



AGED CARE - ADMINISTRATION ALLOCATION

Background

StewartBrown conducts an extensive Corporate Administration Survey annually. The latest Survey collects a significant level of data based on the actual results for the June 2024 financial year and the actual results year to date for the six ended December 2024.

The data input workbook that Providers complete for the Survey includes the following sections:

1. Organisation Details
2. Organisation Summary Financials (Balance Sheet/Profit & Loss)
3. Corporate staff costs by cost centre (finance/payroll/procurement/HR/ICT/Quality/property/etc)
4. Corporate non-staff costs by cost centre (insurance/audit/consulting/technology/rent/finance/etc)
5. Corporate total costs (staff and non-staff) allocated to cost centre (finance/procurement/HR/ICT/etc)
6. Allocation of total corporate costs ("5 above") to business segments (residential/home care/retirement/other)
7. Business activity details (aged care homes/places/HCP clients/CHSP & DVA clients/Disability/retirement)
8. Corporate employees by above costs centres (number/FTE)
9. Total employees (number/FTE) by business segments (residential/home care/retirement/disability)

Strict data definitions are required to be followed by each Provider participant to ensure comparability and accuracy.

As with each StewartBrown Survey, an extensive data cleansing and checking process is followed which results in a significant amount of checking back with Providers to confirm variances or provide amended data as appropriate.

Allocation of Corporate Costs between Business Segments

The methodology that Providers use to allocate corporate administration costs between their respective business segments (residential/home care/retirement/disability/other) varies depending on a number of factors:

- Number of business segments they have - some Providers may only operate in one business segment such as residential or home care, others may have two or more business segments
- Size of each business segment - a different weighting may need to be used based on the size of each segment. If the residential segment (as an example) is the largest segment it may receive a greater allocation of corporate costs
- Methodology to determine the allocation between business segments: based on activity (ie number of FTEs/transactions/ICT equipment); based on revenue (which disproportionately may have a larger weighting on residential compared to home care or retirement); based on assets employed (same potential issue in disproportionately have a larger weighting for residential and retirement as compared to home care/disability/other)

It is also important that the allocation between business segments represents a basis that is reasonable for financial review and analysis, comparison and strategic purposes. The more complex the allocation methodology, the more time will be required to capture accurate information each monthly reporting cycle. This can result in greater manual intervention, inconsistency and reduced effectiveness.

Allocation of Corporate Costs within each Separate Business Segment

Once the allocation methodology to allocate the corporate costs to each separate business segment has been determined, a further allocation methodology is required to allocate the business segment corporate costs to each individual cost centre or business unit within that business segment (ie each individual aged care home/HCP program/CHSP & DVA program/retirement village/disability program/other).

Again, there are a number of methods (transaction/FTE/ICT equipment) for this allocation, however the more common methods adopted are either by (or a combination of) revenue; number of places (residential/retirement); number of recipients (HCP/CHSP/DVA); or assets employed for each separate business unit.

As with all allocation methodology, the design should be strongly directed toward outcomes with the overarching rationale that the allocation, as best as possible, represent actual practice. Comparability of data and accountability to meet reporting requirements should also be considered.



StewartBrown
Integrity + Quality + Clarity

Corporate Administration Survey Report



**Twelve months ended 30 June 2024
and 6 months ended YTD December 2024**

Introduction

Corporate administration expenditure remains a key focus for Boards and management across the aged care sector as organisations continue to seek for operating efficiencies. This focus has intensified with the significant increase in compliance and reporting requirements, alongside the introduction of multiple reforms and the new Aged Care Act. To support sector understanding, StewartBrown has conducted the Corporate Administration Survey, collecting data for the FY24 period and Year to Date December 2024 (first 6 months of Financial Year 2025).

The survey captures staff & non-staff related costs and headcounts & FTEs all by individual cost centre and business segment. Analysis has been undertaken relative to both operating revenue and total assets, providing a broader perspective on sector performance.

Key Highlights YTD Dec-24



64

Number of aged care providers represented in the Corporate Administration Survey YTD Dec-24



721

Number of homes represented in the Survey



41,316

Number of home care packages represented in the Survey



\$32.3b

Total assets under management of participants



\$11.6b

Annualised Total revenue of participants



\$11.4b

Annualised Total expenses of participants



13.96%

Average of total corporate costs as a % of operating revenue (YTD Dec-24)



8.54%

Average total corporate staff costs as a % of operating revenue (YTD Dec-24)



5.43%

Average total non-staff related corporate costs as a % of operating revenue (YTD Dec-24)



2.28%

Average ICT Management spend as a % of operating revenue (YTD Dec-24). Is now the largest corporate cost centre



1.45%

Average Technology expenses as a % of operating revenue (YTD Dec-24). Remains largest individual area of expenditure in non staff corporate costs



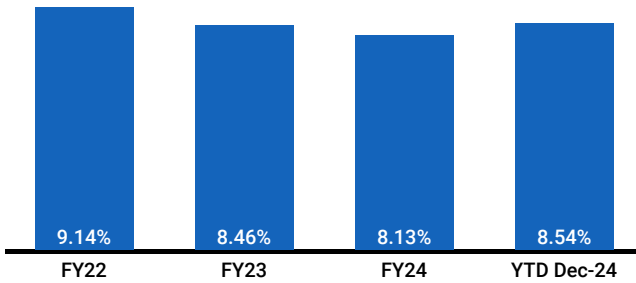
1.36%

Average Finance, Payroll & Business Services staff costs as a % of operating revenue (YTD Dec-24). Remains largest individual area of expenditure on staff costs

Corporate Costs as a % of Operating Revenue

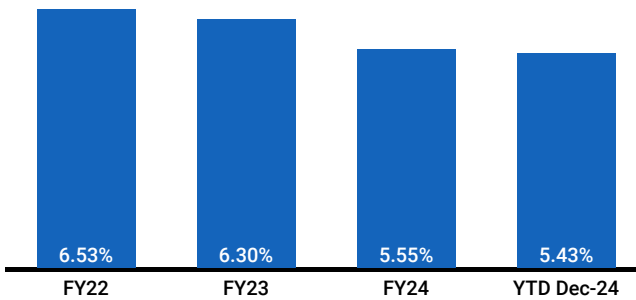
Trend

Corporate Staff Costs as a % of Operating Revenue



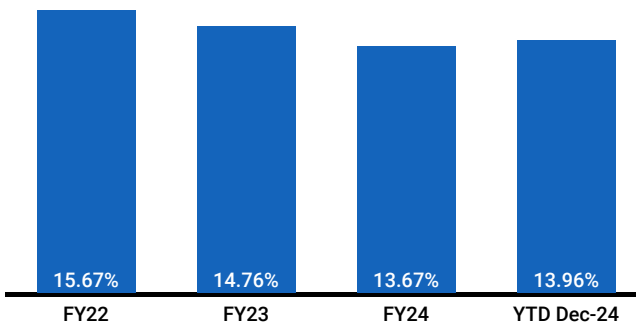
Corporate staff costs as a percentage of operating revenue have decreased year on year from FY22 (9.14%) to FY24 (8.13%), however for YTD Dec-24 they have increased by 0.41% to 8.54%.

Non-Staff Related Corporate Costs as a % of Operating Revenue



Non-Staff related corporate costs as a percentage of operating revenue have also trended downwards year on year since FY22 (6.53%) and that has continued through to YTD Dec-24 (5.43%).

Total Corporate Costs as a % of Operating Revenue



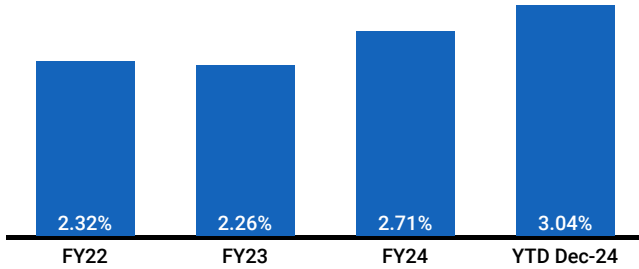
Total corporate costs as a percentage of operating revenue reached its lowest point in FY24 (13.67%). There has been a 0.29% rebound observed in the 6 month period to YTD Dec-24, which has been driven by the increase in staff costs displayed above.

Residential Aged Care revenue represents over 72% of total operating revenue for the survey participants. In FY23 and FY24, the Residential Aged Care sector received substantial increases in government funding, with average revenue growth per aged care home of 9% and 22% respectively, followed by a further 6% increase in the 6 months from FY24 to YTD Dec-24. Given the strong rate of revenue growth, it is important to also examine trends in total corporate costs using alternative metrics. Total Assets, being more stable over time, is becoming increasingly valuable for identifying underlying yearly trends.

Corporate Costs as a % of Total Assets

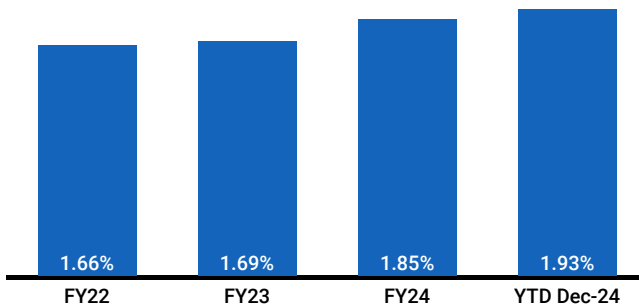
Trend

Corporate Staff Costs as a % of Total Assets



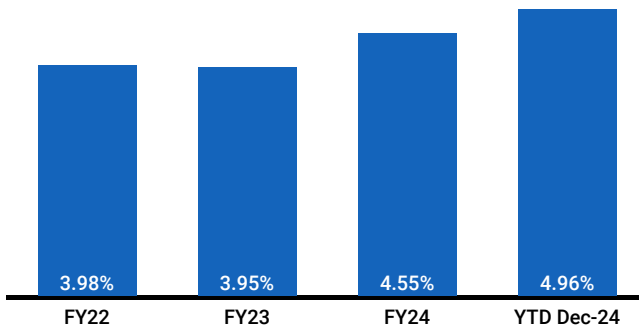
Corporate staff costs as a % of Total Assets follow a different trajectory to Operating Revenue, reaching a low in FY23 (2.26%) they have risen by 0.45% in FY24 (2.71%) and then a further 0.33% in the 6 months period to YTD Dec-24 (3.04%).

