



Australian Dental Council

Annual Report 24–25

COLLABORATION • RESPECT • LEARNING • INTEGRITY

Acknowledgment of Country



The Australian Dental Council acknowledges the Australian Aboriginal and Torres Strait Islander Peoples of this nation. We acknowledge the Traditional Custodians of the lands on which our company is located and where we conduct our business, the Wurundjeri Woiwurrung People of the Kulin Nation. We pay our respects to their Elders, past and present.

Image: Lani Balzan, 2025, Strength in Unity – Pathways to Reconciliation, Acrylic on canvas and digital artwork. Commissioned by the Australian Dental Council.

About the Australian Dental Council

The Australian Dental Council (ADC) protects the health and safety of the public by ensuring dental practitioners meet the high professional standards required in Australia.

As an independent accreditation authority appointed by the Dental Board of Australia (DBA) under the National Registration and Accreditation Scheme (NRAS), we are responsible for:

- Accrediting education and training programs that lead to registration as a dental practitioner in Australia.
- Developing accreditation standards, policies, and procedures for Australian-based dental practitioner programs.
- Assessing the qualifications, knowledge, clinical skills, and professional judgement of overseas-trained dental practitioners (excluding dental specialists) to determine their eligibility for registration in Australia.
- Developing standards and procedures for evaluating the qualifications and skills of overseas-trained dental practitioners (excluding dental specialists) seeking registration in Australia.

The ADC is a not-for-profit company, limited by guarantee under the Corporations Act 2001 and is a registered charity with the Australian Charities and Not-for-Profits Commission.

The ADC is funded by a grant from the DBA and fee for service activities.



Message from the CEO



Jonathon Kruger
Chief Executive Officer, ADC

I write this reflection at the close of my first full year as CEO of the ADC. It's been a year of momentum, consolidation and ambition.

This year, we've focused on strategic growth and continuing to strengthen our impact within the sector and beyond. The Board of Directors approved the 2025–2029 Strategic Plan, which sets out a bold direction for the organisation.

We've already begun implementing key initiatives, including the launch of our Innovate Reconciliation Action Plan; the commencement of a transformation project to ensure that we can capitalise on future opportunities; and the development of a comprehensive employee value proposition and new values for the ADC.

In addition, we continue to expand ADC International's accreditation services and advocating for international accreditation to be recognised as a pathway to registration in Australia.

In 2025, the ADC continued to respond to reforms arising from the independent review of the

National Registration and Accreditation Scheme led by Ahpra. The Dawson Review outlined 26 actions aimed at simplifying regulation, improving complaints handling, and enhancing transparency. These reforms come with some challenges for accreditation authorities particularly around accountability, performance, and collaboration.

As Ahpra finalises its National Scheme Strategy under the leadership of the new CEO Justin Untersteiner, the ADC remains committed to aligning with national priorities while maintaining rigorous standards for dental practitioner education and assessment.

The evolving regulatory landscape reinforces ADC's role in protecting public safety and supporting system-wide improvement.

Operationally, the ADC has continued to deliver high-quality accreditation and assessment services. We've conducted thousands of examinations and a large number of accreditation visits across the country, all the while maintaining our commitment to rigour and fairness. Our teams

have worked tirelessly to uphold standards and support candidates through this process. Internationally, we've strengthened relationships with accreditation authorities and actively explored new opportunities for collaboration. A highlight this year was hosting a delegation from the Commission on Dental Accreditation of Canada and the National Dental Examining Board of Canada to review our accreditation processes. This provided staff a valuable platform for sharing insights and deepening mutual understanding. These efforts are not only expanding our global reach but also positioning the ADC as a recognised leader in dental assessment and accreditation worldwide.

Internally, we've invested in our people and culture. The Senior Leadership Team of Veronica Vele, Philippa Davis, Laura Malone and Rachel Knight have led with integrity and vision. I thank them and their teams for their dedication and professionalism.

I also want to acknowledge the contributions of our examiners, item writers, assessors and committee members. Your expertise and commitment underpin the quality of our work.

To Dr Felicia Valianatos and the Board of Directors, thank you for your ongoing guidance and support. The conversations we've shared over the past year have been both energising and thought-provoking, offering clarity and confidence in the direction we're heading. Your insights have helped shape our strategic thinking and reinforced the exciting opportunities that lie ahead.

I look forward to continuing our collaboration as we build on this momentum.

The ADC is in a strong financial position, and we are now well placed to invest in strategic innovation. As CEO, my role is to steward this organisation into its next chapter that builds on our strengths and embraces new opportunities.

Message from the Chair



Dr Felicia Valianatos
Chair, ADC

I am proud to reflect on a year of renewal and purposeful progress for the Australian Dental Council (ADC). Guided by our new vision for a world where all health professionals are competent to practise safely, the Board, Executive Team, and staff have focused on strengthening governance, culture, and partnerships in Australia and internationally.

Good governance remains central to our success. The Board refined its committee structure, introduced self-assessments and comprehensive reviews, and strengthened accountability and strategic alignment. Professional development in risk, cybersecurity, and compliance undertaken by the Board has supported our readiness for an evolving regulatory environment. Responsible financial management and commitment to Environmental, Social, and Governance principles reflected our integrity and care for the communities we serve.

The ADC's reputation for excellence continues to rest on the quality and rigour of its accreditation and assessment processes. The Accreditation and Assessment Committees maintained evidence-

based reviews that promote transparency and public safety. Our international accreditations further strengthened global trust in Australian standards.

Cultural safety, reconciliation, and inclusion remain at the heart of our identity. The launch of the Innovate Reconciliation Action Plan, developed with Nganya Advisory, and the Aboriginal and Torres Strait Islander Strategy deepened engagement with First Nations communities. Ongoing support for the Indigenous Dental Association Australia continues to promote leadership and representation across the profession.

Establishing our new organisational values: collaboration, respect, learning, and integrity was a defining milestone. Shaped by staff and supported by the Board, these values guide our decisions, culture and impact.

The Board remains closely engaged with regulatory reform. Our strategic direction has been informed by the National Health Practitioner Ombudsman's review and by reforms to the National Registration

and Accreditation Scheme to streamline regulation and strengthen public confidence. Collaboration with Ahpra, the Dental Board of Australia, and other accreditation authorities remains vital to advancing national consistency and quality.

Internationally, the ADC strengthened its partnerships with the Dental Council of New Zealand and the Commission on Dental Accreditation of Canada, reinforcing shared standards and global collaboration.

I sincerely thank my fellow Directors for their commitment to strong governance and strategic foresight. I acknowledge the contributions of all departing Directors and Committee members whose service has helped shape our organisation, and warmly welcome new Directors and Committee members who bring fresh insight and expertise to our work. My deep appreciation extends to our CEO Jonathon Kruger for his outstanding leadership in developing the new Strategic Plan and guiding the organisational systems, processes, and culture that position the ADC for enduring success. His leadership has strengthened the Executive Team,

deepened partnerships with key organisations, and further cemented the ADC's role as a national and international leader in accreditation, assessment, and thought leadership. I also thank the Executive Team for their operational excellence, dedication, and support in delivering these outcomes.

