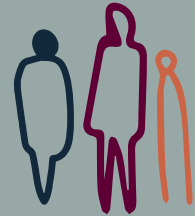




ANNUAL REPORT

2021/22



OUR VISION

Engaged communities: connecting people to opportunities.

OUR MISSION

To deliver positive economic, social and environmental benefits to the community by enabling people to participate in the workforce, develop their potential and contribute to society.

OUR VALUES

- > Respectful
- > Accountable
- > Ethical
- > Sustainable
- > Engaged

ACKNOWLEDGEMENT OF COUNTRY

Workways Australia acknowledges the Australian Aboriginal and Torres Strait Islander people of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and Elders, past and present. Workways Australia is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Workways Australia Limited

Head Office: 280 Main Street, Bairnsdale VIC 3875
Postal Address: PO Box 331, Bairnsdale VIC 3875

Phone: 1800 631 196
www.workways.com.au
www.envite.org.au
Email: enquiry@workways.com.au

ACN: 141 659 734





CONTENTS

- 04** CHAIRPERSON'S REPORT
- 06** CEO REPORT
- 08** CFO REPORT
- 09** FINANCIAL PERFORMANCE
- 10** OUR STRATEGIC PERFORMANCE
- 14** EMPLOYMENT & COMMUNITY
- 18** PROGRAM PERFORMANCE
- 20** ENVITE ENVIRONMENT
- 26** OUR PEOPLE
- 28** OUR TEAM & BOARD
- 30** DIRECTORS' REPORT
- 34** AUDIT & RISK COMMITTEE
- 35** GOVERNANCE COMMITTEE



CHAIRPERSON'S REPORT

FOR THE YEAR ENDED 30 JUNE 2022

On behalf of the Board of Directors I am pleased to present to members, staff, clients, and key stakeholders the report for the 2022 year. It has again been a challenging year with ongoing disruption from the COVID-19 pandemic, contract changes and a new relationship with one of our key partners. By year's end I am pleased to say that we met these challenges head on and have set a platform to become a stronger and more resilient organisation. This is a great credit to our hard working team across all facets of Workways.

2021-22

The Board has had a busy year working with our Executive Management Team developing new, improved reporting of financial results, program performance measurements and our people strategy. This has led to the Board being more informed and with a new Decision Making Framework finalised and adopted has meant that we have had the confidence to make decisions for our future.

I AM PLEASED TO SAY THAT WE MET THESE CHALLENGES HEAD ON AND HAVE SET A PLATFORM TO BECOME A STRONGER AND MORE RESILIENT ORGANISATION.

Our two subcommittees, Audit and Risk (ARC); and Governance have worked very hard during the year.

The ARC has overseen financial performance, the completion and adoption of our Risk Management Framework, oversight of external audits and the appointment of new internal auditors.

The Governance committee has undertaken a range of projects including regular policy reviews, development and monitoring Board KPI's and both an internal and external skills matrix to better inform the Board renewal process.

During the year there was an internal peer review of Board performance and just recently a full external review completed. Both reviews have provided insights to continue improving Board capability.

Both of our subcommittees have benefited from independent members who provide valuable input.

During the year we renegotiated our relationship with Job Futures Ltd (CoAct) which meant that we relinquished our membership of that collective and became a subcontractor for DES and the then jobactive programs. This strategic move meant that we were able to tender in our own right for new Workforce Australia contracts. It was pleasing to be awarded new contracts that commenced in July 2022 in Brisbane South East and back in our homeland of Gippsland, Victoria.

FINANCIAL SUSTAINABILITY

Our result for the 2022 financial year shows an \$816 surplus, which is creditable given the challenges put before us. When there are changes in contracts there is significant investment required to tender, build capacity, and in many instances close down, relocate sites, staff and infrastructure. So it has been a year with significant changes to programs and regions where we operate.

While our result does not compare with the excellent 2021, we have maintained strong growth in our Environmental arm, Envite and maintained performance in DES and Transition to Work.

Our Balance Sheet at year end remains strong giving us the platform to pursue strategies outlined in our Strategic Plan.

THE YEAR AHEAD

We can look at the year ahead with plenty of optimism; the COVID-19 pandemic is largely behind us, new contracts for Workforce Australia and Transition to Work have commenced and importantly we have continued to build the capability of our extraordinarily committed team as part of a new Workways culture.

In May this year we completed a review and updated our Strategic Plan 2021-24. Some specific actions came from the updated plan;

- › Focus to bed down existing initiatives, programs and reforms, but explore targeted opportunities which will continue to expand the business.
- › Maintain our focus on Workways people and our people strategy.
- › Develop a strategic approach to Government engagement, including defining the Board role as well as operational areas of responsibility.
- › Continue to redevelop and rebuild the Workways brand.

These, along with other actions, will be used to continue building our sustainability. Our mission and core values remain unchanged as we strive to enable people to participate in the workforce, develop their potential and contribute to society.

