



ONE
BASIN
CRC

Annual Report 2024–2025



This report summarises the
One Basin Cooperative Research Centre's (CRC)
activities between 1 July 2024 and 30 June 2025.



Australian Government
Department of Industry,
Science and Resources

**Cooperative Research
Centres Program**

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Commissioned artwork from First Nations artist Kyla McHughes

Partners

Tier 1



Tier 2



Tier 3



This page shows all partners that were members as at 30 June 2025.

Since its inception in mid-2022, the One Basin CRC has brought together a multitude of partners across the Murray–Darling Basin.

We promote collaboration between industry, business, government, research and not-for profit organisations, across the agriculture, environment, water and technology sectors.

From Queensland to South Australia, we are finding practical solutions to complex challenges, training the next generation of scientists, and nurturing regional communities.

Our vision

Australia’s irrigation regions are the most productive, resilient and sustainable in the world.

Our purpose

We work together to grow value from water in a changing world.

Values

Collaborative

Our solutions are co-designed through a diverse partnership

Practical

We work in regions to develop useful, relevant and trusted products

Courageous

We show courage and ambition in tracking complex problems with new solutions

Nurturing

We train the next generation of leaders to support innovation and adaptation in the future

Accountable

We are accountable to the highest standard of R&D program leadership and management

Chair's report

The 2024-25 year has been one of progress, growth, and consolidation. Initially beginning with a set of pilot projects, the CRC's research program has now grown into a diverse portfolio of more than 20 industry-led, research-based projects spanning a diverse scope of themes and intended outcomes.

The CRC's Education & Training (E&T) Program has also made significant strides this past reporting year, with 13 PhD students now working within the CRC to undertake a range of PhD-led projects. I am also very pleased to share that we have 3 First Nations PhD students now included in this program. Alongside this, our regionally-based postdoctoral researchers are further strengthening the capacity of the CRC's regional hubs through their involvement in CRC-backed projects. Each CRC hub has also been developing long-term strategies to guide work into the future, as the CRC is deeply committed to leaving a lasting legacy in regional Australia long after the CRC's funding ceases. As part of these hub strategies and the E&T Program, internships and industry placements have also expanded this past year. Find out more on page 20 via the Education & Training Report.

We are moving towards a greater focus on the impact that our projects will have. The majority of our QuickStart projects are successfully concluded this past reporting year, with the CRC now putting concerted effort into how project outputs and outcomes can be supported along the pathway to impact to have their greatest impact. Our Round 1 projects are well underway. While each project is vastly different from one another in their focus and intended outcomes, they are all united under the aim of "Building capacity to respond to climate change together". Round 2 projects were also launched this year focussing on "Realising value from digital technologies to support the irrigated agriculture sector", in line with CRC's Challenge 2. These projects are more ambitious in scope and bring a consortia of communities together to tackle issues and opportunities such as irrigation

decarbonisation, reducing evaporation from farm dams, and accelerating the uptake of on-farm digital technologies. This year, the CRC also welcomed Professor Ariella Helfgott as the new program lead for the CRC's Foresight and Decision Program.

Read more about the CRC's Research Program, including concluded QuickStart projects and the exciting Round 1 and 2 projects now underway, in the Research Report on page 12, authored by Research Director Professor Seth Westra.

This year we also launched our First Nations Research program, led by Yuwaalaraay-Gamilaroi man Professor Troy Meston – read all about the CRC's First Nations research and engagement program on page 29.

Research is wonderful for discovering ideas, and insights, but as a CRC, we want to be identifying opportunities that will be practical, useful, and valued by industry. At the end of the day, that impact and legacy is how our CRC will be judged. To help ensure we can demonstrate the utility of CRC-backed research, we will be finalising our impact strategy later in the year.

The first year of our Board Observer program has been very successful, with Ms Kana Thorpe offering valuable insights from a different perspective. We will continue the program in the coming year. Kana's experience in Environmental, Social, and Governance (ESG) strategy has been particularly useful along with the input of our Audit, Risk and Finance (ARF) Committee in developing our own ESG program and deciding on how we report our progress.

It is pleasing that we continue to have a substantial number of partners attend our quarterly Partner Briefings, and encouraging that the CRC's Annual Events to date have been well attended, with 134 attendees in Mildura for our 2024 event. Along with local visits, reporting on research and discussing CRC priorities face-to-face with our partners is very worthwhile.

Over the past three years, the One Basin CRC has moved from vision setting to delivering solutions. As we move forward, our focus will remain on ensuring that every project delivers not only knowledge but practical outcomes that enhance the productivity, resilience and sustainability of this vital river system.

I would like to thank the members of the Board who have been so helpful over the last 12 months. I would also like to thank CEO Professor Mike Stewardson and the One Basin staff for all their assistance.



Dr Wendy Craik AM

One Basin CRC Chair



Our strategy



One Basin CRC vision

Australia's irrigation regions are the most productive, resilient and sustainable in the world.

One Basin CRC purpose

We work together to grow value from water in a changing world.

2032 vision

Thriving regions attuned to their unique land and water dynamics.



Challenge 1

Building capacity to respond to climate change together



Challenge 2

Creating and retaining value from digital technologies in irrigated agriculture



Challenge 3

Enhancing the water supply system to deliver for multiple uses



Challenge 4

Realising value from and within rural industries and communities

Impactful projects



Commitment to co-design

Co-leadership

Impact focused

Sound IP stewardship

Valued partnerships



One Basin is a trusted brand

Partners engaging with us

Buy in to our strategy and values

One Basin expertise is sought

Embedded First Nations



Meaningful relationships

First Nations culture respected

Opportunity for First Nations people

Thriving hubs



Diverse RAC membership

Community ownership of hubs

Engaged regional organisations

Attraction of hubs

Growing innovation leadership



Transformative research

Innovation leaders

Progressive business management

Effective governance

Thought leadership

Achievements



24

Research & Development (R&D)

20 projects underway 4 projects completed



\$30.67 Million

Total value of projects underway

\$11.88 Million – total cash value \$18.78 Million – total in-kind value



95

CRC partners



188

Total partner involvements in projects

53 partners involved in at least one project



8

New PhDs started

15 total PhDs underway



9

Webinars held

1966 total attendees



134

Annual Partner Event attendees



10

Freshwater Forum podcasts released



CEO's report

When our partners came together to establish the One Basin CRC, a common aspiration was clear: to create a trusted place where people could work across boundaries to solve the Basin's most pressing water challenges.

Partnership is essential because these challenges spill across traditional silos, and so must their solutions. Trust is critical because the stakes are high—water underpins the Basin's economies, environment, culture, and communities. Building and maintaining trust has never been more important, particularly in a time when confidence in institutions and leaders is under strain both in Australia and globally.

The One Basin CRC is delivering on this aspiration of a trusted partnership in action. Across 24 projects (underway or completed) we are bringing together partners from diverse sectors, many of whom are collaborating for the first time.

On average, each project involves five organisations, with numbers growing as more partners engage through Project Advisory Committees and case study work.

Collaboration extends beyond our research projects. Our PhD program connects partners through student supervision and internships. Our leadership development program is uniting participants and mentors from across the Basin. Regional foresight workshops are drawing leaders together in our hubs, and this year we launched our first Project Action Group—an agile new model that allows partners to collaborate around shared priorities.

Trusted relationships are also built through consistent and meaningful engagement. Our annual event brings the whole partnership together, while our regional hub managers create connections on the ground in each of our four regions. Our teams contribute to conferences, host community activities, and support initiatives such as a yarning circle for First Nations professionals across the Murray–Darling Basin. One standout project led by OzFish has already delivered 91 community events involving nearly 4,000 participants in person and reaching more than 220,000 people online.

Transparency and open communication are central to building trust. We provide regular updates through newsletters, CEO reports, and online briefings. Every project has its own page on our website with updates and outputs. Our monthly webinars offer partners and the broader community an opportunity to take a deeper dive into projects and topics, reaching audiences worldwide. This year we also launched the Basin Matters Blog, sharing new ideas and timely reports relevant to our network.

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One standout project led by OzFish has already delivered 91 community events involving nearly 4,000 participants in person and reaching more than 220,000 people online.

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The “R&D flywheel” is now spinning fast, with a large volume of activity underway across the partnership. But as I said at our Annual Event, activity is not impact. The next stage is to sharpen our focus on how each project—and the program as a whole—delivers tangible impact. To support this, we are expanding our team and the Board will be updating our strategy with a renewed emphasis on impact. I am excited to see how this focus will refine the way we work together in the year ahead.

I would like to acknowledge the tireless efforts of our project teams, regional hub managers, management team, and advisory committees. I also thank the Board for their guidance and leadership as we have built the CRC into a platform for change in the Basin. People participate in the CRC because the work matters—it is meaningful, impactful, and future-shaping. We are fortunate to attract such talented and committed people, and that is why it is a privilege to lead this organisation.



**Prof Mike
Stewardson,**
CEO

Organisational structure



A list of current CRC staff can be found on the 'Our people' page of the One Basin CRC website.

Our Board

Our Board



Dr Wendy Craik AM



Leeanne Bond



Alexandra Gartmann



Peter Hayes AM



Dr Rohan Henry



Leigh Vial



Fiona Simson



Dr Raelene Ward

The One Basin CRC is governed by an independent Board of Directors which provides oversight of the CRC’s activities, performance and strategic direction, and is responsible for establishing, maintaining and monitoring an appropriate level of governance over its core tasks.



Partner Forum

The One Basin Partner Forum is made up of partner representatives and its role is to ensure that our research program is addressing industry needs, primarily by supporting strategic planning and reviewing project proposals.

Cross-Hub Advisory Committee

The Cross-Hub Advisory Committee is made up of the chairs from the regional advisory committees, and its role is to promote sharing and collaboration across hubs, and advise on hub strategic priorities.

Regional Advisory Committees

Each hub has a regional advisory committee which provides strategic advice to the hub, supports the work of the hub through advocacy in the region, and reviews and endorses projects that address regional needs.

Research report

Three years ago, we set out to co-design solutions for the Basin's most pressing challenges. Today, those solutions are taking shape on the ground, generating research outcomes and delivering the early stages of real-world impact.

What began with pilot projects and planning has grown into a diverse portfolio of over 20 research projects producing insights, tools, and partnerships that are changing how water is managed, how risks are understood, and how communities are engaged.

Many of our QuickStart projects have now successfully concluded, delivering valuable outputs and new ways of working. Several produced prototype tools that are already in partner hands, while others informed local decision-making and shaped the design of subsequent projects. Some also broke new ground in specific domains, including exploring small-scale desalination, demonstrating that volunteers can reliably tag fish, and scoping the potential to convert organic waste into biochar and bioenergy. Beyond individual results, these projects served as a testing ground for early concepts, a catalyst for building partnerships, and a demonstration of the value of place-based research connected to our regional hubs.

