

Outlook  
an inclusive society for all

# Annual Report

## 2024 - 2025



# An Inclusive Society for All

**Our purpose** is to equip people experiencing disadvantage with skills and experience that will enhance their community connection and workforce participation.

**By 2030**, our goal is to be a thriving, sustainable organisation recognised as Australia's exemplar for inclusion. We have achieved a 10x increase in our impact and we are the supplier, partner and employer of choice in our industries.

*Outlook Australia acknowledges the Traditional Custodians of the land on which our offices and services are located. We pay our respects to Elders past and present. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.*

## What's inside?



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# Chair & CEO Report

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It has been an exciting and successful year for Outlook, one of growth and financial success. On 1 July we launched **Outlook Australia's Strategic Plan 2024 to 2030**. It reaffirms our vision of An Inclusive Society For All and our goal to be a thriving and sustainable organisation recognised as Australia's exemplar for inclusion by 2030. The plan sets three clear levers that guide our work. We will create inclusive business models, provide high value customer experiences, and use our enterprises to open industry specific career pathways. Our investment and effort are directed by five pillars that keep us focused on people, customers, enterprise strength and long-term sustainability. These pillars are **Empowering our Workforce, Creating Careers, Valued Experiences, Thriving Social Enterprises and Sustainability**.

**Across 2024 to 2025 we turned strategy into action.** We mobilised new social enterprise contracts in Gympie, Mackay, Livingstone and Ballarat, adding more than twenty new sites to our network. These contracts expand our footprint in resource recovery and create jobs in regional and urban communities where practical impact matters.

**Partnerships power this work.** We thank our local government customers, our commercial partners, and our State and Australian Government partners for your trust and collaboration. Together we are building opportunities that last.

Financially we had a strong year, with eleven of twelve months finishing significantly ahead of budget. More than 75% of our income came from operations less than three years old. **This is a healthy sign.** It shows that recent investments are converting into reliable revenue, that our mobilisation capability is strong, and that our income is diversifying across contracts and regions. It also positions us to grow impact as these services mature and as new teams build deep relationships with customers.

Our people drove this performance while living our values of **Better Everyday, Be Authentic, Achieve it Together** and **Own Your Actions**. These values shape decisions, guide how we serve customers and partners, and keep safety and quality at the centre of our work.

**In governance we marked important transitions.** We farewelled Edwin Hume after more than twenty-five years of service, many of these as Chair, and we thanked Dr Sarah Gray and Derek Madden for their significant contribution to the strong governance of Outlook. We welcomed Chris Kelly and Andrew Cameron to the Board of Directors and we look forward to the insight and experience they bring.

**Looking ahead** we will keep our focus on valued customer experiences, inclusive business models and turning jobs into careers while building a resilient and sustainable organisation. With the momentum created this year and the strength of our partnerships we will continue to remove barriers and create opportunities so that every person can participate and belong. This is how we deliver on our vision of:

**An Inclusive Society For All.**

**Fran Boyd, Chair & Daniel Findley, CEO**  
Outlook Australia



## Our Board of Directors



**Fran Boyd**  
Chair

People & Governance



**Greg Cuthbert**  
Deputy Chair

Strategic Planning



**Grant Hehir**  
Treasurer

Finance, Audit & Risk



**Graeme Stewart**  
Secretary

People & Governance



**Lisa O'Sullivan**  
Director

Finance, Audit & Risk



**Jenny McNaughton**  
Director

People & Governance



**Dr Chelsea Tobin**  
Director

Strategic Planning



**Andrew Cameron**  
Director

Strategic Planning

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**Our Community Services Division** is delivered by more than one hundred and fifty staff who support services users in New South Wales and Victoria through disability supports, in-home care, education and social connection, and community access.

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**Our Social Enterprise Division** now delivers more than 23 contracts across Queensland and Victoria. Our team consists of more than 250 people, with seventy seven percent of those having experienced barriers to employment, including people with disability, First Nations peoples, the long term unemployed, refugee and migrant workers, young people at risk and mature age job seekers. The division exists to create paid work and meaningful career paths while operating high quality services in the resource recovery sector.