Non-Staff Related Corporate Costs as a % of Total Assets



Non-staff corporate costs as a percentage of Total Assets have shown consistent annual growth, highlighted by a sharp increase of 0.16% in FY24 (1.85%), followed by an additional 0.08% rise to its peak in YTD Dec-24 (1.93%)


















Total Corporate Costs as a % of Total Assets




Over the 18-month period from FY23 to YTD Dec-24, total corporate costs as a percentage of Total Assets rose substantially, increasing by more than 1% from 3.95% to 4.96%


















Total Revenue as a percentage of Total Assets for survey participants has risen from 26.8% in FY23 to 35.5% as at Dec-24. Therefore, although corporate costs are increasing at a reduced rate to operating revenue, they continue to grow faster than Total Assets. This is reflected in the graph above, which shows an increase of more than 1% between FY23 and Dec-24. Given that the recent elevated rate of residential care funding is unlikely to be sustained, the continuation of corporate cost growth at the current pace presents a legitimate risk. Unless organisations adjust their rate of corporate expenditure growth accordingly, the resulting cost base could become disproportionate and difficult to recover within the service delivery model.

Cost Centre Allocations FY24 - % of Operating Revenue

	Staff Component	+	Non-Staff Component	=	All	
 Finance, Payroll & Business Services	1.43%	+	0.78%	=	2.20%	16.1%
 ICT Management	0.85%	+	1.30%	=	2.14%	15.7%
 HR, People & Culture	1.21%	+	0.61%	=	1.82%	13.3%
 CEO & Mission	0.84%	+	0.55%	=	1.39%	10.2%
 Residential Aged Care Management	0.66%	+	0.54%	=	1.20%	8.8%
 Quality & Risk/Compliance	0.63%	+	0.19%	=	0.82%	6%
 Property Services	0.36%	+	0.31%	=	0.67%	4.9%
 Marketing & Business Development	0.33%	+	0.35%	=	0.68%	5%
 Other Support Services	0.36%	+	0.17%	=	0.53%	3.9%
 In-Home Aged Care Services	0.36%	+	0.17%	=	0.53%	3.9%
 Strategy & Projects	0.28%	+	0.25%	=	0.52%	3.8%
 Sales	0.20%	+	0.04%	=	0.24%	2.5%
 Seniors Housing Management	0.18%	+	0.03%	=	0.21%	1.7%
 Hotel Services	0.07%	+	0.01%	=	0.08%	1.6%
 Procurement	0.11%	+	0.07%	=	0.18%	0.6%
 Other						1.3%

	Total	8.13%	+	5.54%	=	13.67%	100%
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Cost Centre Allocations YTD Dec-24 - % of Operating Revenue

	Staff Component	+	Non-Staff Component	=	All	
 ICT Management	0.96%	+	1.32%	=	2.28%	16.4%
 Finance, Payroll & Business Services	1.36%	+	0.65%	=	2.01%	14.4%
 HR, People & Culture	1.22%	+	0.65%	=	1.87%	13.4%
 CEO & Mission	0.88%	+	0.58%	=	1.46%	10.5%
 Residential Aged Care Management	0.74%	+	0.36%	=	1.1%	7.9%
 Quality & Risk/Compliance	0.70%	+	0.16%	=	0.86%	6.2%
 Property Services	0.36%	+	0.37%	=	0.73%	5.3%
 Marketing & Business Development	0.38%	+	0.33%	=	0.71%	5.1%
 Strategy & Projects	0.33%	+	0.25%	=	0.61%	4.3%
 In-Home Aged Care Services	0.37%	+	0.22%	=	0.59%	4.3%
 Other Support Services	0.33%	+	0.14%	=	0.47%	3.4%
 Other	0.20%	+	0.14%	=	0.34%	2.5%
 Seniors Housing Management	0.18%	+	0.1%	=	0.28%	1.6%
 Sales	0.22%	+	0.04%	=	0.26%	1.9%
 Procurement	0.12%	+	0.07%	=	0.19%	1.3%
 Hotel Services	0.07%	+	0.01%	=	0.08%	0.6%



Total

8.54%



5.42%



13.96%

100%

Corporate Administration Costs as a % of Operating Revenue

Since the inception of the StewartBrown Corporate Administration Survey, Finance, Payroll & Business Services has consistently been the largest cost centre, when accounting for both staff costs and allocated non-staff costs. This remained the case in FY24, when it represented 16.1% of total corporate expense allocations, equivalent to 2.20% of operating revenue.

However, as shown on page 9 of the report, for the six-month period to YTD Dec-24, ICT Management has now become the largest single cost centre. It accounted for 16.4% of total corporate expenses, or 2.28% of operating revenue. This shift reflects the sector's continued investment in technology and the additional resourcing required to meet growing reporting and compliance obligations.

Top 5 Corporate Staff Cost Centres as a % of Operating Revenue

(% of operating revenue)	FY23	FY24	YTD Dec-24	Variance FY23 - YTD Dec 24	Variance FY24 - YTD Dec 24
Finance, Payroll & Business Services	1.52%	1.43%	1.36%	(0.16%)	(0.07%)
HR, People & Culture	1.07%	1.21%	1.22%	0.15%	0.01%
CEO & Mission	0.98%	0.84%	0.88%	(0.10%)	0.04%
Residential Aged Care Management	0.93%	0.66%	0.74%	(0.19%)	0.08%
ICT Management	0.81%	0.85%	0.96%	0.15%	0.11%

Finance, Payroll & Business Services remains the largest staff cost centre overall, however the gap to the other cost centres has decreased since FY23 (1.52%) to 1.36% as at YTD Dec-24, whilst total corporate staff costs have increased during the same period.

HR, People & Culture and **ICT Management** have both experienced growth in corporate staff costs as a percentage of revenue (0.15%) in the period FY23 to YTD Dec-24. **ICT Management** has experienced a sharp increase of 0.11% in the 6 months from FY24 to YTD Dec-24


















Top 5 Corporate Non-Staff Related Costs as a % of Operating Revenue


*Excluding Depreciation & Amortisation

(% of operating revenue)	FY23	FY24	YTD Dec-24	Variance YTD Dec 24 - FY23	Variance FY24 - YTD Dec 24
Other	1.85%	1.38%	1.35%	(0.50%)	(0.03%)
Technology Expenses	1.40%	1.44%	1.45%	0.05%	0.01%
Consulting Fees	0.96%	0.63%	0.55%	(0.41%)	(0.08%)
Marketing	0.35%	0.35%	0.35%	0.00%	0.00%
Insurance	0.44%	0.35%	0.34%	(0.10%)	(0.01%)

Technology Expenses continue to increase every year. During the period YTD Dec-24 they are the biggest non-staff related corporate cost (1.45%) and amount to more than any staff cost centre during the same period.

Cost Centre Allocations FY24 - % of Total Assets

	Staff Component	+	Non-Staff Component	=	All	
 Finance, Payroll & Business Services	0.48%	+	0.26%	=	0.73%	16.1%
 ICT Management	0.28%	+	0.43%	=	0.71%	15.7%
 HR, People & Culture	0.40%	+	0.20%	=	0.60%	13.3%
 CEO & Mission	0.28%	+	0.18%	=	0.46%	10.2%
 Residential Aged Care Management	0.22%	+	0.18%	=	0.40%	8.8%
 Quality & Risk/Compliance	0.21%	+	0.06%	=	0.27%	6.0%
 Marketing & Business Development	0.11%	+	0.12%	=	0.23%	5.0%
 Property Services	0.12%	+	0.10%	=	0.22%	4.9%
 Other Support Services	0.12%	+	0.06%	=	0.18%	3.9%
 In-Home Aged Care Services	0.12%	+	0.06%	=	0.18%	3.9%
 Strategy & Projects	0.09%	+	0.08%	=	0.17%	3.8%
 Other	0.06%	+	0.05%	=	0.11%	2.5%
 Sales	0.07%	+	0.01%	=	0.08%	1.7%
 Seniors Housing Management	0.06%	+	0.01%	=	0.07%	1.6%
 Procurement	0.04%	+	0.02%	=	0.06%	1.3%
 Hotel Services	0.02%	+	0.00%	=	0.03%	0.6%

 Total	2.71%	+	1.84%	=	4.55%	100%
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Cost Centre Allocations YTD Dec-24 - % of Assets

Staff
Component



Non-Staff
Component



All



ICT Management	0.34%	+	0.47%	=	0.81%	16.4%
Finance, Payroll & Business Services	0.48%	+	0.23%	=	0.72%	14.4%
HR, People & Culture	0.43%	+	0.23%	=	0.66%	13.4%
CEO & Mission	0.31%	+	0.21%	=	0.52%	10.5%
Residential Aged Care Management	0.26%	+	0.13%	=	0.39%	7.9%
Quality & Risk/Compliance	0.25%	+	0.06%	=	0.31%	6.2%
Property Services	0.14%	+	0.13%	=	0.26%	5.3%
Marketing & Business Development	0.13%	+	0.12%	=	0.25%	5.1%
Strategy & Projects	0.12%	+	0.10%	=	0.22%	4.3%
In-Home Aged Care Services	0.13%	+	0.08%	=	0.21%	4.3%
Other Support Services	0.12%	+	0.05%	=	0.17%	3.4%
Other	0.07%	+	0.05%	=	0.12%	2.5%
Seniors Housing Management	0.07%	+	0.03%	=	0.10%	1.6%
Sales	0.08%	+	0.09%	=	0.09%	1.9%
Procurement	0.04%	+	0.02%	=	0.07%	1.3%
Hotel Services	0.03%	+	0%	=	0.03%	0.6%



Total

3.04%



1.93%



4.96%

100%

Corporate Administration Costs as a % of Total Assets

The cost centre rankings and their percentage composition of total corporate costs remains the same as the insights listed on page 10. The key difference when assessing costs as a percentage of total assets as opposed to revenue is the overall growth identified, in particular during YTD Dec-24.