Finally, I thank all ADC staff for their professionalism, collaboration, and commitment, and our partners for their trust and shared purpose. Together we continue to advance excellence in accreditation and assessment for the benefit of the dental profession and the public.



Strategic overview

2024/2025

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Development of our Strategic Plan 2025–2029

In early 2025, the ADC launched our new Strategic Plan 2025–2029. It is a forward-thinking roadmap that addresses the evolving needs of the sector and positions the ADC for success by focusing on four key pillars: growth, innovation, quality, and impact.

Growth

The ADC will work to expand our accreditation services and explore new pathways to registration in Australia. Strengthening relationships and collaborating with our stakeholders is central to this pillar.

Innovation

Embracing new technologies, the ADC will automate processes, leverage artificial intelligence, and embed scalability into its operations. These initiatives aim to enhance efficiency, ensure the organisation remains at the forefront of best practice, and put us in the best position to maximise opportunities for growth.

Quality

The ADC is committed to continuous improvement through research and quality assurance. Stakeholder feedback and data-driven evaluation will inform ongoing enhancements to assessment, accreditation and internal processes.

Impact

The 2025–2029 Strategic Plan prioritises ethical, culturally safe, and sustainable decision-making to support community health and wellbeing. Initiatives include advancing reconciliation through our Innovate Reconciliation Action Plan, fostering diversity and inclusion, and embedding an Environmental, Social, and Governance (ESG) framework for transparent reporting.

Through this strategy, the ADC reaffirms its commitment to building a world where all health professionals are competent to practise safely, and to driving positive change within the dental profession and the communities it serves. We look forward to reporting developments and successes in future years.

We aspire to:

A world where all health professionals are competent to practise safely.

We will do this by:

Delivering accreditation and assessment activities globally.

Our values are:


Collaboration


Respect


Learning


Integrity

Our Guiding Pillars are:


Collaboration
We continue to evolve our capacity and capability to create and take advantage of opportunities.


Innovation
We capitalise on new ideas and emerging technologies to develop and implement best practice, efficient systems and processes.


Quality
We focus on outcomes and use data to continuously evaluate and improve our services.


Impact
We make decisions that are ethical, culturally safe and sustainable to support community health and wellbeing.

For our people we are:

Committed to creating a diverse and inclusive workplace that fosters growth and drives positive change within our organisation and the communities we serve.

External landscape



Dr Felicia Valianatos, Board Chair and Jonathon Kruger, CEO at the HPAC Forum

To reinforce our leadership role in accreditation and assessment, the ADC actively contributed to 17 external consultations across a diverse range of topics in the 2024–2025 financial year.

Our engagement took many forms, including written submissions, participation in co-design workshop sessions and involvement in strategic planning forums. These activities often involve collaboration with government departments, education providers and other accreditation authorities and professional bodies to ensure our submissions are informed, evidence-based, and aligned with sector priorities.

Among our contributions in the past year were responses to the following key sector consultations:

- Unleashing the potential of our health workforce – Scope of Practice Review
- Independent review of complexity within the National Registration and Accreditation Scheme
- Cultural safety accreditation and continuing professional development upskilling framework and strategy.

In addition, the ADC has contributed to the development of the National Oral Health Plan 2025–34 and responded to consultations on a range of topics such as outcome-based approaches to accreditation, health workforce regulation and registration standards for dental professionals.

Our efforts to actively engage with sector consultations reflect the ADC's commitment to reducing regulatory burden, enhancing consistency across accreditation systems, and supporting a responsive, future-ready oral health workforce. The ADC's feedback was sought at various stages of consultation (targeted, preliminary and public), demonstrating our strategic engagement across the policy lifecycle.

Through our transparent and collaborative approach, we aim to continue to shape national policy and uphold public safety through high standards in dental education and practice.

Accreditation

2024/2025



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Key projects



Accreditation Standards Review

The current ADC/Dental Council (New Zealand) Accreditation Standards for dental practitioner programs became effective on 1 January 2021. These Standards are reviewed every five years, and in 2024, a joint project commenced to identify and consider changes to the Standards for subsequent approval by the DBA and DC(NZ).

The project team mapped the existing Standards against national and international benchmarks and developed proposed focus areas. These were informed by the external policy environment, strategic priorities of both Councils, practical experience with the Standards, and stakeholder feedback. The focus areas were validated by an independent education advisor, who also provided guidance on best practice in standard setting.

Following the steering committee's endorsement, the project team distributed a targeted stakeholder survey to gather feedback on the current Standards and the proposed areas of focus, which included:

- academic integrity
- equity and diversity
- racism and bullying
- quality of assessments
- diverse clinical placements and treatment

- integration of clinical practice and clinical simulation
- digital health
- workforce pressures.

More than 100 responses to the survey were received, with most agreeing or strongly agreeing that the current Standards are working effectively.

The survey feedback did not indicate that new Domains are required, nor identify additional focus areas for the Review; however, some respondents recommended minor amendments to existing criteria to improve their application. These insights will be used to guide potential minor revisions to the Standards.

A consultation document outlining the draft revised Standards will be released for public comment, with a consultation period of at least eight weeks. Responses to this consultation will be carefully considered and any necessary amendments will be made to the draft Standards.

We look forward to engaging with the broader community and welcome feedback on the proposed updates.

Understanding and evaluating the impact of dental program accreditation research report

In 2025, the ADC continued its commitment to evidence-informed improvement through the release of a research report, *Increasing the impact of dental program accreditation processes: Identifying strengths and opportunities for improvement*. The ADC commissioned RAND Australia to undertake this work, which builds on the first phase of the research that developed an impact framework and logic model for accreditation at the ADC.

The latest report offers valuable insights into how the ADC's accreditation processes are perceived by key stakeholders, including education providers and assessors. Findings show that the majority of education providers (60%) and assessors (73%) believe the ADC's accreditation process effectively contributes to producing safe dental graduates. In addition, stakeholders responded positively to questions about the broader outcomes and impact of accreditation on education providers.

The report also highlighted areas for improvement, particularly the importance of strong institutional support. Education providers identified the need for robust governance, effective knowledge-sharing, and adequate staffing with relevant experience to support accreditation success.

The report outlined several actionable recommendations to enhance the ADC's impact. These include ways to better leverage existing mechanisms to strengthen alignment with both strategic and accreditation objectives, aligned to public health outcomes. This research underscores the ADC's ongoing commitment to transparency, collaboration, and continuous improvement.



Key statistics



We re-accredited **20** Australian programs this year.