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**Our Support Office** is located in Pakenham, Victoria and provides essential support functions across the whole organisation, including marketing and communications, payroll, people and culture, finance, safety and strategy. The team ensures Outlook's operations are well managed and sustainable, enabling our services to thrive.

# The Year in Numbers

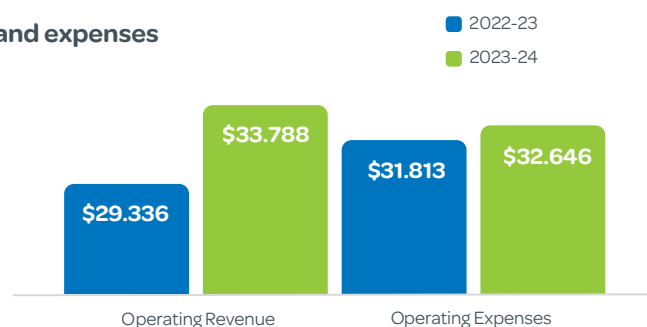
Following a couple of years of challenging financial results it is positive to share that Outlook has been able to return to surplus in the 2024-25 financial year, with a final net surplus position of **+\$1,411,908** (vs **-\$2,486,435** in 2023-24).

Operating revenue increased over the year (up +16%) on the back of a successful year of tendering and expansion across the organisation, with **six new contracts** coming into effect during the year. It is positive to note that the inflationary environment was more stable with market prices returning to more historical levels, albeit wage costs continued to increase as a result of FWC, super guarantee and EBA negotiations.

It's important to share that a key part of this year's turnaround was the Board of Director's ability to review and consider divestment opportunities, which resulted in a number of **divestments and structural adjustments**. While the decisions were made in the previous financial year some of these transactions were finalised in the current year and are important to recognise as they helped contribute to a more **sustainable financial base** for the organisation to continue to grow and move forward.

As a result of the above, as well as a favourable movement in property values, Outlook's net asset position **increased +\$2.4 million**, or +14%. Total assets increased by 7% year-on-year primarily on the back of increased debtors and new equipment purchases linked to new contracts, while closing net assets were recorded at \$19.9 million, highlighting our **strong balance sheet position**.

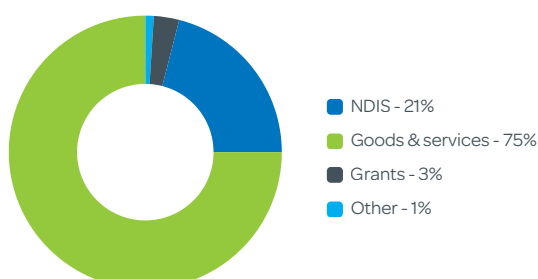
**Operating revenue and expenses**  
(\$mil)



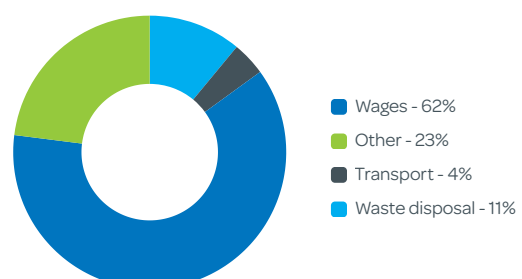
**Abbreviated statement of financial position as at 30 June 2024**  
(\$mil)



**Revenue by category 2023-24**



**Expenses by category 2023-24**



# People and Culture

**At Outlook, everything starts with our people - our employees, our volunteers, and the communities we support. We extend our deepest gratitude to each person who has chosen to work with us, whether as an employee or volunteer, in support of our shared purpose.**

In FY 2025, we reached a significant milestone with more than **400 employees** now part of the Outlook team, across a wide range of roles that provide support and services throughout New South Wales, Queensland and Victoria. This growth is a true reflection of the trust people place in our organisation and the meaningful work we achieve together.