Top 5 Corporate Staff Cost Centres as a % of Total Assets

(% of operating revenue)	FY23	FY24	YTD Dec-24	Variance FY23 - YTD Dec-24	Variance FY24 - YTD Dec-24
Finance, Payroll & Business Services	0.41%	0.48%	0.48%	0.08%	0.01%
HR, People & Culture	0.29%	0.40%	0.43%	0.15%	0.03%
ICT Management	0.22%	0.28%	0.34%	0.12%	0.06%
CEO & Mission	0.26%	0.28%	0.31%	0.05%	0.03%
Residential Aged Care Management	0.25%	0.22%	0.26%	0.02%	0.04%

Every one of the top 5 cost centres above realised continuous increases in staff costs as a percentage of total assets.

Residential Aged Care Management has seen growth of 0.04% during the 6 month period FY24 (0.22%) to YTD Dec-24 (0.26%), which is second only to **ICT Management** (0.34) which seen growth of 0.06% over the same period.

Top 5 Corporate Non-Staff Related Costs as a % of Operating Revenue

*Excluding Depreciation & Amortisation

(% of operating revenue)	FY23	FY24	YTD Dec-24	Variance FY23 -YTD Dec24	Variance FY24 - YTD Dec 24
Technology Expenses	0.37%	0.48%	0.52%	0.14%	0.04%
Other	0.50%	0.46%	0.48%	(0.02%)	0.02%
Consulting Fees	0.26%	0.21%	0.20%	(0.06%)	(0.01%)
Marketing	0.09%	0.12%	0.12%	0.03%	0.01%
Insurance	0.12%	0.12%	0.12%	0.01%	0.01%

Although it is only a minor decrease, Consulting Fees, are the only actual non-staff cost to see a decline in the 6 month period from FY24 (0.21%) to YTD Dec-24 (0.21%). The decrease of 0.06% in expenditure as a percentage of total assets since FY23 (0.26%) is significant considering total non-staff related costs grew by 0.24% as a percentage of total assets.

It is worth highlighting that Depreciation & Amortisation have been excluded from the top 5 table, in order to show actual cash expense items. However, if it were to be included it would be ranked 3rd with an overall cost of 0.24% of total assets for the period YTD Dec-24

YTD Dec-24 Detailed Review as % of Operating Revenue



Participant Profile

Data from the *Corporate Administration Survey* participants has been sorted into size groupings based on their operating revenue for the purpose of data analysis. This is to compare any trends attributable to the size of an organisation and if economies of scale are identifiable. The parameters for these groupings and the number of respondents in each category are as follows:

Small - < \$50m operating revenue - **22 organisations**

Medium - Operating revenue between \$50m-\$150m - **19 organisations**

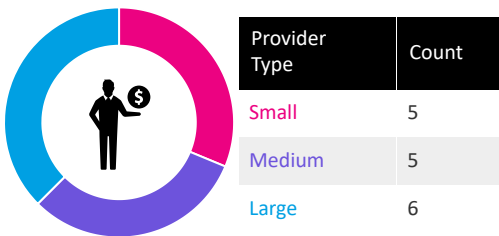
Large - Operating revenue >\$150m - **23 organisations**

Providers by Size



Provider Type	Count
Small	22
Medium	19
Large	23

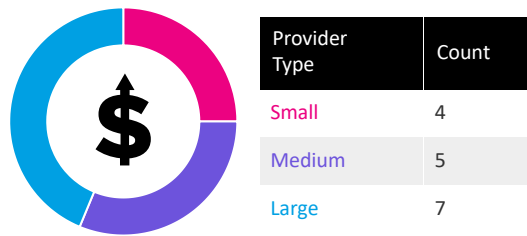
First 25% by Corporate Costs as % of Operating Revenue



Provider Type	Count
Small	5
Medium	5
Large	6

The participants were ranked by their total corporate costs as a % of operating revenue. The organisations with the lowest % have been placed in the top 25%. The mix of providers in the top quartile were evenly spread, which indicates efficiencies are available regardless of the organisation size.

First 25% by EBITDA as % of Operating Revenue



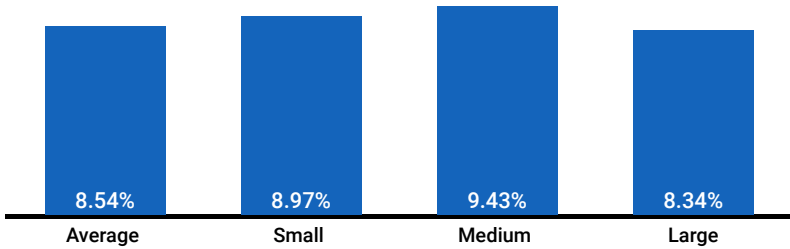
Provider Type	Count
Small	4
Medium	5
Large	7

The participants have also been ranked by their operating EBITDA as a % of operating revenue. The organisations with the highest % have been placed in the top 25%. Large and Medium organisations feature more prominently in the first 25%. This is an acknowledgement of their overall better results.

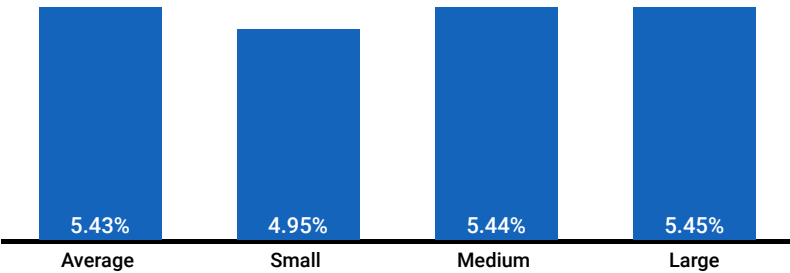
YTD Dec-24 Detailed Review – Corporate Costs as % of Revenue



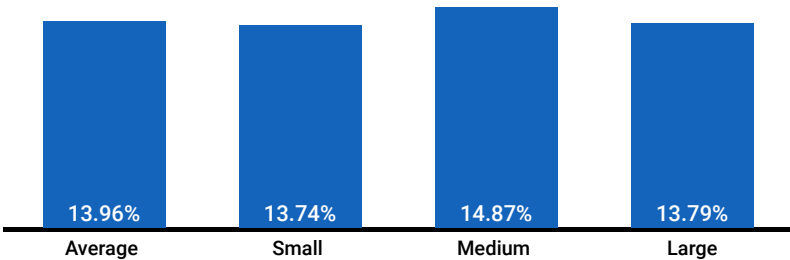
Corporate Staff Costs as a % of Operating Revenue



Non-Staff Corporate Costs as a % of Operating Revenue



Total Corporate Costs as a % of Operating Revenue

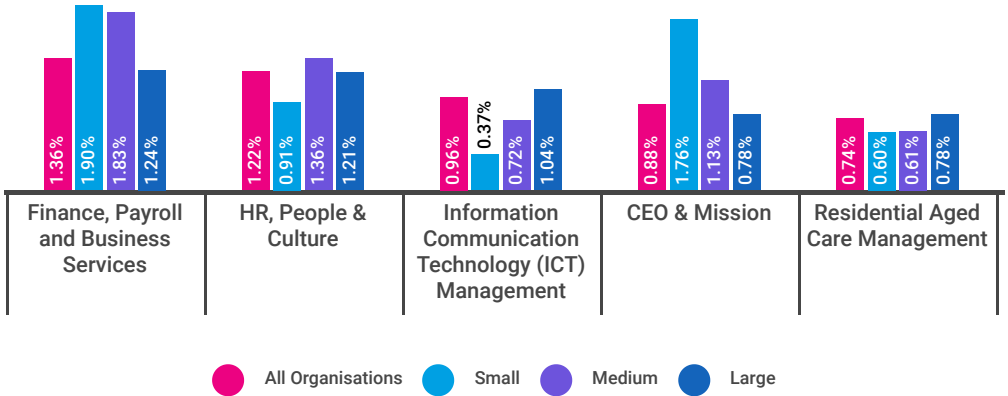


In reference to the above charts, **Medium** organisations (\$50-150m in operating revenue) face the highest overall corporate burden relative to revenue. Corporate staff costs in particular are much higher, possibly due to focusing on multiple business streams and therefore lacking scale efficiencies of large providers but requiring more corporate structure than small ones. The disparity between **Medium** (9.43%) and **Large** (8.34%) organisations is significant, with a difference of 1.09%.