There are **63** accredited programs in Australia



We completed **4** monitoring reviews



There are **18** dental education providers in Australia

As part of the accreditation process, we completed:

90+ hours of teleconferences

11 Site visits

UWA Doctor of Dental Medicine reaccreditation



(L-R) Professor Robert Anthonappa Dean and Head of School, Dental School, UWA; Jonathon Kruger, ADC CEO; Dr Elizabeth Milford, ADC Assessor; Philippa Davis, ADC Executive Director, Accreditation, Policy and Research; Associate Prof Werner Bischof, ADC Assessor; Tracey Vidler, ADC Assessor; Michele Gherlenda, ADC Senior Accreditation Officer; Dr Marie Dagenais, National Dental Examining Board of Canada Executive Director and Registrar; Dawn Wilson CDAC CEO.

In April 2025, the ADC conducted a reaccreditation visit to the University of Western Australia (UWA) for its Doctor of Dental Medicine program.

Following a comprehensive written submission and nearly four hours of teleconferences, the ADC Accreditation Team – joined by ADC CEO Jonathan Kruger and Executive Director, Accreditation, Policy and Research Philippa Davis – completed a two-day site visit.

As part of the ongoing collaboration between the ADC and the Commission on Dental Accreditation of Canada (CDAC), executive representatives from CDAC and the National Dental Examining Board of Canada attended the visit as observers, continuing the mutual commitment to shared learning and international benchmarking.

The visit was well-organised and ran smoothly, thanks to the efforts of both the ADC and UWA teams.

"The professionalism and preparation demonstrated by UWA contributed to a productive and collegial visit. It was a great example of how institutions can engage meaningfully in the accreditation process," shared Michele, ADC's Senior Accreditation Officer who coordinated the visit.

UWA took a proactive and transparent approach, providing a detailed overview of areas identified for improvement and the steps already taken to address them.

"We were delighted to host the ADC and CDAC representatives during their accreditation visit and to share our school's commitment to excellence and innovation in dental education." shared Dr Robert Anthonappa, Dean and Head of School, Dental School at UWA.

Following review by the ADC's Accreditation Committee, the Doctor of Dental Medicine program was reaccredited for seven years.

ADCI
Accredited

4

New international
programs this year

ADCI
accredits

6

Programs
internationally

ADCI
accredits

4

Education providers
internationally



Assessments and Examinations

2024/2025

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Key projects



Examination centre capacity increases

To create more opportunities for candidates to sit the ADC's practical examination and further reduce waiting times, we expanded the capacity of the simulation clinic in the first half of 2025 by installing two additional dental chairs.

From the start of period 2, 2025, our practical examination capacity increased from 24 to 28 candidates per session. This expansion has resulted in over 300 additional examination places per year.

To accommodate the increased number of candidates in the OSCE rotations, we reviewed the daily schedule and reduced the changeover time between OSCE stations from 2 minutes to 1 minute. An extra rest break was also added to each circuit to support candidates during their examination.

Importantly, no changes were made to either the reading time or the examination time, which remain 3 minutes and 10 minutes respectively. This ensures consistency with the examination format and allows appropriate time for candidates to engage with the cases presented and for examiners to conduct their assessments effectively.

Initial feedback from examiners and candidates has been positive, and these changes will continue into 2026 and beyond.

Reviewing the ADC's examination blueprints

Examination blueprints play a critical role in guiding the ADC to develop balanced examinations, by ensuring fair sampling of content across the various disciplines of dentistry. The blueprints are based on the *Professional competencies of the newly qualified dental practitioner*.

To maintain alignment between the accreditation of Australian universities and the assessment of overseas-trained dental practitioners, the ADC reviews the examination blueprints whenever the professional competencies are updated.

Following the July 2023 updates, we undertook an initial review of the examination content for general dentistry, dental prosthetics, dental therapy, and dental hygiene. In late 2024, we started convening profession-specific expert panels of practitioners, educators, and representatives with deep knowledge of dental education in Australia to ensure full alignment with the current competencies. This multi-profession review process spanned several months, and the extensive cross-

consultation among the panels brought consistency and equity across the blueprints and professions.

As part of the process, the dental hygiene (DH) and dental therapy (DT) and combined DH/DT examination blueprints were updated to mirror the structure of the general dentistry blueprint.

The number of questions in each examination was also reviewed, with a reduction to 100 questions each for the dental hygiene and dental therapy exams, and 130 for the combined DH/DT exam. These numbers can sufficiently cover the breadth of knowledge required for each profession and fairly assess candidates' competency. The change also brings these exams in line with recent reductions in question numbers for general dentistry and dental prosthetics.

Following completion of this extensive review, all changes to the blueprints and examinations will be implemented from the start of 2026.



Key statistics

We received and
processed

2043

initial assessments

We delivered
written exams for

3325

candidates at more
than 113 venues across
33 countries

We delivered
practical exams for

1880

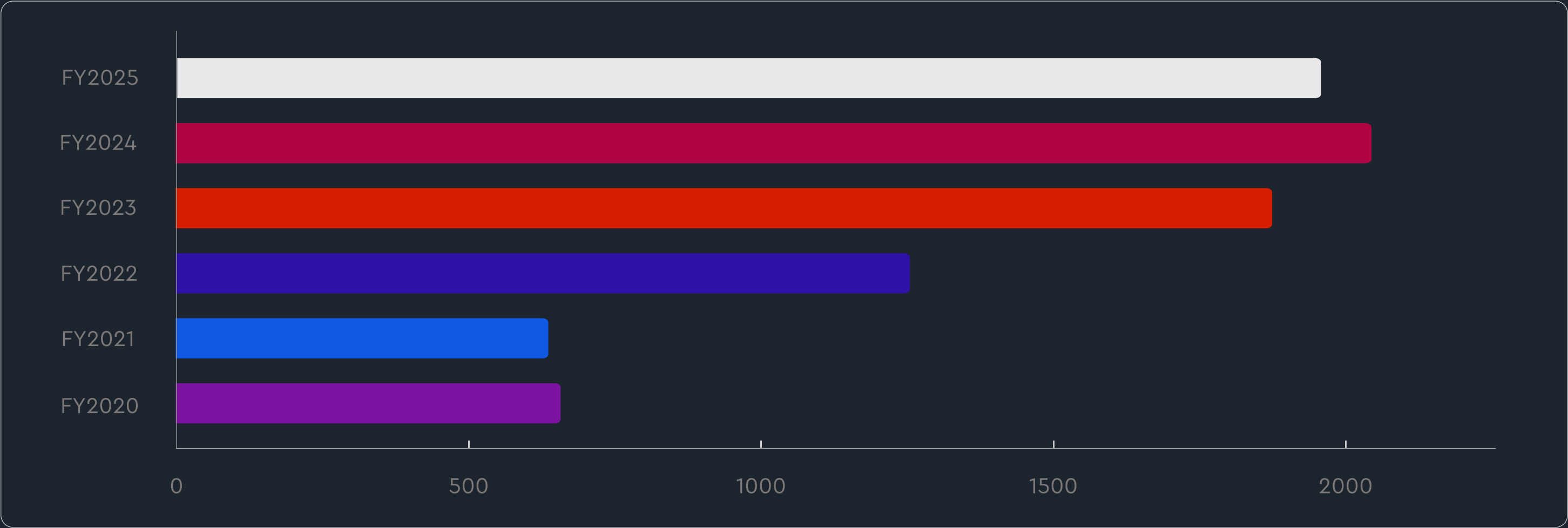
candidates at the ADC
Examination Centre in
Melbourne

