



CEO REPORT 2021

Introduction

2021 was a challenging year, many of our liberties that we had historically taken for granted were compromised. The second year of the pandemic tested our fortitude and resilience as both individuals and a society.

The impact on Wests Group Macarthur from a 106-day lockdown was monumental. Our people for a second time in just over a year, were locked out of their workplace and our members restricted from attending their club. The hiatus of such a significant organisation such as Wests has material consequences to our local community and the local economies that we support and underpin with our payrolls, procurements, and community philanthropy.

As we enter 2022 we hope that the Omicron chapter of the pandemic is the final play in this tiring saga. Whatever 2022 throws at us, we are now stronger, more resilient and more prepared to tackle the challenges and seize the opportunities of the future.

Our People

On the 26th June our industry entered what was promised to be a “short sharp lockdown”. I spent many hours discussing and understanding the various challenges this lockdown was having on our people. The staff of Wests Group stayed as positive as possible and showed great tenacity and resilience to come back with such positive attitudes and an abundance of energy.

Equally as impressive was the Board’s commitment to a “people before profit” mentality. Last year the Board approved a multitude of targeted initiatives to support staff when they needed this the most. Some of these initiatives included maintaining payrolls whilst the club was shut with no meaningful work, engagement programs, welfare programs, hampers and other initiatives to demonstrate that the club was there for our people and they were not just a number. The total cost of these programs came to over \$2.1m which given the magnitude and its impact, we have considered it as one of the most targeted, significant and appropriate investments the club will make. 106 days later we emerged from lockdown and were allowed to reopen.

In the months since reopen I have witnessed a talented, committed and engaged workforce dust themselves off and return with positivity and creativity. These efforts don’t go unrecognised and contribute to a sound and fulfilling workplace culture. A huge thanks to goes out to this fantastic group of people.

Our Members

Again, a challenging year that impacted the different cohorts of our membership each in their own way. Our Wests venues provide so many platforms and points of contact that underpin thousands of social interactions each week. We understand the impact the closure had on everyone, in particular the members who call a Wests venue their 'home away from home'; you know who you are, each week you look forward to going to the club to engage with your friends, have a meal and catch up. We are here for you and are so happy to have you back since reopening.

Our golfers were fortunate that their social pursuit could continue through the bulk of the lockdown. We understand that various conditions and restrictions at times impacted play. We are pleased to have now welcomed everyone back to a facility that continues to improve as the course reconfiguration enters the final stages.

Our Community

Despite the difficult external headwinds our organisation faced in 2021, we are extremely proud to confirm that our direct community support actually increased to a group record of circa \$1.9m. The spectrum of support we inject into this community can't simply be quantified in financial terms; our tentacles reach deep into the social fabric of the Macarthur region, and we look forward to growing with and continuing to support, the communities that we service now and into the future.

Our support and contributions can only be effective if they are administered by committed and passionate volunteers. I would like to acknowledge all the volunteers that donate their time and energy to enriching the lives of others. Wests is proud to be in a position to support your ventures, pursuits and passion.

Financial Performance

In the face of adversity, Wests Group performed remarkably well, underpinned by a strong balance sheet, resilient workforce and strong operations that, when trading, can produce sound cashflows and a going concern business that is agile and adaptable to challenging market conditions.

A profit of some \$4.7m should be considered a success this year allowing for ongoing investment and confidence around our future projects and growth strategies.

Member amenities were not forgotten, with numerous upgrades and significant planning continuing throughout 2021 to further enhance and evolve the Wests Group offering for our members and the communities we serve.

The Board

The Board of Wests Group are a professional team of committed volunteers who have proven to be not only exceptional commercial and community leaders but also compassionate and considered individuals. I have enjoyed working closely with them through the challenging year to provide sound decision making practices that will underpin Wests performance & success well into the future, whilst also supporting what is important in the present.

Special acknowledgement should be given to Chairman Alan Buxton and Deputy Chairman Paul Lake for their comradery and professionalism over the past year. All Directors give an extremely generous amount of time for the betterment of the community and organisation that they represent.

2022 & Beyond

Our Chairman Alan has outlined the numerous building and commercial opportunities that we will be pursuing in 2022. My team is excited to be working on some impressive projects that will further enhance Wests as the premier hospitality and entertainment provider for the Macarthur region.

I look forward to working with my team to deliver exceptional venue, product and service experiences as a core value of what we represent.

Finally, I would like to thank all the stakeholders of Wests Group for such a warm welcome to the organisation in 2021. In particular, I would like to thank our members, wonderful staff, talented management and supportive Board for this seamless transition into the CEO role. It is a fantastic opportunity and honour to lead this proud and successful Club representing some 80,000 members.

I would like to wish everyone good health and positivity for the year ahead.

Regards

D. Perkiss

Daniel Perkiss

CEO