

Annual Report 2025



The greatest gift



Ngala kwop biddi.
Building a brighter future, together.



Our front cover

The 2025 Annual Report celebrates the extraordinary generosity of Perth businessman and philanthropist Ted Powell, who this year gifted Murdoch University \$100 million to build new facilities for our iconic School of Veterinary Medicine.

Mr Powell's gift is truly historic - the largest of its type ever received by a Western Australian university and among the largest received by any Australian university.

Pictured with Mr Powell is fourth year veterinary student Troy Groenewald, senior veterinarian Dr Josie Faulkner and veterinary school resident Billy.

Read more about Mr Powell's incredible gift on pages 98-99.

Acknowledgement of Country

Murdoch University acknowledges the Whadjuk people of the Noongar nation as the traditional custodians of this country and its waters and that Murdoch University stands on Noongar Country.

Murdoch University pays its respects to Noongar Elders past and present and acknowledges their wisdom and advice in teaching and cultural knowledge activities.



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Overview

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Statement of Compliance

Minister Tony Buti
Minister for Tertiary and International Education
WA Government
Level 12, Dumas House, 2 Havelock Street
WEST PERTH WA 6005

10 March 2026

Dear Minister for Tertiary and International Education,

In accordance with Section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of Murdoch University for the financial year ended 31 December 2025.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006* and is made in accordance with a resolution of the University's Senate.

Sincerely



Ms Gail McGowan PSM
Chancellor



Professor Andrew J Deeks
Vice Chancellor and President

Chancellor's Foreword



"The strength of our community was demonstrated in big and small ways."

A predecessor of mine – Murdoch University's second Chancellor Sir Ronald Wilson said in 1980: *"Murdoch belongs to Western Australia and ... I have no doubt that the health of Murdoch in future years will depend in no small respect on the health of its community relationships."*

The strength of our community was demonstrated in big and small ways during 2025 – from Mr Ted Powell's historic gift to build new facilities for the School of Veterinary Medicine, to sharing our 50th anniversary celebrations with members of the foundation class of 1975.

My connection to this special anniversary was keenly felt during graduation ceremonies, where I donned the original Chancellor's gown to confer degrees on our newest graduating students.

I never tire of attending graduations, as they remind me of the transformative power of a Murdoch education, rooted in our principles of equity, social justice, sustainability, global responsibility, innovation, entrepreneurship and scholarly integrity.

The Distinguished Alumni Awards toward the end of 2025 also exemplified the profound life transformations our University makes possible. Professor Philip Poole's journey to the University of Oxford via a Murdoch flexible entry pathway was a powerful case in point, as was Premier Roger Cook's rise from student politics to the State's highest political office.

During 2025, we celebrated recognition for research, teaching and engagement which makes our society stronger and better. These included Premier's Science Awards to Professor Rhonda Marriott (Aboriginal and Torres Strait Islander Scientist of the Year Award); Professor Kris Warren for Keep Carnaby's Flying – Ngoolarks Forever (Science Engagement Initiative of the Year Award); and Professor Michael Wear, who won the inaugural Prime Minister's Prize for Aboriginal and Torres Strait Islander Knowledge Systems.



In 2025, Senate was pleased to see continuing improvements in student experience and an increase in staff satisfaction, demonstrating the University's commitment to the care and nurturing of our most precious resource – our people.

When Sir Walter Murdoch was told in 1970 that Perth's new university would be named after him, he responded with: *"It had better be a good one"*. As our 50th anniversary celebrations draw to a close, we have delivered on that challenge in a myriad of ways and are proud to be known as a university of difference.

Finally, I am honoured to be an alumna and Chancellor of this wonderful place. I extend my thanks to my Senate colleagues and to the Vice Chancellor and staff who continue to lead with passion and purpose. My thanks also go out to Stephanie Unwin who resigned after serving for over four years, and Jane Hodgson who concluded her term on Senate during the year.

Ms Gail McGowan PSM
Chancellor

Vice Chancellor's Report



"We celebrated 50 years of excellence in teaching, learning, and research."

It is with a sense of deep gratitude that I reflect on another significant year for Murdoch University.

During 2025, we celebrated 50 years of excellence in teaching, learning, and research – hosting events for our local and global alumni network, former academic staff, and the wider community.

This milestone year was further distinguished by an act of extraordinary generosity: a \$100 million gift from Western Australian businessman and philanthropist Mr Ted Powell to build new facilities for our iconic School of Veterinary Medicine.

The new veterinary school forms the centrepiece of our Campus Development Plan – a roadmap to 2030 which will transform our facilities to support world-class teaching, learning and research for the next 50 years.

We thank Mr Powell for his transformational gift and strong endorsement of Murdoch's vision for the future. We also acknowledge his longtime support of the University through the Ragdoll Foundation scholarship program, created with his late wife Dee to assist financially vulnerable students.

Three years have now passed since we launched our Strategy – *Ngala Kwop Biddi: Building a brighter future, together*. We continue to make strong progress on our goals across the core activities of Education, Research and Engagement and in advancing our strategic focus on Equity, Diversity and Inclusion; Sustainability; and First Nations initiatives. The Annual Report presents highlights from all these areas.

While the domestic student market remained challenging in 2025, we saw another significant increase in retention as well as recording high levels of student satisfaction. International student demand returned in the second half of the year and looks strong for 2026.

Research income is on track to exceed our previous record of \$50 million from 2024, and our overall financial position is sound with a 2025 surplus of \$41.1 million (excluding the veterinary school gift).

The university sector continued to respond to change, with the Federal Government introducing legislation to create the Australian Tertiary Education Commission. The government also adopted a Managed Growth Funding System, which is expected to level the playing field for universities

like Murdoch and support participation by equity students from First Nations, low socio-economic and regional cohorts. This focus plays to Murdoch's natural strengths and foundational commitment to accessible education.

In Western Australia, the issue of university mergers surfaced again, with the State Government announcing a rapid cost benefit analysis to determine the financial case for mergers. The report is expected in 2026, however, we have consistently maintained that the costs of a merger would outweigh any benefit to the State, while reducing choice and the diversity of education offerings to domestic and international students.

At our global campuses, Dubai achieved government course accreditation, meeting rigorous quality standards and ensuring all Murdoch degrees and diplomas are recognised throughout the UAE. In 2025 Murdoch celebrated 25 years delivering quality education in Singapore with the opening of a new campus.

Our flagship academic building Boola Katitjin asserted its place in the heart of university life as the home of successful graduations in February and October – including the first School of Veterinary Science graduations in December – replacing the traditional registration ceremony.

Boola Katitjin also became home to a new conference centre to bring increased community activity and opportunities for engagement with our external partners and collaborators and further enliven our campus.

In November, I travelled to King's College London to sign the Magna Charta Universitatum on behalf of Murdoch University, joining hundreds of universities worldwide who have signed the Charta to confirm their commitment to academic freedom and institutional autonomy – a fitting way to conclude our 50th anniversary celebrations.

Finally, I am delighted that our Chancellor Gail McGowan has agreed to extend her term as Chancellor for another three years to 2029. I thank Gail, Senate members and all members of the Murdoch community for their contributions to our many accomplishments in 2025.

Professor Andrew J Deeks
Vice Chancellor and President

Key Statistics 2025



24,430 students*

Undergraduate	16,151
Postgraduate	8,292
Domestic	10,116
International Onshore	8,934
Transnational Education	5,389



60.9% domestic equity students**

First Nations Students: Proportion of Domestic cohort	2.7%
Low SES Students: Proportion of Domestic cohort	19.2%
Students with a Disability: Proportion of Domestic cohort	25.3%



1,900 full time equivalent staff

Academic Staff (full time equivalent staff)	800
Professional Staff (full time equivalent staff)	1100



\$689,795,000 total revenue

Percentage Increase in revenue from 2024	18%
Total research income	\$55,255,359

* Student categories do not add to total, as students may have enrolled in multiple categories in the year.
 ** Domestic Equity Students figure includes students in one or more identified equity groups - First Nations, low socioeconomic status, regional and remote, students with a disability and/or first-in-family.

Purpose and Priorities

Our Vision

Our vision is to be widely recognised as the university of choice for people who care, who value inclusion, curiosity and innovation, and who desire to make a positive social impact.

Murdoch University will be a leading university in education, teaching and research in sustainability; a thriving, welcoming, diverse and inclusive community. We will be the university of first choice for First Nations peoples, promoting and benefiting from Indigenous Knowledges. Our quality education will be contemporary, accessible and inclusive. Our graduates will be keenly sought by employers and will be known for having adaptability, fresh perspectives, practical skills and a social conscience. Our research will be impactful, and we will have strong industry and institutional collaborations.

Murdoch's legislated purpose is "the advancement of learning and knowledge, and the provision of university education", expressed through our core activities of education, research, and engagement. Our purpose and vision is put into action through

Murdoch University's Strategy 2023-2030: Ngala Kwop Biddi: Building a Brighter Future, Together.

The three strategic themes – Sustainability; Equity, Diversity and Inclusion; and First Nations – articulate our values and principles and drive expression of our core activities.



Celebrating 50 years



Murdoch University celebrated its 50th anniversary from 17 September 2024 through to the end of 2025. The span of the celebrations encompassed several significant milestones, including our inauguration ceremony through to the welcoming of the first cohort of students in 1975.

During 2025, several events were held on and off campus to celebrate this anniversary and reconnect with our community.



His Excellency The Honourable Stephen Smith Australian High Commissioner to the United Kingdom, Professor Andrew Deeks Vice Chancellor Murdoch University and Angela Kelly PSM Agent General for Western Australia



Vice Chancellor Professor Andrew Deeks in Hong Kong at the Alumni Roadshow event

Alumni Roadshow

Vice Chancellor Professor Andrew Deeks visited Brisbane, Sydney, Melbourne, Adelaide, London, Hong Kong, Singapore, Malaysia and Dubai on an Alumni Roadshow. The events held across the world provided an opportunity for alumni to reconnect, gain valuable insights, and celebrate shared achievements.

Foundation students visit campus after 50 years

In October, Murdoch University welcomed back around 70 foundation students and staff from the inaugural 1975 cohort to Bush Court, celebrating 50 years since the University's opening. The special alumni event honoured these early pioneers for their significant contributions. The day featured campus tours, and reflections on Murdoch's founding principles of equity and inclusion.



Foundation celebration

Distinguished Alumni Awards

Six distinguished alumni were honoured at Murdoch University's 2025 Distinguished Alumni Awards, recognising exceptional contributions in the arts, politics, science, and culture. Recipients included **Clothilde Bullen OAM, the Hon. Roger Cook MLA, Danny Loong, Dr Jonica Newby, Professor Philip Poole FRS, and Dr Rupert Woods AM.**

The ceremony at Boola Katitjin celebrated their achievements in Sustainability; Equity, Diversity and Inclusion; and First Nations advancement.

Each recipient shared how their time at Murdoch shaped their personal and professional journeys, inspiring current students and exemplifying the University's enduring impact.



Distinguished Alumni Awards 2025

Celebrating



Kulbardi student success night

50 years of the School of Education

The School of Education celebrated its 50th anniversary as one of Murdoch's foundation schools. Alumni, current students, staff and guests were invited to the celebration. Distinguished guests included **Foundation Professor Brian Hill**, **the Minister for Education the Hon. Sabine Winton MLA**, and **Attorney General and Minister for Tertiary Education the Hon. Dr Tony Buti MLA**.

50 years of Murdoch University's Law School

The Murdoch Student Law Society (MSLS) hosted a 50th anniversary celebratory event, recognising five decades of Murdoch University's Law School. Keynote speakers included **MSLS President Joie Ng**, **Careers Vice President Saiesivasoriaa (Sai) Sivagurunathan**, and **the Hon. Justice James Edelman AC of the High Court of Australia**. The event brought together over 30 attendees including students, staff and MSLS Committee members, and provided valuable insights into legal careers and leadership.

50 years of First Nations alumni and 30 years of Kulbardi

Murdoch University celebrated 50 years of First Nations contributions and impact – sharing the stories of our alumni and celebrating our current students. Significant milestones included the 30th anniversary of the Kulbardi Aboriginal Centre and the 35th Anniversary of the Waardong program, which provides an entry pathway for Aboriginal and Torres Strait Islander students into Veterinary Medicine.

Sir Walter Murdoch Lecture

Murdoch University hosted the annual Sir Walter Murdoch Lecture, presented by the Hon. Justice James Edelman AC, Justice of the High Court of Australia. In his lecture, 'The Arc of Law and Justice: The Next 50 Years from the Perspective of Two Millennia', Justice Edelman shared thought-provoking insights on the role of law, justice, and community in shaping our society, encouraging attendees to reflect on the shared responsibilities in building a fairer, more sustainable future. The evening brought together alumni, students, staff, and the wider community to engage in ideas, celebrate leadership, and continue Sir Walter Murdoch's legacy of public discourse and critical thought.



50 years of Murdoch University. the place, people and stories on display at Geoffrey Bolton Library



Library Exhibition

The Geoffrey Bolton Library held a 50th anniversary exhibition – *50 years of Murdoch University. the place, people, and stories*. The exhibition was available to staff, students and community members for over 12 months and consisted of historical artifacts from the past five decades. **Manager of Special Collections Claire Fletcher**, **Senior Library Officer Sharon Woodgate-Outram**, **Senior Librarian Heather Teymant**, and **Digital Experience Coordinator Erin Montagu**, who were involved in creation of the exhibition, were nominated for the Vice Chancellor's Professional Staff Award for 2025.

50 years



Strategic Themes

Sustainability

Equity, Diversity and Inclusion

First Nations

Sustainability



Murdoch University is dedicated to remaining at the forefront of sustainable innovation, driving positive change and inspiring generations to come.

Associate Professor Martin Brueckner
Pro Vice Chancellor Sustainability

2025 HIGHLIGHTS

Decarbonisation Roadmap

Murdoch's Decarbonisation Roadmap was completed and released in early 2025, aiming to significantly reduce the University's carbon footprint and advance its sustainability goals. The comprehensive roadmap outlined a clear and actionable path to reduce operational emissions.

Key initiatives include significant improvements to the campus-wide energy management system, the installation of solar panels, electrification of the vehicle fleet, and the exploration of carbon sequestration opportunities.

The roadmap emphasises the importance of collaboration across various departments and stakeholders, leveraging the University's strengths and fostering a culture of continuous improvement. In addition to its core decarbonisation projects, the roadmap includes alternate pathways, research and development opportunities to further reduce emissions. The strategy and targets outlined are guided by science-based principles. They align with the Paris Agreement and the United Nations Sustainable Development Goals.

Pro Vice Chancellor Sustainability Martin Brueckner, Sustainability Lead Strategy and Performance Siobhan McCarthy and Pro Vice Chancellor International Kelly Smith

International Office supporting climate change action

Murdoch took another step in its commitment to environmental action by signing the CANIE Accord, a sector-wide commitment to align international education with the goals of climate justice, emissions reduction, and sustainability.

By signing, Murdoch joined a growing global coalition of education institutions dedicated to climate change and committed to the following CANIE principles – take immediate action; collaborate; innovate and educate; and develop climate solutions that advance social justice.

The milestone aligns directly with Murdoch's Moorditj Boodja – Strong Country Sustainability Sub-Strategy 2024–2030, which outlines the University's vision for a just and regenerative future grounded in First Nations knowledge, systems thinking, and action led by the University community.



Winter bushland restoration efforts

Students and staff took part in winter planting across the Chelodina Wetland and Banksia Woodlands. The group planted 2,500 native seedlings, reinforcing the University's commitment to biodiversity and climate resilience. The planting activities were funded by the WA Government's Natural Resources Management Community Engagement fund and directly supported Murdoch's strategic goals of creating nature-positive campuses and enhancing ecological connectivity. In addition to the bushland restoration, around 280 advanced native plants were installed by staff volunteers in garden beds from Bush Court to Building 240, as part of the new Campus Corridors project.



Roadmaps for the future – circularity, transport & commuting



The development of two critical roadmaps commenced in 2025 and both are nearing completion. The Transport and Commuting Roadmap will deliver on Murdoch's strategic commitment to reduce transport and commuting emissions,

while The Waste Roadmap outlines pathways for waste valorisation. Both roadmaps are expected to be shared in early 2026, following the consultation and development undertaken in 2025.

University Farm Strategy

Planning began for Murdoch's inaugural University Farm Strategy, with consultation to continue into 2026. The focus on sustainability and resilience of Murdoch's farms is timely, with the \$100 million gift to transform the School of Veterinary Medicine, and the Campus Development Plan. The Farm Strategy will seek to support the future growth of the School of Veterinary Medicine whilst ensuring the compatibility of farm operations with the University's Nature Positive approach to biodiversity protection. Also, supporting a living laboratory approach, Murdoch will partner with leading academics and researchers to undertake the first climate-related risk and opportunity assessment and climate scenario analysis.

Australia's first student-led sustainability audit

Murdoch became the first Australasian higher education institution to participate in the Responsible Futures program, a student-led accreditation framework and supported change program, designed to embed sustainability into every aspect of learning and teaching. This achievement reflected the University's commitment to building engagement, sustainability literacy, and transparency. The program centres on a framework with 51 criteria, benchmarked on good practice from across the sector and informed by UNESCO's guidelines on Education for Sustainable Development. It actively encourages students to be involved in gathering and auditing documented evidence submitted by institutions, conducting interviews of staff and student leadership groups and providing recommendations on how sustainability can be further embedded. Throughout the Responsible Futures Program accreditation process, students were trained in education for sustainable development pedagogies and content, and organisational change.

Sustainable Development Goals curriculum mapping

Curriculum mapping commenced in 2025 with 20% of the curriculum now mapped against the United Nations Sustainable Development Goals and published in the online student handbook.

Equity, Diversity and Inclusion



Murdoch University is committed to building a welcoming, diverse, and inclusive community and an environment which is equitable and safe; one where all members of the community can realise their potential. The framework to achieve this includes raising the voice, value, and agency of First Nations Australians, Culturally and Linguistically Diverse communities, those with disabilities and neurodiversity, and members of the LGBTIQ+ community.

Dr Rebecca Bennett
Pro Vice Chancellor Equity Diversity and Inclusion

2025 HIGHLIGHTS

Reconciliation Action Plan

Murdoch University launched the 2025–2027 Innovate Reconciliation Action Plan (RAP), marking a purposeful new chapter in its commitment to reconciliation, truth-telling and Indigenous empowerment.

The RAP was developed through a close partnership between the First Nations and Equity Diversity and Inclusion teams, with instrumental support from the RAP Working Group. This ground-breaking approach to the RAP places responsibility for reconciliation

with non-First Nations stakeholders, shifting administration and delivery to the Office of Equity, Diversity and Inclusion (EDI) while maintaining First Nations leadership and oversight.

The RAP supports Murdoch's commitment to being the university of choice for First Nations peoples by driving progress toward genuine and meaningful reconciliation. It calls on non-Indigenous members of the community to take action, fostering a sense of belonging, trust, and shared understanding between Aboriginal and Torres Strait Islander peoples and the broader university community.

The RAP outlines tangible actions across five key dimensions: race relations, equality and equity, institutional integrity, unity, and historical acceptance. These pillars will guide Murdoch's efforts to embed reconciliation across university life – from governance and curriculum to community engagement and cultural awareness.



National recognition for leader

In June, Pro Vice Chancellor Equity, Diversity and Inclusion **Dr Rebecca Bennett** was named Executive Leader of the Year at ACON's 2025 Australian LGBTQ+ Inclusion Awards. The awards celebrate individuals and workplaces that have demonstrated commitment and progress towards making inclusive spaces for all.

The 2025 LGBTQ+ Inclusion awards also saw Murdoch named as a Silver Level Employer through Pride In Diversity's Australian Workplace Equality Index benchmark. This benchmark recognises Australian organisations meeting and advancing global standards of best practice for LGBTQ+ inclusion. EDI Strategic Projects Coordinator **Em Readman** was also recognised at the awards with a nomination for the LGBTQ+ Role Model Award for their ongoing advocacy and commitment to creating systemic change.

Carer's Network

In March, the EDI team extended support to the university Carer's Network, which provides a valuable space for carers at Murdoch to connect, share experiences, and enable collaboration on EDI initiatives.

Carers often balance caring responsibilities alongside work, study, parenting and other commitments. Murdoch recognises the diverse experiences of staff and students with caring responsibilities and is committed to fostering a culture that supports and values this important role. Representatives from Murdoch were invited to share this important work during a WA Carer's Advisory Council meeting at the Department of Communities.

LGBTIQ+ history

Murdoch signed a 10-year agreement with WestPride Archives to continue to preserve and document LGBTIQ+ Western Australian history within the library's special collections.

Formed in the mid-1990s and incorporated in 1998, the archives have been collecting and protecting materials made by and for the LGBTIQ+ community in WA, including archives from World War II to the present day. The collection includes magazines, newsletters, organisational documents, photographs, newspaper clippings, posters, costumes, and other meaningful objects, documenting stories of survival, protest and celebration.

For almost 30 years, the WestPride Archives have held the nuanced history of the WA LGBTIQ+ community's experiences. Signing the 10-year agreement held deep significance for the future of LGBTIQ+ recordkeeping and knowledge sharing.

Expanded support

New Strategic Project Coordinators for the Culturally and Linguistically Diverse, CaNDiD, Reconciliation, and Strategic Alignment portfolios began, along with a Program Manager for the National Gender-Based Violence Code. Additionally, six Murdoch students commenced in the role of EDI Student Partners, lending their diverse skill sets to support and design student-centred EDI initiatives that align with the EDI Sub-Strategy.

Cygnets Award from Science in Australia Gender Equity (SAGE)

Murdoch was recognised with a second Cygnets Award from Science in Australia Gender Equity (SAGE) in 2025, for creating an inclusive workplace where parents and carers can thrive. The SAGE Cygnets Awards celebrate organisations that have demonstrated breaking down barriers to inclusion. To receive the award organisations must demonstrate they have made changes with a real-life impact on staff and students. Murdoch increased employee satisfaction amongst parents and carers through flexible work arrangements and improved parental leave entitlements. The award acknowledged Murdoch's commitment through implementation of a new Flexible Working Arrangements Policy and Procedure, supported by practical toolkits and systems for staff and leaders.

First Nations



Murdoch University is setting the standard for Indigenous engagement and excellence. At Murdoch, we have the foundation necessary to lead social change through the elevation of Indigenous Knowledges and voices in the community. Murdoch supports Indigenous student success, provides nationally awarded entry pathways and unique high school programs to improve educational outcomes.

Chanelle van den Berg
Pro Vice Chancellor First Nations

2025 HIGHLIGHTS

First Nations wellbeing

In recognition of National Close the Gap Day, Murdoch hosted a First Nations social and emotional wellbeing suicide prevention forum, addressing health and wellbeing inequalities that affect Aboriginal and Torres Strait Islander peoples. *Moorditj Kaat Kadadjiny* – Good Mind Learning had more than 200 attendees in person and online from across Australia, who were able to hear from some of WA's most respected First Nations leaders in the social, emotional wellbeing and research space.

Through keynote addresses and audience dialogue, the forum explored the current landscape of social and emotional wellbeing, highlighting the importance of embedding cultural knowledge in mental health practice, and ensuring culturally responsive practices and community-led, strengths-based approaches remain central. Among the speakers were **Professor Pat Dudgeon** and **Professor Braden Hill**, both recipients of Murdoch University's Distinguished Alumni Awards, whose contributions to Indigenous mental health and higher education continue to shape national conversations.

This forum was offered as a free community event, grounded in the belief that knowledge, healing, and connection should be accessible to all.

Cultural Leadership Initiative

The Cultural Leadership Initiative began in 2025 to ensure First Nations people at Murdoch are supported in meaningful and culturally safe ways. The initiative aims to cultivate the future of First Nations leaders, creating pathways for growth and influence, nurturing identity, confidence and leadership potential.

Highlights from the first year included a Cultural Learning Day to deepen understanding of Noongar knowledge systems and Country, cultural learning walks, Noongar Language Classes, a cultural sharing day, weaving workshops, a Global Indigenous Connections workshop, Elders Cultural Sharing session and Connecting to Aboriginal Family Histories sessions.

The program strengthens First Nations people from the inside, building resilience and cultural pride. It fosters connection and belonging, positioning Murdoch as a leader in supporting First Nations cultural leadership and capability. The Cultural Leadership initiative has been developed into the Cultural Leadership Pathway, within the First Nations Training Framework, for further delivery in 2026.

Partnership for student learning

The School of Indigenous Knowledges and School of Nursing partnered to co-design a new First Nations Peoples' Health unit to be included in the delivery and teaching of nursing students. The partnership emphasises the importance of culturally appropriate healthcare at the forefront of learning for nursing students. The unit marks a transformative step toward embedding culturally relevant, collaborative learning that enriches both nursing education and community health outcomes.

Connecting Country

A new staff training module was introduced in August called Connecting Country. Connecting Country is designed to give staff a deeper understanding of the historical contexts of the Countries where Murdoch operates and to ensure that the understanding of history informs respectful and culturally safe practices. All staff members are encouraged to undertake active participation in Murdoch's First Nations training and development opportunities.

Award highlights

Dr Mara West, a respected Yamatji Elder, was awarded the Wesfarmers Aboriginal Award at the Western Australian of the Year awards. Dr West is the Chair of Murdoch's Homelands Water and Energy Group and in 2023 was made an Honorary Doctor of the University.

Murdoch University awarded Honorary Doctor of the University awards to both Noongar Elder **Dr Millie Penny**, and Minang-Goreng Noongar Elder **Dr Jim Morrison**.



Indigenous Nationals

A team of students represented Murdoch at the 2025 Indigenous Nationals in June. Wearing the Kulbardi team uniform, designed by Noongar man **Jordan Ah Chee** – Lecturer in the School of Indigenous Knowledges – the student-athletes proudly joined more than 500 Indigenous student-athletes from more than 30 universities across Australia in a celebration of culture, connection, and competitive spirit.

Makuru Science Camp

Science met culture at the inaugural Makuru Science Camp. Across five days, female First Nations students from Broome Senior High School were welcomed to Murdoch's South Street campus to explore, learn, and connect. The camp program blended Western science with Indigenous ways of knowing. Students spent time on Country and in the classroom.

Students gained scientific insights, and a clearer picture of what university life could look like. The Makuru Science Camp was the result of collaboration between the University's Environmental Life Sciences, and Science, Technology, Engineering, and Mathematics technical teams, supported by **Professor Cassandra Berry**, **Associate Professor Eddy Poinern**, **lecturer Tom Schofield**, media students and the Kulbardi Aboriginal Centre.



Core Activities

Education

Colleges

Research

Engagement



Education



After the tumultuous year of 2024 with respect to international student enrolments, international numbers in 2025 stabilised with some growth in the second half of the year.

Professor Don A. Klinger
Deputy Vice Chancellor Education

Student enrolments were slightly down in 2025, with substantial growth in Dubai and a slight increase in Perth. The educational opportunities and challenges for 2025 largely centred around digital technologies. From the implementation of AI generated academic support systems for students (Studiosity Writing Feedback+) to the piloting of remote proctoring, staff and students increasingly used these digital technologies to support their teaching and learning. There is still much to do in this space, and 2025 provided an opportunity to further these efforts. The shifts in teaching and assessment have illustrated the possibilities, and these will guide future efforts across the university.



2025 HIGHLIGHTS

Education Sub Strategy

In 2025, the Education Sub Strategy 2025 – 2030 was completed and published. The Sub-Strategy builds on the University's Strategy, highlighting the strategic directions for the Education portfolio and its links with the University's themes and other Sub-strategies.



New AI Essentials module

In 2025, Murdoch Business School and Learning Design collaboratively developed an AI Essentials module to enhance both students' and educators' competencies in artificial intelligence. A parallel version for staff ensures educators understand the student experience and receive guidance on integrating AI into their teaching. These resources will be made available on the Intranet to inspire and inform staff across all disciplines.

Updates to the digital learning environment

Murdoch University's digital learning environment, the myMurdoch Learning Management System, was enhanced in 2025. Key integrations included Turnitin for streamlined marking, Respondus Monitor to support secure online exams and mid-semester assessments, and Echo360 for recording conversations and presentations. Studiosity Writing Feedback+ and Grammarly were also added, providing students with robust writing support.

Discovery Study units

From 2026, Murdoch University's curriculum will feature new Discovery Study units designed to foster essential skills, with a focus on the themes of equity, diversity and inclusion, First Nations, and sustainability. The units will explore fresh ideas and interdisciplinary thinking among students. This initiative will replace the Spine requirement and will promote exploratory learning by allowing students to choose units outside their primary area of study, broadening their academic experience across a variety of disciplines. Additionally, a specialised unit aimed at enhancing students' artificial intelligence literacy and capabilities will launch in Semester 2, 2026.

Commonwealth Prac Payments

In July 2025, Murdoch University introduced Commonwealth Prac Payments (CPP) for education and nursing students, aligning with the Federal Government's initiative to support students during mandatory placements. This new program has provided substantial financial relief to a significant portion of the student cohort, helping to alleviate cost of living pressures and improve placement experiences. The payments represent a key step in ensuring equitable access to professional learning opportunities.

Work Integrated Learning audit

An internal quality audit of Murdoch's Work Integrated Learning (WIL) operations recognised notable improvements made in recent years and identified opportunities for ongoing enhancement. WIL is considered a key component to increasing student engagement and attracting more students to Murdoch University.

Accredited Fellowships program success

Murdoch's Accredited Fellowships program, delivered by the Professional Learning team, saw strong engagement in 2025, with 84 academic and professional staff participating across the University. Notably, five staff members attained the prestigious Senior Fellowship of the Higher Education Academy (SFHEA), reflecting their commitment to excellence in teaching and professional development.



National Priorities and Industry Linkage Fund

The National Priorities and Industry Linkage Fund (NPILF) Pilot successfully concluded in 2025, providing funds to Murdoch initiatives from 2022–2025 across STEM Work Integrated Learning (WIL) and industry partnerships.

Key achievements for 2025 included:

- 100% of WIL industry survey respondents reported a positive experience engaging with Murdoch and stated they would be willing to provide future placement opportunities.
- Expanded support for the Outreach team to create new workshops and events for girls in STEM.
- 91 undergraduate units had industry input through co-design and/or co-delivery.
- Professional short courses were made available to students through partnerships with Microsoft and Essemly.
- Positive external evaluation of the NPILF Pilot with the final report submitted to the Department of Education.

Increase in enabling pathway enrolments

In 2025, Murdoch University had over 1,400 students enrolled in an enabling pathway, with 29 of those students enrolled in OnTrack Sprint over the summer period (a 38% increase from 2024). FlexiTrack had 327 students (36% increase from 2024), OnTrack Flex saw 612 students (2% increase) and TLC Learning for Tomorrow had 234 students (19% increase). Additionally, the Dubai Foundation Program enrolled 198 students, which was a 39% increase from 2024.

TLC Learning for Tomorrow success

The TLC Learning for Tomorrow completion ceremonies were conducted on the South Street campus for the first time, with excellent attendance and positive feedback from high schools, students and parents. Forty six awards were presented to students from 26 participating high schools. Due to its success, Murdoch University will expand the awards to the in-school, high school enabling program, FlexiTrack High.

Improving opportunities for enabling students

The University Preparations Pathway team received research grants throughout 2025; two from the Australian Centre for Student Equity and Success, and two from the National Association of Enabling Educators of Australia. Alongside these grants, the team also enhanced science units through the purchase of lab equipment and science models through NPLIF funding, and are continuing to revise high school enabling programs and to engage with relevant stakeholders.

Honorary Doctorates

Her Majesty The Queen Mother of Bhutan, Tseyring Pem Wangchuck

Her Majesty The Queen Mother of Bhutan, Tseyring Pem Wangchuck was awarded a Doctor of the University (honoris causa) for her commitment to changing lives and society for the better through accessible education. Her Majesty's work has benefited her own country, but more widely made an impact right across the globe, including at Murdoch University.

Jim Morrison

Jim Morrison received a Doctor of the University (honoris causa) for over 50 years of leadership in Stolen Generations rights, Aboriginal child protection, mental health, and culturally safe services. As chair of the WA Stolen Generations Aboriginal Corporation and co-founder of Reconciliation WA, his impact on the Noongar community and Murdoch University will be felt for generations to come.

The Honourable Justice Ralph Simmonds

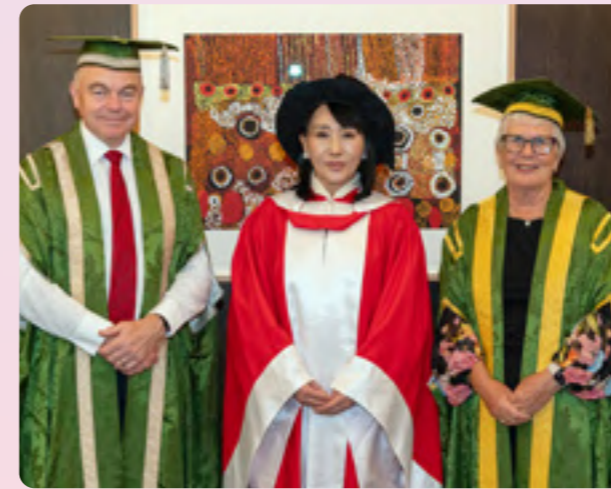
The Honourable Justice Ralph Simmonds was awarded a Doctor of Laws (honoris causa) for his esteemed career as a Supreme Court judge, with his work shaping the laws of Western Australia and the teaching of law in Western Australia, including his instrumental role in establishing Murdoch's Law School. Justice Simmonds is a highly respected legal figure in Australia and remains deeply involved with the Murdoch University Law School.

Emeritus Professor Goen Ho

Emeritus Professor Goen Ho was awarded a Doctor of Science (honoris causa). Emeritus Professor Ho has been with Murdoch University for nearly 50 years, helping to establish Australia's first Environmental Science degree and advancing research in water, waste, and energy. With over 500 publications, his work has benefited communities worldwide. He is ranked in the top 2% of global researchers in engineering, technology, and environmental sciences

Millie Penny

Millie Penny AM was awarded a Doctor of the University (honoris causa). She is a respected Noongar leader who has shaped cultural, educational, and health outcomes in Western Australia for over 50 years. Serving on Murdoch University's Aboriginal Reference Group, she has been vital in advancing reconciliation, preserving culture, and empowering communities through education, research, and advocacy.



Her Majesty The Queen Mother of Bhutan, Tseyring Pem Wangchuck



Dr Jim Morrison

Honorary Doctorates

Murdoch University awarded its highest honour, an honorary degree, to five outstanding achievers in 2025.



The Honourable Justice Ralph Simmonds



Emeritus Professor Goen Ho

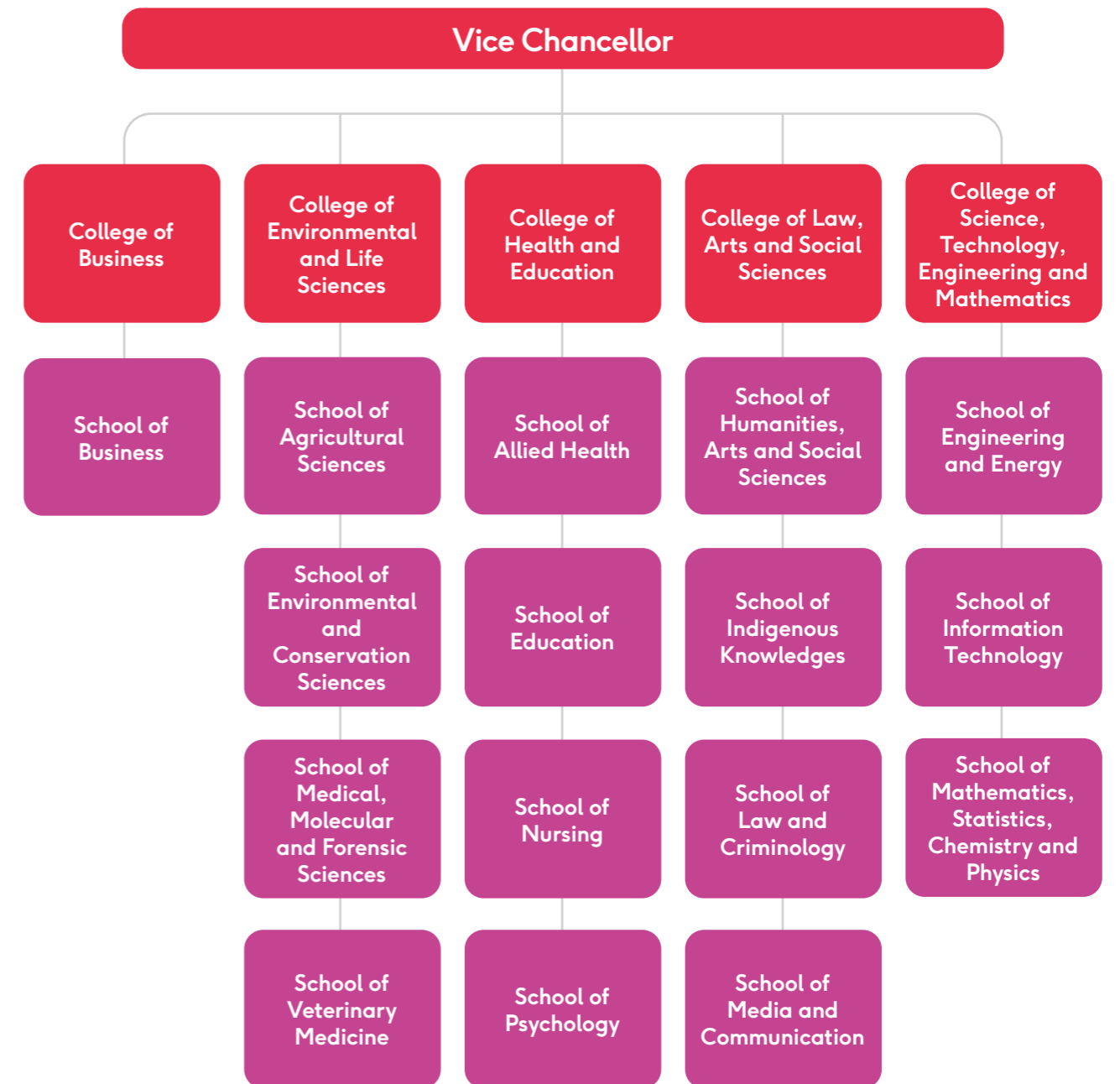


Dr Millie Penny AM

Colleges



Academic Structure Organisational Chart



College of Business



The College of Business is committed to shaping ethical, globally aware leaders who drive positive change. Guided by a mission to deliver high-quality business education through inclusive teaching and applied research, and a vision to be the education partner of choice for individuals and organisations dedicated to creating a more inclusive and sustainable global community, the College continues to innovate and grow.

