

National Ageing Research Institute Highlights Report

2025



Front cover photo:

NARI Associate Professor Anita Goh with volunteer, carer advocate and research collaborator Anne Fairhall at the NARI 'Thank You Day'.

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Environmental impact statement

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Acknowledgement of Country

NARI acknowledges the Wurundjeri Woi-Wurrung people as the Traditional Owners of the land on which our office in Naarm (Melbourne) is situated. As a national organisation, we recognise the enduring connection that Aboriginal and Torres Strait Islander peoples maintain with lands, skies, water, and communities throughout Australia.

We extend our deepest respect to all Aboriginal and Torres Strait Islander cultures, and we honour the wisdom and contributions of Elders, both past and present.



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About this report

This report provides a snapshot of NARI's activities from November 2024 to the date of publication. It also presents a summary of financial details for the 2024-25 financial year.

The financial summary has been extracted from the audited general purpose financial report for 2024-25. It should be read in conjunction with the full audited Annual Financial Statements prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, the Corporations Act 2001, the Australian Accounting Standards - Simplified Disclosures and the Corporations Regulations 2001 – for the year ending 30 June 2025, available on the NARI website www.nari.net.au after 24 November 2025.

Translating Knowledge to Transform Lives

2025 in numbers



Academic Publications

65



Interviews

ABC Radio NSW Statewide Mornings

ABC Radio Sydney

ABC News Radio

Uniting Age Well Podcast

SBS Podcasts



Website Visits

155,000+ page views

73,000+ visitors



Social Media

5,300+ LinkedIn followers

550+ YouTube subscribers

265+ Facebook followers



Newsletter Subscribers

3,000+ subscribers to NARI's quarterly 'Ageing Well' newsletter

Media Publications

Compass Info

The Australian

Australian Ageing Agenda

The Senior

The Healthcare Channel

Inside Ageing

Ageing Australia - Aged Care Today

Community Care Review

Health Medicine Network

Hospital and Healthcare

Australian Seniors News

Health Services Daily

The Australia Today

The Weekly Source

Mobi Health News

The Conversation

Medical Xpress

Mirage News

Open Forum

Aged Health

MyScience

MSN

Education and Events

3,600+ subscribers to NARI's Education Inbox

750+ attended NARI's Seminars in Ageing webinars

100+ attended NARI's Annual Summit

70+ attended MARC's Annual Symposium



Photo: Members of the NARI Executive Committee (left to right): Associate Professor Frances Batchelor, Professor Tracy Comans, Associate Professor Anita Goh, Dr Alyssa Welch, George Andreola.

About NARI

Established in 1976, the National Ageing Research Institute (NARI) is Australia's leading independent, not-for-profit medical research institute dedicated to ageing and aged care.

NARI is governed by an independent skills-based board, with funding derived from a mix of government, non-government, philanthropic and competitive grant programs. We are recognised locally, nationally and internationally for building evidence to improve health and aged care systems, policies and practices that promote health, wellbeing and quality of life for older people.



Our research is translational, providing a bridge between academia, policy and practice. We establish strong partnerships and employ innovative, engaging and collaborative research approaches, methods and outputs to ensure that our research outcomes are meaningful, applicable and sustainable for the target population.



Our people contribute diverse knowledge, skills and experience in sociology, anthropology, statistics, economics, public health, clinical practice, professional services and living and lived experience to ensure that our research relates and responds directly to the needs of older people. We are known for our integrity, inclusivity and commitment to excellence, as well as being a great place to work and study.



Our impact contributes to real-world practice change, improved outcomes for older people and those who care for them, a stronger economy, and a more vibrant and cohesive society. We translate research findings into practical, relevant and accessible information, knowledge and resources to enable evidence-informed decision-making by government, service providers, frontline workers, community groups, older people and their families and carers.



Our sustainability is reliant on achieving a stable financial base that can withstand research funding fluctuations and uncertainties. We uphold ethical standards in all activities and interactions and safeguard resources to ensure they are fit-for-purpose and used both efficiently and effectively.



For more information about NARI, visit:

www.nari.net.au

Board President's Message

As we reflect on 2025, I am proud to share the continued growth, innovation, and impact of the National Ageing Research Institute. Under the Directorship of Professor Tracy Comans, now in her second year as Director, NARI has deepened its commitment to translational research that improves the lives of older people across Australia.

This year, NARI's visibility and influence have reached new heights. Our researchers have been called upon for expert advice, media commentary, and policy input at record levels—shaping aged care reforms, informing public health strategies, and contributing to parliamentary inquiries. Our presence in mainstream and specialist media has amplified key messages around healthy ageing, dementia care, and co-designed research. This heightened profile reflects the calibre of our research and reinforces our role as a trusted leader in the ageing sector, ensuring that the experiences and needs of older people remain central to policy and practice.

As 2025 draws to a close, we farewell Professor Danny Liew and Richard Gallina as they conclude their terms on the NARI Board. Danny's clinical insight and research leadership have been instrumental in guiding NARI's strategic direction, while Richard's expertise in finance and governance has strengthened our organisational resilience. Their contributions have helped shape NARI's growth and sharpen its impact, and we are deeply grateful for their service.

We also acknowledged the outstanding contributions of long-serving Executive Team member Debra O'Connor. Debra has been a cornerstone of NARI's operations, bringing warmth, professionalism, and unwavering commitment to everything she touched. Her appointment as a Member of the Order of Australia (AM) in the King's Birthday Honours is a testament to her impact on aged health nationally. We thank Debra sincerely and wish her well in her next chapter.

Finally, after many rewarding years on the NARI Board having had the privilege of serving through difficult times including Covid 19, I have made the decision to formally step down from my role. It has been a privilege to contribute to an organisation so deeply committed to improving the lives of older Australians through evidence-based research and advocacy. As both a Board Member and then Chair, I've witnessed NARI grow in influence, impact, and innovation - driven by talented staff, visionary leadership, and passionate community advisors. I leave with immense pride in what we've achieved together and full confidence in NARI's continued success. I am especially proud of the way NARI has continued to centre older people in its work, amplify diverse voices and translate research into real-world change. I leave knowing that NARI is in excellent hands and poised for even greater achievements ahead.

Thank you to our staff, researchers, volunteers, ambassadors, and board members for your dedication. I will remain a steadfast supporter of NARI's mission and look forward to watching its continued success in years to come.

Associate Professor Michael Murray AM
MB, BS, MPH, FRACP, FANZSGM, FAAG, AFRACMA



Director's Message

As I write this message, I'm reflecting on the journey we've taken over the past year toward our vision of a world where older people are respected, included, and have the opportunity to age well. 2025 has been a year of change and consolidation - a year where we strengthened our foundations and set a clear course for the future.

A major achievement was the launch of our new five-year Strategic Plan, which will guide NARI through to 2030. We also implemented a refreshed operational structure to support it. These changes position us to deliver research that matters - research that improves health and aged care systems, policies, and practices for older Australians.

This year also deepened our commitment to inclusion and respect. A highlight was our Wurundjeri Woi Wurrung cultural walking tour, which gave us a powerful opportunity to learn about Country and culture. Building on this, we are developing our first Reconciliation Action Plan, which will be implemented next year - an important step in embedding reconciliation into our work.