Small organisations (operating revenue < \$50m) have the lowest non-staff corporate costs at 4.95%, compared with **Medium** (5.44%) and **Large** (5.45%) organisations. This lower spend is linked to their reduced need for large-scale systems and infrastructure. Smaller providers may operate effectively without investing heavily in advanced technology or software platforms that large organisations require to manage their complexity. Instead, they can rely on simpler, lower-cost solutions that suit their scale. Smaller organisations also outsource some key skill areas so are only paying for skills when

YTD Dec-24 Review by Size - Top 5 Expenses

Top 5 Corporate Staff Cost Centres as a % of Operating Revenue

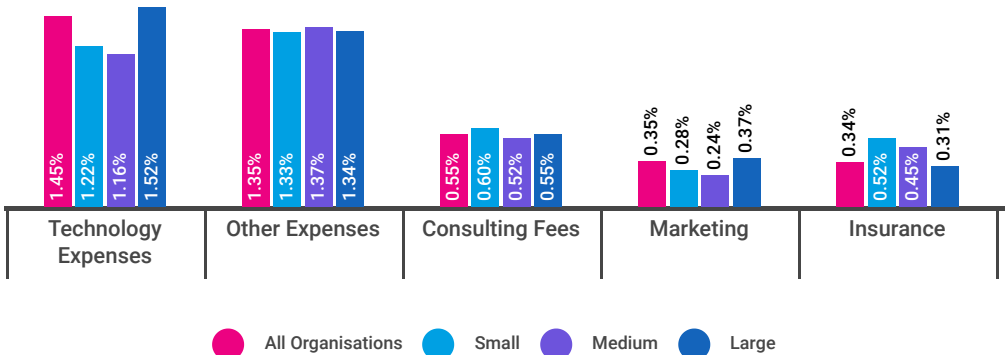


For **Finance, Payroll and Business Services** and **CEO & Mission**, there is a clear relationship between organisation size and expenditure as a percentage of operating revenue. Smaller organisations record much higher proportional costs, with Finance, Payroll and Business Services at 1.90% for Small vs 1.24% for Large and CEO & Mission at 1.76% (Small) vs 0.78% (Large).

These areas represent relatively fixed cost centres as organisations must fund core finance functions and executive leadership roles, regardless of size. However, smaller organisations are less able to spread these costs over a large revenue base.

Top 5 Non-Staff Corporate Costs as a % of Operating Revenue

*Excluding Depreciation & Amortisation

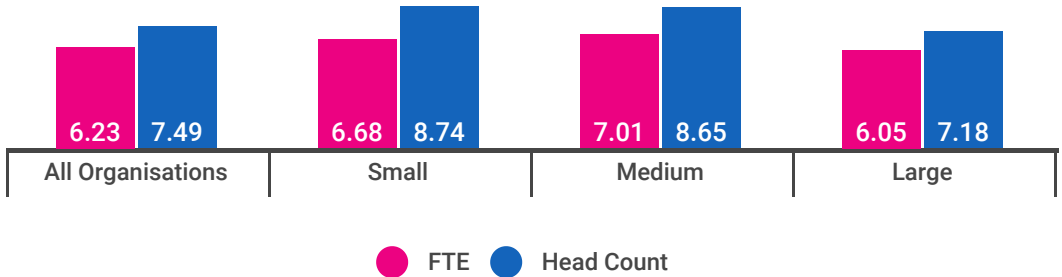


Large organisations on average are investing more in Technology (1.52%) and Marketing (0.37%) as a percentage of operating revenue, reinforcing their capacity to fund strategic functions that support scale.

Medium organisations record the lowest Technology Expenses (1.16%), Marketing Expenses (0.24%) and Consulting Fees (0.52%) compared to their larger and smaller comparators.

YTD Dec-24 Detailed Review: FTE & Head Count

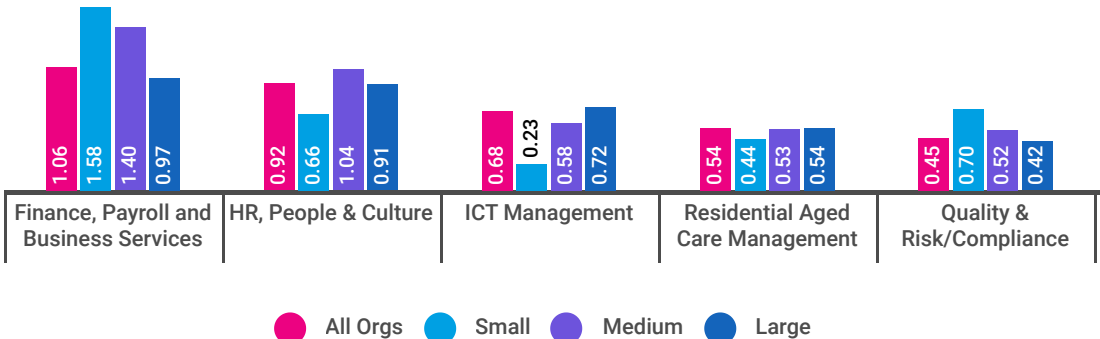
Total Corporate Office FTE and Head Count per \$10m of Operating Revenue



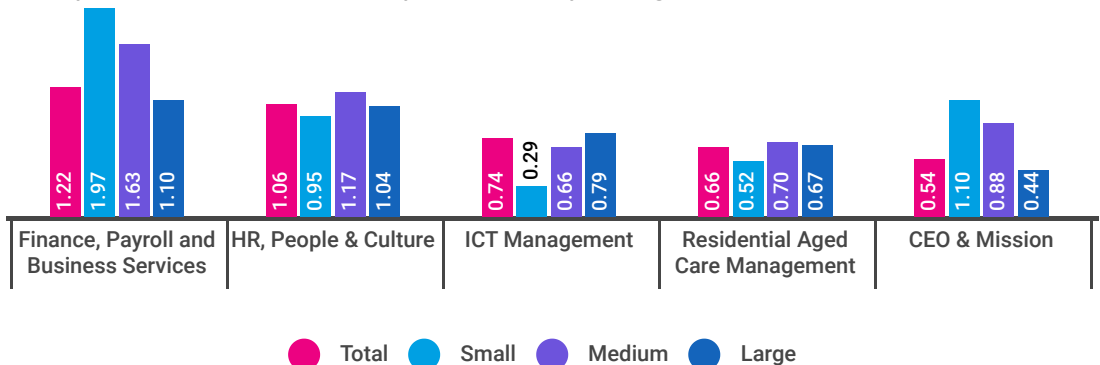
Small organisations rely more on part-time staff, with a larger gap between FTEs (6.68) and headcount (8.74) per \$10m revenue than their larger counterparts. This reflects their smaller revenue bases, where spreading responsibilities across multiple part-time or fractional roles is often more viable than employing full-time specialists.

Finance and HR dominate corporate staffing, together making up roughly one-third of FTEs. These functions remain the most resource-intensive across all organisation sizes, driven by the need to manage payroll, compliance, and workforce requirements regardless of scale.

Top 5 Cost Centre FTE's per \$10m of Operating Revenue



Top 5 Cost Centre Headcounts per \$10m of Operating Revenue



YTD Dec-24 Detailed Review as % of Total Assets



Participant Profile

As discussed throughout the report, there are very different insights identified when comparing costs as a percentage of revenue or assets, therefore the detailed review has been replicated using size groupings based on their total assets for the purpose of data analysis. The parameters for these groupings and the number of respondents in each category are as follows:

Small - < \$120m total assets - *22 organisations*

Medium - Total assets between \$120m-\$500m - *19 organisations*

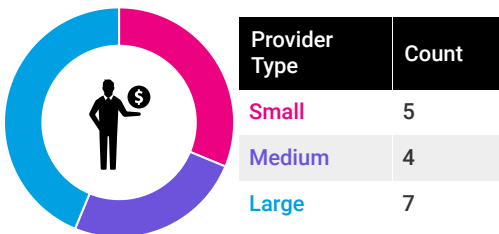
Large - Total assets >\$500m - *23 organisations*

Providers by Size



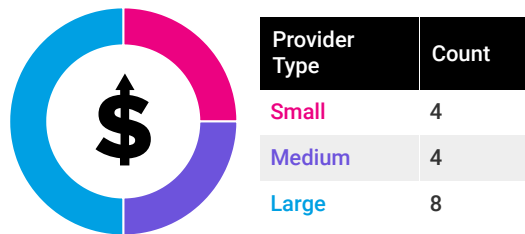
Provider Type	Count
Small	22
Medium	19
Large	23

First 25% by Corporate Costs as % of Total Assets



The participants were ranked by their total corporate costs as a % of total assets. The organisations with the lowest % have been placed in the top 25%. The majority of providers in the top quartile were large organisations, which indicates efficiencies through economies of scale.

First 25% by EBITDA as % of Total Assets

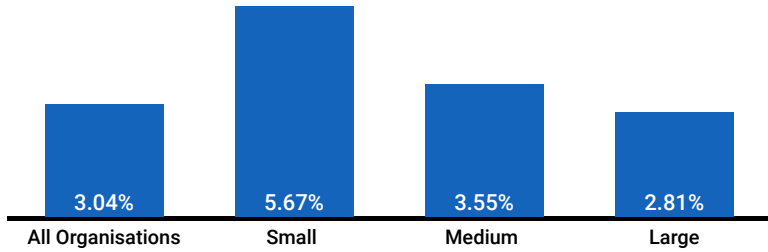


The participants have also been ranked by their operating EBITDA as a % of total assets. The organisations with the highest % have been placed in the top 25%. Large organisations dominate the composition of this too, which is related to the improved performance Residential Care sector.