Professor Antonia Girardi
Pro Vice Chancellor and Head of College



The College comprises:
School of Business

In 2025, the College’s strategic priorities – impactful collaboration, innovative curriculum, invigorated research, empowered culture, and Environmental, Social and Governance (ESG) commitment – came to life through a series of transformative initiatives.

With the support of the Malka Foundation, the College has not only strengthened partnerships with industry, alumni, students, and staff, but also turned collaboration into measurable impact –

driving entrepreneurial initiatives, shaping future-ready graduates. Staff participation in leading conferences has advanced applied research that tackles real-world challenges, influencing policy, informing practice, and delivering societal benefits that matter. These achievements reflect their unwavering commitment to Murdoch University’s strategy and their role in shaping a better future for business and society.



Emergency Services Partnership

2025 HIGHLIGHTS

Partnership with the Malka Foundation

In early 2025, Murdoch University received a \$200,000 grant from the Malka Foundation. This funding has enabled key initiatives, including a pilot mentoring program with the Melville and Cockburn Chamber of Commerce, integration of entrepreneurial sprints into the undergraduate curriculum, and enhanced coordination of entrepreneurship activities.

Support for emergency services leaders

Murdoch Business School commenced the 2025 Graduate Certificate in Business (Executive Leadership and Management) in partnership with the Department of Fire and Emergency Services (DFES). Now in its second decade, the program welcomes senior leaders from multiple Western Australian government agencies, providing tailored learning experiences through a Program Orientation Workshop and four intensive units. The inclusion of diverse departments fosters cross-agency collaboration, strategic thinking, and cultural competence, reinforcing the School’s commitment to developing high-impact leadership across the emergency management sector.

Students present their research in three minutes

In August 2025, the College hosted its annual 'Three Minute Thesis (3MT) College Heat', providing Higher Degree Research students a platform to communicate complex research succinctly and effectively. Six participants from the College showcased research excellence, presenting their work within a three-minute limit. The event fostered a culture of confidence, collaboration, and clear communication, emphasising the importance of storytelling and accessibility in research dissemination. Business students **Fatema Jannat** and **Thuy Duong Le** advanced to the Murdoch University final, presenting alongside students from a range of disciplines. Each College participates in the 3MT competition to provide their students with the opportunity to grow their skills.



Three Minute Thesis participants

Empowering responsible AI use

Murdoch Business School fostered responsible and effective use of generative AI among staff, students, and researchers. Through collaborative professional development sessions with the AI Competency Centre and Library Services, participants explored tools such as JSTOR's AI Summariser, ProQuest Research Assistant, and Microsoft Copilot, focusing on ethical integration, intellectual property, and data privacy. The initiative emphasised AI literacy, correct citation practices, and critical evaluation of AI outputs. Ongoing support includes access to advanced databases, targeted workshops, and guidance on compliance.

Celebrating innovation in teaching

The School's annual Learning and Teaching Innovation Showcase brought together academic and professional staff to share creative approaches in teaching, curriculum design, and industry engagement. Key themes included the integration of artificial intelligence in education, with sessions exploring practical AI applications and encouraging critical reflection on technology's evolving role. The showcase also highlighted innovative, student-centred curriculum design and the strengthening of industry and community partnerships through experiential learning.

Collaborative mentoring program

The College has strengthened its strategic partnership with the Melville and Cockburn Chamber of Commerce (MCCC), supporting events and initiatives aligned with Murdoch University's strategy. In 2025, Murdoch Business School and MCCC launched a collaborative pilot mentoring program and expanded work-integrated learning opportunities, enabling student placements and business-led projects for local enterprises. Regular engagement between MBS and MCCC continues to drive mutual benefit through joint planning of networking events, research collaborations, and recognition initiatives.



Connecting to Murdoch University Singapore

The School enhanced its cross-campus collaboration between Singapore and Perth in 2025. Academics from Perth travelled to Singapore to improve and co-design the Marketing major, working directly with Singapore-based lecturers and industry professionals to ensure curriculum relevance and digital agility. In addition, to celebrate the launch of the new Singapore campus, lecturers in Perth live-streamed the project management postgraduate workshop to enable real-time engagement and knowledge exchange across campuses.



Singapore campus



College of Business staff at the annual Learning and Teaching Innovation Showcase

Murdoch academic presents at prestigious research forum

Dr Md Moazzem Hossain from the Murdoch Business School became the first Murdoch academic to present at the Australian Accounting Standards Board (AASB) Research Forum. Dr Hossain's presentation about his research titled 'Corporate Nature-Related Financial Disclosures: Australian Evidence', conducted with leading academics from The University of Western Australia, Australian National University, and the University of Notre Dame, explored the readiness of Australian corporations to address nature-positive impacts and biodiversity in financial reporting.



College of Environmental and Life Sciences



The College of Environmental and Life Sciences prepares students to become leaders in addressing global challenges related to the environment, biodiversity, sustainability, food production and human and animal health. The College offers diverse courses, hands-on learning, and renowned academics, allowing students to gain knowledge and skills for impactful careers.

Through interdisciplinary projects and partnerships, experienced academic and support staff help students apply their expertise and understanding of environmental and life sciences in real-world settings.

Professor Jennifer Verduin
Pro Vice Chancellor and Head of College



The College comprises:

School of Agricultural Sciences

School of Environmental and Conservation Sciences

School of Medical, Molecular and Forensic Sciences

School of Veterinary Medicine

2025 HIGHLIGHTS

Prime Minister's Prize for Aboriginal and Torres Strait Islander Knowledge Systems

Professor Michael Wear, a Malgana Traditional Custodian and Murdoch University's Professor of Practice (Indigenous Environmental Conservation), received the inaugural Prime Minister's Prize for Aboriginal and Torres Strait Islander Knowledge Systems. His leadership in restoring Shark Bay's seagrass meadows, through the Indigenous-owned Tidal Moon enterprise, demonstrates the powerful integration of cultural knowledge and Western science. This world-first conservation initiative not only promotes marine ecosystem recovery but also supports Indigenous employment and cultural continuity.



WA Young Tall Poppy award

Dr Houda Ennaceri, from the School of Environmental and Life Sciences and the Algae Innovation Hub, was honoured as a WA Young Tall Poppy for her pioneering research in microalgal biodiesel production. Her work focuses on cost-effective and scalable biofilm-based cultivation, addressing commercialisation barriers and promoting long-term sustainability. Dr Ennaceri's achievements position her as a role model and science ambassador, supporting the development of a circular bioeconomy and the diversification of local industries, particularly in regional areas.

Expedition to Antarctica, where the world's oceans meet

Professor Jennifer Verduin and **Professor Cassandra Berry**, supported by Murdoch University, were two of 125 scientists selected to visit Antarctica as part of the Homeward Bound program, a global leadership initiative for women in STEMM (Science, Technology, Engineering, Mathematics, and Medicine). Their expedition emphasised Antarctica's ecological importance and heightened vulnerability to climate change. The participation of both Professor Verduin and Professor Berry highlighted the value of international collaboration, responsible tourism, and sustainable practices, reinforcing the critical need for decisive action to protect our interconnected oceans and secure a sustainable future for all.



Professor Jennifer Verduin and Professor Cassandra Berry in Antarctica



Thirty Agricultural Science students on an industry tour across South-West WA

Industry tour across the South-West

Thirty Agricultural Science students participated in a comprehensive industry tour across South-West WA, engaging directly with key stakeholders in the livestock supply chain. Hosted by a range of producers and processors, students gained valuable industry insights and broadened their understanding of career opportunities within the sector. The experience, supported by generous sponsors, fostered professional growth and inspired new ambitions among participants. Sponsors included Australian Wool Innovation, Australian Wool Education Trust, Milne Agrigroup, AWN Livestock, Wool, & Property Rural Services, Heiniger Australia and New Zealand, and Elders.

Students secure first place at national meat judging competition

Students from the School of Agricultural Science excelled at the 2025 Intercollegiate Meat Judging Conference and Competition in New South Wales, securing first place overall and runner-up in beef judging, outperforming teams from Australia and overseas. Led by **Dr Sonya Moyes**, 10 students participated in an intensive eight-day industry tour, enhancing their skills and expanding professional networks. Three students were selected to compete for a place on the Australian National Meat Judging Team. The trip was sponsored by Harvest Road, Royal Agricultural Society of WA, Stirling Ranges Beef, West Coast Meat Solutions, Ballawinna Angus Stud, Kylagh Cattle, and Boree Park Stud. Additionally, Agricultural Science student Zoe Skinner went on to represent Australia at the international meat judging competition in USA.

Improving lamb survival rates on WA farms

The Sheep Shade and Shelter project is pioneering the use of edible shelters on WA farms, aiming to improve lamb survival rates by planting resilient shrubs that provide both food and protection from the elements. **Associate Professor Serina Hancock** and **PhD candidate Georgia Welsh**, from the School of Agricultural Science, are working alongside colleagues from CSIRO and The University of Western Australia to employ advanced technologies to monitor over 1,100 sheep and gather unprecedented data on animal wellbeing and shelter effectiveness. Collaboration with farmers ensures the rapid adoption of findings, enhancing flock welfare and farm profitability, and preparing the industry for climate challenges ahead.

World-first research to advance camel health and conservation

The School of Veterinary Medicine has entered a landmark partnership with Saudi Arabia's Al-Nahdi Family, supported by Arcondis and DromeDairy, to deliver the world's most comprehensive genetic map of camels. This initiative, the first in a comprehensive global One Health program, will leverage advanced sequencing technologies to build a high-quality pangenome, guide sustainable breeding, and address inbreeding risks. The multidisciplinary research team will link observable traits to genetic markers, supporting camel health and conservation worldwide. The collaboration will also enhance community engagement and regional development.

Recognition, success and achievements

Dr Seth Cones from the School of Environmental and Conservation Sciences commenced a prestigious Forrest Fellowship to investigate energy-saving flight behaviours in animals. PhD candidates demonstrated outstanding success, securing five out of nine Royal Society of Western Australia John Glover Research Support Grants, alongside six Holsworth Wildlife Research Endowments. Further recognition included **Professor Rachel Standish** joining the Independent Science Committee for Accounting for Nature (AfN), and **Associate Professor Mike van Keulen's** appointment as Chair of the IUCN Species Survival Commission Seagrass Specialist Group.

New Master of Infectious Disease Surveillance and Control

The approval of the new Master of Infectious Disease Surveillance and Control course marked a significant advancement for the School of Medical, Molecular and Forensic Science. The course will deliver advanced theory, practical training, and valuable research experience to students. By equipping graduates with expertise in disease monitoring and management, the course aims to address global health challenges and increase research into infectious diseases.

PhD candidate in national FameLab finals

PhD candidate David (Bobby) Stewart-Yates, from the School of Medical, Molecular and Forensic Science, was named a national finalist in the 2025 FameLab Australia competition, which spotlights outstanding science communicators. His presentation, 'Flies, forensics and fingerprints', showcased his pioneering research in forensic entomology, explaining how the chemical profiles of flies can provide valuable insights for crime scene investigation. He was one of just three WA students to reach the national finals.



WA-first research project to track calves of Nguni cattle

Murdoch University successfully introduced the Nguni cattle breed to WA, welcoming 32 calves at the Whitby Falls Farm teaching facility. The initiative, supported by the Australian Nguni breeding community, enables students from the School of Veterinary Medicine to undertake research and hands-on learning in breeding management, using advanced artificial breeding technologies. Led by **Dr Henry Annandale** and **Associate Professor Pete Irons**, the program aims to assess the Nguni breed's suitability for local farming, offering sustainable and resilient livestock options while enhancing teaching opportunities for the next generation of veterinarians.

College of Health and Education



The College of Health and Education readies students for impactful careers in healthcare and education, emphasising community wellbeing. With state-of-the-art facilities and robust industry ties, students engage in real-world scenarios, internships, and hands-on experiences, ensuring graduates are well-prepared to address evolving challenges in these fields.

Professor Guillermo Campitelli
Pro Vice Chancellor and Head of College



The College comprises:
School of Allied Health
School of Education
School of Nursing
School of Psychology

2025 HIGHLIGHTS

Treatment for tremors associated with Parkinson's disease

Associate Professor Ann-Maree Vallence, Dr Jane Tan and their research team from the School of Psychology have pioneered a promising non-invasive approach for treating the tremors associated with Parkinson's disease. By using Transcranial Magnetic Stimulation and Transcranial Alternating Current Stimulation to target the primary motor cortex, their technique successfully increased brain activity associated with motor control which indicates significant potential for tremor reduction.

Inclusive education for all

The School of Education established the co-major and minor for inclusive education and welcomed its first cohort of students in 2025. This co-major/minor equips students with the skills to ensure equitable access to high-quality education for all school-aged children. The minor includes units around teaching literacy and mathematics to children with learning difficulties and disabilities, and teaching students with high-incidence disabilities. The co-major also includes units in teaching literacy and numeracy to students with disabilities, as well as high-incidence disabilities. Additionally, it includes a unit in psychological health and wellbeing.

Supporting current teachers to reach their full potential

The School of Education introduced the ITE-Xtend program which aims to support experienced and highly skilled educators in achieving their teaching qualifications. Working alongside schools and principals, the School provides wrap-around support and recognition of the expertise Education Assistants bring to the industry. ITE-Xtend candidates are familiar with the day-to-day activities of schools, know and understand their community and are well-versed in school-based choices of teaching and learning programs, behaviour management strategies and overall expectations of students and families.

Partnership with the Royal Flying Doctor Service

The WA Royal Flying Doctor Service (RFDS) welcomed its first Indigenous nursing student, **Camille Talbot**, through a new partnership with the School of Nursing at Murdoch University. During her four-week placement, Camille gained valuable experience in emergency aeromedical care, participating in retrievals to remote and rural locations. This collaboration aims to enhance cultural understanding and care for First Nations patients and is expected to provide similar opportunities for future students.



"This collaboration aims to enhance cultural understanding and care for First Nations patients."

Murdoch Nursing student Camille Talbot flying in the Royal Flying Doctor Service helicopter



Associate Professor Timothy Fairchild, Poppy (Step Up for Autism participant) and PhD candidate and Project Officer Stephanie Bovell

Co-design is the key to success

Murdoch University researchers from the School of Allied Health and School of Psychology, in collaboration with children on the autism spectrum and their families, developed the 'Step Up for Autism' exercise program to address the low participation in physical activity among autistic children in WA. This co-designed, individualised initiative focused on activities chosen by the children, resulting in improved motor skills, physical strength, confidence, and self-efficacy. The neuroaffirming environment was central to its success, ensuring participants felt supported and empowered.

Chronic pain linked to psychological factors

Research led by **Dr Graeme Ditchburn** from the School of Psychology found that psychological factors influence chronic pain. The research found sufferers of chronic pain exhibit higher levels of perfectionism and lower self-compassion. These findings suggest that interventions targeting self-compassion and perfectionism may improve chronic pain management.

Peer group support ensures wellbeing

Collaborative research led by **Dr Alannah Cooper** from the School of Nursing evaluated the impact of regular peer group support sessions for the wellbeing of mental health nurses. The intervention, involving structured sessions during work hours, revealed that higher attendance was significantly associated with improved wellbeing scores.

Supporting healthcare professionals treating MS patients



Associate Professor Yvonne Learmonth from the School of Allied Health is leading an international collaboration to develop an exercise toolkit for people living with multiple sclerosis (MS), funded by MS Australia and MSWA. The project aims to equip healthcare

professionals with the knowledge and confidence to promote exercise as a key part of MS management. This initiative is part of a broader \$5.7 million MS Australia grant round supporting 35 innovative research projects nationwide.

50 years of Education

The School of Education marked its 50th anniversary, recognising five decades of excellence in educator training and innovation. The milestone was celebrated at Boola Katitjin, attended by State and Federal MPs, alumni, staff, and distinguished guests. The **Hon. Dr Tony Buti MLA, Minister for Tertiary and International Education**; the **Hon. Sabine Winton MLA, Minister for Education**; and **Senator the Hon. Sue Lines, President of the Australian Senate**; were amongst the distinguished guests. **Foundation Professor Brian Hill** reflected on the School's pioneering approaches, including the introduction of primary teacher degrees and practical training reforms.



The Hon. Sabine Winton MLA presenting



Foundation Professor Brian Hill, the Hon. Sabine Winton MLA, Senator the Hon. Sue Lines, Professor Guillermo Campitelli, Professor Peter Whipp and the Hon. Tony Buti MLA

Therapeutic support for parents and carers benefits entire family

Dr Kim Lee Kho from the School of Psychology led a research study that found therapies which engage a child's broader support network, especially parents and caregivers, significantly reduce the internalisation of depression and anxiety symptoms in children aged three to 11. Using the Behaviour Exchange and Systems Therapy – Foundations (BEST-F) approach, the study found that strengthening family relationships led to improvements in both child and parent mental health. The research highlights the family's pivotal role in enabling positive change and recommends further clinical trials to consider BEST-F as a community intervention option.

Academics receive prestigious nominations

Two academics from the School of Allied Health received nominations for prestigious awards in 2025. **Cindy Hurst** was nominated for the WA Rural Health Excellence Awards, recognising her outstanding commitment to rural health. **Erin Fleming** received a nomination for the Thumbprint Award, which honours individuals who provide students with meaningful opportunities to contribute to the Kimberley, leaving a lasting positive impact on the region.

College of Law, Arts and Social Sciences



The College of Law, Arts and Social Sciences prepares students to become influential contributors in their fields of choice. With comprehensive programs and a strong emphasis on innovation, engagement, and practical learning opportunities, students gain the knowledge, skills, and critical thinking abilities they need to navigate the complexities of the professional world.

Professor Deborah Gare
Pro Vice Chancellor and Head of College



The College comprises:

- School of Humanities, Arts and Social Sciences
- School of Indigenous Knowledges
- School of Law and Criminology
- School of Media and Communication

2025 HIGHLIGHTS

Creative Academy launch

Murdoch University launched the Murdoch University Creative Academy (MUCA), a joint initiative of the Schools of Media and Communication and Humanities, Arts and Social Sciences. Led by **Associate Professor Renae Desai**, the Creative Academy will deliver extra and co-curricular activities to existing students, professional development for staff, industry engagement opportunities, alumni support programs, and primary and secondary school engagement opportunities in its initial phases. It will be publicly launched in March 2026.

Major works approved for the Media Arts Centre

Murdoch University Senate approved a \$20 million upgrade to building 450, enabling major renovations of the Media Arts Centre. This project is the result of a collaboration between the School of Media and Communication, Campus Development, and Gresley Abas architects and will result in a world-class relaunch of production studios for creative media and communication, including screen, sound, podcasting, design, games art, photography, and journalism.

New global partnerships with Nigeria, Guinea and Egypt

The School of Humanities, Arts and Social Sciences hosted a Nigerian government delegation for a two-week program to support sustainable, nation-building development. Supported by the Australian and Nigerian governments, the initiative included expert presentations, field visits, and an industry panel exploring sustainable mining solutions. This led to additional partnerships with the Guinean and Egyptian governments for similar programs. Officials from Guinea signed an agreement to send 10 government sponsored undergraduate students to Murdoch, while the partnership with Egypt will first focus on large-scale, short-course delivery.

New human rights professor

Distinguished human rights advocate **Simon Adams** joined the School of Humanities, Arts and Social Sciences as Professor of Human Rights. Professor Adams brings a long track record of international impact, including his leadership of the Centre for Victims of Torture and the Global Centre for the Responsibility to Protect. He will spearhead the development of new Human Rights degrees – inspiring and training future leaders in justice.

New Graduate Diploma in Australian Migration Law and Practice

The School of Law and Criminology won accreditation from the Department of Home Affairs (DHA) to deliver a Graduate Diploma in Australian Migration Law and Practice. The qualification is required for registration as a migration agent in Australia. The program and its partnership with DHA will strengthen Murdoch's strategic position as the only provider of this qualification in Western Australia. It will also help us support Australia's workforce capability in a high-demand regulatory area.



Nigerian Minister visit



Strengthening ties with Indonesian research leaders

The Indo-Pacific Research Centre (IPRC) hosted the inaugural Western Australia East Java University Consortium (WAEJUC) Research Summit. The event, held in collaboration with WA universities and supported by the WA Government, featured keynotes, workshops, and campus tours, fostering partnerships in health, agriculture, sustainability, and energy. The Summit resulted in the launch of an annual research grant scheme and new collaboration opportunities.

High-level event for leaders in Singapore

The IPRC and Murdoch Singapore, in collaboration with Singapore's National Heritage Board, hosted an exclusive event at the Asian Civilisations Museum for leaders of the cultural and heritage sectors in Singapore. The keynote address was delivered by **Emeritus Professor James Warren**, honoured by the Australian High Commission as a pivotal figure in the Australia-Singapore relationship as part of Department of Foreign Affairs and Trade's 60th anniversary celebrations.

Mini Indonesia Update

The IPRC hosted the Mini Indonesia Update in partnership with the ANU Indonesia Project. The event featured an address from **WA Minister for Agriculture and Food the Hon. Jackie Jarvis MLC**, and keynote speaker **Dr Mari Pangestu**, highlighting Indonesia's economic reforms and Murdoch University's decade long commitment to Indonesian studies.

New nursing unit designed to incorporate Indigenous Knowledges

The School of Indigenous Knowledges (SIK) and the School of Nursing co-designed a First Nations Peoples' Health unit for nursing students, moving beyond token inclusion to deliver culturally appropriate healthcare through education. This initiative integrates diverse expertise to foster empathy, adaptability, and cultural competence. The partnership ensures respect, relevance, and accreditation alignment, empowering future nursing professionals to apply Indigenous knowledges in practice and advancing inclusive, high-quality healthcare for WA communities.

New major and minor in Indigenous Knowledges

The School of Indigenous Knowledges has introduced a new major and minor, enabling undergraduate students to incorporate Indigenous Knowledges into their degree. The course provides an immersive education in Indigenous history, experience and perspectives, delivered through Aboriginal approaches to learning. All courses are available from 2026 onwards and can be taken within any course that has space for a second major or a minor.



National win for Strategic Communication students

Students from the School of Media and Communication distinguished themselves nationally by winning the Pitch This! Competition organised by Communication and Public Relations Australia. Representing Murdoch University as one of 11 universities nationwide, the student team secured first place, highlighting the School's commitment to industry excellence and student achievement.



Students from the School of Media and Communication

Dubai students secure multiple awards

Murdoch Dubai students from the School of Media and Communication achieved outstanding success in 2025. A team of students secured the Outstanding Student Campaign award at the Middle East Public Relations Association (MEPRA) Awards, and at the PRCA MENA Awards one team won Best Student Campaign, several students were also recognised as finalists, and one student received a highly commended distinction.

In addition, Strategic Communication student Fathimath Nooha received the inaugural 2025 Acorn Strategy Future Communicators Foundation Scholarship from the Future Communicators Foundation.



CEO Acorn Strategy Kate Midttun, Murdoch Dubai student Fathimath Nooha, and Executive Director of Murdoch University Dubai Mohamed Ba Matrf

College of Science, Technology, Engineering and Mathematics



The College of Science, Technology, Engineering and Mathematics (STEM) offers a comprehensive education that blends strong theoretical foundations with practical, real-world skills. With an emphasis on hands-on learning, industry partnerships, teamwork, and leadership development, the College supports a culture of innovation and problem-solving across STEM disciplines. In addition to excellence in teaching, the College is home to vibrant research capabilities. Academics work closely with industry, government, and community partners to co-design solutions, translate research into practice, and deliver impact at regional, national, and global levels. These collaborations not only strengthen graduate employability but also enhance industry productivity, support technological advancement, and contribute to addressing significant societal and environmental challenges.

Professor Parisa Bahri
Pro Vice Chancellor and Head of College



The College comprises:

- School of Engineering and Energy
- School of Information Technology
- School of Mathematics, Statistics, Chemistry and Physics

2025 HIGHLIGHTS

Inspiring girls to consider STEM

The School of Information Technology hosted the 2025 CodeCrush event to address the underrepresentation of women in the tech sector, inviting Year 8 female students from across the state. Thirty students participated in the three-day program featuring workshops, industry excursions, and panels led by prominent IT experts. The event was attended by several sponsors, including Immersive Technologies and Bankwest. The closing ceremony was attended by **Sook Yee Lai MLA, Member for Bibra Lake**, and Murdoch alumna, who gave students their certificates together with the **Dean of the School of IT, Professor Dave Parry**.



High school students participating in CodeCrush 2025



Academic recognised as top renewable energy scholar

Professor Tania Urmee was recognised among the world's top renewable energy scholars, ranking 70th globally in the 2024 Highly Ranked Scholars list by ScholarGPS. With over 28 years' experience, Professor Urmee has led pioneering research in decentralised energy systems, mini-grids, low-carbon technologies, and equitable energy transitions—particularly in remote and underserved communities across Asia, the Pacific, and Africa. She has authored over 75 peer-reviewed publications and contributed to influential policy advisories, collaborating with global organisations such as the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), Economic Research Institute for ASEAN and East Asia (ERIA), Asian Development Bank, regional governments and Australia's Department of Foreign Affairs and Trade (DFAT).





High school students in a mathematics workshop with Murdoch academic Dr Brendan Florio (second from the left)

Welcoming the WA Mathematics School

Organised by the School of Mathematics, Statistics, Chemistry and Physics, Murdoch University hosted the prestigious Western Australian Mathematics School (WAMS) for the first time, in partnership with the Mathematical Association of Western Australia. The event welcomed Years 9 to 11 students, specialist teachers and academics and offered lectures, workshops, and problem-solving sessions on advanced mathematical topics and their real-world applications. Highlights included hands-on forensic anthropology and ecological statistics workshops.

Renewable energy engineering courses formally accredited

The School of Engineering and Energy was formally recognised by Solar Accreditation Australia (SAA) for its renewable energy engineering courses. This accreditation acknowledges the School's commitment to excellence in education and the development of industry-ready graduates. Murdoch University is one of only three Australian universities to offer SAA-accredited pathways. The recognition enables graduates to pursue provisional accreditation, significantly enhancing their prospects in the renewable energy sector.

Engaging with the community

The School of Engineering and Energy attended Coogee Live in 2025 and presented pioneering advancements in science and engineering in collaboration with the University's Outreach team. Key highlights included a demonstration of solar-powered reverse osmosis water purification, which transformed Coogee's ocean water into fresh drinking water in real-time, and showcased how this can transform remote communities. The exhibition also featured an interactive drone cage and an immersive virtual reality experience.



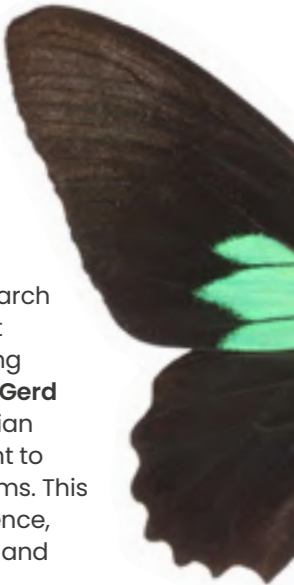
Academic receives prestigious fellowship

Professor Hamid Laga from the School of Information Technology was awarded a prestigious

Australian Research Council (ARC) Future Fellowship, securing \$1,276,884 for a four-year research project. The initiative aims to advance understanding of nature and biology by developing targeted mathematical tools and machine learning algorithms for modelling biological growth and deformation. There are substantial expected benefits across computer vision, biology, health, and medical diagnosis.

Unlocking the secrets of butterfly wings

Dr Annie Jessop from the School of Mathematics, Statistics, Chemistry and Physics led a research project which uncovered a novel braided fibre structure in Emerald-patched Cattleheart butterfly wing scales, providing new understanding of how vibrant green colour is formed. The research challenges previous assumptions about gyroid nanostructure formation, revealing it begins as a woven network. **Professor Gerd Schroeder-Turk** has secured an Australian Research Council Discovery Project grant to further investigate these intricate 3D forms. This pioneering work advances material science, supports interdisciplinary collaboration, and provides exceptional opportunities for early-career researchers.



IT student wins industry award

Nunzia Sorrentino was awarded the 1962 Prize at the ACS (Australian Computer Society) annual WA Dennis Moore Oration & 1962 Awards, recognising her as the best undergraduate IT student. Nunzia successfully completed a Bachelor in Computer Science and Genetics and Molecular Biology.

New project aims to understand water-repellent soils

A five-year \$3.9 million research project will address soil water repellence affecting over five million hectares of Australian cropping land. In partnership with leading universities and research institutes, the initiative will investigate the relationship between soil repellence, crop types, stubble, and farming systems. The project aims to develop practical management strategies, including crop sequencing, soil tillage, and the use of soil wetters. The research is funded by the Grains Research and Development Corporation (GRDC) and will be led by researchers from the School of Mathematics, Statistics, Chemistry and Physics.

IT courses accredited

The Australian Computer Society (ACS), under the Seoul Accords, has accredited Murdoch University's Information Technology (IT) courses. This accreditation confirms that Murdoch University IT graduates possess industry-relevant skills and knowledge. The rigorous accreditation process included a comprehensive three-day campus review in Perth, Dubai, and Singapore, with external experts engaging staff, students, and stakeholders. The ACS panel commended the School for its strong industry engagement, robust university support, high-quality facilities, student satisfaction, committed leadership, internship and certification opportunities, and effective management of capstone projects within the offered courses.

"The ACS panel commended the School for its strong industry engagement..."

Research



In 2025, Murdoch University advanced its mission as a world-class research-intensive institution, building on the strategic foundations laid by the Research Strategic Plan 2024-2030. Research across the University's Schools, Institutes, Centres and multidisciplinary platforms continued to expand in quality, scale and impact, reaffirming Murdoch's commitment to addressing complex global challenges through bold, collaborative enquiry.

Professor Peter Eastwood
Deputy Vice Chancellor Research and Innovation

Each of Murdoch's Schools contributed strongly to the University's research achievements throughout the year, leveraging discipline specific strengths while increasingly engaging in cross-University initiatives. Researchers from the Colleges of Environmental and Life Sciences; Medical, Molecular and Forensic Sciences; Health and Education; Business; and Law, Arts and Social Sciences helped drive discovery and innovation across a diverse array of fields. These contributions were enriched by the University's four research Institutes: Food Futures Institute; Harry Butler Institute; Health Futures Institute; and Ngangk Yira Institute for Change, which continued to drive high impact research through concentrated expertise, transformative capability and strong global engagement.

A defining characteristic of 2025 was the growing number of cross-disciplinary research collaborations. Partnerships between Schools, Centres and Institutes expanded significantly, enabling teams to work together on societal, environmental and technological challenges. These collaborations were supported by Murdoch's extensive international partnerships across more than 2,500 academic institutions worldwide, strengthening the University's global research engagement and influence.

Throughout 2025, Murdoch continued to strengthen its internal research culture through events, symposia, and academic forums. For example, the University hosted several research-focused forums, including the Sustainability Matters Research Forum and the Murdoch Scholars Forum, alongside other institute-led events such as the Health Futures Institute Research Symposium. These initiatives were supported by the Research and Innovation Office's strategic focus on research culture, partnerships, impact and support, each being key domains identified in the Research Strategy 2024-2030.

Improvements to systems, processes and research support services further enhanced the capacity of Murdoch researchers to deliver high quality, impactful work. Several 2025 strategic change processes involved the Graduate Research Office, which undertook planning and capability expansion, including changes to the Dean of Graduate Research role and preparation for a university-wide rollout of the *viva voce* process (an oral examination of a doctoral thesis). These improvements will facilitate stronger Higher Degree by Research training, governance and operational support - all key elements of Murdoch's long term research capability.



"Partnerships between Schools, Centres and Institutes expanded significantly."

The year also showcased recognition of Murdoch's researchers at national and international levels. These honours underscore the calibre and diversity of research emerging from collaborations across Murdoch's Schools, Institutes and Centres, with recognition for research leadership in Indigenous knowledge systems, biodiversity conservation, microalgae biofuels and health innovation.

The Deputy Vice Chancellor Research and Innovation continued to drive and strengthen the University's collaborative research environment within Murdoch and across the broader research sector. In 2025, the DVC Research and Innovation undertook more than 100 engagements, including major University events, speaking appearances, external board and committee roles, and strategic discussions with government, industry and research partners, all aimed at contributing to stronger visibility, deeper partnerships and greater research influence for Murdoch.

Overall, 2025 was characterised by ambition, excellence, and deepening collaboration. Murdoch University's Schools, Institutes and Centres collectively advanced discoveries that are shaping the future of health, sustainability, culture, education, technology and society. This integrated and collaborative research environment, underpinned by the coordinated efforts of the Research and Innovation Office, the strengthening capabilities of the Graduate Research Office, and engaged institutional leadership, continues to drive Murdoch's mission to deliver world-class, inclusive and impactful research and innovation.



Professor Rajeev Varshney FAA FRS



Dr Nicola Gray



Dr Akilew Adane

2025 HIGHLIGHTS

Fellow of the Australian Academy of Science

Professor Rajeev Varshney FAA FRS was elected as a Fellow of the Australian Academy of Science. He joins the ranks of the nation's most distinguished scientists, with his inclusion marking him as the only West Australian out of the 26 scientists elected in 2025. Professor Varshney, who is the Director of Murdoch's Centre for Crop and Food Innovation and of the WA State Agricultural Biotechnology Centre was recognised for his groundbreaking and translational contributions to crop productivity and global food security.

Western Australian of the Year Award

Two leading figures within the Murdoch University community were celebrated at the Western Australian of the Year Awards. **Emeritus Professor Sue Fletcher AO** won the Professions category for her scientific achievements over several decades. **Dr Mara West**, a respected Yamatji Elder who has spent more than 50 years improving outcomes for Indigenous communities, won the Aboriginal Award.

National Health and Medical Research Council Partnership Project Scheme

The Australian Government is strengthening research partnerships to deliver better care for Aboriginal communities across Australia with investments in new health and medical research projects. Professor Tracy Reibel will lead a project to strengthen maternity and child health care by addressing the inequity in Aboriginal mothers and infants' birth outcomes. When Aboriginal women are supported during pregnancy and the early years by culturally safe maternity and child health services, both mothers and babies have better outcomes. The study will support more than 800 Aboriginal families annually who access the regional health care system, and all regional maternity and child health care staff providing care to Aboriginal women and infants.

Near Miss Awards

The WA Government's Future Health Research and Innovation (FHRI) Fund's WA Near Miss Awards Emerging Leaders program is designed to support researchers who narrowly missed out on securing a highly competitive National Health Medical Research Council (NHMRC) Investigator Grant funding.

Murdoch University researcher **Dr Akilew Adane** was awarded a \$397,224 WA Near Miss Award for 2024-2025 for his important work aiming to improve the lives of Aboriginal children.

Dr Nicola Gray from the Health Futures Institute was awarded \$100,000 to investigate environmental risk factors in cardiometabolic disease.

Premier's Science Awards

Professor Rhonda Marriott AM, and **Professor Kris Warren** were recognised at the 2025 Premier's Science Awards.

Professor Marriott was honoured for her distinguished leadership in advancing health equity for Aboriginal women and families through initiatives which have informed policy and fostered culturally safe care.

Professor Kris Warren's 'Keep Carnaby's Flying' project was acknowledged for its science-led conservation efforts mobilising community partnerships, resulting in the planting of 50,000 black cockatoo food plants and implementation of vital conservation action plans.

Western Australia's Innovators of the Year Award

Professor Rakesh Veedu led ProGenis Pharmaceuticals to win the Western Australia's Innovators of the Year Award (Rio Tinto Emerging Innovation category). This prestigious accolade recognises Professor Veedu's pioneering work in RNA-based therapeutics, notably the groundbreaking Type 2 diabetes program. The award underscores the strength and impact of innovation driven by the Precision Nucleic Acid Therapeutics team at the Personalised Medicine Centre and the Perron Institute, reflecting Murdoch University's leadership in transformative medical research and commercial success.