Despite a challenging funding environment, we maintained strong success rates in competitive grants and continued to lead national conversations on ageing and dementia research. We hosted our 'Advantage Age' Annual Summit, reframing ageing as an opportunity, and contributed to policy discussions on the National Health and Medical Research Strategy.

Our influence was again clear in 2025, with many of our researchers recognised for excellence, with awards and innovations that demonstrate the impact of our work—from the ENJOY team's national and international accolades to the launch of e-DiVA, a digital platform supporting dementia carers across the Asia-Pacific.

Looking ahead, we are excited about new opportunities through our Consultancy and Commercialisation Division, which will allow us to expand our reach and apply our expertise in real-world contexts. And of course, preparations are well underway for NARI's 50th anniversary celebrations in 2026 - a chance to honour our legacy and look to the future. Look out for opportunities to get involved!

Thank you to our staff, community advisory panel, board, partners, and supporters for your dedication and commitment. Our research continues to shape aged care policy, empower communities, and improve the lives of older Australians. We remain committed to ensuring that ageing is not just about adding years to life, but life to years. Together, we are making a difference.

Professor Tracy Comans

B.Econ (Hons), B.Phty, PhD



Charting the Course:

NARI's Strategic Plan 2025–2029

This year, we were proud to launch our new five-year Strategic Plan – an ambitious and values-driven roadmap designed to guide our work through to 2030.

Developing the plan was a chance to reflect, reimagine and realign our goals with the evolving needs of Australia's rapidly ageing population. The final product reflects NARI's enduring commitment to shaping a better future for all Australians as they age through translational research and policy leadership.

At the heart of the strategy is our **vision**: 'a world where older people are respected, included, and have the opportunity to age well.' This is supported by our **mission** *to be a global leader in translational research into ageing – building evidence to improve health and aged care systems, policies, and practices that promote wellbeing and quality of life.* Our approach to achieving this centres around four **strategic pillars** – *our research, our impact, our people, our sustainability* – that guide our efforts to deliver high-quality ageing research; translate knowledge into meaningful change across communities and care systems; foster a thriving and diverse workforce; and ensure long-term organisational resilience.

Across all endeavours, our work is underpinned by four **core values**:

- **Excellence:** Delivering high-quality, impactful research that translates into better outcomes for older people and those who care for them.
- **Collaboration:** Strengthening partnerships across academia, government, advocacy, industry and communities to amplify our reach and relevance.
- **Inclusion:** Ensuring our work reflects the diversity of older Australians, especially those from under-represented groups.
- **Integrity:** Upholding transparency, accountability and ethical leadership in all that we do.

From pioneering projects relating to elder abuse identification and dementia training for interpreters, to our consultancy work in falls prevention and age-friendly recreational spaces, NARI's new strategy is already in action – making a measurable difference in the lives of older people and those who care for them. As we move forward, our Strategic Plan will guide our decisions, inspire our research and strengthen our role as Australia's trusted voice in ageing and aged care.



Strategy
2025-2029

OUR VISION

A world where older people are respected, included, and have the opportunity to age well.

OUR MISSION

As a global leader in translational research into ageing, we build evidence to improve health and aged care systems, policies and practices which promote health, wellbeing and quality of life for older people.

WE VALUE

- ✓ Excellence
- ✓ Collaboration
- ✓ Inclusion
- ✓ Integrity



Our Research

NARI's translational research program aims to improve the health and wellbeing of older people and those who care for them.



Our People

NARI ensures its people are inclusive, supportive, collaborative, and high performing.



Our Impact

NARI's impact ensures that our work contributes to knowledge implementation, improved health and wellbeing, a stronger economy, and a more vibrant and cohesive society.



Our Sustainability

NARI's sustainability ensures we can maintain our operations and achieve our mission as a not-for-profit, independent medical research institute.



Find out more about
our Strategy, visit:
www.nari.net.au/our-strategy-25-29

Our Research



NARI's research priorities are shaped by a deep commitment to improving the lives of older people through evidence-based, inclusive and impactful inquiry.

Our work spans five interconnected themes:

- promoting healthy ageing through prevention and early intervention.
- reducing the burden of age-related conditions.
- supporting the wellbeing and capability of paid and unpaid carers.
- strengthening health and aged care systems.
- addressing broader societal issues linked to ageing.

These priorities reflect the complexity of ageing and guide our efforts to generate knowledge that leads to real-world change - ensuring older Australians can live healthier, more connected and empowered lives.

Understanding barriers to heatwave safety for older Victorians

Older people bring life experience that can help them manage heatwaves, and with the right supports - such as social connection, health care, and safe housing - they can stay well and thrive during extreme heat.

One approach to support older people to manage heatwaves is through the use of cooling centres - designated refuges for people during extreme heat events such as local community centres, shopping centres, public pools and libraries. While cooling centres are well established in places like Canada, little is known about the enablers and barriers to the use of cooling centres for older people in Australia.

To address this, NARI undertook the **Cooling Off** project - funded by the Lord Mayor's Charitable Foundation (operating as the Greater Melbourne Foundation). This project investigated the use and perceptions of cooling centres for older Victorians and explored how the health-related effects of heatwaves are perceived.

Findings from our consultation with older Victorians showed that, while many recognise the dangers of extreme heat, they encounter more barriers than enablers when it comes to the accessibility of cooling centres.

These included:

- Lack of promotion of cooling centres, as respondents were unfamiliar with the term 'cooling centre', even if they had used similar spaces like libraries or shopping centres to escape the heat.
- Transportation issues, due to difficulties with the availability and accessibility of public transport in the heat or too much heat to drive in the car.
- A desire to avoid crowds in public places.

Another key finding was a communication mismatch. Older people said they rely primarily on traditional media (such as radio and printed flyers) for information. In contrast, local councils and organisations tend to use digital and social media to promote cooling centre information. This gap suggests a need for tailored communication strategies in the future that reach older people.



Photo: Older people report using strategies such as the 'fan-first' approach to assist in staying cool which has been shown to be effective for indoor temperatures below 38 degrees.

Improving interpreter communication in cognitive assessments for dementia

In Australia, approximately 40% of people aged 75 years and over speak a language other than English and may not have English as their first language. Future projections estimate a 600% rise in dementia in this population. While interpreters are increasingly working with older culturally and linguistically diverse (CALD) populations, many have limited opportunities to experience or receive training in the nuances of cognitive assessment for dementia. This lack of opportunities can lead to inconsistent interpreting, reduced assessment validity and increased strain on clinicians, patients and health services.

NARI's *Improving Interpreting for Dementia Assessments (MINDSET)* study was a single-blind, parallel-group randomised clinical trial that included certified interpreters and certified provisional interpreters of Arabic, Cantonese, Greek, Italian, Mandarin or Vietnamese designed to improve the quality and accuracy of dementia assessments for people from culturally and linguistically diverse backgrounds.

A key component of the project was the co-design of a comprehensive training package in collaboration with interpreters, clinicians, culturally and linguistically diverse communities and carers. The training included modules on all aspects of dementia and its impact on cognitive and linguistic ability, explaining the tools used to assess and diagnose dementia and engaging interpreters with effective interpreting strategies for cognitive assessments. Evaluation of the efficacy of the training showed that it increased interpreter knowledge of dementia and the ability to brief and debrief. The effect was stronger for interpreters who completed >70% of the training, who showed significant improvements in their interpreting for dementia assessments overall, as well as in understanding of dementia and cross-cultural communication.

