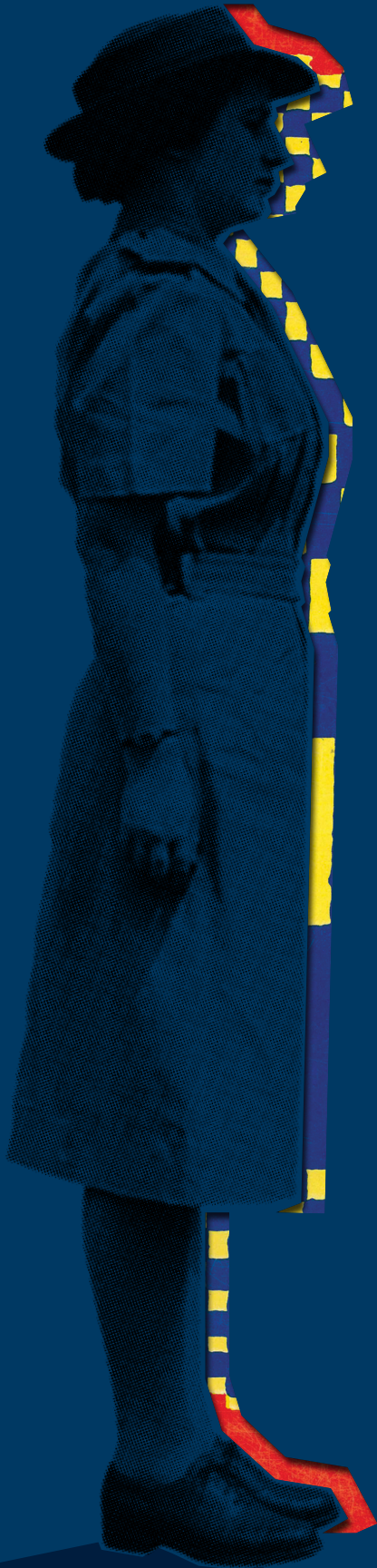




RSL
Victoria

**RSL VICTORIA
ANNUAL REPORT
2025**

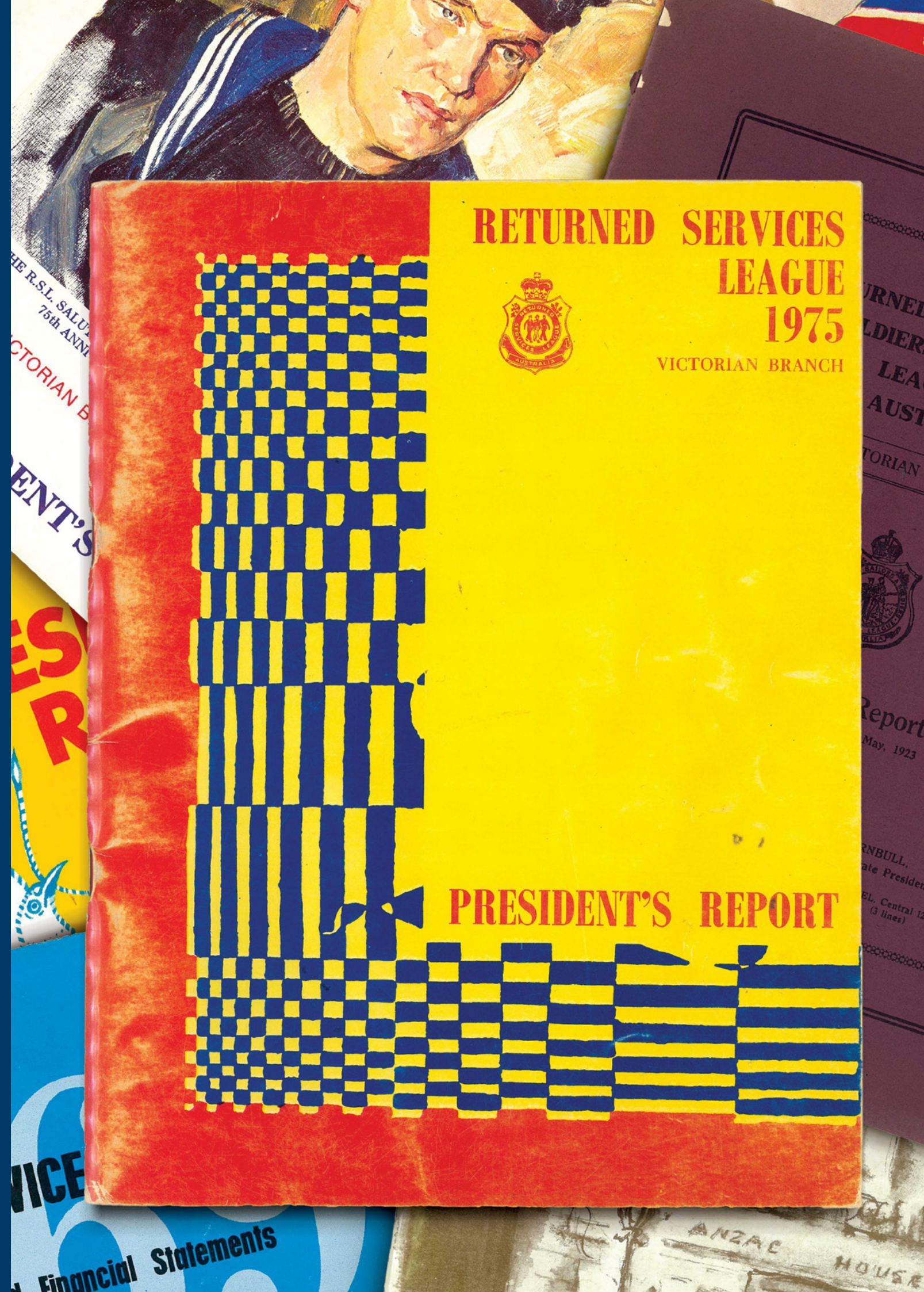


ALWAYS SERVING



110 YEARS OF SUPPORT AND ADVOCACY

For 110 years, RSL Victoria has evolved alongside the veterans we support, transforming a century of tradition into modern, trauma-informed care. As the veteran experience changes across generations, our promise remains constant: Always Serving.



ALWAYS SERVING: 110 YEARS OF RSL VICTORIA

In 2025, RSL Victoria marked a significant milestone, celebrating 110 years of service to the veteran community.

This anniversary came at a pivotal moment in our history as we embarked on a period of meaningful transformation. An independent review by Thoughtpost Governance was commissioned to assess RSL Victoria's structure and operations, launching a generational reform program that is reshaping our organisation.

This Annual Report outlines the impact we made to the lives of Victorian veterans and their families throughout 2025 and highlights the early progress of the RSL Victoria Transformation Project. It honours the dedication of those who have come before us and reflects on the strong foundations they have built.

As the needs of veterans and their families continue to evolve, so does RSL Victoria. As we celebrate 110 years of history, our mission and purpose are unwavering as we look ahead to the future with clarity and resolve.

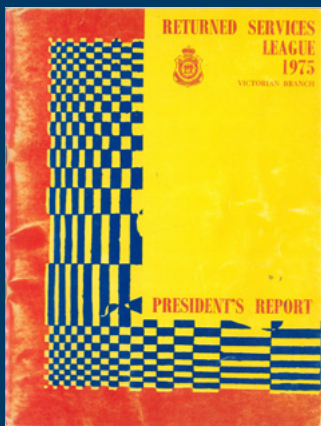
COVER ELEMENTS



Stacey Bernardin, veteran, clinical psychologist and Operations Officer at Wodonga RSL Sub-Branch (photographed by Rob Blackburn — robblackburn.com.au).



Victoria Barracks, 24 January 1945. From the Australian War Memorial photography archive: awm.gov.au. Accession Number: 085801.



Colour palette, design elements and motifs inspired by RSL Victoria's 1975 Annual Report (cover artist uncredited).

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MESSAGE FROM THE STATE PRESIDENT DR MARK SCHRÖFFEL

'Always Serving' is the title of RSL Victoria's 2025 Annual Report, and it is the most apt description of what our people do. Our volunteers and our members make the RSL's work to support veterans and their families possible.



During my first 12 months as State President, I have had the privilege of visiting Sub-Branches across Victoria and listening to the challenges faced by both large and small Sub-Branches. These conversations have been invaluable and have directly informed the work we are undertaking to reshape RSL Victoria.

A key priority over the last year has been ensuring that State Branch remains focused on what we do best — delivering high-quality support and services to veterans and their families. This focus requires us to align our Strategic Imperatives with the most urgent and evolving needs of the veteran community. Just as importantly, it prioritises the direction of resources entrusted to State Branch to where they can achieve the greatest and most meaningful impact.

Whilst we welcome the broader community's involvement in the operation of our Sub Branches, we must make certain that strong governance, sound financial performance, and an unwavering commitment to our mission remain central to who we are. Where these standards have not been met, we have taken decisive action to uphold them.

I have also taken an active role in influencing the National RSL agenda. Elevating Victoria's voice on the national stage is essential if we are to maintain our position as part of Australia's leading ex-service organisation. Working constructively with the Department of Veterans' Affairs and aligning with its direction is critical — not only to remain relevant, but in supporting veterans and their families to receive coordinated, effective, and forward-looking support.

RSL Victoria is *always serving* the veteran community after 110 years because our volunteers are *always serving*; directly assisting veterans and their families with their time and expertise, selling badges to raise funds for our appeals, or by involvement in Sub-Branches that contribute financially and through commemorative activity.

While we are operating across the state and within Sub-Branches, we are united by a shared purpose, contributing to the common goal of ensuring those who have sacrificed are supported.

That is something to be tremendously proud of and this Annual Report shows the impact we had in 2025 through raw numbers and personal stories.

Our Annual Report also outlines how we will ensure we are fit-for-purpose for the future. The RSL Victoria Transformation Project that started in 2025 will be a generational change for our network, yet the work of our volunteers will be as vital to our future as they have been to our past. Together, we will adapt our systems and structures to increase the impact of their work.

I trust you will be proud of what we have achieved in 2025. Thank you for your ongoing commitment to our mission, I am confident that we are ready to meet the challenges ahead.

Yours sincerely,

Dr Mark Schröffel
RSL Victoria State President

WELCOME — SUE CATTERMOLLE CEO RSL VICTORIA

“No organisation could aim higher than the League, and none has greater cause for pride in the work already accomplished, and in its capacity to carry on the work of the future”



Ernest Turnbull
State President
1928

RSL Victoria marked its 110th year in 2025, and while much has changed over that time, the fundamental need for the RSL remains as strong as it was when soldiers returned wounded and shell-shocked from the First World War.



More than 75,000 Australians applied to join the Australian Defence Force in 2025, while over 6,000 personnel transition out of service each year. The RSL has a responsibility to be there for every one of them when support is needed. Our work in veteran advocacy and wellbeing remains as critical today as it was more than a century ago.

This milestone year provides an opportunity to reflect on our history and learn from it.

The design of this Annual Report draws inspiration from the 1975 edition, marking 50 years since its publication. Throughout the pages, you will find quotes from past reports spanning decades of RSL history. These reflections are more than just a nostalgic nod to our past; they reinforce that many of the challenges we face today are not new. Our role is to confront them with the same resolve as those who came before us.

In 2025, we commenced the RSL Victoria Transformation Project, an ambitious program designed to ensure the RSL continues to operate as a modern charity with strong governance, clear structures, and a focused strategic direction. Whilst significant in scale, this transformation reflects a long tradition within our organisation; adapting to meet the evolving needs of veterans and families.