The Round 1 projects have largely focused on initiation and establishing research teams, laying the groundwork for delivery in the coming years. Early work is already generating insights across several areas. Climate risk research is providing guidance for adaptation planning. Another project is exploring how river operations can deliver multiple benefits from water releases, testing new approaches to optimise outcomes. There are many engagement initiatives to build local awareness and participation in local communities, including connecting with school students in Wilcannia. Another project has compiled an extensive list of leadership and capacity-building courses across the Murray–

Darling Basin, providing valuable context for future training programs. While much of the year focused on setting teams and processes in place, these projects are now beginning to move from planning to action, laying the foundation for tangible outcomes in the coming years.

This year also marked the launch of Round 2 projects, extending our reach across the Basin and strengthening our response to the four key challenges identified in the 2022 partner workshops. These projects are more ambitious in scope, reflecting the growing maturity of the CRC. They bring together consortia of researchers, governments, industries, and communities, tackling complex issues such as decarbonising our irrigation systems, reducing evaporative losses from farm dams, and accelerating the uptake of on-farm digital technologies. Each of these projects is benefiting from strong leadership from both the research and industry perspectives, which is a model that we will continue to build in future years.

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There are many engagement initiatives to build local awareness and participation in local communities, including connecting with school students.

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We also made several strategic adjustments to our research programs this year. Notably, we launched the First Nations Research Program, led by Professor Troy Meston. This program seeks to embed Indigenous governance and knowledge systems within the CRC's strategic and operational functions through First Nations-led, Country-centred enquiry to address water, environmental, and economic sustainability across the Basin. Additionally, we are pleased to welcome Professor Ariella Helfgott as the new Program Lead for the Foresight and Decisions Program, bringing extensive experience in strategic foresight and decision-making. The CRC is and will continue to use this expertise and leadership to guide efforts that empower communities and stakeholders to make informed decisions in an increasingly complex environment.

Our talent pipeline is now an integral part of the CRC's impact. Nine PhD students are embedded in our regional hubs, many of them working closely with partners and communities to co-design their research. They contribute to field trials, publish early findings, and are building the next generation of expertise for the Basin. Our regionally based postdoctoral researchers are strengthening this capacity further, embedding specialist knowledge into

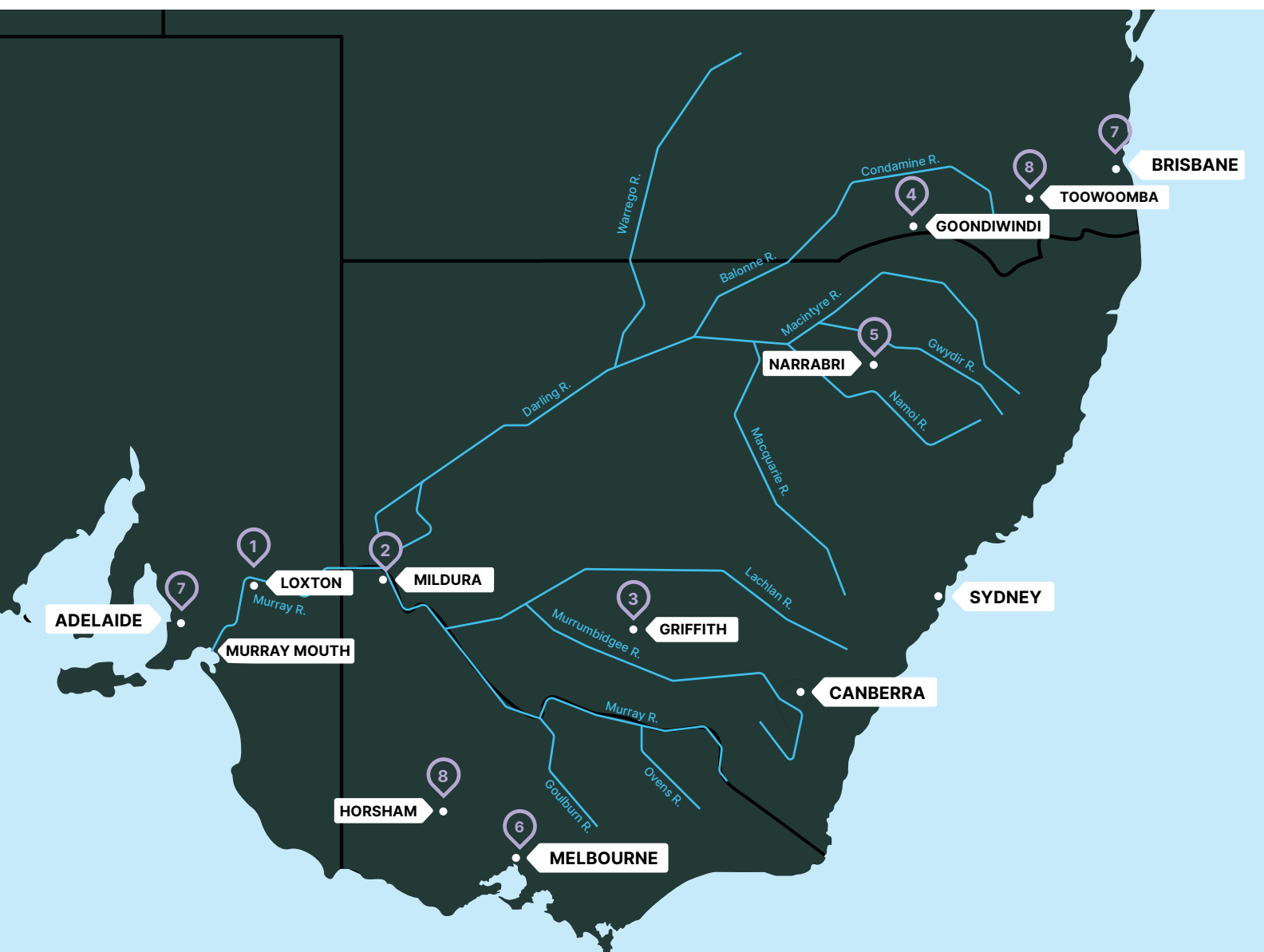
regional contexts. Internships and industry placements have expanded, providing hands-on opportunities for students and fostering stronger links between research and practice.

Looking ahead, while we continue to co-design new projects, we are placing a stronger emphasis on delivering outcomes from our existing portfolio and implementing a structured impact strategy to track and amplify the real-world benefits of our work. We are beginning to capture and communicate impact stories — tangible examples of how CRC research is shaping decisions, practices, and policies across the Basin. This shift from research activity to measurable impact will define the next stage of our journey.

In just three years, the One Basin CRC has moved from vision-setting to delivering solutions. Our maturing research portfolio, growing talent pipeline, and strong partnerships position us to achieve lasting change. As we move forward, our focus will remain on ensuring that every project delivers not only knowledge, but practical outcomes that enhance the productivity, resilience, and sustainability of the Murray Darling Basin.



Staff and facilities map



One Basin CRC facilities/staff locations

- | | | | | |
|---|---|---|---------------------|---|
| 1 | Loxton Hub | 6 | Head office staff | University of Melbourne, Melbourne |
| 2 | Mildura Hub | 7 | Program leads | Flinders University, Adelaide
University of Adelaide, Adelaide
Charles Sturt University, Brisbane |
| 3 | Griffith Hub | 8 | One Basin CRC staff | Toowoomba
Horsham |
| 4 | Goondiwindi Hub | | | |
| 5 | University of Sydney
Campus Narrabri | | | |



Active projects

Project Name	Status	Regional Hub	Project Commenced	Project Completed/ Expected Completion
Organic Waste Conversion	Completed	Goondiwindi	June 2023	September 2024
Equity and Vulnerability in a Drying Basin	Completed	Goondiwindi	June 2023	June 2024
Understanding Future Leadership Needs	Ongoing	Goondiwindi	July 2024	June 2027
Water Futures	Ongoing	Goondiwindi	June 2024	June 2027
Stories of the One Basin	Ongoing	Goondiwindi	October 2024	June 2027
Irrigation Demand Forecasting	Completed	Griffith	August 2023	December 2024
Citizen Science: Integrating community groups into basin-scale fish tagging and recovery programs	Completed	Griffith	June 2023	June 2025
Water Infrastructure Critical Component Anomaly Detection	Ongoing	Griffith	August 2023	September 2025
Future Governance for Water Limited Communities	Ongoing	Griffith	August 2024	December 2026
Digital Irrigation Advisory Systems	Ongoing	Griffith	February 2025	October 2028
Future Basin Economies: Innovative Approaches to Design and Deliver Economic Investments Wanted by Basin Communities	Ongoing	Griffith	June 2025	June 2028
Unlocking Collaborations for Transformation: Towards a Platform for Data and Knowledge Sharing	Ongoing	Griffith	May 2024	January 2027
Decarbonising the Basin's Irrigation Regions	Ongoing	Loxton	April 2025	June 2028
Water Banking for Enhanced Drought Resilience	Ongoing	Loxton	August 2024	June 2027
Integrating digital Technology to Redefine the User Experience for Irrigators	Ongoing	Loxton	February 2025	June 2028
Predicting the Impact of Climate Change on Irrigation Demand Across the One Basin	Ongoing	Loxton	January 2024	October 2025
Incentivising and Investing in Climate Adaptation and the Adoption of Sustainable Basin Management Practices	Ongoing	Loxton	June 2024	September 2026
Opportunities and Risks Associated with Identifying, Sourcing and Treating Brackish Groundwater	Ongoing	Loxton	May 2023	June 2026
Shifting Availability - The Implications of Climate Change	Ongoing	Mildura	August 2023	February 2026
Building Capacity to Adapt to a More Variable Water Future	Ongoing	Mildura	December 2023	September 2025
Digital Irrigated Agriculture Workforce Futures	Ongoing	Mildura	January 2025	June 2028
River Health, Engagement and Fisheries Science Programs	Ongoing	Mildura	March 2025	June 2026
Putting People at the Centre: Towards Transforming Climate Risk Assessment for Water Security and Delivery	Ongoing	Mildura	September 2024	November 2027
Reducing Uncertainties and Enabling Multiple Benefits in Water Delivery Operations	Ongoing	Mildura	June 2024	March 2027

Regional hubs: turning research into impact

The One Basin CRC's four regional hubs—**Griffith (NSW)**, **Loxton (SA)**, **Mildura (VIC)**, and **Goondiwindi (QLD)**—were established to serve as place-based centres for research, development, and collaboration across the Murray–Darling Basin.

In 2024–25, these hubs matured into thriving focal points where researchers, industry, and communities came together to trial ideas, share knowledge, and translate research into real-world outcomes. Each hub hosts a Regional Hub Manager and is home to a growing cohort of PhD candidates and postdoctoral researchers.

