This six-month program blends self-paced learning, in-person training and practical leadership tasks to equip emerging leaders in guiding teams and initiatives with purpose and confidence. Together, these outcomes strengthen DRA's volunteer capability and provide participants with transferable skills that extend beyond their service.

The VUP also enhanced DRA's national profile through a public awareness campaign delivered in partnership with NEMA. These efforts increased engagement and coverage, reinforcing DRA's reputation as a leader in disaster recovery and contributing to volunteer growth.

Volunteer wellbeing and connectedness has continued to mature under the VUP, with initiatives embedded to support volunteers before, during and after operations. The implementation of Psychological First Aid practices during Operation Locke directly aligned with NEMA's National Disaster Mental Health and Wellbeing Framework. This step incorporated mental health—informed practices into disaster operations, providing volunteers with tools to manage emotional challenges in the field. DRA's growing relationship with the Australian Psychological Society's Disaster Response Network further strengthens this commitment, ensuring organisational practices reflect national best practice.



The benefits of these investments were demonstrated in two national operations conducted under the Joint Operational Framework with NEMA this year:

- Operation Trew, following Ex-Tropical Cyclone Alfred, marked the first activation of DRA's Rapid Deployment Team (RDT), providing immediate support to communities across Queensland.
- Operation Locke, launched in May 2025, further showcased DRA's ability to deploy liaison officers and volunteers at scale within 48 hours of a request for assistance. Working alongside the NSW State Emergency Service and Reconstruction Authority, DRA deployed initial waves of up to 100 volunteers to assist with both response and recovery, also marking the first use of deployable equipment containers.

Since its development, the NEMA/DRA Operational Framework has now been enacted six times, underscoring DRA's growing national role in disaster recovery and the confidence of government in DRA's capability. Since commencement, the Volunteer Uplift Program has contributed to the recruitment of more than 4,000 additional volunteers, keeping DRA on track to reach a goal of 7,500 by early 2026.

Overall, the program continues to deliver on its core objectives. It has grown DRA's volunteer base, expanded operational capacity, advanced training and leadership development, forged stronger partnerships and embedded a culture of wellbeing. Together, these achievements ensure DRA remains a trusted national partner in disaster recovery, ready to meet the growing needs of Australian communities.

Our partners

Strategic partnerships continued to play a vital role in DRA's ongoing success, expanding our reach and deepening our impact in disaster recovery and preparedness.

This year, we were named an official AFL Charity Partner. Through this new alliance, DRA is creating opportunities for AFL volunteers and community clubs to participate in disaster recovery efforts.

Our long-term partnership with NAB Foundation continues to grow with a further \$4 million in funding to support our disaster preparedness capability and corporate volunteering offer.

Partnerships were also strengthened with Mitsubishi Motors Australia through joint cross-promotional activities. During the year, our fleet of vehicles amassed a total of more than 300,000 kilometres travelling around Australia in support of disaster preparedness and recovery operations and equating to more than seven trips around the world.

We renewed agreements with RSL Queensland and Invictus Australia, reinforcing DRA's connection with the veteran community. DRA also sponsored the 2025 Run Army event, providing national visibility and volunteer recruitment opportunities in the defence community.

Foundation partner Keno this year surpassed \$1 million in donations. A supporter since February 2022, Keno remains instrumental in our ability to equip and deploy our volunteers on operation.

JCDecaux continues to provide ongoing and valuable in-kind assistance to support our ongoing recruitment and quadrupled its original pledge made 15 months ago. The provision of \$969,000 worth of outdoor advertising space across the east coast of Australia has helped create awareness and significantly enhanced our ability to bring volunteers into our organisation.

Additionally, a Memorandum of Understanding was signed with Rotary Australia World Community Service to enable collaboration on disaster preparedness training.

Collectively, these partnerships enhance DRA's engagement with communities, expand volunteer recruitment pathways, and strengthen the organisation's long-term operational capability.

Partner organisations



Supporters



Grants and foundations



Workplace donations



College donations and student fundraising



Small business support



People and culture

This year, DRA turned ideas into a working system. We anchored our culture in Service, Respect, Courage and Tenacity, and built the routines to live those values every day.

We launched the Learning Portal 2.0 and Sir John Monash Leadership Program to lift skills. We established Values-in-Action to recognise and repeat the right behaviours.

