

Annual Report

2025 - 2026



Outlook

an inclusive society for all

Our Goal

By 2030 we are 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.

Our Vision

An inclusive society for all.

Our Purpose

To equip people experiencing disadvantage with skills and experience that will enhance their community connection and workforce participation.

Our Board of Directors



Andrew Cameron
Chair
Strategic Planning



Jenny McNaughton
Deputy Chair
People & Governance



Grant Hehir
Treasurer
Finance, Audit & Risk



Lisa O'Sullivan
Director
Finance, Audit & Risk



Elizabeth Holley
Director
People & Governance



Chris Kelly
Director
Strategic Planning



Graeme Stewart
Director
People & Governance

Chair & CEO's Report

2025/26 was a year of purposeful growth for Outlook Australia. Guided by our Strategic Plan 2030, we expanded our reach, strengthened partnerships and created more opportunities for people experiencing disadvantage to build skills, confidence and connection.

Our first year of social impact measurement delivered an encouraging result, reaching 51 per cent above target and a 3.8x growth in impact. This reflected growth in the number of people supported and positive outcomes across wellbeing, belonging, independence and skills.

Social enterprise secured new and renewed contracts in Townsville, Melton, Banana Shire and Livingstone, demonstrating the confidence councils place in our people and operational capability. The launch of the Refindit by Outlook brand united our reuse shops under one identity, strengthening their contribution to resource recovery, inclusive employment and local communities.

Community services continued to provide personalised disability and aged care supports across Victoria and New South Wales. The growth of our NSW services and our range of Victorian programs helped more people pursue their goals with greater choice and independence.

We gratefully acknowledge Fran Boyd and Greg Cuthbert, who have completed their terms as Chair and Deputy Chair and concluded their board service. Their dedicated leadership over many years has made a lasting contribution to Outlook and the communities we support.

We also welcomed Chris Kelly and Elizabeth Holley to the Board of Directors during 2025/26. Both bring valuable expertise and have already made significant contributions to the Board, their respective subcommittees and the organisation's strategic direction.

Thank you to our employees, volunteers, participants, customers, partners and communities. Together, we are moving closer to our vision of an inclusive society for all.

Alongside this growth in services and impact, we delivered a sound financial result, with revenue increasing by 25 per cent over the previous year. Our stronger financial position supports continued investment in our services and provides a solid foundation for sustainable growth.

Our people remain central to our success, creating lasting social, environmental and community impact through everything we do.

Andrew Cameron, Chair
Daniel Findley, CEO
Outlook Australia



Towards 2030

Year 1 Results - Measuring our social impact

In 2024, Outlook Australia set an ambitious goal: to achieve a tenfold increase in social impact by 2030.

To measure progress meaningfully, Outlook partnered with Think Impact to develop an Impact Measurement Framework, establish a baseline and create a consistent way to track the change our work creates for people, families, communities and government.

Our first year of impact measurement shows strong early progress. Year 1 impact lifted significantly, reaching 51% above target and nearing four times growth in impact. This reflected a busy year across the organisation, with substantial service growth and increased reach across Australia.



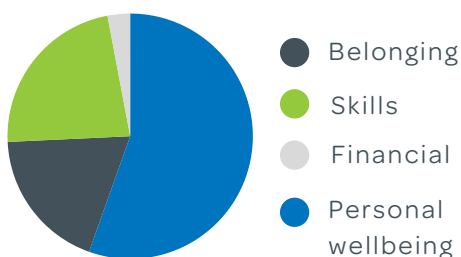
Social impact is the effect on people and communities that happens as a result of our work. Social impact is focused on the **CHANGE** experienced.

Importantly, the year 1 result reflects an increase in both volume and quality. Outlook supported more people and expanded services, while the quality and value of impact increased across nearly all stakeholder groups. Personal wellbeing remained the largest contributor to Outlook's social impact, alongside outcomes in belonging, skills and fiscal value.

Across Social Enterprise, impact was created through meaningful work, connection and confidence. In Community Services, impact was created through wellbeing, independence, connection and peace of mind. Families and carers also reported positive change, including more time for their own wellbeing and improved household dynamics.

These results give Outlook a clearer understanding of what is changing, who is experiencing that change and how we can continue strengthening our impact as we work towards an inclusive society for all.

How are we making our impact?



The expansion of community services in NSW has created significant social impact in year 1 measurement.

What's impressive about Outlook's impact unit is that it's genuinely informed by the people they serve. They can't earn more units unless these stakeholders say they've created more impact.

- Natasha Rees
Associate Director, Think Impact



Partner of Choice

The growth of social enterprise for sustainable impact

During 2025/26, Outlook Australia strengthened its position as a trusted partner in waste management and resource recovery, securing new and renewed contracts across Queensland and Victoria. These outcomes reflect the confidence councils place in our people, operational capability and ability to create lasting social and environmental value.