Highlights of 2024–25

- **Distinct hub identities emerging:** Each hub worked with its Regional Advisory Committee to develop tailored hub strategies, reflecting local priorities and opportunities. You can find these documents on the website under each Hub. Each strategy also generated research ideas borne from the end users and RAC committees, some of these project ideas will turn into projects in 2025/2026
- **Goondiwindi's international initiative:** As the smallest hub, Goondiwindi took bold steps to attract talent this year with plans to recruit PhDs from the USA and Canada. Hub Manager Marti Beeston will travel to North America in July 2025, where she will promote 17 PhD projects designed with our partners and Education and Training team to attract scholars to the Hub.
- **Community commitment:** Several postdocs and a PhD have purchased homes and relocated families, showing long-term confidence in the hubs and their regions.
- **Trial site in Loxton:** The brackish groundwater project has wrapped up its first year trial of desalinating brackish groundwater and using it to irrigate almonds at Century Orchards. Find out more in the project spotlight on page 18.
- **Annual Forum in Mildura:** The 2024 One Basin CRC Annual Partner Event brought together partners and stakeholders from across the Basin, combining site visits, regional insights, and community engagement with research and partner collaboration.
- **The Griffith hub** is working closely with 1BCRC partners and Griffith City Council on projects to deliver impact to the region in circular economy and water related outcomes. This year, Griffith hub welcomed their first round of PhD and Post Doc students to the region

Looking ahead to 2025–26

The year ahead will see the introduction of hub-based senior researchers, having been planned for in FY2024/2025, and budget allocated for FY2025/2026. These roles will sharpen the focus on research translation and impact. With growing partnerships, embedded expertise, and strong community ties, the hubs are positioned to drive the CRC's mission of delivering practical, place-based solutions for the Basin.



Each hub has its own staff and advisory committee

Loxton Hub

 **2 PhDs**

Loxton Regional Advisory Committee (RAC) members

Tim Smythe (Chair)
Michael Cutting
Monique White
Jason Size
Fiona Giles
Amy Goodman

Goondiwindi Hub

 **1 Postdocs**

Goondiwindi Regional Advisory Committee (RAC) members

Graeme Scheu (Chair)
Elsie Hudson
Paul Webb
John Shannon
Justin Saunders
Michelle Ramsay
Grace Griffiths

Mildura Hub

 **3 PhDs**
 **2 Postdocs**

Mildura Regional Advisory Committee (RAC) members

Leonie Burrows (Chair)
Peter O'Donnell
Jenny Collins
Brett Millington
Michael Gilby
Phil Grahame
Deidre Jaensch

Griffith Hub

 **4 PhDs**
 **2 Postdocs**

Griffith Regional Advisory Committee (RAC) members

Elizabeth Stott (Chair)
Stefan Szykarski
Jenny McLeod
Sigrid Tijs
Kristy Bartrop
Vito Mancini
Sonia Cooper

Project Spotlight: brackish groundwater

Since the Millennium Drought, reverse-osmosis desalination has proved a silver bullet for Australia's precarious urban water supplies, with desalination plants topping up reserves in every coastal capital apart from Hobart and Darwin. But when it comes to the Murray-Darling Basin's aquifers, reverse-osmosis – which pushes saline water through polymeric membranes at extremely high pressure – has long been considered too energy-hungry for cost-conscious farmers.

That may be about to change, as the launch of a small reverse-osmosis (RO) plant at Century Orchards almond grove in South Australia's Riverland provided both its hosts and hydrologists with hope of a new source of fresh water that could help to alleviate pressure on the hard-pressed Murray River.

Word has quickly spread about the Loxton trial, which although not the first RO plant in the basin, is the first to draw groundwater from a deep aquifer and dispose of the brine in a separate, geologically-distinct aquifer – which passes the test of being more saline than the brine itself.

In the first month of operation, more than 30 farmers and water managers visited the site, confirming growing interest in the potential for small-scale desalination to water almonds, vines, and other high-value crops struggling with reduced allocations of river water.

Led by the seasoned University of Adelaide hydrologist, Dr Michael Leonard, the groundwater project is one of 10 'QuickStart' projects launched by One Basin CRC in 2023.



A site visit underway at Century Orchard

Leonard believes the project has the potential to treat groundwater at multiple sites across the basin where there are aquifers separated by rock or clay. “We believe there are around 2,000 gigalitres of groundwater that could be sustainably extracted in the basin each year, based on estimates by CSIRO of sustainable yields of brackish and saline groundwater in the four basin states,” he says.

Leonard and co-researcher Peter Reeve have run regular site tours since launching the plant, and the pair believe that growing water uncertainty in the Basin will push more farmers to consider solutions beneath their feet.

“For horticulture, where there’s a permanent plantation and a premium product such as almonds or vines, the value proposition appears quite compelling,” Leonard explains.

The project also has produced another product, in turn increasing its appeal to farmers: the development of a ‘cost calculator’, similar to one homeowners use to estimate savings from rooftop solar.

The calculator, which is currently out for peer review, will enable farmers to calculate the costs and returns of an RO plant based on their aquifer water quality, the demands of their crops, available energy, and emerging climate scenarios.



Michael Leonard (University of Adelaide), Brendan Sidhu (Century Orchards), Peter Reeve (University of Adelaide), and Kym Walton (One Basin CRC)

“

The problem with droughts is that you don’t know you’re in one until you’re in the middle of one, and if you start your planning at that point, it’s too late. We know that bigger droughts are coming – and we want people to have better options when the next drought comes.

- Michael Leonard

”

Education and training report

The focus of our researcher training program over the past year has been on developing a suite of new PhD research topics out of initial concepts identified by the CRC's industry partners.

Through the efforts of staff from over 30 partners, there are now 32 positions that have been filled or that are in stages of recruitment and a further 15 PhD projects are currently in development. The target of 50 PhDs is coming into sight and the year ahead is an opportunity for partners to consider how to benefit from working with talented and motivated PhD students and the associated academic supervisors.

One Basin CRC PhD candidates Anita Bhusal and Champika Jayaweera in conversation with Eliza Middleton (Water Technology) and Caroline Rosello (ANU)



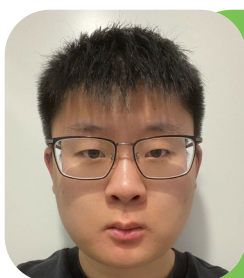
PhD candidates who started their research in 2024-25

Candidate	Nationality	Identify as	Start date	Host university	Partner organisations/entities	Regional hub	Research topic
Miltone Kimori	Kenya	M	November 2024	CSU	Western Murray Land Improvement Group	Griffith	Understanding community-wealth building programs and community readiness to adopt change
Champika Jayaweera	Sri Lanka	F	March 2025	CSU	Wine Australia	Griffith	Financing and incentivising ecosystem services to future-proof Basin producers against climate change.
Nadeem Tariq	Pakistan	M	April 2025	Flinders	SA Department of Environment and Water (DEW), MDBA, CSIRO	Loxton	Hydrogeological opportunities and constraints of the groundwater resource across the Murray-Darling Basin
Teresa Cochrane	Australia (First Nations)	F	April 2025	CSU	Gunghutti Gumbaynggirr	Based on country	Koala Dreaming: What kind of ancestor do I want to be?
Leonidas Kazana Manayubahwe	Rwanda	M	June 2025	ANU	NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW), SA DEW, Coleambally Irrigation, CSIRO	Griffith	Economic analysis of water banking and managed aquifer recharge as innovations for enhancing and regulating water supply
Adrine Santos	Australia	F	June 2025	U Sydney	Murray Darling Association	Non-hub based (Griffith)	Inclusive and Adaptive Water Governance: CALD Voices in Murray-Darling Water Governance
Bernard Higgins	Australia (First Nations)	M	June 2025	CSU	Wiradjuri	Based on country	What is the role of environmental water in human wellbeing?
Liz McNiven	Australia (First Nations)	F	June 2025	CSU	Budjiti	Based on country	Indigenous data sovereignty, Indigenous rights, and Indigenous governance in Murray Darling Basin water management

PhD candidates continuing their research

Candidate	Nationality	Identify as	Start date	Host university	Partner organisations/entities	Regional hub	Research topic
Shayne Faulkner	Australia	F	January 2023	Flinders	SA Water	Non-hub based	Cyanotoxin risk in recycled water used for food crop irrigation
Camaria Holder	Antigua & Barbuda	F	August 2023	ANU	MDBA	Mildura	Designing effective foresight processes to anticipate and prepare for climate change in the MDB
Anita Bhusal	Nepal	F	January 2024	U Sydney	TBC	Goondiwindi	Ecological and physiological functioning of a native grain production system
Wiyanda Naufel	Indonesia	M	January 2024	U Sydney	Water Tech, Mulloon Institute	Non-hub based	Regenerative agriculture impacts and opportunities
Shahin Solgi	Iran	M	March 2024	CSU	SARDI, Mallee CMA, Almond Board of	Loxton	Geospatial modelling of region-scale crop water-use to forecast climate change impacts on irrigation demand
Lang Zheng	China	M	March 2024	U Melbourne	SA Water	Mildura	Multi objective model predictive control for pumped water distribution systems incorporating renewable energy
Kelsy Burns	Australia	F	April 2024	U Sydney	RDA Murraylands and Riverlands	Mildura	Water Futures: Community change in the context of conflict

Most of the One Basin CRC PhDs are based across our four regional hubs which is leading to many opportunities to engage with partner organisations. A key aspect of this engagement is working directly with one or more partner organisations through an internship arrangement. The premise is that the PhD candidate co-designs the internship within the first year of their research with their supervisors and partner staff, to maximise its value to all parties. It can be undertaken as a single block after final thesis submission or spread out across the candidature in multiple blocks or as a part-time arrangement. The following three cases illustrate the versatility of the arrangement and the range of opportunities that the CRC provides.



Lang Zhang

The University
of Melbourne

Lang is based at the Mildura hub and is working on the topic of “multi objective model predictive control for pumped water distribution systems incorporating renewable energy”. In early 2025, at the end of the first year of his graduate studies, he spent 2 months with SA Water in South Australia in order to familiarise himself with the utility’s operations.

He did this by analysing historical data on pipeline systems, visiting sites around the state, interacting with staff from different business units, and carrying out initial optimisation exercises. The internship has already been of direct benefit to the CRC partner: one of Lang’s assignments was to optimise the operation of a major pipeline component so that it could operate more consistently, thereby reducing potential maintenance costs while ensuring sufficient volume is delivered downstream. It has helped Lang hone in on areas that could lead to more impactful research outcomes, particularly as he intends to complete a further 4 months with the CRC partner at the end of his PhD.



I gained many new insights that had not been fully considered in my earlier research. For example, SA Water’s systems are much larger in scale compared to the case studies I previously used, meaning additional operational constraints must be considered, making the optimisation problem more complex. Staff from the Operation Control team and the Energy team and Forecast team have provided valuable feedback on both my SA Water work and my PhD research. I also gained a deeper understanding of how the operational constraints are defined based on the data provided from different teams. I am continuing to develop my AI models to support pumping decision-making with the aim of reducing pump operational costs. The experience and knowledge gained from this internship have enabled me to make more realistic assumptions in my future research, simplifying the problem while making it more practical.





Wiyanda Naufel

The University
of Sydney

Wiyanda started his doctorate in January 2024 and was assisted by his supervisors to set up a

one-day per week internship over a six month period with Water Technology, a science and engineering consultancy and CRC partner. As an international student, the internship was an opportunity to gain industry exposure and a broader understanding of the water sector in Australia. His research is exploring landscape and hydrological impacts of regenerative farming practices and he has been developing hydrological models for two sub-catchments of the MDB.