Initial assessments

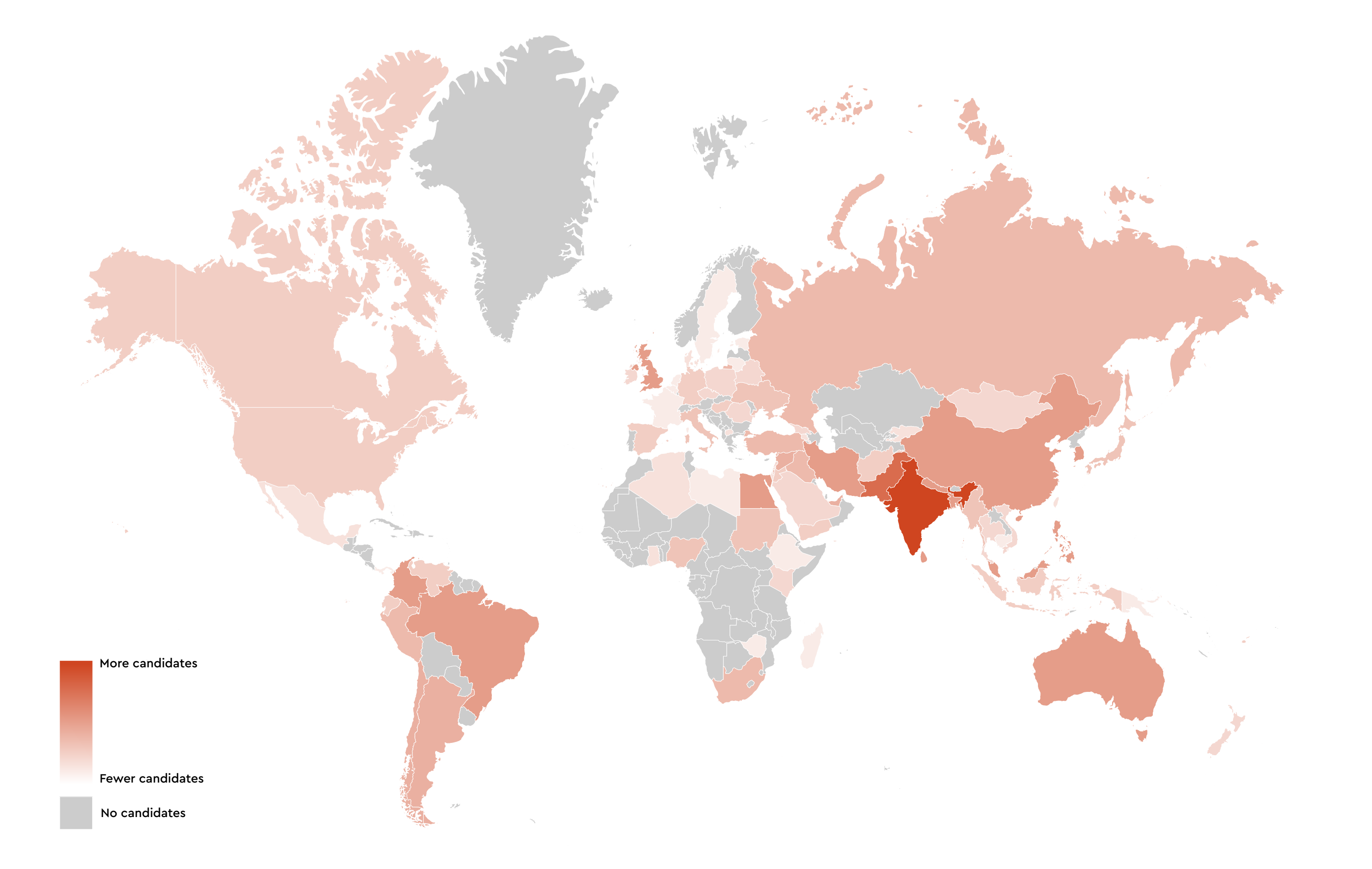
Number of initial assessment applications (all professions)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY2020	54	68	67	84	63	34	64	98	79	13	10	23	657
FY2021	42	32	29	43	79	52	62	68	76	57	54	42	636
FY2022	69	68	71	70	91	81	33	130	274	120	133	116	1256
FY2023	130	149	163	157	132	121	125	145	221	289	120	122	1874
FY2024	118	155	216	258	102	112	141	216	241	362	113	117	2151
FY2025	148	167	173	284	102	107	142	192	284	215	114	115	2043

*Initial assessment processing was postponed for periods in the 2020 and 2021 financial years due to COVID-19 lockdown restrictions introduced by the Victorian Government.