We delivered Performance Management training for leaders and team members, built a Talent Acquisition framework, and introduced a Director and CEO professional development program. A new Professional Development Time policy was also launched, supported by a shared reading list.

We set a simple feedback loop—pulse survey to executive workshop to action—so lessons turn into change. As a result, what was once loose is now clear, consistent, and confident.

Our aim remains simple: to enable better decisions, stronger teamwork, and meaningful outcomes for the communities we serve. Looking ahead, our focus is on taking this system organisation-wide—explaining it clearly, embedding it in daily work, and refining it continually to reinforce fairness, accountability, and high performance across DRA.

DRA continued to provide numerous training courses throughout the year, including Incident Management Team, First Aid, Project Resilience, and leadership programs.



FY24–25 highlights

- **Sir John Monash Leadership Program (inaugural):** Five months, with 11 graduates now advancing projects that strengthen DRA's structure, processes, and capability.
- **Veterans' Benevolent Fund Leadership Program (second cohort):** Ten weeks with 13 graduates.
- **Training and Development:** 2,672 volunteers participated in 197 courses, contributing to their ongoing professional and skills development as DRA volunteers.

Financials

Turning funding into real impact for disaster-affected communities.

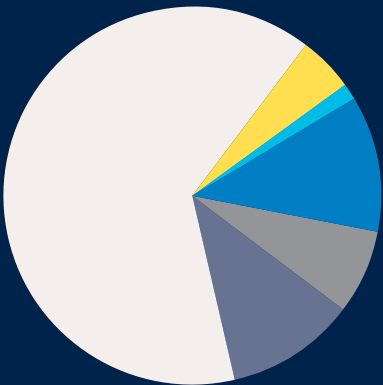
Revenue overview

DRA generated \$17.1M in FY25, driven by strong support from government partners, philanthropic organisations, and individual donors. This diversified funding base ensured operational stability and rapid deployment capacity.

Key income streams:

Government Grants:	\$10.94M
Non-Government Grants:	\$1.86M
Monetary Donations:	\$2.22M
Donations in Kind:	\$839K
Other Income:	\$1.25M

FY25 income sources



- Government grant
- Donation - restricted
- Donation in kind
- Donation - unrestricted
- Other income
- Non-Government grant

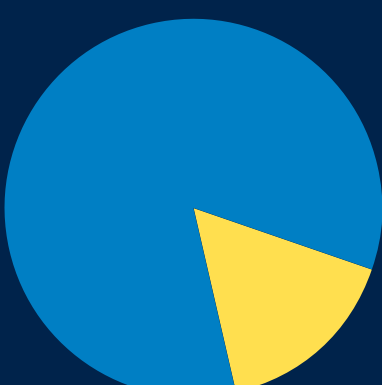
Expenditure breakdown

DRA prioritises investment in disaster relief operations, volunteer deployment, and capability uplift. In FY25, 84% of all expenditure directly supported operational delivery.

FY24-25 expenditure

Operational Delivery	\$13.7M
Administration and Enabling Services	\$2.62M
Depreciation	\$357K

FY25 expense split



- Operational Delivery
- Administration

Financial performance

DRA achieved a \$424,874 surplus, marking the fourth consecutive year of positive financial performance. This surplus strengthens operational readiness and provides stability during periods of heightened disaster activity.

Community impact funded by FY24-25 revenue

Funding received in FY24-25 directly enabled high-impact service delivery to communities recovering from disaster.

Operational highlights:

649	unique volunteers deployed
5	major long-term operations + multiple short-term missions
\$1.53M	community value delivered
\$1.12	returned to communities for every \$1 spent
100	volunteers deployed in a single wave—the largest in DRA's history

Your support in action

Every donation, grant, or corporate contribution directly fuels volunteer deployment, recovery operations, and national readiness.

Looking ahead to FY26

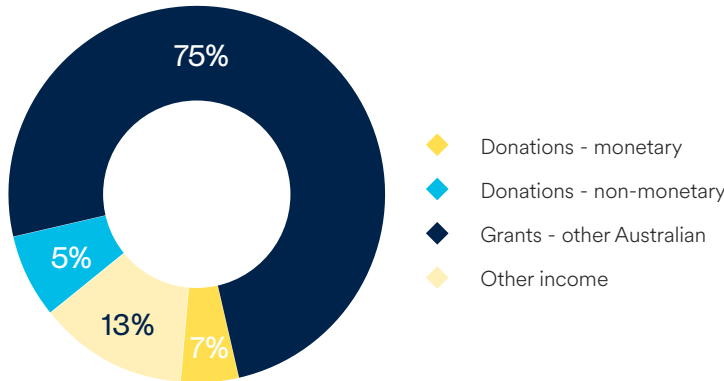
DRA will continue to enhance financial transparency and strengthen the systems that support a growing volunteer force and increasing operational tempo.