Professor Rhonda Marriott AM



Professor Kris Warren



Innovation and Impact

2025 HIGHLIGHTS



Professor Rakesh N. Veedu

ProGenis Pharmaceuticals

ProGenis Pharmaceuticals, co-founded by Murdoch University **Professor Rakesh N. Veedu** and **Professor Marvin Caruthers** (University of Colorado), is pioneering next-generation RNA therapeutics to treat acquired and genetic diseases. Leveraging its proprietary 'thiomorpholino' platform, ProGenis addresses key limitations of existing RNA therapies in safety and efficacy. Its lead candidate, PGP-011, targets insulin resistance in Type 2 diabetes, and has the potential to transform care for millions of people globally.

During 2025, ProGenis was named WA Innovator of the Year in the Rio Tinto Emerging Innovation category and secured significant funding from the Medical Research Future Fund (MRFF) Targeted Translation Research Accelerator (TTRA) program, the WA Future Health Research and Innovation Fund, and a \$1 million venture capital investment.

Extractive Metallurgy Hub

The Extractive Metallurgy Hub was launched at the Rockingham Campus to drive Western Australia's transition to sustainable metals production and a low-carbon economy. It positions Murdoch at the forefront of building a circular economy for metals and advancing WA's role as a global renewable technology powerhouse.

A flagship facility led by **Professor Aleksandar Nikoloski**, the Hub focuses on cleaner, scalable technologies for extracting, processing and recycling critical minerals such as lithium, nickel, cobalt, rare earths and vanadium.

Backed by the Minerals Research Institute of WA and the State Government's Investment Attraction Fund, and supported by industry partners including Rio Tinto, IGO, Lynas, Tronox, Thorion Energy and POSCO, the Hub will accelerate innovation, strengthen Australia's sovereign capability, and train the next generation of metallurgical engineers.

Aquila Scientific CRC-P

Murdoch University biotech startup Aquila Scientific was awarded a \$3 million Cooperative Research Centre Project (CRC-P) grant to develop world-first automated diagnostic solutions for animal health. Led by **Professor Sam Abraham**, the project combines advanced biotechnology and robotics to deliver rapid, large-scale testing for livestock diseases, addressing critical challenges such as antimicrobial resistance. Aquila Scientific continues to work with Murdoch University researchers to transform disease management in agriculture, strengthen food security, and support sustainable farming practices.

Algae Innovation Hub

The University marked a major milestone with the launch of the Algae Innovation Hub, a state-of-the-art facility dedicated to advancing a green circular economy. Led by **Professor Navid Moheimani** of the Harry Butler Institute, the Hub is pioneering solutions for wastewater treatment, carbon sequestration, and renewable energy production, while exploring applications across agriculture, nutrition, and bioplastics using algae.

Integral to this initiative is Algae Harvest, a Murdoch-born company focused on commercialising algal biotechnology for sustainable industries. Harnessing Western Australia's unique conditions, the Hub will deliver high-value products from saltwater microalgae, strengthen Australia's sovereign capabilities, and create innovative pathways for biodiversity and climate resilience.

Advanced Microwave Solutions

Murdoch University has developed a groundbreaking handheld microwave scanner which has been licensed to Advanced Microwave Solutions, a University spin-off company. Led by **Professor Graham Gardner**, the portable device provides non-invasive and accurate measurements of fat depth in beef and lamb carcasses, addressing long-standing industry challenges. This breakthrough offers a cost-effective, portable alternative to traditional methods, improving efficiency and accuracy in commercial environments. The technology was developed in collaboration with Meat and Livestock Australia.

EMCR Advisory Group and Inaugural Conference

The Research and Innovation Office established the inaugural Murdoch Early to Mid-Career (EMCR) Advisory Group with support from the Forrest Foundation. The Group comprises 10 members from the community and provides a platform for knowledge sharing, advocacy, networking and promotion of the University's EMCR's research across disciplines. In addition to key activities of the year, such as surveys and EMCR networking events, the Advisory Group launched the first EMCR Symposium "Transforming Tomorrow" which was attended by over 50 delegates.



The Algae Innovation Hub

Food Futures Institute



The Food Futures Institute (FFI) works to provide solutions on the sustainable use of limited land and water resources to economically and ethically improve food production. The Institute's dedicated research centres collaborate closely with industry and government partners in Western Australia, Australia and around the globe.

Professor Peter Davies
Pro Vice Chancellor Food Futures Institute

The Institute incorporates three research centres and two research service centres:

- 1 **The Centre for Crop and Food Innovation**, applying multidisciplinary research to solve health and biosecurity challenges that threaten humans, animals, plants and their shared environment.
- 2 **The Centre for Animal Production and Health**, working across the value chain to support the production of meat, milk and fibres for human consumption and use.
- 3 **The Centre for Sustainable Farming Systems**, working to increase farm productivity without further degrading water, land and soils.
- 4 **WA State Agricultural Biotechnology Centre**, a platform that provides access to world-class research facilities such as genomics sequencing machines, equipment, greenhouses, and laboratories for researchers from the WA Government, and industry. The Centre also supports research in biosecurity, biomedical sciences and environmental biotechnology.
- 5 **Bioplastics Innovation Hub**, a collaborative project between Murdoch University, CSIRO and industry partners to research and develop 100% compostable bioplastics using organic waste that will leave no plastic legacy on land or in water. The Hub combines scientific, academic and industry knowledge to tackle the problem of plastic pollution.



2025 HIGHLIGHTS

New Food Centre

In January, Murdoch University's Food Centre in Nambeelup was approved as a delivery location by the national regulator, the Tertiary Education Quality and Standards Agency. Domestic and International enrolments at this purpose built campus well-exceeded expectations in 2025. The Sustainable Innovative Food Technology Facility (SIFT) / Food Centre is co-located with the Food Innovation Precinct of WA. SIFT is a small-scale food factory where SMEs and established food companies conduct research and development, new product development and batch commercial production in a Murdoch-developed factory that is licensed for high-risk food production. Students at the Nambeelup Food Centre learn right alongside industry to help build capacity and expertise in food innovation for Western Australia.

Climate Resistant Crops

An international team of scientists from Australia and China, including **Professor Chengdao Li** from the Centre for Crop and Food Innovation, unveiled the first chromosome-scale genome of a wild barley species. Their findings offer direct implications for more sustainable agriculture and significant yield improvements for Australian grain production.

The groundbreaking study of the wild barley species *Hordeum brevisubulatum*, renowned for its exceptional tolerance to alkaline and saline soils, was a significant leap forward in harnessing crop wild relatives to combat soil degradation and the increasing prevalence of extreme weather events. The findings were published in Nature Plants Journal.

This study was the result of a joint effort between scientists from Murdoch University's Western Crop Genetics Alliance and Centre for Crop and Food Innovation, Beijing Academy of Agriculture and Forestry Science, and other international institutions.

Welfare of cattle in feedlots

Associate Professor in Animal Welfare and Ethics, Teresa Collins and colleagues at the Centre for Animal Production and Health, investigated ways to improve the welfare of cattle in feedlots, focusing on approaches within routine farming systems.

Their research found feedlot cattle with access to grooming brushes are generally more content, sociable and less stressed. Reduced aggression was also observed, suggesting brushes may support a more harmonious feedlot environment. There is an increasing trend in Australia to prepare beef cattle for market in feedlots, which can be regarded as barren environments when compared to pasture-based farms. Research found that



installing cattle brushes can be a simple and cost-effective way to improve cattle welfare, without leading to negative impacts like reduced weight gain.



Microplastics research

A review from the Bioplastics Innovation Hub found agricultural soils now hold around 23 times more microplastics than oceans. The review highlighted the urgent need for coordinated scientific and regulatory efforts.

PhD student **Joseph Boctor** is working alongside colleagues at the Bioplastics Innovation Hub to create a type of plastic that is not only safe, but also decomposes in soil, land and water, leaving behind no legacy.

Scientists are also working on the Smart Sprays Project, demonstrating and testing a non-toxic, bioplastic-based spray for soil which forms a water barrier to harvest rainfall and reduce evaporation that can be easily applied with existing farm equipment.

The Bioplastics Innovation Hub is working towards the introduction of a green plastic to the market that will minimise and eventually negate the need for non-sustainable plastic production worldwide.



Biofoam boxes greening WA's lucrative seafood industry

Expanded polystyrene boxes have historically been used to transport seafood from the ocean to the markets or the shelves. These have now been banned in WA and are being phased out around the world. The Bioplastics Innovation Hub partnered with Perth biotechnology company Cass Materials to develop biofoam seafood boxes made from wheat straw. This agricultural waste, which is usually burnt, can now be turned into new fossil-free biofoam boxes for fresh food and seafood markets. Traditional polystyrene boxes take more than 500 years to decompose in landfill, and form microplastics as they break down. Biofoam boxes fully break down within a few months and improve the organic matter content of soils. **Bioplastics Innovation Hub Director Professor Daniel Murphy** said the Hub's research has been directed by what industry needs and aims to solve real-world problems.

WA Lot Feeders Association Researcher of the Year

Associate Professor Fiona Anderson was awarded the 2025 WA Lot Feeders Association Researcher of the Year Award. The WA Lot Feeders Association (WALFA) is the leading representative body for the State's cattle feedlot producers.

Associate Professor Anderson was recognised for her recent research investigating the welfare and performance benefits of shade provision for lot-fed cattle at commercial feedlots, and her current research involving intensification of northern cattle production in WA.



Chickpea advancement

Researchers from the Centre for Crop and Food Innovation (CCFI) led the generation of a pangenome tailored specifically to Australian chickpea varieties and paving the way for improved chickpea production across the country. The pangenome analysis, published in *Plant Biotechnology Journal*, was conducted in collaboration with Chickpea Breeding Australia (a Grains Research and Development Corporation and New South Wales Department of Primary Industries and Regional Development joint initiative); Agriculture Victoria Research; the WA Department of Primary Industries and Regional Development;

the UWA Institute of Agriculture; and BGI Research. It identified 345 gene families, including 13,986 dispensable families enriched for genes associated with key agronomic traits.

CCFI Director **Professor Rajeev Varshney FRS** said the Australian chickpea pangenome marked a significant step in safeguarding future production, as it enabled acceleration of the development of chickpea varieties tailored to each region, possibly enabling varieties that are more drought-resilient and acid soil-tolerant in Western Australia and nationally, and more resistant to diseases like *Ascochyta Blight*.

Wheatbelt theme at national conference

Emeritus Professor of Sustainable Land Management, Dr Richard Bell, was the keynote speaker at the Soil CRC Participants Conference in April. Dr Bell spoke of the remarkable achievements of Wheatbelt farmers who have been impacted by low rainfall and poor soil quality. Up until four years ago, WA was tracking at around 13 million tonnes of grain per year as its average output. In the last three years, the amount has exceeded 20 million tonnes under a variety of different seasons. There is an upward trend in terms of realising potential in a tough environment.

Murdoch University is one of ten major partners of the Soil CRC, which was established in 2017 to support farmers in making complex soil management decisions.

Biological pest control fellowship

The Grains Research and Development Corporation awarded an Early Career Research Fellowship to **Dr Shovon Chandra Sarkar**, which will allow him to work towards improving biological pest control in canola. Dr Sarkar's research, *Enhancing biocontrol of pests in grain crops through generalist predator training and retention*, focuses on pre-conditioning and retaining generalist predators to enhance their effectiveness against major canola pests.

Harry Butler Institute



The Harry Butler Institute drives transformative research that advances environmental sustainability, delivering practical, evidence-based solutions through strong partnerships with government, industry and communities.

Professor Treena Burgess
Executive Director Harry Butler Institute

The Institute incorporates four research centres:

- 1 **The Centre for Biosecurity and One Health**, comprising research across themes including One Health, antimicrobial resistance, biosecurity of environmental and production systems, vector and water borne diseases, epidemiology, food safety and zoonotic diseases.
- 2 **The Centre for Sustainable Aquatic Ecosystems**, with a vision for healthy, biodiverse and productive aquatic ecosystems supporting vibrant societies in Australia and the Indo-Pacific region.
- 3 **The Centre for Terrestrial Ecosystem Science and Sustainability**, comprising a multidisciplinary team, working together to maintain sustainable and biodiverse ecosystems through scientific excellence.
- 4 **The Centre for Water, Energy and Waste**, conducts research in these three related areas, ensuring human endeavours can coexist with biodiversity and sensitive ecosystems.

2025 HIGHLIGHTS

New metals hub

Murdoch unveiled a new Extractive Metallurgy Hub in Rockingham, marking a major milestone in Western Australia's transition to sustainable metals production technologies and a low-carbon economy. The new facility is a flagship for research, education and industry collaboration, focusing on the extraction, processing and recycling of critical minerals essential to battery technologies and green steel production.

Harry Butler Institute is operating the hub under the research guidance of **Professor Aleksandar Nikoloski**, who has research projects underway with major industry players, including Rio Tinto, IGO, Lynas, Tronox, Thorion Energy and South Korean raw materials giant POSCO. The Extractive Metallurgy Hub received support from the Minerals Research Institute of Western Australia and grant funding from the State Government's Investment Attraction Fund, administered by the Department of Energy and Economic Diversification.

Located near Rio Tinto's green iron plant in Rockingham, the facility plays a key role in developing green steel technologies, extending Murdoch's five-year partnership with the miner on lithium innovation.



Professor Treena Burgess, Professor Aleksandar Nikoloski, Magenta Marshall MLA, Vice Chancellor Professor Andrew Deeks and Mayor, City of Rockingham Deb Hamblin

Ngoolarks Forever wins Premier's Science Award

The Keep Carnaby's Flying – Ngoolarks Forever project, led by **Professor Kris Warren**, was awarded Science Engagement Initiative of the Year at the 2025 Premier's Science Awards.

This two-year science-led community engagement initiative, supported by Lotterywest, raised awareness of the plight of Carnaby's cockatoos and engaged the Perth and Peel communities to help protect them. Professor Warren and her team worked with various NGOs, Aboriginal organisations, councils and the community to develop and implement locality-specific Black Cockatoo Conservation Action Plans. Together they installed Cockitroughs and planted around 50,000 black cockatoo food plants, addressing key conservation issues of water and habitat availability. The project's 'Black Cockatoos: Cultural Significance' film, produced by Dannon Wu, also won Best Overall Film at the Australia Youth Film Festival 2025.

Spyvalve sensors

Aquatic Ecologist **Dr Alan Cottingham** designed specialised technology to detect water health decline in its earliest stages using mussels. Spyvalve uses sensors attached to the shells of mussels, clams and other bivalves, to spy on the health of aquatic environments.

Under healthy water conditions, mussel shells remain open. When any form of pollution or quality decline is detected, shells close. The Spyvalve software live-streams this data to the network, and, when the shells have been closed for more than five minutes, an alert is sent to researchers.

The tool allows early detection of mass fish-death and toxicity events. By utilising Spyvalve, scientists have time to identify the root cause and implement solutions. Through a partnership with the Alcoa Foundation and the Department of Water and Environmental Regulation (DWER), Spyvalves have been implemented in waterways across the Peel-Harvey Regions.



Algae Innovation Hub

The launch of the Algae Innovation Hub was a landmark moment for generating a green circular economy in Western Australia. The facility is driving advancements in wastewater treatment, generating sustainable fuel and energy, and discovering new ways of sequestering CO₂.

"a landmark moment for generating a green circular economy in Western Australia."

Led by the Harry Butler Institute under the guidance of **Professor Navid Moheimani**, the Hub addresses some of the world's most pressing global challenges. Scientists are harnessing the power of algae using state-of-the-art technology, finding applications across several industries - from improving soil quality and creating safer, cheaper supplements for people with iron deficiencies, to helping remote and regional communities treat their wastewater. Integral to the new facility is Algae Harvest, a Murdoch University-born company which focuses on commercialising algal biotechnology solutions for sustainable industries.

Solar farm research

New research undertaken by wildlife ecologist **Professor Trish Fleming** showed that the rapid expansion of solar farms may come at a cost to biodiversity, particularly to birds and bats. The reflective glare from solar panels can mimic the appearance of water bodies, confusing migrating birds and leading them off course. The phenomenon, known as polarised light pollution, can also attract insects, inadvertently creating new feeding grounds for birds and bats. This can alter natural foraging behaviours and increase collision risks.

Another concern is the fencing commonly used around solar farms. While intended to protect infrastructure, these barriers can entrap wildlife, leading to injury or death. Migratory species may find their traditional routes blocked, disrupting nesting and feeding patterns. While solar panels offer environmental benefits, the research demonstrated that they can also pose unique challenges to wildlife that must be addressed to ensure a truly sustainable energy transition. The study called for greater consideration of biodiversity conservation in solar farm planning.

This new research was undertaken by the Harry Butler Institute with funding from Fortescue Metals Group.



Researchers warn of neurological condition impacting Australian magpies

Researchers led investigations throughout the year into a paralysis syndrome affecting magpies across Perth and the South-West. Affected birds demonstrated symptoms such as weakness, inability to stand or coordinate movements, and in more advanced cases, an inability to lift their heads or breathe.

Researchers, led by **Dr Bethany Jackson**, collaborated with wildlife centres and organisations, such as Wildlife Health Australia, to gather information on the geographic range, species and age of animals affected, along with conducting tests to find a diagnosis. Diagnosis has proved difficult, with researchers providing expertise from the microscopic level of wildlife health, examining cells and tissues of affected animals or performing tests with diagnostics teams.

The research teams have made progress towards a diagnosis, having ruled out numerous notifiable diseases and contaminants.

Dark diversity study

A global study published in journal Nature, involving **Professor Ladislav Mucina** and **Dr James Tsakalos**, showed that in human-disturbed regions, many native plant species are absent from their natural habitats, contributing to the missing "dark diversity".

Natural vegetation often lacks many species that could be present, especially in regions heavily affected by human activities.

Over 200 scientists from the research collaboration DarkDivNet studied plants at nearly 5,500 sites in 119 regions around the world. In regions with little human impact, ecosystems typically contain over a third of potentially suitable species, with other species remaining absent mainly due to natural reasons, such as limited dispersal. In contrast, in regions heavily impacted by human activities, ecosystems contain only one out of five suitable species.

The level of human disturbance in each region was measured using the Human Footprint Index, which includes factors like human population density, land-use changes (such as urban development and agriculture), and infrastructure (roads and railways).

The study found that plant diversity at a site is negatively influenced by the level of the Human Footprint Index and most of its components in a surrounding area, up to hundreds of kilometres away. It highlighted the importance of maintaining and improving ecosystem health beyond nature reserves.

Manta rays building ocean maps

Oceanic manta rays may dive more than a kilometre deep to orientate themselves and build "mental maps" of the ocean, according to a study published in *Frontiers in Marine Science* this year, and authored by **Dr Calvin Beale**, who completed his PhD at Murdoch University.

The research tracked 24 tagged oceanic manta rays in Indonesia, Peru and New Zealand between 2012 and 2022 to learn more about their behaviour. It found manta rays can dive to depths of more than 1,200 metres - far further than initially believed.

The deep dives could help manta rays sample the environment, such as the Earth's magnetic field, oxygen, temperature and light levels. By diving down and sampling these signals, they could build a mental map that helps them navigate across vast, featureless stretches of open ocean.



Photo by Dr Calvin Beale - Raja Ampat Manta Project

Health Futures Institute



The Health Futures Institute (HFI) works to transform how long and how well people live, not just in Australia, but around the world. HFI works to understand the many interlinked facets of human health, from understanding the genome and its variable expression, to disease surveillance, health data linkage, mental health and navigating life's milestones.

Professor Hamid Sohrabi
Executive Director Health Futures Institute

The Institute incorporates four centres and one medical facility:

- 1 **The Australian National Phenome Centre**, which uses state of the art technologies to transform and optimise disease prevention, diagnosis and personalised healthcare.
- 2 **The Personalised Medicine Centre**, bringing together researchers and specialist clinicians in a range of rare diseases as well as in rehabilitation.
- 3 **Computational and Systems Medicine**, bringing scientists and clinicians together in an interdisciplinary environment to build on academic strengths of individuals in cutting-edge analytical chemistry, data science and data visualisation.
- 4 **Centre for Healthy Ageing**, bringing together multi-disciplinary researchers to investigate novel ways of maintaining quality of life and promoting healthy ageing in older adults.
- 5 **Medical Genomics Facility**, a nationally and internationally accredited high throughput genomics facility, specialising in medical genomics applications across immunogenetics, immunology, infectious disease, drug hypersensitivity, cancer and neuropathies.

2025 HIGHLIGHTS

Health Futures Institute Annual Symposium

The HFI Annual Symposium showcased research undertaken by the Institute to improve human health. Opened by **Deputy Vice Chancellor Research and Innovation, Professor Peter Eastwood**, sessions covered topics from benchtop biology to clinical trials, technological innovation, community and consumer voice.

Personalised Medicine Centre launches

Murdoch scientists sharpened their focus on the development of personalised treatments for rare and inherited diseases with the launch of the Personalised Medicine Centre (PMC).

This research centre is a collaboration between Murdoch and the Perron Institute and was previously known as the Centre for Molecular Medicine and Innovative Therapeutics.

There are two million people fighting rare diseases in Australia. By integrating scientific and clinical research, the PMC is accelerating the development of innovative therapies, bringing them to market faster and delivering tangible benefits for patients across Western Australia and beyond. The centre bridges the gap between discovery and clinical application, ensuring research translates into new therapies that improve lives.

Appointments

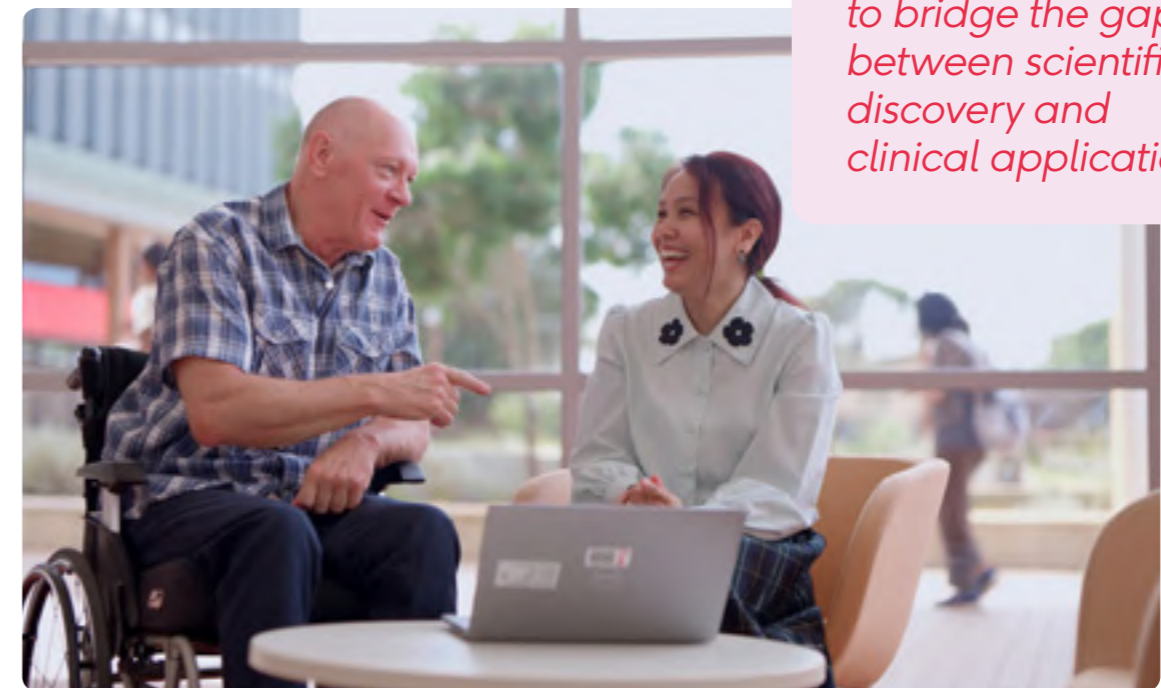
Professor Hamid Sohrabi was appointed Chair of the Innovative Research Universities Health and Medical Research Committee 2025–2026. Professor Sohrabi was also elected as the Chair of the Reserve, Resilience and Protective Factors Professional Interest Area for the Alzheimer's Association International Society to Advance Alzheimer's Research and Treatment (ISTAART; 2025–2027).

COVID Research

New collaborative research from the Australian National Phenome Centre (ANPC) was published indicating that children infected with COVID-19 may face increased cardiovascular disease risks, indicated by blood plasma metabolic changes.

Scientists from the ANPC and Harvard University analysed blood samples from 147 children across different COVID-19 conditions and identified significant metabolic disruptions beyond the acute viral infection phase. These alterations affect how the body processes fats (triglycerides and cholesterol) critical to healthy heart structure. The research challenged the widespread assumption that children are largely unaffected by COVID-19 based on the relatively mild respiratory effects.

"The centre aims to bridge the gap between scientific discovery and clinical application."





Bravo apples for health

Analysis of Bravo apples at the ANPC revealed they contain a wide variety of health-promoting compounds, such as chlorogenic acid and quercetin.

Led by **Associate Professor Ruey Leng Loo** at Murdoch, in partnership with the Department of Primary Industries and Regional Development (DPIRD), Fruit West Cooperative and Bruker BioSpin, and the Future Food Systems Cooperative Research Centre (FFS-CRC), the study is investigating how Bravo apple and pear consumption may influence cardiovascular disease and diabetes risk factors.

Beyond health benefits, the Apple Study is highlighting how science-backed innovation can strengthen regional industries, support local growers, and deliver healthier food options for Western Australians and consumers around the world.

World Expo 2025 during Health and MedTech Week

Professors Anthony Akkari and Steve Wilton AO were invited to be part of the Western Australian delegation and represent the PMC, Murdoch University, the Perron Institute and Black Swan Pharmaceuticals (BSP) at Health and MedTech Week during World Expo 2025 in Osaka, Japan.

As part of the WA delegation facilitated by Invest and Trade Western Australia, they engaged with international researchers, industry leaders, and delegates to share WA's growing impact in personalised medicine, rare disease therapeutics, and antisense drug development.

Their participation helped elevate Western Australia's reputation as a hub for medical innovation and forged new connections with Japanese research institutions and pharmaceutical partners.



Lifetime achievement honour

Ian Cooper received the Lifetime Achievement Honour at the 2025 WA Excellence in Allied Health Awards. Through his former role as Head of Physiotherapy at Sir Charles Gairdner Hospital, Mr Cooper made a lasting contribution to allied health in WA. Mr Cooper continues to make a remarkable impact as part of the Myositis Discovery Programme, a dually based research group at Murdoch University's PMC and the Perron Institute.

Aspire Award

Dr Yuval Gurfinkel received the 2025 Murdoch University Aspire Award from Business Events Perth for his personalised medicine research that aims to develop genetic therapeutics for motor neurone disease (MND). Dr Gurfinkel is now a postdoctoral research associate at the PMC. Dr Jessica Cale, also from the PMC, was the joint-winner of the Early/Mid-Career Researcher (EMCR) Business Events Perth Aspire Award.

Research Excellence

Dr Kelly Martinovich, Research Fellow in the PMC's Molecular Therapy Laboratory was the 2025 recipient of the Murdoch University's Vice-Chancellor's Research Excellence Award-Early Career Researcher.

World-first rare disease centre in WA

The Stan Perron Charitable Foundation committed \$221 million over the next decade to establish the Rare Care Comprehensive Centre (RCCC) at Perth Children's Hospital.

The centre will be the first of its kind globally, offering holistic, lifelong support to children and families affected by rare diseases. **Dr May Aung-Htut**, who leads rare disease therapeutics at the PMC and the Perron Institute, described it as a lifeline for families.

The RCCC will see leading rare disease scientists at Murdoch University collaborate with those at Curtin University, the Perron Institute, The University of Western Australia, Harry Perkins Institute of Medical Research, and The Kids Research Institute Australia.

Parkinson's tremor breakthrough

Professor Ann-Marie Vallence and **Dr Jane Tan** tested two types of electromagnetic stimulation on WA patients with tremor-dominant Parkinson's Disease. They discovered that using a non-invasive tool to stimulate areas of the brain could in turn lead to a decrease in tremors. They are continuing their study to see if the findings will lead to lasting increases in brain activity and decreases in tremors.

Heart disease risk assessment

Scientists at ANPC successfully tested a rapid, reliable method for assessment of heart disease risk. The method can measure 25 important markers in the blood simultaneously, such as cholesterol, in less than 15 minutes using radio waves.

This new application (currently research use only) could support more patients and people from the general population, in more locations, including regional and remote areas, to access prompt diagnosis and earlier treatment. Led by an international team of researchers from the ANPC, CIC bioGUNE, Monash University, and Bruker Biospin GmbH, this collaborative effort published in *Analytical Chemistry*, presents a major step toward making molecular phenotyping accessible in routine clinical practice.



Ngangk Yira

Institute for Change



The Ngangk Yira Institute for Change (NYIC) is focused on research that benefits Aboriginal people and communities, honours self-determination, and provides an enduring legacy. Research is determined through a partnership between Elders, community stakeholders, Aboriginal and non-Aboriginal researchers and focuses on complex issues in Aboriginal health and the achievement of social equity.

Professor Rhonda Marriott AM
Pro Vice Chancellor Ngangk Yira Institute for Change



The Institute incorporates three research centres:

- 1 **Yorga Maaman and Koolanga Research Centre**, strengthening and supporting empowered, healthy and resilient children, parents, families and communities.
- 2 **Yawardani Jan-ga Research Centre**, adopting Equine Assisted Learning (EAL) with a neurodevelopment lens to understand and tackle the challenges experienced by Aboriginal youth.
- 3 **Coolamon Research Centre**, building an understanding of the effects of climate change, and the social cultural and environmental factors impacting Aboriginal families and communities.

2025 HIGHLIGHTS

Partnership for culturally safe healthcare

NYIC partnered with Minderoo Foundation on a \$3 million three year program to create a culturally safe health pathway for Aboriginal children and their families in Western Australia.

The funding from Minderoo is allowing NYIC to build on over a decade of research already creating new maternity practices, innovative models of patient engagement and valuable health resources for Aboriginal families.

The partnership is expanding NYIC's existing initiatives, such as perinatal assessment tool 'Baby Coming You Ready' and wrap-around maternal health program ICARE. It will allow development of new Aboriginal health research programs and an expansion of the NYIC team, as well as the development and implementation of two new programs; 'Bubba Here What Now' to support families in their child's first few years of life and 'Maaman Baby Coming You Ready,' which is focused on preparing Aboriginal men for fatherhood.

There is renewed focus on impact measurement, evaluation, and learning. This includes developing evaluation plans for all new projects, establishing evaluation frameworks, and identifying evaluation capacity-building opportunities for early and mid-career researchers.

Baby Coming You Ready

The Baby Coming You Ready (BCYR) two-year pilot has concluded, engaging over 316 Aboriginal women across metropolitan and regional WA, and a Pilot Report is nearing completion. BCYR is now foundational to three major National Health and Medical Research Council (NHMRC) projects worth nearly \$10 million, with plans to expand to 24 WA clinical sites and selected interstate locations.

BCYR uses a digital platform to overcome barriers between Aboriginal women and their healthcare providers during pregnancy. Next steps include AI-driven predictive modelling, integration of father-inclusive care through the Maaman Project, and continued evaluation of clinical and economic impact.

ICARE Maternal Health Program

The ICARE maternal health program is empowering Aboriginal women and families through culturally safe, self-determined care during pregnancy, birth, and early childhood. The study led by the South Australian Health and Medical Research Institute with NYIC, aims to reduce preterm births and improve maternal-child health outcomes.

In 2025, ethics approvals were secured, training commenced in the Pilbara, and planning for a 2026 symposium to launch the ICARE Network commenced. The program is driving systemic reform and fostering community-led solutions to ensure every family thrives.



"...to create a culturally safe health pathway for Aboriginal children and their families."

NYIC partnered with Minderoo Foundation

Engagement



In 2025, the Global Engagement portfolio delivered significant outcomes that made a substantial contribution to advancing the University's strategy and global ambitions.

Professor Simon McKirdy
Deputy Vice Chancellor Global Engagement

Global Engagement

Murdoch strengthened its global presence in 2025. The new Singapore campus opened at Odeon 333, driving steady enrolment growth in a competitive market. Murdoch Dubai recorded strong enrolment growth, secured a Federal Operating Licence, adopted an outcomes-based regulatory framework, achieved KHDA Quality Assurance success, and gained full program accreditation from the Commission for Academic Accreditation, ensuring UAE-wide recognition of its degrees. Campus expansion commenced, and Professor **Mike Gallimore** was appointed Dean. Murdoch graduated 1,658 new graduates across six offshore graduation ceremonies in 2025.

The International Office aligned with government policy to manage institutional risk ratings, 24 country plans, integrated college recruitment strategies, and developed a global recruitment framework. It advanced quality and standards through policy reviews, facilitated multiple international agreements, and hosted **Her Majesty The Queen Mother of Bhutan, Tseyring Pem Wangchuck**, for the conferral of an Honorary Doctorate.

Strategic Partnerships delivered major initiatives, including appointing **Michael Wear** as Murdoch Professor of Practice (Indigenous Environmental Conservation) and celebrating his recognition as the inaugural recipient of the Prime Minister's Prize for Aboriginal and Torres Strait Islander Knowledge Systems. The first year of the WA Cricket Affiliation Agreement positioned Murdoch as Official Research and Education Partner of WA Cricket and the Perth Scorchers. The team also delivered the Global Engagement Sub-Strategy.



Murdoch delegation at the Università Cattolica del Sacro Cuore

Outbound delegations

Europe

After attending the European Association for International Education conference in Gothenburg in September, **Pro Vice Chancellor International Kelly Smith, Pro Vice Chancellor Environment and Life Sciences Professor Jennifer Verduin and Head of International Relations Joel Wittwer** joined **Professor McKirdy** in visiting Milan, Piacenza and Dijon to discuss new course development - including a double degree with Università Cattolica del Sacro Cuore and prospective arrangements with the Burgundy School of Business.

Following these discussions, the delegation travelled to Lille to continue discussions with the University of Lille and further the development of the strategic partnership between Murdoch and one of the largest francophone universities in the world.

Bhutan

Professor McKirdy and Kelly Smith travelled to Bhutan to renew current partnerships and engage in new initiatives. The Memorandum of Understanding with the Youth Development Fund was renewed, continuing what has become a foundational partnership with Bhutan. As well as meeting the Vice Chancellor of the Royal University of Bhutan, Professor McKirdy was able to secure a three-way agreement with Kingston College in Perth and the Desuung Skilling Program, a major training project initiated by His Majesty the King of Bhutan in 2021.

China

Professor McKirdy and Kelly Smith travelled to China in August to visit strategic partners and engage with national organisations. Visits included the Beijing Genomics Institute headquarters in Shenzhen; prospective partners in Nanjing; long-term partner Qingdao Agriculture University; as well as the China Scholarship Council (CSC) in Beijing. A key outcome of the visit was a proposed agreement with the CSC to support high quality PhD students from China to undertake their studies at Murdoch.

United Arab Emirates

Professor McKirdy engaged with several key leaders in the UAE to explore emerging opportunities in education, tourism, and agriculture. The Government of Sharjah, in particular, is prioritising new initiatives focused on food security and sustainable energy.

Tokyo City University

This year marked the 10th Anniversary of the Tokyo City University Australia Program (TAP). As a key partner in this program, Murdoch University representatives attended a celebration of the milestone in Tokyo. In recognition of both the 10th Anniversary of TAP and Murdoch's 50th celebrations, Professor McKirdy hosted a dinner for 15 of the highest achieving students. In total, over 800 students have now undertaken TAP at Murdoch. In 2025, the University renewed the agreement for TAP through to 2031 - continuing Murdoch's engagement in what is the largest program of its kind in Australia.

While in Japan the delegation also visited Kwansai Gakuin University and Hokkaido University, renewing and reaffirming these key partnerships.