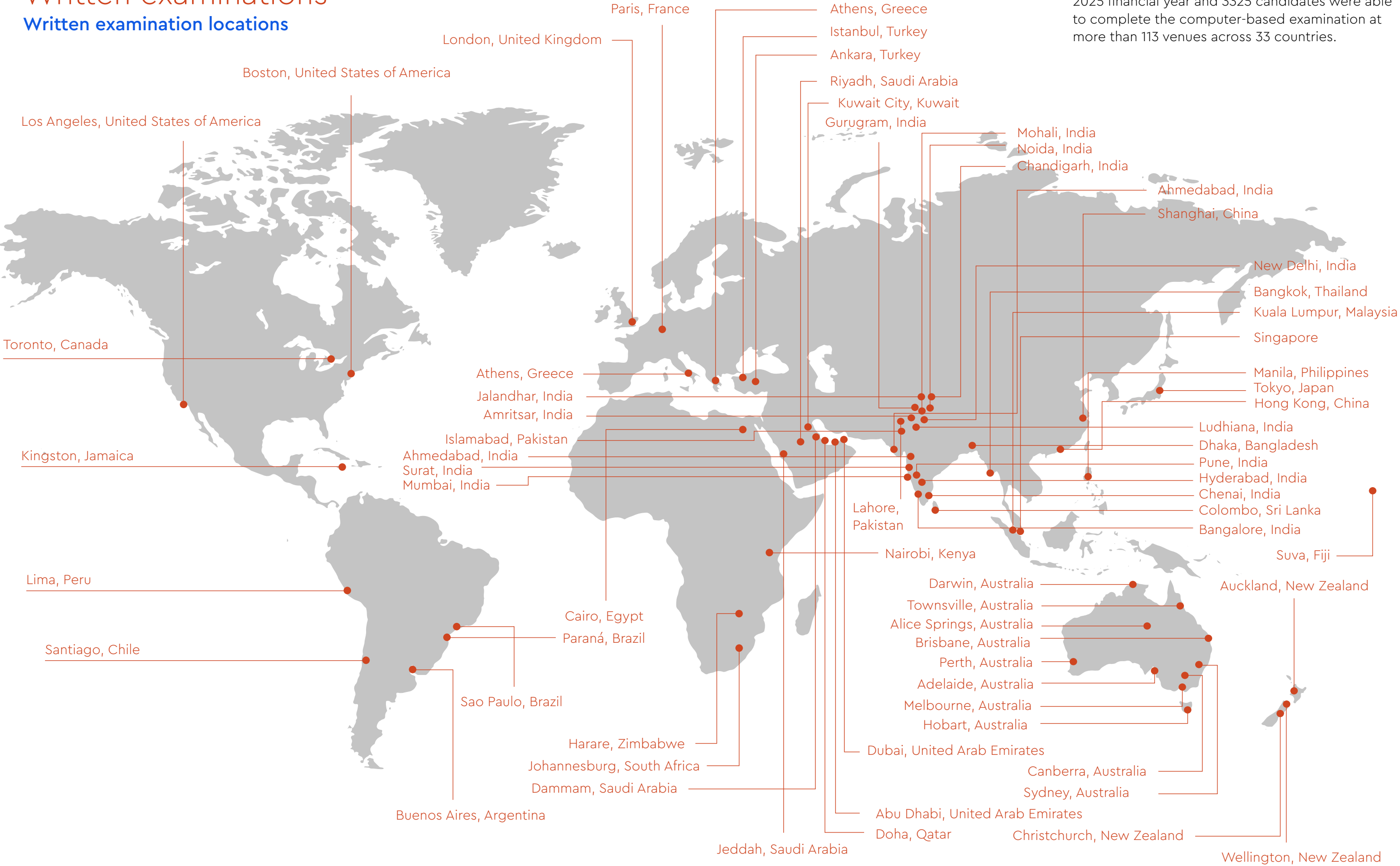
Where our applicants came from



Written examinations

Written examination locations

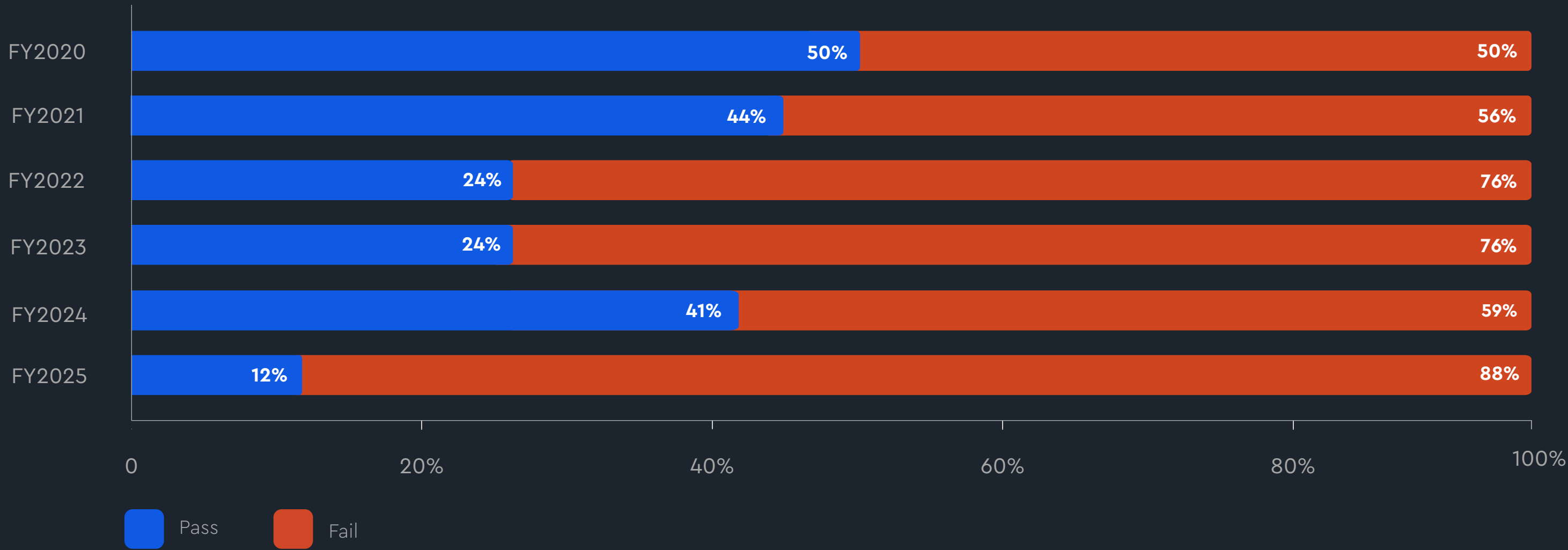
Two written examination sessions were held in the 2025 financial year and 3325 candidates were able to complete the computer-based examination at more than 113 venues across 33 countries.



Written examination results FY2020-FY2025

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Candidates	686	1169	1284	2246	2925	3325
Pass	343	516	307	536	1209	404
Fail	344	653	977	1710	1716	2921
% Pass	50	44	24	24	41	12
% Fail	50	56	76	76	59	88

*Only one written examination was held in the 2020 financial year due to the postponement of the March 2020 examination due to evolving COVID-19 situation.