BOARD CHANGE

In July this year Nina DuThaler took up a new employment opportunity in her area of expertise, ICT. As this position was with a competitor of Workways, Nina resigned from our Board. In her eighteen months with us as a Board member, Nina made a significant contribution and her knowledge and enthusiasm will be missed.

OUR MISSION AND CORE VALUES REMAIN UNCHANGED AS WE STRIVE TO ENABLE PEOPLE TO PARTICIPATE IN THE WORKFORCE, DEVELOP THEIR POTENTIAL AND CONTRIBUTE TO SOCIETY.

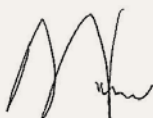
RUSSELL NEEDHAM,
BOARD CHAIR

LEADERSHIP & STAFF

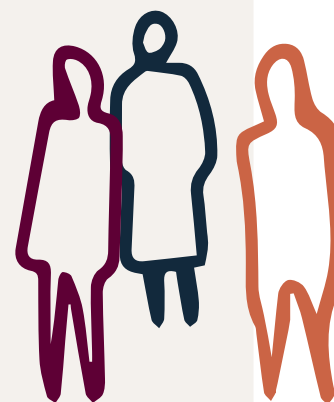
We have again been led by an excellent team headed by our CEO, Kieren Kearney and his Executive Management Team. They have continued to work through the many challenges that needed to be dealt with, keeping the Board up to date and providing surety.

This team have been ably supported by the Senior Leaders and of course all of our hard working staff.

The Board acknowledges all of your endeavours and commitment to our mission and core values; we thank you for another superlative effort.



Russell Needham
Board Chair



CHIEF EXECUTIVE OFFICER'S REPORT



THIS PAST YEAR HAS REPRESENTED A PERIOD OF GROWTH, RESTRUCTURING AND REINVESTMENT IN THE FUTURE OF OUR BUSINESS. WE'VE MADE, AT TIMES, DIFFICULT DECISIONS BUT HAVE DONE SO WITH THE FUTURE IN MIND, AND MAXIMISATION OF THE BEST OUTCOMES FOR OUR CUSTOMERS.

Reinvestment has been necessary for the future of the business, with the organisation posting a small surplus of \$81.6 at year end, which was impacted by declining revenues in jobactive as well as expenditure associated with both closing contracts in North Queensland, and expanding services in Brisbane and Gippsland.

The Federal Government's New Employment Service Model, later titled Workforce Australia, was launched to providers early in the Financial Year and Workways made the decision to move from our sub-contracting model under CoAct to tendering for contracts in our own right.

As a result, Workways was successful in expanding services and staff to deliver Workforce Australia across Brisbane and Gippsland, and Transition to Work in Gippsland. We were unsuccessful in re-establishing contracts in Townsville and Cairns regions, and these contracts were transitioned to new providers. Overall, we forecast business growth of 9.6% as a result of these contract gains.

We have worked with staff in impacted areas across North Queensland to support transition to new employment or redeployment across the business. The majority of staff took up opportunities with the transitioning providers and we made sure they were well supported through the process.

The rollout of Workforce Australia in Brisbane and Gippsland has been a significant body of work led ably by our National Manager, Business Growth, Ria Thornton and involved many staff from across the business. The relatively smooth and effective implementation is testament to the teamwork and dedication of our staff.

Envite continues to deliver successful training and development programs in Conservation and Ecosystem management across our footprint with the establishment of innovative schools-based traineeships in East Gippsland and Gold Coast; work skills training in Townsville and Gold Coast through Skilling Queenslanders for Work; and bushfire

recovery traineeship programs in Coffs Harbour and East Gippsland. We've had high success rates across all programs with 80% of participants immediately moving into employment or further education.

These programs support an expanding body of work that Envite carries out to restore and rehabilitate diverse ecosystems. This year, we extended our partnership with World Wide Fund for Nature (WWF) to focus on regenerating important koala corridors in New South Wales in an effort to reverse the declining population.

With recognition that investment in staff development is critical to our success, we have focused this year on the development of our learning and development strategy which has included the implementation of a business partnering model.

Professional and personal development initiatives launched throughout the year have included a new induction framework, which was integral to the success of the Workforce Australia implementation; introduction of a 'buddy' system to support new employees; delivery of Leadership training partnering with the Juno Institute that reflects our Intent-Based Leadership culture; and a whole of organisation subscription to the NESAP professional development program to help upskill our employment services staff. Our Envite teams have also engaged in cultural awareness and land management training in various regions to expand their knowledge and engagement with community.

The COVID-19 pandemic continued to impact staff wellbeing and performance with lockdowns in the first half of the year, followed by greater community infections in the second half of the year influencing staff shortages. The mandatory vaccination requirements in New South Wales, ACT and Victoria also affected our workforce, and we worked respectfully and individually with staff to address this requirement.