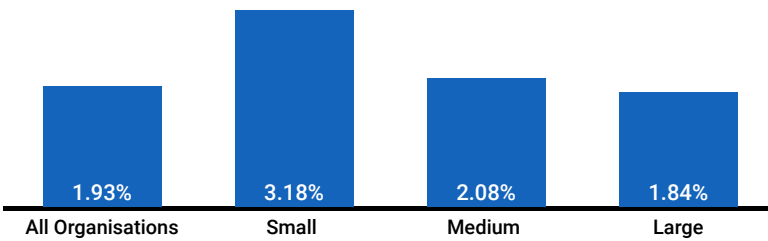
YTD Dec-24 Detailed Review - Corporate Costs as % of Assets



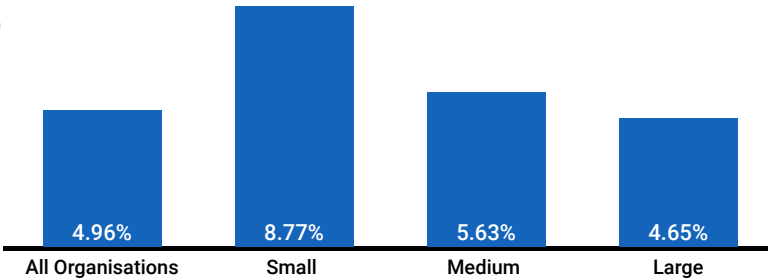
Corporate Staff Costs as a % of Total Assets



Non-Staff Related Corporate Costs as a % of Total Assets



Total Corporate Costs as a % of Total Assets



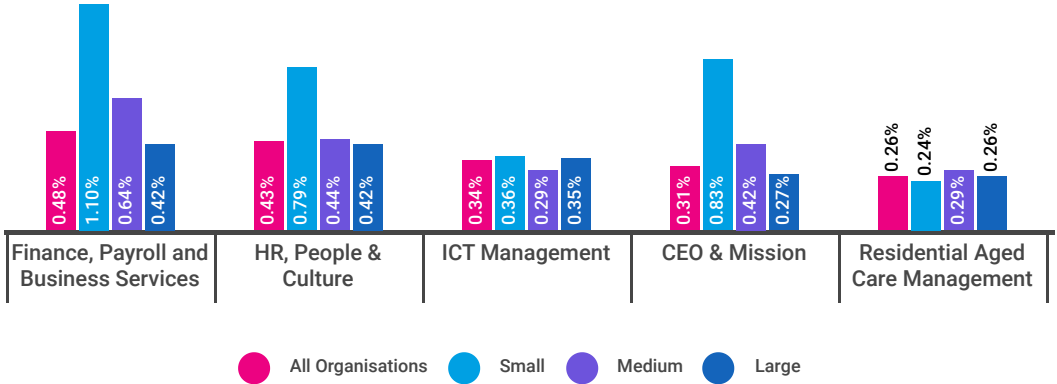
When using total assets to classify organisation size, the relationship with corporate costs as a proportion highlights the impact of mandatory corporate functions in aged care. Small providers (< \$120m Assets) spend 8.77% of their asset base per annum on corporate expenses, which is 3.81% more than the survey average.

This is likely because essential functions such as executive management, finance and regulatory compliance must be funded regardless of scale. These fixed requirements represent a larger proportion of their smaller balance sheets. This points to the growing importance of scale in aged care, where regulatory, compliance and governance requirements have a minimum cost that leaves smaller organisation structurally disadvantaged. This is one reason for the level of consolidation that is continuing to occur across the sector.

By contrast, Medium providers (\$120m–\$500m Assets) and Large providers (over \$500m Assets) achieve lower relative expenditure at 5.63% and 4.65% respectively. Medium organisations remain above the average of 4.96%, indicating only partial efficiency gains, while Large organisations demonstrate the full benefit of scale.

YTD Dec-24 Review by Size - Top 5 Expenses

Top 5 Corporate Staff Cost Centres as a % of Total Assets

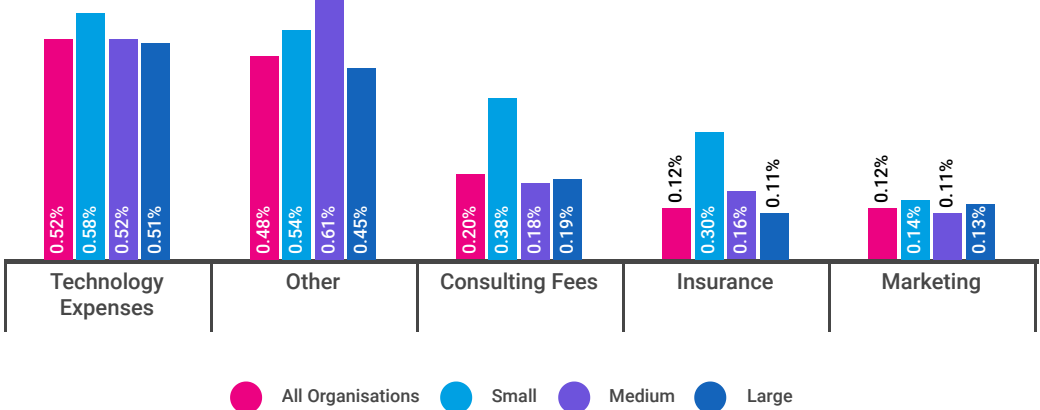


Small providers are the highest spenders on staff costs in 4 out of the 5 main corporate cost centres. The exception is Residential Aged Care Management, where their lower asset base and business models place more emphasis on In-home care. This is reflected in revenue mix, with Residential Aged Care accounting for only 56.2% of their total revenue compared with 71.8% for Large providers.

ICT Management staff costs are the only top 5 cost centre where Large providers (0.35%) outspend Medium providers (0.29%).

Top 5 Non-Staff Related Corporate Costs as a % of Total Assets

*Excluding Depreciation & Amortisation

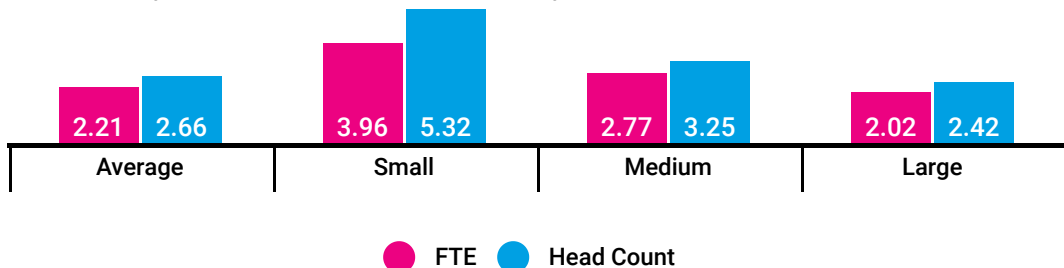


For Large sized providers, Technology Expenses are the largest non-staff corporate cost at 0.51 percent of total assets, however this is still lower than their smaller sized counterparts, which demonstrates clear economies of scale.

Insurances appear to be another necessary cost which is diluted as size of the organisation increases with both Small and Medium sized providers spending 0.30% and 0.16% respectively as a proportion of total assets, which is still below the survey average (0.12%) heavily swayed by the Large providers spend of 0.11% of total assets.

YTD Dec-24 Detailed Review - FTE & Head Count as % of Total Assets

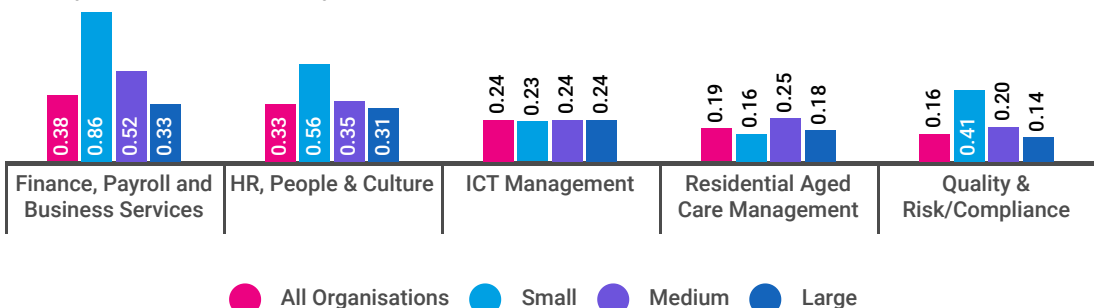
Total Corporate Office FTE and Head Count per \$10m of Total Assets



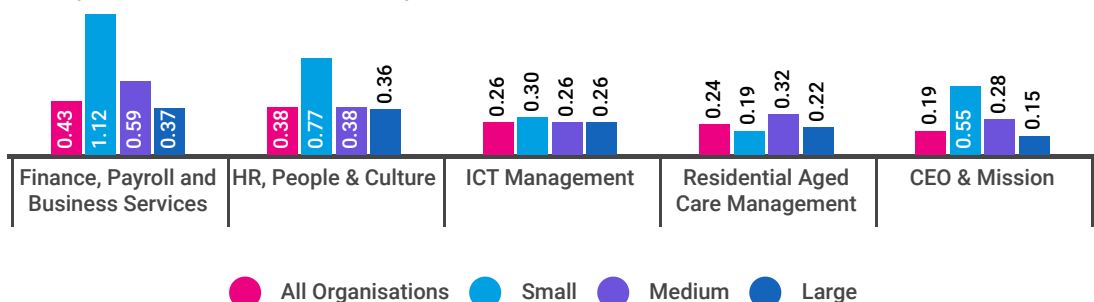
Large providers have the lowest full time equivalent (FTE) and Headcount per \$10m of Total Assets. Small organisations have a much higher than average FTE and Headcount per \$10m of Total Assets for Quality & Risk/Compliance and Finance, Payroll & Business Services, which reinforces the narrative throughout the report regarding legislative reporting and compliance requirements impact on smaller organisations.

The data shows that CEO & Mission staff are in the top 5 cost centres for Headcounts, however on a FTE basis they actually fall to 7th, which indicates that organisations are using different methods of resourcing executive staff such as Virtual and Part-time CFO roles or that these roles are part-time and supplemented by consultants when required.