The internship was a valuable learning experience for me. It was less about direct output and more about understanding how the company operates - including the types of projects they take on, how they manage their workflows, and the various tools and methodologies they use. Most importantly, I had the opportunity to learn about water detection methodologies using satellite imagery, which I found particularly interesting and potentially relevant to my own PhD project. By the end of the internship, I was able to produce a review document summarising various water detection methods. This not only helped me get up to speed with the latest techniques but also served as a useful reference for Water Technology in exploring how to service the needs of catchment management authorities.



Shayne Faulkner

Flinders University

Shayne is in the third year of her PhD which is studying cyanobacteria toxin uptake in food crops and its implications on human health. She has worked part-time with SA Water throughout her studies which has facilitated many aspects of her research.



My industry internship was instrumental for a large part of my lab work that couldn't be done at Flinders University. I used the labs to extract toxin from plants and water samples as well as analyse the results on the High-Performance Liquid Chromatography (HPLC) equipment they have there. I was trained by SA Water staff in the extraction method as well as the HPLC prep, use and analysis. I was also able to use SA Water sites for the growth of my plants for the field study as well as gaining access to data to use in my PhD that I would not have been able to access otherwise.



Other Education & training activities



Leadership development: Almost 40 research project leaders and CRC staff attended a week long Leadership Camp in February 2025 which focussed on navigating impact pathways in complex systems. The off-site activity introduced the CRC's leadership "compass" or competency framework and the associated leadership development program – the fruit of a six-month process of development through focus groups and some action learning activities with two research project teams. A first intake of 10 leaders began trialling the program in April 2025.



Communications training for research teams: over 15 researchers and industry co-leads participated in a 10-week "Amplify Your Impact" online course provided by One Basin CRC partner, Impact Innovation.

Project spotlight: helping Basin communities thrive

Across the Murray-Darling Basin, communities are exploring practical ways to address water scarcity challenges. Community Wealth-Building programs are emerging as one promising framework that may help rural communities adapt to limited water availability while maintaining economic resilience.

Changing rural economies

Decreasing water availability in the Basin is threatening traditional economic models and communities are seeking alternative economic approaches.

Research by Miltone Kimori, a doctoral researcher with One Basin CRC based at Charles Sturt University's Gulbali Institute, suggests that Community Wealth-Building programs offer a practical approach to regional development that focuses on using existing community assets rather than relying primarily on external investment.

Working through the One Basin CRC's Griffith hub, Kimori's research examines how Community Wealth-Building programs might best be designed to help Basin communities adapt to reduced water availability. His work investigates the relationships between these programs and various community resources—including natural assets, cultural heritage, social connections, and governance structures.

"Community Wealth-Building represents a paradigm shift," Kimori explains. "It's about recognising and leveraging the multiple forms of capital within a community – naturally, cultural, social and economic – to create sustainable solutions."

Anchor institutions leading change

At the forefront of this movement are anchor institutions like the Western Murray Land Improvement Group (WMLIG), organisations deeply rooted in local communities that use their resources to stimulate economic development.

The WMLIG's initiatives, such as the Murray Industrial Hemp project, demonstrate practical applications of Community Wealth-Building principles by investigating alternative crops like hemp that may use less water while also providing new market options for local producers. According to Kimori's research framework, effective Community Wealth-Building approaches consider multiple forms of community capital working together.

"What makes these programs successful is their holistic approach," Kimori says. "They recognise that community wellbeing depends not just on financial capital, but on natural, cultural, social, and built capital working together in harmony."

"Organisations like Western Murray Land Improvement Group represent crucial anchor institutions in the Basin's adaptation journey," explains Kimori.

Kimori's research examines how not-for-profit organisations serve as catalysts for sustainable economic development in water-constrained environments. By documenting WMLIG's methodologies in facilitating local investment, promoting climate-adaptive agricultural practices, and strengthening community capacity, his work aims to develop an evidence-based framework that can be used by other organisations throughout the Basin.

“What makes Western Murray Land Improvement Group interesting is their integrated approach to community resilience. They’re simultaneously addressing ecological sustainability, economic diversification, and community empowerment—which is exactly the multi-dimensional strategy that effective Community Wealth-Building requires.

”

- Miltone Kimori



The research uses participatory methodologies to document how WMLIG's initiatives create feedback loops that have local benefits. This is where economic activity generates social and environmental returns that remain within the community rather than flowing outward. This practical application of Community Wealth-Building principles can be used as an example for other Basin communities seeking sustainable development pathways.

Social marketing for community engagement

A critical component of successful Community Wealth-Building programs is effective communication and community engagement. Kimori's research also explores how social marketing strategies can improve program uptake by aligning with local values.

"For these initiatives to succeed, communities need to understand not just what Community Wealth-Building is, but how it benefits them specifically," Kimori explains. "We're using participatory action research to develop communication approaches that speak directly to local concerns and aspirations."

This focus on participatory methods ensures that community voices remain central to the research process.

Through workshops, interviews, and collaborative design sessions, researchers and community members co-create solutions tailored to the unique challenges of Basin communities.

Building future resilience

As climate variability affects water availability in the Basin, community-centred approaches like Community Wealth-Building may become increasingly relevant. The CRC's Griffith hub serves as a connection point for this work, bringing together researchers, community organisations, and stakeholders to explore sustainable options.

"What we're ultimately working toward is a future where Basin communities don't just survive water scarcity, but thrive despite it," says Kimori. "By building on local strengths and fostering collaborative networks, Community Wealth-Building programs offer a promising framework for that future."

These research projects and community initiatives provide insights not only for the Basin but potentially for other rural communities, both domestically and internationally, facing similar environmental and economic transitions.



Miltone Kimori with Griffith Hub Manager Bernadette Torresan

First Nations Research and Engagement programs report

Annual overview

The Murray–Darling Basin, home to more than 50 distinct First Nations communities, remains a region of critical cultural, ecological, and historical importance. While the CRC's made progress in developing engagement processes with First Nations communities, the 2024–25 year has highlighted challenges and structural limitations that constrain meaningful participation.

The First Nations program has advanced its role as a facilitator of relationships and a contributor to tangible opportunities for Traditional Owners, Nations, and Indigenous researchers. Work is grounded in principles of respect, reciprocity, and accountability, while recognising the uneven terrain in which principles are applied. Progress requires persistence, negotiation, and leadership in spaces where First Nations perspectives are not intrinsically included or prioritised.

The CRC's ambition is to connect Western and First Nations sciences in ways that are co-productive rather than extractive. Ongoing advocacy is required to ensure First Nations voices are embedded from the outset and not as an afterthought.

This approach also requires resisting externally-imposed agendas, competing industry interests, or project milestones in favour of slower, trust-based engagement with communities. While this engagement remains essential, work is required to move beyond aspirational commitments toward systemic change in how the CRC recognises and acts upon First Nations priorities.

Engagement across the Basin

The First Nations program has engaged extensively across the Basin this year – Elders have generously shared time, First Nations organisations have joined strategic dialogues, and researchers have been welcomed as co-creators in shaping research directions. The team has cultivated relationships with Basin communities through sustained engagement, facilitating culturally-grounded dialogues that have fostered new partnerships with Indigenous organisations. These partnerships are grounded in reciprocity, mutual respect, and a shared aspiration to transform water governance and research practice.



Commissioned artwork by First Nations artist Adrian Bauwen

Key activities

1.

First Nations team

The First Nations research and engagement team's maturation represents a cornerstone achievement, expanding the program's leadership and operational capacity. This year, a First Nations Research Lead, Research Assistant, and intern have joined the team, complementing the existing First Nations Engagement Lead. Collectively, this team provides scholarly expertise and community-based knowledge, ensuring that First Nations peoples' voices are embedded from the conceptualisation phase of Basin-wide research initiatives. This allows the First Nations team to function as a cultural and intellectual anchor, ensuring projects are culturally-legitimate, respectful of protocols, and responsive to Nations' priorities.

2.

Conferences, panels & co-design

This year has been marked by significant contributions to national and international dialogues concerning First Nations research, conservation, and water. These engagements illustrate the program's dual orientation: outward-facing in its commitment to building international First Nations solidarity, and inward-facing in strengthening national dialogue, accountability, and sectoral reform.

Representation at the 22nd Savanna Science Network Conference in South Africa constituted a milestone in advancing First Nations-to-First Nations knowledge exchange, enabling strategic partnerships with the Oppenheimer Generations Research and Conservation Foundation and scholarly and cultural linkages with Mpumalanga University.

Participation at the AIATSIS 2025 Summit on Larrakia Country provided a platform to present the scope and impact of ongoing work to peers, policymakers, and community leaders. Team also attended the Murray-Darling Basin Authority's (MDBA) River Reflections and MD-WERP conferences, providing opportunities to present program-focused initiatives and strengthen relationships with Nations and sectoral partners.

The First Nations program also contributed to a series of Basin-wide co-design activities. These included a strategic foresight workshop in Goondiwindi, participation in the Native Grains Harvest Festival in Narrabri, and other collaborative sessions designed to embed Indigenous perspectives in project design and delivery. Prof Meston also contributed to a Queensland Government ecotourism panel, emphasising the role of Indigenous knowledge in shaping ecologically and culturally-sustainable tourism, and the intersections between environmental stewardship, cultural heritage, and economic opportunity in the Basin.

Key activities

**Governance**

The First Nations Applied Management Advisory Committee's (FNAMAC) establishment represents a critical advancement in embedding cultural governance within the CRC. Providing strategic oversight, the FNAMAC ensures projects engaging with First Nations communities and knowledges are grounded in cultural legitimacy, ethical integrity, and community-defined priorities.

The Committee's remit traverses multiple domains, including reviewing First Nations-related project proposals, advising on the cultural appropriateness of methodologies, and monitoring outcomes to ensure alignment with Indigenous protocols and expectations. The intergenerational and interdisciplinary Committee brings a wealth of expertise, spanning cultural heritage, environmental stewardship, policy, health, business, and academia.

The FNAMAC is increasingly sought after for its consultative authority and cultural legitimacy. Recently, the FNAMAC provided an ethics evaluation of the CRC-backed Future Governance project, providing a layer of cultural and community accountability to the University of Adelaide's internal ethics processes. It's also been formally engaged in the MDBA's data sovereignty project, where the Committee is co-designing and stress testing a set of guiding principles to ensure respectful handling of First Nations-related data.

Externally, the CRC's governance has been amplified through external appointments, with Geoff Reid appointed to the First Nations Advisory Committee for Natural Hazards, and Prof Meston was appointed to the MDBA's Advisory Committee on Social, Economic and Environmental Sciences (ACSEES). These appointments ensure that First Nations perspectives are embedded within critical national conversations about water, environment, and resilience.

**Reconciliation Action Plan (RAP)**

The commencement of a Reconciliation Action Plan (RAP) process marks a significant commitment to embedding respect, responsibility, and relational accountability within the CRC's operational and cultural fabric.

To support this, a Reconciliation Working Group has been established, bringing together CRC staff to contribute their diverse perspectives, experiences, and expertise. The group's role is to translate the RAP from a conceptual framework into a living framework and practical instrument that informs the CRC's engagements with First Nations communities and partners.