MINDSET training is now available free and online to interpreters across Australia, regardless of language or certification level. The program is self-paced and offers professional development points through the National Accreditation Authority for Translators and Interpreters (NAATI). To date, almost 1,000 interpreters representing 97 different languages across all Australian states and territories have completed the MINDSET training. The training has also been rolled out to seven countries in Europe.

PITCH First Nations: Using yarns to adapt dementia training for home care

The delivery of culturally responsive aged care services is vital for Aboriginal and Torres Strait Islander Elders and older people, including for those living with dementia.

NARI has been commissioned by Dementia Training Australia to adapt an existing training program '*Promoting Independence Through quality Care at Home*' (PITCH) for home care workers delivering care to First Nations older people and Elders living with dementia. While PITCH has been shown to improve home care workers' confidence and knowledge of dementia care, the adaptation seeks to increase its responsiveness to the needs of First Nations Peoples. Known as the PITCH First Nations Project, the training is being redeveloped in partnership with Aboriginal Community Controlled Organisations delivering aged care services, as well as First Nations co-researchers, some of whom are embedded within the partner organisations. So far, we have partnered with Kalwun Development Corporation in the Gold Coast and are seeking other collaborations. Engaging with Indigenous methods, we have co-facilitated Yarning Circles in to listen to and learn from the perspectives of First Nations older people and Elders, which will inform the redesign of existing materials and of future care. The newly designed program will be pilot tested at the collaborating Aboriginal Community Controlled Organisations later this year.



Photo: MINDSET, a world-first study that aimed to improve the quality of interpreter communication in cognitive assessments for dementia, was led by NARI's research team in collaboration with investigators from La Trobe University, University of Melbourne, Monash University, RMIT, University of Sydney, Royal Melbourne Hospital and the University of Newcastle.



To access MINDSET training, visit:
<https://learn.naati.com.au>

Supporting better respite care for people with dementia and their carers

Accessing residential respite care can be a significant contributor to the capacity for older people to stay in their own homes, delivering benefits to both people living with dementia and those who care for them. Respite care is also often a key tool in the transition from in-home to residential aged care. Despite this, the transition and access to respite care is often disjointed and fragmented, resulting in the experience failing to meet the needs of both care recipients and their families.

The *3C Program (Comprehensive assessment, Care planning, Clinical communication)*, led by NARI in partnership with Austin Health, is piloting a new approach to improve respite care planning and communication between families and residential aged care services.

3C involves a comprehensive assessment with the person living with dementia and their carer before they begin a residential respite stay. It gathers key information about health, functional abilities, communication needs, preferences and personality. This information is then translated into a concise clinical summary and a short video vignette. The video shows the person in everyday life - how they move, how they talk, what they enjoy - and includes insights from the carer about how best to support them. These materials are provided to the aged care facility in advance of the respite stay, helping staff to better understand and connect with the person from day one.

By the end of the project, the team will develop a practical guidebook to support future use of the 3C model in respite planning, with recommendations for scaling across the sector.

Breaking the silence on elder abuse

While many older people experience elder abuse, it often goes unreported and undetected. Older people may be ashamed to disclose it, and health professionals may not be provided with the appropriate training and skills to know how to ask about elder abuse, or how to appropriately respond.

NARI's *No More Shame* project aims to address the shame and stigma of elder abuse by improving health providers' recognition, response and referral of elder abuse. Specifically, it involves the implementation and evaluation of an elder abuse co-designed, online, self-paced training and a co-designed elder abuse screening tool, with support from a site champion.

Ten public sub-acute hospital sites across four states (NSW, SA, VIC, WA) are participating in the study and were randomly assigned to the intervention or control arm. At each site, health professionals were assessed on their knowledge and management of elder abuse and ageism at baseline, four and nine months post-commencement. Older people were assessed on their sense of safety, quality of life, and mental health. Hospital sites were evaluated for changes in the detection of elder abuse cases and multidisciplinary referrals. To date, 141 health professionals (including medical, nursing, and allied health staff) and 382 older people have participated in the study. This study is a world first, and one of the few trials to address this sensitive topic.

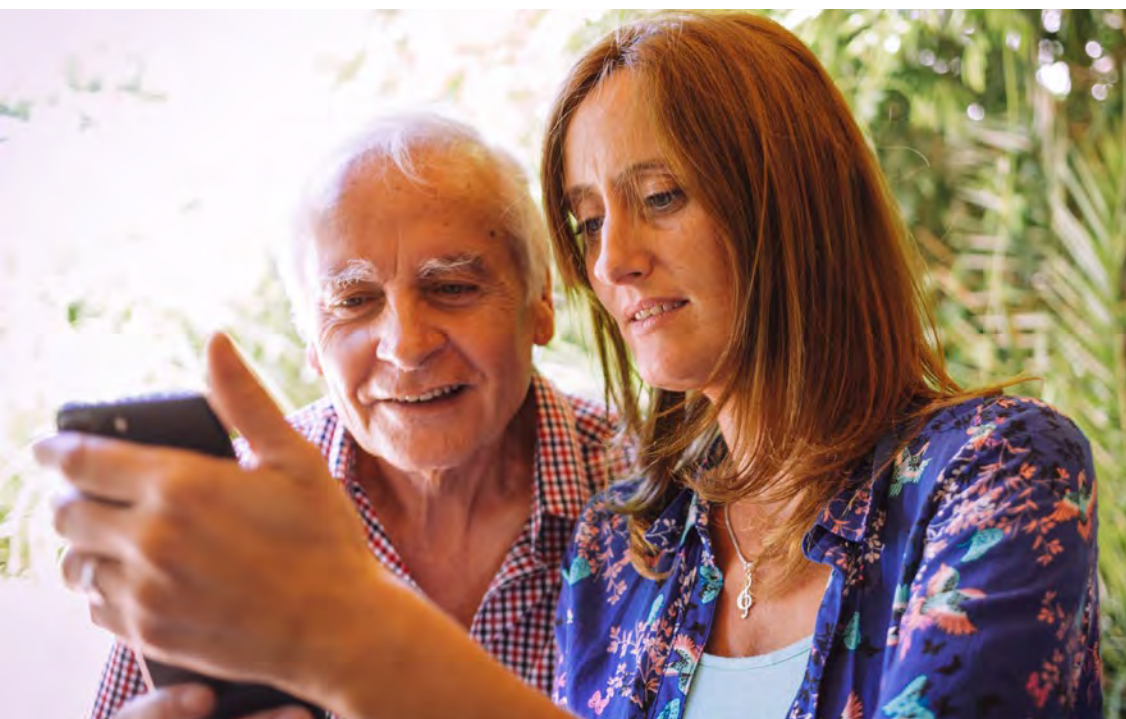


Photo: Video footage of older people in their home environment can provide valuable insights for respite staff in supporting high-quality, person-centred care.

Our Impact



NARI's impact priorities are focused on translating research into meaningful change for older people, their families and carers, the health and aged care workforce, and society overall. We are committed to ensuring that our work not only generates knowledge but also drives improvements in policy, practice and community wellbeing. Through strategic engagement with stakeholders, co-design with older people and targeted knowledge translation, NARI aims to amplify the reach and relevance of our research.

Advantage Age: The value of older people in the workforce

NARI's Annual Summit, held in August 2025, brought together over 100 leading voices from academia, government, advocacy, industry and community sectors across Australia – united by a vision for a world where older people are respected, included, and have the opportunity to age well.