Workways implemented a number of staff wellbeing initiatives including a mental health and wellbeing

WORKWAYS WAS SUCCESSFUL IN EXPANDING SERVICES AND STAFF TO DELIVER WORKFORCE AUSTRALIA ACROSS BRISBANE AND GIPPSLAND, AND TRANSITION TO WORK IN GIPPSLAND.

workshop delivered by Benestar, and yoga and meditation online sessions which were delivered at the peak of the lockdowns.

In adherence with the Federal Government procurement requirements, Workways was successful in achieving both ISO 27001 and Right Fit For Risk accreditation which underscores our investment in ICT security to provide optimal protection of customer data. The Quality team also maintained accreditation in ISO 9001, NSDS and HSS standards.

An internal committee charged with development of our Reconciliation Action Plan had the plan officially ratified by Reconciliation Australia in June 2022. The 'Reflect' Reconciliation Action Plan follows our membership of Supply Nation, where Workways has committed to increase its purchasing from indigenous suppliers.

Our staff participated in celebrations to recognise Reconciliation and NAIDOC weeks in our local communities, and internally across our teams. We welcomed guest speakers and indigenous staff to talk to our organisation about what it means to be Aboriginal in Australia, and why NAIDOC week is so important. These events positively impacted staff knowledge and understanding, and we aim to deliver further cultural awareness training in 2022/23.

In June 2022, we welcomed Karly McCaskill to the Executive team in the role of General Manager, Business and Strategy. Karly has led the Marketing team for over four years at Workways, and will be responsible for supporting the successful delivery of our strategy into the future.

Kieren Kearney
Chief Executive Officer

CASE STUDY

A BUDDING FLORIST'S DREAM COME TRUE

Catherine lives with Autism and had long dreamt of the day that she'd be given the opportunity to work in a beautiful Florist.

In order to get there though, Catherine worked incredibly hard with our Disability Employment Services Recruitment Partner Jakita, who helped prepare Catherine for the world of work. Catherine has been involved in our Disability Employment program for 2 years.

She was able to overcome her barriers and strive to do her very best and was successful in gaining the position of Florist Retail Assistant at Petals and Beanz in Tully, North Queensland, a beautiful florist and coffee house.

Jakita organised equipment that Catherine needed at work by utilising the Australian Government's Youth Boost, Back To Work Fund. She also ensures she's supporting Catherine and Petal and Beanz owner, Naomi (right) by visiting the shop weekly to make sure everything is smooth sailing.

Our team are incredibly proud of Catherine and Jakita and very thankful to Naomi and the Petals and Beanz crew for trusting us to find the right fit for them.



CHIEF FINANCIAL OFFICER'S REPORT

THE 2021/22 FINANCIAL YEAR SAW WORKWAYS SUCCESSFULLY BALANCE THE NEED TO MAINTAIN BUSINESS AS USUAL, WHILE SEEKING GROWTH OPPORTUNITIES ALIGNED TO OUR STRATEGIC OBJECTIVES.

Workways' success in attaining new contracts in the Workforce Australia and Transition to Work contracts, came as a result of our reinvestment in business growth, including measured investments in new infrastructure, information communication technology, and human resources to support an effective implementation of new business.

The conclusion of both jobactive and Transition to Work contracts in North Queensland was a disappointing outcome for the business and our teams in those areas, and we worked with individuals to ensure transition into new roles with other providers. Expenditure related to the closure of these contracts was not significant but did impact the operating result.

Workways has focused on improving performance across all programs, ensuring we apply our resources effectively to achieve the best possible outcome for our customers.

OPERATING RESULT

The 2022 financial year saw consolidated revenues decrease by \$2.2m (6%). This reduction is primarily represented by declining revenue in the jobactive program of \$3.1m. Youth and Community Services revenue declined by \$1.35m due to divestment of the Better Futures program in October 2021, and the cessation of the East Gippsland Catchment Management Authority Drought Relief Program in the prior financial year. Additionally, the decline in Other Revenue is a reflection of JobKeeper Government subsidies to support businesses during the pandemic coming to a conclusion in the prior financial year. The Envite business increased revenue by nearly 50%, with \$6,273,093 earned across a range of environmental work. There were minor revenue increases in the Transition to Work and Work for the Dole programs, and a \$1.5m increase in employment revenue representing the delivery of the Jobs Victoria Employment Service (JVES).

Expenses increased moderately this year by \$1.05m, as a result of investment in infrastructure and resourcing for new contracts and the expenses associated with concluding contracts in Transition to Work, Better Futures and jobactive. This also impacted the Employee Benefits Expense which increased by \$1.7m. Client expenditure also increased slightly by \$257k, while Depreciation and Amortisation expense decreased by \$133k, and Other Expenses reduced by \$782k.