In recognition of the importance of cultural visibility and symbolism, two First Nations artists were commissioned to create works that reflect the living stories of the Basin. These artworks have been incorporated into CRC shirts, the First Nations webpage, and other CRC products to serve as visual embodiments of cultural continuity, identity, and respect.

These artworks can be seen in this report, on the front cover, page 1, and page 29.

Key activities

5. **Cultural awareness**

Building cultural capability is a cornerstone of the CRC's approach, informing how research, engagement, and governance occurs. All staff completed Cultural Awareness Training, with the aim of embedding shared responsibility for cultural awareness across the organisation. While uptake has been positive, these initiatives are only part of an ongoing process to develop from cultural awareness towards cultural safety within the CRC. Internally, effort has been required to explain and advocate for First Nations centrality in the CRC's functions and the Basin itself. This has sometimes led to frustration and missteps, reflecting an organisation that's developing cultural awareness, yet has some way to go in becoming a culturally-safe environment. To sustain ongoing learning, a regular "Cultural Share" communication is circulated across the CRC network to prompt reflection and embed cultural considerations into practices.

Aboriginal organisation Jibija Ung We presented at the FNAMAC's inaugural meeting. Their presentation, centred on the Talk Book, underscored the importance of authentic co-design processes that resist superficial consultation and embed reciprocity, dialogue, and shared authority in decision-making.

These initiatives demonstrate incremental steps towards building cultural capability, though continuing work is required to further embed cultural inclusivity within the CRC. The ongoing challenge is to ensure that cultural awareness translates into consistent practice and systemic cultural safety, where behaviours, policies, and practices consistently reflect respect for First Nations voices and authority, and not confined to only awareness-building, symbolic gestures, or isolated training activities.



First Nations Engagement Lead Geoff Reid speaks at the 2024 Annual Partner Event in Mildura

Key activities

**First Nations website**

The First Nations webpage launch is a step towards transparency, accessibility, and visibility in the CRC's engagement. Conceived as a safe, welcoming, and culturally-familiar space, the webpage enables the sharing of project information, collaboration opportunities, and First Nations-led initiatives creating impact.

The webpage is an educational resource and invitation to collaborate, embodying the program's aspiration to create spaces where First Nations knowledges and perspectives can guide future Basin research and governance. Design and content reflect a commitment to relational ethics, ensuring that the voices, contributions, and First Nations peoples' priorities remain visible, valued, and celebrated. By curating accessible resources and narratives, the webpage affirms that knowledge must respect cultural authority while also enabling broad participation.

**Projects**

Research and engagement programs undertaken with First Nations communities are evolving into initiatives that demonstrate the transformative potential of Indigenous-led and co-designed approaches to water-adjacent research. While diverse in scope, projects are unified in their commitment to embedding Indigenous knowledge systems, strengthening community capacity, and shaping equitable and sustainable futures for Country and people.

Several projects are progressing from concept into co-design and contracting, including initiatives on ethical First Nations data use within Basin-wide water research, culturally-grounded water policy frameworks, and revitalising native grains as an ecological and economic opportunity for Nations. Meanwhile, the Billabong project has emerged as a flagship initiative centered on trauma-informed care, riparian restoration, and educational and economic pathways for First Nations rangers. Projects are anchored in reciprocity, ensuring outcomes are determined in consultation with communities.

Partner engagement report

The 2024–25 year has been a strong one for partnerships across the One Basin CRC, with significant engagement from partners in our research and activities. Fifty-three partner organisations have been involved in one or more of the 24 projects, demonstrating the depth and breadth of collaboration across the Basin. We welcomed four new partners in over the year, Swan Systems, Queensland Department of Environment Tourism Science and Innovation (DETSI), University of Southern Queensland and Murray Irrigation.

A highlight of the year was the Annual Event, hosted by the Mildura Hub on 20–21 August 2024. The event brought together researchers, partners, and PhD students for two days of knowledge sharing and collaboration. The program was complemented by targeted capacity-building activities, including communications and journalism training for PhD students prior to the event, and First Nations cultural awareness training the day following the event.

The event itself included field visits showcasing local innovation and water management, with partners touring the Mildura West Water Treatment Plant, the SuniTAFE Smart Farm, the Catfish Billabong Regulator, and Lock Island.

Partner engagement in the Annual Event was particularly strong. Of 178 registered participants, 134 attended in person. Representation included all 10 Tier 1 partners, 5 of 6 Tier 2 partners, and 33 of 41 Tier 3 partners. In total, 48 partner organisations were present, underlining the commitment of our network to the CRC's mission and goals.

Overall, this year has demonstrated the strength of our partnerships and the value of creating opportunities for engagement, collaboration, and shared learning.

Beyond the Annual Event, we have seen a steady continuation of partner engagement throughout the year. Regular CEO updates, newsletters, partner briefings, and active participation in Project Advisory Committees have all helped maintain strong connections. Partners have also contributed across governance processes, project design and delivery, PhD involvement, meeting attendance, ensuring that the CRC's work is responsive, relevant, and informed by partner needs.

We sincerely thank all of our partners for their continued commitment to engaging with the One Basin CRC. Their willingness to collaborate, share knowledge, and contribute across multiple dimensions of our work has been fundamental to our progress this year.

Looking ahead, the One Basin CRC will continue to invest in strengthening the relationships with our partnership base.



One Basin CRC staff and partners undertake a site visit to SuniTAFE SMARTfarm in Mildura

Communications report

This year marked strong progress in the implementation of the One Basin CRC Communications Strategy. With multiple points of contact and communication channels now in place, our reach and visibility continue to expand. A key highlight was the launch of the rebranded One Basin CRC website, creating a central hub for information and engagement. We also proudly commissioned two First Nations artworks—one from an artist in the Northern Basin, Adrian Bauwens, and one from the Southern Basin, artist Kyla Mchughes—helping us embed cultural identity within our brand and communications.

Throughout the year, new online resources were developed, including enhanced the Education and Training webpages and dedicated First Nations webpages, which showcase commissioned artwork and provide important cultural context. Our ongoing webinar series, delivered by our partners Water Research Australia’s Australian Water School, continues to attract strong participation from audiences across Australia and internationally.

The One Basin newsletter, and CEO updates from Prof Mike Stewardson saw consistently high engagement with our stakeholders. Our social media activity on LinkedIn also grew significantly, supported by the momentum of the project communications being generated from the Quick Start projects, Round One projects, and the commencement of Round two projects. With our expanding PhD cohort settling into the Regional Hubs we are also seeing a growth in communications coming from them, in their research, involvement with regional partners, and their stories of settling into the regions. Across the CRC and our partners, we are now sharing a broader range of stories and insights than ever before.

In addition, we began placing stories in local hub newspapers at the end of this financial year with the intention to raise awareness among the Hubs regional communities on our work and to strengthening brand recognition within the regions.

Looking ahead, we aim to deepen collaboration with partners by exchanging communication content across networks and continuing to highlight the diversity and impact of our research.

Our communication achievements



Website
18,513 total active website users



LinkedIn
110% increase in followers
(YoY June 2025 vs June 2024)



Email marketing
47.27% average open rate
Newsletter and CEO Update



9 webinars delivered



4761 total viewers



1966 live attendees



2795 post-event viewers

Corporate social responsibility highlights

The One Basin CRC is committed to corporate social responsibility at both the governance and operational levels, recognising its role in risk management and creating positive impact. This Annual Report marks the One Basin CRC's first reporting of corporate social responsibility-related metrics. The CRC is committed to exceeding baseline expectations and embedding strong environmental, social, and governance (ESG) principles across its activities.

The highlights below showcase initiatives relating to the CRC's corporate social responsibility. Over time, the CRC aims to expand its reporting to include project-based impacts as our portfolio matures and an ESG-based impact strategy is developed and implemented.

Safe and positive workplace

We maintain a safe, positive, and supportive work environment that supports diversity equality and inclusion for operational staff, monitored through an annual staff survey (see table below).

How well does 1BCRC support the individual well-being of each team member, and the overall team wellbeing?

Very well	Well	Neutral	Poorly	Very poorly
47.37%	36.84%	15.79%	0.00%	0.00%

How would you rate the One Basin CRC's Commitment to diversity, equity, and inclusion?

Excellent	Good	Fair	Poor	Very poor
68.42%	26.32%	5.26%	0.00%	0.00%

The One Basin CRC provides equal opportunity for all participants, regardless of background.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
68.42%	21.05%	10.53%	0.00%	0.00%

How comfortable do you feel expressing your unique perspective and identity in the One Basin CRC?

Very comfortable	Comfortable	Neutral	Uncomfortable	Very uncomfortable
47.37%	42.11%	10.53%	0.00%	0.00%

Do you feel that the One Basin CRC is a safe environment free from harassment and bullying?

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
78.95%	21.05%	0.00%	0.00%	0.00%

Do you feel you have been exposed to bullying and harassment through your involvement with the One Basin CRC?

Not at all	Possibly	Once	Occasionally	Frequently
94.74%	0.00%	5.26%	0.00%	0.00%

Gender Diversity

The CRC actively promotes gender diversity in Board appointments, advisory committees, leadership roles, staff, project leadership, research supervision, and higher degree research candidate support (see table below).

Cohort	Male	Female
Board Members	37%	63%
PAC ¹ Members	66%	34%
RAC ² Members	48%	52%
RHM ³	50%	50%
Program Leads	75%	25%
Research Supervisors	67%	33%
PhD Students	38%	62%
Project Leads	67%	33%
2024 Annual Event Attendees	59%	41%
Leadership Event	74%	26%
Hub Staff	64%	36%

¹. Project Advisory Committee

². Regional Advisory Committee

³. Regional Hub Managers

Governance



Independent Skills-Based Board

in line with our Constitution, the CRC has an independent, skills-based Board, with Directors independent of Tier 1 and Tier 2 partners.



Regional and Partner Representation

Regional Advisory Committees are established at each of the four regional hubs to ensure strong regional and partner voices inform Board decision-making.



Regulatory Compliance

The CRC monitors and ensures compliance with all legal and regulatory obligations annually.



Independent Financial Auditing

An independent audit of the CRC's financial statements is published annually (see Page 39).



Risk Management

The One Basin CRC has implemented a risk management framework consistent with ISO 31000 standards.

First Nations Leadership and Inclusion

2

First Nations Board Directors

ensuring First Nations perspectives are embedded in governance

1

First Nations Research Policy

ensuring research respects the rights of First Nations communities over their lands, waterways, and futures

33

individuals completed cultural competency training

from the CRC's Board, Executive, and staff cohorts

1

First Nations Management Advisory Committee

established to guide culturally-appropriate research

First Nations peoples' participation in CRC activities are also monitored and reported to the Board every six months (see table below).