FY26 priorities:

- Streamline finance systems for efficiency and control
- Optimise overhead recovery to sustainably fund enabling services
- Maintain prudent reserves while expanding operational capability
- Support final-year delivery of the Volunteer Uplift Program

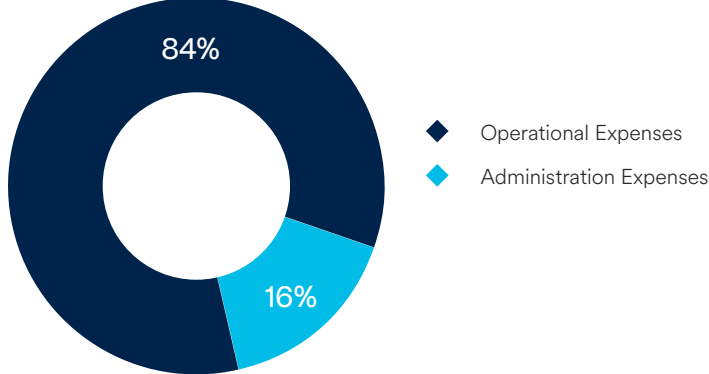
Where the money comes from

Year ended 30 June 2025

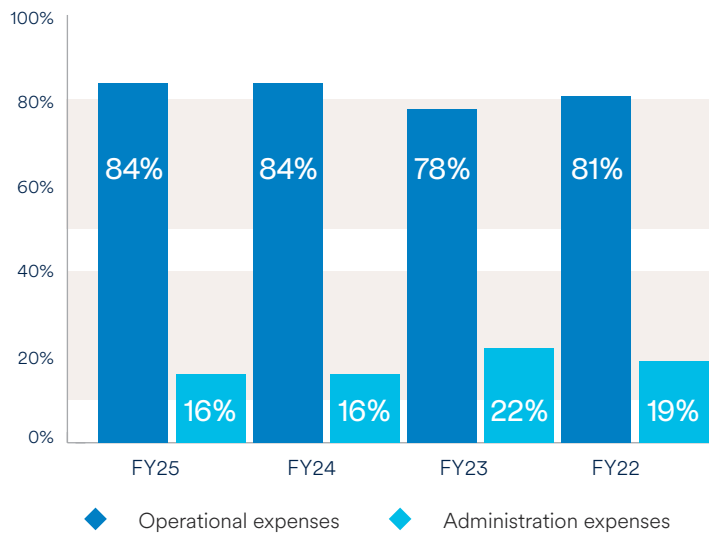


Where my money goes

Year ended 30 June 2025



Project expenditure and administration trend



Project expenditure is the total amount spent on disaster relief activities, including service projects and training, expressed as a percentage of total expenditure.

Administration is the total amount spent on administration expressed as a percentage of total expenditure.

Financial report

Directors’ report

30 June 2025

The directors present their report on Disaster Relief Australia for the financial year ended 30 June 2025.

Directors

The following persons held office as directors of Disaster Relief Australia during the year or since the end of the year and up to the date of this report:

Names

Dr Elizabeth Rushbrook CSC, RAN, MBBS, MHA, FRAC-MA – ceased 20 August 2025

Major General Michael Slater (Ret), AO, DSC, CSC – ceased 20 August 2025

Mr Rodney Hyman AM, LFAP, FRICS, ASA, FPINZ (Ret) – ceased 20 August 2025

Ms Megan Janet McKechnie, B.Bus (Acct), CAANZ, GAICD

Ms Sarah Jane Bench BA Psych & SocPol, MIR & HRM, MAICD

Major General Andrew Freeman (Ret), AM – appointed 21 October 2024

Rear Admiral Robert William Plath AM – appointed 12 March 2025

Mr Dean Julian Thorpe – appointed 02 July 2025

Lieutenant General Gregory Charles Bilton (Ret’d), AO, CSC – appointed 30 July 2025

Principal activities

The principal activity of Disaster Relief Australia during the financial year was to act as a disaster relief organisation in Australia and across the Asia Pacific.