The operating result for the year was a small surplus of \$816 (FY2021 \$3.25m). Over the year Workways refocused on core business as well as minimising the impacts on staff of contractual transitions in jobactive (Workforce Australia) and Transition to Work. The decision to step back from our partnership with CoAct (JobFutures) and return to a sub-contracting arrangement in our Disability Employment Service program, enabled Workways to tender in our own right for Workforce Australia contracts. This has allowed Workways to gain greater control over our financial performance and strategic direction into the future.

CASH FLOW

Funds used by operations were \$471k (\$1.1m earned in 2021), while funds used by financing activities were \$3.1m (\$3.1m used in 2021). Cash flows from investing used \$329k (\$17k earned in 2021), representing the purchases of property, plant and equipment aligned with our reinvestment in business growth. Workways ended the 2021 year with \$10.54m in cash, a decrease of \$3.92m on the 2021 closing balance of \$14.46m.

BALANCE SHEET

In line with Workways' accounting policy, a property valuation is undertaken every three years on all Workways' owned land and buildings. Since a formal valuation was undertaken in June 2020, the Director's determined that the balance sheet values fairly represented the market values of our owned properties upon review of informal curb side valuations. As such, no revaluation was recognised.

Consolidated assets held by Workways as at 30 June 2021 total \$19m (\$24.8 in 2021), while total liabilities were \$10.3m (\$16.1m in 2021).

Workways' consolidated total equity increased marginally by \$861 (\$3.3m in 2020) due to the operating result for the year, resulting in a net asset position on par with the previous year. Total equity ended the year at \$8.63m (\$8.62 in 2021).

Michelle Brett
Chief Financial Officer

FINANCIAL PERFORMANCE 2021/2022

Our Revenue	2021/22 (\$'000s)	2020/21 (\$'000s)
jobactive	4,649	7,811
Disability Employment Services	13,819	13,934
Work for the Dole	499	391
Employment revenue	1,784	279
Envite - environmental revenue	6,273	3,123
Transition to Work	4,429	4,398
Youth & Community services	1,233	2,584
Interest and Other Revenue	202	2,538
Other Income	-	34
Total Revenue	32,888	35,092

Our Expenditure		
Employee Benefits Expense	20,733	19,022
Depreciation and Amortisation Expense	3,408	3,541
Client Expenses	978	721
Property Costs	836	926
Telephone	233	1,377
Job Futures & CoAct fees	1,841	2,008
All Other Expenses	4,858	4,239
Total Expenditure	32,887	31,834

Comprehensive Income / (Loss)		
Other Comprehensive Income	--	--
Total Comprehensive Income / (Loss)	1	3,258

Our Assets		
Current Assets	13,512	16,535
Non-Current Assets	5,494	8,220
Total Assets	19,006	24,755

Our Liabilities		
Current Liabilities	9,534	12,922
Non-Current Liabilities	846	3,208
Total Liabilities	10,380	16,130

Net Assets	8,626	8,625
-------------------	--------------	--------------

STRATEGIC PERFORMANCE

INCREASING SOCIAL VALUE

Strengthen existing programs and seek new opportunities that deliver value to clients and the community

- › Successfully tendered for Workforce Australia contracts in South-East Brisbane and Gippsland
- › Successfully tendered for Transition to Work contracts in Gippsland
- › Expanded our relationships with NESAs and Juno Institute to support the professional development of our staff and customers
- › Established strategic partnerships to benefit our customers across our footprint including WayFinder careers for women; AGA; Food and Fibre Gippsland; Selectability; DESE Local Jobs Program; WWF
- › Achieved annual Net Promoter Score of 50.7 in our DES program, 144% of our target

Achieve high quality service delivery across all programs

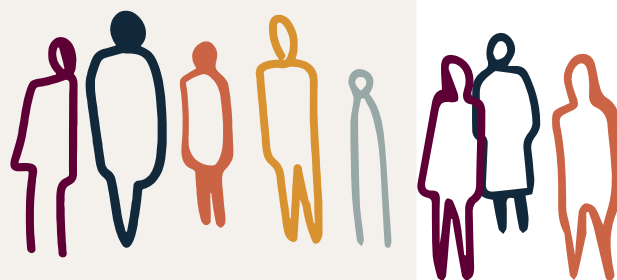
- › Placement rates as a percentage of caseload across the Disability Employment Services program increased by 3%.
- › 90 good news stories shared with staff and customers throughout the year.
- › All safety targets achieved

GROWTH & DIVERSIFICATION

Maintain and diversify revenue sources

- › DES, our largest program represented 42% of revenue
- › Projected 9.6% business growth as a result of contracts gained in Transition to Work and Workforce Australia
- › Successfully secured the continuation of Skilling Queenslanders for Work contracts in Gold Coast and Townsville
- › Retendered successfully for Gold Coast City Council contracts
- › Expanded our koala habitat rehabilitation programs with WWF
- › Successfully delivered a range of bushfire recovery projects in impacted areas including the Clarence Valley, Coffs Harbour and East Gippsland
- › Piloted schools based traineeships on the Gold Coast and in East Gippsland