We recognise the extraordinary contribution of our volunteers, now also active in Queensland as well as Victoria, who give around **10,000 hours per year**. Their commitment makes a real difference in people's lives, extending our reach and impact in the communities around us.

Our commitment to employee wellbeing and engagement remains a priority. Results from our most recent wellbeing survey show that **we continue to rate above industry benchmarks** in key areas such as feeling safe and respected at work, being aware of mental health support, and feeling supported by managers and supervisors. These insights reflect that our teams experience Outlook as a safe, supportive and inclusive place to work.

As our footprint spreads further, the idea of **One Outlook** helps us stay connected and united, even when distance separates us. We continue to build ways for our teams to collaborate, share and feel supported no matter where they are based.

Together, we are building a culture where people thrive, with a **sense of belonging**. We thank everyone who shares their skills, energy and passion with Outlook. Guided by our values to be **Better Every Day** and **Achieve It Together**, we remain committed to growing stronger and making a lasting difference.

**- Nicole Hee, Executive for People and Culture**





# Strategic Plan Update

The 2025 financial year marked the exciting kick-off of Outlook's new 2030 Strategic Plan. This bold agenda sets the course for the next five years and beyond, with the ambitious aim of increasing our social impact tenfold by 2030.

To support this vision, we commenced work with Think Impact to design a Social Impact Measurement Framework. This will allow us to better **understand, track and communicate** the real difference Outlook is making in communities. We look forward to sharing these insights in the years ahead.

There were also significant developments across our operations. In Queensland, a new enterprise bargaining agreement (EBA) was successfully negotiated, providing certainty for our teams. We also expanded our presence through **new partnerships** with Gympie Regional Council and Mackay City Council, while strengthening our existing collaboration with Central Highlands Regional Council.

Growth was not confined to Queensland. In Victoria, Outlook secured a new contract with Ballarat City Council, building on our strong social enterprise presence in the state. Meanwhile, in New South Wales, we **successfully tendered** for and commenced in-home care services under the Commonwealth Home Support Programme. This achievement not only created dozens of new jobs but also enabled us to welcome more than **800 new customers** into our community services.

Alongside these external wins, our support office has been working behind the scenes to modernise and consolidate systems. This ensures that our people have the **right tools and infrastructure** to deliver on the ambitious goals of the strategic plan. Significant investment was also made in new roles and resources to strengthen our teams and support the **continued growth of our services**.

While these highlights are far from exhaustive, they demonstrate another year of big efforts and **meaningful achievements across Outlook**. Importantly, these results contributed to a return to a stronger and more sustainable financial position, providing a solid platform to build on as we pursue our SP2030 journey.

To our staff across the country, and to our customers and partners who continue to work with and support Outlook, thank you. **Your contributions make these outcomes possible**. Finally, a special thank you to our Finance & Strategy Team for their effort, expertise and commitment in helping deliver such a positive result.

- Adam Jaworski, Chief Corporate and Strategy Officer



**Net Assets  
Increased by 14%**



**90 New Social  
Enterprise Jobs**



**Surpassed 400  
Employees**



**185 Weekly  
Volunteer Hours**

# Social Enterprise

**As Executive for Social Enterprise, I am pleased to report that in FY24/25 our division delivered purposeful growth, disciplined operations, and stronger community impact while laying foundations for sustained performance.**

Across the year we mobilised new contracts, strengthened leadership and compliance, improved the customer experience in retail, our Container Deposit Scheme (CDS) partnerships and transfer station operations, and deepened our partnerships with councils and commercial operators.

**Five major mobilisations defined the period:** Livingstone Regional Council kicked us off with the mobilisation of Yeppoon landfill operations, expanding our footprint across the site where we already operate the transfer station and reuse shop. **Gympie Regional Council's** multi-site transfer station operations (eight sites) commenced in December 2024; the Emerald reuse shop in **Central Highlands** opened and began trading in November 2024; the **City of Ballarat** transfer station mobilised late January 2025; and **Mackay Regional Council's** network of eleven gatehouses went live on 1 March 2025, with the reuse shop recently commencing under Outlook's management also. In total, twenty-two additional operating sites commenced within FY24/25.

