

BOARD COMMUNIQUE

OCTOBER 2025

The Board acknowledges the 60+ First Nations languages across Western Australia, where St John WA team members reside and engage with community. Today, we'd like welcome (nyinda wangga — you are welcome) the Yamatji Peoples of Geraldton region (Jambinu) including the peoples of Amangu, Naaguja, Wadjarri, Nanda, Badimia, plus connections to Martu people from the Western Desert region.

St John WA Board

The Board is the governing body of St John WA and is accountable to members and stakeholders. At the uppermost level, the Board has four distinct roles:

- **Role 1:** GCEO oversight and resourcing
- **Role 2:** Oversight of performance and accountability
- **Role 3:** Oversight of compliance and risk
- **Role 4:** Set strategic direction

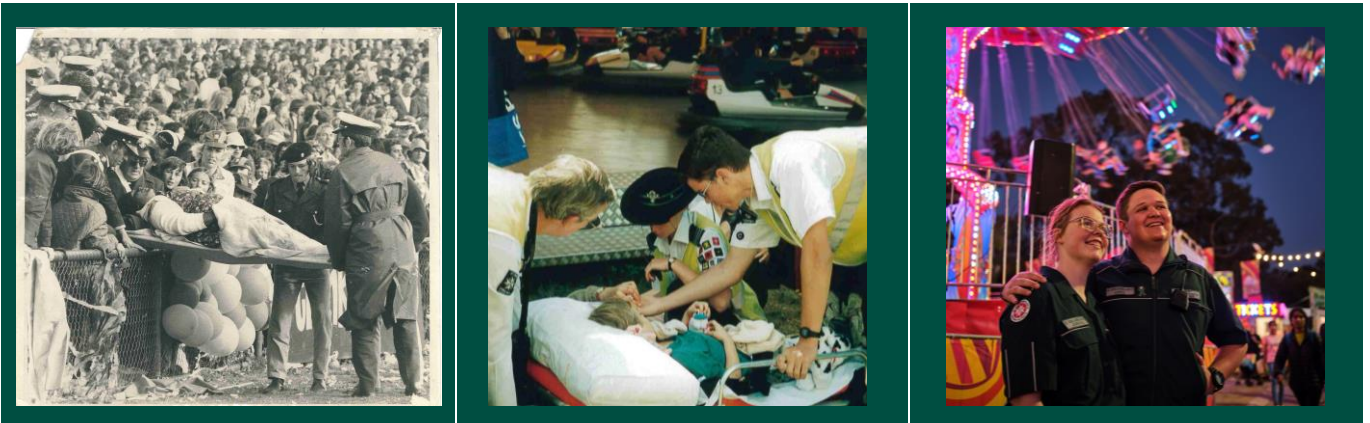
In performing its duties, the Board follows the Corporations Act 2001 (Cth), St John WA Constitution, the Australian Charities and Not-for-Profits Commission's Governance Standards and aspires to follow the AICD Governance Principles and other good governance standards.

Highlights of the October Board meeting

The Board met this October, as its 'red', or performance and accountability meeting, which enables the Board to perform all four Roles, according to the Board Charter. In this meeting, the Board travelled through its oversight role via Management's Quarterly Operational Report and Quarterly Strategic Report, and dove a little deeper into progress being made in the brand and innovation space – to the extent it approved an investment in a digital innovation in the Community Stream.

Acknowledgement and Respect

- Board Director Elisa Fear acknowledged country, recognising all First Nations on which the lands of St John WA – that is the full state of Western Australia. She paid respect to the First Nations people for their care, stewardship and guidance of land for 60,000 years.
- Board Director Jeffrey Williams paid respect to the global St John movement, in this case the history of St John WA uniting Royal Show today, compared to when it all started for SJWA's 'brigade' at the Show over a two-year period from 1902 to 1904.



Board meeting items

The Board meeting commenced with its quarterly standing item check on adherence to Code of Conduct and Compliance. This reporting commenced two years ago and is now thoroughly considered. Board Directors heard of misconduct matters, including the types, resolution and tracking of such items, and organisation-wide learnings from patterns unfolding.