This year's theme, *Advantage Age: The value of older people in the workforce*, underscored the economic, productivity and societal benefits of recruiting, retaining and empowering workers as they age. From powerful keynotes through to thought-provoking panel discussions, the Annual Summit tackled ageism, celebrated the value of experience and issued an urgent call for Australia to embrace age-inclusive, multi-generational workplaces.

Key speakers at the event included:

- Professor Roger Wilkins, Deputy Director of the Melbourne Institute of Applied Economic and Social Research at The University of Melbourne and Co-Director of the Household, Income and Labour Dynamics in Australia (HILDA) Survey Project
- Professor Barney Glover AO, Commissioner of Jobs and Skills Australia
- Robert Fitzgerald AM, Age Discrimination Commissioner at the Australian Human Rights Commission
- Patricia Sparrow, CEO of COTA Australia
- Catherine Hunter, CEO of Diversity Council Australia
- Chris Grice, CEO of National Seniors Australia
- Anne Livingstone, Executive Director of Global Community Resourcing
- Rezza Moieni, Chief Technology Officer at Diversity Atlas

The day concluded with a dynamic panel discussion debating the question, "Is ageism the last acceptable workplace bias?" Facilitated by Professor Tracy Comans, and featuring experts from research, health, policy, manufacturing, tourism, local government and those with lived experience, the panel unpacked the myths and realities of older people in the workforce before reimagining a future where age is seen not as a liability, but as a strength.





“Too much talk and too little action has characterised this issue. We must increase older worker participation to boost national productivity and ensure every worker is respected. This requires a strong framework of cooperation between government, business, social enterprises and unions.”

- Robert Fitzgerald AM, Age-Discrimination Commissioner

Top: Important conversations at the NARI 2025 Annual Summit - a call to action for recognising the value that older people bring to the workforce and building systems that create age-friendly workplaces.

Opposite Left: Professor Barney Glover AO, Commissioner of Jobs and Skills Australia, reinforcing the critical role that older workers play in supporting the Australian Labour Market.

Left: Catherine Hunter, CEO of Diversity Council Australia, accentuating the importance of an intersectional approach to genuine age inclusion and dismantling of systemic barriers to ensure that people of all ages can thrive in their careers.

Celebrating a digital leap forward in dementia care

NARI's e-DiVA project - *empowering Dementia carers with an iSupport Virtual Assistant* – was proudly launched globally on 15-16 May 2025 at a landmark international event in Sydney. This innovative digital platform is designed to enhance the wellbeing of carers and people living with dementia across Australia, New Zealand, Indonesia, and Vietnam. By offering a culturally-adapted, user-friendly, and accessible solution, e-DiVA aims to bridge gaps in support and information for carers navigating the challenges of dementia care.

Co-chaired by Professor Tracy Comans alongside Scientia Professor Henry Brodaty from University of New South Wales, the launch celebrated a five-year collaboration with the World Health Organization, Alzheimer's Disease International, and member associations including Dementia Australia, Alzheimer's New Zealand, and Alzheimer's Indonesia, alongside several ethno-specific aged care providers. Key sessions explored the role of digital health in dementia care, the importance of culturally responsive tools, and future directions for advocacy and policy across the Asia-Pacific region. These conversations were led by NARI's e-DiVA project lead, Professor Tuan Nguyen, alongside NARI researchers Dr Upasana Baruah and Ms Zara Page.

Built on the World Health Organisation's iSupport program, e-DiVA has been reimaged as a voice-assisted, mobile-first platform designed to deliver culturally tailored, evidence-based support to carers of people living with dementia. Its scalable design aims to strengthen community-based care and promote dementia equity across diverse settings.



To access e-DiVA, visit:

<https://ediva.org>



“e-DiVA represents a major step forward in bridging inequities in dementia care. By combining evidence-based guidance with culturally relevant, voice-enabled technology, we are empowering carers—especially those in low-resource and culturally diverse communities—to access timely, person-centred support.”

- Professor Tuan Nguyen, e-DiVA Project Lead



Above: The e-DiVA launch brought together international teams, including carer representatives, to share their experience of the project and showcase key learnings.

Right: Professor Tracy Comans, NARI Director, co-chairing the e-DiVA launch in Sydney.



Shaping the narrative on healthy ageing

Over the past year, the expertise of NARI's senior researchers contributed to a series of articles on healthy ageing published by *The Australian*, the country's only national daily newspaper. With a monthly cross-platform audience exceeding four million readers, *The Australian* plays a significant role in shaping public understanding of ageing and health.

NARI was proud to contribute to the following important conversations:

Dementia is the leading cause of death for Australian women. How can you delay its onset?

Associate Professor Anita Goh, NARI Director of Social Gerontology, addressed the stigma surrounding dementia and how reablement techniques can help maintain and enhance daily function, underscoring the importance of shifting public perceptions and promoting proactive approaches to brain health.

It's no big secret, but this really is how to live your best life longer

Professor Pazit Levinger, NARI Senior Principal Researcher, highlighted the critical role of physical activity in ageing well, providing evidence-based guidance on the types and frequency of exercise that offer the greatest benefits for older adults.

Poor record keeping, welfare fraud: The secret to living to 100 uncovered

Professor Tracy Comans, NARI Director, examined the challenges of ageing in regional and remote communities, exploring the societal implications of increased longevity and the need for targeted support to ensure equitable ageing outcomes across Australia.

Purpose, love and security: The golden triangle of ageing well

Associate Professor Frances Batchelor, NARI Director of Clinical Gerontology, introduced the concept of the "balance bank"- a framework for building physical resilience from midlife onward - emphasising the role of evidence-informed public policy in enabling the behaviour change required for healthy ageing.

How much 'healthy life' do you have left?

Associate Professor Frances Batchelor emphasised the critical role of physical activity in extending health span, citing global consensus that regular exercise helps maintain independence, prevent conditions such as frailty and dementia, and slow their progression when present.



"This national media spotlight reflects NARI's growing influence in public discourse and policy development. By translating research into accessible and real-world insights, our experts continue to shape how Australians understand and approach ageing – empowering individuals, informing policy and driving innovation in aged care."

- Professor Tracy Comans, NARI Director



Photo: Associate Professor Frances Batchelor (far right), NARI Director of Clinical Gerontology, alongside fellow falls prevention experts at the Melbourne hub for the official launch of the Falls Prevention Alliance Australia.

Promoting national action on falls prevention

Falls are the most common cause of injury-related hospital admissions among older Australians. Annually, one in three older adults will experience a fall – this results in the death of 16 older people and more than 400 hospitalisations each day. The costs associated with falls exceed \$3 billion per year. Furthermore, while the personal, social and economic impact of falls is profound, affecting individuals, families and placing significant strain on the healthcare system, Australia currently lacks a co-ordinated national falls prevention strategy.

As part of NARI's advocacy for evidence-based policy and investment in falls prevention, this year we became an inaugural member of the **Falls Prevention Alliance Australia** – a new collaboration of community organisations, researchers, health professionals and individuals dedicated to reducing falls among Australians aged 65 years and over. Launched in October 2025, the alliance was formed to advocate for policy change, promote evidence-based intervention and foster cross-sector collaboration.