SUSTAINABLE BUSINESS



Improve the long-term sustainability of the business

- › Development of a three-year financial management strategy framework
- › Small surplus in the face of contractual gains and losses
- › Establishment of a decision making framework to support effectiveness of Board and Senior Executive business decisions.
- › Divestment of the Better Futures contract to refocus on core business

INVESTMENT IN THE FUTURE

Invest in digital transformation that is fit for purpose and adds value to client service delivery

- › ICT strategy held over to early 2022/23
- › Further expansion of ICT functionality across the business
- › Commenced implementation of a new Quality Management System
- › Implementation of customer relationship management tool for employment services
- › Recruitment of Business Analyst

Create and develop a culture of accountability for all levels of staff throughout the organisation

- › 81% completion rate of the Staff Satisfaction Survey
- › 89.5% of assigned training completed within timeframes
- › Implementation of an extensive induction program and buddy system to support new staff into the business

Promote Workways as an Industry Leader

- › Establishment of a stakeholder management plan to improve the quality of communication across our programs
- › Continued membership of the community of practice with Brotherhood of St Laurence to support youth employment
- › Membership of NESAs industry groups including IT and Transition Consultation
- › Guest speakers at the Australasian Plant Conservation Conference
- › Participation in industry focus groups related to Workforce Australia and federal employment services.



RESPECTFUL

We value and consider the opinions of others.

We embrace diversity, and provide an inclusive workplace.

We treat others the way we wish to be treated.

We listen and we care.



OUR CORE VALUES



ETHICAL

We act in the best interests of our customers, staff and community.

We act with honesty and transparency.

We provide a safe and supportive workplace for all.



ENGAGED

We work as a team to achieve the best results.

We build connections and share our success.

We are persistent, passionate and determined.

We empower and support others to make decisions.



ACCOUNTABLE

We deliver on our promises.

We take ownership of our decisions and our actions.

We demonstrate the behaviours we wish to see in others.

We seek feedback so we can improve.



SUSTAINABLE

We are invested in a sustainable future for our community and our planet.

We seek ways to minimise our impact on the environment.

We invest in our people, our systems and our capabilities.

EMPLOYMENT & COMMUNITY SERVICES

THIS YEAR PRESENTED A UNIQUE OPPORTUNITY FOR WORKWAYS TO REVIEW AND ASSESS ITS DELIVERY OF EMPLOYMENT SERVICES, IN LINE WITH CHANGES IN RELATED STATE AND FEDERAL CONTRACTS.

The new State Government Jobs Victoria Employment Services (JVES) contract commenced on 1st July 2021, of which Workways had been successful in three regions; an increase from the previous contract. In October, providers were invited to tender for the Federal Government's New Employment Services Model, later known as Workforce Australia which followed the invite to tender for Transition to Work (TtW) in August 2021.

After assessing industry direction and our internal capabilities, Workways made the strategic decision to tender for Workforce Australia directly, not as a subcontractor to CoAct. Workways were successful in gaining contracts and increasing overall caseload by 51% in new regions of South-East Brisbane and Gippsland, however we were unsuccessful in retaining Townsville and Cairns; given the previous subcontracting arrangement.

Lockdowns and COVID-19 restrictions did impact performance across all programs, but it was less pronounced than in previous years due to the hard work and resilience of our teams. The most significant impact during this period was the pausing of mutual obligations which limited the opportunities for face to face contact we could have with jobseekers.

jobactive

jobactive, a Federal Government employment service, was Australia's largest employment support program. In 2021/22, Workways delivered jobactive under subcontract to CoAct in Northern Queensland with services in Mount Isa, Charters Towers, Thuringowa, West End, Ayr, Ingham, Tully and Innisfail.

The Government announced the conclusion of the jobactive program, and invited tenders for its replacement, Workforce Australia for which Workways tendered directly.

Our success in gaining contracts for Workforce Australia in South-East Brisbane and Gippsland, prompted a significant recruitment drive for new staff and new premises in Brisbane.

While Workways was not successful in gaining new contracts in Northern Queensland, we have been appointed to the provider panel for future consideration. All of the impacted staff in this region were able to find employment with other providers promptly given the high demand for staff during a contract transition. We thank them for their dedicated service to communities across Townsville, Mount Isa, Charters Towers and the Cairns Region.

Workways formed an implementation project team that consisted of senior managers and representatives from across the business to carry out a significant body of work to prepare for the new contracts. This team worked cohesively and collaboratively to ensure we had well-trained staff ready to provide services to jobseekers from 1st July 2022.

The redevelopment of our induction and onboarding program by the Learning and Development team was positively received by frontline staff and managers alike, and impacted positively on the preparedness of our teams.

Performance in jobactive remained high for most of the year; however we experienced challenges in retaining staff once Workforce Australia contracts were announced, ultimately impacting overall performance.