Top 5 Cost Centre FTE's per \$10m of Total Assets

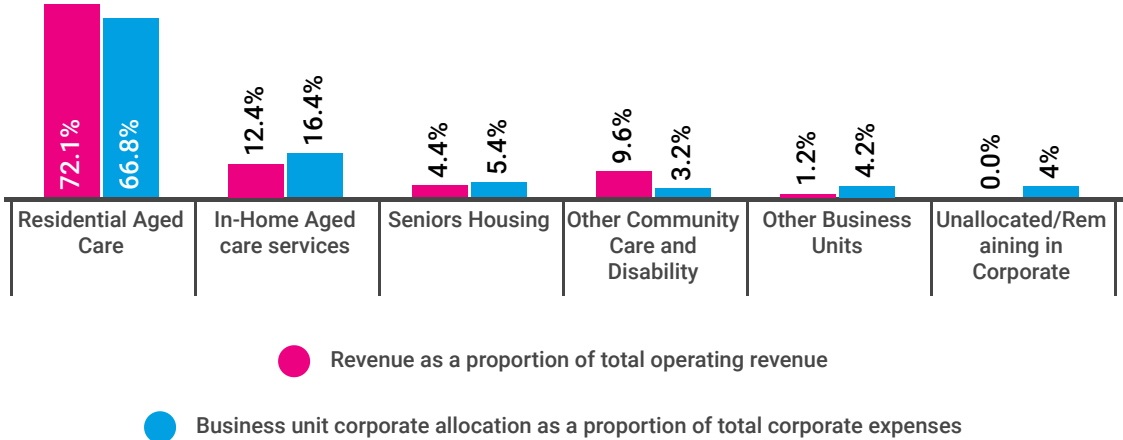


Top 5 Cost Centre Headcounts per \$10m of Total Assets

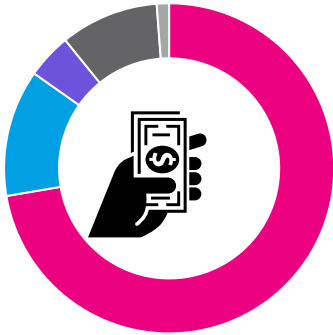


YTD Dec-24 Detailed Review - Revenue and Corporate Cost Allocations

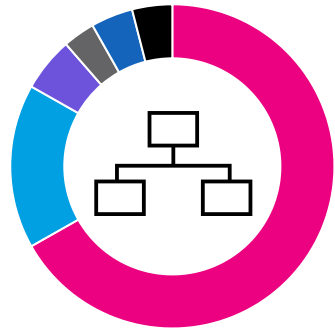
Business Unit Revenue and Corporate Cost Allocation %



Business Unit Revenue Allocation



Business Unit Corporate Cost Allocation



Business Unit	% Allocation	Business Unit	% Allocation
Residential Care	72.1%	Residential Care	66.8%
In-Home Care	12.4%	In-Home Care	16.4%
Seniors Housing	4.4%	Seniors Housing	5.4%
Other Community Care and Disability	9.6%	Other Community Care and Disability	3.2%
Other Business Units	1.2%	Other Business Units	4.2%
Unallocated/remaining	0%	Unallocated/remaining	4.0%

Residential Care accounts for 72.1% of Survey revenue, and 66.8% of total corporate costs are allocated to this service stream. By contrast, In-Home Care (Home Care and CHSP) contributes only 12.4% of revenue but absorbs 16.4% of corporate costs. This suggests that there is a disproportionately higher administrative burden associated with delivering in-home care relative to its contribution to revenue.

Appendix 1 - Detailed Data Table

Total Corporate Cost Allocation as % of Operating Revenue

Total Corporate Cost Centre Allocation as a % of Operating Revenue

(% of Operating Revenue)	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	1.39%	1.46%	0.07%
Strategy and Projects	0.52%	0.61%	0.08%
Finance, Payroll and Business Services	2.20%	2.01%	(0.19%)
Procurement	0.18%	0.19%	0.01%
HR, People & Culture	1.82%	1.87%	0.05%
Quality & Risk/Compliance	0.82%	0.86%	0.04%
Marketing and Business Development	0.68%	0.71%	0.03%
Sales	0.24%	0.26%	0.03%
ICT Management	2.14%	2.28%	0.14%
Property Services	0.67%	0.73%	0.06%
Hotel Services	0.08%	0.08%	0.00%
Residential Aged Care Management	1.20%	1.10%	(0.10%)
In-Home Aged Care Services	0.53%	0.59%	0.06%
Seniors Housing Management	0.21%	0.28%	0.07%
Disability Services	0.01%	0.01%	0.00%
Other Community Programs	0.10%	0.08%	(0.01%)
Other Support Services	0.53%	0.47%	(0.05%)
Other	0.34%	0.34%	0.00%
Total Corporate Administration Costs	13.67%	13.96%	0.29%

Appendix 2 - Detailed Data Table

Corporate Staff Costs as % of Operating Revenue

Corporate Staff Costs as a % of Operating Revenue

(% of Operating Revenue)	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	0.84%	0.88%	0.04%
Strategy and Projects	0.28%	0.33%	0.05%
Finance, Payroll and Business Services	1.43%	1.36%	(0.06%)
Procurement	0.11%	0.12%	0.01%
HR, People & Culture	1.21%	1.22%	0.01%
Quality & Risk/Compliance	0.63%	0.70%	0.07%
Marketing and Business Development	0.33%	0.38%	0.04%
Sales	0.20%	0.22%	0.02%
ICT Management	0.85%	0.96%	0.11%
Property Services	0.36%	0.38%	0.02%
Hotel Services	0.07%	0.07%	0.00%
Residential Aged Care Management	0.66%	0.74%	0.08%
In-Home Aged Care Services	0.36%	0.37%	0.01%
Seniors Housing Management	0.18%	0.18%	0.00%
Disability Services	0.00%	0.00%	0.00%
Other Community Programs	0.08%	0.08%	0.00%
Other Support Services	0.36%	0.33%	(0.02%)
Other	0.19%	0.20%	0.02%
Total Corporate Staff Costs	8.13%	8.54%	0.41%

Appendix 3 – Detailed Data Table

Non-Staff Corporate Costs as % of Operating Revenue

Non-Staff Related Corporate Costs as a % of Operating Revenue

(% of Operating Revenue)	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
Consulting Fees	0.63%	0.55%	(0.08%)
Audit Fees	0.08%	0.08%	0.00%
Depreciation & Amortisation	0.75%	0.68%	(0.07%)
Education / Conferences	0.11%	0.11%	0.00%
Insurance	0.35%	0.34%	(0.01%)
Project Opex	0.22%	0.30%	0.08%
Technology Expenses	1.44%	1.45%	0.01%
Marketing	0.35%	0.35%	0.00%
Rent/ Rental property expense	0.14%	0.12%	(0.02%)
Finance Costs	0.11%	0.10%	(0.01%)
Other	1.38%	1.35%	(0.03%)
Total Non-Staff Corporate Costs	5.55%	5.43%	(0.12%)

Appendix 4 - Detailed Data Table

Total Corporate Cost Allocation as % of Total Assets

Total Corporate Cost Centre Allocation as a % of Total Assets

(% of Total Assets)	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	0.46%	0.52%	0.06%
Strategy and Projects	0.17%	0.22%	0.05%
Finance, Payroll and Business Services	0.73%	0.72%	(0.01%)
Procurement	0.06%	0.07%	0.01%
HR, People & Culture	0.60%	0.66%	0.06%
Quality & Risk/Compliance	0.27%	0.31%	0.04%
Marketing and Business Development	0.23%	0.25%	0.02%
Sales	0.08%	0.09%	0.01%
ICT Management	0.71%	0.81%	0.10%
Property Services	0.22%	0.26%	0.04%
Hotel Services	0.03%	0.03%	0.00%
Residential Aged Care Management	0.40%	0.39%	(0.01%)
In-Home Aged Care Services	0.18%	0.21%	0.03%
Seniors Housing Management	0.07%	0.10%	0.03%
Disability Services	0.00%	0.10%	0.10%
Other Community Programs	0.03%	0.03%	0.00%
Other Support Services	0.18%	0.17%	(0.01%)
Other	0.11%	0.12%	0.01%
Total Corporate Administration Costs	4.55%	4.96%	0.41%

Appendix 5 - Detailed Data Table

Corporate Staff Costs as % of Total Assets

Corporate Staff Costs as a % of Total Assets

(% of Operating Revenue)	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	0.28%	0.31%	0.03%
Strategy and Projects	0.09%	0.12%	0.03%
Finance, Payroll and Business Services	0.48%	0.48%	0.00%
Procurement	0.04%	0.04%	0.00%
HR, People & Culture	0.40%	0.43%	0.03%
Quality & Risk/Compliance	0.21%	0.25%	0.04%
Marketing and Business Development	0.11%	0.13%	0.02%
Sales	0.07%	0.08%	0.01%
ICT Management	0.28%	0.34%	0.06%
Property Services	0.12%	0.14%	0.02%
Hotel Services	0.02%	0.03%	0.01%
Residential Aged Care Management	0.22%	0.26%	0.04%
In-Home Aged Care Services	0.12%	0.13%	0.01%
Seniors Housing Management	0.06%	0.07%	0.01%
Disability Services	0.00%	0.00%	0.00%
Other Community Programs	0.03%	0.03%	0.00%
Other Support Services	0.12%	0.12%	0.00%
Other	0.06%	0.07%	0.01%
Total Corporate Staff Costs	2.71%	3.04%	0.33%

Appendix 6 - Detailed Data Table

Non-Staff Corporate Costs as % of Total Assets

Non-Staff Related Corporate Costs as a % of Assets

(% of Total Assets)	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
Consulting Fees	0.21%	0.20%	(0.01%)
Audit Fees	0.03%	0.03%	0.00%
Depreciation & Amortisation	0.25%	0.24%	(0.01%)
Education / Conferences	0.04%	0.04%	0.00%
Insurance	0.12%	0.12%	0.00%
Project Opex	0.07%	0.11%	0.04%
Technology Expenses	0.48%	0.52%	0.04%
Marketing	0.12%	0.12%	0.00%
Rent/ Rental property expense	0.05%	0.04%	(0.01%)
Finance Costs	0.04%	0.04%	0.00%
Other	0.46%	0.48%	0.02%
Total Non-Staff Corporate Costs	1.85%	1.93%	0.08%