Distinguished graduates of the TAP program with the Murdoch delegation



Professor Simon McKirdy, Pro Vice Chancellor Global Engagement, Executive Director Murdoch University Dubai Mohamed Ba Matrf and H.E. Dr Abdullah Belhaif Al Nuaimi (Chairman of Sharjah Consultative Council)

Recruitment

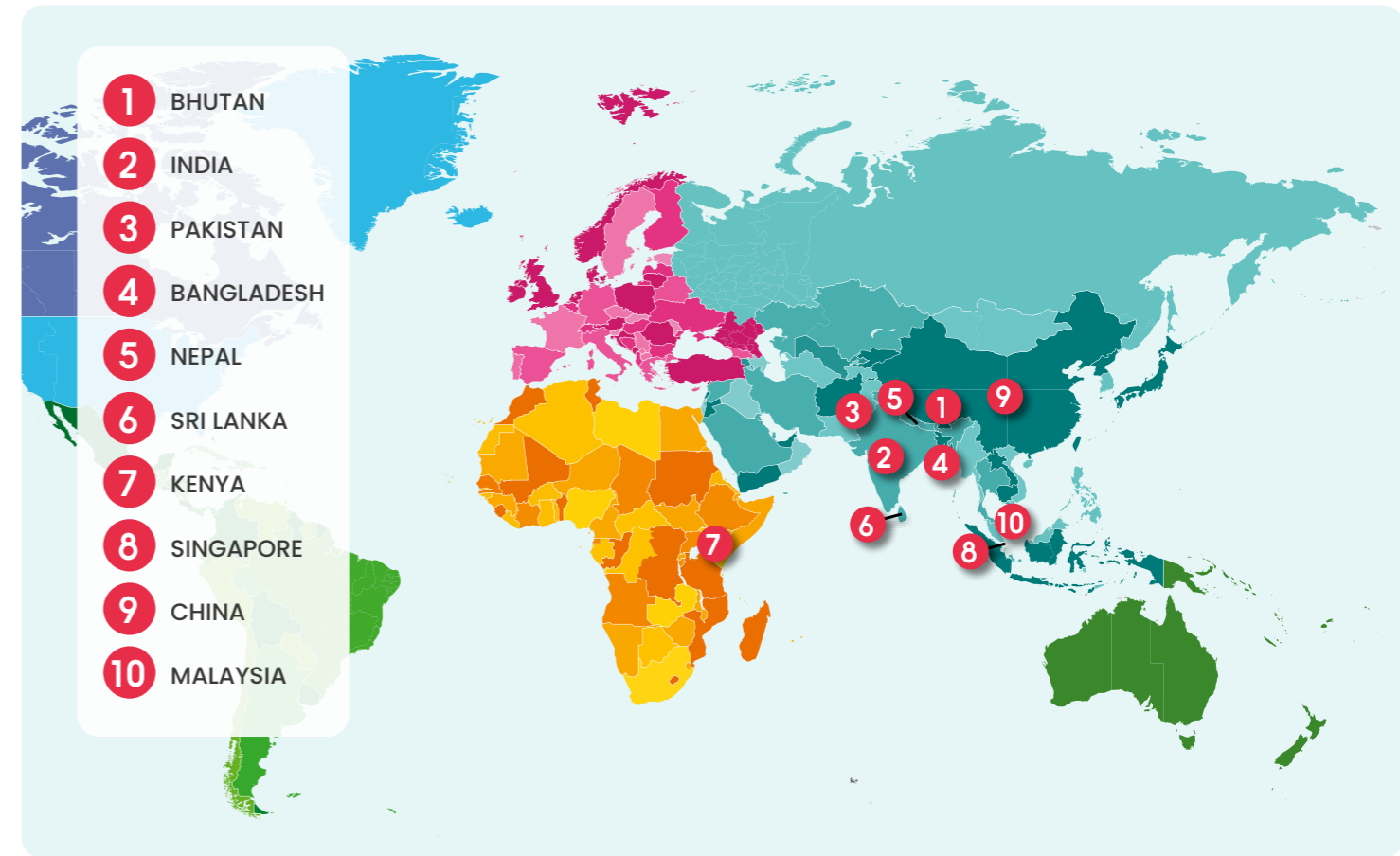
In 2025, the University had a target of 3,500 new overseas student commencements, with this target based on Murdoch's New Overseas Student Commencement number (NOSC) as determined by the Department of Education. The total number of commencing international students across all categories was 3,698.

"The 2025 outcome highlights the University's attractiveness as a high-quality study destination."

The impact of Federal Government policy changes from 2024 continued to be felt, but moderated in the second half of the year, after more policy certainty from the Federal Government. The 2025 outcome highlights the University's attractiveness as a high-quality study destination for students from across the globe. Importantly, the diversification of the cohort that first emerged in 2024 continued into 2025 with continued growth from countries such as China, Nepal, Bangladesh and Sri Lanka. The University increased focus on diversification by engaging in the Middle East and Central Asia and also opened a new in country office in Malaysia. In addition to expanding capacity in Malaysia, this office allows Murdoch to increase activity in the Philippines and Indonesia.



Top 10 countries in order of enrolled students



Most popular courses (commencing students)

1	Master of Professional Accounting	1142
2	MBA (Global)	935
3	Master of Community Development	832
4	Master of IT	789
5	Bachelor of IT	524
6	Bachelor of Business	521
7	Bachelor of Nursing	496
8	Master of Sustainable Development	439
9	Master of Engineering Practice	252
10	Master of Human Resource Management	235

2025 intake (commencing students)

Undergraduate /Postgraduate coursework	3,267
Higher Degree by Research	108
Non award	323
Total	3,698

2025 HIGHLIGHTS

Queen Mother of Bhutan receives Honorary Doctorate

Murdoch presented an **Honorary Doctorate to Her Majesty The Queen Mother of Bhutan, Tseyring Pem Wangchuck** at a graduation ceremony in February. Her Majesty is the President of the Bhutan Youth Development Fund (YDF). The YDF was founded by His Majesty the Fourth King Jigme Singye Wangchuck, and has served thousands of youth and children since 1999 in areas such as youth development, education, substance use prevention and treatment, disability rights, child protection, skills training, social entrepreneurship, wellbeing promotion and policy advocacy. Murdoch's International Office has an ongoing partnership with the YDF and nominated Her Majesty based on the work done over many years supporting the youth of Bhutan.



Her Majesty the Queen Mother of Bhutan, Tseyring Pem Wangchuck and Pro Vice Chancellor International Kelly Smith

Australia Awards alumni engagement

There was a focus on strengthening connections between alumni and the University, while aligning with the Department of Foreign Affairs and Trade strategic priorities.

Alumni contributed powerful testimonials and marketing content, showcasing the impact of their journeys. Direct communication between alumni and incoming scholars was facilitated creating a vibrant support network. Planning began for collaborative professional development initiatives with current scholars to allow professional growth. New Colombo Plan opportunities began development across the Indo-Pacific region, opening doors for future outbound mobility and expanding horizons.

Targeted activities and strategic partnerships were developed, aiming to boost alumni visibility and to create pathways for sustained contributions to development outcomes in priority regions. These efforts reaffirm Murdoch's commitment to enduring relationships and advancing Australia's role in global education and capacity building.

Outbound scholarships

The International budget set aside funds to support outbound students in semester one, 2026 through partial scholarships. From this investment, three distinct scholarship opportunities were designed to empower global learning. These scholarships reflect Murdoch's commitment to global engagement, inclusion, and sustainability.

- **Overseas Study Scholarships Europe and United Kingdom:** Exclusively for students heading to Priority Exchange Partners in Europe and the United Kingdom. One scholarship of \$2,000 and two scholarships of \$1,000.
- **First Nations Overseas Study Scholarship:** Dedicated to students who identify as First Nations persons, fostering cultural exchange and representation abroad. One scholarship of \$2,000 and one scholarship of \$1,000.
- **Overseas Sustainable Study Scholarship:** For students who can demonstrate sustainability actions as part of their overseas study experience. One scholarship of \$1,000.

Sustainability initiatives

Murdoch's global programs have embedded sustainability into every step to make a positive impact.



Circular resource use: Inbound study abroad and exchange students are reducing waste by donating gently used towels to The Animal Hospital at Murdoch University at semester's end. Items that once ended up in landfill now support animal care.



Giving items a second life: Through a coordinated collection drive, unwanted clothing, cooking utensils, unopened long-life food, and bedding are redistributed via the Murdoch Worship Centre to support students in need.



Community garden leadership: An Australia Awards Scholar leads the Village Community Garden, promoting food security, intercultural exchange, and sustainable living. The International Relations and Programs team will sponsor and embed this initiative into future programs.



Sustainable Travel Incentives: Outbound mobility students are encouraged to adopt low-impact travel behaviours through targeted sustainability scholarships, rewarding those committed to greener choices abroad.



Hands-On Carbon Offsetting: Inbound and outbound cohorts join forces in tree planting and weeding activities, creating tangible environmental benefits while fostering global connections.



Learning for Impact: A dedicated Sustainability Hub on student LMS pages now offers curated resources for inbound Study Abroad, exchange, and Australia Awards students, empowering informed, sustainable action.



Climate Action Barometer: The International and Sustainability Offices collaborated to engage in the Climate Action Barometer, a benchmarking process by the International Education Sustainability Group that tracks and compares sustainability policies, practices and outcomes for international operations.

Agent Guide

Murdoch introduced a refreshed and modernised Agent Guide to strengthen engagement with international recruitment agents. The updated resource is designed to support new and existing agents as they enter into new agreements or renew existing ones. The Agent Guide is delivered as an easy-to-access online platform, providing a comprehensive suite of information and tools to help agents represent Murdoch effectively. It includes essential University information, practical tips, best practices, and direct links to critical resources. The Agent Guide ensures international recruitment agents have the knowledge and resources they need to promote Murdoch with confidence and accuracy. The initiative reflects Murdoch's commitment to building strong, informed, and collaborative relationships.

Murdoch Global Engagement Forum

Murdoch International hosted the third annual Murdoch Global Engagement Forum. The Plenary brought together 120 colleagues and key industry stakeholders to discuss the direction of internationalisation and globalisation in higher education. Subsequent workshops and collaborative sessions spanning over four days focused on issues of student recruitment, international relations, partnerships and transnational education.



Transnational education

Singapore

His Excellency, the Australian High Commissioner Allaster Cox, and Denise Phua (the Mayor of Singapore's Central District) officially opened the new Murdoch Singapore campus at Odeon 333. The state-of-the-art campus is located in the heart of the central business district opposite the iconic Raffles Hotel and features 18 new classrooms, three computer labs, a student wellness room and recreation facilities.

"...officially opened the new Murdoch Singapore campus at Odeon 333."

Murdoch alumni and stakeholders celebrated the University's 50th anniversary at an event at the Australian High Commissioner's residence. Several other events followed throughout the year to mark this important milestone.



Singapore graduation

Murdoch's new Singapore campus hosted the Disruptive Leaders Program for the Westpac Scholar's Trust. The program saw 27 undergraduate students from across Australia engage in a four-day intensive leadership program involving industry visits to SAP, Paypal and IBM.

Throughout 2025, Murdoch's Singapore campus continued its Green Economy Research Seminar Series. The purpose of this series is to bring the very best of Murdoch's sustainability focused research to Singapore.

A new strategic collaboration with Oracle China (part of the Cloud-based Fortune 500 Company Oracle Inc) was announced. Under the partnership, Oracle and its partners in China will recruit Chinese students, provide these students with professional and industry training before the students then progress to Murdoch's Information Technology and Business degrees in Singapore. Upon graduation, these job-ready graduates will return to China to work with Oracle or with Oracle's clients.



New Singapore campus

Dubai

In Dubai, there were positive developments to support Murdoch's growing presence in the UAE. An additional floor in the building that Murdoch Dubai occupies was leased and a contract awarded to fit-out the 13,500 square feet space. The campus expansion, which is expected to be completed in the first quarter of 2026, will support the University's fast-growing enrolment.

The University received a Federal Licence from the United Arab Emirates (UAE) Ministry of Higher Education and Scientific Research. The Federal licence allowed Murdoch to seek accreditation of courses through the Commission for Academic Accreditation (CAA), which was subsequently achieved in early November. The Federal licence and CAA provided Murdoch with degree recognition throughout the UAE and was a testament to the high regard in which the university is held in Dubai and throughout the Emirates.

By the end of 2025, **Professor Mike Gallimore** was welcomed as the new Dean of Murdoch University Dubai. Professor Gallimore is an engineer with more than five years' experience working in the Middle East.



Murdoch University Dubai Dean, Professor Mike Gallimore

Academic partnerships

Burgundy School of Business (France)

Murdoch strengthened ties with Burgundy School of Business through enhanced student mobility and joint academic initiatives. This partnership opened pathways for Murdoch students to experience world-class business education in Europe, while welcoming French students to Perth for immersive learning.

Università Cattolica del Sacro Cuore (Italy)

Università Cattolica del Sacro Cuore (University of Cattolica) is a new partnership offering Murdoch students access to one of Italy's most prestigious institutions. Cattolica's vision to serve as an international hub for agriculture and food business aligns closely with Murdoch strategic goals in the same field, and it is fitting that a dual masters pathway arrangement in Food Science has been agreed on. Cattolica has very well-equipped food science labs with their program situated in the food bowl of Italy in Cremona. Cattolica students coming to Perth in their second year will create diversity in the current international cohort which is growing. Further mobility opportunities such as summer programs and teacher exchange are anticipated.

Renewal with Shenyang Institute of Engineering (China)

Murdoch and Shenyang Institute of Engineering (SIE) celebrated 19 years of partnership, marked by the renewal of the Ministry of Education-accredited Joint Education Program in Electric Power Engineering and Automation. The program, established as a three-plus-one pathway, enables students to complete three years at SIE and an optional final Honours year at Murdoch. This year's agreement renewal and leadership visit signalled a strengthened commitment to the long-standing collaboration, supported by Murdoch alumni Lou Yuying who has worked across the partnership since its inception in China.

Global Representation and Strategic Engagement

APAIE Conference

Murdoch had a strong presence at the Asia-Pacific Association for International Education (APAIE) Conference, engaging with global partners and showcasing international programs. Discussions with host OP Jindal Global University (JGU) highlighted opportunities for collaborative research and student mobility, and a New Colombo Plan program took place at JGU in December.

Austrade Mission to the Philippines

Murdoch joined the Austrade-led Australian Sustainable Mining Mission to the Philippines – one of only two Australian higher education institutions to be invited. **Associate Professor Martin Anda** and **Head of International Relations Joel Wittwer** spent the mission strengthening ties with local institutions, understanding how Murdoch can assist with sustainability in the Philippines and exploring opportunities for joint programs. The mission underscored Murdoch's commitment to the Philippines and Southeast Asia as a key region for future growth.

Industry and Government Partnership – Al Shmoul Holdings (Middle East)

Murdoch advanced discussions with Saudi Arabia's Al Shmoul Holdings, focusing on collaborations in research on camel genomics. These conversations reflect Murdoch's strategy to engage with industry partners globally, creating pathways for innovation and research.

Strategic Partnerships

In 2025, the Strategic Partnerships Office strengthened Murdoch University's global engagement and industry collaboration through significant new alliances and the progression of key initiatives.

WA Cricket Affiliation Agreement

The first year of the new Affiliation Agreement between Murdoch and WA Cricket delivered aligned strategic priorities, including Murdoch's role as the Official Research and Education Partner of WA Cricket and the Perth Scorchers, maintenance and use of Murdoch University cricket ovals, and engagement across multiple Schools including the First Nations portfolio, supporting The Boordawan Movement in developing Youth and Indigenous Leaders.

International Development and Sustainability

Funding approval was secured from the Department of Agriculture, Philippines, to progress a needs analysis and business case for the Southeast Asian Biosecurity Institute. This is to support the Philippines in developing robust supply chain biosecurity systems, which focus on international trade requirements.

The Education Roadmap for Green Mining protocols was completed and workshops in the Philippines, funded by the Australian-ASEAN Grant were successfully delivered.



Workshops in the Philippines



Prime Minister Anthony Albanese presenting Professor Michael Wear with the 2025 Prime Minister's Prize for Aboriginal and Torres Strait Islander Knowledge Systems

Indigenous Knowledge Leadership

Support was provided to the College of Environmental and Life Sciences in appointing Michael Wear as Professor of Practice (Indigenous Environmental Conservation). Professor Wear went on to win the inaugural 2025 Prime Minister's Prize for Aboriginal and Torres Strait Islander Knowledge Systems, opening pathways for major research collaborations on emerging environmental challenges.

Funding opportunities are being developed around seagrass restoration, algal feed for sea cucumbers and biochemical analysis. The aim is to develop a 'Living Library' in Shark Bay by harnessing deep Cultural Knowledge and supported by Western science.

Thought Leadership

The Value-Driven Collaborations Forum was developed in partnership with the University Industry Innovation Network, marking its first forum run in Western Australia. Leaders were convened from higher education, industry, and government to explore sustainable, ethical, and impactful partnerships addressing regional and global challenges. Additionally, a tailored internal training program was developed to equip staff with the skills to identify, initiate, and manage partnerships aligned with institutional priorities and long-term sustainability.

Industry and Research Hubs

Multiple engagement and research partnership meetings and funding opportunities were arranged to support the launch of the Extractive Metallurgy Hub and Algae Innovation Hub. This allowed industry partners to understand the breadth and scope of the facilities.

Global Engagement Sub-Strategy

The Global Engagement Sub-Strategy was developed in consultation with the Senior Leadership Team and launched at the Global Engagement Forum. As a result, the Engagement Framework will be developed to establish a coordinated and strategic approach to external engagement across all campuses.

Industry Collaboration

The first major industry workshop was delivered with Rio Tinto, showcasing the University's capabilities aligned with Rio Tinto's Reduced Impact Mining strategy. The event identified opportunities to co-develop innovative solutions to minimise operational impacts and established a model for Strategic Partnerships to replicate these workshops across other industry and community partners.

Enablers

Empower and Develop
Our People

Develop and Enhance
Our Facilities

Improve Our Systems
and Processes

Empower and Develop Our People



Sharon Russell
Chief People Officer



Tony Pine
Chief Financial Officer



Alex Iles
Chief Experience Officer

2025 HIGHLIGHTS

People Sub-Strategy

In 2025, the University released its first People Sub-Strategy – establishing a clear framework for how we attract, develop and support our people in alignment with our strategy *Ngala Kwop Biddi – Building a Brighter Future Together*.

The People Sub-Strategy was shaped through broad engagement across the University, including senior leadership insights, employee engagement survey results, more than 100 participants in consultation workshops, and an all-staff feedback process. This ensured the final strategy reflected the priorities, experiences and aspirations of Murdoch's people.

The People Sub-Strategy centres on three pillars:

- **Build:** attracting and retaining purpose-driven people through contemporary recruitment and clear pathways;
- **Brighter Future:** investing in capability, leadership development and career growth;
- **Together:** fostering a safe, respectful and inclusive culture where people feel they belong.

The strategy aligns with existing First Nations, Sustainability and Equity, Diversity and Inclusion commitments, ensuring a coherent approach across people-focused initiatives. Following endorsement by the Senior Leadership Team and Senate, implementation planning commenced to prioritise initiatives and establish measures of success.

The People Sub-Strategy represents a significant step in strengthening the employee experience and supporting a confident, capable and future-ready University.

Growing global capability

Murdoch University successfully rolled out the Global Researcher Intercultural Development (GRID) Program across the Research and Innovation portfolio. This initiative is equipping academic leaders and researchers with essential cross-cultural competencies, supporting greater understanding of working styles, expectations and best practice. As a result, our research teams are better positioned to collaborate effectively across cultures and operate as high-performing global research units.

Strengthening fairness, consistency and compliance

Murdoch conducted a university-wide review of time off in lieu (TOIL) practices, developing practical toolkits and guidance materials to ensure consistent application and compliance with legislative requirements. This work supports operational flexibility while protecting staff wellbeing.

Attracting and retaining the right talent

The University focused on ensuring the right capability is in place to meet critical organisational priorities. This included the recruitment of the Campus Development team to support implementation of the Campus Development Plan, and the successful appointment of senior leaders, including the Executive Director Dubai and the Dean of Dubai.

Murdoch undertook comprehensive remuneration benchmarking across key areas and developed targeted allowance strategies to strengthen our competitive position in priority labour markets, supporting both attraction and retention objectives.

Building leadership capability

Leadership development remained a cornerstone of the People and Culture Office. This year the Office:

- Delivered workshops three and four of the Leadership Development Program (LDP), including catch-up sessions, Senior Leadership Team 360-degree feedback and action-learning activities;
 - Launched three EZRA coaching cohorts with strong participation and engagement;
 - Embedded the Leadership Capability Framework across development programs, coaching, performance and promotion processes; and
 - Supported emerging and senior leaders with tailored learning solutions and bespoke team development workshops.
- Discovery work on the Management Toolkit and Empowering Leaders platform was also progressed to inform a 2026 launch.

Enhancing learning, systems and quality

Murdoch increased learning and development delivery by 35% compared with 2024, with sessions published early to support planning. New immersive VR learning experiences were added to the catalogue, lifting engagement and expanding experiential capability development. To strengthen governance, a Training Risk Assessment Template was introduced and a standardised course-submission form.

Organisational readiness and safety were supported through delivery of extensive training logistics for emergency-readiness courses, chemical spill response and Health Safety and Wellbeing compliance, including training over 300 leaders in M-REPORT.

Online learning content was upgraded across compliance, sustainability and inclusion, including the launch of the Sunflower hidden disability awareness module. The 2025 Learning and Performance Course Schedule was finalised, aligned to the Leadership Capability Framework and People Sub-Strategy themes.

"The People Sub-Strategy represents a significant step in strengthening the employee experience."



Acknowledgement of Academic Promotions for 2025

The following Murdoch academic staff received academic promotions for the year 2025.

Employee	School/Area	Promotion to
Akilew Adane	Ngangk Yira Institute for Change	Senior Research Fellow
Amanda Duarte Barbosa	School of Veterinary Medicine	Associate Professor
Artur Deditius	School of Mathematics, Statistics, Chemistry and Physics	Professor
Ashwin Vadiveloo	School of Environmental and Conservation Sciences	Lecturer
Brendan Chapman	School of Medical, Molecular and Forensic Sciences	Associate Professor
Brook Galna	School of Allied Health	Associate Professor
Caroline Jacobson	College of Environmental and Life Sciences	Professor
David Murray	School of Information Technology	Associate Professor
David Parlevliet	College of Science, Technology, Engineering and Mathematics	Professor
Emily Chambers	School of Humanities, Arts and Social Sciences	Lecturer
Fang Xia	School of Mathematics, Statistics, Chemistry and Physics	Professor
Gaofeng Zhou	School of Agricultural Sciences	Senior Research Fellow
GM Shafiullah	School of Engineering and Energy	Professor
Guanjin Wang	School of Information Technology	Associate Professor
Hakeui Fujiyama	School of Psychology	Associate Professor
Hans Oskierski	School of Mathematics, Statistics, Chemistry and Physics	Associate Professor
Jason Terpolilli	School of Medical, Molecular and Forensic Sciences	Associate Professor
Joanne Lisciandro	University Preparation Pathways	Senior Lecturer
Jon Prince	School of Psychology	Associate Professor
Lee Daffin	School of Allied Health	Senior Lecturer
Mark Sutton	School of Media and Communication	Senior Lecturer
Megan Paull	College of Business	Associate Professor
Melissa Thomas	Harry Butler Institute – Research Centres	Professor
Mieghan Bruce	School of Veterinary Medicine	Associate Professor
Natasha Rappa	School of Education	Associate Professor
Pedro de Souza Castanheira	Harry Butler Institute – Biosecurity and Environmental Science	Senior Research Fellow
Phil Shrader	School of Mathematics, Statistics, Chemistry and Physics	Senior Lecturer
Rachel Standish	School of Environmental and Conservation Sciences	Professor
Rakesh Naduvile Veedu	Personalised Medicine Centre – Centre for Molecular Medicine and Innovative Therapeutics	Professor
Ravi Tiwari	School of Medical, Molecular and Forensic Sciences	Associate Professor
Sandra Hesterman	School of Education	Associate Professor
Vicki Cope	School of Education	Professor
Vicky Solah	School of Medical, Molecular and Forensic Sciences	Professor
Wayne Greene	School of Medical, Molecular and Forensic Sciences	Professor
Wendy Cumming-Potvin	School of Education	Professor
Yingchi Chu	School of Media and Communications	Associate Professor



Develop and Enhance Our Facilities

2025 HIGHLIGHTS

Harry Butler Science Centre

The construction of the Harry Butler Science Centre represents a transformative vision for collaborative environmental stewardship, bringing together community, industry, and academia to develop innovative scientific solutions that enable the harmonious coexistence of human development and biodiversity protection.

Significant milestones achieved throughout the year include site preparation and enabling works. Construction is scheduled for completion in late 2026, when the Harry Butler Science Centre

will provide the community with a world-class facility that embodies Murdoch's commitment to environmental education.

The Centre is supported by a strong funding partnership, combining Federal Government support with University resources. Built upon three foundational pillars – Future Environmentalist, Sustainable Design, and Regenerative Principles – the Centre will serve as both a hub for environmental research and a living demonstration of sustainable design in action.

Implementation of the Decarbonisation Roadmap

The implementation phase of Murdoch's Decarbonisation Roadmap has commenced with the strategic upgrade of the University's high-voltage intake substation. This critical infrastructure enhancement will enable Murdoch to significantly expand its solar photovoltaic capacity across campus, marking a pivotal step toward emissions reduction targets.

Complementing this foundational work, the University is advancing the identification of key enabling projects to support the staged rollout of solar PV installations. A comprehensive energy sub-metering strategy is being implemented, which will ensure accurate tracking and reporting of energy consumption and CO² emissions across our buildings, providing the data framework necessary to measure progress against decarbonisation commitments.

A world-class facility that embodies Murdoch's commitment to environmental education.

Campus Development Plan

The Campus Development Plan remains a cornerstone initiative, supporting the University's strategic vision, transforming the South Street campus into a dynamic innovation hub that seamlessly blends academic excellence with a thriving urban community.

Throughout the year, substantial progress was made across multiple precincts, with advancements in strategic planning, facilities assessment, and project governance.

The Science, Technology, Engineering and Mathematics precinct consolidation strategy continues to progress, with options assessment completed in December. The Environmental and Life Sciences and School of Veterinary Medicine precinct reached a significant milestone with the start of the project briefing stage, positioning the project well for Lead Design Architect engagement in early 2026.

All development phases have been completed for the Law, Arts and Social Sciences precinct, demonstrating capacity to deliver comprehensive transformations, starting with the refurbishment of the Media Arts Centre in building 450.

All progress is underpinned by a robust Project Management Framework to ensure consistency and rigorous milestone approvals. An infrastructure roadmap is in place for mechanical, electrical, hydraulic and civil works.

Extractive Metallurgy Hub

The Extractive Metallurgy Hub officially opened in 2025. The project consolidates staff, students, and equipment previously situated in different locations at Murdoch's South Street campus, through the comprehensive refurbishment of existing facilities at the Rockingham campus.

The Extractive Metallurgy Hub, which operates as part of the Harry Butler Institute, specialises in research across hydrometallurgical processes to extract metals from primary ores and secondary materials such as e-waste.

This technology underpins Australia's mineral industry and is critical to the production of metals and minerals for clean energy storage and battery applications, supporting the goal of a green future and training the future workforce required for the growing batteries industry.

This strategic relocation enables greater engagement with the neighbouring Kwinana industrial precinct and positions Murdoch to expand industry-led research in the critical energy minerals field.



Improve Our Systems and Processes

Following its establishment in 2024, the Chief Experience Officer (CXO) Office at Murdoch University entered its second year in 2025, during which significant foundational improvement work was completed to optimise systems, processes and services for our students and staff.



Student Experience

Recognising that student wellbeing is intrinsically linked to student success, Murdoch University scaled important support services to more students, expanded and enhanced both calm and active spaces, and increased wellbeing upskilling for student-facing staff. Extracurricular learning experiences were further enhanced to provide students with more opportunities to apply their course knowledge and expertise in real-world situations – such as community, technology, and commercial settings.

Overall student satisfaction scores from the national Student Experience Survey for both undergraduates and postgraduates increased by three percentage points, to 79.8% and 81.1% respectively. These positive results were supported by the satisfaction percentage from the end-of-year Unit Surveys for 2025:

- Enabling programs: 92.6%
- Postgraduate: 91.2%,
- Undergraduate: 83.4%

The International Student Barometer score complemented these results with 91.5% of our international students satisfied with their overall experience.

Student satisfaction is an important driver for student retention. In 2025, Murdoch University achieved an overall domestic undergraduate retention of 82.8% (up two percentage points year-on-year) and an overall domestic postgraduate retention of 82.9% (up four percentage points). Similarly, the international onshore student retention has recovered well, with postgraduate retention up five per cent and undergraduate retention up almost two per cent. These results indicate the positive impacts of the improvement work carried out.

The retention rate for Murdoch University's first-year domestic undergraduate students is trending upwards, driven largely by quality student engagement provided by academic and professional staff. First-year students typically require greater support during the early stages of their university experience, so this trend is a good sign for 2026 and beyond. Current figures show 2024–2025 first-year domestic undergraduate student retention has increased 3.4 percentage points year-on-year to 79.1%.



Staff Experience

Murdoch University continued to build momentum from the CXO operating model changes that occurred in 2024. The result was faster and more effective delivery of both continuous improvement and the development of new technology applications, such as a new Safety Management System. The system was built in-house by Murdoch University's Digital and Technology team in full partnership with the Health and Safety function.

Continuation to modernise out-of-date and basic manual processes through automation occurred throughout 2025, with the aim of giving time back to Murdoch's people to focus on education, research, engagement and other core activities. This included the early phase implementation of scalable technology infrastructure services to improve data access, retention and security.

Murdoch University explored the responsible and ethical use of Artificial Intelligence (AI) for supporting and enabling staff and students. Focus has been on identifying simple and repeatable tasks that consume time and have been known to create frustration, such as finding and navigating large volumes of University-wide policy information. Progress was made in developing prototypes of human-centred AI Agents to address these known challenges and creating reusable development frameworks to ensure that AI solutions are delivered safely, securely and for the benefit of staff, students and communities.

Sustainable, Inclusive and Conscious Operational Practices

Given the extent of professional services provided to students, staff and the community, the University made long-term decisions to integrate the three strategic themes into the operational practices where the most impact could be made. Work is underway to refresh Murdoch University's large, multi-year campus operations contracts, such as grounds maintenance, to ensure the approach taken, materials used, and partnerships leveraged in these critical services are tightly aligned with the Sustainability; Equity Diversity & Inclusion; and First Nations sub-strategies. Furthermore, a principle of 'maximum re-use, minimum waste' has been established for key student events where high volumes of merchandise or 'one-off' materials are created.

Equity student progression

Finally, encouraging figures indicate that equity students (including those who have disclosed a disability, are from a lower social and economic background, are First Nations, or first-in-family) are progressing at a similar rate to non-equity students. Murdoch University exists to enhance the prosperity and social fabric of Murdoch's communities, and for the CXO Office this means doing everything possible to close the gap of disadvantage. In 2025, Murdoch University saw the difference in progression (students passing their courses) rates between equity and non-equity students approaching two per cent, which is the smallest gap to date. This reflects the University-wide efforts to ensure that Murdoch continues to be associated with providing pathways into and through a university education for people who have previously been excluded.

Our Supporters

Alumni and
Community Engagement

Donors and Partners

Alumni and Community Engagement

Engagement events were held throughout 2025 to reconnect with alumni across the globe. For many who attended, these activities, held in honour of the University's 50th anniversary year, were their first interaction with Murdoch since their graduation, and a chance to reconnect and rediscover Murdoch's history, progress and vision for the future.

2025 HIGHLIGHTS

The Vice Chancellor's 50th Anniversary Roadshow

Events were held across Australia and in various countries as part of Murdoch's 50th anniversary celebrations, including senior alumni lunches and larger alumni events in Brisbane, Sydney, Melbourne, Adelaide, Hong Kong, Singapore, London, Kuala Lumpur and Dubai. Alumni reconnected with each other and heard updates about current University activities. The events were part of the University's strategy to strengthen alumni engagement. Further alumni network gatherings were also scheduled in various locations following the success of the roadshows.

Four Vice Chancellor Long Table Dinners were held focused on the University's core activities of research, education and global engagement, and the strategic theme of Equity, Diversity and Inclusion.



Foundation student event

Around 70 inaugural students and staff from the class of 1975 returned to Bush Court for a special alumni event to recognise their contribution to the University.

Attendees were given a guided tour of the campus, which has expanded significantly since Murdoch's inaugural year, when it was just three buildings. The event culminated with an afternoon tea in the Marion Blackwell Garden and a Happy Hour event for foundation students in the Veterinary School. With an initial cohort of 510 students, the University of 1975 was much smaller than today, but the founding principles remain unchanged.



Distinguished alumni

Six outstanding artistic, cultural, political, and scientific leaders were named Murdoch University Distinguished Alumni Awards recipients for 2025. The awards recognise and celebrate the outstanding professional achievements, community service and personal journeys of exceptional Murdoch alumni. The 2025 Distinguished Alumni Awards recipients were **Clothilde Bullen OAM, Hon. Roger Cook MLA, Danny Loong, Dr Jonica Newby, Professor Philip Poole FRS, and Dr Rupert Woods AM.**



Professor Philip Poole FRS, Dr Jonica Newby, Clothilde Bullen OAM, Hon. Roger Cook MLA, Danny Loong, Dr Rupert Woods AM

Philanthropy

Students supporting students

Support from the Murdoch alumni community more than doubled, with greater numbers of donors and more philanthropic support than previous years. This was helped by student support work, including three telephone campaigns held throughout the year, raising funds for the University's 50 Scholarships in Celebration of 50 Years campaign, and the Veterinary Clinical Skills Laboratory program. On average, 12 students were employed to assist with the program each time. The 50 Scholarships in Celebration of 50 Years campaign provides financial assistance to students during the first year of their undergraduate degree, particularly supporting greater numbers of rural and remote students to access higher education.

Staff giving program

A staff giving program was launched mid-year, enabling staff members to help shape the future of students. Murdoch employees were invited to make a tax deductible fortnightly or one-off donation to support rural students to attend Murdoch University, and to help equip the next generation of veterinarians through the Veterinary Clinical Skills Laboratory program.

Thanking generous donors

Donors were invited to campus throughout the year, where they were thanked and able to hear first-hand about the difference their support is making. Student recipients spoke at several events about their journey to higher education, their studies and their goals for the future, all made possible by donor support.

Events held included the inaugural Powering Possibilities event held at the Murdoch University Art Gallery, which brought together philanthropic partners and many scholarship recipients, the 2025 George Alexander Foundation scholarship celebration, The Westpac Scholars Trust event and the Ragdoll Scholars Morning Tea, along with the annual Celebrating Philanthropy event which had more than 70 people in attendance.





The campaign ultimately received 129 artworks with a combined value of nearly \$900,000.

Art collection

The Murdoch University Art Collection continued its tradition of delivering a diverse suite of strategic, wide-reaching, and collaborative projects in its landmark 50th year.

GOLD HORIZON 50th Anniversary artwork donation campaign

A major highlight of 2025 was the finalisation of the GOLD HORIZON 50th Anniversary artwork donation campaign. Under the leadership of **Senior Curator and Art Collection Manager Mark Stewart**, and with the active support of 50th Anniversary Patron **Alan R. Dodge AM**, GOLD HORIZON commemorated the Collection's 50th anniversary by acquiring exceptional artworks through donation.

From an initial goal of securing 50 donated artworks, the campaign ultimately received 129 artworks with a combined value of nearly \$900,000 generously contributed by 42 donors. Each artwork was thoroughly evaluated by the Art Collection's Board to ensure alignment with the Collection's curation strategy.

The Gold Horizon campaign represents a significant addition to the University's body of fine artworks and a legacy carefully built over five decades by dedicated curators and the Art Collection Board. The result is an Art Collection that is nationally acknowledged and reflects the values and identity of Murdoch University and its vibrant community.

Strengthening academic collaboration

The Art Collection also strengthened collaborative relationships with academic staff. The Collection actively supported the development and delivery of new teaching units, integrating the analysis and interpretation of contemporary artworks from the Collection into academic curricula. In addition, the Art Collection contributed to the professional growth of students by facilitating internship placements, providing valuable practical experience and mentorship to two emerging professionals.



Annual soiree and Framing Tomorrow exhibition

The year concluded with the Art Collection's annual soiree, now in its 20th year. This event brought together 200 guests and featured the official launch of 'Framing Tomorrow', the final exhibition in a trilogy chronicling the evolution of the GOLD HORIZON 50th Anniversary Campaign over four years.

The soiree provided a fitting occasion to acknowledge and celebrate the vital support of the Art Collection donors, whose generosity has been instrumental in shaping and sustaining the Collection's legacy.

Donors and Partners

Murdoch University's 2025 philanthropy community

With gratitude, we would like to sincerely thank our generous supporters. Following is a list of our donors and partners from the value of \$10,000 and above. In addition, we would like to acknowledge the supporters who have chosen to remain anonymous.

Philanthropic Trusts and Foundations

Channel 7 Telethon Trust
Cure EB Charity Foundation Limited
Hardie Foundation
Lotterywest
Malka Foundation
Mary MacKillop Today
MRB Foundation
Perpetual Limited
Perron Institute for Neurological and Translational Science
Racing for MNDi Foundation
Rowe Scientific Foundation
Stan Perron Charitable Foundation
SUGi
The Amanda Young Foundation Ltd
The George Alexander Foundation
The Ian Potter Foundation
The Kimberley Foundation
The Minderoo Foundation
The Ragdoll Foundation Pty Ltd
Thyne Reid Foundation

Corporate Organisations

Alcoa of Australia Ltd
Arytza Australia Pty Ltd
Dogs West - The Canine Association of WA
Care Cure Support Ltd
Coolibah Care
Google Asia Pacific Pte Ltd

Ecocean Pty Ltd
Fremantle Ports
Hill's Pet Nutrition Pty Ltd (Australia)
Lake Preston Beef Pty Ltd
Leo Cussen Centre for Law
Newmont Mining Services Pty Ltd
Peel-Harvey Catchment Council
Schlumberger Australia Pty Ltd
Westpac Scholars Ltd
Zenith Energy Limited

Individuals

Dr Len Cullen
Dr Malcolm Eric Nairn, AM
Emeritus Professor Ian Robertson and Dr Cathy Robertson
Kathy Digwood and Professor Rick Cummings
Mr Mark Crittenden
Mr Rodney Tucker
Mr Ross Sumich
Ms Angela Whitbread
Ms Andrea Gillett and Mr David Mitchell
Mr Neil McGregor
Professor Susan Fletcher, AO
Tony Chong

Valued Bequestors

Mr Richard J. Garrett
The Estate of Margaret Harrison (\$7000)
The Estate of Mr Jon Rock
The Estate of Winifred Violet Scott

Murdoch University Art Collection

With upmost gratitude, we wish to provide sincere thanks to our generous 2025 donors and acknowledge their support.