The willingness to embrace change is evident across our leadership and community. We welcomed Dr Mark Schröffl as our new State President, the first post-Vietnam President in our history, bringing a strong commitment to reform and renewal. We also welcomed Lynn Mizen as the first female State Vice President of RSL Victoria, an important milestone in our journey towards greater inclusion.

During the year we hosted seven Women Veteran Forums across the state, beginning the important work of better understanding and responding to the experiences of women, and other underrepresented groups, in the veteran community.

The RSL has always been grounded in support, care and connection. A phrase often shared within our community, ‘still serving’ captures the desire of veterans to continue contributing to society beyond their military service.

For 110 years, the RSL has embodied this spirit, supporting veterans to lead healthy, stable, and connected lives. We hope this report provides meaningful insight into the year that was. Through the lens of our past, our commitment to those we serve remains clear.

Warm regards,

Sue Cattermole
CEO RSL Victoria

IMPACT 2025

110 YEARS ON — THE BIRTH OF RSL VICTORIA — AUSTRALIA’S OLDEST VETERAN CHARITY — RSL VICTORIA



Upon returning home to Melbourne from service, Corporal James, shot through the spine at Gallipoli, attended a welcome party for returning servicemen. For wounded soldiers like Corporal James, this party was just a small part of what returned soldiers really needed.

Ex-servicemen realised that they needed an organisation that represented themselves, that looked out for the welfare of their own.

In 1915, Sergeant Thomas Norman Stephens, at just 21 years old, was elected as the first chairperson of Australia’s first veteran society, “The Returned Soldier’s Association” (RSA).

The principles of this organisation were to foster a sense of community between veterans, preserve the memory of fallen soldiers, and provide welfare for ex-servicepeople and their families.

110 years later, though our name may have changed, our core mission remains the same.



For the full story,
please scan the
QR code.

OUR PURPOSE

“To prove that a returned man need never be alone
— that a helping hand is never far away.”



1963 RSL Victoria Annual Report

At RSL Victoria, the complex and diverse needs of veterans and their family members shape everything we do. The ways we undertake our work may have evolved, but the mission has not — to ensure that every veteran and their family is respected, supported, and never left behind.

In 2025, more than 1,800 veterans and family members sought assistance through military compensation advocacy and integrated wellbeing and transition programs designed to create improved wellbeing, stability and life satisfaction for veterans and family members experiencing complex or long-term needs.

As the custodians of commemoration in the state, we ensure that the service and sacrifices of our veterans are remembered at over 600 annual events statewide, including ANZAC Day and Remembrance Day. These shared moments of reflection and connection are deeply valued by tens of thousands of Victorians each year.

Through our network of 262 Sub-Branches, powered by over 7,000 volunteers, 200,000 members and strengthened by the generosity of the broader community, RSL Victoria is the state's largest and strongest charitable ex-service organisation.

Together, we go above and beyond for veterans and their families. We foster social connection and deliver wellbeing programs, advocate for compensation and entitlements, lead two major fundraising appeals, and partner with government and key organisations to amplify our impact.

The national ANZAC Appeal, coordinated and managed by RSL Victoria, remains the longest-running charitable fundraising campaign in Australia.

We support veterans navigating the complexities of life after service, ensuring access to essential services and the fundamentals many of us take for granted: a safe place to live, food on the table, and pathways to stability and wellbeing.

We are an enduring and adaptable organisation, grounded in our traditions and values, modern in our service delivery and committed to empowering the Victorian ex-service community to prosper during all life circumstances, now and into the future.



Who we support:

- Former and serving members of the Australian Defence Force
- Veterans transitioning to civilian life
- Families and carers of veterans
- Veterans experiencing mental health challenges, social isolation, or unemployment.

OUR STRATEGIC IMPERATIVES

RSL Victoria's Strategic Imperatives ensure we remain focused on the most urgent priorities of veterans and their families and deliver meaningful and measurable impact. Central to this approach is the careful alignment and use of our resources, ensuring they are directed where they can achieve the greatest benefit for those we serve.

Our strategy also represents RSL Victoria's key contribution to veteran suicide prevention, strengthening our capacity to respond to complex and emerging needs, highlighted by the Royal Commission into Defence and Veteran Suicide. This guides our actions to be informed, targeted and effective.

KEY ATTRIBUTES



Clarity
Define our role and priorities with precision



Focus
Direct resources and effort where they will have the greatest impact



Sustainability
Build long-term capacity and resilience to deliver for veterans today and tomorrow

IMPERATIVE 1:

MILITARY COMPENSATION AND HEALTH BENEFITS

- Trusted advocacy service for compensation and health entitlements
- Extend support to case management, appeals and review boards
- Strategic advocacy informed by our evidenced-based practice.

IMPERATIVE 2:

SOCIAL INCLUSION

- Build belonging and connection to community
- Reduce isolation through community programs
- Strengthen identity and purpose beyond service.

IMPERATIVE 3:

SUPPORT FOR COMMEMORATIONS AND PUBLIC AWARENESS

- Sustain inclusive, respectful commemorations
- Engage younger generations and diverse communities
- Provide Sub-Branches guidance and support.

IMPERATIVE 4:

ORGANISATIONAL RESILIENCE

- Collaboration with Sub-Branch network and local communities to build shared resilience
- Diversify revenue sources
- Leverage technology to ensure efficiency and continuity.

DELIVERY PRINCIPLES

1

Clear roles, responsibilities and accountabilities

2

Engaging other organisations as approved delivery and referral partners

3

Veteran-centric and data-informed decision making

SOCIAL IMPACT



OUR IMPACT

OUR APPROACH TO CREATING IMPACT

Our work is **trauma-informed, veteran-led, and outcome-focused**. We are committed to delivering meaningful, measurable, and lasting impact in the lives of veterans and families.

HOW WE CREATE LONG-TERM IMPACT

RSL Victoria's charitable activities, including advocacy, volunteering, wellbeing activities, and tailored support services are delivered by dedicated staff and volunteers across both State Branch and our network of Sub-Branches.

These services are available to not only RSL members, but all veterans and their family members.

Together, this integrated network provides clear pathways to long-term positive change, supporting veterans and their families to navigate the complexities of transition after service and build more stable, connected and fulfilling civilian lives.

OUR IMPACT PATHWAY

We take a structured outcomes driven approach to delivering impact.

Inputs:

Skilled staff and volunteers, peer workers, clinical partners, funding.

Activities:

Case coordination, peer support, counselling, and referral services.

Outputs:

Veterans engaged, support plans delivered, connections to services established.

Outcomes:

Improved wellbeing, greater stability, and stronger social connection.

Impact:

Veterans and families living healthy, connected, and meaningful lives beyond service.

IMPACT 2025

BEYOND 'ARE YOU OKAY?'



Following the Royal Commission into Defence and Veteran Suicide and in the wake of two veteran suicides in the area, Ballarat RSL Sub-Branch President Frank Nuccio took decisive action to support his community.

Bringing together volunteers, first responders, veteran groups, and the broader community, the Sub-Branch hosted a mental health education seminar, delivered by Lifeline. The initiative was designed to equip those on the front line of veteran support with the skills and confidence to recognise and respond to those in need.

Participants left with a renewed sense of purpose and capability. As Gordon Hunt, Secretary of the Vietnam Veterans Association who attended the training, reflected, "I'm going to walk away from here more confident that we can save this person...we've got to keep these people alive."



For the full story, please scan the QR code.

SUPPORT SERVICES

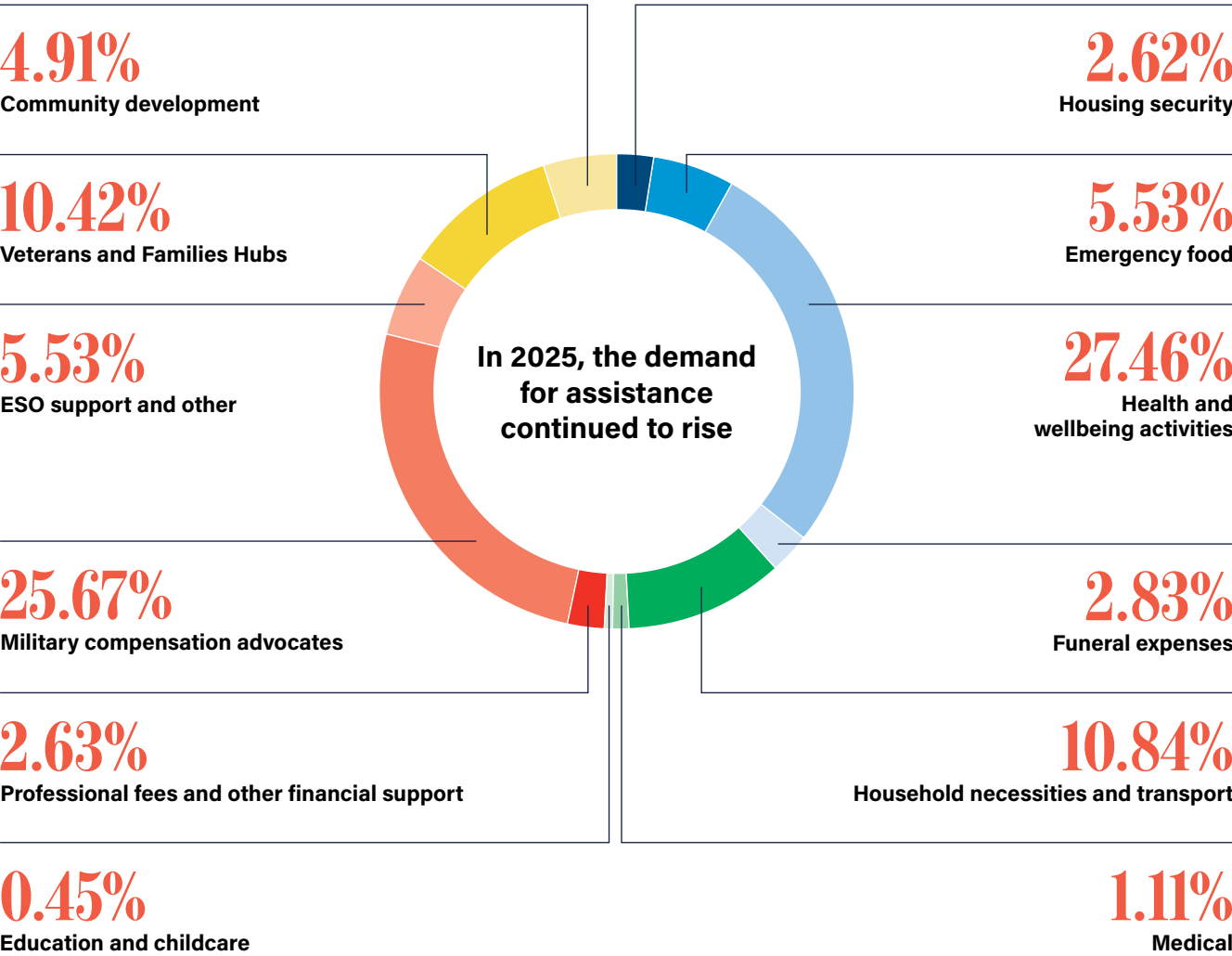
INCREASING DEMAND, DELIVERING IMPACT

Every year, we continue to see the demand for our services increasing. In 2025, we received 1,838 enquires for support — a 31% increase on 2024.