In Townsville, Outlook was appointed to operate a new Refindit by Outlook reuse shop at the Hervey Range Resource Recovery Centre. With plans to evolve into a circular economy hub, the site is expected to divert more than 500 tonnes from landfill each year, while creating local jobs and supporting the region's transition towards a circular economy.

Our partnership with the City of Melton also entered a new chapter, with Outlook securing its third contract renewal for the Melton Recycling Facility. The agreement supports 28 staff and continues our management of the transfer station and Refindit by Outlook reuse shop. The result demonstrates that a social enterprise can compete strongly in a commercial market while delivering inclusive employment and reliable essential services.

In Banana Shire, an initial two-year agreement with a two-year extension option expanded our operations from Biloela to Moura and Banana, supporting at least nine local jobs. This first renewal with Council recognises the trust built through safe, consistent and community-focused service.

Outlook also successfully retendered for Livingstone Shire Council's Resource Recovery and Transfer Station Services contract. From August 2026, we will continue operating the Yeppoon Transfer Station, Refindit reuse shop and five regional sites, alongside our existing management of the Yeppoon landfill. This integrated model will strengthen coordination, operational efficiency and customer experience while keeping valuable materials in circulation.

Together, these contracts show what it means to be a partner of choice: delivering dependable services, listening to local communities and turning everyday waste operations into opportunities for employment, inclusion and environmental progress.



This year has shown what's possible when strong commercial performance and genuine social purpose work together. We've grown our partnerships and operations, but what I'm most proud of is the opportunities that growth creates for our people – meaningful employment, stronger communities and greater inclusion through the work we do every day.

- Callum Ross
Executive for Social Enterprise

Refindit by Outlook

A fresh new chapter for our reuse shops

In 2025/26, Outlook Australia launched Refindit by Outlook, bringing our reuse shops across Queensland and Victoria together under one fresh, unified identity. Refreshed signage and online channels created a more consistent experience, while retaining the same purpose-driven service, passionate teams and strong local connections our communities know.

The new brand captures what happens in every shop: useful items are recovered, affordable treasures find new homes, and people gain meaningful opportunities through inclusive employment. Each purchase and donation supports waste reduction, keeps valuable materials in circulation and strengthens the circular economy. Our Refindit network generated \$2.5 million in revenue in 2025/26.

The year also brought plenty to celebrate. In Townsville, the reopening of the Hervey Range reuse shop drew an enthusiastic crowd, with 137 transactions completed on its first day. In Melton, one year on from the shop's expansion and reopening, sales and items diverted from landfill had increased by around 120 per cent. Across Biloela, Yeppoon, Gympie and our other locations, dedicated teams continued creating welcoming spaces where community connection sits alongside sustainability.

Refindit by Outlook gives our reuse shops a shared voice and a clear promise: reuse with purpose, shop with impact.



Containers that Count

Partnerships turn containers into impact

Outlook continued to grow its Container Deposit Scheme operations through community partnerships and commercial collection arrangements. At our CDS Vic depot in Bayswater, the team reached an extraordinary milestone: 25 million containers counted by hand.

A new free collection service also made it easier for fire stations, schools and community groups to participate in the scheme and raise funds. Early adopters included the Hoddles Creek CFA network, covering 10 fire stations, along with a primary school and nine community groups. Organisations receive the full 10-cent refund without needing to transport containers themselves, saving valuable volunteer time.

These partnerships are keeping more materials out of landfill while creating simple, reliable fundraising opportunities and strengthening Outlook's connection with the communities we serve.



Supporting our Community

Personalised support that strengthens independence and belonging

Throughout the year, Outlook Australia's Aged and Disability Services continued to support people across Victoria and New South Wales to live with greater choice, independence and connection. Through the NDIS, Commonwealth Home Support Programme, TAC and Transition Care Program, our teams delivered personalised in-home support, personal care, respite, transport assistance, skill development, community access and social connection.

In Melbourne's south-east, group and individual programs helped participants build practical skills, friendships, confidence and wellbeing. Next Steps, Outlook's School Leaver Employment Supports (SLES) program, created pathways towards employment, further education and greater independence through work readiness, travel training and real-world experience. Our partnership with Cardinia Leisure also expanded inclusive opportunities in fitness, swimming and sport.

Across the NSW Central Coast and Greater Newcastle, our team continued providing responsive home and community support tailored to each person's goals. Together, our staff, participants, families and partners created valued experiences where people could feel supported, included and empowered to shape their own lives.



This year, Community Services focused on strengthening service quality, supporting our workforce and building a sustainable future. Across Victoria and New South Wales, our purpose remained clear: creating opportunities for independence, inclusion and connection for the people we support.

- Christine Joy
Executive for Community Services

Mujeeb's Story

Outlook Participant

Mujeeb has been building greater independence through regular community-based supports with Outlook. He participates in a range of programs that help him develop practical life skills, strengthen his routines and grow more confident in the community.

Through our iPad skills program, Mujeeb is developing his digital confidence, while Numeracy and Literacy supports his everyday learning. Work and Life Success also helps him build skills that can be applied in different areas of his life.