Quarterly Operational Report

GCEO group umbrella presentation highlighted that stakeholder engagement scores tracked at greater than 75% for the sixth consecutive quarter, and a stable positioning in consumer or customer Net Promotor Score with GP and Urgent Care engagement increasing. The Board noted an increase in loss time injury in the last quarter due to acoustic matters in the State Control Centre – as well as the plan to remediate and care for team members. The overall net deficit budget is tracking slightly favourably, due mostly to timing differences regarding anticipated overheads.

Service Stream One: Preventative

Board members heard of that the team members and consumers enjoyed the opening of the new Bassendean and Bunbury First Aid Training Centres – with the latter having a special partnership celebration with Bunbury Chamber of Commerce. Further progress unfolded with Mental Health Awareness for Apprentices in partnership with Master Builders Association.

At this meeting, the SJWA Board thanked the Governor of WA for his generous gifting towards the expansion of First Aid Yarning program.

Service Stream Two: Community

The Board noted the positive impact of the new technologies used for SJWA's Urgent Care Centres, where patients and management can see, in real time, wait time dashboards. Further discussion was held on Kelmscott's SJWA UCC opening, already seeing twice as many patients now in its stand-alone facility. The Board discussed how SJWA's UCC were heading towards its one millionth patient, and this support of WA's health system.

Regarding Event Health Services much growth and interest was noted with 655 Event Ambulance Officers and 207 volunteers currently being training – this represented large and diverse community interest and connection.

Of note in this Stream, is the loss time injury frequency rate being zero – the Board congratulated all involved in this achievement.

Service Stream Three: Emergency

The Board heard and applauded, the performance of SJWA's Emergency Stream, and its partners, during a tough winter of system-wide pressures, noting metropolitan ambulance workload being upped by 6.7%. Board also discussed Patient Transport and Community Transport volumes being 5.4% higher in this quarter. Board also noted the implementation and enactment of the Paramedic Enterprise Agreement in this quarter gone. The Board discussed learnings of the release of the Ambulance Victoria Inquiry.

Driven through this Stream, the Board discussed the first-of-its-kind Psychological Safety and Wellbeing Survey launched, and thanked all involved for the high uptake and engagement by team members.

Corporate Stream: People

The Board discussed the \$22m per year, SJWA invests in volunteering, with the likes of the Volunteer Development Pathway to be piloted, and the Lead with Heart Leadership Series in action. Board noted that two of five SJWA Enterprise Bargaining Agreements were in action, and that an Annual Salary Review for non-EBA team members was complete.

Across the organisation, the Board noted annual review showed National Child Safeguarding to National Principles had been met.

The Board noted the nomination process unfolding for the 2025 and 2026 Values Awards – a new Awards system being highly celebrated by team members.

Corporate Stream: Enterprise Performance

The Board considered progress to the six Enterprise Performance teams, across finance, supply chain, digital services, legal, risk and governance, property, and business intelligence.

Board tracked financial performance and risk management, aligned to the pre-determined deficit (investment) budget. Regarding the management of funds in SJWA volunteer sub centres across WA, the Board noted the progress being made to meet the advanced governance standards.

Property investment oversight continues to be watched by Board, and it was noted that yet-again, substantial projects are being delivered on time and on budget – providing great satisfaction to the Board. Regarding digital services, the Board also leant in when noting the Triple Zero (000) digital advancements as testing and learning unfolded. The Board supported the Digital Services team-member quarter ahead with major system go-live milestones including improved governance and user engagements upgrades. Likewise, Board recognised the considerable work unfolding in the supply chain team caught the Board's attention.

Quarterly Strategic Report

The Board was presented with tracking of the Strategic Plan. With only three quarters remaining of the three-year Strategic Plan (to June 2026) the organisation has progressed almost 75% of what it had planned for. Within such tracking the Board also evaluated the organisation's commitment to ES (P) G, with 14 of its 19 commitments on track. Board analysed the quarter-by-quarter results of the 10 metrics aligned to the strategic plan, with the number of connections with community slightly down on the same quarter one year ago.

Focus Topic: St John WA Brand and Research

The Board discussed 'brand' as a major cog in the company's activity system, with conversation focused on the future movement of diversification of storyline and positioning being advantageous for both team-engagement and consumer-engagement. Management presented recent research into consumer behaviour as SJWA steps into 'helping WA communities' category. One highlight was the company's new use of humour in engaging with new audiences, in particular younger audiences, in helping such consumers to increase their awareness of the breadth of service St John WA offers.