The Federal Government announced a pause on Work for the Dole activities prior to the declaration of the Workforce Australia contracts. This decision did impact on some staff across the business, and we worked with these team members to seek redeployment or redundancies.

Disability Employment Services (DES)

The DES program is funded by the Federal Government and provides specialised employment support for jobseekers with a physical, mental or intellectual disability; injury or illness. It represents around 40% of Workways business and is delivered in eight Employment Service Areas (ESA's) across ACT, Victoria and Queensland.

Workways increased its placement rate by 3% in 2021/22 supporting more than 1,000 people who identify as having an illness, injury or disability into employment.

We highlighted several customer success stories throughout the year with customers who were impacted by either mental or physical disabilities to demonstrate to jobseekers the possibilities that employment services can present.

The announcement of the Workforce Australia contract nationally did impact our staff turnover and retention rates with some staff opting to move across to the new program either within Workways or with other providers. As with most industries in the current employment market, recruitment remains a challenge for Workways.

YOUTH AND COMMUNITY SERVICES

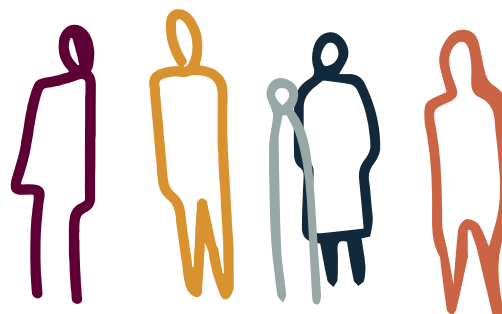
TRANSITION TO WORK (TtW)

Designed to support young people aged 15-24 years, the Transition to Work program is federally funded and was delivered in 2021/22 directly by Workways in Gippsland, Mount Isa, Charters Towers and Townsville.

The new Workforce Australia model incorporated the Transition to Work contracts and placed greater emphasis on co-design of solutions with clients and community engagement.

Workways successfully retained its Transition to Work contracts in Gippsland, however we were unsuccessful in retaining the Northern Queensland contracts.

As with previous years, we continued our close working relationship with the Brotherhood of St Laurence, renewing our membership of the Community of Practice. This relationship provides Workways with important training and resources to ensure we can best serve the existing needs of young jobseekers in Gippsland, and prepare for future workforce requirements.



Jobs Victoria Employment Service (JVES)

The Jobs Victoria Employment Service (JVES) is a State funded program delivering employment support to long term jobseekers, as well as specialised support to jobseekers who have recently left the justice system. Workways delivered these programs in 2021/22 in East Gippsland, Latrobe Valley, Ringwood and Melbourne (Calder).

With the expansion of Workways services under the new Jobs Victoria contract, we supported more than 500 more customers than in the previous year, and increased placements by 119%.

Gippsland and Melbourne regions continued to show strong performance and an expanded network of community contacts to help deliver results for our customers, while our Ringwood team had a slow start to the contract due to COVID-19 related delays in gaining a suitable office location. The team adapted and sought out temporary accommodation so they could continue to support jobseekers in the broader region, and also spent time on the road visiting employers and community partners.

LOCKDOWNS AND COVID-19 RESTRICTIONS DID IMPACT PERFORMANCE ACROSS ALL PROGRAMS, BUT IT WAS LESS PRONOUNCED THAN IN PREVIOUS YEARS DUE TO THE HARD WORK AND RESILIENCE OF OUR TEAMS.

CASE STUDY

TAKING OUR JOB TO NEW HEIGHTS!

Cassidy Sippel is a 26-year-old young man living with Autism and an Intellectual Disability. Last month, Cassidy and his Workways Disability Employment Services Partner, Joanne Wall, took a leap of faith by jumping out of a plane, on purpose, to celebrate his two-year employment anniversary at MegaFresh Fruit and Vegetable Shop in Browns Plains.

Cassidy has been receiving ongoing employment support from Workways for a number of years and has developed a fantastic working relationship with Joanne. At the beginning of 2021 Cassidy sat down with Joanne to set goals for the year, and if he achieved them, Joanne agreed to join him and jump out of the plane at his two-year work-iversary.

He well exceeded his goals and was joined by his family, friends and a few of the Workways team to celebrate his achievements and watch the jump. The joy on his face as everyone was there to see them floating through the sky was the highlight for onlookers. As soon as he landed, Cassidy said "Let's go again!".

Some of Cassidy's goals included; gaining his Learners License, learning new tasks to complete and feel comfortable with at work, increasing his work hours, and focusing on gaining more independence in his everyday life. He achieved all of these in a year that hasn't been easy.



EMPLOYMENT & COMMUNITY SERVICES CONT.

ParentsNext

The ParentsNext program supports parents and carers receiving parenting payments who have a child under 6 years of age, to become job ready through initiatives such as study and mentoring. Workways delivers this federally funded program in Logan, Queensland.