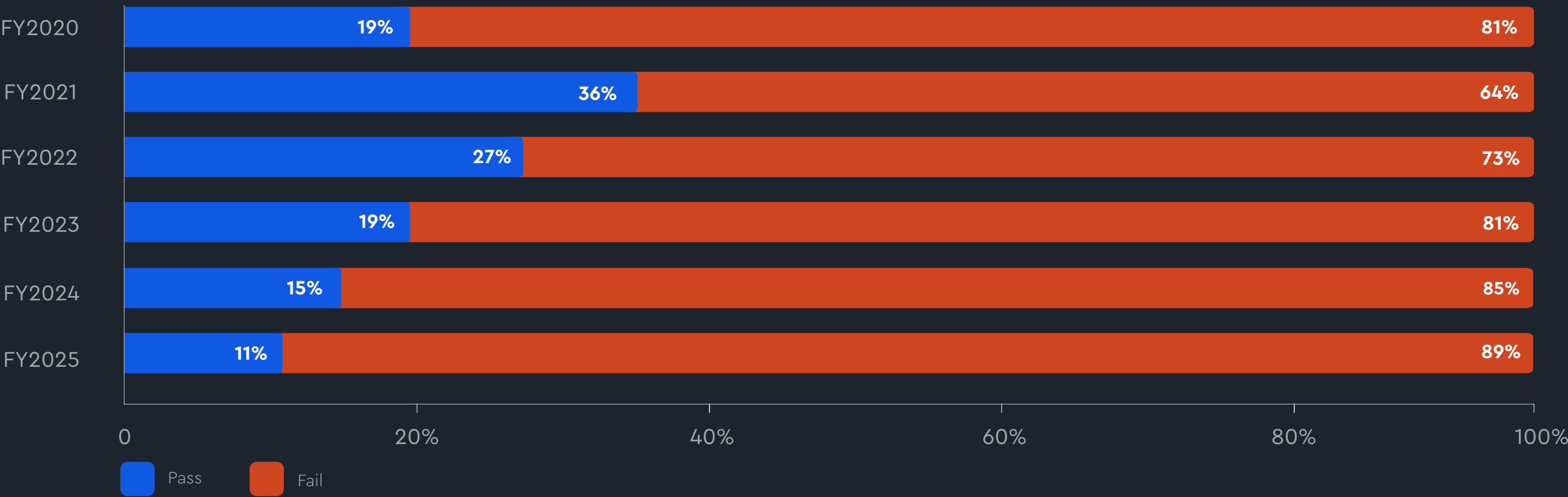
Practical examinations

77 practical examination sessions were held in the 2024/2025 financial year for general dentistry practical examinations. The practical examination pass rate in 2024/2025 financial year was 11%. Two additional practical examination sessions were held in 2024/2025 for 1 dental therapy, 30 dental hygiene and 1 combined dental hygiene and dental therapy candidates.

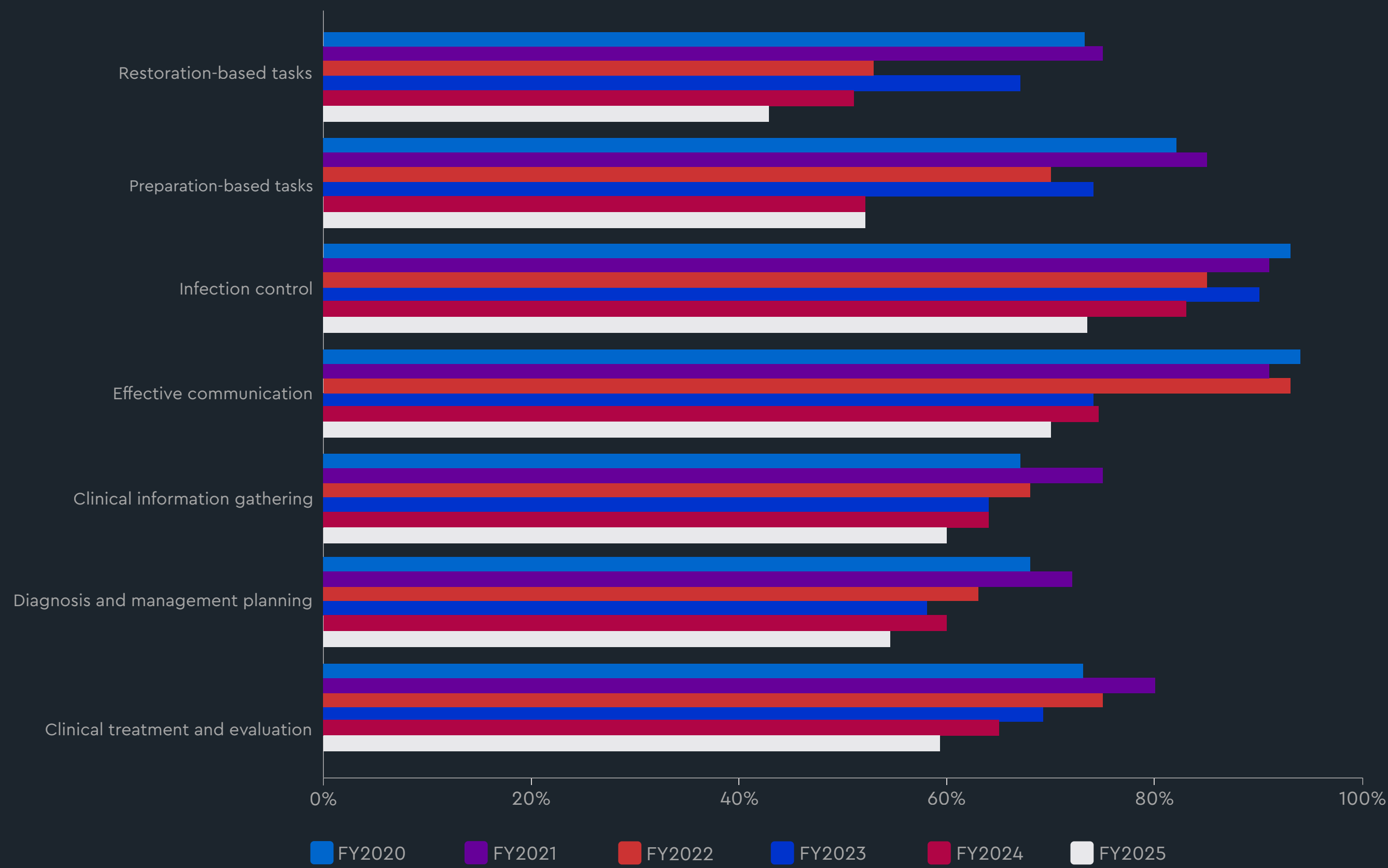
Practical examination session and attendance FY2020-FY2025

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Candidates	940	580	990	1385	1703	1880
Number of sessions held	40	27	54	60	72	79
Attendance rate	98%	90%	76%	96%	99%	99%
Pass	180	209	266	257	253	205
Fail	760	371	724	1128	1450	1675
% Pass	19%	36%	27%	19%	15%	11%
% Fail	81%	64%	73%	81%	85%	89%

*Select practical examinations scheduled in 2020 and 2021 were postponed due to COVID-19 restrictions



Practical examination results by cluster FY2020-FY2025



Candidate story



Felipe from Chile

Growing up in Chile, Felipe always dreamed of travelling overseas, becoming fluent in English, and building a career that would allow him to help people through dentistry. After completing his general dentistry studies in Chile in 2016 and doing some travelling, Felipe decided to move to Australia.

"Watching the Sydney New Year's fireworks at home in Chile at midday on New Year's Eve made Australia feel like it was in the future," he laughs. "That's really what inspired me to move here." At first, Felipe thought he'd spend only a year or two in Australia. Settling down or becoming qualified to practise dentistry here wasn't part of the plan. But when the COVID-19 pandemic hit in 2020, everything changed.

"I was torn between staying in Australia or going back home. By then, I'd built a small community – friends who had become family – and I was working in dentistry as a treatment coordinator. It was actually through their encouragement, and

watching a close friend complete the ADC exams successfully, that I decided to give it a go myself."

Taking on the ADC process wasn't easy. "It took me a while to believe I was capable of passing the exams and working as a dentist here. I kept thinking my background wasn't enough – but really, I was just being too hard on myself," he admits. "One of my best friends from Brazil, who was almost finishing the practical exam, told me, 'You definitely can do it.' And that gave me the final push."

The start wasn't smooth. Felipe faced challenges with document verification, translations, and providing additional evidence for his initial application. But once his application was approved, the real challenge began – the written examination.