This rise in enquiries reflects a combination of increased need, stronger awareness of available services, improved referral pathways, and the ongoing influence of the Royal Commission into Defence and Veteran Suicide. Broader economic pressures, particularly the current cost of living crisis, have also contributed to greater demand for emergency relief such as food vouchers and housing and accommodation support. This highlights the financial challenges faced by many veterans and families.

Here is how the support we provided veterans and their families was allocated in 2025.

CATEGORIES OF SUPPORT



Our Military Compensation Advocates and Wellbeing Coordinators strive to create safe, respectful environments where veterans feel heard and understood, an essential foundation for improved health and wellbeing. This approach was recognised through the Royal Commission into Defence and Veteran Suicide, where trauma-informed support enabled veterans to share their experiences safely and meaningfully.

INCREASING DEMAND, IMPRESSIVE RESULTS

Despite this growing demand, RSL Victoria continues to deliver strong and measurable outcomes in 2025.

In 2025 alone, our Military Compensation Advocacy services secured **more than \$63 million** in entitlements for veterans and their family members, providing critical financial stability and the crucial recognition of injury. While financial support is essential, it is only one part of the recovery journey.

Our impact is underpinned by sustained investment in capability, strong organisational governance, and long-standing partnerships with the Department of Veterans' Affairs (DVA).

These foundations ensure that veterans receive comprehensive, coordinated support across claims, pensions, and other entitlements.

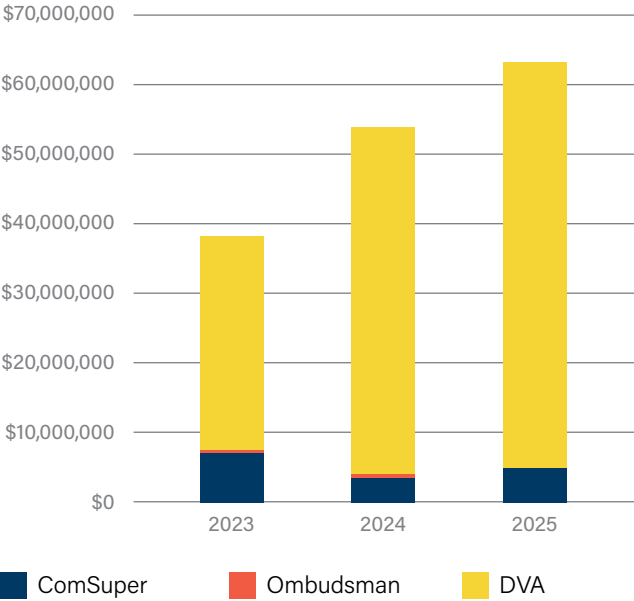
Importantly, RSL Victoria's advocacy services remain qualified, trusted and always free of charge.

This stands in contrast to fee-for-service models, where compensation is reduced by service fees, a practice that faced increased regulatory scrutiny and protections from the Federal Government in 2025.

RSL VICTORIA MILITARY COMPENSATION ADVOCACY OUTCOMES 2023–2025

Year-on-year, demand for our compensation advocacy services continues to grow. As this demand increases, so too does our impact, delivering life-changing outcomes that improve financial security, wellbeing, and quality of life for veterans and families.

MCA Compensation



“Working in the field of Military Compensation has just got a whole lot more complex. With the global instability we are seeing more and more cases involving multi eligibility.”



2008 RSL Victoria Annual Report

In 2025 RSL Victoria Veteran & Family Services Military Compensation Advocates secured

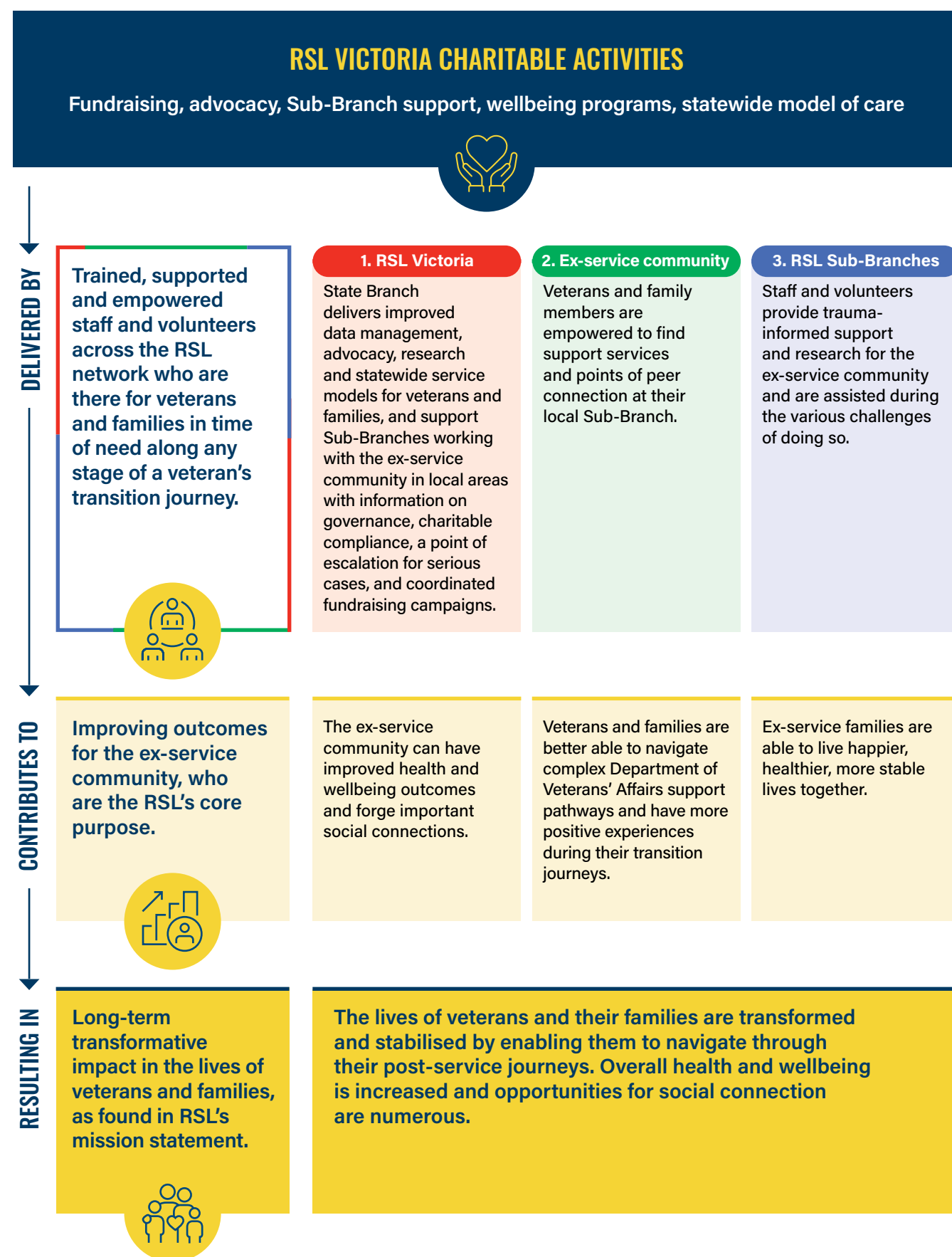
\$63,180,180

in military compensation across 493 compensation claims, delivering critical financial stability and recognition for veterans and their families.

This represents a 17.0% year-on-year increase in total compensation achieved and a 26.1% year-on-year increase in successful claims, reflecting both rising demand and the effectiveness of our advocacy services in getting claims approved quickly and comprehensively.

CHARITABLE IMPACT FRAMEWORK

The Charitable Impact Framework outlines how we work alongside veterans and families to build the skills, resilience and support networks required for long-term wellbeing and stability. It clarifies the respective roles of State Branch, Sub-Branches, our staff, and volunteers in delivering these outcomes.



HOW WE HELP

Coordinated, veteran-centric support prevents challenges faced by veterans and families from compounding and impacting wellbeing.

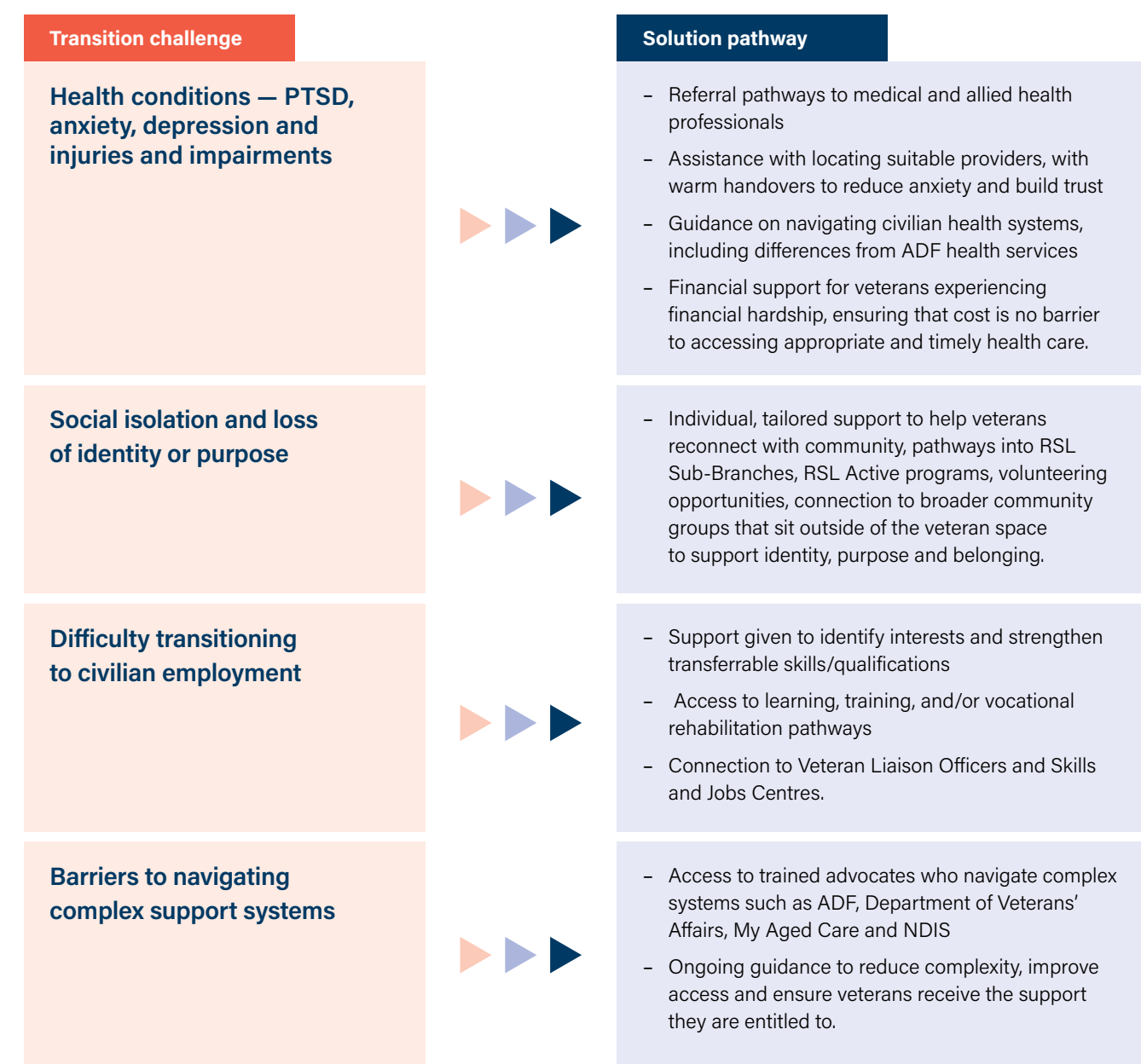
RSL Victoria's integrated approach ensures veterans and families are supported at every stage of their journey. Our Wellbeing Coordinators play a critical role in navigating their way through complex support systems, connecting veterans with healthcare, linking them with ex-service organisations and community support services, and providing practical assistance such as crisis accommodation.