Artwork donations received through the Australian Federal Government's Cultural Gifts Program

Alan R. Dodge AM & Neil Archibald
Anonymous donor
Brandon & Angela Munro
Caspar Fairhall
Di and Jeff Hay
Dorothy Perret
Dr Ian Bernadt
Helen Turner
Julienne Penny
Kevan Goodall
Marie Hobbs
Will and Monique Pulsford

Financial Donations

Kate McGurk OAM

Thank you

\$100 million gift

transforms Murdoch University's veterinary education



Ted Powell, Perth businessman and philanthropist

An extraordinary act of generosity from Perth businessman and philanthropist Ted Powell has provided Murdoch University with the opportunity to build new facilities for its renowned School of Veterinary Medicine. The \$100 million gift is the largest ever received by a WA university and among the most significant in Australia's higher education history.

Ted Powell has been a major supporter of Murdoch University through The Ragdoll Foundation, established with his late wife Dee. The Foundation has provided over 140 Murdoch students with meaningful financial support to complete their degrees via the Ragdoll Scholarship program, reflecting a deep commitment to educational access and excellence by the Powells.

Mr Powell's latest contribution is set to reshape the educational landscape for future generations of veterinarians. The redevelopment will see the existing veterinary school replaced by a 9,600 square metre, state-of-the-art facility, designed to accommodate a 50% increase in student capacity. This expansion will significantly enhance the University's ability to train veterinarians, addressing critical workforce shortages both in WA and nationally. The new facility will be situated alongside Boola Katitjin, which was recognised as the world's best academic building in 2023.

"Set to reshape the educational landscape for future generations of veterinarians."



The redevelopment further supports the University's mission in providing world-class teaching and research, through WA's only veterinary school and animal teaching hospital. Upgrading and expanding the facilities will enable the University to continue meeting modern standards, providing a higher quality service for the agricultural, scientific, and broader WA community. The enhanced infrastructure will also support cutting-edge research into animal health, welfare, and disease, and further build on the university's established strengths in livestock, equine, wildlife, and conservation care.

Since its foundation in 1975, Murdoch's School of Veterinary Medicine has graduated 4,000 veterinarians and consolidated its standing in the world's top 50. Currently, the School trains around 100 new veterinarians each year, with the forthcoming redevelopment poised to increase this number significantly. In tandem with the School, The Animal Hospital at Murdoch University (TAHMu) delivers direct services to the WA public and provides a crucial referral and specialist service for local veterinarians, agricultural, and racing industries. TAHMu is renowned for managing complex animal health issues, treating a wide variety of species from domestic pets to exotic zoo animals.



Illustration of proposed redevelopment of the School of Veterinary Medicine

Our Structure

Governance Structure



Governance structure

Senate

Under the Murdoch University Act 1973, the governing body of the University is the Senate. Senate is ultimately responsible for all University affairs – approving the Strategic Plan; overseeing policy and procedures; and guiding programs and activities. To assist in the effective governance of the University, Senate has established five committees:

1. The Audit and Risk Committee helps Senate meet its governance assurance, risk and compliance oversight responsibilities.
2. The Chancellor's and Nominations Committee advises on governance issues; determines remuneration for Senior Officers; and reviews the performance and succession plans for Vice Chancellors and Senior Officers. This committee also recommends the appointment of Senate members.
3. The Honorary Awards and Ceremonial Committee recommends to Senate on the award of honorary degrees, awards Senate medals and oversees guidelines and policies relating to honorary degrees, Senate medals, graduation ceremonies and regalia.
4. The People Safety and Culture Committee advises on governance issues in relation to staff and students. It oversees strategies to enhance people and organisational effectiveness, and staff and student engagement, wellbeing and safety. It monitors complaints, allegations of misconduct, integrity and critical incidents. Taking primary responsibility for Senate's oversight of work health and safety, it receives regular reports on work health safety performance and incident reports on any major incident.
5. The Resource Committee advises on a wide range of governance issues including financial control and sustainability, investment capability, campus development, commercial activities, oversight of the University's subsidiary entities, the finances of the Guild of Students (in an advisory capacity), and other relevant matters.

The Senate elects the Chancellor and Deputy Chancellor and appoints the Vice Chancellor. Both the Chancellor and Deputy Chancellor continued in their roles in 2025 with Ms Gail McGowan having taken up the role effective 16 May 2023, and Emeritus Professor Robyn Owens elected as Deputy Chancellor effective 10 June 2023. As set out in the Murdoch University Act 1973, the Vice Chancellor is chief executive officer and academic principal. The Vice Chancellor is also tasked with the leadership and development of the University and achievement of its Strategic Plan. Professor Andrew Deeks is the Vice Chancellor having taken up the position on 26 March 2022.

Senate continued to monitor its performance during 2025 with regular post-meeting reflection surveys. A biennial internal review will be undertaken in 2026 with an external independent review of the University's corporate governance planned for 2027.

A Code of Governance Principles and Practice for Australia's Public Universities

The Voluntary Code of Best Practice for the Governance of Australian Universities was updated by the University Chancellors' Council and transformed into A Code of Governance Principles and Practice for Australia's Public Universities ("the Code"). Senate has adopted the Code which requires the University to disclose in its Annual Report whether or not it complies. During 2025, the University materially complied with the protocols contained in the Voluntary Code. A slightly different approach has been taken with regards to reporting for the subsidiary companies where the activity and complexity of each company has been taken into account in setting out what reports are to be submitted; a Conflict of Interest Register for Senate and Senate Committee members is attached to each meeting agenda; and the "Risk Management Framework" and associated policy documents are reviewed at least every three years in accordance with the University's Policy Governance and Management Policy.

Academic Freedom

Senate attests that Murdoch University has established Freedom of Speech and Academic Freedom Regulations ("the Regulations") which serve to uphold freedom of speech and academic freedom as paramount values, consistent with the "Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers"; maintain an institutional environment in which freedom of speech and academic freedom are upheld and protected; and address questions in relation to the management of freedom of speech and academic freedom issues promptly, actively and in good faith.

Following approval of the Regulations (which being Regulations are above policies in the hierarchy of legislation at the University and thus prevail over any inconsistencies between the Regulations and policy/procedure/guideline documents), a review of the University's legislative documents was completed to determine inconsistencies and amendments were approved by the relevant approval bodies.

No issues of concern have come to the attention of Senate regarding freedom of speech and academic freedom in 2025.

Responses to the statement "I can voice a contrary perspective without fear of negative consequences" in the 2025 Employee Engagement - Pulse Survey showed that most staff agreed with the statement.

Academic Council

Academic Council is the senior decision-making body on academic matters, academic policies, and the approval of academic offerings within the University, as set out in Section 21 of the Murdoch University Act 1973. Associate Professor Garth Maker continued as President of Academic Council having been elected for a three-year term effective 1 January 2024. The President of Academic Council is an ex-officio member of the University's Senate.

Academic Council and its subordinate committees play an integral role in shaping and managing the academic environment as Murdoch University implements, develops and continually improves its academic offerings in line with its Strategic Plan.

The current academic governance structure was implemented effective 1 January 2023. This had been designed to provide an appropriate separation of governance and management. Committees with management functions were moved to Deputy Vice Chancellor and Pro Vice Chancellor portfolios to align with the core activities and strategic themes of the Murdoch

University Strategy 2023-2030 with Committees with significant governance functions retained as Academic Council subordinate committees; and to strengthen governance functions through explicit reporting to and from management committees; establish Boards of Studies aligned with new academic structure; and ensure continued alignment with HESF compliance obligations. An external independent review of academic governance was undertaken in 2025. The review found "no doubt that the academic governance processes and structures meet the overarching responsibility to 'achieve effective academic oversight of the quality of teaching, learning, research and research training' (Higher Education Standards Framework 6.3.1), due to the unremitting efforts of the academic community". Recommendations for enhancements were made and are under consideration for implementation from 2026.

Student Representation and Advocacy

The annual Student Services and Amenities Fee (SSAF) is set in accordance with a resolution of Senate. Priorities for SSAF expenditure are set in consultation with the Guild of Students.

Student representation on University governance committees is as follows:

- One undergraduate student and one postgraduate student on Senate as set out in the Murdoch University Act. One of these students is also a member of the Senate's People, Safety and Culture Committee and the other is a member of the Honorary Awards and Ceremonial Committee.
- The Guild President, Guild Education Vice-President, the Guild General Secretary, and the President Murdoch University Postgraduate Students Association are ex officio members of Academic Council. There are also four elected students (two undergraduate, one postgraduate coursework, and one postgraduate research) on Academic Council. There is one undergraduate student and one postgraduate student as elected members of Academic Council's subordinate committees – Academic Courses and Admissions Committee; Quality and Standards Committee; and Student Experience Committee.

Students are also involved in other committees across the University including the Student Appeals Committee where there is a student as a member of each Hearing Panel convened to hear an appeal.

Internal Audit

Internal audits are undertaken in accordance with an annual Internal Audit Plan that is aligned to the University's key risks. The Internal Audit Plan, which includes the objectives and scope of the audits, is approved by the Audit and Risk Committee. Internal audit reports are presented and reviewed in the Audit and Risk Committee meetings. The University has a robust mechanism in place for follow-up and reporting on implementation of internal audit recommendations.

The University's Internal Audit Charter was reviewed, updated and approved by the Senate during the year. The Charter establishes the purpose and scope, independence, authority and responsibilities of the University's internal audit function.

Risk Management

The Senate, in accordance with its Statement of Governance Principles, has responsibility for setting the Risk Management Policy and critically monitoring the management of risks across the University, including commercial undertakings. The Senate has approved Terms of Reference for the Audit and Risk Committee, which requires the Committee to confirm that the University's Risk Management Framework is appropriate.

The Audit and Risk Committee regularly receives internal audit reports and other relevant reports, in addition to updates from the Audit and Risk Management Office and management, which address significant risks to the University and systems of internal control. The Audit and Risk Committee submits its minutes to Senate for oversight, and produces an annual report which covers risk, internal controls and audit matters. The Chair of the Audit and Risk Committee provides a report at each Senate meeting.

Risk Management Policy and Framework

The University's Risk Management Policy outlines the approach to identification, management and reporting of risks and specifies formal roles and responsibilities for these activities, aligned with contemporary best practices.

The University's Risk Management Framework is aligned to AS ISO 31000:2018 Risk Management – Guidelines. The Risk Assessment Criteria, outlined within the Risk Management Framework, is aligned to the University's strategic themes, core activities and enablers as per the University's Strategy 2023–30.

Risk Appetite

The University's Risk Appetite, which is based on the "Risks–Rewards Model", considers Risks together with Rewards to enable better and more informed decision making.

The University's Risk Appetite functions as a meaningful tool for decision making in relation to key initiatives and activities across the University.

Strategic Risk Management

The University's Strategic Risk Profile, that is in alignment with the Strategy 2023–30 of the University, is reviewed, updated, and reported to the Audit and Risk Committee regularly. The University's Strategic Risk Profile identifies and assesses the key risks to the University's strategic themes, core activities and enablers with these risks actively managed through a suite of actual and planned mitigation controls.

Fraud and Corruption Control Framework

The University has a Fraud and Corruption Control Framework that includes:

- Fraud, Corruption and Misconduct Policy.
- Fraud and Corruption Control Plan.
- Conflict of Interest Policy and Procedure.
- Public Interest Disclosure Policy and Procedure.

The Fraud and Corruption Control Plan, and the Public Interest Policy and Procedures were reviewed and updated during the year.

The Fraud and Corruption Control Framework represents the commitment of the University to ensure that effective controls and practices are in place to mitigate fraud and corruption related risks.

Critical Incident Management Plan

The University's Critical Incident Management Plan that is fit for purpose guides the University's response to critical incidents across all its campuses and activities. The University has a robust process in place to identify, assess, manage and report on critical incidents.



Compliance Management Policy and Framework

The University's Compliance Management Policy and Framework were reviewed and updated during the year. The Compliance Management Policy outlines the University's approach to compliance management enabling it to meet its legislative and regulatory obligations, and compliance objectives.

The Compliance Management Framework underpins the Compliance Management Policy and sets out the compliance management process and roles and responsibilities. It facilitates the systematic identification and management of the University's compliance obligations.

Quality Assurance and Improvement

Murdoch is committed to a culture of quality assurance and improvement that supports the achievement of University strategy and ensures regulatory compliance. Quality review and improvement activities play a crucial role in ensuring adherence to educational standards, fostering continuous improvement, and enhancing the overall quality of our teaching and research, with a focus on staff and student wellbeing and success.

Our quality assurance practices are aligned with the expectations of the Tertiary Education Quality and Standards Agency (TEQSA) to ensure compliance with the Higher Education Standards Framework (HESF) and the Education Services for Overseas Students (ESOS) Framework.

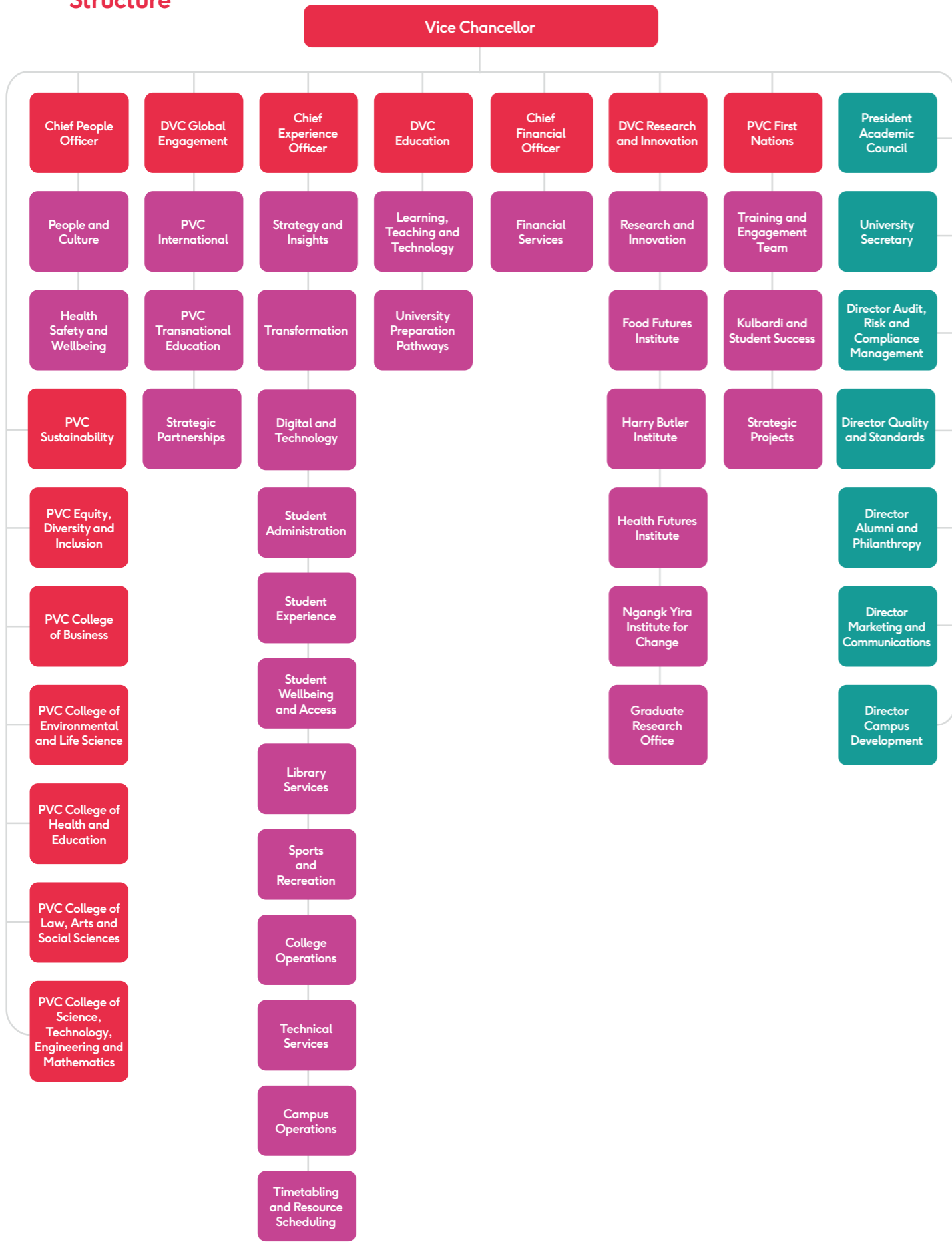
Distinct from the internal audit functions at Murdoch, quality reviews support this commitment to a culture of quality assurance and improvement through systematic reviews that focus on self-evaluation, external benchmarking and independent expert opinion. They aim to identify areas of excellence, opportunity and improvement as well as ensure the University is meeting its regulatory obligations.

In 2023 Murdoch introduced a suite of policies and procedures to support this work. These include a seven-year cycle of reviews for all academic and professional organisational areas, a strengthened and systematic approach to course and curriculum review, and a clearly defined procedure for managing professionally accredited programs.

Course and curriculum review is now integrated into the broader quality review cycle, creating a unified framework consistent with HESF expectations for interim monitoring and comprehensive review. This includes annual monitoring of courses and a three-year cycle of unit review, ensuring ongoing oversight and continual refinement of the academic experience.

Through these coordinated activities, the University affirms its commitment to maintaining high standards, improving practice, and ensuring that Murdoch continues to deliver quality education and research in service of its communities.

Organisational Structure



Senate Member Terms for 2025

Senate Member	Basis of Appointment	Term	Term of Office
1	Belford, Mr Roland	Elected from and by the graduates of the University, section 12(1)(f)	1 01 January 2018 – 31 December 2020 2 01 January 2021 – 31 December 2023 3 01 January 2024 – 31 December 2026
2	Carre OAM, Mr Stephen	Co-opted by Senate, section 12(1)(h)	1 01 January 2024 – 31 December 2026
3	Deeks, Professor Andrew	Ex-officio, as Vice Chancellor, section 12(1)(b)	1 26 March 2022 – current
4	Dobson, Mr Steven	Appointed by the Governor, section 12(1)(g)	1 22 December 2024 – 21 December 2027
5	Gyeltshen, Mr Tshering	Elected from and by the postgraduate students, section 12(1)(e)(ii)	1 02 November 2024 – 01 November 2025 2 02 November 2025 – 01 November 2026
6	Hodgson, Ms Jane	Elected from and by the undergraduate students, section 12(1)(e)(i)	1 19 April 2024 – 18 April 2025
7	Hughes, Mr Ross	Co-opted by Senate, section 12(1)(h)	1 02 September 2017 – 01 September 2020 2 02 September 2020 – 01 September 2023 3 02 September 2023 – 01 September 2026
8	Maker, Associate Professor Garth	Ex-officio, as President Academic Council, section 12(1)(i)	1 20 February 2023 – current (31/12/2026)
9	McGowan PSM, Ms Gail	Ex-officio, as Chancellor, section 12(1)(a)	1 17 May 2023 – 16 May 2026 2 17 May 2026 – 16 May 2029
10	Owens AM, Emeritus Professor Robyn	Co-opted by Senate, section 12(1)(h) Elected Deputy Chancellor , section 11(1)	1 07 December 2021 – 06 December 2024 2 07 December 2024 – 06 December 2027 1 10 June 2023 – 09 June 2026
11	Ozrain, Ms Amira	Elected from and by the undergraduate students, section 12(1)(e)(i)	1 19 April 2025 – 18 April 2026
12	Pallant, Ms Louise	Elected by Non-academic staff, section 12(1)(d)	1 09 April 2024 – 08 April 2027
13	Patat, Ms Lisa	Co-opted by Senate, section 12(1)(h)	1 02 August 2025 – 01 August 2028
14	Prince, Dr Jon	Elected from and by the Academic Staff 12(1)(c)	1 12 March 2024 – 11 March 2027
15	Schoeman, Mr Jethro	Elected from and by the graduates of the University, section 12(1)(f)	1 01 January 2022 – 31 December 2024 2 01 January 2025 – 31 December 2027
16	Sen, Professor Krishna	Appointed by the Governor, section 12(1)(g)	1 08 March 2023 – 07 March 2026
17	Smith-Wally OAM, Ms Robyn	Appointed by the Governor, section 12(1)(g)	1 21 June 2023 – 20 June 2026
18	Unwin, Ms Stephanie	Co-opted by Senate, section 12(1)(h)	1 05 October 2020 – 04 October 2023 2 05 October 2023 – 30 July 2025 (Resigned)
19	Winmar, Mr Barry	Co-opted by Senate, section 12(1)(h)	1 10 June 2023 – 09 June 2026

Senate and Sub-Committees Consolidated Attendance for 2025

These meetings do NOT include decisions by circular resolution

	Senate		Audit and Risk Committee		Chancellor's and Nominations Committee		Honorary Awards and Ceremonial Committee		People, Safety and Culture Committee		Resources Committee			
	A	B	A	B	A	B	A	B	A	B	A	B		
Belford, Mr Roland					PSCC						4	3		
Carre OAM, Mr Stephen			CNC						5	4			5	5
Deeks, Professor Andrew					HACC	PSCC	RC				2	2	4	3
Dobson, Mr Steven	ARC													
Gyeltshen, Mr Tshering						PSCC							4	4
Hodgson, Ms Jane					HACC					1	1			
Hughes, Mr Ross	ARC	CNC					RC							2
Maker, Associate Professor Garth														
McGowan PSM, Ms Gail			CNC	HACC	PSCC				5	5	2	2	0	0
Owens AM, Emeritus Professor Robyn	ARC	CNC	HACC						5	5	2	2		
Ozrain, Ms Amira					HACC						1	1		
Pallant, Ms Louise					HACC	PSCC					2	2	4	4
Patat, Ms Lisa	ARC													
Prince, Dr Jon					HACC						2	1		
Schoeman, Mr Jethro					HACC						2	1		
Sen, Professor Krishna							RC							5
Smith-Wally OAM, Ms Robyn			CNC			PSCC			4	2			4	2#
Unwin, Ms Stephanie	ARC						RC		2	2				2
Winmar, Mr Barry						PSCC							4	2#

A = Number of meetings held during the time the member held office or was a member of the committee during the year

B = Number of meetings attended

= Leave of absence granted

Notes: The Senate Sub-Committee members that are not Senate members are not included in the table above.

Disclosure and Legal Compliance

Certification of Financial
Statements and Key
Performance Indicators

Report on the audit of the
Financial Statements and Key
Performance Indicators

Financial Statements

Key Performance Indicators

Other Disclosures

Governance Disclosures



Certification of Financial Statements and Key Performance Indicators

Certification of Financial Statements

The accompanying financial statements of Murdoch University and the accompanying consolidated financial statements have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ended 31 December 2025 and the financial position as at 31 December 2025.

At the date of signing:

- there are reasonable grounds to believe that Murdoch University is able to pay all of its debts, as and when they become due and payable,
- the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012,
- we are not aware of any circumstance which would render the particulars included in the financial statements misleading or inaccurate.



Ms Gail McGowan PSM
Chancellor



Professor Andrew Deeks
Vice Chancellor



Anthony Pine
Chief Financial Officer

10 March 2026

Certification of Financial Statements required by the Department of Education

We declare that the amount of Australian Government financial assistance expended during the reporting period was for the purpose for which it was intended and Murdoch University has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Murdoch University charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act.

Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.



Ms Gail McGowan PSM
Chancellor



Professor Andrew Deeks
Vice Chancellor

10 March 2026

Certification of Key Performance Indicators

We hereby certify that the 2025 Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess Murdoch University's performance, and fairly represent the performance of Murdoch University for the year ended 31 December 2025.



Ms Gail McGowan PSM
Chancellor



Professor Andrew Deeks
Vice Chancellor

10 March 2026

Report on the audit of the Financial Statements and Key Performance Indicators



Auditor General

INDEPENDENT AUDITOR'S REPORT
2025
MURDOCH UNIVERSITY

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of Murdoch University (University) and its controlled entities (the Group) which comprise:

- the consolidated and parent entity statement of financial position as at 31 December 2025, the consolidated and parent entity income statement, the consolidated and parent entity statement of comprehensive income, the consolidated and parent entity statement of changes in equity, and the consolidated and parent entity statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements of the Group are:

- based on proper accounts and present fairly, in all material respects, the consolidated and parent entity operating results and cash flows for the year ended 31 December 2025 and their financial positions at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act)* and the Australian Charities and Not-for-profits Commission Regulations 2022 (ACNC Regulations).

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the University Senate for the financial statements

The University Senate is responsible for:

- keeping proper accounts
- preparation and fair presentation of the consolidated and parent entity financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and relevant Treasurer's Instructions, the *ACNC Act* and the ACNC Regulations

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- such internal control as the University Senate determines is necessary to enable the preparation of consolidated and parent entity financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and parent entity financial statements, the University Senate is responsible for:

- assessing the Group and University's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless government funding affects the continued existence of the Group and University.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the consolidated and parent entity financial statements. The objectives of my audit are to obtain reasonable assurance about whether the consolidated and parent entity financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my 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 the financial statements. 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.

A further description of my responsibilities for the audit of the consolidated and parent entity financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/media/apzlw0y/ar3_2024.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the University. The controls exercised by the University are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the University are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 31 December 2025, and the controls were implemented as designed as at 31 December 2025.

The University Senate's responsibilities

The University Senate is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of

property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, relevant Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives, and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives, and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the University for the year ended 31 December 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the University for the year ended 31 December 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the University's performance and fairly represent indicated performance for the year ended 31 December 2025.

The University Senate's responsibilities for the key performance indicators

The University Senate is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions, and for such internal control as the University Senate determines

necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the University Senate is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the University's performance, and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The University Senate is responsible for the other information. The other information is the information in the entity's annual report for the year ended 31 December 2025, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the University for the year ended 31 December 2025 included in the annual report on the University's website. The University's management is responsible for the integrity of the University's website. This audit does not provide assurance on the integrity of the University's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Aloha Morrissey
Acting Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
12 March 2026

Financial Statements

Income statement

for the year ended 31 December 2025

	Note	Consolidated		University	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Income from continuing operations					
Australian Government financial assistance					
Australian Government grants	2	137,493	123,410	137,493	123,410
HELP - Australian Government payments	2(b)	65,218	63,164	65,218	63,164
State and local government financial assistance	3	8,475	7,621	8,475	7,621
HECS-HELP - student payments		5,187	5,124	5,187	5,124
Fees and charges	4	237,572	257,128	234,061	254,616
Net investment revenue	5	61,303	42,440	60,719	40,477
Consultancy and contract research	6	44,284	36,113	44,284	36,113
Other revenue	7	130,225	48,403	110,880	31,862
Other income	7	38	34	38	34
Total income from continuing operations		689,795	583,437	666,355	562,421
Expenses from continuing operations					
Employee related expenses	8	299,009	278,579	296,347	275,127
Depreciation and amortisation	17&18	37,967	33,831	37,761	33,689
Repairs and maintenance	9	17,945	16,950	14,756	13,969
Borrowing costs		6,337	5,110	6,205	5,065
Impairment of assets	10	613	23,718	613	23,717
Loss on disposal of assets		441	18	441	18
Other expenses	11	212,234	188,529	161,418	157,129
Total expenses from continuing operations		574,546	546,735	517,541	508,714
Net result before income tax		115,249	36,702	148,814	53,707
Income tax		466	358	531	-
Net result after tax from continuing operations attributable to members of Murdoch University		114,783	36,344	148,283	53,707

The above Income Statement should be read in conjunction with the accompanying notes.

Statement of Comprehensive Income

for the year ended 31 December 2025

	Note	Consolidated		University	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Net result after income tax for the period		114,783	36,344	148,283	53,707
(Loss) / gains on equity instruments designated at fair value through comprehensive income, net of tax	23	(103)	151	(103)	151
Exchange differences on translation of foreign operations	23	(46)	102	-	28
Gains on revaluation of land, buildings, infrastructure, service concession assets and artworks, net of tax	17&23	74,300	46,576	74,300	46,576
Total comprehensive income attributable to members of Murdoch University		188,934	83,173	222,480	100,462

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 31 December 2025

	Note	Consolidated		University	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Assets					
Current assets					
Cash and cash equivalents	12	54,759	78,360	46,021	67,303
Trade and other receivables	13	14,507	13,782	14,886	16,678
Contract assets	13	5,323	5,905	5,323	5,905
Inventories		1,109	1,083	1,109	1,081
Other financial assets	14	296,456	119,860	289,597	111,824
Non-current assets classified as held for sale	15	-	3,721	-	3,721
Prepayments		14,306	15,206	13,957	14,853
Total current assets		386,460	237,917	370,893	221,365
Non-current assets					
Other financial assets	14	108,407	96,622	105,634	96,038
Investment properties	16	314,420	289,080	314,420	289,080
Property, plant and equipment	17	1,055,278	974,633	1,052,929	971,790
Intangible assets	18	18,696	18,246	18,696	18,246
Total non-current assets		1,496,801	1,378,581	1,491,679	1,375,154
Total assets		1,883,261	1,616,498	1,862,572	1,596,519
Liabilities					
Current liabilities					
Trade and other payables	19	25,283	25,938	24,431	24,958
Borrowings	20	10,215	7,328	10,027	7,134
Provisions	21	63,559	57,013	44,811	40,848
Other liabilities	22	342,982	297,937	68,785	56,009
Contract liabilities	22	42,456	38,879	42,456	38,879
Total current liabilities		484,495	427,095	190,510	167,828
Non-current liabilities					
Borrowings	20	116,004	96,086	114,070	93,784
Provisions	21	19,630	18,119	19,630	18,119
Other liabilities	22	11,266	12,172	11,266	12,172
Deferred tax liability		377	471	-	-
Total non-current liabilities		147,277	126,848	144,966	124,075
Total liabilities		631,772	553,943	335,476	291,903
Net assets		1,251,489	1,062,555	1,527,096	1,304,616
Equity					
Reserves	23	591,713	517,562	591,671	517,474
Retained earnings	23	659,776	544,993	935,425	787,142
Total equity		1,251,489	1,062,555	1,527,096	1,304,616

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 31 December 2025

	Consolidated	Reserves \$'000	Retained Earnings \$'000	Total \$'000
Balance at 1 January 2024		470,733	508,649	979,382
Net Result		-	36,344	36,344
Revaluation of land, buildings, infrastructure, service concession assets and artworks		46,576	-	46,576
Gain on financial assets at fair value through OCI		151	-	151
Gain on foreign exchange		102	-	102
Total comprehensive income		46,829	36,344	83,173
Balance at 31 December 2024		517,562	544,993	1,062,555
Balance at 1 January 2025		517,562	544,993	1,062,555
Net Result		-	114,783	114,783
Revaluation of land, buildings, infrastructure, service concession assets and artworks		74,300	-	74,300
Loss on financial assets at fair value through OCI		(103)	-	(103)
Loss on foreign exchange		(46)	-	(46)
Total comprehensive income		74,151	114,783	188,934
Balance at 31 December 2025	23	591,713	659,776	1,251,489
University				
Balance at 1 January 2024		470,719	733,435	1,204,154
Net Result		-	53,707	53,707
Revaluation of land, buildings, infrastructure, service concession assets and artworks		46,576	-	46,576
Gain on financial assets at fair value through OCI		151	-	151
Gain on foreign exchange		28	-	28
Total comprehensive income		46,755	53,707	100,462
Balance at 31 December 2024		517,474	787,142	1,304,616
Balance at 1 January 2025		517,474	787,142	1,304,616
Net Result		-	148,283	148,283
Revaluation of land, buildings, infrastructure, service concession assets and artworks		74,300	-	74,300
Loss on financial assets at fair value through OCI		(103)	-	(103)
Total comprehensive income		74,197	148,283	222,480
Balance at 31 December 2025	23	591,671	935,425	1,527,096

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 31 December 2025

	Note	Consolidated		University	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES:					
Australian Government grants		207,975	192,623	207,975	192,623
State and Local Government grants		8,933	9,768	8,933	9,768
HECS-HELP - student payments		5,187	5,124	5,187	5,124
OS-HELP (net)		(582)	572	(582)	572
Commonwealth Prac Payment (net) ^{#1}		(198)	-	(198)	-
Receipts from student fees and other customers		371,027	308,427	379,789	304,871
Dividends and distributions received		5,205	4,301	5,098	4,291
Interest received		14,105	9,030	13,268	8,473
Payments to suppliers and employees		(459,334)	(457,379)	(465,494)	(458,953)
Lease payments for short term and low value assets		(4,383)	(4,151)	(4,286)	(3,976)
Interest and other costs of finance paid		(5,545)	(5,799)	(4,751)	(5,161)
Income taxes paid		(226)	(17)	(216)	-
Net cash provided by operating activities	24	142,164	62,499	144,723	57,632
CASH FLOWS FROM INVESTING ACTIVITIES:					
Proceeds from sale of property, plant and equipment		3,577	7	3,577	7
Payments for property, plant and equipment, intangibles and investment property		(28,934)	(21,708)	(30,449)	(22,114)
Payments of bank deposits		(176,705)	(63,140)	(177,021)	(59,940)
Net payments for financial assets		(5,613)	(4,104)	(4,133)	(3,411)
Proceeds from loan to external party		-	1,000	-	1,000
Net cash (used in) investing activities		(207,675)	(87,945)	(208,026)	(84,458)
CASH FLOWS FROM FINANCING ACTIVITIES:					
Repayment of borrowings		(5,816)	(5,780)	(5,816)	(5,780)
Repayment of lease liabilities		(1,917)	(1,395)	(1,806)	(1,272)
Proceeds from borrowings		50,000	-	50,000	-
Net cash (used in) financing activities		42,267	(7,175)	42,378	(7,052)
Net decrease in cash and cash equivalents held		(23,244)	(32,621)	(20,925)	(33,878)
Cash and cash equivalents at beginning of year		78,360	110,679	67,303	100,879
Effects of exchange rate changes on cash and cash equivalents		(357)	302	(357)	302
Cash and cash equivalents at end of financial year	12	54,759	78,360	46,021	67,303

Financing arrangements 20
The Group does not have any non-cash financing and investing activities.

^{#1} Includes direct payments to students only.

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The above Statement of Cash flows should be read in conjunction with the accompanying notes.

1 Summary of material accounting policies

General Statement

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied for all years reported unless otherwise stated. The financial statements include separate statements for Murdoch University as the parent entity ("University") and the consolidated entity consisting of Murdoch University and its subsidiaries ("the Group").

The principal address of Murdoch University is 90 South Street, Murdoch WA 6150, Australia.

As per AASB 1054 *Australian Additional Disclosures*, the annual financial statements represent the audited general purpose financial statements of the Group. They have been prepared on an accrual basis and comply with the Australian Accounting Standards (AAS) and other authoritative pronouncements of the AAS Board.

The University applies Tier 1 reporting requirements.

Additionally, the statements have been prepared in accordance with following statutory requirements:

- Higher Education Support Act 2003
- Financial Management Act 2006 (applicable sections)
- Western Australian Government Treasurer's Instructions (applicable sections)
- Australian Charities and Not-for-profits Commission Act 2012
- Statements of Accounting Concepts

The University is a not-for profit entity and the financial statements have been prepared on that basis. Some of the Australian Accounting Standards requirements for not-for-profit entities are inconsistent with the International Financial Reporting Standards requirements.

Date of authorisation for issue

The financial statements were authorised for issue by the University's Senate members on 10 March 2026.

Historical cost convention

The financial statements have been prepared under the historical cost convention, except for debt and equity financial assets, certain classes of property, plant and equipment and investment properties that have been measured at fair value either through other comprehensive income or profit or loss.

Critical accounting estimates and judgements

The preparation of financial statements in conformity with Australian Accounting Standards require the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. The areas involving higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed below:

Critical accounting estimates and assumptions

- Impairment of assets
 - Artworks, land, buildings, infrastructure and service concession assets
 - Investment properties
 - Leave provisions
 - Financial assets fair value through other comprehensive income
- Critical judgements in applying the Group's accounting policies
- Useful life of assets

The Group determines the useful life of property, plant and equipment (with the exception of land and artworks) and intangible assets to ensure the assets are depreciated in a manner that reflects the consumption of their future economic benefits.

- Resident loans

Residents are entitled to a portion of the revaluation gain on their unit in accordance with their resident contract. The revaluation of the unit is based on expected entry values for each unit as at year end.

- Deferred management fees "DMF"

The DMF is calculated using variables including the average length of stay for units and serviced apartments and an estimate of the average period for a new tenancy.

1 Summary of material accounting policies (continued)

(a). Basis of consolidation

Subsidiaries

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the University as at 31 December 2025 and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities (including structured entities) over which the Group has control. The Group has control over an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Power over the investee exists when the Group has existing rights that give it current ability to direct the relevant activities of the investee. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Returns are not necessarily monetary and can be only positive, only negative, or both positive and negative.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date control ceases.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group and measured in the financial statements at the original cost of the investment until the investment is de-recognised.

Inter-entity transactions, balances and unrealised gains on transactions between Group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Associates

Associates are all entities over which the Group has significant influence but not control. Investments in associates are accounted for in the University financial statements using the cost method and in the consolidated financial statements using the equity method of accounting, after initially being recognised at cost.

The Group's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates are recognised in the parent entity's statement of comprehensive income, while in the consolidated financial statements they reduce the carrying amount of the investment.

When the Group's share of losses in an associate equal or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

(b). Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable.

The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the taxation authority, are classified as operating cash flows.