No significant changes in the nature of the Company’s activity occurred during the financial year.

Operating results

The surplus of the Company amounted to \$424,874 (2024: \$870,400).

Review of operations

Operational growth and community impact

Over the past 12 months, Disaster Relief Australia (DRA) has continued to expand its operations and deliver vital support to communities across the country. During the fiscal year, we deployed 649 unique volunteers across five long-term operations and multiple short-term operations. These efforts generated an estimated \$1,530,784 in community value, equating to an additional \$1.12 of value created through volunteerism for every \$1 spent.

Our operations spanned diverse regions, from North and South East Queensland through to the Victorian Highlands and Central Victoria, supporting communities recovering from floods and severe storms. This year also marked a milestone in our operational history, with up to 100 volunteers deployed on a single wave—the largest deployment in a single operation to date.

Building organisational capacity

In parallel with expanding operations, DRA has invested in strengthening its organisational capacity. The growth of our volunteer base has been matched with enhancements to our backend systems, administrative processes, and staffing. These improvements ensure we are well-positioned to sustain and scale our operations effectively.

Looking ahead, the implementation of new systems and the onboarding of additional employees will be critical as we progress towards our strategic objective: growing our volunteer base from 6,000 to more than 7,000 in the coming year.

Members’ guarantee

Disaster Relief Australia is a public company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$20 for members, subject to the provisions of the company’s constitution.

At 30 June 2025 the collective liability of members was \$180 (2024: \$180).

Significant changes in state of affairs

There have been no significant changes in the state of affairs of the Company during the financial year other than those noted in the financial report.

Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or could 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 and results

Likely developments in the operations of the Company and the expected results of those operations in future financial years are aligned with the Company’s overall strategy and in accordance with the regulatory requirements.

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

Director:

Major General (Ret) Andrew Freeman

Environmental issues

The Company’s operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

Indemnification and insurance of officers and auditors

Insurance premium has been paid to indemnify directors and officers of the company. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors’ and officers’ liability as such disclosure is prohibited under the terms of the contract. The company does not maintain insurances covering the auditor of the company.

Auditor’s independence declaration

A copy of the auditor’s independence declaration as required under section 60-40 of the *Charities and Not-for-profits Commission Act 2012* is set out on page 3.

Director:

Ms Megan Janet McKechnie

Dated this 22nd Day of October 2025



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L24 570 Bourke Street Melbourne VIC 3000
L14 167 Eagle Street Brisbane QLD 4000
L28 140 St Georges Terrace Perth WA 6000
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AUDITOR’S INDEPENDENCE DECLARATION
UNDER SECTION 60.40 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012
TO THE DIRECTORS OF DISASTER RELIEF AUSTRALIA

As auditor of Disaster Relief Australia for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

LNP Audit and Assurance Pty Ltd

A handwritten signature in blue ink, appearing to read 'Archana', with a horizontal line underneath.

Archana Kumar
Director

Melbourne
22 October 2025

Statement of profit or loss and other comprehensive income

For the Year Ended 30 June 2025

	Note	2025 \$	2024 \$
Donation - unrestricted		1,975,491	2,105,319
Donation - restricted		245,110	55,659
Donation in kind		839,210	433,281
Government grant		10,940,264	9,704,525
Non-government grant		1,858,525	150,000
Other income	5	1,253,569	1,448,412
Project direct costs	5	(13,708,868)	(10,710,070)
Administrative expenses		(2,621,646)	(2,143,009)
Depreciation and amortisation expense		(356,781)	(173,717)
Surplus for the year		424,874	870,400
Other comprehensive income		-	-
Total comprehensive income for the year		424,874	870,400

Statement of financial position

As at 30 June 2025

	Note	2025 \$	2024 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents		4,758,855	4,525,671
Trade and other receivables	6	452,217	1,307,474
Other assets		244,909	208,942
Prepayments		253,033	299,041
TOTAL CURRENT ASSETS		5,709,014	6,341,128
NON-CURRENT ASSETS			
Property, plant and equipment	8	115,213	143,453
Right of use asset	7	382,482	619,386
TOTAL NON-CURRENT ASSETS		497,695	762,839
TOTAL ASSETS		6,206,709	7,103,967
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	923,145	933,045
Other liabilities - unearned income		1,844,481	3,032,692
Employee benefits		397,268	289,863
Lease liabilities	7	303,565	280,399
TOTAL CURRENT LIABILITIES		3,468,459	4,535,999
NON-CURRENT LIABILITIES			
Lease liabilities	7	112,464	367,056
TOTAL NON-CURRENT LIABILITIES		112,464	367,056
TOTAL LIABILITIES		3,580,923	4,903,055
NET ASSETS		2,625,786	2,200,912
EQUITY			
Accumulated surplus		2,625,786	2,200,912
TOTAL EQUITY		2,625,786	2,200,912