Our Compensation Advocates work to secure the financial entitlements veterans deserve, ensuring those affected by service-related illness or injury receive fair recognition and support from the Department of Veterans' Affairs.

At a community level, our network of Sub-Bran­ches foster connection, belong­ing and peer support, deliv­ered by trained volun­teers and profes­sional advocates.

Through the RSL Active program we provide inclusive opportunities for veterans of all ages and abilities to reconnect through shared activities from coffee catch-ups to outdoor challenges.

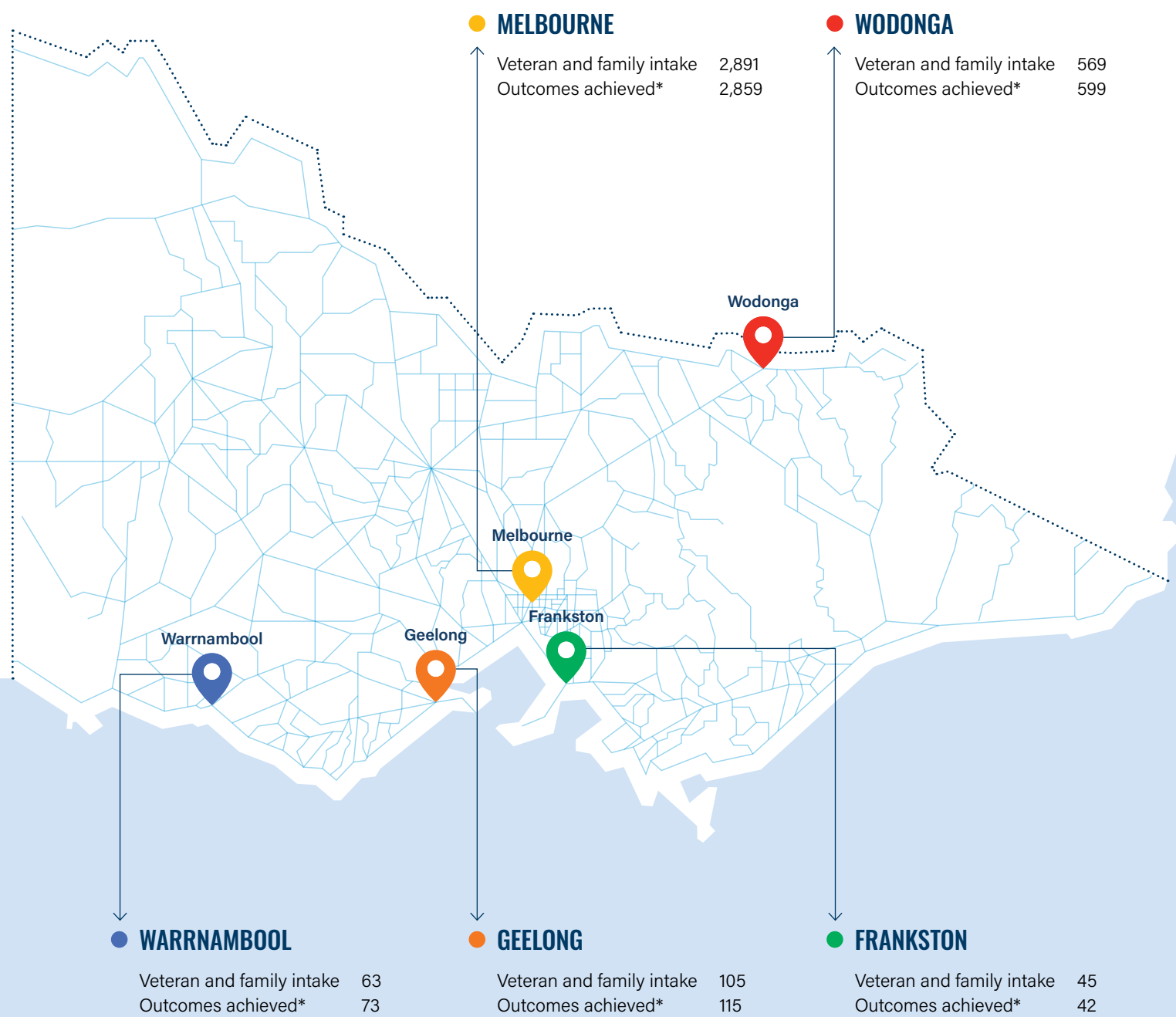
Together, these services create a continuum of support that drives lasting outcomes. Whatever the challenge we have always been here to ensure that the veteran community is respected, supported, and empowered to thrive.



See page 21 for more on RSL Active.

VETERANS AND FAMILIES HUBS

Our Veterans and Families Hubs act as vital local access points for coordinated veteran-centred support, each shaped by and responsive to the community it serves.



*Inclusive of cases opened prior to 2025.



Our Veterans and Families Hubs act as vital local access points for coordinated veteran-centred support, each shaped by and responsive to the community it serves.

Vanessa Dodd, Wellbeing Coordinator at Wodonga Veterans and Families Hub, explains how impact begins with strong local integration:

“A large part of our work is integrating with the local community, hospitals, doctor’s surgeries, financial counsellors... It’s making sure they know we are here, so that they can confidently refer veterans to us when support is needed and vice-versa.”

This connected, place-based approach strengthens early intervention, reduces barriers to support, and ensures veterans are linked with the right services at the right time.

Vanessa’s work also highlights the critical, and often unseen, role families play in a veteran’s transition. Supporting veterans means supporting those around them.

“Family members often find themselves in the role of primary support for a transitioning veteran, shouldering significant responsibility as their loved ones navigate physical, mental, and financial challenges. It can be overwhelming.”

Through targeted support and coordinated care, the Hubs ease this burden, helping families build resilience, access services, and regain stability.

“Despite the challenges, the systemic hurdles, the health issues and severe hardships, we have great wins for these families — wins that bring stability and huge improvements in wellbeing and life circumstance.”

Vanessa Dodd
Wellbeing Coordinator at
Wodonga Veterans and Families Hub

These outcomes reflect the broader impact of the Hubs: not just connecting individuals to services, but strengthening families, building community capability, and creating the conditions for long-term wellbeing and stability.

OUR COMMUNITY

DRIVING WELLBEING THROUGH CONNECTION: RSL ACTIVE

The RSL has long recognised the vital role shared activities and community connection play in supporting the wellbeing of veterans and families. These moments of connection through physical activities, social events and informal gatherings are invaluable points of connection for veterans and families, encouraging physical and mental wellbeing whilst fostering a sense of belonging.

First piloted in 2017 as a handful of surfing lessons on the Surf Coast hosted by Geelong RSL Sub-Branch, RSL Active continues this tradition. Today it offers a range of free activities to veterans, their families and first responders through Sub-Branches across Victoria.

In 2025, RSL Active continued to be a powerful vehicle for wellbeing and social inclusivity, helping to break cycles of veteran isolation and forge meaningful connection with peers, family members, and others in the community.



1071 individual participants engaged in the program

4071 total attendances across activities

32 Sub-Branches actively delivering activities

Through accessible, community-led activities, RSL Active creates safe spaces where participants can reconnect, with peers, with their communities, and with a renewed sense of purpose.



“The object of sport is to provide opportunities for returned men and women to associate together in sporting activities... The 1967 programme was again supported strongly by the State Executive which continued to encourage sport to foster good fellowship between all the members. Looking over the figures of the various activities, there was an increasing interest in sport amongst branches and branch members.”



1967 RSL Victoria Annual Report

MODELLING MINDFULNESS: HOW A NEGLECTED GIFT CREATED SOMETHING SPECIAL AT MELTON RSL



Navy veteran Steve Cook experienced significant challenges transitioning to civilian life, living with PTSD and the loss of structure and connection that often follows service. In seeking ways to manage his mental health, Steve found model-making to be a powerful and therapeutic outlet.

Recognising the potential to support others facing similar challenges, Steve partnered with Melton RSL Sub-Branch to introduce a model making class for veterans. What started as a small group of five veterans has since grown to a monthly modelling class thriving at full capacity, with a professional model maker volunteering his time.

This initiative demonstrates the impact of peer-led, community-based programs, where lived experience informs meaningful support. Beyond the activity itself, the program provides a safe and welcoming environment for veterans to connect, share experiences and rebuild a sense of purpose.

Steve's story reflects how individual recovery can translate into broader community impact — creating sustainable pathways for connection, reducing isolation, and improving wellbeing for others on similar journeys.



For the full story, please scan the QR code.



“RSL Active’s success would not be possible without the hard work, passion, and dedication of our incredible Sub-Branches and volunteers. Their commitment ensures participants are provided with meaningful opportunities to connect with their communities, build social connections, and reduce the social isolation that can so often impact day-to-day life.”

Jacob Gossage
RSL Victoria Community Programs Coordinator



If you are a veteran, family member or first responder and would like to join our RSL Active community, please scan the QR code to see all upcoming events.

VOLUNTEER IMPACT: SERVICE BEYOND UNIFORM

“RSL Sub-Branches can attest to the unwavering commitment of our volunteers for literally decades. Along with the thousands who volunteer as committee members in each Sub-Branch, there are many who freely give their time and skills to make life easier for those in the local community — both veterans and others in need.”



2008 RSL Victoria Annual Report

RSL Victoria is a volunteer-led organisation at every level, from our State President and State Executive to Sub-Branch Committee Members across Victoria. Thousands of hours of volunteer work contributed each year are fundamental to our impact, enabling the delivery of veteran support, advocacy services, commemorative events, and fundraising appeals.

Approximately half of our volunteer force has served in the Australian Defence Force. For many, the desire to serve endures well beyond their military service. They use their lived experience to support fellow veterans through advocacy, mental health and wellbeing initiatives, social connection programs, and practical, everyday assistance.

The act of volunteering can also provide our veteran volunteers with a renewed sense of purpose and support their own wellbeing. In serving others, they reinforce their own sense of identity, belonging, and contribution.

Our non-veteran volunteers are equally important, demonstrating a shared commitment to supporting those who have served. Through their contribution, they build strong community connections and help foster an inclusive and supportive RSL network.

RSL Victoria invests in the capability of its volunteers by providing targeted training and development opportunities, including role-specific workshops, wellbeing support, respectful engagement, and digital literacy.



Our volunteer Advocates undertake formal training through the Advocacy Training and Development Program (ATDP), ensuring they have the specialised knowledge, awareness and sensitivity when supporting veterans effectively. They understand that each veteran's journey is unique, and work to connect individuals with the right services and supports to improve wellbeing.

Together, our volunteers are central to achieving sustained impact.



“WE LOOK AFTER EACH OTHER HERE”: HOW THE ARARAT RSL CHANGES A VETERAN’S LIFE



Following his RAAF service, Ray Sullivan moved to Japan as an English teacher. There, he met his wife, Miki. After retirement, Ray and Miki moved to Ararat where Miki didn't seem like herself. Specialists confirmed Miki had early onset dementia, which weighed heavily on Ray.

Attending a suicide prevention workshop at Ararat RSL Sub-Branch, he met Volunteer Wellbeing Advocate Lyn Russell, who grew concerned about Ray's mental space.