"The written exam was the hardest part for me," he says. "It actually took me four attempts to pass. Looking back, I understand why – I wasn't studying efficiently or with enough focus. Each setback taught me something about perseverance."

Felipe finally passed the written exam in late 2023, and in a remarkable turnaround, passed the practical examination on his very first attempt just a few months later. "In the ADC Connect platform, there are five circles that show your progress. When I logged in and saw all five circles in green, I realised I'd passed everything. That moment is unforgettable – it was my mother's birthday, and I felt tremendously happy about the positive outcome. It truly felt like a gift, both for her and for me."

By March 2024, Felipe was eligible for registration with the Dental Board of Australia, officially achieving what had once felt impossible.

To continue his journey, Felipe secured sponsorship through a regional employer and began practising in Grafton, New South Wales, before recently relocating to Townsville, Queensland. "This stage of my life is really special," he reflects. "It's giving me the chance to explore Australia while doing what I love. I'd only lived in Sydney before, so

living regionally has shown me a different side of the country – the people are warm, generous, and remind me so much of home in Chile. They're just as cheeky and caring."

Beyond the technical challenges of the ADC process, Felipe sees it as a transformative experience – one that reshaped not just his career, but his confidence and sense of belonging. "Despite all the difficulties, I actually enjoyed the process. It tested my resilience but also showed me what I'm capable of. I met so many inspiring people along the way – all of us chasing the same dream, and that made it feel like a shared journey."

Felipe's story is one of perseverance, humility, and gratitude – a reminder that success often comes not from an easy path, but from believing in yourself, even when the journey feels uncertain.



Operations

2024/2025

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Key projects



Innovate RAP launch

On 19 June, the ADC proudly launched our Innovate Reconciliation Action Plan (RAP), marking a significant step in ongoing commitment to reconciliation with Australia's First Peoples.

Building on the strong foundations of our Reflect RAP, the Innovate RAP aims to strengthen authentic relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations, while continuing to embed meaningful and sustainable change across our organisation and the broader dental health sector.

Key achievements to date include:

- Cultural Responsiveness Training: All ADC staff, Board members, and Committee representatives have completed cultural safety training, now embedded in our onboarding process.
- Governance and Representation: Aboriginal and Torres Strait Islander voices are represented

across our Board, Committees, and RAP governance groups, ensuring lived experience informs our decision-making.

- Sector Influence: Cultural safety is now a core domain in our accreditation standards and professional competencies.
- Community Partnerships: We've strengthened relationships with organisations such as Indigenous Allied Health Australia and Indigenous Dental Association Australia, and supported Aboriginal and Torres Strait Islander businesses through inclusive procurement policies.

Reconciliation is an ongoing journey that requires accountability, reflection, and action. The ADC's Innovate RAP is our commitment to fostering respect, equity, and collaboration across all aspects of our work.

New values and Employee Value Proposition

Values

In 2025, the ADC developed and launched new values and an Employee Value Proposition (EVP) to align with our new strategic direction, creating an environment that fosters a workplace that attracts and retains top talent.

This initiative was shaped collaboratively, drawing on insights from staff surveys, focus groups and market analysis conducted from late 2024 into 2025. We partnered with external agency Corporate Crayon to ensure a collaborative approach that provided all staff the opportunity to contribute, making our values and EVP a true reflection of our collective vision.

EVP

The new EVP captures what makes the ADC a truly great place to work. It highlights the unique benefits, culture, and opportunities available at the ADC that sets us apart, ensuring that we continue to attract, retain, and engage purpose-driven professionals. There are three key elements:



Collaboration

Collaboration is about working together with purpose, openness, and trust. We build strong relationships across teams, share knowledge, and support each other to achieve common goals. True collaboration helps us deliver better outcomes, drive innovation, and create a workplace where everyone feels connected and valued.



Learning

Learning is central to our culture and success. We are curious, reflective, and open to feedback. We embrace opportunities to grow – individually and collectively – through continuous improvement, shared knowledge, and new ways of thinking. Learning empowers us to adapt, innovate and deliver meaningful impact in everything we do.



Leading with purpose

At the ADC, every role is united by a shared purpose – to ensure dental practitioners are competent to practise safely. This empowers our people to make a meaningful difference and shape the future of dental practice.



Balance meaningful work and life

We are committed to providing an environment where meaningful work is complemented by flexibility, wellbeing support, and generous leave benefits, enabling our people to thrive both professionally and personally.



Respect

Respect means valuing people as individuals, embracing diverse perspectives, and fostering a culture of kindness, fairness, and inclusion. It guides how we communicate, collaborate, and support one another – ensuring everyone feels heard, safe, and empowered to contribute.



Integrity

Integrity is the foundation of our professional and personal conduct. It means acting with honesty, taking responsibility, and consistently upholding the values and standards we set for ourselves and each other. Through integrity, we build trust, credibility, and a workplace culture grounded in fairness and respect.



A friendly and supportive community

Our culture is built on genuine care, inclusivity, and collaboration, fostering a workplace where every individual is valued, supported, and encouraged to bring their best self to a well-connected team.



**For People.
With Purpose.
Driving Progress.**

ESG reporting

During the year, the Board approved the inaugural Environment, Social and Governance (ESG) Policy. Part of this policy is a commitment to incorporate four of the 17 United Nations Sustainable Development Goals (SDGs). The ADC has considered the following SDGs to be most relevant to our core business.

- SDG 3: Ensure healthy lives and promote wellbeing for all at all ages
- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- SDG 10: Reduce inequality within and among countries
- SDG 12: Ensure sustainable consumption and product patterns

Incorporating SDGs into ESG reporting is crucial because it aligns organisational strategies with global priorities for a sustainable future. By integrating these goals, companies can enhance their social responsibility, improve risk management, and foster long-term value creation. Additionally, aligning with the SDGs can boost an organisation's reputation, attract socially conscious partners, and ensure compliance with evolving regulations.