Statement of changes in equity

For the Year Ended 30 June 2025
2025

	Accumulated Surplus \$
Balance at 1 July 2024	2,200,912
Total comprehensive income for the year	424,874
Balance at 30 June 2025	2,625,786

2024

	Accumulated Surplus \$
Balance at 1 July 2023	1,330,512
Total comprehensive income for the year	870,400
Balance at 30 June 2024	2,200,912

Statement of cash flows

For the Year Ended 30 June 2025

	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from donors and contributors	16,743,248	12,319,590
Payments to suppliers	(9,539,732)	(9,119,596)
Payments to employees	(6,586,465)	(3,554,550)
Net cash provided by/(used in) operating activities	617,051	(354,556)

CASH FLOWS FROM INVESTING ACTIVITIES:

Purchase of property, plant and equipment	(62,255)	(117,844)
Net cash used in investing activities	(62,255)	(117,844)

CASH FLOWS FROM FINANCING ACTIVITIES:

Lease payments	(321,612)	(71,019)
Net cash used in financing activities	(322,612)	(71,019)

Net increase in cash and cash equivalents held	233,184	(543,419)
Cash and cash equivalents at beginning of financial year	4,525,671	5,069,090
Cash and cash equivalents at end of financial year	4,758,855	4,525,671

Notes to the financial statements

For the Year Ended 30 June 2025

The financial report covers Disaster Relief Australia (the Company) as an individual entity. Disaster Relief Australia is a not-for-profit Public Company limited by guarantee, registered and domiciled in Australia. The principal activity of the Company for the year ended 30 June 2025 was to act as a disaster relief organisation in Australia and across the Asia Pacific.

The functional and presentation currency of Disaster Relief Australia is Australian dollars.

The financial report was authorised for issue by those charged with governance on 22 October 2025.

1 Basis of Preparation

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

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Material accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

2 New and amended standards adopted by the Company

The accounting policies in the notes have also been updated to reflect the new and amended accounting standards in effect during the year.

A number of other new standards, amendments to standards and interpretations are effective for annual periods beginning or after 1 July 2025 have not been early adopted in preparing these financial statements. None of these are expected to have a material effect on the financial statements of the Company.

3 Summary of Material Accounting Policies

(a) Income Tax

The Company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

(b) Revenue and other income

Grant revenue

Grant revenue is recognised in the statement of profit or loss and other comprehensive income when the Company obtains control of the grant, it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

When grant revenue is received whereby the Company incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Disaster Relief Australia receives non-reciprocal contributions of assets from the government and other parties for zero or a nominal value. These assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income recognised in the statement of profit or loss and other comprehensive income.

Donations

- (i) Donations are recognised as revenue when received.
- (ii) Donations in-kind are recognised as revenue at their estimated fair value when the Company gains control of the asset, becomes legally entitled to it or receives a service. There are no enforceable or sufficiently specific performance obligations linked to donations.

Fee for service income

Revenue from providing services is recognised in the accounting period in which the services are rendered.

Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

(c) Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment. Items of property, plant and equipment acquired for nil or nominal consideration have been recorded at the acquisition date fair value.

Plant and equipment, motor vehicles and furniture and fittings are measured using the cost model. Plant and equipment is depreciated on a straight-line basis or a diminishing value basis over the asset’s useful life to the Company, commencing when the asset is ready for use.

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

Fixed asset class	Depreciation rate
Plant and Equipment	2-3 years
Motor Vehicles	4- 5 years
Furniture and Fittings	3 years

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(d) Financial instruments

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument. On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

On initial recognition, the Company classifies financial assets as measured at amortised cost. Financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents. Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Impairment of financial assets are determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses.

Financial liabilities

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

(e) Leases

Right of use assets The Company recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). The recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the relevant lease term. The Company assess the right-of-use assets annually for impairment.