From that point of contact, Ray's life changed for the better. Lyn and Ararat RSL Sub-Branch supported Ray in important aspects of his life; Miki's care, his own medical health and social connection.

VOLUNTEER IMPACT 2025

In 2025, there were

7223

registered volunteers across the Victorian Sub-Branch network that dedicated more than

326,034 hours

to support veterans and their families. Wellbeing Advocates across the RSL network contributed more than 210,000 volunteer hours, our Women's Auxiliary almost 50,000 hours and RSL Victoria's State Executive contributed almost 4,000 hours of volunteering.

Of our volunteers who recorded their age with us, 924 are less than 60 years old and

3,372

are aged above 60 years old.

PERSONAL IMPACT 2025

95%

of our volunteers told us* that they found volunteering personally beneficial and contributes to improved wellbeing and increased sense of purpose.

“Our mission is not achieved by programs; it's achieved by people. Volunteers bring compassion and lived experience to our work in ways we could never replicate without them.”

Kerry Burns
Volunteer Services Lead

**Based on 2025 RSL Victoria Volunteer Satisfaction Survey results.*

“Volunteering is extremely rewarding, especially knowing that, in some small way, I have helped to save lives — that veterans are living better, safer, more connected lives because of the support, services and programs offered through the RSL and other organisations.

“It's a reminder that purpose doesn't retire; sometimes, it simply shifts into something even more meaningful.”

Lyn Russell
Volunteer Wellbeing Advocate
RSL Victoria



For the full story,
please scan the
QR code.

CUSTODIANS OF REMEMBRANCE

The RSL in Victoria proudly serves as the custodians of commemoration for the Victorian community, hosting over 600 commemorative services and events annually with tens of thousands of attendees.



Through these services we honour and acknowledge those who lost their lives in service, those we served and those who continue to serve today.

Commemoration, however, is not solely about remembering the past; it plays a vital role in educating future generations and shape our community's collective values. These moments of remembrance are a reminder of the tragedy of war and the fragility and importance of peace.

For veterans, these occasions provide an opportunity to connect with peers and feel the recognition and gratitude the broader community has for their sacrifice and service.



ANZAC DAY — FRIDAY 25 APRIL 2025

More than 50,000 Victorians gathered at Melbourne's Shrine of Remembrance for the Dawn Service — an increase of 10,000 attendees compared with 2024.

Approximately 10,000 veterans and family members participated in the ANZAC Day March — a rise of 1,000 on 2024. A further 10,000 Victorians lined the CBD streets to watch and pay their respects as the march made its way to the Shrine — up 3,000 year-on-year.

RSL volunteers played a critical role in delivering these events, including working as event organisers and marshals. We also acknowledge the partnership of Melbourne City Council, Victoria Police, the State Government, the Shrine of Remembrance and Transport Victoria.

Across the state more than 130 Sub-Branches delivered ANZAC Day commemorative services and/or events. Wherever Victorians were on 25 April, there was an RSL service or event close by, bringing local communities and the veterans within them, together.



REMEMBRANCE DAY – TUESDAY 11 NOVEMBER 2025

From Melbourne to Wodonga, and from Portland to Port Fairy, RSL Sub-Branches again brought communities together to mark Remembrance Day. More than 100 Sub-Branches hosted services in their local communities, and State Branch held its commemorative service at the Springvale War Cemetery for the 40th consecutive year.

In Melbourne's CBD, the traditional Bugle Activation once again brought traffic to a standstill. Eleven buglers, positioned at key intersections, sounded the Last Post and Rouse from 11:00am to 11:02am.



The effect was both moving and beautiful — traffic paused, passers-by falling respectfully quiet, the city slowing to stillness for the traditional two minutes of silence and the sounds that echo from buglers across the city.



In 2025, we welcomed a new participant, Hamish, to the corner of Bourke and Swanston Streets. A Year 8 student, Hamish began learning the trumpet with the help of his grandfather.

Hamish confidently performed on one of busiest intersections in the city, playing as traffic stopped, workplaces paused and passers-by fell silent and still.

"In the minute's silence, being able to look and see everyone and listen to whole city dead quiet — it's really amazing. It's so special being in the centre there and having the opportunity to play...it's an amazing energy, just everywhere."

It's individuals like Hamish who continue to embody the enduring nature of our commemorative events — steeped in respectful tradition while embracing future generations and ensuring remembrance continues to evolve in a meaningful and inclusive way.



Watch Hamish at the 2025 CBD Bugle Activation by scanning the QR code.

AWARDS AND SIGNIFICANT ANNIVERSARIES 2025

“Like many organisations throughout the country the RSL has its unsung heroes who for the most part work behind the scenes with scant public recognition.”



Sir William Hall
RSL Victoria State President
1969 RSL Victoria Annual Report

Each year, we recognise individuals and Sub-Branches in our community whose work and service has made significant impact in the lives of Victorian veterans and their families.



MERITORIOUS SERVICE MEDAL

The highest honour awarded by RSL Victoria, the Meritorious Service Medal recognises individuals who have made an exceptional contribution to the League over a sustained period — well beyond the expectations of any role.

- Mackenzie Craig (Nathalia-Picola)

LIFE MEMBERSHIP

Life Membership is granted to members who have demonstrated exceptional commitment and sustained service to the RSL and its mission to support veterans and their families.



- | | |
|---|--|
| – Peter (John) Allwood (Mt Evelyn) | – Stan Bednarski (Heyfield) |
| – Peter Graham OAM (Rutherglen) | – John Pilkington (Noble Park) |
| – Peter Lanigan (Hampton) | – John Chisholm (Noble Park) |
| – Richard Roebuck (Orbost) | – Peter Burquest (Caroline Springs) |
| – Robert Wooley (St Arnaud) | – Robert Matthewman (Caroline Springs) |
| – Peter Graham OAM (Rutherglen) | – Gordon Cordy (Cavendish) |
| – Barry Lowe (Mentone) | – Anthony Brougham (Mentone) |
| – Paul McCrohan OAM (Camberwell Pompey Elliott) | – Maxwell Webster (Tongala) |
| – Brian Luscombe (Healesville) | – Geoffrey Zanker (Drysdale) |
| – Jason Cooke (Dandenong) | – Desmond Weller (Beaufort) |
| – Jan Millington (Inverloch) | – Phillip Ross Howell (Morwell) |
| – Ronald Culliver (Traralgon) | – Geoffrey Smith (Box Hill) |
| – Anthony McLennan (Traralgon) | |



HONORARY LIFE MEMBERSHIP

Honorary Life Membership is awarded to any person who in the opinion of the Board has rendered outstanding service to the service or ex-service community of the country in which he or she ordinarily resides.

- Erica D'Lasselle (Headquarters)
- Penny Gressieux (Headquarters)
- Suzanne Nicholson (Headquarters)

NATIONAL CERTIFICATE OF MERIT WITH GOLD BADGE

This honour is awarded to individuals who have demonstrated sustained and outstanding contributions to the wellbeing of veterans and the work of the League more broadly, at a state or national level.

- Pam Bell (Terang)
- John Lewthwaite (Mentone)
- Inez Sparks (Spotswood-Kingsville)
- Edward Webster (Noble Park)

LIFE MEMBERSHIP (WOMEN'S AUXILIARY)

This honour recognises those who support their Sub-Branches through exceptional volunteering work.

- Barbara Matthews (Benalla)

50 YEAR LONG SERVICE AWARD

- Anthony Gill (Kilmore-Wallan)
- Barry Lowe (Mentone)
- Robert Webster OAM (Headquarters)



- Mervyn Rankin (Bendigo District)
- Daryl Ryan OAM (Werribee)
- Larry Hall JP (Greensborough)
- Peter Bruerton (Morwell)
- William Hall (Morwell)
- George Harris (Morwell)
- Edward Davies (Yea-Kinglake)
- Terry Hampstead (Wodonga)
- Michael Moloney (Ballarat)
- James Bannister (Morwell)
- Edward Taylor (Headquarters)
- Barry Minster (Box Hill)
- Michael Charenko (Box Hill)

100TH ANNIVERSARY SUB-BRANCH CERTIFICATES

- Girgarre RSL Sub-Branch (formation date 12 April 1925)
- Altona RSL Sub-Branch (formation date 26 July 1925)
- Red Cliffs RSL Sub-Branch (formation date 7 August 1925)

75TH SUB-BRANCH ANNIVERSARY CERTIFICATES

- Spotswood-Kingsville RSL Sub-Branch (formation date 2 February 1950)
- Noble Park Sub-Branch (formation date 28 March 1950)
- Waverley Sub-Branch (formation date 9 September 1950)
- Seaford Sub-Branch (formation date 16 November 1950)

AUSTRALIA DAY ACHIEVEMENT MEDALLIONS 2025

- Brent Clyne (Seaford)
- Lindsay Guerin (Inverloch)
- Robyn Pritchard (Returned & Services Nurses)
- John Saunders (Clayton)

VICTORIANS — HELPING SUSTAIN OUR MISSION FOR MORE THAN A CENTURY

“Two very important factors contribute to the success of our Appeals. Firstly, the generosity of those who support them financially and secondly those who support them by giving much of their time and effort to ensure their success.”



1977 RSL Victoria Annual Report

For more than a century, RSL Victoria’s fundraising appeals have sustained our mission of providing critical support to veterans and their families. In 2025, our two major appeals — the ANZAC Appeal and the Poppy Appeal — continued these enduring traditions.



Each year, an estimated 300,000 Victorians support our appeals. The funds raised power our work across organisation, from advocacy and wellbeing programs to crisis accommodation support. Simply put, there is no area of RSL support that is not strengthened by the generosity of our community.

“I don’t like to think where I would be, where my son would be, without the RSL — if they didn’t help me when they did, I would have nothing.”

Leo
A veteran

The ANZAC Appeal, established in 1919, remains Victoria’s longest running fundraising appeal, created to support veterans from the First World War who faced physical and psychological injuries.

Two years later, in 1921, the Poppy Appeal was introduced, its symbol inspired by the red poppies that bloomed on the battlefields of the Western Front, the poppy becoming an enduring symbol of remembrance, across generations.

Today these appeals continue to mark moments of national reflection whilst offering a tangible way for people show their respect and gratitude for those who served.



COMMUNITY SUPPORT IN ACTION

In 2025 the 30th anniversary of the AFL’s traditional ANZAC Day match between Collingwood and Essendon highlighted the deep connection between commemoration and community. In the words of AFL Executive General Manager Customer and Commercial Bec Haagsma, “one of the most special days on the football calendar.”

The match drew more than 90,000 attendees and raised more than \$252,000 in support of the ex-service community, an extraordinary act of collective solidarity.

INNOVATING FOR THE FUTURE

The 2025 Poppy Appeal saw the introduction of a new digital poppy, allowing Victorians to donate online and also dedicate a poppy to someone they have lost, someone returned, or someone still serving today. This innovation extended the reach of remembrance, allowing personal stories to be shared with more than 550 digital poppies individually dedicated.

APPEALS SNAPSHOT 2025

In 2025, we raised \$13,186,129 from public donations, grants, and sponsorships. This amount includes funds raised during our two major annual appeals, the ANZAC Appeal and the Poppy Appeal.



ANZAC Appeal funds raised:
\$4,763,853



Poppy Appeal funds raised:
\$3,471,011

WHERE YOUR DONATION WENT

After fundraising expenses, here is a breakdown of funds spent on veterans and their families across areas of key impact.