Our ParentsNext team in Logan stepped up performance in 2021/22 driven by a high market demand for workers across most industries, and a strong and supportive team culture.

While our caseload decreased in line with declining demand for services, our placement rate increased by 2.5%.

Aunty Freda, our Customer Service Program Mentor, worked closely with Traditional Owners and Aboriginal jobseekers under the ParentsNext program to provide culturally appropriate support and introduction to the program. Aunty Freda continues to be an important link between Workways and the community.

Better Futures

The Better Futures program provides a mentoring and support service to young people aged 16-21 who are on custody or guardianship orders, in residential out of home care, or who have recently left care. It is a Victorian State Government program that provides intensive and individualised support.

Workways undertook an extensive assessment of our core business and complementary skills across the business, and made the difficult decision to hand back the Better Futures contracts in Hume and Gippsland.

This decision, while challenging to make, allowed us to shift focus to employment related programs and services, recognising that providers of community services would be better equipped to best deliver Better Futures in those regions.

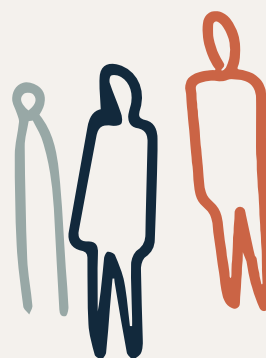
Gippsland Engaged Mentoring (GEM)

The GEM program is a volunteer mentoring program that connects adults with young people in East Gippsland who may be at risk of disengaging from school, or who may be at risk of engaging in criminal activity.

The GEM program continued to deliver mentoring services in regional communities of need including Swifts Creek, Lakes Entrance, Orbost and Bairnsdale. Volunteer mentors were increasingly referred through partners such as Gippsland Lakes Complete Health, DELWP, East Gippsland Water and East Gippsland Shire Council, as well as advertising via social media and community networks.

It has been a strong focus for GEM over the last 12 months to reconnect relationships face to face with our young people after coming out of COVID-19 restrictions. This has been important for both mentees and their mentors. GEM is also engaging with Headspace to provide avenues of support for young people disengaging from school or facing mental health challenges.

OUR PARENTSNEXT TEAM IN LOGAN STEPPED UP PERFORMANCE IN 2021/22 DRIVEN BY A HIGH MARKET DEMAND FOR WORKERS ACROSS MOST INDUSTRIES, AND A STRONG AND SUPPORTIVE TEAM CULTURE.



PROGRAM PERFORMANCE



DISABILITY EMPLOYMENT SERVICES (DES)

Workways supported

1,038

customers with disability, injury or illness into employment in 21/22, placing

3%

more customers into work than the previous year, as a percentage of caseload.

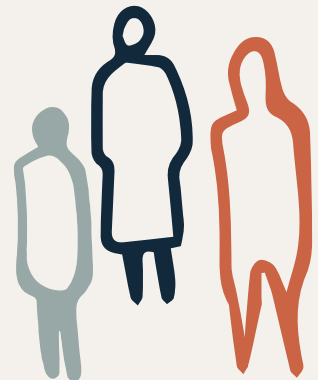
Around

50%

of our customers placed into work remained in employment for six months or more

WORKWAYS RETURNED ITS FOCUS TO CORE BUSINESS IN EMPLOYMENT SERVICES DELIVERING SEVEN DISTINCT PROGRAMS THAT SUPPORT PEOPLE INTO WORK OR EDUCATION.

In this year alone, Workways delivered employment services to over 12,000 people across Australia, in addition to the recruitment support we delivered to several thousand employers.



JOBACTIVE

1,222

jobactive customers were placed into employment in 21/22

More than

40%

of jobactive customers remained in the same role for three months or more



The number of jobactive customers receiving support from Workways decreased from the previous year as a result of the winding down of the jobactive contract across the nation.

Workways placed

2,406

Work for the Dole Phase participants into mutual obligation activities across North Queensland; a 149% increase on the previous year despite the pausing of activities due to COVID-19 and the closure of the jobactive contract.

YOUTH & COMMUNITY SERVICES

Workways supported

1,146

young people in North Queensland and Gippsland through the Transition to Work (TtW) program, an 18% decrease on the previous year as the current contract came to a close in Townsville.

40%

of young people placed into employment or education through our TtW program, stayed in the same role for six months or more.

Workways placed

118%

more customers into work than the previous year through our Jobs Victoria program in Gippsland and Melbourne.

Workways provided support to

890

young parents in Logan, QLD through the ParentsNext program

ENVITE ENVIRONMENT

ENVITE'S ABILITY TO INNOVATE AND GROW HAS LED TO ANOTHER SUCCESSFUL YEAR DELIVERING ENVIRONMENTAL RESTORATION PROJECTS IN AREAS OF GREAT NEED.