Lease liabilities At the commencement date of the relevant lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The Company applies the practical expedient to not separate non-lease components from lease components and instead accounts for each lease component and any associated lease components as a single lease component.

Exceptions to lease accounting The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term. This exception has been applied by Company to the existing lease of the office at 1/299 Elizabeth Street, Sydney NSW 2000.

4 Critical Accounting Estimates and Judgments

Those charged with governance make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

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

The significant estimates and judgements made have been described below.

Key estimates - Donation in kind

Management has recorded transactions that were donated by external suppliers at fair value. These fair values have been estimated based on past experience and on the best information at the transaction date. This has been recognised as a key estimated as it forms a significant portion of revenue and expense of the Company.

The company received a total of 30 fleet of vehicles from Mitsubishi Motors Australia Limited (MMAL) across various locations in Australia in accordance with the memorandum of understanding for the purposes of provision of transport support to DRA for emergencies/disasters, relief and recovery efforts.

The fair value of this benefit was estimated by Management to be \$314,769 which is significantly discounted. The ownership of the vehicles is retained by MMAL. The MOU was put in place principally to enable the Company to further its objectives thus the transaction falls within the scope of AASB 1058. Accordingly, income and expense of \$314,769 has been recognised by the Company in the statement of profit or loss and other comprehensive income.

5 Project direct costs

	2025 \$	2024 \$
Equipment costs	343,098	948,905
Travel and accommodation	1,066,194	1,409,638
Training costs	897,528	461,657
Project management fee	99,723	68,480
Meals and rations	120,961	373,023
Communications	67,150	53,156
Repairs and maintenance	298,063	49,031
Software subscriptions and licensing	1,137,829	318,574
UAV Rentals	4,101	2,320
Motor vehicle expenses	19,709	1,321
Fleet costs	331,505	328,322
Plant Equipment Hire	139,816	81,791
Employee cost	7,406,630	5,051,468
Other direct costs	1,776,561	1,562,384
	13,708,868	10,710,070
Other income		
Fee for services	795,375	1,273,738
Other miscellaneous income	458,194	174,674
	1,253,569	1,448,412

6 Trade and Other Receivables

	2025 \$	2024 \$
Trade receivables	452,217	1,307,182
Other receivables	-	292
	452,217	1,307,474

7 Leases

Right-of-use assets

	2025 \$	2024 \$
Balance at the beginning of the year	619,386	15,633
Additions	53,594	718,474
Terminations/ Expiry	-	(15,633)
Depreciation charge	(290,498)	(99,088)
Balance at end of the year	382,482	619,386

Lease liabilities

	2025	2024
Lease liabilities recognised at the beginning of the year	647,455	10,654
Additions	53,594	718,474
Terminations/ Expiry	-	(10,654)
Interest incurred	36,592	37,220
Less: Payments made towards lease liability at the year-end	(321,612)	(108,239)
Balance at end of the year	416,029	647,455

On 01 April 2025, the Company entered a 1-year lease contract for a new office and warehouse at Portion 1 Gladstone Street, Perth, WA. The lease commenced on 01 April 2025 and expires on 31 March 2026, with an option to renew for another year, ending 31 March 2027. DRA has assessed they will likely exercise this renewal option

8 Property, plant and equipment

	2025 \$	2024 \$
Plant and equipment		
At cost	443,654	381,399
Accumulated depreciation	(328,441)	(254,087)
Total plant and equipment	115,213	127,312
Computer Equipment		
At cost	-	24,212
Accumulated depreciation	-	(8,071)
Total plant and equipment	-	16,141
Motor vehicles		
At cost	84,653	84,653
Accumulated depreciation	(84,653)	(84,653)
Total motor vehicles	-	-
Furniture and fittings		
At cost	14,001	14,001
Accumulated depreciation	(14,001)	(14,001)
Total furniture and fittings	-	-
Total property, plant and equipment	115,213	143,453

(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:

	Plant and Equipment \$	Motor Vehicles \$	Furniture and Fittings \$	Computer Equipment \$	Total \$
Year ended 30 June 2025					
Balance at the beginning of year	127,312	-	-	16,141	143,453
Additions	62,255	-	-	-	62,255
Disposal	(8,071)	-	-	(16,141)	(24,212)
Depreciation expense	(66,283)	-	-	-	(66,283)
Balance at the end of the year	115,213	-	-	-	115,213

9 Trade and Other Payables

	2025 \$	2024 \$
Current		
Trade payables	315,844	159,604
Sundry payables and accrued expenses	143,501	200,554
GST payable	250,525	450,088
Other payables	213,275	122,799
	923,145	933,045

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

10 Members' Guarantee

The Company is incorporated under the Australian Charities and Not-for-profits Commission Act 2012 and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the Company. The collective liability of members was \$180 (2024: \$180).