NARI's falls prevention expert, Associate Professor Frances Batchelor, is also a member of the Australia and New Zealand Falls Prevention Society (ANZFPS) Board. The ANZFPS is proud to promote Australia's National Guidelines: *Preventing Falls and Harm From Falls in Older People: Best Practice Guidelines for Australian Hospitals, Residential Aged Care Facilities and Community Care 2025* which are based on the latest scientific evidence and provide a consistent national basis for falls prevention.



“By working together through collaborations such as the Falls Prevention Alliance Australia, underpinned by the recently released best practice guidelines for falls prevention in Australia, NARI has a powerful opportunity to turn evidence into action and make falls prevention a national priority.”

- Associate Professor Frances Batchelor, NARI Director of Clinical Gerontology



Photos: Associate Professor Anita Goh, NARI Director of Social Gerontology, representing NARI at the AAIC 2025 in Toronto, Canada, showcasing our work and connecting with global leaders in dementia research.

Driving international innovation in ageing research

The Alzheimer's Association International Conference (AAIC), held in 2025 in Toronto, Canada, is widely regarded as the world's largest and most influential gathering of Alzheimer's and dementia researchers. This year, it provided a powerful platform for NARI to influence the future of dementia science. NARI researchers Associate Professor Anita Goh, Dr Christa Dang and Professor Bianca Brijnath joined more than 11,000 attendees from over 120 countries at the event, contributing to advisory meetings, poster presentations and speaking engagements that highlighted Australia's achievements in dementia research to the global stage.

Associate Professor Goh was involved in and also co-led several feature sessions at the conference including:

- An International Society to Advance Alzheimer's Research and Treatment (ISTAART) Skills Workshop on "*Building Networks and Establishing Mentors*" – supporting early-career researchers in developing global connections.
- A featured research session titled "*Global Perspectives on Implementation Science in Dementia Research: Exploring Diverse Approaches and Challenges in Different Healthcare Systems and Policy Settings*" – bringing together leading researchers from every continent (excluding Antarctica) to showcase the diversity of approaches to dementia care and policy worldwide.

AAIC 2025 also marked the conclusion of Associate Professor Goh's term on the ISTAART Alzheimer's Association Advisory Council. In her role, Associate Professor Goh provided expert advice on initiatives that support ISTAART's members, ensuring the network remains inclusive, collaborative and focused on advancing dementia science and careers. Her contributions reflect NARI's commitment to global leadership, collaboration and innovation in dementia research.



"It was a privilege to provide expertise and advice on the direction and initiatives undertaken by ISTAART and to support diversity in advancing dementia science."

- Associate Professor Anita Goh, NARI Director of Social Gerontology

Advancing ageing research through strategic partnerships

Partnerships are at the heart of NARI's mission to improve the health, wellbeing and quality of life older people. Collaboration enables NARI to translate research into real-world impact and we work alongside a wide range of stakeholder groups to ensure that evidence leads to meaningful and sustainable change. NARI contributes to evidence-based policy reform and service innovation relating to ageing and aged care at all levels of government.

During 2025, NARI worked alongside with **local government** across Victoria on the *ENJOY Seniors Exercise Park IMP-ACT project: IMProving older people's health through physical ACTivity*. We developed, implemented and activated age-friendly outdoor exercise parks for older people ensuring that NARI's research translates into real-world impact. NARI also continued to support policy development and service improvement through consultancy and advisory services to a range of **state government** departments and agencies. We regularly offer expert input into parliamentary inquiries such as our *Submission to the Queensland Parliamentary 2025 Inquiry into Elder Abuse in Queensland*.

Working closely with **health services, aged care providers and community organisations**, NARI co-designed, implemented and evaluated programs that enhance person-centred care and workforce capability. These relationships ensure that research findings are grounded in the lived realities of older people and those who care for them, supporting practical innovations that can be scaled locally, nationally and internationally. Examples of this include the *MARC Improving palliative care in residential aged care using telehealth (IMPART)* project which involves training and palliative-geriatric support to aged care staff and general practitioners to enable timely discussions and improve documentation of care preferences to facilitate preference-based end-of-life care.

Strategic alliances with **advocacy bodies**, such as the Australian Association of Gerontology, amplify community voices and influence national policy. NARI's ongoing status as a recognised Collaborating Research Centre, part of a national network of universities and institutes that contribute to advancing gerontological research and informing aged care policy, exemplifies how research institutes and professional associations can work together to drive innovation, inclusion and impact in the ageing sector.



In 2025, NARI also strengthened its commitment to **industry** collaboration by partnering with CSIRO on a landmark project addressing the complex challenges of continence care for older people. In particular, the focus was on a review of evidence and conducting stakeholder engagement to better understand the social, economic and environmental impact of single-use absorbent hygiene products to support continence care in residential aged care. This collaboration included national and international researchers and experts in continence care, recycling technology and policy, as well as the people, providers and carers impacted by incontinence. We are working with CSIRO to finalise our recommendations and are committed to continuing this research, commencing with a round table with experts from research, industry and aged care in early 2026.

NARI collaborations with **universities**, both locally and internationally, continue to support student development and build global capacity in ageing research. Over the past year we sponsored students from all levels, with undergraduate and postgraduate internships and student placements from The University of Melbourne

(a formal affiliation partner), Monash University and Edith Cowan University. Current PhD students with NARI supervisors are enrolled via many prestigious universities, including The University of Melbourne, University of Queensland and Deakin University. In addition, NARI regularly partners with international universities on project collaborations, building capacity in ageing research abroad.

By far our most important partnership is with **older people, their carers and community organisations** to ensure that our research reflects the voices and needs of those most affected by ageing. This includes developing strong relationships with culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander communities, and people living with dementia and their families. Such partnerships promote inclusivity and ensure that research outcomes are relevant, respectful, responsive, culturally sensitive and equitable.



Opposite page: Professor Tracy Comans and Dr Bronwyn Cathels exploring the future of ageing research at the NARI 'Thank You Day' - an opportunity to thank our community advisors, research participants and volunteers for their experience and expertise.

Left: Professor Pazit Levinger, NARI Senior Principal Researcher, and a local government ENJOY champion Roger Peacock discuss how collaboration drives the success of the ENJOY project's age-friendly outdoor seniors exercise parks.

Facilitating relationships between academia, policy and practice

The **Melbourne Ageing Research Collaboration (MARC)** continued to advance its mission of improving the health and wellbeing of older Australians through collaborative, evidence-based research throughout 2025. Governance and engagement remain strong, with regular MARC Steering Committee meetings offering invaluable opportunities for networking and sharing of ideas and partner activities. This drives meaningful change in ageing research and clinical practice across Victoria and beyond.

MARC achieved significant milestones in strategic planning, partnership development and research translation this year. Highlights include:

- Developing the MARC Strategy 2025–2028 which sets the direction for the next three years, focusing on strengthening partnerships, driving multi-sector research and ensuring measurable impact.
- Establishing new partner agreements for 2025–2028, marking the new phase of the collaboration.
- Commencing a significant piece of work leading the newly established Wicking Trust ‘End of Life Collaborative’ and bringing together those working on 19 projects through the Wicking Trust ‘Bringing Death Back into Life’ initiative.
- Leveraging MARC’s translational research expertise in contributing to several major funding submissions including a Centre of Research Excellence in Home Care, led by Flinders University, which was successful in receiving funding from National Health and Medical Research Council.
- Continuing work on the *IMPART* project and the *Valuing Carers in Health Care* program.
- Hosting the 11th MARC Annual Symposium during August 2025 at Deakin Downtown which brought together almost 70 participants to explore the topic *Achieving Equity in Research and Evidence-Based Services for Older People*.