The Board supported appropriate brand and marketing investment for SJWA in:

- Driving consumer awareness of products and services
- Enhancing employee value proposition and volunteer value proposition
- Building longer lasting consumer 'connection' and engagement between services – with all three forms of investment helping edge closer to the organisations' 2030 Strategic Direction.

Focus Topic: SJWA Pioneer + Digital Investment

The Board discussed and approved a moderate investment (albeit within GCEO's Delegation of Authority) towards an AI-powered tool to support clinicians in the SJWA Community Stream with their administration needs.

Board Committees quarterly progress

Board's Nominations and Remuneration Committee

Chair of Committee prompted Board Directors to complete their online Annual Performance Review, discussed and approved Board Director Remuneration changes given changed Board Directors as of October 29th (noting no changes to Board Director remuneration amounts), and approved the appointment of external remuneration consultant in readiness for July 1, 2026 and the budget timelines.

Board's Clinical Performance Committee

Committee members reiterated the presentation from Mark Brazier, the lead dentist for the SJWA's dental service, covering the quality of this service and continual learning measures. Committee also transferred learnings from Irene Stone, SJWA's Chief Pharmacist, who's presentation focused on the risk and mitigations made in medication handling.

The Committee Chair highlighted that the leveraging data, in Community and Emergency Stream to drive improvements in care. The Committee noted, notable progress in out-of-hospital cardiac arrest performance and reviewed recent matters, demonstrating how clinical reviews have informed enhancements in patient care.

Board's Health and Safety Committee

Committee members highlighted workplace visits, and findings from such visits, plus insurance needs, and personal leave patterns. Committee Chair considered progress being made to nuanced health and safety measurements systems. Chair led a Board-approval of a next-level Whistleblower Policy progress due to progress being made to Whistleblower legislation and internal learnings.

Conclusion

Considering this will be my last writing of the Board Communique, I wish to thank Order members for the support given through SJWA's transformation process of 2023, 24 and 25 – through to the landing of the June 2026 Strategic Plan. It has been a heavy transformation, correcting lagging performance, whilst setting up the organisation 'for-the-future'. It has been most satisfying overseeing substantial progress made towards to the 2030 Strategic Direction of 'everyone', 'connection', 'adding wellbeing to health' and 'for-the-future'. I wish Monish Paul, as Chair Elect, much support from the sidelines in Chairing the organisation, from the end of the AGM, October 28th.

In this role, whilst holding tight to governance needs from the Board Chair seat, I have always been in awe of the people closest to service and thank them dearly for what they do for their fellow community members daily. I wish all well going forward,

Regards and signing off,



Sally Carbon
she/her

Board Chair, OAM, CSTJ, FAICD

St John WA Board St John WA Board Directors in attendance:

- Sally Carbon FAICD (Chair, and Chair of Nominations and Remunerations Committee)
- Amanda Healy MAICD
- Jeffrey Williams GAICD (Chair Clinical Performance Committee)
- Matt Mueller GAICD FGI (Chair of Risk and Compliance Committee)
- Craig Heatley GAICD (Chair Audit and Investment Committee)
- Monish Paul MAICD

Board Director online:

- Elisa Fear GAICD (Chair Health, Safety and Culture Committee)

Board Director absent:

- Andrea LeGuier GAICD

St John WA Executives in attendance:

- Kevin Brown, Group CEO
- Megan O'Donnell, Chief Preventative Officer
- Darren Webb, Chief Community Officer,
- Brendon Brodie-Hall, Chief Emergency Officer

- Rene Anderson, Chief People Officer
Martyn Jenkins, Chief Financial Officer Company Secretary
- Gauri Potdar Company Secretary
- Management in attendance for part of the meeting
- Stephanie Greene, Senior Manager Business Diversification
- Brad Rosman, Manager Enterprise Architecture & Innovation
- Jamie Stewart, Medical Director, Community Stream
- Smiljka Dimitrijevic, Head of Brand & Marketing

St John WA Purpose Statement 'to serve humanity, and build resilient communities, through the relief of sickness, distress, suffering and danger.'