Cohort

First Nations participation

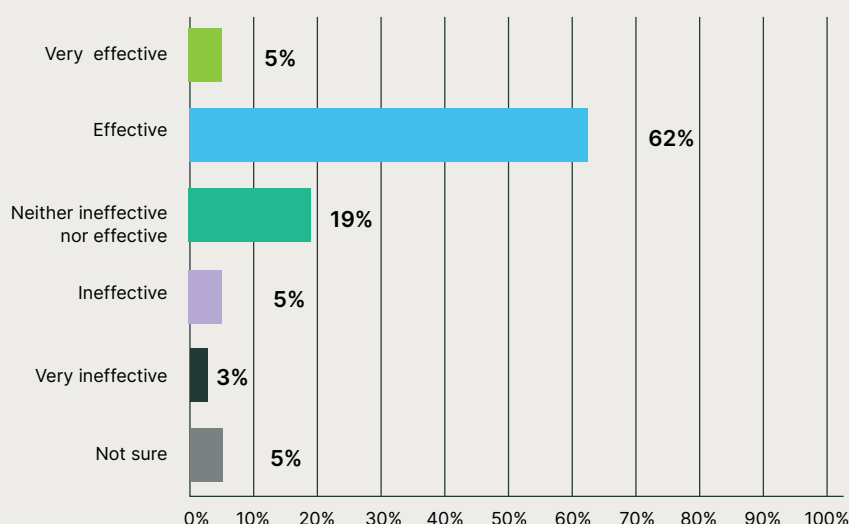
PAC ¹ Members	6%
RAC ² Members	19%
RHM ³	0%
Program Leads	25%
Research Supervisors	3%
PhD Students	20%
Project Leads	5%
2024 Annual Event Attendees	6%
Leadership Event	12%
Hub Staff	0%

¹ Project Advisory Committee ² Regional Advisory Committee ³ Regional Hub Managers

Partner engagement and satisfaction

Partner's satisfaction with engagement activities and pathways are monitored annually via a partner survey (see graph below).

Have the CRC's partner engagement activities and pathways been effective from your perspective, in 2023/2024?



Finance

For the year ended 30 June 2025

One Basin CRC Limited

ABN 82 660 665 305

General Purpose Financial Report Disclosures
30 June 2025

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One Basin CRC Limited
Directors' report
30 June 2025

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2025.

Directors

The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

		Date of Appointment
Wendy Craik	Chair	1 July 2022
Leeanne Bond	Independent Director	28 July 2022
Alexandra Gartmann	Independent Director	1 July 2022
Peter Hayes	Independent Director	1 July 2022
Rohan Henry	Independent Director	28 July 2022
Fiona Simson	Independent Director	28 July 2022
Leigh Vial	Independent Director	26 February 2024
Raelene Ward	Independent Director	28 July 2022

Meetings of Directors

The number of meetings of the company's Board of Directors ('the Board') held during the year ended 30 June 2025, and the number of meetings attended by each director were:

	Board		AR&F		R&N		IPCTT	
	Attended	Held	Attended	Held	Attended	Held	Attended	Held
Wendy Craik	6	6						
Leeanne Bond	6	6					3	3
Alexandra Gartmann	5	6	5	5				
Peter Hayes	6	6			2	2		
Rohan Henry	6	6	4	5				
Fiona Simson	6	6	3	5	0	2		
Leigh Vial	6	6	5	5			2	2
Raelene Ward	5	6	5	5	2	2	2	3

AR&F: Audit, Risk and Finance Committee

- Independent Member – Malcolm Renney

R&N: Remuneration & Nominations Committee

IPCTT: Intellectual Property Commercialisation & Technology Transfer Committee

- Independent Member – Richard Campbell
 - Independent Member – Roger Harley
 - Independent Member – Sarah Matheson

Company Secretary

Emma Payne - appointed 11 July 2023

One Basin CRC Limited
Directors' report
30 June 2025



Principal Activities

The One Basin Cooperative Research Centre (CRC) is an industry-led, collaborative partnership established to build a more productive, resilient and sustainable Murray–Darling Basin for current and future generations.

The Murray–Darling Basin is Australia's largest and most complex river system, covering more than a million square kilometers. Home to 2.3 million Australians and 40 First Nations communities, the region produces more than \$22 billion in agricultural output each year and boasts an \$11 billion tourism industry. However, the basin is facing significant, complex challenges in adapting to climate change and responding to water and environmental risks.

We are bringing resources and expertise from agricultural sectors, water agencies, and our regional communities, together with a critical mass of researchers in order to build capability and develop tangible, real-world solutions for critical problems the Murray-Darling Basin is facing now, and into the future.

The company's objectives are to:

- Create strategies, knowledge and tools to deliver the capacity for communities, government and industries to respond to emerging climate, water and related threats;
- Develop and adopt social, technical and digital water innovations and infrastructure solutions that contribute to a resilient Basin;
- Enable and produce adaptations by farm enterprises and rural communities to global trends and drivers including climate change, water availability and related threats;
- Build collaboration and relationships among First Nations peoples and Basin stakeholders to tackle the emerging Basin management opportunities and risks;

Our approach

- An industry-led approach - We have purposefully designed our research programs in response to the key challenges identified by our industry partners: a diverse and meaningful representation of agricultural, water, environmental and community needs.
- Regional-focus - Our activities are concentrated across four major regional hubs located at Loxton (SA), Mildura (VIC), Griffith (NSW) and Goondiwindi (QLD). This approach ensures research is fit-for-purpose and relevant to regional areas, driving greater uptake and adoption – essential for growth in both productivity and sustainability, as well as the economic, social and environmental benefits also expected as a result of the CRC's work.
- First Nations - We are committed to working with First Nations peoples based on the following principles:
 - Relationships: We commit to establishing and maintaining meaningful relationships with local Aboriginal communities, including our partners, employees, customers and contractors within the CRC.
 - Respect: We commit to developing an understanding and appreciation of Aboriginal culture, and to building an organisational culture that is welcoming and inclusive of First Nations peoples. Respecting the cultures, histories, lands, experiences and perspectives of First Nations peoples is integral to genuine engagement with these groups.
 - Opportunities: We commit to creating an environment where sustainable opportunities for First Nations peoples in the CRC is a reality.
- Education and training - We are training current and future leaders, managers and workers to ensure they will be highly effective in managing risks and identifying opportunities for the basin's future.

To date, we have initiated 26 projects with our 91 partners. In addition, we have engaged 12 PhD students as part of a program to engage 50 PhD students by 2032.

Performance Monitoring and Measurement

The company's principle performance obligations arise from its Commonwealth funding agreement which contains deliverable milestones. It delivers these obligations by developing projects whose outputs correspond to, or contribute to, the contracted milestones. The company has developed extensive and detailed processes to manage milestone delivery, project expenses and customer satisfaction.

The key performance measures are achievement of Commonwealth milestones, participant cash and in-kind contributions, publication and presentation of research outcomes and changes in practice or knowledge and skills as they relate to impact objectives.



One Basin CRC Limited
Directors' report
30 June 2025

Information on Directors

Dr Wendy Craik – Chair of the Board

- Appointed 1 July 2022
- Member of the **Remuneration & Nominations Committee**

Has over 25 years' experience in senior roles in public policy. She has held many senior positions including Commissioner at the Productivity Commission, Chief Executive of the Murray-Darling Basin Commission (MDBC), Executive Director of National Farmers Federation (NFF) and Executive Officer of the Great Barrier Reef Marine Park Authority (GBRMPA).

She has been a director on a number of boards: Reserve Bank, Dairy Australia, Australian Infrastructure Financing Fund for the Pacific and the Crawford Fund for Food Security, she was Deputy Chancellor of the University of South Australia, President of the National Competition Council (NCC), Chair of the Australian Fisheries Management Authority (AFMA), the Climate Change Authority, the Steering Committee for the 10-year program for the Eradication of Red Imported Fire Ants, and a member of the Future Drought Fund Consultative Committee. She also chairs the Advisory Board for the Royal Australian Mint and is a board member of the Advisory Board for the Centre for Strategy and Governance.

Awarded the Member of the Order of Australia in 2007 for service to the natural resource sector of the economy, particularly in the areas of fisheries, marine ecology and management of water reform, and for contributions to policies affecting rural and regional Australia.

Leeanne Bond

- Appointed 28 July 2022
- Chair of the **Intellectual Property Commercialisation & Technology Transfer Committee**

Prominent engineering leader with over 30 years' corporate experience including as a professional company director and board member. She is a non-executive director of Tilt Renewables, Aurecon, FPR Energy and Australian Academy of Technological Sciences Limited and Chair of the Queensland Energy System Advisory Board.

Member of the advisory boards of the Faculty of Engineering, Architecture and IT, the Master of Sustainable Energy program and the School of Electrical Engineering and Computer Science at The University of Queensland and is an Adjunct Professor at the Queensland University of Technology (QUT).

Leeanne has previously been the chair of the Brisbane Water advisory board for Brisbane City Council and a board member of SEQ Water and the Australian Water Recycling Centre of Excellence.

Leeanne has a Bachelor of Chemical Engineering and MBA from The University of Queensland, is an Honorary Fellow of Engineers Australia and a Fellow of the Australian Academy of Technological Sciences and Engineering (ATSE). First female President of Engineers Australia in Queensland in 2002 and was named Australian Professional Engineer of the Year in 2007. Fellow of the Australian Institute of Company Directors and a Member of Chief Executive Women.

Alexandra Gartmann

- Appointed 1 July 2022
- Chair of the **Audit, Risk and Finance Committee**

Passionate advocate and champion for rural and regional Australia, having grown up and grown her career in rural and regional Australia. She has a Bachelor of Science (Resource and Environmental Management) Degree with Honours ANU.

Chair of the Victorian Agriculture and Climate Change Council, Director of the Australian Farm Institute, a Trustee of the Helen MacPherson Smith Trust, Deputy Chair of Australian Wool Testing Authority, member of the LaTrobe University Council and Non-Executive Director of Nufarm.

Prior roles include the CEO of Rural Bank and the Marketing, Partnership and Corporate Affairs Executive for Bendigo and Adelaide Bank, CEO of the Foundation for Rural and Regional Renewal (FRRR), CEO of the Birchip Cropping Group (Wimmera Mallee region of Victoria), and Community Landcare Coordinator in the wheatbelt of Western Australia.

Alexandra has been Chair of the CSIRO Agriculture and Food Advisory Council, a member of the Prime Minister's Community Business Partnership, the Victorian Agriculture Advisory Council, the Australian Landcare Council, Crawford Fund, National Rural Advisory Council, Victorian Flood Disaster Appeal Panel, National Centre of Excellence for Civil Society Advisory Committee, Regional Telecommunications Independent Review Committee, Victorian Women in Primary Industries Advisory Panel and RIRDC National Rural Issues Consultative Group.



One Basin CRC Limited
Directors' report
30 June 2025

Peter Hayes AM

- Appointed 1 July 2022
- Chair of the **Remuneration & Nominations Committee**

Extensive experience across education and training, R&D investment and management, viticultural operations, irrigation sector and government and industry affairs in a 30+ year career in the wine industry.