Appendix 7 - Head Count per \$10 million of Operating Revenue

Employee Head Count per \$10m of Operating Revenue

	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	0.60	0.54	(0.06)
Strategy and Projects	0.25	0.26	0.01
Finance, Payroll and Business Services	1.29	1.22	(0.07)
Procurement	0.11	0.10	(0.01)
HR, People & Culture	1.12	1.06	(0.07)
Quality & Risk/Compliance	0.54	0.52	(0.02)
Marketing and Business Development	0.36	0.34	(0.01)
Sales	0.22	0.21	(0.01)
ICT Management	0.75	0.74	(0.01)
Property Services	0.41	0.37	(0.03)
Hotel Services	0.08	0.08	0.00
Residential Aged Care Management	0.74	0.66	(0.08)
In-Home Aged Care Services	0.43	0.40	(0.02)
Seniors Housing Management	0.16	0.14	(0.02)
Disability Services	0.01	0.01	0.00
Other Community Programs	0.10	0.09	(0.01)
Other Support Services	0.51	0.46	(0.06)
Other Employees	0.28	0.28	0.00
Total Corporate Office	7.94	7.49	(0.45)

Appendix 8 - FTEs per \$10 million of Operating Revenue

FTEs per \$10m of Operating Revenue

	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	0.39	0.35	(0.04)
Strategy and Projects	0.20	0.21	0.01
Finance, Payroll and Business Services	1.12	1.06	(0.06)
Procurement	0.10	0.09	(0.01)
HR, People & Culture	0.94	0.92	(0.02)
Quality & Risk/Compliance	0.45	0.45	0.00
Marketing and Business Development	0.27	0.28	0.01
Sales	0.19	0.19	0.00
ICT Management	0.66	0.68	0.01
Property Services	0.36	0.33	(0.03)
Hotel Services	0.07	0.06	0.00
Residential Aged Care Management	0.56	0.54	(0.03)
In-Home Aged Care Services	0.33	0.31	(0.02)
Seniors Housing Management	0.14	0.12	(0.01)
Disability Services	0.01	0.01	0.00
Other Community Programs	0.06	0.06	0.00
Other Support Services	0.41	0.37	(0.04)
Other Employees	0.17	0.18	0.01
Total Corporate Office	6.45	6.23	(0.22)

Appendix 9 - Headcount per \$10 million of Total Assets

Headcount per \$10m of Total Assets

	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	0.20	0.19	(0.01)
Strategy and Projects	0.08	0.09	0.01
Finance, Payroll and Business Services	0.43	0.43	0
Procurement	0.04	0.04	0.00
HR, People & Culture	0.37	0.38	0.00
Quality & Risk/Compliance	0.18	0.19	0.01
Marketing and Business Development	0.12	0.12	0.00
Sales	0.07	0.08	0.00
ICT Management	0.25	0.26	0.01
Property Services	0.13	0.13	0.00
Hotel Services	0.03	0.03	0.00
Residential Aged Care Management	0.25	0.24	(0.01)
In-Home Aged Care Services	0.14	0.14	0.00
Seniors Housing Management	0.05	0.05	0.00
Disability Services	0.00	0.00	0.00
Other Community Programs	0.03	0.03	0.00
Other Support Services	0.17	0.16	(0.01)
Other Employees	0.09	0.10	0.01
Total Corporate Office	2.64	2.66	0.02

Appendix 10 - FTEs per \$10 million of Total Assets

FTEs per \$10m of Total Assets

	FY24	YTD Dec-24	Variance FY24 - YTD Dec 24
CEO & Mission	0.13	0.12	(0.01)
Strategy and Projects	0.07	0.08	0.01
Finance, Payroll and Business Services	0.37	0.38	0.01
Procurement	0.03	0.03	0.00
HR, People & Culture	0.31	0.33	0.02
Quality & Risk/Compliance	0.15	0.16	0.01
Marketing and Business Development	0.09	0.10	0.01
Sales	0.06	0.07	0.01
ICT Management	0.22	0.24	0.02
Property Services	0.12	0.12	0.00
Hotel Services	0.02	0.02	0.00
Residential Aged Care Management	0.19	0.19	0.00
In-Home Aged Care Services	0.11	0.11	0.00
Seniors Housing Management	0.05	0.04	(0.01)
Disability Services	0.00	0.00	0.00
Other Community Programs	0.02	0.02	0.00
Other Support Services	0.14	0.13	(0.01)
Other Employees	0.06	0.06	0.01
Total Corporate Office	2.15	2.21	0.07

Appendix 11 - Detailed Data Table

Corporate Cost Allocation as % of Operating Revenue

YTD Dec-24

Total Corporate Cost Centre Allocation as a % of Operating Revenue

(% of Operating Revenue)	All Orgs	Small	Medium	Large
CEO & Mission	1.46%	2.28%	2.15%	1.27%
Strategy and Projects	0.61%	0.11%	0.67%	0.62%
Finance, Payroll and Business Services	2.01%	2.41%	2.58%	1.88%
Procurement	0.19%	0.06%	0.23%	0.19%
HR, People & Culture	1.87%	1.28%	2.29%	1.82%
Quality & Risk/Compliance	0.86%	1.31%	0.91%	0.82%
Marketing and Business Development	0.71%	0.56%	0.79%	0.71%
Sales	0.26%	0.15%	0.06%	0.31%
ICT Management	2.28%	1.23%	1.80%	2.44%
Property Services	0.73%	0.52%	0.81%	0.73%
Hotel Services	0.08%	0.16%	0.10%	0.08%
Residential Aged Care Management	1.10%	1.13%	0.77%	1.16%
In-Home Aged Care Services	0.59%	0.65%	0.49%	0.61%
Seniors Housing Management	0.28%	0.36%	0.18%	0.30%
Disability Services	0.01%	-	0.05%	-
Other Community Programs	0.08%	-	0.13%	0.08%
Other Support Services	0.47%	1.14%	0.64%	0.40%
Other	0.34%	0.38%	0.23%	0.36%
Total Corporate Administration Costs	13.96%	13.74%	14.87%	13.79%

Small - < \$50m operating revenue

Medium - Operating revenue between \$50m-\$150m

Large - Operating revenue >\$150m

Appendix 12 - Detailed Data Table

Corporate Staff Costs as % of Operating Revenue

YTD Dec-24

Corporate Staff Costs as a % of Operating Revenue

(% of Operating Revenue)	All Orgs	Small	Medium	Large
CEO & Mission	0.88%	1.76%	1.13%	0.78%
Strategy and Projects	0.33%	0.08%	0.40%	0.33%
Finance, Payroll and Business Services	1.36%	1.90%	1.83%	1.24%
Procurement	0.12%	0.06%	0.17%	0.12%
HR, People & Culture	1.22%	0.91%	1.36%	1.21%
Quality & Risk/Compliance	0.70%	1.03%	0.78%	0.66%
Marketing and Business Development	0.38%	0.29%	0.50%	0.36%
Sales	0.22%	0.15%	0.05%	0.26%
ICT Management	0.96%	0.37%	0.72%	1.04%
Property Services	0.38%	0.29%	0.60%	0.35%
Hotel Services	0.07%	0.16%	0.08%	0.06%
Residential Aged Care Management	0.74%	0.60%	0.61%	0.78%
In-Home Aged Care Services	0.37%	0.55%	0.31%	0.37%
Seniors Housing Management	0.18%	0.08%	0.16%	0.20%
Disability Services	0.00%	-	0.03%	-
Other Community Programs	0.08%	-	0.11%	0.07%
Other Support Services	0.33%	0.51%	0.45%	0.30%
Other	0.20%	0.23%	0.16%	0.21%
Total Corporate Staff Costs	8.54%	8.97%	9.43%	8.34%

Small - < \$50m operating revenue

Medium - Operating revenue between \$50m-\$150m

Large - Operating revenue >\$150m

Appendix 13 - Detailed Data Table

Non-Staff Corporate Costs as % of Operating Revenue

YTD Dec-24

Non-Staff Related Corporate Costs as a % of Operating Revenue

(% of Operating Revenue)	All Orgs	Small	Medium	Large
Consulting Fees	0.55%	0.60%	0.52%	0.55%
Audit Fees	0.08%	0.20%	0.12%	0.07%
Depreciation & Amortisation	0.68%	0.38%	0.82%	0.67%
Education / Conferences	0.11%	0.12%	0.15%	0.11%
Insurance	0.34%	0.52%	0.45%	0.31%
Project Opex	0.30%	0.01%	0.13%	0.35%
Technology Expenses	1.45%	1.22%	1.16%	1.52%
Marketing	0.35%	0.28%	0.24%	0.37%
Rent/ Rental property expense	0.12%	0.14%	0.23%	0.10%
Finance Costs	0.10%	0.15%	0.26%	0.07%
Other	1.35%	1.33%	1.37%	1.34%
Total Non-Staff Corporate Costs	5.43%	4.95%	5.44%	5.45%