\$315,931

Direct welfare and support
(State-Branch)

\$652,215

Veterans and Families Hubs

\$307,247

Veteran community development

\$1,237,782

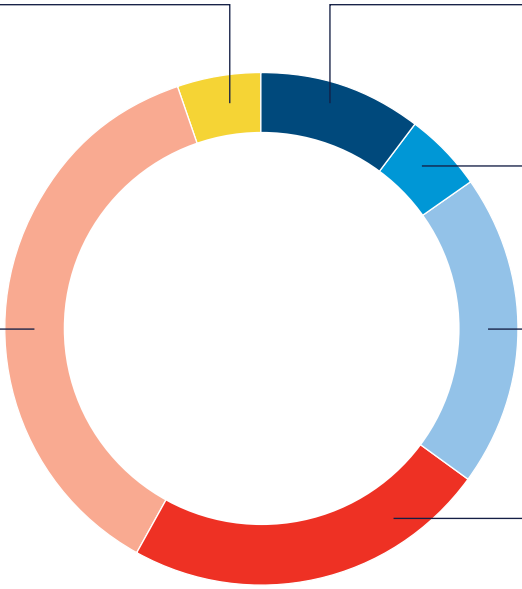
Veteran military compensation
and advocacy

\$1,440,519

Veteran wellbeing
navigation and support

\$2,307,898

Direct welfare and support
(Sub-Branches)





POPPIES IN PARLIAMENT

In partnership with the Minister for Veterans, Hon. Natalie Suleyman MP, RSL Victoria launched the 2025 Poppy Appeal with its first ever 'Poppies in Parliament' event. Victorian MPs were invited to purchase a poppy and contribute to the appeal, while promoting the appeal in their own electorates.



To read the full story, please scan the QR code.



CORPORATE PARTNERSHIP IMPACT WOOLWORTHS: SUPPORTING VETERANS AND THEIR FAMILIES SINCE 2014

Since 2014, Woolworths has been a committed supporter of RSL Victoria's appeals, playing a vital role in sustaining our work. As our largest corporate partner, Woolworths takes pride in contributing to our mission, supporting the sale of appeal merchandise across its stores and donating proceeds from ANZAC biscuit sales.

"Across the state the demand for support from the RSL is growing, which is consistent with what was sadly articulated through the Royal Commission into Defence and Veteran Suicide. Having Woolworths involved is a boost for the RSL, ensuring the ANZAC Appeal is front of mind when people are doing their grocery shopping."

Andrew Kay
Senior Vice President
Wangaratta RSL Sub-Branch



More than 1,100 Woolworths stores across Australia stocked ANZAC Appeal badges



\$14 million raised for veterans and their families over the last 11 years



More than \$700,000 raised in 2025



2.8 million products purchased by Australians



\$1.1 million marketing investment from Woolworths, featuring digital displays, posters, point-of-sale material, and in-store radio



RSL Victoria's biggest corporate supporter

IMPACT 2025

THE UNSTOPPABLE ALVA LEWIS OF THE POPPY APPEAL



Alva Lewis may not be a veteran, but for more than 16 years she has been a dedicated champion of the ex-service community.

At 97 years old, Alva continues to volunteer with the Keilor East RSL Sub-Branch, proudly selling Poppy Appeal badges to the Essendon community in the lead-up to Remembrance Day each year.

Her connection to the RSL is deeply personal. Following the passing of her husband, Bob, an Air Force veteran, Alva found support, community, and strength through the RSL. Today, she honours his legacy through her own service.

Alva's commitment reflects the enduring spirit that powers our appeals: individuals giving their time, year after year, to ensure veterans and their families are supported. With a determination to continue volunteering until she reaches 100, Alva exemplifies the extraordinary impact of community-driven remembrance in action.



For the full story, please scan the QR code.

ELEVATING THE VOICES OF WOMEN VETERANS

RSL Victoria is committed to strengthening engagement and representation with historically underrepresented groups within the veteran community.



In May 2025, with grant funding from the Department of Veterans' Affairs, we launched the *RSL Victoria Women Veteran Forums*, a dedicated initiative to ensure women veteran's voices are heard, recognised, and reflected in our work.

Through these forums, we created safe and inclusive spaces for women veterans to share their experiences, challenges, and perspectives. These conversations have been critical in helping us understand what we are doing well, identify gaps in our programs and culture and co-design practical actions to better support women across all aspects of the organisation.

Across the seven forums that took place, 64 women veterans attended and participated, representing all branches of the defence force. This diversity of experience has provided valuable insights to inform change.

RSL Victoria State Vice President, Lynn Mizen said, "It's vital that we have the female voice represented. We need to make sure we understand women veterans' experiences and are ready and prepared to support and welcome them to all areas of our organisation, from Service Members at Sub-Branches, to Sub-Branch Committees, to RSL Victoria's State Executive."

This initiative marks a major step in ensuring that RSL Victoria evolves to better reflect and serve the full diversity of the veteran community.

"The importance of [the forums] is not to take away from male veterans, but to value add for female veterans and to be able to do what's needed for them to also feel like they're being heard and supported."

Stacey Bernardin
Participant in the Women Veteran Forum at Wodonga RSL Sub-Branch



The outcomes and findings of the forums were explored in the *Women Veteran Forums Report*. The report identified six key themes across the experiences shared.

- **Theme one: culture, safety and belonging**
- **Theme two: recognition, identity, and the meaning of veteran status**
- **Theme three: transition, entitlements, and navigation**
- **Theme four: governance, power, and professionalism**
- **Theme five: relevance for younger veterans and families**
- **Theme six: what good looks like.**



In response to these identified issues, nine recommendations were made to improve the inclusivity, support, and representation of our women veterans. These recommendations focused on the following key areas:

Fostering an inclusive and safe culture across the Sub-Branch network.

Enhancing communication with our existing women veterans in the RSL by providing support, resources, and engagement with veterans outside the network.

Creating a safe space for women veterans to socialise, mentor and support one another.

Diversifying RSL Victoria's programs to reflect a wide range of interests and life stages, e.g. family-friendly activities, mindfulness programs.

Improving visibility and representation of women veterans in leadership and external-facing content.

Following the release of the report, the *RSL Victoria Women Veterans Liaison Group (WVLG)* was formed to review the inclusivity and engagement of women veterans in the RSL's program and service delivery.

Members were participants in the forums, and this committee is responsible for actioning the recommendations in the report.



Scan the QR code to read *RSL Victoria's Women Veteran Forums Report — Executive Summary.*

OUR MEMBERS

WHAT DOES IT MEAN TO BE AN RSL MEMBER?

Since our inception, RSL Victoria has been the leading voice for veterans, and in 2025, over 200,000 Victorians statewide have chosen to be part of our community.

Our members reflect the diversity of the veteran ecosystem — spanning generations of service, current ADF personnel, families connected to defence, and members of the public committed to supporting those who have served. Together, they form the foundation of our organisation.

The size and strength of our membership base amplifies our advocacy, deepens our community impact, and ensures veterans and their families remain at the centre of everything we do.

RSL Victoria’s membership model is deliberately inclusive, offering five categories so that anyone, regardless of their connection to service, can find a place within our community:

Membership categories

- 

Life Membership
Recognising exceptional contribution to the organisation.
- 

Service Membership
For current and former ADF members and allied forces.
- 

Affiliate Membership
Available to any person who has a family member eligible for Service membership or has worked or volunteered in the emergency services.
- 

Social Membership
Available to any member of the public across all Sub-Branches. Members of the wider community who support our mission.
- 

Community Membership
Available through 10A Sub-Branches.



Life, Service and Affiliate Members are recognised across all 262 Sub-Branches, ensuring a consistent and welcoming experience wherever members are in Victoria.

While RSL support services are available to all veterans, membership — starting from as little as \$10 annually — provides a deeper connection to Australia’s largest and oldest veteran community.

“What do you gain as an RSL member? I prefer to ask: what can you do? I get to promote our mission and, hopefully, make a difference to a veteran’s life. If I can help even one person each day, it is all worthwhile. That’s what I am most proud of.”

Rosemary Kennedy
RSL Victoria Honorary Life Member since 2006 and Executive Assistant to the State President

STRENGTHENING THE FUTURE: SERVICE MEMBERS

Younger veterans are critical to the sustainability of RSL Victoria.

Since the introduction of Service membership in 1974, designed to engage the next generation, we have continued to evolve our approach to connection and support.

Today, Service membership is free for current serving ADF members, reducing barriers to entry and ensuring younger veterans can access support, advocacy, and community when they need it most.

By fostering early connection, we are building a stronger, more sustainable organisation for the future.

“Being an RSL Service Member gives me connection, camaraderie, and the ability to advocate alongside other veterans... We’re stronger together.”

Eamon Hale
Service Member

HONOURING CONNECTION: AFFILIATE MEMBERS

Affiliate Members represent the vital role of families within the veteran story. Though they may not have served themselves, they carry a deep and enduring connection to service through their loved ones.

Their ongoing involvement ensures that the legacy of service, and the importance of remembrance, continues across generations.

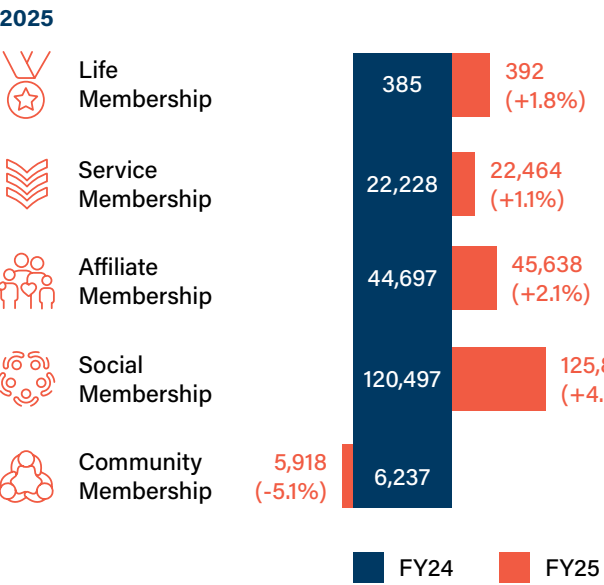
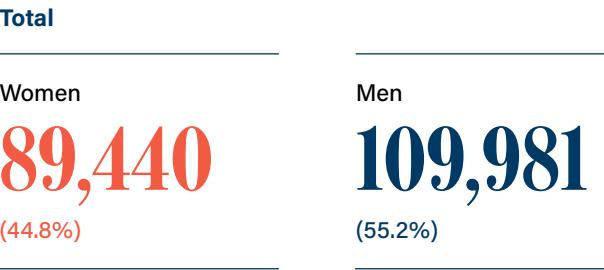
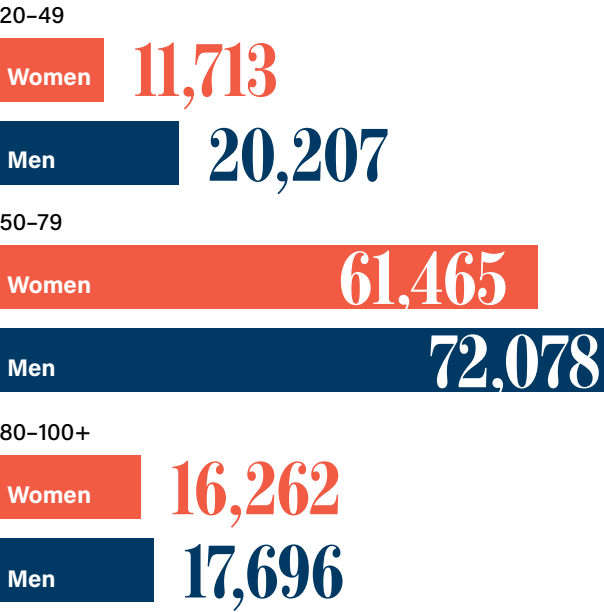
BUILDING OUR SOCIAL AND COMMUNITY MEMBERS

Social and Community Members demonstrate that support for veterans extends beyond direct service. These members choose to stand alongside the ex-service community, contributing to the strength, vibrancy, and inclusiveness of their local Sub-Branches.