(c). Initial application of AAS

The Group applied for the first-time certain standards and/or amendments, which are effective for annual periods beginning on or after 1 January 2025 (unless otherwise stated). The impact has been disclosed in the table below.

Title	Key requirements	Impact	Effective date
AASB2023-5 Amendments to Australian Accounting Standards – Lack of Exchangeability	AASB2023-5 amends: AASB121 The Effects of Changes in Foreign Exchange Rates, -to clarify when a currency is not exchangeable and requires the use of an estimated exchange rate in such cases. -to introduce guidance for assessing lack of exchangeability and require related disclosures, including the estimation method and sensitivity analysis.	The amendments are not expected to have any material impact on the University.	1 January 2025

1 Summary of material accounting policies (continued)

(d). New accounting standards, amendments and interpretations

The following standards, amendments and interpretations have been issued but are not mandatory for 31 December 2025 reporting period.

The Group has elected not to early adopt any of these standards, amendments and/or interpretations. The Group's assessment of the impact of these new standards, amendments and interpretations is set out below:

Standard	Title	Application date	Implications
AASB2024-2	Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments	1 January 2026	The Group has not yet determined the application or the potential impact of the Amendment.
AASB2024-3	Amendments to AASs – Annual Improvements II	1 January 2026	The amendments are not expected to have any material impact on the Group.
AASB2025-1	Amendments to Australian Accounting Standards – Contracts Referencing Nature-dependent Electricity	1 January 2026	The amendments are not expected to have any material impact on the Group.
AASB17	Insurance Contracts	1 January 2027	The amendments are not expected to have any material impact on the Group.
AASB2022-8	Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments	1 January 2027	The amendments are not expected to have any material impact on the Group.
AASB2022-9	Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector	1 January 2027	The amendments are not expected to have any material impact on the Group.
AASB2014-10	Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	1 January 2028 (Note 1)	The amendments are not expected to have any material impact on the Group.
AASB18	Presentation and Disclosure in Financial Statements [for not-for-profit and superannuation entities]	1 January 2028	The amendments are not expected to have any material impact on the Group.

Note 1: In December 2015, the IASB or Board postponed the effective date of this amendment indefinitely pending the outcome of its research project on the equity method of accounting. The AASB has specified a date (because legislatively all standards need a date) but this may continue to be deferred if a HEP chooses to do so. AASB2024-4b defers the application date of this standard to 1 January 2028.

(e). Comparative amounts

Where necessary, comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year.

2 Australian Government financial assistance including Australian Government loan programs (HELP)

(a). Commonwealth Grants Scheme and Other Grants

Note	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
	102,231	90,708	102,231	90,708
Commonwealth Grants Scheme (CGS) ^{#1}				
Higher Education Disability Support Program ^{#2}	1,057	262	1,057	262
Indigenous, Regional and Low-SES Attainment Fund ^{#3}	2,222	3,050	2,222	3,050
Indigenous Student Success Program ^{#4}	1,196	1,131	1,196	1,131
National Priorities and Industry Linkage Pool	3,809	3,659	3,809	3,659
Higher Education and Domestic Micro-credentials	19	69	19	69
Strong Beginnings Transition Fund	-	90	-	90
Other ^{#5}	27	-	27	-
Total Commonwealth Grants Scheme and Other Grants	110,561	98,969	110,561	98,969

(b). Higher Education Loan Programs

Note	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
	56,593	55,138	56,593	55,138
HECS - HELP				
FEE - HELP	6,982	6,348	6,982	6,348
SA - HELP	1,643	1,678	1,643	1,678
Total Higher Education Loan Programs	65,218	63,164	65,218	63,164

(c). Education Research

Note	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
	12,684	11,561	12,684	11,561
Research Training Program				
Research Support Program	8,192	7,279	8,192	7,279
Total Education Research Grants	20,876	18,840	20,876	18,840

(d). Australian Research Council

Note	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
	764	1,459	764	1,459
Discovery				
Linkages	791	156	791	156
Total ARC	1,555	1,615	1,555	1,615

(e). Other Australian Government financial assistance

Note	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
	4,501	3,986	4,501	3,986
Non-capital Research funding				
Total Other Australian Government financial assistance	4,501	3,986	4,501	3,986
Total Australian Government financial assistance	202,711	186,574	202,711	186,574

2 Australian Government financial assistance including Australian Government loan programs (HELP) (continued)

		Consolidated		University	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Reconciliation					
Australian Government grants	(a),(c),(d) &(e)	137,493	123,410	137,493	123,410
HELP - Australian Government payments	(b)	65,218	63,164	65,218	63,164
Total Australian Government financial assistance		202,711	186,574	202,711	186,574

^{#1} Includes the basic CGS grant amount, Medical Student Loading, Transition Fund Loading, Allocated Places and Non-Designated Course.

^{#2} Higher Education Disability Support Program includes Additional Support for Students with Disabilities and Australian Disability Clearinghouse on Education and Training.

^{#3} Includes the Higher Education Participation and Partnership Program and Regional Loading.

^{#4} Indigenous Student Success Program replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017

^{#5} The administrative component of the Commonwealth Prac Payment received to support system and process implementation is reported here.

Where an enforceable agreement exists between the University and the Government to transfer sufficiently specific goods or services to a customer, the University recognises grant revenue as and when goods and services are transferred. Revenue is recognised based on the University's input (cost) to the satisfaction of a performance obligation over the total expected input.

Where there is no identified enforceable agreement or performance obligation is not sufficiently specific, revenue is recognised immediately when the University has the contractual right to receive the grant.

3 State and Local Government financial assistance

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Non-Capital				
State Government	8,281	7,422	8,281	7,422
Local Government	194	199	194	199
Total State and Local Government financial assistance	8,475	7,621	8,475	7,621

Where an enforceable agreement exists between the University and the State or Local Government to transfer sufficiently specific goods or services to a customer, the University recognises grant revenue as and when goods and services are transferred. Revenue is recognised based on the University's input (cost) to the satisfaction of a performance obligation over the total expected input.

Where there is no identified enforceable agreement or performance obligation is not sufficiently specific, revenue is recognised immediately when the University has the contractual right to receive the grant.

4 Fees and charges

	Note	Consolidated		University	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Course fees and charges					
Fee-paying onshore overseas students		189,365	209,038	189,365	209,038
Fee-paying offshore overseas students		30,682	27,387	14,699	11,125
Continuing education		38	246	38	246
Fee-paying domestic postgraduate students		1,895	2,113	1,895	2,113
Other domestic course fees and charges		2,171	2,690	2,171	2,690
Total course fees and charges		224,151	241,474	208,168	225,212
Other non-course fees and charges					
Student services and amenities fees from students	35(g).	2,999	2,956	2,999	2,956
Service and management fees		-	-	12,371	13,682
Other fees and charges		2,591	3,494	3,015	3,945
Recovery charges		1,738	2,742	1,425	2,194
Parking fees		1,781	1,775	1,781	1,775
Rental and lease charges		4,312	4,687	4,302	4,852
Total other fees and charges		13,421	15,654	25,893	29,404
Total fees and charges		237,572	257,128	234,061	254,616

Course fees and charges are recognised over time as and when the course is delivered to students over the semester. When the courses or training have been paid in advanced by students or the University has received the government funding in advance, the University recognises a contract liability until the services are delivered.

Non-course fees and charges revenue are recognised over time as and when the service is provided over the period.

Scholarships provided by the University towards tuition fees are offset against course fees income.

5 Investment income and losses

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Interest on bank deposits	14,998	8,997	14,403	8,380
Dividends and franking credits received	340	1,162	314	1,121
Income distributions from managed funds	4,720	3,653	4,607	3,637
Net gains or loss on financial assets designated at fair value through profit or loss	6,169	5,997	6,319	4,708
Fair value adjustment on investment property	35,076	22,631	35,076	22,631
Net Investment revenue	61,303	42,440	60,719	40,477

Investment revenue is recognised when (i) the Group's right to receive the payment is established; (ii) it is probable that the economic benefits associated with the revenue will flow to the Group; and (iii) the amount can be measured reliably.

Changes in fair value in investment property and financial assets designated at fair value through profit or loss are recognised immediately in the income statement.

6 Consultancy and contract research

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Contract research	37,176	33,019	37,176	33,019
Consultancy	7,108	3,094	7,108	3,094
Total consultancy and contract research	44,284	36,113	44,284	36,113

Research grants that are considered within the scope of AASB 15 due to the existence of an enforceable agreement and the promise to transfer goods or services to the customer (or on behalf of the customer) are sufficiently specific as the University has the obligation to provide:

- A refund if the goods or services are not provided
- Comprehensive academic papers with the results of the research after completion
- Intellectual property
- Perpetual and royalty-free licence to the developed intellectual property

Depending on the nature of the promise, the University either recognises revenue over time as the services are performed, or at a point in time when the obligation is delivered.

Consultancy revenue is recognised over time in the period in which the service is provided.

7 Other revenue and other income

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Other revenue				
Deferred management fee	17,513	12,791	-	-
Donations and bequests	54,766	6,183	57,300	7,151
Non-government grants	11	8	11	8
Common service fees and electives	2,897	2,659	-	-
Other revenue	31,197	5,669	29,615	4,027
Revenue related to service concession arrangements	629	629	629	629
Scholarships and prizes	547	1,366	660	1,366
Sponsorships income	-	15	-	-
Trading income	22,665	19,083	22,665	18,681
Total other revenue	130,225	48,403	110,880	31,862
Other income				
Bad debts recovered or written back	38	34	38	34
Total other income	38	34	38	34

Deferred management fees "DMF", relating to the St Ives Retirement Village Murdoch, are earned whilst the resident occupies the independent living unit or serviced apartment. The DMF revenue on the original loan from the resident is recognised as income on a straight-line basis over the resident's expected tenure. Expected tenure is calculated by reference to information issued by the Australian Bureau of Statistics for life expectancy and industry trends regarding rollovers.

The DMF revenue on changes in the market value of the independent living unit or serviced apartment is recognised on an emerging basis, calculated as the amount that would be receivable at each period end. Where a rollover occurs prior to estimated tenure duration, the difference between the cash received and the accrued DMF is recognised immediately in the income statement.

Donations and bequests are recognised as revenue upon receipt pursuant to issuing a Deductible Gift Recipient "DGR" Tax Invoice. A DGR Tax Invoice is issued on the implicit assumption that the donation must, from a legal and taxation perspective, be given voluntarily and as such cannot be refunded or objectives enforced.

Trading income mainly comprise of income generated from The Animal Hospital and the University's bookshop. Revenue is recognised when services are provided or goods are sold.

Revenue related to service concession arrangements is usually recognised as access to the service concession asset is provided to the operator over the term of the service concession arrangement. Revenue is not recognised immediately by the grantor at the inception of the service concession arrangement. Instead, a liability is recognised and subsequently reduced as revenue earned based on the economic substance of the service concession arrangement.

Other revenue is brought to account as it is earned and is recognised when the goods or services are provided.

8 Employee related expenses

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Academic				
Salaries	115,677	109,273	114,420	108,237
Contribution to superannuation and pension schemes	18,615	16,964	18,530	16,893
Payroll tax	7,499	6,848	7,499	6,848
Worker's compensation	1,258	1,056	1,258	1,056
Annual leave	1,481	1,690	1,484	1,687
Long service leave expense	3,683	1,954	3,683	1,954
Total academic	148,213	137,785	146,874	136,675
Non-academic				
Salaries	118,472	111,493	117,289	109,486
Contribution to superannuation and pension schemes	19,221	17,245	19,093	17,010
Payroll tax	7,606	6,989	7,606	6,929
Worker's compensation	1,486	1,403	1,486	1,403
Annual leave	429	1,466	417	1,453
Long service leave expense	3,582	2,198	3,582	2,171
Total non-academic	150,796	140,794	149,473	138,452
Total employee related expenses	299,009	278,579	296,347	275,127

Contributions to the defined contribution section of the Group's superannuation fund and other independent defined contribution superannuation funds are recognised as an expense as they become payable. Past service costs are recognised in profit or loss immediately.

9 Repairs and maintenance

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Buildings and grounds	13,263	12,068	10,074	9,105
Other	4,682	4,882	4,682	4,864
Total repairs and maintenance	17,945	16,950	14,756	13,969

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs of the carrying amount of those parts that are replaced are derecognised and the cost of the replacing part is capitalised if the recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expenses, as incurred.

10 Impairment of assets

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Doubtful debts	290	439	290	438
Impairment of franking credit receivables [#]	-	22,888	-	22,888
Impairment of property, plant and equipment	323	391	323	391
Total impairment of assets	613	23,718	613	23,717

[#] Impairment of franking credit receivable on the 2021 fully franked in specie dividend from Education Australia Limited. Refer to note 13 for further information.

11 Other expenses

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Administration expenditure	10,871	11,594	9,267	9,683
Advertising, marketing and promotions	6,567	6,475	6,256	6,190
Audit fees, bank charges, legal costs, insurance and taxes	5,874	5,820	5,510	5,468
Donations and sponsorships	700	924	679	923
Expenditure related to commercial operations	8,815	6,890	4,901	4,011
General consumables	7,425	6,363	7,384	6,297
Licence and royalty fees	14,486	12,437	14,486	12,437
Non-capitalised equipment	3,314	3,669	3,293	3,657
Occupancy costs	13,287	12,807	12,919	12,406
Operating lease payments	4,383	4,151	4,286	3,976
Other expenditure	11,785	12,108	11,533	12,083
Other research related expenditure	12,098	9,175	12,098	9,175
Other student and teaching related expenditure	34,928	35,066	34,941	36,128
Scholarships, grants and prizes	14,368	12,469	14,400	12,403
Fair value loss in resident loans	43,602	26,174	-	-
Technology and software maintenance	9,299	11,772	9,299	11,772
Telecommunications	425	426	417	417
People development, training and travel	10,007	10,209	9,749	10,103
Total other expenses	212,234	188,529	161,418	157,129

Operating lease payments comprise of leases with a lease term of 12 months or less and leases of low-value assets i.e. when the value of the leased asset when new is \$5,000 or less. Lease payments associated with these leases are expensed on a straight-line basis over the lease term.

Other expenses are recognised as incurred and became payable.

Scholarships provided by the University towards tuition fees have been reclassified to fees and charges (note 4) and offset against course fee income.

12 Cash and cash equivalents

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Cash at bank and on hand	48,049	31,048	41,702	21,166
Bank bills and deposits	6,710	47,312	4,319	46,137
Total cash and cash equivalents	54,759	78,360	46,021	67,303

(a). Reconciliation to cash at the end of the year

The above figures are reconciled to cash at the end of the year as shown in the statement of cash flows as follows:

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Unrestricted	52,614	62,859	45,602	52,671
Restricted	2,145	15,501	419	14,632
Balance as per statement of cash flows	54,759	78,360	46,021	67,303

(b). Cash at bank and on hand

The Group cash at bank and on hand had an average floating interest rate of 3.72% at 31 December 2025 (2024: 4.07%).

The University cash at bank and on hand had an average floating interest rate of 4.03% at 31 December 2025 (2024: 4.54%).

(c). Restricted Cash

The Group maintains cash balances which are restricted for use. Our reported cash is comprised of:

Philanthropic funds: Philanthropic funds have been received from benefactors who, in some (not all) instances, by contract / agreement, have stipulated a limitation in the use and / or purpose of funds. For transparency, all Philanthropic funds are reported as Restricted.

Major Capital Funded Project: Major Capital Funded Projects are classified as restricted cash as the funds have been received from the funder and by term of their contractual agreement with the funder, the use and / or purpose of the funds is restricted.

(d). Bank bills and deposits

The consolidated bank bills and deposits are bearing average fixed interest rates of 4.12% as at 31 December 2025 (2024: 5.29%). These deposits have an average maturity of 90 days (2024: 71 days).

The University bank bills and deposits are bearing average fixed interest rates of 4.17% as at 31 December 2025 (2024: 5.30%). These deposits have an average maturity of 91 days (2024: 75 days).

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

13 Receivables

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Trade receivables	12,675	12,490	13,039	15,305
Student fees receivable	1,880	1,628	1,880	1,628
Less: allowance for expected credit losses	(813)	(1,424)	(798)	(1,409)
	13,742	12,694	14,121	15,524
Franking credit receivable	22,888	22,888	22,888	22,888
Impairment of franking credit receivables	(22,888)	(22,888)	(22,888)	(22,888)
Other	765	1,088	765	1,154
Total trade and other receivable	14,507	13,782	14,886	16,678
Contract assets	5,323	5,905	5,323	5,905
Total current receivables	19,830	19,687	20,209	22,583

Trade receivables are non-interest bearing and are generally on terms of 30 days.

Set out below is the movement in the allowance for expected credit losses of trade receivables.

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
At 1 January	1,424	1,232	1,409	1,218
Provision for expected credit losses	654	523	654	522
Write-off	(864)	(244)	(864)	(244)
Debt recovery	(401)	(87)	(401)	(87)
At 31 December	813	1,424	798	1,409

The information about credit risk exposures are disclosed in note 30 Financial Risk Management.

Trade receivables and student fee receivables are held to collect contractual cash flows and give rise to cash flows solely representing payments of principal and interest. These are classified and measured as debt instruments at amortised cost. Trade receivables are due for settlement in no more than 30 days. Tuition fee receivables are due on the first day of the academic period.

For both trade and student fee receivables the Group applies a simplified approach in calculating expected credit losses (ECL). Accordingly, the Group does not track changes in credit risk but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Group has established a provision matrix that is based on historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Contract assets are inclusive of research grants related receivables.

Franking credits receivable are expected to be received within 12 months of the end of the reporting period. The 2024 balance is inclusive of \$22.8 million in franking credits receivable on the fully franked in specie dividend of IDP Education Limited (IDP) shares as part of the wind up of the University's investment in Education Australia Limited. The Group recognised this receivable on the basis that the franking credit tax offsets are refundable under Division 67 of the Income Tax Assessment Act 1997 and there was no provision in this Act which denied the Group from claiming a refund. As part of forming this view, the Group has determined, supported by legal advice, that it has received immediate custody and control of the IDP shares and this was not impacted by the Shareholder Restriction Deed.

Subsequent to claiming the franking credits, the Australian Tax Office issued a Notice of Assessment disputing the validity of the Group's claim for the refund of the franking credits under section 207-122 of the Income Tax Assessment Act 1997. Following the receipt of the ATO Tax Assessment, the Group, supported by legal advice, maintains that it is entitled to receive the franking credits refund. The Group formally objected to the Tax Assessment issued by the ATO in December 2023. In October 2024, The ATO indicated their intention to disallow the objections for two of the Australian universities, positioning these entities as test cases, while holding the remaining objections in abeyance. The Objections to the two Australia universities were issued in January 2025, with remaining Objections (Murdoch inclusive) being held in abeyance.

While the Group continue to assert its entitlement to claim the franking credit refund, it has considered the increased credit risk associated with the extended recovery period due to the ongoing litigation. Consequently, an impairment to the franking credit receivable is raised, resulting in a nil franking credit receivable and impairment of asset recorded in the profit and loss as at 31 December 2024.

As at 31 December 2025, proceedings in relation to this matter are ongoing, with no change to University's position.

14 Other financial assets

Current

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Unrestricted				
Other financial assets at fair value through profit or loss - listed securities	1,358	1,671	-	-
Other financial assets at amortised costs - bank deposits	154,039	93,353	148,790	90,051
Total unrestricted current other financial assets	155,397	95,024	148,790	90,051
Restricted				
Other financial assets at fair value through profit or loss - listed securities	4,654	4,449	4,402	3,650
Other financial assets at amortised costs - bank deposits	136,405	20,387	136,405	18,123
Total restricted current other financial assets	141,059	24,836	140,807	21,773
Total current other financial assets	296,456	119,860	289,597	111,824
Non-current				
Unrestricted				
Other financial assets at fair value through profit or loss - managed funds	98,846	89,153	98,846	89,153
Other financial assets at amortised costs - shares in subsidiaries	-	-	100	100
Investments in equity instruments designated at fair value through other comprehensive income - unlisted securities	6,530	6,634	6,530	6,634
Total unrestricted non-current other financial assets	105,376	95,787	105,476	95,887
Restricted				
Other financial assets at fair value through profit or loss - managed funds	3,031	835	158	151
Total restricted non-current other financial assets	3,031	835	158	151
Total non-current other financial assets	108,407	96,622	105,634	96,038
Total other financial assets	404,863	216,482	395,231	207,862

Initial recognition and measurement

Financial assets are classified, at initial recognition and subsequently measured at either amortised cost, fair value through other comprehensive income (OCI) or fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group applied the practical expedient, the Group initially measures a financial asset at its fair value and in the case of a financial asset not at fair value through profit or loss at transaction costs.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For the purpose of subsequent measurement, financial assets are classified in categories below:

Financial assets at amortised cost

The Group measures financial assets at amortised cost if i) it is held to collect contractual cashflow and ii) the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The Group has elected to classify its investment in subsidiaries at cost. Gains and losses are recognised in profit and loss statement when the asset is derecognised, modified and impaired.

Financial assets at fair value through profit and loss

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit and loss, irrespective of the business model. Financial assets at fair value through profit and loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

14 Other financial assets (continued)

Investment in equity instruments designated at fair value through other comprehensive income

Upon initial recognition, the Group elected to classify irrevocably its equity investments as equity investment designated at fair value through OCI when it met the definition of equity under AASB 132 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never put through to profit or loss. Dividends are recognised as investment income in the income statement when the right of payment has been established. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group also elected to classify irrevocably its non-listed equity investment (excluding the Group's subsidiaries) under this category.

15 Non-current assets classified as held for sale

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Land				
Opening balance at 1 January	3,721	-	3,721	-
Transferred from property, plant and equipment [#]	-	3,721	-	3,721
Disposal	(3,721)	-	(3,721)	-
Closing balance at 31 December	-	3,721	-	3,721

Non-current assets are classified as held for sale and stated at the lower of their carrying amount and fair value less costs to sell if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

Non-current assets classified as held for sale are presented separately from the other assets in the statement of financial position.

[#] The land was reclassified from property, plant and equipment to held for sale, with the settlement occurring in January 2025.

16 Investment properties

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Opening balance at 1 January	289,080	269,357	289,080	269,357
Fair value gain	35,076	22,631	35,076	22,631
Transfer to property, plant and equipment	(10,161)	(3,024)	(10,161)	(3,024)
Investment property additions	425	116	425	116
Closing balance at 31 December	314,420	289,080	314,420	289,080

Investment properties include:

- operating leases to third parties, that include those for land only and those for commercial buildings
- residential properties bequeathed to the University; and
- St Ives Retirement Village Murdoch

For fair value hierarchy categorisation of investment properties see note 31.

16 Investment properties (continued)

(a). Amounts recognised in the income statement for operating leases to third parties

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Rental income	3,118	3,230	3,118	3,230
Fair value (loss) / gain	(1,155)	584	(1,155)	584
Total recognised in profit or loss	1,963	3,814	1,963	3,814

(b). Amounts recognised in the income statement for St Ives Retirement Village Murdoch

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Fair value gain	35,787	21,652	35,787	21,652
Total recognised in profit or loss	35,787	21,652	35,787	21,652

(c). Amounts recognised in the income statement for residential property

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Fair value gain	444	395	444	395
Total recognised in profit or loss	444	395	444	395

(d). Operating lease (as lessor) to third parties

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
The future minimum lease payments under non-cancellable leases are as follows:				
Within one year	1,308	2,939	1,308	2,939
Later than one year but not later than five years	5,775	5,709	5,775	5,709
Greater than 5 years	31,764	34,126	31,764	34,126
Total	38,847	42,774	38,847	42,774

Investment properties exclude properties held to meet service delivery objectives of the University. Service delivery objectives are reviewed at each reporting period to assess continued appropriateness of asset classification.

Investment properties are initially recognised at cost. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the University. Where an investment property is acquired at no cost or for nominal consideration, its cost shall be deemed to be its fair value as at the date of acquisition.

Subsequent to initial recognition at cost, investment property is carried at fair value, which is based on active market prices of similar properties, adjusted if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods such as recent prices in less active markets or discounted cash flow projections. These valuations are assessed annually by an external valuer. Changes in fair values are recorded in the statement of comprehensive income as part of the other income.

Rental revenue from the leasing of investment properties is recognised in the statement of comprehensive income in the periods in which it is receivable, as this represents the pattern of service rendered through the provision of the properties.

17 Property, plant and equipment

University	Land \$'000	Buildings \$'000	Infrastructure \$'000	Construction in progress \$'000	Plant and equipment* \$'000	Artworks \$'000	Library Books \$'000	Leasehold improvement \$'000	Service concession assets \$'000	Right of use assets** \$'000	Total \$'000
At 1 January 2024											
- Cost	237,516	2,746	289	7,894	175,943	942	921	9,136	-	9,381	207,252
- Independent Valuation	-	483,846	44,050	-	-	8,716	-	-	57,316	-	831,444
Accumulated depreciation and impairment	-	(10)	(4)	-	(98,245)	-	(714)	(3,950)	-	(3,536)	(106,459)
Net book amount	237,516	486,582	44,335	7,894	77,698	9,658	207	5,186	57,316	5,845	932,237
Year ended 31 December 2024											
Opening net book amount	237,516	486,582	44,335	7,894	77,698	9,658	207	5,186	57,316	5,845	932,237
Revaluation increment	23,668	18,330	1,082	-	-	810	-	-	2,686	-	46,576
Additions	-	3,072	876	13,511	7,493	180	33	-	-	2,000	27,165
Disposals	-	(128)	(3)	-	(693)	-	-	-	-	(34)	(858)
Transfers in/(out)	-	3,289	1,792	(13,441)	3,931	-	-	4,429	-	-	-
Transfers from subsidiary	-	-	-	-	96	-	-	-	-	13	109
Transfer to profit and loss	(3,721)	-	-	(2,511)	-	-	-	-	-	-	(2,511)
Transfer to asset held for sale	3,024	-	-	-	(136)	-	-	-	-	-	(3,721)
Transfer from investment property	-	(255)	-	-	-	-	-	-	-	-	3,024
Impairment (losses)/ reversals	-	(9,766)	(897)	-	(15,524)	-	(131)	(1,127)	(894)	(1,401)	(29,840)
Depreciation charge	-	-	-	-	-	-	-	-	-	-	-
Closing net book amount	260,487	501,124	47,185	5,453	72,865	10,648	109	8,488	59,008	6,423	971,790
At 31 December 2024											
- Cost	260,487	3,186	2,519	5,453	180,648	172	954	13,565	-	11,462	217,959
- Independent Valuation	-	498,197	44,676	-	-	10,476	-	-	59,008	-	872,844
Accumulated depreciation and impairment	-	(259)	(10)	-	(107,783)	-	(845)	(5,077)	-	(5,039)	(119,013)
Net book amount	260,487	501,124	47,185	5,453	72,865	10,648	109	8,488	59,008	6,423	971,790
Year ended 31 December 2025											
Opening net book amount	260,487	501,124	47,185	5,453	72,865	10,648	109	8,488	59,008	6,423	971,790
Revaluation increment/ (decrement)	61,478	13,991	(7,084)	-	-	-	-	-	5,915	-	74,300
Additions	-	123	38	18,388	9,505	454	83	467	-	4,486	33,544
Disposals	-	(336)	-	-	(507)	-	-	-	-	-	(843)
Transfers in/(out)†	-	(692)	2,819	(15,594)	4,949	-	-	8,518	-	-	-
Transfers to profit or loss	-	-	-	(1,787)	-	-	-	-	-	-	(1,787)
Transfer from investment property	1,794	8,367	(35)	-	(105)	-	-	(438)	-	-	10,161
Impairment (losses)/ reversals	-	255	(869)	-	(16,092)	-	(66)	(2,284)	(1,008)	(2,075)	(323)
Depreciation charge	-	(11,519)	(869)	-	-	-	-	-	-	-	(33,913)
Closing net book amount	323,759	511,313	42,054	6,460	70,615	11,102	126	14,751	63,915	8,834	1,052,929
At 31 December 2025											
- Cost	-	47	2,810	6,460	190,634	626	1,037	28,887	-	15,878	246,379
- Independent Valuation	323,759	511,270	39,253	-	-	10,476	-	-	63,915	-	948,673
Accumulated depreciation and impairment	-	(4)	(9)	-	(120,019)	-	(911)	(14,136)	-	(7,044)	(142,123)
Net book amount	323,759	511,313	42,054	6,460	70,615	11,102	126	14,751	63,915	8,834	1,052,929

Consolidated	Land \$'000	Buildings \$'000	Infrastructure \$'000	Construction in progress \$'000	Plant and equipment* \$'000	Artworks \$'000	Library Books \$'000	Leasehold improvement \$'000	Service concession assets \$'000	Right of use assets** \$'000	Total \$'000
At 1 January 2024											
- Cost	-	2,746	289	7,894	176,197	942	921	9,461	-	9,752	206,202
- Independent Valuation	237,516	483,846	44,050	-	-	8,716	-	-	57,316	-	831,444
Accumulated depreciation and impairment	-	(10)	(4)	-	(98,391)	-	(714)	(4,275)	-	(3,832)	(107,226)
Net book amount	237,516	486,582	44,335	7,894	77,806	9,658	207	5,186	57,316	5,920	932,420
Year ended 31 December 2024											
Opening net book amount	237,516	486,582	44,335	7,894	77,806	9,658	207	5,186	57,316	5,920	932,420
Revaluation increment	23,668	18,330	1,082	-	-	810	-	-	2,686	-	46,576
Additions	-	3,072	876	13,511	7,511	180	33	339	-	4,573	30,095
Disposals	-	(128)	(3)	-	(891)	-	-	-	-	(34)	(856)
Transfers in/(out)	-	3,289	1,792	(13,441)	3,931	-	-	4,429	-	-	-
Transfer to profit and loss	(3,721)	-	-	(2,511)	-	-	-	-	-	(21)	(2,532)
Transfer to asset held for sale	3,024	-	-	-	(136)	-	-	-	-	-	(3,721)
Transfer from investment property	-	(255)	-	-	-	-	-	-	-	-	3,024
Impairment (losses)	-	(9,766)	(897)	-	(15,547)	-	(131)	(1,129)	(894)	(1,518)	(391)
Depreciation charge	-	-	-	-	-	-	-	-	-	-	(29,982)
Closing net book amount	260,487	501,124	47,185	5,453	72,874	10,648	109	8,825	59,008	8,920	974,633
At 31 December 2024											
- Cost	-	3,186	2,519	5,453	180,836	172	954	14,260	-	14,034	221,414
- Independent Valuation	260,487	498,197	44,676	-	-	10,476	-	-	59,008	-	872,844
Accumulated depreciation and impairment	-	(259)	(10)	-	(107,962)	-	(845)	(5,435)	-	(5,114)	(119,625)
Net book amount	260,487	501,124	47,185	5,453	72,874	10,648	109	8,825	59,008	8,920	974,633
Year ended 31 December 2025											
Opening net book amount	260,487	501,124	47,185	5,453	72,874	10,648	109	8,825	59,008	8,920	974,633
Revaluation increment / (decrement)	61,478	13,991	(7,084)	-	-	-	-	-	5,915	-	74,300
Additions	-	123	38	18,388	9,505	454	83	440	-	4,295	33,326
Disposals	-	(336)	-	-	(507)	-	-	-	-	-	(843)
Transfers in/(out)*	-	(692)	2,819	(15,594)	4,949	-	-	8,518	-	-	-
Transfer to profit or loss	1,794	8,367	-	(1,787)	-	-	-	-	-	(70)	(1,857)
Transfer from investment property	-	-	(35)	-	(105)	-	-	(438)	-	-	10,161
Impairment (losses)/ reversals	-	255	(869)	-	(16,114)	-	(66)	(2,291)	(1,008)	(2,252)	(323)
Depreciation charge	-	(11,519)	(869)	-	-	-	-	-	-	-	(34,119)
Closing net book amount	323,759	511,313	42,054	6,460	70,602	11,102	126	15,054	63,915	10,893	1,055,278
At 31 December 2025											
- Cost	-	47	2,810	6,460	190,762	626	1,037	29,306	-	18,247	249,295
- Independent Valuation	323,759	511,270	39,253	-	-	10,476	-	-	63,915	-	949,673
Accumulated depreciation and impairment	-	(4)	(9)	-	(120,160)	-	(911)	(14,252)	-	(7,354)	(142,690)
Net book amount	323,759	511,313	42,054	6,460	70,602	11,102	126	15,054	63,915	10,893	1,055,278

17 Property, plant and equipment (continued)

Included in the transfers in/ (out) are the construction in progress completed during the year. Additionally, during the year ended 2025, the University conducted a review of classification of property, plant and equipment subject to lease arrangements in accordance with the requirements of the Australian Accounting Standards. This review identified several asset misclassifications. As a result, a reclassification adjustment from Buildings and Infrastructure to Leasehold Improvements has taken place and included in the reported transfers in/ (out).

* Plant and equipment includes all operational assets.

** Disclosure per each class of right of use asset in note 17(a).

Items of property, plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired at nil or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment costing less than \$5,000 are immediately expensed directly to the income statement (other than where the cost forms part of a group of similar items which are significant in total). Land, buildings, infrastructure, service concession assets, library books, motor vehicles and artworks have no minimum capitalisation limit.

Land, buildings (including leasehold improvement buildings where the land lease term is in excess of the useful life of the building), infrastructure, service concession assets and artworks (except for investment properties - refer to note 16) are shown at fair value, based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the carrying amount is adjusted to the revalued amount of the asset. All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred (refer to note 9).

Construction in progress is stated at cost.

Depreciation

Land is not depreciated. Depreciation on the other assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual value, over their estimated useful lives, as follow:

Depreciable assets:

Computer equipment	25%
Other equipment	12.5%
Buildings and infrastructure	2%
Plant	5%
Motor vehicles	16.67%
Furniture and fittings	5% to 20%
Library Books	25%
Leasehold improvements	Over the lease terms
Right of use assets	Over the lease terms
Service concession asset - buildings	2%

Artworks are considered heritage assets and are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation has been recognised in respect of works of art.

Depreciation rates are reviewed at the end of each reporting period.

Impairment of assets

Property, plant and equipment are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to recoverable amount.

For assets measured at cost, impairment loss is recognised in the income statement.

For assets measured at fair value, increases in the carrying amounts arising on revaluation are recognised, net of tax, in other comprehensive income and accumulated in equity under the heading of land, buildings, infrastructure and service concession assets. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset class are also recognised in other comprehensive income to the extent of the remaining reserve attributable to the asset class. All other decreases are charged to the statement of comprehensive income.

17 Property, plant and equipment (continued)

(a). Right-of-use assets

Information about leases where the Group and University is a lessee is presented below:

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Buildings				
At 1 January	6,350	4,534	3,853	4,494
Additions	3,738	2,687	3,929	114
Depreciation charge	(1,614)	(851)	(1,437)	(755)
Adjustments	(70)	(20)	-	-
At 31 December	8,404	6,350	6,345	3,853
	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Motor Vehicles				
At 1 January	214	96	214	96
Additions	122	220	122	220
Disposal	-	(34)	-	(34)
Depreciation charge	(102)	(68)	(102)	(68)
At 31 December	234	214	234	214
	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Computer Equipment				
At 1 January	183	337	183	337
Additions	64	30	64	30
Depreciation charge	(147)	(184)	(147)	(184)
At 31 December	100	183	100	183
	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Other Equipment				
At 1 January	2,173	952	2,173	918
Additions	371	1,636	371	1,649
Depreciation charge	(389)	(415)	(389)	(394)
At 31 December	2,155	2,173	2,155	2,173
	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Total right-of-use assets	10,893	8,920	8,834	6,423

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for a consideration.

The Group assesses whether:

- The contract involves the use of an identified asset - the asset may be explicitly or implicitly specified in the contract. The capacity proportion of larger assets is considered an identified asset if the portion is physically distinct or if the portion represents substantially all of the capacity of the asset. The asset is not considered an identified asset if the supplier has the substantive right to substitute the asset throughout the period of use.
- The customer has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- The customer has the right to direct the use of the asset throughout the period of use. The customer is considered to have the right to direct the use of the asset only if:
 - The customer has the right to direct how and for what purpose the identified asset is used throughout the period of use; or
 - The relevant decisions about how and for what purposes the asset is used is predetermined and the customer has the right to operate the asset, or the customer designed the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

17 Property, plant and equipment (continued)

In contracts where the Group is a lessee, it recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

Initial recognition and subsequent measurement

A right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

A right-of-use asset associated with land and buildings is subsequently measured at fair value. All other property, plant and equipment are measured as described in the accounting policy for property, plant and equipment in note 17.

Refer to note 20 for information on the corresponding lease liabilities.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e., when the value of the leased asset when new is \$5,000 or less. The Group recognises the lease payments associated with these leases as expense on a straight-line basis over the lease term.

(b). Service concession asset(s)

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Land				
Opening balance	8,430	7,587	8,430	7,587
Independent valuation	1,967	843	1,967	843
Total service concession land	10,397	8,430	10,397	8,430
Buildings				
Opening balance	50,578	49,729	50,578	49,729
Independent valuation	3,948	1,843	3,948	1,843
Accumulated depreciation and impairment	(1,008)	(994)	(1,008)	(994)
Total service concession buildings	53,518	50,578	53,518	50,578
Total service concession assets	63,915	59,008	63,915	59,008

An asset constructed for the University (as a public sector grantor), and upgrades or major component replacements for existing assets of the University by private operators, are recognised as a service concession asset when the Group (grantor) controls the asset. Control of service concession assets arises when the University controls or regulates what services the operator must provide with the asset, to whom it must provide them, and at what price. Control assessment further requires that the University must control through ownership, beneficial entitlement, any significant residual interest in the asset at the end of the term of the arrangement. Grantor also controls the asset if it will be used in a service concession arrangement for either its entire economic life or the major part of its economic life.