Melbourne
Ageing Research
Collaboration



To find out more about MARC, visit:
www.nari.net.au/marc



Above: NARI-led MARC Partners.



Top: Our expert panel reflecting on the opportunities and challenges of embedding equity into ageing research and services at the 11th MARC Annual Symposium held in August 2025.

Above: The Wicking Trust 'Bringing Death Back into Life' New Grantee Partners Workshop, convened by MARC in May 2025.

MARC's annual 'Seed Funding Call' attracted 11 applications, resulting in four new grants across the 'Research Starter' and 'Emerging Researcher' schemes being awarded (totalling \$30,000). Capacity building also continued through two 'Research in Ageing Skills' workshops in May and October 2025, providing practical training for emerging researchers.



"The energy in the room at MARC events is always amazing – this is why MARC and collaboratives like it are so important. People want to connect and share."

- Sue Williams, MARC Program Manager



2025 saw the retirement of Debra O'Connor AM - long-standing Director of MARC and Deputy Director of NARI. All those involved in the collaboration celebrate her foresight and valuable contribution to the development of MARC over 10 years ago and wish her all the best for the future.

Our People



Refreshing our governance for the road ahead

As part of our new strategic planning cycle, the **NARI Board** took a considered look at its future direction and began a renewal process to ensure that its membership continues to reflect the skills and experience needed to guide the organisation forward. With three Directors departing – Professor Danny Liew already stepping down and Associate Professor Michael Murray AM and Richard Gallina preparing to retire at NARI’s upcoming Annual General Meeting in November 2025 - the timing provided a natural opportunity to reassess and refresh the Board’s composition.

A skills review highlighted key areas where the Board could benefit from additional expertise: academic and research leadership, marketing and public relations, IT strategy and digital transformation, and financial analysis. To fill these gaps, we welcomed four new Directors: Professor Geoff McColl, Kylie Cochrane, Dr Monica Trujillo, and Andrew Simpson. These appointments strengthen our governance and align with NARI’s strategic direction, giving us greater flexibility and insight as we pursue new opportunities to improve the health and wellbeing of older Australians. Each brings valuable knowledge and perspective that will help NARI grow and adapt in a rapidly changing environment.

We also extend our warmest thanks to our outgoing Directors for their dedication and service. Their leadership, wisdom and unwavering support for NARI’s mission have left a lasting legacy and we are deeply grateful for the impact they’ve made.

Board Member	Date Appointed	Date of Cessation
Associate Professor Michael Murray AM	20/12/2011	24/11/2025
Richard Gallina	18/08/2014	24/11/2025
Professor Danny Liew	27/05/2019	26/05/2025
Janice Besch	23/05/2022	
Sue Leitch	7/12/2022	
Michael Tandora	18/05/2023	
Stephen Thomas	12/12/2023	
Professor Tracy Comans	20/05/2024	
Kylie Cochrane	8/09/2025	
Professor Geoff McColl	8/09/2025	
Dr Monica Trujillo	8/09/2025	
Andrew Simpson	13/10/2025	



Above: NARI Board Members at their annual board strategy workshop, held at NARI in March 2025. Pictured (left to right): Andrew Simpson, Michael Tandora, Professor Tracy Comans, Stephen Thomas, Sue Leitch, George Andreola, Janice Besch and Associate Professor Michael Murray AM.

Strengthening research using the power of consumer voices

The **NARI Community Advisory Panel** has had another highly productive year, with involvement across a wide range of research, advisory and engagement activities. Community Advisory Panel members helped shape our direction and communications by advising on research priorities, reviewing organisational materials, and assisting in shaping events such as the NARI Thank You Day. Their expertise has informed multiple grant applications, including NARI's Early Career Researcher Seed Funding Program and national Medical Research Future Fund initiatives, ensuring strong consumer input from the outset.

Members also presented and participated at major events throughout 2025, including the MARC Research Skills Workshop, MARC Annual Symposium, Wicking End of Life Collaboration and NARI's Annual Summit, and provided feedback to the Victorian Department of Health's Community Seniors Program supporting older Australians' wellbeing. They remain active across NARI and partner organisations, participating in NARI funding, advisory and steering committees, and actively contribute to projects such as the **ON-TRAC project**, which is exploring mental health during the transition to residential care and NARI's end-of-life and bereavement study.

Across all activities, Community Advisory Panel members ensure that research focusing on older adults remains relevant, respectful and responsive to the real experiences of older people and their communities. Thank you to every member of the Community Advisory Panel for their time, wisdom and ongoing commitment which has enriched a wide range of projects and initiatives and helped to shape the direction of research, policy and partnerships within and beyond NARI.

Community Advisory Panel members:

Dr Sue Aberdeen
Robyn Abrahams
Jenny Ashby
Sylvia Barry
Margaret Box
Dr Bronwyn Cathels
Gwenda Darling
Wanda Dopierala
Kevyn Morris
Merilyn Parker
Cathy Roth OAM
Wendy Taylor
Robin Vote
Tony Walsh
Dr Primrose White



"I believe NARI's role in advocating for the rights of older Australians is of paramount importance right now."

- Robin Vote, Community Advisory Panel Member



Above right: NARI Community Advisory Panel member Jenny Ashby advises on the views of consumers and the community to ensure that they are recognised and reflected.

Above left: The panel consists of older people from a range of backgrounds with relevant lived expertise, and an interest in research, who are committed to improving the health and wellbeing of their peers. Pictured are Robyn Abrahams (foreground) and Rhonda Day (background).

Recognising the achievements of our researchers

NARI's MINDSET project team was announced as finalist in the Australian Museum Eureka Prizes – Australia's most comprehensive national science awards - in July 2025. The awards honour excellence across the areas of research and innovation, leadership, science engagement and school science. The team was recognised in the 'Societal Impact in Science' category for their work to improve the quality of interpreter communication in cognitive assessment for dementia.

The Australian Museum Eureka Prizes are presented annually in partnership with some of the nation's leading scientific institutions, government organisations, universities and corporations. The MINDSET team's outstanding achievement in transforming research into practical solutions that address pressing global societal challenges helps raise the profile of science and science engagement in the community.

The innovative work of NARI's ENJOY project team was also recognised through multiple national and international awards during 2025. The *ENJOY MAP for HEALTH* project, funded by the State Trustees Foundation of Australia, received the '2025 Innovative Research on Aging Award' (Silver Award) from the Mather Institute (USA) – an international honour that celebrates projects making a tangible difference in the lives of older adults.

Closer to home, the project also received the '2025 Parks and Leisure Australia VIC/TAS and National Research Awards', recognising its excellence in translating research into practice and demonstrating how thoughtful park

design and community activation can support active, connected ageing. Additionally, the *ENJOY Parks for LIFE* initiative was shortlisted for the '2025 Tidy Towns & Sustainable Cities – Community Wellbeing Award', further acknowledging the positive contribution of our work to sustainable, age-friendly communities. Through strong partnerships with local governments across Victoria, NARI's research is empowering older adults to stay active, connected, and well.