Senior Leadership Team



Jonathon Kruger
Chief Executive Officer



Veronica Vele
Deputy CEO/Executive
Director, Assessments
and Examinations



Philippa Davis
Executive Director,
Accreditation, Policy
and Research



Laura Malone
Executive Director,
People and Culture



Rachel Knight
Executive Director,
Corporate Services

Board of Directors



Dr Felicia Valianatos
Chair



Leah Hobbs
Deputy Chair



Dr Kate Amos
Director



Joey Bawa
Director



Dr Chris Bourke
Director



Natalia Hawkins
Director



Dr Rohan Krishnan
Director



Jamie Williamson
Director

Governance Committees

Accreditation Committee

Name	Role
Leah Hobbs	Chair
Associate Professor Deborah Cockrell AM	Dental specialist (oral surgeon)
Dr Kate Amos	Dental practitioner (dentist)
Kellie Gleeson	Dental practitioner (oral health therapist), Aboriginal and Torres Strait Islander representative
Lindi Bell	Community representative, Aboriginal and Torres Strait Islander representative
Dr Sitanshu Arora	Dental practitioner (dentist) (from September 2024)
Dr Khaled Ahmed	Dental practitioner (dentist) (from May 2025)
Tony Evans	Community representative (to May 2025)
Kate Thomas	Community representative
Sanika Shorey	Student representative (to December 2024)
Eren Serce	Current student (from December 2024)

Assessment Committee

Name	Role
Dr Felicia Valianatos	Chair (to November 2024)
Dr Rohan Krishnan	Chair (from November 2024)
Associate Professor James Dudley	Dental practitioner (specialist)
Paul Geyer	Community representative
Dr Maria Trinidad Jacial Lillo	Dental practitioner (dentist), recent ADC examination candidate
Kirrily Phillips	Dental practitioner (oral health therapist), Aboriginal and Torres Strait Islander representative
Lizzy Ramsay	Community representative, Aboriginal and Torres Strait Islander representative
Dr Raj Dhaliwal	Dental practitioner (dentist)
Breanna Wright	Community representative

People and Culture Committee

Name	Role
Dr Felicia Valianatos	Chair, Board Chair (from November 2024) and Chair Assessment Committee (to November 2024)
Dr Janet Preuss	Deputy Chair (to November 2024) and Chair Finance and Risk Management Committee (to November 2024)
Leah Hobbs	Chair, Accreditation Committee
Peter Gibson	Independent member
Dr Rohan Krishnan	Chair Assessment Committee (from November 2024)
Jamie Williamson	Chair Finance and Risk Management Committee (from November 2024)

Finance and Risk Monitoring Committee

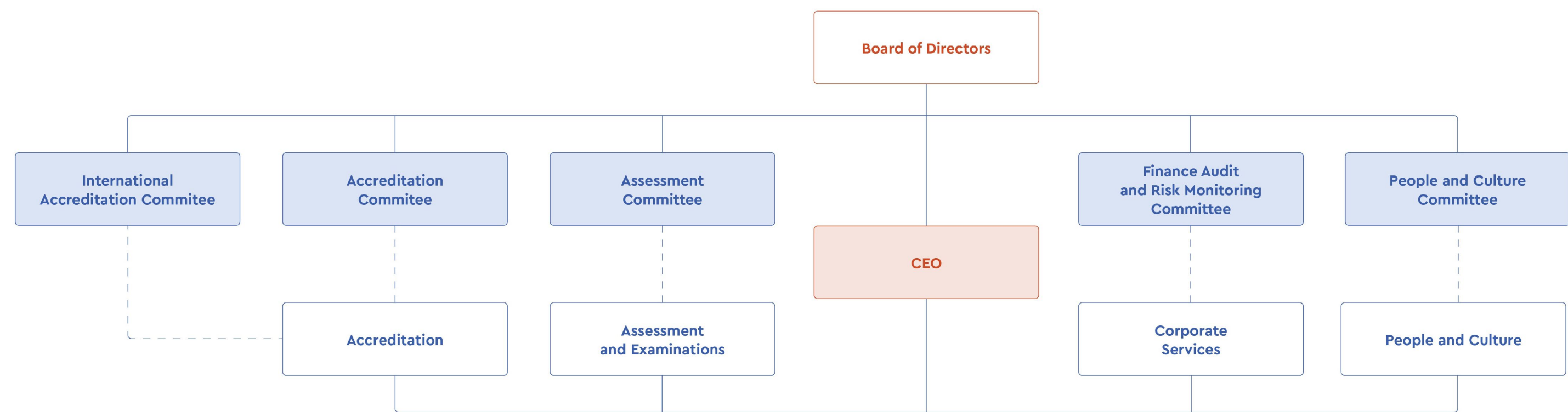
Name	Role
Dr Janet Preuss	Chair (to November 2024)
Jamie Williamson	Chair (from November 2024), Member (to November 2024)
Joey Bawa	Board Director (from June 2025)
Natalia Hawkins	Board Director (from November 2024)
Wayne Stokes	Independent member

International Accreditation Committee

The International Accreditation Committee was established in late 2024 and held their first meeting in February 2025.

Name	Role
Associate Profession Deborah Cockrell AM	Chair (from November 2024), dental specialist (oral surgeon)
Prof Hien Ngo	Dental practitioner (dentist) (from November 2024)
Prof Johann de Vries	Dental practitioner (dentist) (from November 2024)
Kelly-Jean Burdon	Dental practitioner (oral health therapist) (from November 2024)
Emeritus Prof Paul Abbot	Dental practitioner (specialist) (from November 2024)
Nimi Ashok	Non-dental practitioner (from November 2024)
Jonathon Kruger	CEO (from November 2024)

Governance structure



Statement of income and expenditure

	2025 \$'m	2024 \$'m
Revenue	20.11	17.43
Employee costs	(5.38)	(5.31)
Examination costs	(6.85)	(6.12)
Accreditation costs	(0.54)	(0.49)
Depreciation expense	(0.26)	(0.32)
Rent and tenancy expenses	(0.38)	(0.36)
Meeting expenses	(0.21)	(0.25)
Other expenses	(1.45)	(1.19)
Right-of-use amortisation	(0.36)	(0.36)
Lease interest expense	(0.10)	(0.13)
Surplus/(deficit) for the year	(4.58)	(2.9)

Extracted from 30 June 2025 financial statements

Statement of financial position

	2025 \$'m	2024 \$'m
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	5.05	6.96
Financial assets	11.15	16.07
Trade and other receivables	0.48	0.54
Other assets	0.39	0.18
TOTAL CURRENT ASSET	17.07	23.75
NON-CURRENT ASSETS		
Financial assets	12.64	-
Plant and equipment	0.58	0.53
Intangible assets	-	-
Right-of-use assets	0.90	1.26
TOTAL NON-CURRENT ASSETS	14.13	1.79
TOTAL ASSETS	31.19	25.54
LIABILITIES		
CURRENT LIABILITIES		
Lease liabilities	0.38	0.33
Trade and other payables	1.00	1.32
Other liabilities	9.49	7.91
Employee benefits	0.41	0.30
TOTAL CURRENT LIABILITIES	11.28	9.86

Extracted from 30 June 2025 financial statements

For full financial reports, please refer to the [Australian Charities and Not For Profit Commission website](#).

Statement of financial position

	2025 \$'m	2024 \$'m
NON-CURRENT LIABILITIES		
Lease liabilities	0.68	1.05
Long-term provisions	0.20	0.20
Employee benefits	0.05	0.02
TOTAL NON-CURRENT LIABILITIES	0.93	1.27
TOTAL LIABILITIES	12.21	11.14
NET ASSETS	18.98	14.41
EQUITY		
Accumulated surpluses	18.98	14.41
TOTAL EQUITY	18.98	14.41

Extracted from 30 June 2025 financial statements

For full financial reports, please refer to the [Australian Charities and Not For Profit Commission website](#).