They play a crucial role in creating welcoming spaces where veterans and families can connect, rebuild social networks, and experience genuine mateship throughout their post-service journeys

GROWTH OF OUR MEMBERS — BY THE NUMBERS

Age and Gender
(Based on members with known dates of birth)



SUB-BRANCHES

In 2025, 262 RSL Sub-Branches across Victoria continued to serve as vital places of connections for veterans and their families.

Sub-Branches are more than physical locations, they are places of belonging. For many veterans, they represent the starting point of their post-service wellbeing journey and play an important role in sustaining long-term wellbeing through shared experiences, understanding, and mateship. Sub-Branches play a critical role in supporting the ex-service community but also strengthen the broader community. In times of hardship or local crisis, Sub-Branches open their doors to all in need and demonstrate the spirit of service that defines the RSL.

Wherever you may find yourself in Victoria, an RSL Sub-Branch is not too far away.

COMMUNITY IN ACTION

Marie Flewellen is an RSL volunteer and a proud member of Camberwell Pompey Elliott RSL Sub-Branch. Marie is encouraging of the generational shift occurring and is proud her Sub-Branch reflects the evolving and inclusive nature of today's RSL community

Marie said, "People sometimes think of the RSL as just where the old ones go, but that is changing... An inclusive RSL community for veterans and their families is exactly what we're working towards.

"Come and connect with your mates — people who've been through similar experiences. Bring your family, bring your children.

"Here, you can talk to your mates about the hard times without judgement. For the betterment of your whole family, be part of a community. Younger veterans can talk openly about their experiences and actively seek support, and that's a real strength."

Marie's perspective highlights a key shift: Sub-Branches are evolving to meet the needs of a new generation of veterans, while preserving the core values of connection, understanding, and support.

RSL Victoria State Branch plays a critical role in supporting Sub-Branches to deliver meaningful outcomes in their local communities. Through professional guidance and resources, we enable Sub-Branches to operate effectively, sustainably and in line with best practice.

This support includes:

- Training and development for Sub-Branch-based volunteers and Committee Members
- Governance and leadership support
- Financial management and performance guidance
- Customer service standards
- Operational support and compliance
- Charitable compliance
- Membership support.

By strengthening the capability of Sub-Branches, we ensure that veterans and their families — no matter where they live — can access consistent, high-quality support and connection.

**For a full listing of all 262 RSL Sub-Branches active in Victoria in 2025, please see the back cover.*



“Sub-Branches continue to be critically important to their members and to the League. For members, they are the focal point for day-to-day operations, and for the League, our reference in the community.”



Major General David McLachlan
2023 RSL Victoria Annual Report

RSL VICTORIA TRANSFORMATION PROJECT

RSL VICTORIA'S TRANSFORMATION PROJECT

A BETTER, STRONGER, MORE RESILIENT RSL FOR ALL VETERANS AND THEIR FAMILIES

“It is inconceivable in my mind that all those...qualities that the R.S.L has sought to uphold, all the great principles for which it has stood over the years, the initiatives it has taken in many community and national affairs, and its whole contribution to life in Australia should be allowed to wither on the vine for lack of imagination, on the part of those of us who for the time being lead this organisation and to that extent are in control of the direction it takes.”



The Future of the League
1977 RSL Victoria Annual Report

Throughout our 110-year history, RSL Victoria has continually evolved to meet the needs of veterans and their families. While our mission has remained constant, the systems, structures and approaches that support this work must adapt to ensure we remain relevant, effective, and sustainable.

In 2025, we commenced one of the most significant reform agendas in our history — an ambitious transformation designed to position RSL Victoria for the future. This work was informed by an independent review conducted by Thoughtpost Governance, which assessed our organisational structure and operations.

“The review has identified structural and operational challenges that constrain the [RSL’s] ability to meet the needs of today’s veteran community. However, it also presents a clear path to renewal — one that preserves the League’s legacy enabling it to operate as a modern, mission-driven charity.”

RSL Victoria Independent Review Report

Released in June 2025, the independent review identified urgent reforms needed to modernise the organisation and ensure our sustainability.

The review made several key recommendations grouped into four areas:

- 1. Modernise governance**
- 2. Support a sustainable Sub-Branch network**
- 3. Enhance financial stewardship**
- 4. Reposition RSL Victoria as a modern veteran charity.**



Scan the QR code to read the full Independent Review Report by Thoughtpost Governance.



A TRANSPARENT AND INCLUSIVE APPROACH

Central to the Transformation Project is a commitment to open, two-way engagement.

Following the release of the review in June 2025, newly elected State President Dr Mark Schröfel and CEO Sue Cattermole undertook a statewide consultation tour, engaging directly with Sub-Branched to discuss the findings and implications for the future of the organisation.

This marked the beginning of a collaborative approach to reform, ensuring that the voices of members and volunteers shape the path forward.

Throughout the process, we are working closely with key stakeholders — including Sub-Branched, members, RSL Australia, government, and the broader community — to ensure alignment, trust, and shared ownership of outcomes.

By fostering regular and transparent communication, we are building confidence in the transformation process and ensuring that change is both understood and supported at every level of the organisation.

WHY THIS MATTERS

The Transformation Project is about ensuring that RSL Victoria can continue to deliver meaningful impact for generations to come. By strengthening our governance, improving sustainability, and modernising how we operate, we are positioning the RSL to provide the best possible support.

This work represents one of the most important chapters in our history. It is about honouring our legacy while building an organisation that is more agile, inclusive, and responsive to the evolving needs of today's veterans and their families.

Once complete, the Transformation Project will ensure RSL Victoria is a modern, fit-for-purpose charity — ready to serve the veteran community for the next 110 years.



Scan the QR code to stay up to date on the RSL Victoria Transformation Project's progress.



ORGANISATIONAL RESILIENCE

MISSION-LED, FUTURE-FOCUSED FINANCIAL SNAPSHOT 2025

RSL Victoria's mission and strategic initiatives are guided by a shared commitment to supporting veterans and their families, ensuring services are accessible, sustainable, and delivered where they are needed most.

As Victoria's leading ex-service organisation, we balance advocacy and direct support for veterans with responsible stewardship of our organisation. This dual approach enables us to ensure we can continue supporting veterans and their families today, while safeguarding our ability to serve future generations.

The trust placed in us by communities across Victoria, through their generosity, time, and ongoing support, is fundamental to our impact. In return, we are committed to the highest standards of governance, transparency, and accountability in how we manage our resources.

RSL Victoria works closely with its 262 Sub-Branches to meet all Australian Charities and Not-for-profits Commission (ACNC) compliance and reporting requirements, helping maintain the RSL's charitable status.

By embedding strong governance and long-term sustainability into every aspect of our work, we ensure that RSL Victoria remains a trusted, resilient, and enduring organisation—capable of delivering support, advocacy and connection for veterans and their families for generations to come.

The next page provides a snapshot of the 2025 financial statements for State Branch's five entities.

"By working together and ensuring we are structured and funded appropriately, we can continue to strengthen support for veterans and their families."

Jack Crawford
CFO
RSL Victoria



**Audited financial statements
can be accessed via our website
by scanning the QR code.**

RSL Victoria State Branch Entities

2025 SUMMARY PROFIT OR LOSS STATEMENTS

	Victorian Branch Inc.	General Appeals Patriotic Fund	State Wide Building Patriotic Fund	RSL Welfare Trust	Victoria House Building Fund
Income					
Donations, grants and sponsorships	-	13,186,129	-	-	-
Sub-Branch levies and service fees	11,928,817	-	-	-	-
Rental income	-	-	-	-	505,687
Other income	2,024,622	618,852	180,425	56,384	77,961
Net fair value movement of financial assets	-	76,351	97,323	-	-
Profit on sale of assets	0	-	-	-	-
Total Income	13,953,439	13,881,332	277,748	56,384	583,648
Expenses					
Employee benefits	7,238,029	5,639,563	-	-	-
Service delivery	211,283	3,008,064	-	-	-
Administration	2,766,082	2,411,489	119,386	90,930	329,671
Purchases and other direct costs	-	393,684	-	-	-
Grants	-	-	-	14,550	-
Software licensing/fees	2,578,002	-	-	-	-
Loss on revaluation	399,563	-	-	-	-
Occupancy & other costs	462,407	310,885	1,588	6,671	241,456
Depreciation and amortisation	210,632	90,424	35,420	1,960	169,850
Total Expenses	13,865,998	11,854,109	156,394	114,111	740,977
Surplus/(deficit)	87,441	2,027,223	121,354	(57,727)	(157,329)

OUR LEADERSHIP

RSL VICTORIA STATE EXECUTIVE COMMITTEE (STEX)

The State Executive Committee (STEX) is RSL Victoria's committee of management, elected by Sub-Bran­ches to oversee the organisation's strategy, governance, risk and performance.

STEX members actively represent the RSL in Victoria in the community, participating in official commemorative ceremonies, contribution to veteran-focused committees, engaging with media and in advocacy at various levels of government.

Strong leadership and governance are fundamental to delivering meaningful, sustainable impact. STEX reflects the experience, commitment, and values of the broader RSL community. Its members bring lived experience, leadership, and a voice for the veteran landscape to their roles. Through its work, RSL Victoria maintains the integrity, accountability and strategic direction needed to effectively support veterans and their families now and into the future.

Dr Robert Webster OAM FCPA

State President (until May 2025)

Vietnam veteran, long-standing RSL member and advocate for national commemoration and veteran support. Member of State Executive since 1989; State President since 2017. He is a current Shrine of Remembrance and Victoria House Building Fund Trustee and former Director Austin Health, and its predecessors, from 1994–2009.

Dr Mark Schröffel

State President (since July 2025)

Joined State Executive in February 2025 and elected State President in July 2025. An Army Captain in the Royal Australian Corps of Signals, served in peacekeeping operations with the United Nations Transitional Authority in Cambodia. Post ADF, had a 30-year career in corporate governance, strategic advisory, and organisational transformation. Former President of Bentlyigh RSL Sub-Branch and holds an MBA and PhD.

Desmond Callaghan OAM BJ JP

State Senior Vice President

Vietnam veteran with decades of community service. RSL member since 1978; recipient of the Meritorious Service Medal. Member of State Executive since 2016. Long-standing member and former President (1981–1982, 1998), Secretary (1983–1988, 2001–2011) and Treasurer (1992–1994) of Broadford RSL Sub-Branch.

Terry Makings AM

State Vice President (until February 2025)

Former Navy officer and local government executive. Chair of the Veteran Affairs Committee and Deputy Chair of Finance and Risk Committees. Terry was awarded the Member of the Order of Australia (Military Division) in 1985.

Lynn Mizen

State Vice President (since July 2025)

Veteran and senior executive with over 25 years' leadership experience across sectors including mining, IT, transport and education. Holds an IT degree and joined the RSL Victoria State Executive in July 2024. Lynn is the former Vice President Corporate Governance and current President of Warragul RSL Sub-Branch.