In recognition of his expertise in dementia research and policy, this year NARI Principal Research Fellow Professor Tuan Nguyen was awarded the prestigious Atlantic Fellowship for Equity in Brain Health for the 2025–2026 cohort. He was also elected Programs Chair of the Health Policy Professional Interest Area Executive Committee within ISTAART and appointed Vice President (Portfolio of Health Sciences) to the Board of Directors of the Vietnam-Australia Scholars and Experts Association.

The Atlantic Fellowship, hosted by the Global Brain Health Institute - a partnership between Trinity College Dublin and the University of California, San Francisco - is a highly selective 12-month residential program. It brings together a global network of emerging leaders committed to tackling disparities in brain health and dementia care through interdisciplinary collaboration, training, and innovation. Professor Tuan Nguyen's selection for the Atlantic Fellowship underscores NARI's commitment to global leadership in dementia research, and to driving evidence-informed, equitable solutions for older people in Australia and the Asia-Pacific region.



Left (left to right): NARI's Simona Markusevska, Associate Professor Josefine Antoniadou, Professor Bianca Brijnath and Dr Marina Cuvuoto with Dr Erika Gonzalez Garcia (Associate Professor in Translating and Interpreting and a Senior Fellow at Advance HE).

Above: NARI Principal Research Fellow, Professor Tuan Nguyen, newly awarded Atlantic Fellow for Equity in Brain Health for the 2025 - 2026 cohort.

Cultivating research excellence through our seed funding grant program

2025 marked the launch of NARI's **Seed Funding Grant Program** - designed to empower our talented emerging researchers with the resources, support and time needed to explore bold new ideas in ageing research. This initiative reflects NARI's enduring commitment to fostering the next generation of thought leaders - offering a meaningful platform for innovation, capacity building, and career development.

This year's inaugural funding round drew an outstanding number of high-quality applications, demonstrating the passion and potential among NARI's emerging researchers. Applications were assessed according to project significance (40%), project quality (40%) and project feasibility (20%), with proposals also required to align with one or more of NARI's research themes.

Successful emerging researcher projects will incorporate meaningful consumer and/or community involvement, with a member of NARI's Community Advisory Panel included in each project team. Grant recipients will also be paired with a senior NARI researcher as a mentor to support project discussions, identify opportunities for enhancing impact and guide career progression.

We are proud to announce the following grant recipients for 2025 – 2026, as selected by the NARI Seed Funding Program Scientific Panel:

Name: Dr Ellen Gaffy

Project Title: Developing a co-design readiness tool for facilitators working with people impacted by dementia

Name: Dr Anna Lane

Project Title: Exploring how emotional experiences shape intra-family communication and end-of-life recognition in residential aged care



“The NARI seed funding grant provides a chance for me to collaborate with experienced researchers and community members, build on my research track record and develop a meaningful resource that supports more inclusive research practices in the future.”

- NARI Research Fellow,
Dr Ellen Gaffy



“I see the NARI seed funding grant as an opportunity to pursue something I’m interested in that is also important to aged care residents who are nearing the end of their life, as well as their families, friends and aged care staff.”

- NARI Research Fellow,
Dr Anna Lane

Acknowledging our high-performing staff members

The NARI staff achievement awards were proudly announced at our annual general meeting in November 2024, celebrating excellence and dedication across the organisation.

- The Robert Helme NARI Research Award, named after Professor Robert Helme (NARI Director 1987 – 2000), was presented to Professor Pazit Levinger (NARI Senior Principal Researcher) for her exceptional research contribution to active ageing as part of the ENJOY Seniors Exercise Parks project.
- The Derek Prinsley NARI Staff Award, named after Professor Derek Prinsley AM (NARI Founding Director 1976 – 1986) was presented to Lindell Claff (NARI Executive Assistant) in acknowledgement of her outstanding administrative support for the NARI Board, Executive and Staff.

These prestigious accolades reflect NARI's ongoing commitment to integrity, inclusivity and excellence in advancing the health and wellbeing of older people and those who care for them.

Our Sustainability



Raising the profile of the full costs of research

Australia's independent medical research institutes, including NARI, are the life blood of our nation's medical research. We comprise approximately half of the health and medical research workforce and secure almost half of Federal Government funding through the National Health and Medical Research Council and the Medical Research Future Fund.

Despite this, the **Association of Australian Medical Research Institutes (AAMRI)** - Australia's peak body for medical research institutes - released documents in 2025 that revealed many medical research institutes will be financially unviable by 2028 due the chronic underfunding of the full (direct and indirect) costs of research.

The gap between funding provided for 'direct' research costs (such as staff salaries) and the actual cost of research is widening. Similarly, the 'indirect' costs of research that provide for the research environment (including commercialisation and professional services teams, data storage and cyber security), are substantially underfunded - with the Government and grant funding covering less than 20% of these costs.

Meeting both the direct and indirect costs is critical for research to be translated into more efficient and cost-effective health care benefits for all Australians. This has prompted urgent action from AAMRI and individual medical research institutes at a state and federal level through three major strategic objectives throughout the year:

1. Enabling retention of our best and brightest researchers by increasing the National Health and Medical Research Council budget to cover real salary costs.
2. Meeting the indirect costs of research through releasing the full Medical Research Future Fund, establishing a federal infrastructure support scheme, and increasing the funding allocated through Victoria's Operational Infrastructure Support program.
3. Ensuring that the Federal Government's National Health and Medical Research Strategy 2026 - 2036 supports the growth and security of the sector.

NARI remains steadfast in our commitment to achieving our vision: a world where older people are respected, included, and have the opportunity to age well. In light of Australia's ageing population, our translational research is more crucial than ever.

**HALF THE FUNDING.
HALF THE FUTURE.**

**Ask Canberra to keep its
promise to medical research.**

aamri.org.au/mrff



"We will continue to fight for our mission and strive to stay alive, ensuring that we continue our almost 50-year history of improving the health and wellbeing of older people and those who care for them."

- Dr Alyssa Welch, NARI Director of Commercialisation and Consultancy

Supporting the community in promoting physical activity and socialisation

Over the past 12 months, NARI's **ENJOY consultancy team** has continued to lead innovation in creating age-friendly outdoor environments that promote healthy ageing, social connection, and community wellbeing. Building on more than a decade of evidence-based work, the ENJOY Seniors Exercise Park initiative has become a model of how research can drive meaningful, lasting change in both policy and practice.

This year also marked significant progress in capacity building and community engagement. The ENJOY team delivered tailored training programs to Clarence City Council in Tasmania, and Ballarat City Council and Mornington Peninsula Shire in Victoria, equipping council staff, community volunteers and local champions with the skills to support the community and sustain Seniors Exercise Parks in their regions. These training activities strengthened partnerships across local government, health promotion and community sectors, ensuring the parks are not only built but meaningfully used and maintained.

Overall, our team has facilitated more than 25 Seniors Exercise Parks across Victoria, Tasmania and New South Wales, supporting older Australians to move more, connect socially, and age well. The ENJOY team remains committed to translating research into real-world impact - transforming outdoor spaces into inclusive, age-friendly environments that benefit individuals, families, and entire communities.

Preventing falls through evidence and capacity building

Throughout 2025, NARI's **falls prevention consultancy team** continued to provide expert advice and practical solutions to support safer environments for older people across health, community and residential care settings.