**All mobilisations in FY24/25 were delivered on time and with a people-first approach.** Through the year we have refined the process, typically beginning with a pre-mobilisation site tour with council partners, meeting the existing work force and furthering our understanding of each site's operational requirements. We then host a town hall where prospective team members meet Outlook leaders, hear who we are and why we exist - creating inclusive employment through high-quality resource recovery. Attendees can ask practical questions about roles, conditions and development opportunities. This transparent engagement ensures candidates have the information they need to make an informed decision about joining the Outlook team, while setting **clear expectations around safety, customer service and performance** from day one. Coupled with ready-to-go induction materials and start-up checklists, this approach minimises transition risks, preserves service continuity and builds trust with our partners and new employees.

To support execution at scale we **reshaped our structure**, appointing compliance coordinators for Victoria and Queensland, a national retail development manager, operations & logistics coordinator at Melton, and two team leaders across our CDS operations overseeing both the CDS depot and our reverse vending machine (RVM) cleaning network. These roles strengthened performance, expansion, innovation, safety and quality. We also **progressed the Queensland EBA** to a successful workforce vote and brought clearer operating rhythms to our teams.



Operationally, we also celebrated the grand opening of the new state of the art Melton Recycling Centre (MRF). The MRF incorporates an impressive four lane front end **resource recovery drive through** where visitors can offload recyclable items without fee, creating increased landfill diversion opportunities.

The new Melton facility contributed to our growth in the reuse market space, incorporating a vastly **improved and expanded retail space** providing customers with an inviting environment to visit and shop.



Our retail footprint also grew with the addition of **two new reuse shops**, one in Emerald, expanding our operations in Central Highlands and a reuse shop in Gympie at the Bonnick Road Transfer Station. Existing shops - including Biloela, Hampton Park, Yeppoon and Mornington have all benefited from a fresh approach focused on merchandising, broadened community engagement driven via community outreach and social media, and an uplift in customer service training and detail.

Our **Victoria's Container Deposit Scheme** depot in Bayswater sustained strong throughput across the year, while RVM operations continue to provide excellent service, regularly exceeding service level agreements in the delivery of over 120 cleans per day as well as additional work orders. These outcomes were underpinned by **practical improvements** in data, reporting and site leadership, and by a **culture** that emphasises safety, reliability and customer service.

The division also created **new employment opportunities** through our mobilisations and support roles, adding **90 new jobs** over the period. Priority workers, people with disability and others facing barriers to employment remained a significant component of our workforce, **representing 77% of employees this year**. Providing opportunity for volunteers remains a key community engagement priority across the division. This year we celebrated Outlook's **first Queensland volunteers**, welcoming several volunteers to our Gympie site.

I thank our council and commercial partners and, most importantly, the Social Enterprise Team across Victoria and Queensland for their continual commitment, teamwork and effort. The year's progress demonstrates the **strength of our commercial social enterprise model** - delivering quality waste and recycling services while creating inclusive employment - and positions us to deepen impact in the year ahead.

**- Callum Ross, Executive for Social Enterprise**



# Community Services

**The Community Services Division has continued its transformation journey this year, strengthening operational resilience while expanding our impact across Victoria and New South Wales.**

Guided by our Strategic Plan 2024–2030, we remain committed to delivering person-centred, inclusive services that enable **dignity, independence, and belonging**.