Working across the public and private sector, career appointments include Lecturer/Senior Lecturer/Vice Principal, Dookie Agricultural College; State Viticulturist and Statewide Industry Officer (Fruit and Vines), Victoria; Executive Director, Grape and Wine Research and Development Corporation (GWRDC); Acting CEO, Cooperative Research Centre for Viticulture (CRCV); Director of Viticulture, Rosemount Estates; National Viticulturist and Industry Affairs Manager, Southcorp Wines.

Current roles include Presiding Member Wine Australia Selection Committee; member Wine Australia GI Committee; Business Editor, Wine Economics and Policy Journal, and as an Honorary President of the OIV with related Expert Groups' activity.

Industry positions held in the past include Council Member, The Australian Wine Research Institute (AWRI); President, Australian Society of Viticulture and Oenology (ASVO); President and 1st Vice-President of the International Organisation of Vine and Wine (OIV); Chairman, CRC for Irrigation Futures, Board Member, GWRDC and Cotton CRC, Independent Chairman of McLaren Vale Grape Wine & Tourism Association.

Was previously a council member and Deputy Chancellor of Charles Sturt University (CSU) and a board member of IAL (Irrigation Australia Ltd).

In 2016 awarded Member of the Order of Australia for significant service to the Australian winemaking and grape growing industry, to viticultural research, and to tertiary education.

Qualifications held are B.Sc. (University of Melbourne), Dip.Ed. (Monash University), B.App.Sci.-Wine Science (Riverina College/CSU); MS-Horticulture (UCD).

Dr Rohan Henry

- Appointed 28 July 2022
- Member of the **Audit, Risk and Finance Committee**

Rohan is an experienced strategic adviser working across state and national water policy with previous experience working in environmental impact assessments and approvals. He's a skilled Indigenous engagement and facilitation practitioner with significant experience collaborating and partnering with Aboriginal Corporations and their communities. Rohan is currently CEO of the Self-Determination Fund Limited (Trustee of the Self-Determination Fund); and a Director of South East Water. He also holds positions as Commissioner (and Deputy Chairperson), Victorian Environmental Water Holder; and is Chair of the Commonwealth Government's Indigenous Advisory Committee.

Rohan is also a member of the Victoria Division Council of the Australian Institute of Company Directors.



One Basin CRC Limited
Directors' report
30 June 2025

Dr Raelene Ward

- Appointed 28 July 2022
- Member of the **Remuneration & Nominations Committee**
- Member of the **Intellectual Property Commercialisation & Technology Transfer Committee**

Raelene is a proud Aboriginal Kunja traditional owner of Cunnamulla and surrounding areas on her late Grandfather's side Albert McKellar and her late Grandmother Hazel McKellar a Kooma elder from southwest Queensland. Raelene is a Senior Academic working at UniSQ for over 15 years. Raelene is a qualified registered nurse both hospital and university trained, graduating with a PhD in Aboriginal suicide.

Since August 2022, Raelene has been leading First Nations Engagement as the knowledge broker for the Southern Queensland and Northern New South Wales (SQNNNSW) Drought Resilience Hub raising the voices, perspectives, needs and aspirations of First Nations peoples in drought conversations. Raelene continually gives back to her community and others whom she works with, her research is Aboriginal led and community driven producing outcomes aligned to need.

Raelene is Director on the One Basin CRC; Murray Darling Basin First Nations Leadership Group for the Outlook and new member on the Australian Farmers Institute Research Advisory Committee. Raelene is highly regarded in the Aboriginal Community Controlled Health sector, advocating for communities, industry and organisations through her leadership in engagement. Raelene continues to build on personal and professional long-standing connections through meaningful and effective relationships with Indigenous and non-Indigenous people.

Fiona Simson

- Appointed 28 July 2022
- Member of the **Audit, Risk and Finance Committee**
- Member of the **Remuneration & Nominations Committee**

Believes that agriculture is an industry of the future. Collaborative and passionate, has been an agricultural industry leader at both a state and federal level since 2008. Elected in 2016 as the first female President of National Farmers Federation in its 40 year history, now leading industry through an exciting period of change. A farmer herself with her husband Ed and family from the Liverpool Plains in NSW, she hopes to create opportunities for more women and young people to become involved in industry and was instrumental in the launch of the NFF's first Diversity in Ag Leadership Program in 2018. She has also spearheaded NFF's 2030 \$100bn Vision, is leading new approaches to the stewardship of natural capital and biodiversity and is passionate about the need to grow connections between farmers and urban consumers.

Growing up on a property near Armidale, NSW, passionate about the growth and sustainability of rural and regional Australia and Agriculture's role in its future. Skilled and experienced Board Director, with particular experience in policy development, communication and governance. As well as a number of government advisory committees, she also Chairs the recently established Future Food Systems CRC, is a Commissioner and Chair of the Australian Centre for International Agricultural Research, sits as a Director on the Boards of Australian Made Australian Grown, and NRMA (NSW), and is Patron of National Rural Press Club and Gunnedah Gatepost Community Support Centre.

Leigh Vial

- Appointed 26 February 2024
- Member of the **Audit, Risk and Finance Committee**

Based in Canberra ACT, Dr Leigh Vial is an experienced agricultural producer, researcher and leader, with both national and international research and development experience. He currently serves as Research Program Manager for Crops at the Australian Centre for International Agricultural Research (ACIAR).

Leigh owned and operated irrigation and dryland farms near Moulamein with family for 25 years. He served on the Australian Rice Research Committee, was awarded a Nuffield Scholarship where he focused on aerobic rice, and played a part in refreshing the Australian rice industry's R&D strategy to put greater focus on water productivity. He led the International Rice Research Institute's (IRRI) Experiment Station through a reform and modernisation process and led an ACIAR project in Timor-Leste. He served as a non-executive director of Ricegrowers Limited, and is currently a non-executive director of Field Applied Research Australia Ltd.



One Basin CRC Limited
Directors' report
30 June 2025

Members' Guarantee

The company is limited by guarantee. In the event of, and for the purpose of winding up the company, the amount capable of being called up from each member and each member who ceased to be a member in the preceding year is \$100. As at 30 June 2025, the obligations for the members was \$800.

Review of Operations

The profit for the company after providing for income tax amounted to \$595,055 (30 June 2024: \$429,370).

The One Basin CRC Limited's overall objective is to undertake cooperative research and training to advance the Australian agricultural and irrigation industries predominately in the Murray-Darling Basin (Basin) and industries and communities that use agricultural and irrigation related technologies.

This will be achieved by:

- Growing the capacity for communities, government, and industries to respond to emerging threats;
- Developing and adopting social, technical, and digital water innovations and infrastructure solutions;
- Enabling adaptations by farm enterprises and rural communities;
- Building collaborations among First Nations peoples and Basin stakeholders;
- Strengthening human capital to support effective innovation; and
- Establishing regionally based innovation systems.

Matters Subsequent to the End of the Financial Year

Sensand Technologies Pty Ltd (a Tier 1 partner) has failed to make cash contributions over an extended period as required by the Partner Agreement. Post financial year end, the Company has taken steps to remove Sensand from the CRC program and as a member of the Company. Provision was made at year end to recognise that the debt owed to the company was unlikely to be collectable.

No other matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Likely Developments and Expected Results of Operations

Information on likely developments in the operations of the company and the expected results of operations have not been included in this report because the directors believe it would be likely to result in unreasonable prejudice to the company.

Environmental Regulation

The company is not currently subject to any significant environmental regulation under Australian Commonwealth or State law.

Indemnity and Insurance of Officers

The company has indemnified the directors and executives of the company for costs incurred, in their capacity as a director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial year, the company paid a premium in respect of a contract to insure the directors and executives of the company against a liability to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Indemnity and Insurance of Auditor

The company has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the company or any related entity.

During the financial year, the company has not paid a premium in respect of a contract to insure the auditor of the company or any related entity.

Proceedings on Behalf of the Company

No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the company, or to intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or part of those proceedings.

Auditor's Independence Declaration

The auditor's independence declaration for the year ended 30 June 2025 has been received and is set out immediately after this Directors' report.



One Basin CRC Limited
Directors' report
30 June 2025

On behalf of the directors

A handwritten signature in blue ink, appearing to read "Wendy Craik".

Dr Wendy Craik
Chair of the Board

28 October 2025

A handwritten signature in blue ink, appearing to read "Alexandra Gartmann".

Alexandra Gartmann
Chair of the Audit, Risk and Finance Committee



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Australia

DECLARATION OF INDEPENDENCE BY CHRISTIAN PATONE TO THE DIRECTORS OF ONE BASIN CRC LIMITED

I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit of One Basin CRC Limited for the year ended 30 June 2025.

A handwritten signature in dark ink, appearing to read 'CPatone', followed by a long horizontal line extending to the right.

BDO Audit Pty Ltd

Christian Patone

Director

Melbourne, 28 October 2025

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One Basin CRC Limited
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General information

The financial statements cover One Basin CRC Limited as an individual entity. The financial statements are presented in Australian dollars, which is One Basin CRC Limited's functional and presentation currency.

One Basin CRC Limited is a not-for-profit company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business are:

Registered office

14/125 Main Drive
Macleod, VIC 3085

Principal place of business

Level 8, 700 Swanston Street
Parkville, VIC 3052

A description of the nature of the company's operations and its principal activities are included in the directors' report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with a resolution of directors, on 28 October 2025. The directors have the power to amend and reissue the financial statements.



One Basin CRC Limited
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue		14,559,587	9,466,323
Interest revenue		467,252	316,769
FlowMER project revenue		922,625	518,992
Total revenue	3	<u>15,949,464</u>	<u>10,302,084</u>
Expenses			
Employee benefits expense		(2,258,273)	(1,641,060)
In-kind contributions		(6,982,608)	(4,481,894)
Research expenditure		(4,359,406)	(2,980,926)
Head office expense		(958,930)	(362,443)
FlowMER project expense		(795,192)	(406,391)
Total expenses	4	<u>(15,354,409)</u>	<u>(9,872,714)</u>
Profit before income tax expense		595,055	429,370
Income tax expense		<u>-</u>	<u>-</u>
Profit after income tax expense for the year		595,055	429,370
Other comprehensive income for the year, net of tax		<u>-</u>	<u>-</u>
Total comprehensive income for the year		<u><u>595,055</u></u>	<u><u>429,370</u></u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes



One Basin CRC Limited
Statement of financial position
As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	5	11,187,808	10,303,612
Trade and other receivables	6	239,487	446,815
Prepayments	7	-	2,893
Total current assets		<u>11,427,295</u>	<u>10,753,320</u>
Non-current assets			
Deposit	8	<u>1,720</u>	<u>1,090</u>
Total non-current assets		<u>1,720</u>	<u>1,090</u>
Total assets		<u>11,429,015</u>	<u>10,754,410</u>
Liabilities			
Current liabilities			
Trade and other payables	9	1,254,959	2,349,064
Contract liabilities	10	9,007,580	7,857,029
Employee benefits	11	<u>56,877</u>	<u>33,773</u>
Total current liabilities		<u>10,319,416</u>	<u>10,239,866</u>
Total liabilities		<u>10,319,416</u>	<u>10,239,866</u>
Net assets		<u>1,109,599</u>	<u>514,544</u>
Equity			
Retained surpluses		<u>1,109,599</u>	<u>514,544</u>
Total equity		<u>1,109,599</u>	<u>514,544</u>