Peter Swandale

State Vice President — Advocacy and Veterans Affairs (since July 2025)

Joined State Executive in 2024 following decades of experience serving in the ADF. Former President (2018–2023) and Vice President (2017) of Bendigo District RSL Sub-Branch and Chair of the BDRSL Bendigo Military Museum Sub-Committee (2019–2022) and Chair of the BDRSL Commemorative Activities Sub-Committee (2016–2018).

Timothy Holden FCA GAICD RITP

State Honorary Treasurer

Former Navy member and Fellow of Chartered Accountants ANZ. Beaumaris RSL Sub-Branch Treasurer and Honorary Treasurer of RSL Victoria since 2021. Timothy is a Fellow of Chartered Accountants Australia and New Zealand.

Jason Cooke

State Executive Member (Commemorations) (since December 2025)

Joined State Executive in 2025. Served in the ADF for over 35 years and brings extensive project management and leadership experience from the Department of Defence and Royal Australian Artillery Association of Victoria. A Governor of the Shrine of Remembrance and RSL ANZAC Day Chief Marshal since 2017.

**Pelagia Markogiannakis JP CPPE FAIPN
FIPMA GAICD**

State Executive Member (since February 2025)

Veteran, holding the rank of Lieutenant Commander in the Royal Australian Navy (RAN). Contributed to critical military operations, including Australia's efforts during the Gulf War and the 75th anniversary of the Gallipoli campaign. Experienced senior executive in infrastructure and project management with over 30 years in the private and public sectors. Currently the Deputy Director of Navy Infrastructure in the Royal Australian Navy Reserves.

Eamon Hale

State Executive Member (since July 2025)

Eamon Hale served in the Army from 2004 to 2017 and has been an Army Reservist since that time. He served in various overseas operations, including multiple deployments in Iraq and Afghanistan.

Eamon is President of Region 1, a past President of Hawthorn RSL Sub-Branch and was part of the RSL Victoria Royal Commission Working Group.

John Beslee

State Executive Member (until July 2025)

Former Seaford RSL Sub-Branch President and Appeals Officer. Member of State Executive since 2022 and a Life Member of the RSL. John is the former President, Secretary and Treasurer of Seaford RSL Sub-Branch.

David Martin OAM

State Executive Member (until March 2025)

Army Vietnam veteran and country representative on STEX since 2018. Recognised for contributions to disability support and veteran welfare. David was named Wodonga's Citizen of the Year in 2022.

Lindsay Guerin

State Executive Member

Retired RAAF officer with deployments to Iraq and Afghanistan. Chair of the Royal Commission Working Group. Lindsay is the Secretary of Inverloch RSL Sub-Branch and member of RSL Victoria's Working Group for the Royal Commission into Defence and Veteran Suicide.

Angelos Kenos

State Executive Member (until December 2025)

Naval Reserve veteran, educator and advocate. Active in commemorative committees and health governance. He has previously sat on the board of the RACV Eye and Ear Hospital and served as Foundation Vice Chair of the Hellenic Heart Health Committee of the Heart Research Centre.

Warrick McDonald

State Executive Member (until January 2025)

Joined State Executive in 2024. Former President and Vice-President of Bentleigh RSL Sub-Branch. Extensive service in the Royal Australian Navy and former President Peak Body of Australian SCUBA, Dive Australia, Cave Divers Association of Australia and State Representative of Dive Victoria.

**RSL VICTORIA EXECUTIVE
LEADERSHIP TEAM (ELT)**

Our Executive Leadership Team brings together experienced professionals from the veterans, not-for-profit, finance and community sectors.

They are responsible for driving the organisation's strategic plan and delivering modern, effective support to veterans and families across Victoria.

Sue Cattermole

Chief Executive Officer

CEO since 2022, with extensive leadership experience in driving organisational growth and strategic transformation. Held senior roles in not-for-profit, health and corporate.

Benjamin Webb

Chief of Veterans and Families Services

Army veteran and former Veteran Hubs Manager. Leads the design and delivery of integrated veteran and family services.

Jack Crawford

Chief Financial Officer

Finance executive with over 35 years' experience across consulting, local government and not-for-profits.

Clint Brewster

Chief Operating Officer

COO since 2021, with a background in operations, risk and compliance. Joined RSL Victoria in 2012.

Rebecca Berg

**Executive General Manager, Fundraising,
Marketing and Communications**

Joined in 2023. Extensive experience leading fundraising, communications and engagement within the non-profit and higher education sectors in Australia, India and the United States.

Ronny Liew

General Counsel and Company Secretary

Joined in 2025. Ronny leads RSL Victoria's legal and governance functions through strategic legal guidance and cross-functional collaboration. He is an experienced commercial lawyer with expertise in property law and governance across Aged Care, IT and private practice.



1915 to 1919



1915 to 1919



1915 to 1919



1915 to 1919



1916 to 1919



1915 to 1919



1919 to 1926



1922 to 1941



1922 to 1952



Circa 1920's



Circa 1920's



Circa 1940's



1941 to 1966



1941 to 1966



Circa 1950's



Circa 1950's



1966 to 1971



1971 to 1990



Circa 1960's



1971 to 1990



1978 to 1982



Introduced 1983



1990 to 2025



Introduced 2025



1922 to 1941



1941 to 1966



1941 to 1966



1966 to 1971



Introduced 1971



Introduced 1971



RSL
Victoria

rslvic.com.au

1st	Gembrook RSL	Pakenham RSL
Serbian RSL	Girgarre RSL	Pascoe Vale RSL
Alexandra RSL	Gisborne RSL	Patchewollock RSL
Altona RSL	Glenroy RSL	Paynesville RSL
Angeles City Philippines RSL	Greensborough RSL	Phillip Island RSL
Anglesea RSL	Hamilton RSL	Piangil RSL
Apollo Bay RSL	Hampton RSL	Polish RSL
Ararat RSL	Harrow RSL	Port Fairy RSL
Avenel RSL	Hastings RSL	Portarlington-St. Leonards RSL
Avoca RSL	Hawthorn RSL	Portland RSL
Bacchus Marsh RSL	Headquarters	Prahran RSL
Bairnsdale RSL	Healesville RSL	Queenscliff-Point Lonsdale RSL
Ballan RSL	Heathcote RSL	Red Cliffs-Irnyple RSL
Ballarat RSL	Hellenic RSL	Reservoir RSL
Balmoral RSL	Heyfield RSL	Returned and
Bayswater RSL	Heywood RSL	Servicewomen RSL
Beaumaris RSL	Highett RSL	Returned Nurses RSL
Beechworth RSL	Hopetoun RSL	Richmond RSL
Benalla RSL	Horsham RSL	Ringwood RSL
Bendigo District RSL	Hurstbridge RSL	Ripon-Beaufort RSL
Bentleigh RSL	Inglewood-Bridgewater RSL	Robinvale RSL
Bentleigh RSL-Cheltenham	Inverleigh RSL	Rochester RSL
Berwick RSL	Inverloch RSL	Rokewood RSL
Birchip RSL	Italian RSL	Romsey-Lancefield RSL
Blackburn RSL	Ivanhoe RSL	Rosebud RSL
Boort RSL	Jeparit RSL	Rosedale RSL
Boronia RSL	Kangaroo Flat RSL	Rupanyup RSL
Box Hill RSL	Keilor East RSL	Rushworth RSL
Briagolong RSL	Kerang & District RSL	Rutherglen RSL
Bright RSL	Kew RSL	Rye RSL
Broadford RSL	Kiewa RSL	Sale RSL
Buninyong RSL	Kilmore-Wallan RSL	Sea Lake RSL
Bunyip RSL	Koo Wee Rup RSL	Seaford RSL
Burwood RSL	Koondrook RSL	Sebastopol RSL
Camberwell Pompey Elliott RSL	Korumburra RSL	Seymour RSL
Camperdown RSL	Kyabram RSL	Shepparton RSL
Cann River RSL	Kyneton RSL	Sorrento-Portsea RSL
Caroline Springs RSL	Lake Bolac RSL	Spotswood-Kingsville RSL
Casterton RSL	Lakes Entrance RSL	Springvale RSL
Castlemaine RSL	Lang Lang RSL	St Arnaud RSL
Caulfield RSL	Langkoop-Apsley RSL	St Kilda RSL
Cavendish RSL	Lara RSL	Stanhope RSL
Charlton RSL	Leongatha RSL	Stawell RSL
Clayton RSL	Lilydale RSL	Stratford RSL
Clunes RSL	Loch Sport RSL	Strathmerton RSL
Cobram-Barooga RSL	Longbeach RSL	Sunbury RSL
Coburg RSL	Longwarry RSL	Sunshine RSL
Cockatoo RSL	Lorne RSL	Swan Hill RSL
Cohuna-Leitchville RSL	Macarthur RSL	Talbot RSL
Colac RSL	Maffra RSL	Tatura RSL
Coleraine RSL	Maldon RSL	Templestowe RSL
Corryong RSL	Mallacoota RSL	Terang RSL
Creswick-Smeaton RSL	Manangatang RSL	Tongala RSL
Crib Point-Flinders RSL	Mansfield RSL	Toora RSL
Croydon RSL	Maryborough RSL	Toorak RSL
Dandenong Ranges RSL	Marysville RSL	Torquay RSL
Dandenong-Cranbourne RSL	Mathoura RSL	Trafalgar-Thorpdale RSL
Darebin RSL	Meeniyar RSL	Traralgon RSL
Daylesford RSL	Melbourne RSL	Turkish RSL
Defence Sub-Branch	Melton RSL	Upper Beaconsfield RSL
Derrinallum RSL	Mentone RSL	Upper Yarra RSL
Diamond Creek RSL	Merbein RSL	Upwey-Belgrave RSL
Dimboola RSL	Meredith RSL	Violet Town RSL
Donald RSL	Metung RSL	Wangaratta RSL
Doncaster RSL	Mildura RSL	Warburton RSL
Dookie RSL	Minyip RSL	Warracknabeal RSL
Doreen RSL	Mirboo North RSL	Warragul RSL
Dromana-Red Hill RSL	Moe RSL	Warrandyte RSL
Drouin RSL	Monbulk RSL	Warrnambool RSL
Drysdale RSL	Montmorency-Eltham RSL	Watsonia RSL
Dunkeld RSL	Mornington RSL	Waverley RSL
Dunolly-Bealiba RSL	Mortlake RSL	Wedderburn-
East Malvern RSL	Morwell RSL	Korongvale RSL
Echuca RSL	Mount Beauty RSL	Werribee RSL
Edenhope RSL	Mount Evelyn RSL	West Heidelberg RSL
Eildon RSL	Murchison RSL	Whittlesea RSL
Emerald RSL	Myrtleford RSL	Winchelsea RSL
Ensay-Swifts	Nagambie RSL	Wodonga RSL
Creek RSL	Nar Nar Goon RSL	Wonthaggi RSL
Epping RSL	Nathalia-Picola RSL	Woodend RSL
Essendon RSL	Natimuk RSL	Woods Point RSL
Euroa RSL	New Zealand RSL	Woorinen RSL
Fawkner RSL	Newport RSL	Wycheproof RSL
Fish Creek RSL	Nhill RSL	Yallourn-
Flemington-	Noble Park RSL	Newborough RSL
Kensington RSL	Norlane RSL	Yarra Glen RSL
Footscray RSL	Numurkah RSL	Yarram RSL
Foster RSL	Oakleigh-Carnegie RSL	Yarrowonga-Mulwala RSL
Sub-Branch Inc	Ocean Grove-Barwon Heads RSL	Yea-Kinglake RSL
Frankston RSL	Omeo RSL	
Geelong RSL	Orbost RSL	
	Ouyen RSL	