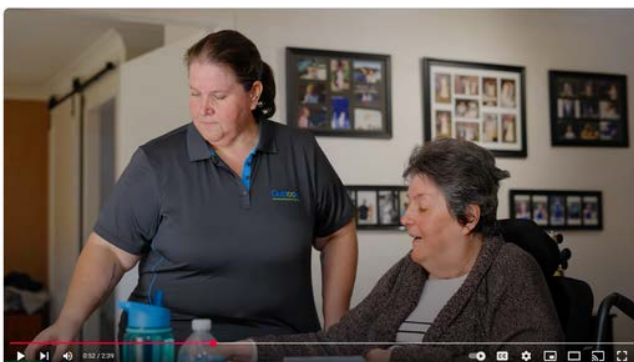
In Victoria, we deepened community connections through programs such as Kick Start, Carer Gateway, and Paramount Connect, while strengthening partnerships with councils, collectives and education providers. We successfully continued to deliver in-home respite, providing vital relief and support to families and carers. **Program design was realigned to participant feedback**, including revitalised arts and crafts and expanded recreation and leisure opportunities. Outlook Community Centre flourished as a hub of learning and inclusion, with room hire, training programs and events like Morning Melodies and functional fitness attracting strong engagement.

In New South Wales, our team delivered **more than 63,000 hours of support** annually across the Central Coast and Newcastle. This year saw the successful launch of NDIS gardening maintenance services, which quickly gained traction and enhanced our service mix. Intake and rostering processes were restructured, ensuring 96% of referrals are actioned within 24 hours, strengthening client trust and responsiveness. Leadership transitions were navigated smoothly, maintaining service continuity while positioning the region for sustainable growth. The NSW team also proudly facilitated the annual **Outlook Board of Directors tour**, which included client home visits and service site engagement. Board members gained first-hand insight into client experiences, strengthening governance and connecting strategy to service delivery.

Across both states, workforce development remained a priority. Recruitment pipelines were strengthened, new staff welcomed, and long-serving employees celebrated. Staff achievements were recognised through our rewards program, reflecting the dedication and commitment that underpin our services every day. Financially, the division is on a more stable footing, supported by the renewal of CHSP contracts and careful cost management.

Looking ahead, we will continue to expand our service offerings in response to community demand - including new outdoor services, enhanced day outings, and domestic supports. We will deepen client engagement through co-design, foster new partnerships, and position Outlook as the preferred provider of choice in both Victoria and NSW. Through innovation, collaboration, and care, our Community Services Division remains committed to its mission: to empower individuals, strengthen communities, and create an inclusive society for all.

**- Christine Joy, Executive for Community Services**



***Our disability and homecare team in NSW engaged a local company to produce NDIS services and recruitment videos to help promote Outlook in the area. Thank you to our NDIS participants and members of our team who shared their stories.***

**Watch here:**

**[www.youtube.com/@outlookaustralia](https://www.youtube.com/@outlookaustralia)**



***At Outlook Australia, labels are left at the door. We welcome people of diverse cultural backgrounds, race, religion, ability, gender and sexual orientation across all Outlook sites and activities. We support and celebrate diversity and inclusion throughout our communities.***

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When I got a proper job here, that changed a lot for me. Now I have regular shifts and I'm part of the team.

**- Lua, Social Enterprise**

I Feel like I've found something that brings all of my skills together.

**- Duncan, Social Enterprise**

As you leave a shift, have a look around and make sure you have made their day better. Chances are your day will be better as well!

**- Martin, Support Worker**

Outlook gave me a shot to work in this industry. It doesn't feel like a job to me - it feels like a family.

**- Fiona, Support Worker**

Trust comes with getting to know your support worker. We've been with our carer for such a long time and we know we can trust him.

**- Phillip, NDIS Participant**

I enjoy the variety of work and no two days are the same.

**- Melissa, Social Enterprise**

It meant the world to us knowing they were safe, happy and truly cared for while we were away.

**- NDIS Parents**

I thought I was just giving my time, but volunteering gave me a place to belong.

**- Outlook Volunteer**

Days like today make me so happy - when everyone is smiling and laughing together, playing and engaging with each other.

**- Sarah, Support Worker**

The goods were very well priced but what really stood out was the staff member working behind the counter. She was outstanding. She was so friendly and made my visit very enjoyable.

**- Outlook Customer**







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