The above statement of financial position should be read in conjunction with the accompanying notes

One Basin CRC Limited
Statement of changes in equity
For the year ended 30 June 2025



	Retained surpluses \$
Balance at 1 July 2023	85,174
Profit after income tax expense for the year	429,370
Other comprehensive income for the year, net of tax	-
Total comprehensive income for the year	<u>429,370</u>
Balance at 30 June 2024	<u><u>514,544</u></u>
	Retained surpluses \$
Balance at 1 July 2024	514,544
Profit after income tax expense for the year	595,055
Other comprehensive income for the year, net of tax	-
Total comprehensive income for the year	<u>595,055</u>
Balance at 30 June 2025	<u><u>1,109,599</u></u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

One Basin CRC Limited
Statement of cash flows
For the year ended 30 June 2025



	Note	2025	2024
		\$	\$
Cash flows from operating activities			
Receipts from Commonwealth funding (inclusive of GST)		9,639,252	5,031,290
Receipts from participants (inclusive of GST)		1,766,452	4,695,631
Payments to suppliers (inclusive of GST)		(10,988,760)	(4,204,890)
Interest received		467,252	316,769
Net cash from operating activities		884,196	5,838,800
Net cash from investing activities		-	-
Net cash from financing activities		-	-
Net increase in cash and cash equivalents		884,196	5,838,800
Cash and cash equivalents at the beginning of the financial year		10,303,612	4,464,812
Cash and cash equivalents at the end of the financial year	5	<u>11,187,808</u>	<u>10,303,612</u>

The above statement of cash flows should be read in conjunction with the accompanying notes

One Basin CRC Limited
Notes to the financial statements
30 June 2025



Note 1. Material accounting policy information

The accounting policies that are material to the company are set out either in the respective notes or below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures, and interpretations issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 as appropriate for not-for-profit oriented entities.

One Basin CRC Limited is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia.

Historical cost convention

The financial statements have been prepared under the historical cost convention.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Economic dependency

One Basin CRC Limited received the majority of its revenue used to operate the business from the Commonwealth Government. At the date of this report the Board of Directors has no reason to believe the Government will not continue to support One Basin CRC Limited.

Income tax

As the company is a charitable institution, registered with the Australian Charities and Not-for-Profits Commission, in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no right at the end of the reporting period to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Investments and other financial assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the company has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

One Basin CRC Limited
Notes to the financial statements
30 June 2025



Note 1. Material accounting policy information (continued)

Financial assets at amortised cost

A financial asset is measured at amortised cost only if both of the following conditions are met: (i) it is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and (ii) the contractual terms of the financial asset represent contractual cash flows that are solely payments of principal and interest.

Impairment of financial assets

The company recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain.

Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

For financial assets mandatorily measured at fair value through other comprehensive income, the loss allowance is recognised in other comprehensive income with a corresponding expense through profit or loss. In all other cases, the loss allowance reduces the asset's carrying value with a corresponding expense through profit or loss.

Goods and Services Tax ('GST') and other similar taxes

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

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

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

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Comparatives

Comparative figures where appropriate, have been reclassified to be comparable with the figures presented for the current financial year.

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Revenue from contracts with customers

The company assesses whether the project delivery satisfies the requirement of the project agreement. When recognising revenue in relation to the delivery of research projects activity to customers, further judgement is required to identify and assess whether the performance obligations for contracts that are entered into with customers, are satisfied.

One Basin CRC Limited
Notes to the financial statements
30 June 2025

Note 2. Critical accounting judgements, estimates and assumptions (continued)

Allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

Employee benefits provision

As discussed in note 11, the liability for employee benefits expected to be settled more than 12 months from the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Note 3. Revenue

	2025 \$	2024 \$
<i>Revenue - Commonwealth and participant funded programs and projects</i>		
Commonwealth grant invoiced contributions	4,986,600	4,573,900
Industry partner invoiced contributions	2,057,000	1,494,250
Research partner invoiced contributions	1,312,500	1,275,000
Less: Contributions invoiced but not expended	(1,150,551)	(2,358,721)
Add: In kind contributions fully expended	6,982,608	4,481,894
	<u>14,188,157</u>	<u>9,466,323</u>
<i>Other revenue</i>		
Other grants	131,271	-
Other revenue	240,159	-
Interest revenue	467,252	316,769
FlowMER project revenue	922,625	518,992
	<u>1,761,307</u>	<u>835,761</u>
	<u><u>15,949,464</u></u>	<u><u>10,302,084</u></u>

Accounting policy for revenue recognition

The company recognises revenue as follows:

Government grants

Under the Commonwealth Grant funding contract, the company's obligation is to deliver performance obligations as defined by Commonwealth milestones. The delivery of such performance obligations is achieved by completing various project agreements and in accordance with the Participants Agreement. Government Grant revenue is recognised when there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. Government grant revenue is recognised on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. The recognition of the grant as revenue will be deferred and presented in the Statement of Financial Position as Cash contributions received in advance until those conditions are satisfied.

Participants contributions

Under Participant contracts, the company's obligation is to apply participants' funds to various company activities in accordance with the Commonwealth agreement. The delivery of such performance obligations is achieved by completing various project agreements. Participant Cash Contributions revenue is recognised when there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. Participant Cash Contributions revenue is recognised as revenue on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. The recognition of the cash contribution as revenue will be deferred and presented in the Statement of Financial Position as contract liabilities received in advance until those conditions are satisfied.

In-kind contributions

In-kind contributions from Participants are brought to account as revenue and expenditure. In-kind contributions are measured at fair value consistent with the valuation principles agreed to in the terms of One Basin CRC Participant's Agreements. The types of in-kind expenditure recorded by the company mainly include staffing costs and direct research expenditure. This expenditure was incurred by Participants in conducting research and other CRC activities on behalf of the company.

One Basin CRC Limited
Notes to the financial statements
30 June 2025



Note 3. Revenue (continued)

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Note 4. Expenses

	2025	2024
	\$	\$
Profit before income tax includes the following expenses:		
Defined contribution superannuation expense	197,894	124,507
Employee benefits expense excluding superannuation	1,598,559	968,307
Other employee benefits expense	461,820	548,246
In-kind contributions	6,982,608	4,481,894
Research expenditure	4,359,406	2,980,926
Head office expenses	958,930	362,443
FlowMER project expense	795,192	406,391
	<u>15,354,409</u>	<u>9,872,714</u>

Defined contribution superannuation expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

Note 5. Cash and cash equivalents

	2025	2024
	\$	\$
Cash at bank	<u>11,187,808</u>	<u>10,303,612</u>

Accounting policy for cash and cash equivalents

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

Note 6. Trade and other receivables

	2025	2024
	\$	\$
Trade receivables	481,250	303,109
Less: Allowance for expected credit losses	<u>(302,500)</u>	<u>-</u>
	178,750	303,109
Accrued income	57,746	-
GST receivable	<u>2,991</u>	<u>143,706</u>
	<u>239,487</u>	<u>446,815</u>

One Basin CRC Limited
Notes to the financial statements
30 June 2025

Note 6. Trade and other receivables (continued)

Accounting policy for trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

Note 7. Prepayments

	2025 \$	2024 \$
Prepayments	-	2,893

Note 8. Deposit

	2025 \$	2024 \$
Deposit	1,720	1,090

Note 9. Trade and other payables

	2025 \$	2024 \$
Trade payables	319,773	1,227,526
Accrued expenses	935,186	996,819
GST payable	-	124,719
	<u>1,254,959</u>	<u>2,349,064</u>

Accounting policy for trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Note 10. Contract liabilities

	2025 \$	2024 \$
Contract liabilities	9,007,580	7,857,029

Accounting policy for contract liabilities

Contract liabilities represent the company's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the company recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the company has transferred the goods or services to the customer.

As disclosed in note 3, the recognition of government grants and participant contributions as revenue will be deferred and presented in the Statement of Financial Position as deferred revenue until the relevant performance obligations are satisfied.

One Basin CRC Limited
Notes to the financial statements
30 June 2025



Note 11. Employee benefits

	2025	2024
	\$	\$
Annual leave	<u>56,877</u>	<u>33,773</u>

Accounting policy for employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Note 12. Key management personnel disclosures

Compensation

The aggregate compensation made to directors and other members of key management personnel of the company is set out below:

	2025	2024
	\$	\$
Aggregate compensation	<u>269,676</u>	<u>259,131</u>

The compensation detailed above excludes the salaries and benefits the Chief Executive Officer receives as he is compensated separately via his employment with the University of Melbourne.

Note 13. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by BDO Audit Pty Ltd, the auditor of the company:

	2025	2024
	\$	\$
<i>Audit services - BDO Audit Pty Ltd</i>		
Audit of the financial statements	<u>38,100</u>	<u>37,000</u>
<i>Other services - BDO Services Pty Ltd</i>		
Preparation of the financial statements	<u>5,400</u>	<u>5,100</u>
	<u>43,500</u>	<u>42,100</u>

Note 14. Contingent assets

The company had no contingent assets as at 30 June 2025 and 30 June 2024.

Note 15. Contingent liabilities

The company had no contingent liabilities as at 30 June 2025 and 30 June 2024.

Note 16. Commitments

The company had no capital commitments as at 30 June 2025 and 30 June 2024.



One Basin CRC Limited
Notes to the financial statements
30 June 2025

Note 17. Related party transactions

Key management personnel

Disclosures relating to key management personnel are set out in note 12.

Transactions with related parties

The following transactions occurred with related parties:

	2025	2024
	\$	\$
Payment for goods and services:		
Payment for services from other related party (Rohan J Henry Consulting)	40,217	30,580

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Terms and conditions

All transactions were made on normal commercial terms and conditions and at market rates.

Note 18. Events after the reporting period

Sensand Technologies Pty Ltd (a Tier 1 partner) has failed to make cash contributions over an extended period as required by the Partner Agreement. Post financial year end, the Company has taken steps to remove Sensand from the CRC program and as a member of the Company. Provision was made at year end to recognise that the debt owed to the company was unlikely to be collectable.

No other matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

One Basin CRC Limited
Directors' declaration
30 June 2025



In the directors' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012; and
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-Profits Commission Regulations 2022*.

On behalf of the directors

A handwritten signature in blue ink, appearing to read "Wendy Craik".

Dr Wendy Craik
Chair of the Board

A handwritten signature in blue ink, appearing to read "Alexandra Gartmann".

Alexandra Gartmann
Chair of the Audit, Risk and Finance Committee

28 October 2025



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INDEPENDENT AUDITOR'S REPORT

To the members of One Basin CRC Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of One Basin CRC Limited (the registered entity), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information, and the directors' declaration.

In our opinion the accompanying financial report of One Basin CRC Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the registered entity's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors of the registered entity are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the Directors' report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of directors for the Financial Report

The directors of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the ACNC Act, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, directors are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

The directors of the registered entity are responsible for overseeing the registered entity's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

BDO

Christian Patone
Director
Melbourne, 28 October 2025