Small - < \$50m operating revenue

Medium - Operating revenue between \$50m-\$150m

Large - Operating revenue >\$150m

Appendix 14 - Detailed Data Table

Corporate Cost Centre Allocation as a % of Total Assets

YTD Dec-24

Corporate Cost Centre Allocation as a % of Total Assets

(% of Total Assets)	All Orgs	Small	Medium	Large
CEO & Mission	0.52%	1.30%	0.66%	0.45%
Strategy and Projects	0.22%	0.58%	0.14%	0.21%
Finance, Payroll and Business Services	0.72%	1.46%	0.90%	0.64%
Procurement	0.07%	0.06%	0.10%	0.06%
HR, People & Culture	0.66%	1.19%	0.77%	0.62%
Quality & Risk/Compliance	0.31%	0.83%	0.34%	0.27%
Marketing and Business Development	0.25%	0.43%	0.31%	0.23%
Sales	0.09%	0.06%	0.08%	0.10%
ICT Management	0.81%	0.74%	0.77%	0.82%
Property Services	0.26%	0.23%	0.41%	0.23%
Hotel Services	0.03%	0.08%	0.07%	0.02%
Residential Aged Care Management	0.39%	0.42%	0.38%	0.39%
In-Home Aged Care Services	0.21%	0.37%	0.28%	0.19%
Seniors Housing Management	0.10%	0.11%	0.07%	0.11%
Disability Services	0.00%	0.00%	0.02%	-
Other Community Programs	0.03%	-	0.04%	0.03%
Other Support Services	0.17%	0.78%	0.24%	0.13%
Other	0.12%	0.13%	0.05%	0.14%
Total Corporate Administration Costs	4.96%	8.77%	5.63%	4.65%

Small - < \$120m total assets

Medium - Total assets between \$120m-\$500m

Large - Total assets >\$500m

Appendix 15 - Detailed Data Table

Corporate Staff Costs as % of Total Assets

YTD Dec-24

Corporate Staff Costs as a % of Total Assets

(% of Total Assets)	All Orgs	Small	Medium	Large
CEO & Mission	0.31%	0.83%	0.42%	0.27%
Strategy and Projects	0.12%	0.28%	0.09%	0.12%
Finance, Payroll and Business Services	0.48%	1.10%	0.64%	0.42%
Procurement	0.04%	0.06%	0.07%	0.04%
HR, People & Culture	0.43%	0.79%	0.44%	0.42%
Quality & Risk/Compliance	0.25%	0.66%	0.28%	0.22%
Marketing and Business Development	0.13%	0.25%	0.17%	0.12%
Sales	0.08%	0.06%	0.07%	0.08%
ICT Management	0.34%	0.36%	0.29%	0.35%
Property Services	0.14%	0.13%	0.24%	0.11%
Hotel Services	0.03%	0.08%	0.06%	0.02%
Residential Aged Care Management	0.26%	0.24%	0.29%	0.26%
In-Home Aged Care Services	0.13%	0.32%	0.19%	0.11%
Seniors Housing Management	0.07%	0.01%	0.05%	0.07%
Disability Services	0.00%	0.00%	0.01%	-
Other Community Programs	0.03%	-	0.03%	0.03%
Other Support Services	0.12%	0.43%	0.17%	0.09%
Other	0.07%	0.08%	0.04%	0.08%
Total Corporate Staff Costs	3.04%	5.67%	3.55%	2.81%

Small - < \$120m total assets

Medium - Total assets between \$120m-\$500m

Large - Total assets >\$500m

Appendix 16 - Detailed Data Table

Non-Staff Corporate Costs as % of Total Assets

YTD Dec-24

Non-Staff Related Corporate Costs as a % of Total Assets

(% of Operating Revenue)	All Orgs	Small	Medium	Large
Consulting Fees	0.20%	0.38%	0.18%	0.19%
Audit Fees	0.03%	0.09%	0.04%	0.02%
Depreciation & Amortisation	0.24%	0.51%	0.21%	0.23%
Education / Conferences	0.04%	0.08%	0.07%	0.03%
Insurance	0.12%	0.30%	0.16%	0.11%
Project Opex	0.11%	0.16%	0.06%	0.11%
Technology Expenses	0.52%	0.58%	0.52%	0.51%
Marketing	0.12%	0.14%	0.11%	0.13%
Rent/ Rental property expense	0.04%	0.34%	0.03%	0.03%
Finance Costs	0.04%	0.06%	0.09%	0.02%
Other	0.48%	0.54%	0.61%	0.45%
Total Non-Staff Corporate Costs	1.93%	3.18%	2.08%	1.84%

Small - < \$120m total assets

Medium - Total assets between \$120m-\$500m

Large - Total assets >\$500m

Appendix 17 - Detailed Data Table

FTEs per \$10 million in Operating Revenue

YTD Dec-24

Number of FTEs per \$10m of Operating Revenue

	Average	Small	Medium	Large
CEO & Mission	0.35	0.88	0.48	0.29
Strategy and Projects	0.21	0.05	0.27	0.21
Finance, Payroll and Business Services	1.06	1.58	1.40	0.97
Procurement	0.09	0.05	0.13	0.08
HR, People & Culture	0.92	0.66	1.04	0.91
Quality & Risk/Compliance	0.45	0.70	0.52	0.42
Marketing and Business Development	0.28	0.25	0.37	0.27
Sales	0.19	0.18	0.04	0.22
ICT Management	0.68	0.23	0.58	0.72
Property Services	0.33	0.26	0.51	0.30
Hotel Services	0.06	0.34	0.06	0.05
Residential Aged Care Management	0.54	0.44	0.53	0.54
In-Home Aged Care Services	0.31	0.21	0.28	0.32
Seniors Housing Management	0.12	0.05	0.10	0.13
Disability Services	0.01	-	0.02	0.00
Other Community Programs	0.06	0.05	0.08	0.06
Other Support Services	0.37	0.54	0.46	0.34
Other Employees	0.18	0.20	0.14	0.19
Total Corporate Office	6.23	6.68	7.01	6.05

Small - < \$50m operating revenue

Medium - Operating revenue between \$50m-\$150m

Large - Operating revenue >\$150m

Appendix 18 - Detailed Data Table

Head Count per \$10 million in Operating Revenue

YTD Dec-24

Employee Head Count per \$10m of Operating Revenue

	Average	Small	Medium	Large
CEO & Mission	0.54	1.10	0.88	0.44
Strategy and Projects	0.26	0.28	0.29	0.25
Finance, Payroll and Business Services	1.22	1.97	1.63	1.10
Procurement	0.10	0.07	0.16	0.09
HR, People & Culture	1.06	0.95	1.17	1.04
Quality & Risk/Compliance	0.52	0.89	0.59	0.49
Marketing and Business Development	0.34	0.33	0.43	0.33
Sales	0.21	0.27	0.04	0.24
ICT Management	0.74	0.29	0.66	0.79
Property Services	0.37	0.34	0.54	0.34
Hotel Services	0.08	0.43	0.08	0.05
Residential Aged Care Management	0.66	0.52	0.70	0.67
In-Home Aged Care Services	0.40	0.26	0.41	0.41
Seniors Housing Management	0.14	0.05	0.12	0.15
Disability Services	0.01	-	0.03	0.00
Other Community Programs	0.09	0.07	0.08	0.09
Other Support Services	0.46	0.63	0.61	0.41
Other Employees	0.28	0.29	0.23	0.28
Total Corporate Office	7.49	8.74	8.65	7.18

Small - < \$50m operating revenue

Medium - Operating revenue between \$50m-\$150m

Large - Operating revenue >\$150m

Appendix 19 - Detailed Data Table

FTEs per \$10 million in Total Assets

YTD Dec-24

Number of FTEs per \$10m of Total Assets

	Average	Small	Medium	Large
CEO & Mission	0.12	0.37	0.20	0.10
Strategy and Projects	0.08	0.18	0.07	0.07
Finance, Payroll and Business Services	0.38	0.86	0.52	0.33
Procurement	0.03	0.03	0.05	0.03
HR, People & Culture	0.33	0.56	0.35	0.31
Quality & Risk/Compliance	0.16	0.41	0.20	0.14
Marketing and Business Development	0.10	0.16	0.14	0.09
Sales	0.07	0.06	0.07	0.07
ICT Management	0.24	0.23	0.24	0.24
Property Services	0.12	0.12	0.19	0.10
Hotel Services	0.02	0.16	0.05	0.01
Residential Aged Care Management	0.19	0.16	0.25	0.18
In-Home Aged Care Services	0.11	0.11	0.16	0.10
Seniors Housing Management	0.04	0.00	0.03	0.05
Disability Services	0.00	0.00	0.01	0.00
Other Community Programs	0.02	0.02	0.02	0.02
Other Support Services	0.13	0.44	0.18	0.10
Other Employees	0.06	0.08	0.03	0.07
Total Corporate Office	2.21	3.96	2.77	2.02

Small - < \$120m total assets

Medium - Total assets between \$120m-\$500m

Large - Total assets >\$500m

Appendix 20 - Detailed Data Table

Head Count per \$10 million in Total Assets

YTD Dec-24

Employee Head Count per \$10m of Total Assets

	Average	Small	Medium	Large
CEO & Mission	0.19	0.55	0.28	0.15
Strategy and Projects	0.09	0.29	0.08	0.08
Finance, Payroll and Business Services	0.43	1.12	0.59	0.37
Procurement	0.04	0.07	0.06	0.03
HR, People & Culture	0.38	0.77	0.38	0.36
Quality & Risk/Compliance	0.19	0.53	0.22	0.16
Marketing and Business Development	0.12	0.21	0.16	0.11
Sales	0.08	0.10	0.07	0.07
ICT Management	0.26	0.30	0.26	0.26
Property Services	0.13	0.16	0.20	0.12
Hotel Services	0.03	0.19	0.07	0.01
Residential Aged Care Management	0.24	0.19	0.32	0.22
In-Home Aged Care Services	0.14	0.15	0.20	0.13
Seniors Housing Management	0.05	0.00	0.04	0.05
Disability Services	0.00	0.00	0.01	0.00
Other Community Programs	0.03	0.03	0.02	0.03
Other Support Services	0.16	0.54	0.23	0.13
Other Employees	0.10	0.12	0.04	0.11
Total Corporate Office	2.66	5.32	3.25	2.42

Small - < \$120m total assets

Medium - Total assets between \$120m-\$500m

Large - Total assets >\$500m