Service concession assets are initially recognised at fair value, which is their current replacement cost in accordance with the cost approach to fair value in AASB13.

When an existing asset is used in a service concession arrangement, such an asset is reclassified as a service concession asset and measured at current replacement cost at the date of reclassification. At the date of reclassification, where there is a difference between the carrying amount of the asset and its fair value (current replacement cost), the difference is accounted for as a revaluation of the asset and recognised in other comprehensive income and accumulated in the asset revaluation reserve.

After initial recognition or reclassification, service concession assets are carried at fair value less any depreciation and impairment.

Construction in progress

Costs in relation to service concession assets under construction are recognised as Construction in Progress assets.

Refer to notes 7, 22 and 31 for further details of the accounting policy relating to, and to the impact of, service concession arrangements for the Group.

18 Intangible assets

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Electronic library materials	18,168	17,216	18,168	17,216
Software and software licences	528	1,030	528	1,030
Total intangible assets	18,696	18,246	18,696	18,246
	Electronic Library Materials	Software and Software Licences	Total	
	\$'000	\$'000	\$'000	
Consolidated and University				
At 1 January 2024				
Cost	33,179	5,639	38,818	
Accumulated amortisation and impairment	(16,773)	(3,944)	(20,717)	
Net book amount	16,406	1,695	18,101	
Year ended 31 December 2024				
Opening net book amount	16,406	1,695	18,101	
Additions	3,994	-	3,994	
Amortisation Charges	(3,183)	(666)	(3,849)	
Closing net book amount	17,217	1,029	18,246	
At 31 December 2024				
Cost	37,172	5,638	42,810	
Accumulated amortisation and impairment	(19,955)	(4,609)	(24,564)	
Net book amount	17,217	1,029	18,246	
Year ended 31 December 2025				
Opening net book amount	17,217	1,029	18,246	
Additions	4,298	-	4,298	
Amortisation Charges	(3,347)	(501)	(3,848)	
Closing net book amount	18,168	528	18,696	
At 31 December 2025				
Cost	41,470	5,638	47,108	
Accumulated amortisation and impairment	(23,302)	(5,110)	(28,412)	
Net book amount	18,168	528	18,696	

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life which is reviewed annually) on the straight-line basis. All intangible assets controlled by the Group have a finite useful life and zero residual value.

Electronic library materials have no minimum capitalisation limit. The cost of utilising the assets is expensed (amortised) over their expected useful life of 10 years.

Acquisition of computer software and software licences costing \$5,000 or more and internally generated software costing \$10,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Computer software and software licences have an expected useful life of four years. Costs incurred below these thresholds are immediately expensed directly to the income statement.

19 Trade and other payables

	Note	Consolidated		University	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Current					
Trade payables		2,604	2,312	2,030	1,886
Current tax liability		358	25	315	-
Accruals and other payables		20,765	21,463	20,530	20,934
OS-HELP liability to Australian Gov - unsecured	35(f)	1,556	2,138	1,556	2,138
Total current trade and other payables		25,283	25,938	24,431	24,958

The carrying amounts of the Group's and University's payables are denominated in Australian currency only.

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year, which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

20 Borrowings

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Secured				
Lease liabilities	2,361	1,512	2,173	1,318
Western Australian Treasury Corporation ^{#1}	5,854	5,816	5,854	5,816
Total current secured borrowings	8,215	7,328	8,027	7,134
Unsecured				
Private Individual ^{#2}	2,000	-	2,000	-
Total unsecured borrowings	2,000	-	2,000	-
Total current borrowings	10,215	7,328	10,027	7,134
Non-current				
Secured				
Lease liabilities	9,179	7,723	7,245	5,421
Western Australian Treasury Corporation ^{#1}	82,510	88,363	82,510	88,363
Total non-current secured borrowings	91,689	96,086	89,755	93,784
Unsecured				
Private Individual ^{#2}	24,315	-	24,315	-
Total non-current unsecured borrowings	24,315	-	24,315	-
Total non-current borrowings	116,004	96,086	114,070	93,784
Total borrowings	126,219	103,414	124,097	100,918

^{#1} Loan from Western Australian Treasury Corporation is as follows:

Peel Campus loan 1: \$0.90 million (2024: \$1.46 million) which is secured by a Guarantee of the Treasurer of the State, interest bearing at a fixed rate of 6.86% and repayable in quarterly instalments by April 2027.

Boola Katitjin loan (fixed): \$43.73 million which is secured by a Guarantee of the Treasurer of the State, interest bearing at a fixed rate of 4.94% and repayable in semi annual instalments by 2033.

Boola Katitjin loan (variable): \$43.73 million which is secured by a Guarantee of the Treasurer of the State, interest bearing at a weighted average rate of 4.32% and repayable in semi annual instalments by 2033.

^{#2} During 2025, the University received an interest free concessional loan from a private individual. The loan is unsecured, repayable over a 25-year term, and restricted to a major campus capital development. The loan has a face value of \$50 million and was recognised at fair value of \$24.84 million on initial recognition in accordance with AASB 9, with the concessional benefit of \$25.16 million recognised as income under AASB 1058. During the year, the University recognised \$1.48 million as interest expense from the unwinding of the discount. Fair value was determined by discounting expected cashflows using a market rate of 6.3%, being the estimated rate for a borrowing with similar terms and credit risk.

20 Borrowings (continued)

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities, which are not an incremental cost relating to the actual draw down of the facility, are recognised as prepayments and amortised on a straight-line basis over the term of the facility.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period and does not expect to settle the liability for at least 12 months after the end of the reporting period.

Borrowing costs incurred for the construction of any qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

Lease liabilities

Lease liabilities are initially measured at the present value of unpaid lease payments at the commencement date of the leases. To calculate the present value, the unpaid lease payments are discounted using the incremental borrowing rate at the commencement date of the lease. Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in substance fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI)
- Amounts expected to be payable by the lessee under residual value guarantees
- The exercise price of a purchase option if the Group is reasonably certain to exercise that option and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component and the aggregate standalone price of the non-lease components.

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the income statement. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate and other situations e.g. change in a lease term, change in the assessment of an option to purchase the underlying asset, with a corresponding adjustment to the right-of-use asset.

The adjustment amount is factored into depreciation of the right-of-use asset prospectively.

Right-of-use assets are presented within property, plant and equipment in note 17(a) and lease liabilities are presented as borrowings in note 20.

(a). Financing arrangements

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Facilities				
Hire purchase facility	1,000	1,000	1,000	1,000
Western Australian Treasury Corporation loan facility	100,000	100,000	100,000	100,000
	101,000	101,000	101,000	101,000
Facilities utilised at reporting date				
Western Australian Treasury Corporation loan facility	88,364	94,179	88,364	94,179
	88,364	94,179	88,364	94,179
Facilities not utilised at reporting date				
Asset finance (Finance Leases)	1,000	1,000	1,000	1,000
Western Australian Treasury Corporation loan facility	11,636	5,821	11,636	5,821
	12,636	6,821	12,636	6,821

In January 2018 the University signed an agreement with Western Australia Treasury Corporation (WATC) to increase its loan facility limit to \$100 million. The amount and timing of drawdowns is subject to specific limits in the conditions of funding. The increase in the loan facility limit is for the purpose of funding the University's capital works and acquisition of capital assets. The WATC loan facility is secured with a Treasurer's Guarantee and will be managed in accordance with the University's Debt Management Policy.

20 Borrowings (continued)

(b). Reconciliation of liabilities arising from financing activities

	2024		Non-cash changes			2025
	Carrying amount	Cash flows	Acquisitions	Transfer	Other adjustments	Carrying amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Consolidated						
Long-term borrowings	88,363	-	22,836	(5,854)	1,480	106,825
Short-term borrowings	5,816	(5,816)	2,000	5,854	-	7,854
Lease liabilities	9,235	(2,563)	6,182	-	(1,314)	11,540
Total liabilities from financing activities	103,414	(8,379)	31,018	-	166	126,219
	2024 Carrying amount	Cash flows	Acquisitions	Transfer	Other adjustments	2025 Carrying amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
University						
Long-term borrowings	88,363	-	22,836	(5,854)	1,480	106,825
Short-term borrowings	5,816	(5,816)	2,000	5,854	-	7,854
Lease liabilities	6,739	(2,251)	6,182	-	(1,252)	9,418
Total liabilities from financing activities	100,918	(8,067)	31,018	-	228	124,097

The carrying amounts of borrowings are denominated in Australian dollars.

For an analysis of the sensitivity of borrowings to interest rate risk and foreign exchange risk refer to note 30.

(c). Murdoch University as a lessee

Amounts recognised in the income statement

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Interest on lease liabilities	536	364	404	319
Depreciation on Right-of-use assets	2,252	1,518	2,075	1,401
Expenses relating to short-term leases (including variable payments)	1,746	1,964	1,650	1,789
Expenses relating to leases of low-value assets, excluding short term leases of low-value assets	2,637	2,187	2,636	2,187
	7,171	6,033	6,765	5,696

20 Borrowings (continued)

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Maturity analysis - undiscounted contractual cash flows				
Less than one year	2,361	1,512	2,173	1,318
One to five years	7,145	5,128	6,119	3,984
More than five years	2,034	2,595	1,126	1,437
Total undiscounted contractual cash flows	11,540	9,235	9,418	6,739
Lease liabilities recognised in the statement of financial position				
Current	2,361	1,512	2,173	1,318
Non-current	9,179	7,723	7,245	5,421
	11,540	9,235	9,418	6,739

The Group has lease arrangements for buildings, vehicles, computing and other equipment, with lease term ranging from two to fifteen years in length.

Amounts recognised in statement of cash flows

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Total cash outflow for leases	6,836	5,910	6,496	5,567

21 Provisions

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current provisions expected to be settled within 12 months				
Employee benefits:				
Annual leave	15,106	14,366	15,034	14,299
Long service leave	2,676	2,724	2,676	2,724
Employment on-costs	1,087	1,125	1,087	1,042
Other provisions:				
Management fees - St Ives Retirement Village	1,622	1,517	-	-
Other provisions	2,771	1,263	2,743	1,234
	23,262	20,995	21,540	19,299
Current provisions expected to be settled after more than 12 months				
Annual leave	3,392	3,723	3,376	3,706
Long service leave	18,883	16,894	18,883	16,894
Employment on-costs	1,012	866	1,012	949
Other provisions:				
Management fees - St Ives Retirement Village	17,010	14,535	-	-
	40,297	36,018	23,271	21,549
Total current provisions	63,559	57,013	44,811	40,848
Non-current				
Employee benefits:				
Long service leave	18,425	17,046	18,425	17,046
Employment on-costs	970	838	970	838
Other provisions	235	235	235	235
Total non-current provisions	19,630	18,119	19,630	18,119
Total provisions	83,189	75,132	64,441	58,967

Movements in other provisions

Movements in each class of provision during the financial year, other than annual leave and long service leave, are set out below:

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Employment on-costs provision				
Balance at beginning of year	2,829	3,129	2,829	3,120
Additional provision	1,815	2,917	1,815	2,912
Amounts used	(1,575)	(1,769)	(1,575)	(1,746)
Valuation / adjustment	-	(1,448)	-	(1,457)
Carrying amount at end of period	3,069	2,829	3,069	2,829
Management fees				
Balance at beginning of year	16,052	15,006	-	-
Additional provision	3,915	2,878	-	-
Amounts used	(1,335)	(1,832)	-	-
Carrying amount at end of period	18,632	16,052	-	-
Other				
Balance at beginning of year	1,498	1,385	1,469	1,362
Additional provisions	2,202	917	2,202	869
Amounts used	(694)	(804)	(693)	(762)
Carrying amount at end of period	3,006	1,498	2,978	1,469

21 Provisions (continued)

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are reviewed at each reporting period.

Employee benefits

All annual leave and long service leave provisions are in respect of employees; services up to the end of the reporting period.

Annual Leave

Annual leave is not expected to be settled wholly within twelve months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. Benefits expected to be settled wholly within 12 months are measured at the undiscounted amount expected to be paid. Benefits not expected to be settled before 12 months after the end of the reporting period are discounted to present value.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability, as the Group does not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period.

Long service leave

Long service leave is not expected to be settled wholly within twelve months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid, when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments, consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The long service leave provision is actuarially assessed and the expected future payments are discounted using market yields at the end of the reporting period on non-financial corporate bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Retirement benefit obligations

The employees of the Group are entitled to benefits on retirement from superannuation plans elected by the employees. These plans incorporate defined contribution sections only as per AASB 119 'Employee benefits'.

Obligations for contributions to defined contribution plans are recognised as an expense in the income statement as incurred.

Retirement benefit obligations are reported as Other Provisions.

Employee on-costs

Employee on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The Group recognises the expense and liability for termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB137 that involves the payment of termination benefits. The expense and liability are recognised when the Group is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

Termination benefits are measured on initial recognition and subsequent changes are measured and recognised in accordance with the nature of the employee benefit. Benefits expected to be settled wholly within 12 months are measured at the undiscounted amount expected to be paid. Benefits not expected to be settled before 12 months after the end of the reporting period are discounted to present value.

Termination benefits are reported as Other Provisions.

22 Other liabilities

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Income received in advance	67,973	54,384	48,684	35,562
GORTO liability	629	629	629	629
Capital grants	19,472	19,818	19,472	19,818
Resident loans*	254,908	223,106	-	-
Total current other liabilities	342,982	297,937	68,785	56,009
Contract liabilities	42,456	38,879	42,456	38,879
Total current contract and other liabilities	385,438	336,816	111,241	94,888
* Resident loans obligation	337,797	294,205	-	-
Less: Deferred Management Fees	(82,889)	(71,099)	-	-
	254,908	223,106	-	-
	Consolidated	Consolidated	University	University
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Non-current				
Australian Government Unspent Financial Assistance	833	1,110	833	1,110
GORTO liability	10,433	11,062	10,433	11,062
Total non-current other liabilities	11,266	12,172	11,266	12,172

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer. Where the Group has received consideration, or payment is due before the Group transfers goods or services to the customer, a contract liability is recognised. Contract liabilities are recognised as revenue as the Group performs its obligations under the contract.

Capital grants

Capital grants refer to amounts received to acquire or construct a recognisable non-financial asset to be controlled by the University. The income will be recognised overtime when the asset is acquired or constructed

Resident loans

Resident loans, relating to the St Ives Retirement Village, are measured at the principal amount, plus the residents' share of any change in the market value of the underlying property at year end date less the value of the deferred management fee receivable.

Resident loans are non-interest bearing and are payable at the end of the resident contract. In most cases this is greater than 12 months, however they are classified as current liabilities because the company does not have an unconditional right to defer settlement. This classification distorts the University's working capital position.

In practice, the rate at which the company's retirement residents vacate their units, and hence the rate at which the resident loans will fall due for repayment can be estimated on the basis of statistical tables. It is highly improbable that all the residents would vacate their units at the same time and within the next 12 months.

Deferred management fee

Deferred management fee "DMF" receivable represents the contractual amount receivable with reference to the underlying resident contract. Murdoch Retirement Service Pty Ltd has a contractual right of offset of the DMF receivable against the relevant resident loan. Resident loans obligations and DMF receivables are recognised on a net basis due to the right of offset.

GORTO liability - grant of a right to the operator model

To the extent that the service concession liability does not give rise to a contractual obligation to provide cash to the operator, a GORTO liability is recognised as the unearned portion of the revenue arising from the exchange of assets between the University and the operator. The liability is subsequently amortised into the income statement according to the economic substance of the service concession arrangement, generally on a straight-line basis.

26 Contingent assets and contingent liabilities

There are no known contingent assets which are likely to materially affect the Group's financial position at reporting date. From time-to-time claims are made against the University for various matters including breach of contract. All claims are investigated by the University and assessed on their merits as to whether they are spurious in nature or worth defending. The University will only book a liability where there is a present legal, equitable or constructive obligation and will only disclose a contingent liability where the probability of an outflow is not remote.

In December 2019 the University announced it would undertake a proactive and wide-reaching review of payroll and leave entitlements. This review followed a number of well-documented incidents of underpayment of entitlements by several large organisations in Australia. The intention was to ensure that all staff at Murdoch University, past and present, received their correct entitlements. Due to the scale and complexity of this review, it is being conducted in phases, including a broad forensic audit which focuses on payroll accuracy in relation to applicable key legislation, industrial instruments and/or contractual and policy compliance. This review is ongoing; however several major phases have been completed between 2019 and 2025 and where applicable, the financial impact reflected in the Group's financial position. On the basis that the outcome of the ongoing review is not yet known, and the probability of an outflow is potentially greater than remote, the University has a contingent liability in this regard.

Other than what has been noted above, there are no other known contingent liabilities which may materially affect the Group's financial position as at the reporting date.

27 Commitments

Capital commitments

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows				
Within one year	5,050	6,339	5,050	6,339
Between one year and five years	465	417	465	417
Total PPE commitments	5,515	6,756	5,515	6,756

28 Write-offs

	Consolidated		University	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Total write-offs approved by the University Senate				
Trade and student debtor	861	353	861	353
Other receivables	46	52	46	52
Property, plant and equipment	168	135	168	135
Total write-offs	1,075	540	1,075	540

29 Key management personnel compensation

The University has determined that key management personnel include Senate members and senior officers of the University. Senate members who are employed as staff at the University have their compensation disclosed in respect of their individual employment conditions in their capacity as employees.

Total compensation of key management personnel for the reporting period is presented within the following bands:

	Senate members		Senior officers	
	2025	2024	2025	2024
\$0 - \$10,000	2	6	-	-
\$10,001 - \$20,000	4	2	-	-
\$20,001 - \$30,000	4	4	-	-
\$30,001 - \$40,000	1	1	-	-
\$40,001 - \$50,000	2	3	-	-
\$50,001 - \$60,000	1	-	-	-
\$60,001 - \$70,000	-	1	-	-
\$90,001 - \$100,000	-	1	-	-
\$100,001 - \$110,000	1	-	-	-
\$110,001 - \$120,000	-	1	-	-
\$130,001 - \$140,000	-	1	-	-
\$150,001 - \$160,000	1	-	-	-
\$180,001 - \$190,000	1	-	-	-
\$230,001 - \$240,000	-	1	-	-
\$250,001 - \$260,000	-	-	-	2
\$260,001 - \$270,000	1	-	2	-
\$280,001 - \$290,000	-	-	-	1
\$320,001 - \$330,000	-	-	-	2
\$330,001 - \$340,000	-	-	1	2
\$340,001 - \$350,000	-	-	2	-
\$350,001 - \$360,000	-	-	1	1
\$360,001 - \$370,000	-	-	-	1
\$370,001 - \$380,000	-	-	1	-
\$390,001 - \$400,000	-	-	2	-
\$410,001 - \$420,000	-	-	-	1
\$460,001 - \$470,000	-	-	1	-
\$480,001 - \$490,000	-	-	1	2
\$490,001 - \$500,000	-	-	1	1
\$500,001 - \$510,000	-	-	1	-
\$550,001 - \$560,000	-	-	-	1
\$600,001 - \$610,000	-	-	1	-
\$870,001 - \$880,000	-	1	-	-
\$920,001 - \$930,000	1	-	-	-
	19	22	14	14

Short-term employee benefits
Post-employment benefits
Other long-term benefits

Total key management personnel compensation

	Senate members		Senior officers	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Short-term employee benefits	1,770	1,678	4,815	4,582
Post-employment benefits	169	151	589	566
Other long-term benefits	43	25	226	116
Total key management personnel compensation	1,982	1,854	5,630	5,264

30 Financial Risk Management

Murdoch University's Senate holds the ultimate responsibility for overseeing the Risk Management Policy and monitoring the management of risks across the Group. The Audit and Risk Committee, under Senate's approval, confirms the appropriateness of the University's Risk Management Framework and regularly receives internal audit reports and updates. Additionally, the Resources Committee oversees the efficient and effective management of the University's resources, monitors the financial performance, assess risks and implement necessary controls. This collaborative approach ensures a robust financial management framework, safeguarding the Group's financial stability and sustainability.

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and equity price risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

(a). Market risk

Foreign exchange risk

Foreign exchange risk arises when future commercial transactions and recognised assets and liabilities are denominated in a currency that is not the Group's functional currency. The Group does have exposure to the international market and therefore is exposed to foreign exchange risk. The Group setup a US Dollar bank account in 2019 to minimise its foreign exchange risk arising from the anticipated receipts and payment of USD.

Equity price risk

A portion of the Group's investments are exposed to fluctuations in the prices of equity securities. The Group's investment policy provides strategies for the minimisation of price risk with the diversification of that risk through various investment managers and on-going monitoring by the Resources Committee to ensure there is no concentration of risk exposure in any one area.

Cash flow and fair value interest rate risk

The Group is exposed to cash flow interest rate risk as it borrows and invests funds at floating interest rates. The risk is managed through maintaining an appropriate mix of borrowings and investments at fixed and floating rates, maintaining an appropriate mix of financial institutions to invest with and setting limits in terms of borrowings and investments.

Summarised sensitivity analysis

The following tables summarise the sensitivity of the Group's financial assets and financial liabilities to interest rate risk, foreign exchange risk and equity price risk.

31 December 2025 Consolidated	Carrying amount \$'000's	Interest rate risk				Foreign exchange risk				Equity price risk			
		-0.5%		+0.5%		-10%		+10%		-10%		+10%	
		Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity	Result	Equity
Financial assets													
Cash and Cash Equivalents - at bank	54,759	(274)	(274)	274	274	(487)	(487)	487	487	-	-	-	-
Amount receivable in foreign currency	190	-	-	-	-	(19)	(19)	19	19	-	-	-	-
Other financial assets													
Bank deposits	290,444	(1,452)	(1,452)	1,452	1,452	-	-	-	-	-	-	-	-
Listed securities	6,012	-	-	-	-	-	-	-	-	(601)	(601)	601	601
Unlisted securities	6,530	-	-	-	-	-	-	-	-	(653)	(653)	653	653
Managed funds	101,877	-	-	-	-	-	-	-	-	(10,188)	(10,188)	10,188	10,188
Financial liabilities													
Borrowings	126,219	(219)	(219)	219	219	-	-	-	-	-	-	-	-
Total increase/(decrease)		(1,945)	(1,945)	1,945	1,945	(506)	(506)	506	506	(11,442)	(11,442)	11,442	11,442
31 December 2024 Consolidated													
Financial assets													
Cash and Cash Equivalents - at bank	78,360	(392)	(392)	392	392	(552)	(552)	552	552	-	-	-	-
Amount receivable in foreign currency	414	-	-	-	-	(41)	(41)	41	41	-	-	-	-
Other financial assets													
Bank deposits	113,740	(569)	(569)	569	569	-	-	-	-	-	-	-	-
Listed securities	6,120	-	-	-	-	-	-	-	-	(612)	(612)	612	612
Unlisted securities	6,634	-	-	-	-	-	-	-	-	(663)	(663)	663	663
Managed funds	89,988	-	-	-	-	-	-	-	-	(8,999)	(8,999)	8,999	8,999
Financial liabilities													
Borrowings	103,414	(232)	(232)	232	232	-	-	-	-	-	-	-	-
Total increase/(decrease)		(1,193)	(1,193)	1,193	1,193	(593)	(593)	593	593	(10,274)	(10,274)	10,274	10,274

30 Financial Risk Management (continued)

(b). Credit risk

The carrying amount of financial assets (as contained in the table in sub-note 31(a).) represents the Group's maximum exposure to credit risk. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Credit risk is managed at group level subject to the Group's established policies, procedures and controls relating to credit risk management. Credit quality of a customer is assessed based on individual credit limits. Outstanding receivables are regularly monitored.

An impairment analysis is performed at each reporting date using a provision matrix that is based on historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in the notes above.

The Group evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

Set out below is the information about the credit risk exposure on the Group's receivables.

Consolidated	Current \$'000	Day past due				Total \$'000
		<30 days \$'000	30-60 days \$'000	61-90 days \$'000	>91 days \$'000	
31 December 2025						
Expected credit loss rate (%)	-	-	-	-	32%	-
Trade and other receivables	4,741	5,252	2,563	227	2,537	15,320
Expected credit loss	-	-	-	-	(813)	(813)
Contract assets	5,323	-	-	-	-	5,323
Franking credit receivable	-	-	-	-	22,888	22,888
Impairment of franking credit receivables	-	-	-	-	(22,888)	(22,888)

Consolidated	Current \$'000	Day past due				Total \$'000
		<30 days \$'000	30-60 days \$'000	61-90 days \$'000	>91 days \$'000	
31 December 2024						
Expected credit loss rate (%)	-	-	-	-	41.2%	-
Trade and other receivables	5,541	5,083	652	470	3,460	15,206
Expected credit loss	-	-	-	-	(1,424)	(1,424)
Contract assets	5,905	-	-	-	-	5,905
Franking credit receivable	-	-	-	-	22,888	22,888
Impairment of franking credit receivables	-	-	-	-	(22,888)	(22,888)

30 Financial Risk Management (continued)

(c) Liquidity risk

Liquidity risk refers to the possibility that the Group may be unable to meet its financial obligations as they fall due. To mitigate this risk, the Group ensures it maintains adequate working capital to fulfill its liabilities on time, without incurring significant losses or additional costs. Additionally, the Group aims to maintain an optimal cash balance that minimises liquidity risk to an acceptable level, while maximising investment returns within the agreed risk parameter outlined in the investment strategy and policy.

The following tables summarise the maturity of the Group's financial assets and financial liabilities:

Consolidated	Average interest rate %	Non-interest bearing	Interest bearing	Contractual cash flows																			
				Carrying amount		Less than 1 year		1 to 5 years		5+ years													
				2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000										
Financial Assets:																							
Cash at bank	3.72%	-	48,049	48,049	31,048	48,049	31,048	48,049	31,048	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Term deposits	4.26%	-	297,154	297,154	161,052	297,154	161,052	297,154	161,052	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables		19,830	-	19,830	19,687	19,830	19,687	19,830	19,687	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Listed securities		6,012	-	6,012	6,120	6,012	6,120	-	-	-	-	6,012	6,120	-	-	-	-	-	-	-	-	-	-
Unlisted securities		6,530	-	6,530	6,634	6,530	6,634	-	-	-	-	6,530	6,634	-	-	-	-	-	-	-	-	-	-
Managed funds		101,877	-	101,877	89,988	101,877	89,988	-	-	-	-	101,877	89,988	-	-	-	-	-	-	-	-	-	-
Total Financial Assets		134,249	345,203	479,452	314,529	479,452	314,529	365,033	211,787	-	-	114,419	102,742	-	-	-	-	-	-	-	-	-	-
Financial Liabilities:																							
Borrowings	4.65%	37,855	88,364	126,219	103,414	164,645	120,548	12,491	9,769	44,116	35,248	108,038	75,531	-	-	-	-	-	-	-	-	-	-
Payables		25,283	-	25,283	25,938	25,283	25,938	25,283	25,938	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Resident loan		254,908	-	254,908	223,106	254,908	223,106	254,908	223,106	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Australian Government Unspent Financial Assistance		833	-	833	1,110	833	1,110	-	-	833	1,110	-	-	-	-	-	-	-	-	-	-	-	-
Total Financial Liabilities		318,879	88,364	407,243	353,568	445,669	370,702	292,682	258,813	44,949	36,358	108,038	75,531	-	-	-	-	-	-	-	-	-	-

31 Fair value measurement

(a) Fair value measurements

The fair value of financial assets and liabilities must be estimated for recognition and measurement or for disclosure purposes. Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method or at fair value as applicable.

Due to the short-term nature of the cash and cash equivalent and current receivable their carrying value approximates their fair value and based on credit history it is expected that the receivables that are neither past due nor impaired will be received when due.

The Group measures and recognise the following assets and liabilities at fair value on a recurring basis:

- Financials assets at fair value through profit and loss
- Financial assets at amortised cost
- Non-current assets classified as held for sale
- Investments in equity instruments designated at fair value through other comprehensive income
- Land, buildings and infrastructure
- Service concession assets
- Investment properties
- Artworks
- Borrowings
- Lease liabilities
- Resident loans

(b) Fair value hierarchy

- Level 1 quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Recognised fair value measurements

Fair value measurements recognised in the statement of financial position are categorised into the following levels at 31 December 2025 and 2024.

2025 Consolidated	Note	Carrying amount \$'000's	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Financial assets						
Cash and cash equivalents	12	54,759	54,759	-	-	-
Trade receivables	13	13,742	13,742	-	-	-
Other financial assets at amortised cost						
Bank deposits	14	290,444	290,444	-	-	-
Financial assets at fair value through profit or loss						
Listed securities	14	6,012	6,012	6,012	-	-
Managed Funds	14	101,877	101,877	101,877	-	-
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	14	6,530	6,530	-	-	6,530
Total financial assets		473,364	473,364	107,889	-	6,530
Non-financial assets						
Investment properties	16	314,420	314,420	-	314,420	-
Land	17	323,759	323,759	-	323,759	-
Buildings	17	511,313	511,313	-	-	511,313
Infrastructure	17	42,054	42,054	-	-	42,054
Service Concession assets	17	63,915	63,915	-	10,397	53,518
Artworks	17	11,102	11,102	-	11,102	-
Total non-financial assets		1,266,563	1,266,563	-	659,678	606,885
Financial liabilities						
Payables	19	25,283	25,283	-	-	-
Borrowings	20	114,679	114,679	-	-	-
Lease liabilities	20	11,540	11,540	-	-	-
Resident Loans	22	254,908	254,908	-	-	254,908
Total liabilities		406,410	406,410	-	-	254,908

31 Fair value measurement (continued)

Fair value hierarchy (continued)

2024 Consolidated	Note	Carrying amount \$'000's	Fair value \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Financial assets						
Cash and cash equivalents	12	78,360	78,360	-	-	-
Trade receivables	13	12,694	12,694	-	-	-
Other financial assets at amortised cost						
Bank deposits	14	113,740	113,740	-	-	-
Financial assets at fair value through profit or loss						
Listed securities	14	6,120	6,120	6,120	-	-
Managed Funds	14	89,988	89,988	89,988	-	-
Investment in equity instruments designated at fair value through other comprehensive income						
Unlisted securities	14	6,634	6,634	-	-	6,634
Total financial assets		307,536	307,536	96,108	-	6,634
Non-financial assets						
Non-current assets classified as held for sale	15	3,721	3,721	-	3,721	-
Investment properties	16	289,080	289,080	-	289,080	-
Land	17	260,487	260,487	-	260,487	-
Buildings	17	501,124	501,124	-	-	501,124
Infrastructure	17	47,185	47,185	-	-	47,185
Service Concession assets	17	59,008	59,008	-	8,430	50,578
Artworks	17	10,648	10,648	-	10,648	-
Total non-financial assets		1,171,253	1,171,253	-	572,366	598,887
Financial liabilities						
Payables	19	25,938	25,938	-	-	-
Borrowings	20	94,179	94,393	-	-	-
Lease liabilities	20	9,235	9,235	-	-	-
Resident Loans	22	223,106	223,106	-	-	223,106
Total liabilities		352,458	352,672	-	-	223,106

31 Fair value measurement (continued)

Fair value hierarchy (continued)

Disclosed fair values

The Group has a number of assets and liabilities which are not measured at fair value, but for which the fair values are disclosed in the notes.

The fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables.

All other financial assets and liabilities are recorded at amortised cost in the financial statement and their carrying value approximates their fair value.

(c). Valuation techniques to derive fair values

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted securities.

The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments
- the fair value of forward foreign exchange contracts is determined using forward exchange rate at the end of the reporting period
- other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments

All of the resulting fair value estimates are included in level 2 except for unlisted securities, explained in (d) below.

Investment properties are valued independently each year whilst artworks are valued independently every three years. Land, buildings, infrastructure and service concession assets (classified as property, plant and equipment) are valued independently every three years, along with an annual desktop valuation. At the end of each reporting period, the Group updates their assessment of the fair value of each property, taking into account the most recent independent valuations. The Group determines the property's value within a range of reasonable fair value estimates.

The 2025 valuation for the University buildings under operating lease (including commercial buildings) was conducted by an independent licensed valuer, McGees Property. The St Ives Retirement Village valuation was determined by utilising an industry-specific valuation model developed by Ernst and Young Real Estate Advisory Services. The University land (including land under operating lease) was performed by McGees Property. The buildings, infrastructure and service concession assets were independently valued by Marsh Valuation Services.

All resulting fair value estimates for properties are included in level 3 except for land and investment properties.

The level 2 fair value of land has been derived using the current replacement cost approach, which estimates the cost to replace the land with an equivalent property at current market prices, while adjusting the sale prices of comparable land in close proximity for differences in key attributes such as location, size, and other relevant characteristics.

31 Fair value measurement (continued)

(d). Fair value measurements using significant unobservable inputs (level 3)

The following table is a reconciliation of level 3 items for the period ended 31 December 2025 and 2024.

Consolidated	Buildings	Infrastructure	Service concession assets	Unlisted securities	Resident loan	Total
2025	\$'000	\$'000	\$'000	\$'000	\$000's	\$'000
Fair value at start of period	501,124	47,185	59,008	6,634	(223,106)	390,845
Acquisition	7,421	3,016	-	-	-	10,437
Settlements	-	-	-	-	11,800	11,800
Revaluation increment / (decrement) recognised through other comprehensive income	13,991	(7,084)	5,915	(104)	-	12,718
Revaluation increment recognised in profit and loss	-	-	-	-	(43,602)	(43,602)
Depreciation expense	(11,519)	(869)	(1,008)	-	-	(13,396)
Impairment losses/ (reversals)	255	(35)	-	-	-	220
Disposal	(336)	-	-	-	-	(336)
Transfers from level 2	8,367	-	-	-	-	8,367
Transfers to leasehold improvements	(7,990)	(159)	-	-	-	(8,149)
Fair value at end of period	511,313	42,054	63,915	6,530	(254,908)	368,904
2024						
Fair value at start of period	486,582	44,335	57,316	6,483	(201,658)	393,058
Acquisition	6,361	2,668	-	-	-	9,029
Settlements	-	-	-	-	4,726	4,726
Revaluation increment recognised through other comprehensive income	18,330	1,082	2,686	151	-	22,249
Revaluation increment recognised in profit and loss	-	-	-	-	(26,174)	(26,174)
Depreciation expense	(9,766)	(897)	(994)	-	-	(11,657)
Impairment loss	(255)	-	-	-	-	(255)
Disposal	(128)	(3)	-	-	-	(131)
Fair value at end of period	501,124	47,185	59,008	6,634	(223,106)	390,845

Transfers between levels 2 and 3 and changes in valuation techniques.

There were no transfers of financial assets / liabilities between levels 2 and 3.

31 Fair value measurement (continued)

(d). Fair value measurements using significant unobservable inputs (level 3) (continued)

Valuation inputs and relationships to fair value

Consolidated and University Description	Fair value at 31 December 2025 \$000's	Fair value at 31 December 2024 \$000's	Valuation technique	Unobservable inputs	Range of inputs (probability weighted average)	Relationship of unobservable inputs to fair value
Investment in unlisted securities	710	765	Adjusted asset approach	Estimated net assets available for distribution to shareholders upon wind up	Not applicable	Increase in equity will result in higher fair value
Investment in unlisted securities	5,820	5,869	Adjusted asset approach	Estimated net assets available for distribution to shareholders upon wind up	Not applicable	Increase in equity will result in higher fair value

(iii) Valuation processes

The fair value of unlisted shares held by the Group was assessed by an independent valuer, based on the calculation of the entity's net assets and, where applicable, applying a discount rate to account for restrictions on the disposal of its underlying net assets.

32 Related Parties

(a). Parent entity

The ultimate parent entity within the Group is Murdoch University.

(b). Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in note 1(a):

Name of Entity	Principal place of business	Ownership interest %	
		2025	2024
Murdoch Investments Company Pty Ltd	Australia	100	100
Murdoch Retirement Services Pty Ltd	Australia	100	100
Innovative Chiropractic Learning Pty Ltd	Australia	-	100
Murdoch Ventures Pty Ltd	Australia	100	100
Murdoch Singapore Pte Ltd	Singapore	100	100
The Alan & Iris Peacocke Research Foundation	Australia	100	100
Algae Harvest Pty Ltd	Australia	100	100

Innovative Chiropractic Learning Pty Ltd transferred its operations to Murdoch University as at 1 December 2024. The company has been de-registered and remaining net assets of \$32,073 has been transferred to Murdoch University in 2025.

(c). Key management personnel

During the year, the University entered into multiple transactions with an entity controlled by a member of Key Management Personnel. The total value of those transactions amounting to \$11,990. All transactions occurred on normal commercial terms, and the Key Management Personnel had no involvement in approving or processing these transactions.

No other material transactions with Key Management Personnel or their close family members exceeded a single value or aggregate value of \$10,000 during the reporting period. Other disclosures relating to key management personnel are set out in note 29.