Building on NARI's internationally recognised research in falls and balance, the consultancy service offers a comprehensive review to ensure that policies, procedures and staff training align with the latest guidelines and research findings. Our team identify system gaps and recommend targeted strategies to reduce falls risk, supporting the design and evaluation of falls prevention programs that combine data analysis, stakeholder consultation and practical implementation support. These activities have led to measurable improvements in falls awareness, environmental safety and the confidence of frontline staff.

Our expert researchers also provide education and capacity building activities through tailored workshops, online resources and mentoring for clinical leaders. Their expertise is regularly sought to contribute to national discussions on falls policy and research translation, sharing insights through professional networks and conferences.

Photo: Wyndham City Council ENJOY champions in training at their local age-friendly outdoor seniors exercise park.



Financials 2024 - 25

Our Financial Performance

Revenue	2025	2024
Federal and Victorian government grants/ contracts	3,754,236	4,577,186
Other contract research	1,050,527	677,552
Philanthropic grants/ contracts	668,429	358,399
Other revenues	396,138	418,971
Total Revenue and Other Income	5,869,330	6,032,108
Expenditure	2025	2024
Employee benefits	4,433,538	4,663,956
Project costs	1,087,901	664,338
Research support	283,497	346,945
Other expenditures	327,445	479,814
Total Expenditure	6,132,381	6,155,053
Surplus (Deficit) for the Year	-263,051	-122,945

Our Financial Position

Assets	2025	2024
Cash and cash equivalents	7,098,114	8,091,000
Trade receivables	391,237	364,275
Property, plant and equipment	142,342	149,800
Other assets	93,440	716,845
Total Assets	7,725,133	9,321,920
Liabilities	2025	2024
Income in advance	4,199,134	5,344,559
Trade payables	588,929	645,537
Employee entitlements	777,096	908,799
Total Liabilities	5,565,159	6,898,895
Net Assets	2,159,974	2,423,025

NARI Committee Organisational Chart

NARI Executive Committee

Purpose: rapid review of emergent situations and make decisions on operational needs of organisation

- CEO (Tracy Comans)
- Director of Operations (George Andreola)
- Divisional Directors (Frances Batchelor, Anita Goh, Alyssa Welch)

Strategic Exec Committee

Purpose: develop strategic plan, set KPIs and track against plan

- CEO (Tracy Comans)
- Director of Operations (George Andreola)
- Divisional Directors or proxy (Frances Batchelor, Anita Goh, Alyssa Welch)
- MARC Program Manager (Sue Williams)
- Senior Manager Communications and Engagement (Amy Parker)
- Research Support Manager (Marcia Fearn)

Additional members as required selected from the divisions:

- Tuan Nguyen
- Pazit Levinger

Operations Committee

Purpose: implement strategic plan, streamline operations

- Director of Operations (Exec member) (George Andreola)
- Senior Manager Communications Engagement (Amy Parker)
- Research Support Manager (Marcia Fearn)
- HR Manager (Fiona Richardson)
- Executive Assistant/ Professional Services Officer (Lindell Claff)
- Finance (Andrew Simpson)

NARI staff member:

- Marina Cavuoto
- Christa Dang

Sustainability Committee

Purpose: guide financial stability and resource efficiency

- Chair (Pazit Levinger)
- Divisional Director – Consultancy (Exec member) (Alyssa Welch)
- Director of Operations (Exec member) (George Andreola)
- Research Support Manager (Marcia Fearn)
- Senior Manager Communications and Engagement (Amy Parker)

As invited:

- CEO (Tracy Comans)
- Divisional Directors (Frances Batchelor, Anita Goh)

Research Governance Committee

Purpose: ensure ethical, compliant, and high-quality research practices

- Research Support Manager (Chair) - Marcia Fearn
- HR Manager (Fiona Richardson)
- Divisional Director (Exec member) (Frances Batchelor)
- MARC Program Manager (Sue Williams)

Additional staff selected from divisions:

- Andrew Gilbert
- Simona Markusevska
- Dave Barry

Gender Equity, Diversity and Inclusion (GEDI) Committee

Purpose: ensure respectful and supportive environment for all

- CEO (Exec member) (Tracy Comans)
- Professional Services team member

Additional staff selected from divisions:

- Andrew Gilbert
- Anna Lane
- Tuan Nguyen
- Stratos Vakkas

EMCR Committee

Purpose: support, advocate, and enhance EMCR development and engagement

- Dave Barry (Co-chair)
- Upasana Baruah (Co-chair)

EMCR staff members from divisions

OH & S Committee

Purpose: ensure a safe and healthy workplace

- Director of Operations (Exec member) (George Andreola)
- HR Manager (Fiona Richardson)
- Senior Manager Communications and Engagement (Amy Parker)
- Executive Assistant/ Professional Services Officer (Kallie Turner)

Additional staff selected from divisions:

- Anna Lane

Events Committee (not formal)

Purpose: organise key events (e.g. Thank you day, Annual Summit)

- CEO (Exec member) (Tracy Comans)
- Director of Operations (Exec member) (George Andreola)
- Research Support Manager (Marcia Fearn)
- Senior Manager Communications and Engagement (Amy Parker)
- Professional Services team member (Ros Harrison)
- Executive Assistant/ Professional Services Officer (Lindell Claff)
- Board member as needed / as invited
- CAP member as needed / as invited

Additional staff members selected from divisions:

- Caitlin Tay

With Thanks to Our Supporters

We extend our collective gratitude to everyone who supports NARI's work, but particularly to the older people who inspire and inform the evidence, tools, knowledge and resources we synthesise, produce and disseminate to improve the lives of older people.

Our partners and collaborators: every highlight in this report has grown from collaboration. Together, we are achieving more than one organisation ever could alone.

Our volunteers and students: your contributions, whether through participation in research or advisory committees, or lending a helping hand, enrich and enhance our work.

Our donors and supporters: your generosity ensures that we can continue to make a measurable difference in the lives of older people and those who care for them.

In particular, we would like to sincerely thank the families of those who chose to support NARI by collecting donations in memory of their loved ones during 2025. Please accept our heartfelt condolences and hope that you find comfort in this lasting legacy that will assist in making a measurable difference to the lives of older people, and those who care for them, through world-class translational research.

Join us to make a difference

We invite you to join us on our mission to promote healthy ageing and improve the lives of older people and those who care for them. There are several ways you can be involved:



Donate

Your financial support enables us to continue our world-class research. Every donation – big or small – makes a significant difference.



Volunteer

Your time, expertise and enthusiasm can help shape and inform our research. Get in touch to explore opportunities to be involved.



Leave a lasting legacy

By including NARI in your will. Your gift will help ensure the future of our important work.

To learn more about how you can support NARI, please visit our website or get in touch with our team. Together, we can create a world where older people are respected, included, and have the opportunity to age well.



Make a donation
www.nari.net.au/Appeal/donate



Photo: The Wally Tew Seniors Exercise Park in Ferntree Gully which opened in 2025.



Melbourne Head Office

34 - 54 Poplar Road (via Gate 4)
Parkville, Victoria, 3052

PO Box 2127 Royal Melbourne
Hospital, Victoria 3050

+61 3 9969 6500
info@nari.edu.au

www.nari.net.au

ABN: 71 154 866 047

 **Facebook:** NatAgeingResearch

 **LinkedIn:** National Ageing Research Institute