Mujeeb enjoys spending time outdoors through volunteer gardening at the Old Cheese Factory Community Garden in Berwick. He also participates in All in Sports, run through our partnership with Cardinia Leisure, which gives him opportunities to be active, connect with others and try different activities in a non-competitive environment.

Mujeeb continues to make great progress towards his personal goals. His willingness to challenge himself, learn new skills and embrace new experiences is helping him become more confident and independent in his routines and community participation.



Leanne's Story

Outlook Participant

Leanne has been building her confidence and independence through regular supports with Outlook. She participates in a range of programs that help her develop practical skills, explore her interests and feel more comfortable in everyday life.

Through our iPad skills program, Leanne is developing her digital confidence, while Creative Ability provides opportunities to express her creativity through a variety of guided art techniques. She also builds valuable everyday skills through our group cooking program and Work and Life Success.

Leanne enjoys the social connection and new experiences offered through our Friday Ladies Group. Activities have included a visit to a local TAFE, where she has enjoyed the opportunity to have her hair washed and styled and nails painted. These outings encourage Leanne to try new things and become more confident in different community settings.

Leanne has made wonderful progress towards her personal goals. It has been fantastic to see her continue to challenge herself, embrace new opportunities and build the confidence and skills to participate more independently in her community.



George's Story

Outlook Participant

Across the year, George has been working towards greater independence through regular supports with Outlook. As part of this journey, he is developing practical skills that help him manage his everyday domestic routine and communicate his needs with greater confidence.

One particularly meaningful achievement has been George's growing confidence when contacting the Outlook office. George has a stutter and previously relied on a neighbour to make phone calls on his behalf. By giving George the time and space he needs to communicate, his support team has helped him feel comfortable making these calls himself.

George now phones the office independently to share his needs, preferences and requests. This is an important step towards having greater choice and control in his everyday life.

George has made fantastic progress and continues to build on each achievement. His story shows how patient, respectful support can help people use their own voice and become more independent.

A Hub for Connection

Outlook Community Centre

Throughout 2025/26, Outlook Community Centre remained a welcoming hub for connection, learning and belonging. The Pakenham centre recorded an estimated 105,000 visits during the year, including people who visited more than once. Visitors took part in more than 280 workshops, courses and activities.

From wellbeing and social programs to training, room hire and community celebrations, the centre created opportunities for people of all ages, abilities and backgrounds to learn, participate and form new connections.

One colourful highlight was our Mad Hatter Tea Party for Cancer Council Australia's Biggest Morning Tea. Around 60 guests came together for games, costumes, prizes, music and dancing, supported by generous local businesses and volunteers. Thanks to the generosity of guests, donors and the local community, the event raised around \$2,200 for Cancer Council's vital work in cancer research, prevention and support.

Volunteers remained central to the centre, assisting visitors, instructors and participants while helping create a friendly and inclusive environment. Every class, conversation and celebration contributed to a stronger, more connected Cardinia community.



Our Diverse Workforce

Creating a team that is empowered, connected and purpose-driven

At Outlook Australia, inclusion begins with the people who make our work possible. In 2025/26, over 70% of our social enterprise workforce identified as part of a priority group, including people with disability, First Nations people, people from refugee and migrant backgrounds, mature-age workers, young people at risk and people returning to employment after time away. Each person brings valuable skills, experience and perspective to Outlook.

Our social enterprises continued to create practical pathways into employment. Participants from our disability services gained hands-on work experience across resource recovery, reuse retail and customer service, developing workplace confidence, customer service, teamwork and safety skills at our Hampton Park site in Victoria. These placements are tailored to individual strengths, interests and goals, helping participants explore future employment, volunteering or further learning.

Supported employees remain an important part of this workforce. At sites including Refindit by Outlook in Mornington and Hampton Park Transfer Station, people with disability undertake meaningful roles in e-waste processing, merchandising, sorting recovered materials and customer service - contributing directly to local circular economy outcomes.

Volunteering also expanded into our social enterprise operations, opening more ways for people to participate, build confidence and connect with their communities. Across seven sites, 36 volunteers contribute over 200 hours per week, supporting our teams while gaining practical experience in inclusive and welcoming workplaces. For some, volunteering can become a stepping stone towards training or paid employment. For others, it's a way to stay active, connected and engaged later in life.

Behind every figure is a person whose contribution matters. Our people-centred, strength-based approach prioritises safety, dignity, wellbeing and psychological safety. By creating flexible pathways and recognising what each person can do, Outlook is building a workforce where diversity is valued, careers can grow and more people can experience the purpose and belonging that come with meaningful work.



This is about creating a workforce that is empowered, connected and purpose-driven. By focusing on engagement, connection, growth and wellbeing, we set the stage for a more effective organisation that can better serve our community and achieve our strategic goals.

- Pillar 1, Empowering our Workforce
Outlook Australia Strategic Plan 2024-2030



Outlook (Aust) Ltd.
ABN 84 168 589 417

outlook@outlookaust.org.au

outlookaust.org.au