(d). Transactions with related parties

Aggregate amounts included in the determination of the net result from ordinary activities that resulted from transactions with related parties:

	University	
	2025	2024
	\$'000	\$'000
Wholly owned entity		
Donations, sponsorships and bequests	2,613	969
Other fees and charges	12,948	14,050
Rental and lease charges	-	172
Other expenditure	(421)	(1,257)
Recovery of salaries	41	23
Net assets transferred from Innovative Chiropractic Learning Pty Ltd	32	81

(e). Outstanding balances

Aggregate amounts receivable from, and payable to, each class of related parties at balance date:

	University	
	2025	2024
	\$'000	\$'000
Wholly owned entity		
Inter-entity receivable	770	3,239
Inter-entity (payable)	(54)	(45)

33 Events subsequent to reporting date

There are no known matters or circumstances have arisen since the end of the reporting date which significantly affect or could significantly affect the operations or results of the Group.

34 Superannuation - UniSuper defined benefit division

The Group currently contributes to the UniSuper defined benefit division (DBD) on behalf of certain employees. The DBD is a defined benefit plan under Superannuation Law but, as a result of amendments in 2006 to Clause 34 of the UniSuper Trust Deed, it is considered to be a defined contribution plan under AASB 119 "Employee benefits".

Financial position of the UniSuper defined benefit division

As at 30 June 2025, the assets of the DBD in aggregate were estimated to be \$8,374 million above vested benefits, after allowing for various reserves. The Vested Benefit Index based on funding assumptions was 130.4%. The vested benefits are benefits which are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of indexed pensions being provided by the DBD.

As at 30 June 2025, the assets of the DBD in aggregate were estimated to be \$11,779 million above accrued benefits, after allowing for various reserves. The Accrued Benefit Index based on best estimate assumptions was 148.9%. The accrued benefits have been calculated as the present value of expected future benefit payments to members and indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary using the actuarial demographic assumptions outlined in their report on the actuarial investigation of the DBD as at 30 June 2025. The financial assumptions used were:

	Vested Benefits	Accrued Benefits
Gross of tax investment return - DBD pensions	7.2% p.a.	8.2% p.a.
Gross of tax investment return - commercial rate indexed pensions	4.8% p.a.	4.8% p.a.
Net of tax investment return - non pensioner members	6.2% p.a.	7.1% p.a.
Consumer Price Index		
- Year 1	2.5% p.a.	2.5% p.a.
- Year 2	2.5% p.a.	2.5% p.a.
- Beyond 2 years	2.5% p.a.	2.5% p.a.
Inflationary salary increases		
- Year 1	3.75% p.a.	3.75% p.a.
- Beyond 1 year	3.5% p.a.	3.5% p.a.

Assets have been included at their market value; that is, after allowing for realisation costs.

35 Acquittal of Australian Government Financial Assistance

(a). Education - CGS and other Education grants

	Commonwealth Grants Scheme ^{#1}		Indigenous Student Success Program ^{#2}		Access and Participation Pool		Higher Education Disability Support Program ^{#3}		Indigenous, Regional and Low-SES Attainment Fund ^{#2}		Higher Education and Domestic Micro-credentials		Promotion of Excellence in Learning and Teaching		National Priorities and Industry Linkage Fund ^{#6}		Other ^{#5}		Total
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	
Parent Entity (University) Only																			
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	104,036	93,170	1,196	1,131	-	-	1,057	262	2,222	3,050	19	69	-	-	3,809	3,659	931	(346)	113,270
Transfer to/from Balance Sheet	(1,805)	(2,462)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(904)	436	(2,709)
Revenue for the period	102,231	90,708	1,196	1,131	-	-	1,057	262	2,222	3,050	19	69	-	-	3,809	3,659	27	90	110,561
Surplus/(deficit) from the previous year	-	-	(160)	(83)	(14)	(14)	108	(2)	(16)	(15)	-	-	45	45	1,315	1,058	-	4	1,278
Total funding available during the year	102,231	90,708	1,036	1,048	(14)	(14)	1,165	260	2,206	3,035	19	69	45	45	5,124	4,717	27	94	111,839
Less expenses including accrued expenses	(102,231)	(90,708)	(1,036)	(1,208)	-	-	(706)	(152)	(2,226)	(3,051)	(19)	(69)	-	-	(2,502)	(3,402)	(27)	(94)	(108,747)
Surplus/(deficit) for reporting period	-	-	-	(160)	(14)	(14)	459	108	(20)	(16)	-	-	45	45	2,622	1,315	-	-	3,092

^{#1} Includes the basic CGS grant amount, CGS - Medical Student Loading, Transition Fund loading, Allocated Places, Non-Designated Courses and CGS - Special Advances from Future Years.

^{#2} Includes the Higher Education Participation and Partnership Program and Regional loading.

^{#3} Higher Education Disability Support Program includes Additional Support for Students with Disabilities and Australian Disability Clearinghouse on Education & Training.

^{#4} Indigenous Student Success Program has replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017.

^{#5} Includes the administrative component of Commonwealth Prac Payment receipts to support system and process implementation only.

^{#6} The full expenditure incurred on the National Priorities and Industry Linkage Fund have not been fully acquitted in the financial years ended 31 December 2021 to 2024. Comparative figures adjusted to represent the correct cumulative surplus/ (deficit) as at 31 December 2024 (2024 previously reported surplus : \$9,086m).

(b). Higher education loan programmes (excl OS-HELP)

	HECS-HELP (Aust. Government payments only)		FEE-HELP		SA-HELP		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Parent Entity (University) Only								
Cash Payable/(Receivable) at the beginning of the year								
Financial assistance received in cash during the reporting period	56,183	54,354	7,237	6,572	1,675	1,689	65,095	62,615
Cash available for the period	55,531	54,486	7,240	6,351	1,726	1,729	64,497	62,566
Revenue earned	56,593	55,138	6,982	6,348	1,643	1,678	65,218	63,164
Cash Payable/(Receivable) at the end of the year	(1,062)	(652)	258	3	83	51	(721)	(598)

35 Acquittal of Australian Government Financial Assistance (continued)

(c). Department of Education and Training Research

	Research Training Program		Research Support Program		Total	
	2025	2024	2025	2024	2025	2024
Parent Entity (University) Only						
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	12,684	11,561	8,192	7,279	20,876	18,840
Revenue for the period	2(c)	12,684	11,561	8,192	7,279	20,876
Surplus/(deficit) from the previous year	-	-	-	-	-	-
Total funding available during the year	12,684	11,561	8,192	7,279	20,876	18,840
Less expenses including accrued expenses	(12,684)	(11,561)	(8,192)	(7,279)	(20,876)	(18,840)
Surplus/(deficit) for reporting period	-	-	-	-	-	-

(d). Total Higher Education Provider Research Training Program expenditure^{#7}

	Total domestic students	Total overseas students
	\$'000	\$'000
Research Training Program Fees offsets	5,376	550
Research Training Program Stipends	3,642	547
Research Training Program Allowances	2,399	170
Total for all types of support ^{#8}	11,417	1,267

^{#7} Please refer to the Commonwealth Scholarship Guidelines (Research) 2017 for expenditure definitions for the Research Training Program

^{#8} The total for all types of support for domestic and overseas students is expected to match the Research Training Program expenses.

(e). Australian Research Council Grants

	Discovery		Linkages		Total	
	2025	2024	2025	2024	2025	2024
Parent Entity (University) Only						
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	764	1,263	791	943	1,555	2,206
Net accrual adjustments	-	196	-	(787)	-	(591)
Revenue for the period	2(d)	764	1,459	791	156	1,615
Surplus/(deficit) from the previous year	2,089	1,575	584	546	2,673	2,121
Total funding available during the year	2,853	3,034	1,375	702	4,228	3,736
Less expenses including accrued expenses	(927)	(945)	(405)	(118)	(1,332)	(1,063)
Surplus/(deficit) for reporting period	1,926	2,089	970	584	2,896	2,673

^{#1} The full expenditure incurred on the Australian Research Council Grants have not been fully acquitted in the prior financial years. Comparative figures adjusted to represent the correct cumulative surplus/ (deficit) as at 31 December 2024 (2024 previously reported total surplus \$7.088m).

35 Acquittal of Australian Government Financial Assistance (continued)

(f). OS-HELP

	2025	2024
	\$'000	\$'000
Parent Entity (University) Only		
Cash received during the reporting period	96	1,233
Cash spent during the reporting period	(678)	(661)
Net cash received	(582)	572
Cash surplus/(deficit) from the previous period	2,138	1,566
Cash surplus/(deficit) for the reporting period	19	1,556
(g). Student Services and Amenities Fee		
Unspent/(overspent) revenue from previous period	-	30
SA-HELP revenue earned	2(b) 1,643	1,678
Student Services and Amenities Fees direct from students	4 2,999	2,956
Total revenue expendable in period	4,642	4,664
Student services expenses during period	(4,642)	(4,664)
Unspent/(overspent) student services revenue	-	-

36 US Department of Education financial responsibility supplemental schedule

For the year ended 31 December 2025, the US Department of Education require the financial information used to compute the 'composite score' be included in the higher education providers financial statement, which was previously lodged separately. The below information has been disclosed for the current year only, being 31 December 2025 as the required information for the comparative year has been separately submitted.

Location in Financial Statement & Related Notes	Note	Financial Element	2025 \$'000
Primary Reserve Ratio: Expendable Net Assets			
Calculated (Exclude restricted cash)	A	Net assets without donor restrictions	1,181,337
Statement of Financial Position		Net assets with donor restrictions	1,251,489
Note 32: Related Parties		Secured and Unsecured related party receivable	-
Note 32: Related Parties		Unsecured related party receivable	-
Note 17: PPE	D	Property, plant and equipment, net (includes Construction in progress)	1,055,278
Calculated (Exclude CIP)		Property, plant and equipment – pre-implementation	-
Note 17: PPE		Construction in progress	6,460
Note 17: PPE		Property, plant and equipment - post implementation with outstanding debt for original purchase	1,055,278
Note 17: PPE		Property, plant and equipment - post implementation without outstanding debt for original purchase	940,599
Note 17: PPE		Lease right-of-use asset, net	10,893
Note 18: Intangible assets		Intangible assets	18,696
Note 21: Provisions		Total provisions	83,189
Note 21: Provisions		Post-employment and pension liabilities	-
Note 20: Borrowings		Long-term debt - for long term purposes	114,679
Note 20: Borrowings		Lease right-of-use asset liability	11,540
Statement of Financial Position		Net assets with donor restrictions: restricted in perpetuity	1,251,489
Primary Reserve: Expenses and Losses			
Income Statement		Total expenses without donor restrictions – taken directly from Statement of Activities	574,546
Statement of Comprehensive Income		Non-Operating and Net Investment (loss)	74,197
Equity Ratio: Modified Net Assets			
Calculated (Excluded restricted cash)	A	Net assets without donor restrictions	1,181,337
Statement of Financial Position		Net assets with donor restrictions	1,251,489
Note 18: Intangible Assets		Intangible assets	18,696
Equity Ratio: Modified Assets			
Statement of Financial Position		Total assets	1,883,261
Note 18: Intangible assets		Intangible assets	18,696
Net Income Ratio			
Statement of Financial Position	A - B	Change in Net Assets Without Donor Restrictions	136,416
Income statement less (Net assets released from restrictions)		Total Revenues and Gains	689,795
Notes to US Department of Education financial responsibility supplementary schedule			
A - Net assets without donor restrictions 2025			
Statement of Financial Position		2025 Net Assets	1,251,489
Restricted cash		Less: Donor Restrictions	(70,152)
Calculated (Exclude restricted cash)		Net assets without donor restrictions 2025	1,181,337
B - Net assets without donor restrictions 2024			
Statement of Financial Position		2024 Net Assets	1,062,555
Restricted cash		Less: Donor Restrictions	(17,634)
Calculated (Exclude restricted cash)		Net assets without donor restrictions 2024	1,044,921
C - Non-Operating and Net Investment (loss)			
Statement of Comprehensive Income		Gains on revaluation of land, buildings, infrastructure and service concession assets, net of tax	74,300
Statement of Comprehensive Income		(Loss) / gain on equity instruments designated at fair value through OCI	(103)
Statement of Comprehensive Income		Non-Operating and Net Investment (gain)	74,197
D - Property, plant and equipment – post-implementation			
Note 17: PPE		Property, plant and equipment, net (includes Construction in progress)	1,055,278
Note 17: PPE		Less: Construction in progress	(6,460)
Calculated (Exclude CIP)		Property, plant and equipment – post implementation	1,048,818
Note 17: PPE		Property, plant and equipment, net (includes Construction in progress)	1,055,278
Note 20: Borrowings		Less: Long-term debt - for long term purposes	(114,679)
		Property, plant and equipment – post implementation without outstanding debt for original purchase	940,599

End of Audited Financial statements

Key Performance Indicators

Murdoch University's purpose is "the advancement of learning and knowledge, and the provision of university education". Our Purpose and Vision is put into action through Strategy 2023-2030: Building a Brighter Future, Together. *Ngala Kwop Biddi*.

The Strategy is built on three Strategic Themes – Sustainability; Equity Diversity and Inclusion (EDI); and First Nations – that articulate our values and principles and drive expression of our Core Activities of Education, Research, and Engagement. Achievement of these strategic objectives is supported by three strategic Enablers, which underpin our ability to achieve our Vision – Empower and develop our people; Improve our systems and processes; and Develop and enhance our facilities.

In *Ngala Kwop Biddi*, we acknowledged that finding metrics to measure progress against the individual strategic objectives is challenging. Measuring our success is an important driver of behaviour at both the institutional and individual level. Therefore, the University will measure its performance against the broad outcomes to be achieved through the objectives for the strategic themes (Sustainability, EDI, First Nations) and core activities (Education, Research and Engagement).

Key Performance Indicators (KPIs) approved by the Murdoch University Senate provide a measure of overall progress against the Strategic Themes and Core Activities of the Strategy 2023-2030. They each measure either the effectiveness of the University's efforts in reaching strategic goals by achieving a given result, or the efficiency of the University's efforts by comparing one result to another in a ratio.

Throughout the Strategy there are some aspirational targets defined. Based on these targets and benchmarking across the sector, Senate endorsed management defined targets that will allow the University to measure its performance and provide appropriate direction for future actions. These annual targets have been adjusted by Senate to reflect significant changes in the external environment, progress made towards targets, and to help continue momentum towards achieving, and even going beyond, the goals of *Ngala Kwop Biddi*.

Year	2023	2024	2025 Target	2025	2030 Target
Undergraduate Overall Satisfaction	77.4%	76.9%	78.1%	79.8%	83.0%
Postgraduate Overall Satisfaction	79.8%	78.0%	77.1%	81.1%	83.0%
Response Rate	46.1%	47.5%		50.1%	

Satisfaction with overall experience

Murdoch University provides a supportive and flexible educational environment that seeks to produce graduates who are adaptable and have fresh perspectives and a social conscience. The interaction between courses, pedagogy and curriculum that underpin students' education and the learning support and institutional culture embodied in the strategic themes is critical to students' overall experience at Murdoch.

We aim to deliver education "with a high quality and engaging student experience" (Education Objective) and to "build a welcoming, diverse and inclusive community and environment that is equitable and safe" (EDI Objective). Undergraduate Student Satisfaction is a measure of student perceptions of their engagement with the University. It is a student-centric measurement that links directly to current student experience that provides evidence of success in meeting these key components of our strategic objectives.

The University participates in the annual national Student Experience Survey (SES). The SES is a national survey run by the Quality Indicators in Learning and Teaching (QILT) team from the Social Research Centre (SRC). Current students are offered this survey after completing at least one study period with their institution, with data collected in August each year. This includes perspectives from domestic and international students across undergraduate and postgraduate coursework degrees.

An aspirational target of 83% has been set for 2030 for both undergraduate and postgraduate students.

Student satisfaction increased significantly in 2025, following a steady 2024 and strong improvements in 2023. The teaching and study facilities of the Boola Katitjin academic building encourage student engagement and enhances satisfaction with their experience on campus. Notable further improvements were made in the areas of *Skills Development and Teaching quality and engagement*, demonstrating the success of the University's focus on both academic and non-academic aspects of the student experience.

Proportion of Domestic Students that identify themselves as of Aboriginal and Torres Strait Islander heritage

Building the proportion of all First Nations students in the domestic student population reflects the objective of "becoming the University of choice for First Nations peoples" (First Nations Objective) both in terms of attraction and success.

The proportion of First Nations students is measured as those domestic students that self-identify as being of Aboriginal or Torres Strait Islander heritage, as a proportion of all domestic students. Domestic students are those having domestic citizenship, with reportable load and not enrolled on a cross-institutional basis, extracted from a snapshot of the report year's student data taken no earlier than 31 January of the following year.

The Strategic Plan target is for the proportion of First Nations students in our domestic student population to match their representation in Western Australia's population by 2030. In the 2021 census, First Nations people represented 3.3% of population.

Through the support offered to prospective and enrolled students by the Kulbardi Aboriginal Centre, Murdoch has been successful in attracting First Nations students. Programs such as *Deadly Dreaming*, which offers engagement and outreach activities for more than 500 high school students, and the successful K Track Enabling Program have strengthened engagement with community and provided opportunities for First Nations students to pursue university study.

2023	2.4%
2024	2.5%
2025 Target	2.7%
2025	2.7%
2030 Target	3.3%

Normal Retention Rate for Domestic Commencing Bachelor Students

Our Education Objective seeks to "deliver contemporary, accessible and inclusive education, producing graduates who are adaptable and have fresh perspectives and a social conscience". To graduate students from a variety of backgrounds, Murdoch must provide a quality learning experience that retains students over time to allow them to complete their course of study. Improving student retention also indicates that the educational experience is meeting the educational needs of our students (contemporary, accessible, inclusive).

We focus on the retention rate of domestic students who have recently commenced studying towards a bachelor's degree. For many in this cohort, particularly school leavers, their undergraduate enrolment represents their first exposure to tertiary-level study, and we want to make the transition as smooth as possible. Supporting students through their first year of undergraduate study lays a solid foundation for success throughout their course, leading to eventual graduation.

Retention measures what proportion of a cohort is still present in a subsequent time period. The normal retention rate includes only those students continuing at Murdoch, allowing for a timely calculation of retention that is better aligned to strategic action.

The base for the Normal Retention rate for 2024 is those students who commenced a bachelor-level course and undertook reportable load in 2024. Students who were still enrolled at Murdoch at census in 2025, not necessarily in the same course, are classified as 'retained'. A small proportion of students will no longer be enrolled as they have graduated, classified as 'completed', and the remaining students are classified as "not retained". The normal retention rate for 2024 is then calculated as the number of students 'retained' into 2025 as a proportion of the combined number of students either 'retained' or 'not retained' into 2025.

In line with the objectives of *Ngala Kwop Biddi*, an aspirational target was set for 2030 of 83.0%; annual targets reflect continued momentum with growth of around two percentage points each year.

Strategies to improve our retention rate include early identification of students at risk of attrition combined with effective, compassionate, and supportive options that leave dropping out as the avenue of last resort. Students are enhancing their engagement with their peers and internal surveys indicate they are increasingly satisfied with their teaching quality and engagement with teaching staff. These factors, together with our focus on at risk students have enabled Murdoch to (again) exceed our 2024 target and make significant gains towards achieving future targets for retention.

2022	70.4%
2023	74.5%
2024 Target	73.6%
2024	78.2%
2030 Target	83.0%

Total Domestic Undergraduate Load (EFTSL)

Domestic student load is a core driver of the size and shape of the University as well as providing evidence of the attractiveness of our curriculum offerings and the way in which they are delivered through our ability to attract and retain a broad student base.

Increasing domestic student load meets the Education Objective of delivering in-demand courses but also reflects on our ability to meet the University's purpose of "the provision of university education" to strengthen the Western Australian economy.

This measure captures the total reportable Equivalent Full Time Student Load (EFTSL) of all domestic undergraduate enrolments, extracted from a snapshot of data taken no earlier than 31 January of the previous year's student data.

The Strategy 2023-2030 anticipates growth in domestic student load, both undergraduate and postgraduate, although this growth may not be linear. Domestic undergraduate student load projections to 2030 that have been prepared as part of the 2024 Budget forecast and provide annual targets for domestic undergraduate load have been built on a compound annual growth rate of 5% in student intake from the 2023 student base.

Declining ATAR attainment, a further decrease in participation in higher education among WA's Year 12 students and persistently low unemployment rates continue to limit the potential pool of new students, reducing intakes over recent years and continuing to put downward pressure on total load. Despite these headwinds, Murdoch saw gentle growth in undergraduate *commencements* in both 2024 and 2025. Although this growth was lower than projected, *total* load fell only slightly short of target as a result of further increases in student retention.

2023	6,358
2024	6,044
2025 Target	6,030
2025	5,891
2030 Target	7,156

Total Onshore International Student Load (EFTSL)

Murdoch seeks to develop and strengthen its global engagement to ensure the University derives the maximum benefit from our international engagement, both in teaching and research, for our domestic students and our research outcomes. This aligns with our Engagement Objective to build engagement with our global society, creating mutually beneficial partnerships at all levels.

Attracting international students onshore at all levels (undergraduate, postgraduate coursework, and higher degree research) provides a measure of the success of our engagement strategies and the strength of our reputation internationally.

Total Onshore International Student Load is defined as the total reportable Equivalent Full Time Student Load (EFTSL) of all international students studying at any of Murdoch's onshore campuses, extracted from a snapshot of data taken no earlier than 31 January of the previous year's student data.

By 2030 it is anticipated that the University will have a vibrant international student community coming to our WA campuses from a wide range of countries. However, during 2024, the Commonwealth Government introduced measures aimed at reducing international student numbers in Australia. These included changes to Visa processing priorities, doubling of Visa application fees, and changes to post-study work rights for graduates. The adverse effects of these measures were factored into revised budget forecasts and targets for this KPI as approved by Senate in 2024. Reflecting this new reality, the 2030 target was adjusted from 11,977 (reported in the 2023 Annual Report) to 7,699 from the 2024 Annual Report onwards.

Murdoch saw this decline in international onshore *commencements* continue into the first half of 2025, with demand only returning in the second half of the year. As a result, our 2025 *total* load result falls short of the target, but due to strongly returning demand we are on track for significant growth in *commencements* in 2026, and therefore likely to be close to our 2026 total load target.

2023	4,927
2024	7,430
2025 Target	7,099
2025	6,497
2030 Target	7,699

Number of research publications in SciVal with Murdoch address

One of Murdoch University's key objectives is to increase the volume of research across our disciplines. Publishing our research helps to expand and strengthen the University's research outcomes and reputation. In focusing on research output, Murdoch aims to broaden the research base and ensure all academic staff have the opportunity to research.

The number of research publications in SciVal measures our progress against our key research objective and the growing depth of our research. This is measured by the number of Conference Proceedings, Reviews and Articles recorded in SciVal by authors with a Murdoch University address. This is a lagging indicator as publications in a given year can be added to the SciVal citation index through the following years. To provide a timely assessment of progress, a measurement date of 1 December in the year after the reporting year has been set and approved by Senate.

Annual targets have been set based on continuing growth of 6% year-on-year. In doing so, it is acknowledged that research outputs cannot grow at a fixed rate indefinitely but that any changes in Murdoch's staff profile, as well as ambitions for an increase in the breadth of staff regularly publishing, will impact overall publication volumes. Murdoch will review these targets throughout the life of the Strategy 2023-2030 in the context of workforce development.

Murdoch University's SciVal publication output declined in 2024 compared with 2023, reflecting the typical countercyclical trend where publications peak as funded research projects conclude. The drop in 2024 output – after a larger decrease in 2023) was due to the completion and dissemination of projects funded in previous years, while newly funded projects are still in the early stages of research. With research income increasing in 2024 and 2025, new projects are being initiated, which is expected to drive higher publication output in future years.

2023	1,380
2024 Target	1,664
2024	1,340
2030 Target	2,360

Consolidated Operating Margin (%)

Critical to the effective management of the University's operations to maintain its educational and research excellence is a framework that delivers financial sustainability.

The *Murdoch University Act* defines our purpose as "the advancement of learning and knowledge, and the provision of university education". *Ngala Kwop Bididi* sets out three Enablers that underpin the University's ability to achieve the six Strategic Outcomes. They are Empower and Develop our People; Improve our Systems and Processes; and Develop and Enhance our Facilities.

These Enablers shape the financial framework within which the Operating Margin demonstrates the financial capacity to support the University's capital and strategic investment requirements. The Operating Margin provides an *efficiency* measure, indicating the level of resourcing able to be retained while delivering the strategic and statutory directions of the University.

The Operating Margin is calculated as the consolidated surplus or deficit as a percentage of total consolidated revenue. The annual target is set through the budget process. Over the medium to long term, the Strategy 2023-2030 seeks to generate an annual surplus of 5% that will be invested in the physical and digital infrastructure of the University.

Improved retention of international and domestic students, recognition of an unbudgeted one-off philanthropic gift, additional income across a number of categories other than student revenue and further net cost savings enabled Murdoch to exceed its targeted surplus.

2023	1.3%
2024	6.2%
2025 Target	2.5%
2025	16.6%

Other Disclosures

People and Values at Murdoch University

Employment practices

Throughout the year, Murdoch University continued to strengthen fair, consistent and values-led employment practices across the University. A key focus was responding to national industrial relations reforms, with particular attention to the Closing the Loopholes changes. The People and Culture Office partnered closely with leaders and business areas to interpret requirements, develop practical guidance, and ensure the University remained compliant while maintaining operational continuity.

The People and Culture Office supported staff and managers through significant changes to casual conversion and fixed-term contract arrangements, ensuring that employment decisions were transparent, well-documented and aligned to the legislative framework. This work helped minimise risk, promoted secure employment where appropriate, and maintained the ability to respond flexibly to the diverse needs of the academic and professional workforce.

The team also delivered improvements to workplace processes that support inclusion and accessibility. The People and Culture Office provided targeted guidance and case management on workplace adjustments, assisting staff and leaders to navigate requirements with clarity and empathy, and ensuring decisions aligned with our values and people sub-strategy.

The People and Culture Office continued to work in partnership with Procurement to strengthen practices around the engagement of independent contractors. This included ongoing advice, risk assessment and compliance support to safeguard against misclassification risks and uphold legislative obligations.

The People and Culture approach remained grounded in compassion and professionalism, with a trauma-informed approach embedded across investigations and complaint processes. Case management practices were refined to ensure matters are handled respectfully, consistently and in line with the University's values, leading to improved experiences for staff across complex and sensitive situations.

Workday

Following the continued evolution of the Human Capital Management (HCM) system, Workday, the University achieved significant advancements in functionality and employee experience throughout 2025. These developments reflect Murdoch University's ongoing commitment to modernising systems, supporting workforce, and ensuring operational excellence.

In support of flexible work arrangements, new features were introduced to provide employees with greater autonomy and adaptability. These enhancements underscore the focus on fostering a responsive and contemporary workplace culture.

The salary packaging process was streamlined, with a simplified solution successfully launched in December. This initiative has improved ease of use and contributed to increased employee satisfaction.

A new process for assessing academic promotion was implemented, delivering a more efficient and transparent pathway for colleagues and reducing administrative complexity.

Recruitment processes continued to benefit from targeted improvements, with new features and refinements introduced to simplify hiring workflows. These updates have enhanced efficiency and provided a more user-friendly experience for both candidates and hiring managers.

To further reduce manual handling and strengthen compliance, automation was introduced for a range of commonly used documents and templates. These changes are expected to significantly reduce administrative burden and improve data accuracy across the University.

Collectively, these enhancements demonstrate the University's commitment to leveraging technology to empower its workforce, streamline operations, and ensure compliance across all facets of employment.

Payroll remediation

In 2025, the University continued to advance its Payroll Remediation Program, reinforcing its commitment to pay compliance, operational integrity, and employee trust. Building on the prior years' progress, the program focused on resolving outstanding issues, embedding sustainable improvements, and ensuring alignment with enterprise agreement obligations.

A key milestone was the completion of a formal payroll audit, which confirmed the University's compliance with the current enterprise agreement. This outcome reflects the strength of Murdoch's governance frameworks and the effectiveness of payroll systems.

In parallel, the program continued to process remediation payments arising from earlier investigations, while initiating a new series of targeted reviews. These included:

- Casual academic payments, with a focus on the application of marking rates
- Public holiday entitlements for professional employees
- Casual long service leave eligibility for academic employees

Looking ahead, the Payroll Remediation Program remains focused on finalising remaining review items and embedding long-term solutions that support a compliant and user-friendly payroll environment. Formal investigations are expected to conclude by mid-2026, marking a significant step toward closure and sustained operational excellence.

Pulse Survey

The 2025 Pulse Survey, conducted from 20 to 31 October, offered valuable insights into the employee experience and the impact of ongoing engagement initiatives. Participation was strong, with an overall response rate of 43%, including 71% of fixed-term and continuing employees, demonstrating a clear willingness to provide feedback and shape future improvement.

Results showed significant positive momentum. The Senate Key Performance Indicator for Staff Satisfaction achieved an 86% favourable rating, continuing an improving trend over recent years. Measures of employee pride (81%) and likelihood to recommend Murdoch as a great place to work (78%) exceeded Higher Education APAC benchmarks, reflecting confidence in the direction of the University.

Notable improvement has been recorded in repeated survey items since 2023, highlighting the positive effect of targeted action planning and

sustained engagement efforts. While collaboration and communication continue to strengthen, opportunities remain to further improve information sharing and enhance employees' sense of voice.

Overall, the survey results demonstrate a confident and motivated workforce and affirm that Murdoch's collective focus on people is driving meaningful and positive change across the University.

Health, Safety and Wellbeing

This year the Health Safety and Wellbeing Office continued to strengthen the approach to creating a safe, healthy and supportive working and learning environment. A major achievement was the development and rollout of M-REPORT the new in-house safety system, designed and implemented in consultation with Health and Safety Representatives and the DigitTech and Transformation team. This new system allows the University to accurately capture, track and complete corrective actions on health, safety and wellbeing hazards and incidents, while providing trend-based data to better inform proactive planning and targeted interventions.

Emergency readiness was enhanced across the South Street campus through updated emergency response procedures, the appointment and training of wardens, and improved first aid capability. New first aid kits were installed, and First Aid Officers were trained and certified to respond quickly and effectively when incidents occur.

The focus on wellbeing was strengthened by the introduction of a new Employee Assistance Program provider, Converge, which commenced in February 2025. Staff have shown strong early engagement, accessing a broad range of supports, including financial coaching, lifestyle guidance and nutrition services.

Safety was improved in laboratory and research environments through a chemical amnesty program, locating, auditing and safely disposing of unnecessary or outdated substances. In addition, a pilot program commenced focused on assessing psychosocial hazards, supporting early identification of workplace risk factors and informing future policy and wellbeing planning.

Together, these initiatives demonstrate the ongoing commitment to protecting Murdoch's people, meeting legislative obligations, and embedding a culture of care, prevention and continuous improvement across the University.

The EAP (Converge) annual utilisation rate (based on the number of new cases in the last 12 months) was 5.3%. During 2025 the Lost Time Injury Frequency Rate was 4.54 per cent. There have been no improvement notices for Murdoch University and nine notifiable incidents.

Governance Disclosures

Significant Factors Affecting the University

Economic Fundamentals and Competition

Economic conditions in Western Australia are normalising following several years of strong growth. State economic growth is forecast to remain around 2.5% in 2025–26, with population growth moderating but remaining elevated, supporting ongoing demand for skills and workforce development.

Inflation remains above 3% and continues to place pressure on the University's cost base, particularly staff, utilities and contracted services. Monetary policy has tightened in response, increasing borrowing costs and constraining household discretionary spending. Labour market conditions remain close to full employment. Strong job availability, rising living costs and the expanded availability of low-cost vocational education in Western Australia continue to influence domestic student demand, particularly among school leavers and mature-age students, intensifying competition from vocational and direct-to-work pathways.

Higher Education Policy Environment

With policy settings now clearer, transitional funding in place, and international growth capped, the University has maintained a disciplined budget in anticipation of strengthening domestic recruitment. This approach safeguards financial resilience while enabling strategic investment. Implementation of the Universities Accord is underway, but structural uncertainty persists. The Government has recently established the Australian Tertiary Education Commission (ATEC) and is introducing a Managed Growth Funding System to underpin quality and equity. However, many funding parameters beyond 2026 remain unclear, exposing medium-term planning to policy risk. The Accord's attainment target, lifting tertiary qualifications from 60% to 80% by 2050, requires significant investment and collaboration, which is yet to be fully detailed and costed.

Demography

The demographic uplift from the "Costello baby boom" has peaked, with Year 12 cohorts stabilising post-2024. Cost-of-living pressures may suppress full-time study demand, with TAFE and industry pathways more attractive. Equity gaps persist despite enabling programs. The new Needs Based Funding model from 2026 aims to address these gaps.

International Education

While 2025 commenced with continuing uncertainty around international onshore student caps in the context of migration policy, the return of the federal Labor Government meant a strong return of demand in the second half of the year. In addition, the Government lifted the national cap for public universities from 145,190 in 2025 to 160,850 in 2026, an 11% increase, with allocations tied to diversification, engagement with Southeast Asia, and student housing provision. On the other hand, visa processing continues to be deprioritised once institutions reach 80% of their allocation. Together with a significant increase in Visa application fees and changes to post-study work rights for graduates, growth in the international student sector remains restricted.

Impact of legislation

The National Higher Education Code to Prevent and Respond to Gender-based Violence (2025) is a mandatory legislative instrument that requires Australian higher education providers to implement a comprehensive approach to safety.

The *Tertiary Education Quality and Standards Agency Act* was amended, imposing requirements relating to offshore courses.

The *Electricity Act 2004* was amended to create the Alternative Electricity Services Framework. Once regulations are made then this may impose obligations on Murdoch in respect of its embedded electricity network to register and comply with a code of practice.

Insurance of Officers

During the financial year, the Group has paid premiums in respect of a contract insuring Directors, Company Secretary and other Officers against liabilities incurred in their capacity as Director or Officer, as the case may be, of the consolidated entity. The contract prohibits disclosure of the nature of the liabilities and the amount of the premium.

Complaints handling

The University is committed to ensuring that all complaints are handled effectively and efficiently in a process that is supported by our *Complaints Management Policy* and is accessible, impartial, confidential, equitable and sensitive. Complaints are managed with respect for all parties involved and procedural fairness.

Processes are in place such that members of staff, students or the public can lodge a complaint with the University. Further information is available on the University's website: <https://www.murdoch.edu.au/explore/leadership-governance/complaints>

The feedback provided through the complaints process informs University's continuous improvement. Regular reports on complaints submitted are provided to the Academic Council's Student Experience Committee and the Senate's People Safety and Culture Committee.

The University is reviewing complaints and grievances management processes with a view to streamline and improve these; and ensure regulatory compliance. It is expected that updates policies and procedures will be presented to approval bodies for implementation in 2026.

Freedom of information

This year Murdoch University received 13 valid applications under Freedom of Information legislation, of which nine have been finalised in 2025. At end of year, there were four applications still in progress.

In addition, the University received eight requests for information that could be provided outside of the Freedom of Information process.

Records Management

The University has an approved Recordkeeping Plan and Sector Disposal Authority in compliance with the *State Records Act 2000*. The Recordkeeping Plan is reviewed every five years. The last review was completed in 2024 and the plan was approved by the State Records Commission in November that year. The actions outlined in this plan will be addressed over the coming years with the next review in 2029.

The University conducts a compulsory online recordkeeping awareness training course for staff and provides a high-level overview of records management as part of the staff induction program. The training addresses responsibilities under the *State Records Act 2020* including the creation, capture, access, management, and disposal of records. This has been in place for some years and generally staff are required to complete the course on appointment and to complete it again every two years to maintain currency of knowledge. The course was revised in 2024 to update the outlining of the data classification; disposal and retention requirements; to enhance the course in relation to student records; and to introduce the *Privacy and Responsible Information Sharing Act 2024* (PRIS) which the State Parliament passed in December 2024. Staff were required to complete this new version regardless of the amount of time since their last completion.

The University continues to progress the implementation of the State Government's Privacy and Responsible Sharing of Information legislation, including the establishment of an information asset register for the high value records of the University; data collection notices where sensitive information is being collected and the updating of the University's *Privacy Policy*.

Media and Advertising Expenditure

Section 175ZE of the Electoral Act 1907 requires the University to include a statement in the Annual Report setting out details of expenditure incurred by the University during the financial year in relation to advertising organisations and market research organisations.

The total expenditure incurred by the University during the 2025 financial year in that respect is \$3,322,241 and it is outlined below.

Advertising Agency	\$496,555.70
Berney Linton Pty Ltd T/A Berlin Creative	
Nani Creative Pty Ltd	
VML Australia Pty Limited	
Gettin Hectic Australia Pty Ltd	
Media Advertising Organisation	\$2,584,785.30
Dentsu X Australia Pty Ltd	
Equilibrium Interactive Pty Ltd	
BrightEdge Technologies, Inc	
Market Research	\$240,900
Verian Group Australia Pty Ltd	
Coredata (WA) Pty Ltd	
Reputation Institute Pty Limited T/A The RepTrak Company	

In recognition of Murdoch University's commitment to responsible consumption and production, as set out in the United Nations Sustainable Development Goals and our own policies on environmental sustainability, we have chosen to limit production of hard copies of our 2025 Annual Report.

PDF versions are available for download: www.murdoch.edu.au/explore/leadership-governance/annual-reports

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