11 Key Management Personnel Remuneration

The total remuneration paid to key management personnel of the Company is \$588,299 (2024: \$524,760).

12 Contingencies and commitments

In the opinion of those charged with governance, the Company did not have any contingencies or commitments at 30 June 2025 (30 June 2024: None).

13 Related Parties

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

Key management personnel - refer to Note 11.
Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

(b) Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated. There were no transactions with related parties during the year.

14 Events after the end of the Reporting Period

The financial report was authorised for issue on 22 October 2025 by those charged with governance.

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.

Responsible persons' declaration

The directors of the Company (being the responsible persons) declare that in the responsible persons' opinion:

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

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

Director: _____
Major General (Ret) Andrew Freeman

Director: _____
Ms Megan Janet McKechnie

Dated this 22nd Day of October 2025



In preparing the financial report, Directors are responsible for assessing the registered entity'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 Directors either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

The Directors of the company are responsible for overseeing the registered entity's financial reporting process.

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 Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgment 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 registered entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events and conditions that may cast significant doubt on the registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. However, future events or conditions may cause an entity 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 statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

LNP Audit and Assurance Pty Ltd

Archana Kumar
Director

Melbourne, 22 October 2025



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1300 551 266

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Disaster Relief Australia

ABN 44 614 474 010

For the Year Ended 30 June 2025

Disclaimer

The additional financial data presented on page 18 is in accordance with the books and records of the Company which have been subjected to the auditing procedures applied in our statutory audit of the Company for the year ended 30 June 2025. It will be appreciated that our statutory audit did not cover all details of the additional financial data. Accordingly, we do not express an opinion on such financial data and we give no warranty of accuracy or reliability in respect of the data provided. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than Disaster Relief Australia) in respect of such data, including any errors or omissions therein however caused.

LNP Audit and Assurance Pty Ltd

Archana Kumar

Director

Melbourne, 22 October 2025

LIABILITY LIMITED BY A SCHEME APPROVED UNDER PROFESSIONAL STANDARDS LEGISLATION

Other information

A detailed income and expenditure statement has been included in the financial report to comply with ACFID’s Mandatory Guidance on Financial Reporting.

	2025 \$	2024 \$
REVENUE AND OTHER INCOME		
Donations and Gifts		
Monetary – restricted and unrestricted	2,220,601	2,160,978
Non – Monetary	839,210	433,281
Grants		
Government grant	10,940,264	9,704,525
Non-government grant	1,858,525	150,000
Other Income		
Fee for service	795,375	1,273,738
Other miscellaneous income	458,194	174,674
TOTAL REVENUE AND OTHER INCOME	17,112,169	13,897,196
EXPENDITURE		
Domestic Programs Expenditure		
Equipment costs	343,098	948,905
Travel and accommodation	1,066,194	1,409,638
Training costs	897,528	461,657
Project management fee	99,723	68,480
Meals and rations	120,961	373,023
Communications	67,150	53,156
Repairs and maintenance	298,063	49,031
Software subscriptions and licensing	1,137,829	318,574
UAV Rentals	4,101	2,320
Motor vehicle expenses	19,709	1,321
Fleet costs	331,505	328,322
Plant Equipment Hire	139,816	81,791
Employee cost	7,406,630	5,051,468
Other direct costs	1,776,561	1,562,384
	13,708,868	10,710,070
Administration Expenditure		
Employee Costs	1,501,507	1,534,228
Business Administration	17,839	57,577
Audit Fees	59,070	75,415
Office rental	5,312	112,364
Other Expenses	1,037,918	363,425
	2,621,646	2,143,009
Depreciation and Amortisation Expense	356,781	173,717
NET SURPLUS	424,874	870,400

Thank you to our partners,
donors, contributors and
volunteers.

Your continued support
powers our mission.

Support us

Volunteer disasterreliefaus.org/get-involved/volunteer

Partner disasterreliefaus.org/support-dra/become-a-partner