Bushfire recovery projects continued across eastern Australia, as the team worked to recover vast ecosystems impacted by fire in areas including the Clarence Valley, Coffs Harbour, Richmond Valley and East Gippsland. In the Clarence Valley, we worked closely with Yaegl Traditional Owners to restore coastal habitats critical to the local community. In the Richmond Valley we worked in partnership with Bandjalang Traditional Owners across thousands of hectares restoring national park reserves suffering the impacts of bushfire.

Our large scale, long term restoration works in Bungawalbin National Park and the Big Scrub Rainforest continued in 2021/22 however widespread flooding in the Lismore region had a significant impact on recent plantings and access to the sites. Many of our team members were impacted by floods, including one of our bush regenerators, Amanda, whose home was inundated.

Our Lismore teams joined forces to assist Amanda with moving debris, removing fallen trees and the clean and maintenance of her home, in addition to the support many of our crew members provided to other community members across the Richmond Valley.

Envite has established and is growing a number of important partnerships to further our work in habitat restoration recognising the vital importance of collaboration in our industry. We are delivering a range of projects across seven Local Government Areas in North-East NSW in partnership with World Wide Fund for Nature (WWF), NSW State Government and the local community to restore, expand and protect habitat for endangered koala populations that are vulnerable to extinction.

We work closely with Landcare across all of our geographic areas, and in East Gippsland this year, we established facilitator roles to support the local Landcare groups to deliver environmental projects. We also delivered two critical bushfire recovery research projects on behalf of Landcare Australia in this region, which we are looking to extend in 2022/23.

The Nutritional Landscapes project, delivered in partnership with Australian National University, has seen Envite establish habitat restoration plots in

remote, ecologically significant tracts of land in East Gippsland that have been disturbed by bushfire or logging. This research works to determine the most effective methodology to restore nutritional tree species for arboreal folivores, such as the endangered Greater Glider.

Also in East Gippsland, we have carried out extensive research with La Trobe University to determine the impact of bushfires on threatened flora using genomics to help identify species and restore future resilience in these species. Envite's Victorian State Manager co-presented the methodology and findings of this project at the 13th Australasian Plant Conservation Conference in April 2022.

Envite's work to support young and disadvantaged people into employment was a major focus across the business with our traineeship programs adapted to suit community needs.

Following the past success of our Work Skills Traineeships program through Skilling Queenslanders for Work in Townsville and the Gold Coast, we were successful in our application to extend the program into 2021/22. We supported 39 trainees throughout the year to achieve their Cert I in Conservation and Land Management, with 80% of trainees moving directly into employment or further study; a significant outcome for all involved.

On the Gold Coast and in East Gippsland, we successfully piloted the development of a schools-based traineeship with select students from years ten to twelve engaged in conservation work and study, in addition to their normal school work, equipping them with the skills and qualifications for a career in land management at the conclusion of their secondary schooling. In East Gippsland, this initiative received the generous support of the East Gippsland Community Foundation and the Federal Government, helping to shape opportunities for students in remote communities.

Other traineeship programs across Envite included bushfire recovery related vocational training in East Gippsland, Coffs Harbour and the Clarence Valley, supporting the career development of participants whilst contributing to recovery projects that positively impact their home communities.



ENVITE'S WORK TO SUPPORT YOUNG AND DISADVANTAGED PEOPLE INTO EMPLOYMENT WAS A MAJOR FOCUS ACROSS THE BUSINESS WITH OUR TRAINEESHIP PROGRAMS ADAPTED TO SUIT COMMUNITY NEEDS.

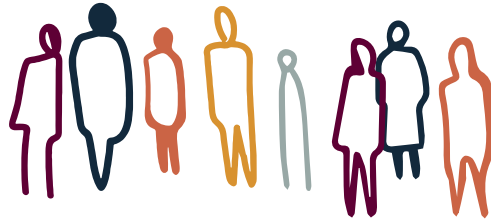
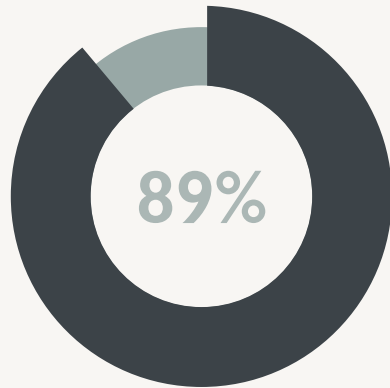
Envite has continued its productive relationship with Gold Coast City Council, following a successful tender to deliver bush regeneration services to support the local environment.

This fee for service model has also been successfully rolled out in East Gippsland in 2021/22 with Envite teams supporting a range of local Government agencies with habitat restoration works. Across North East NSW, Envite's commercial work with local and state agencies such as Councils, Local Land Services, NSW National Parks and Wildlife has continued to provide essential environmental restoration outcomes.

From a leadership perspective, we welcomed David Wright into the role of National Manager, Environment in August 2021. An experienced business manager with a background in environmental services, David has played an important role in developing the future strategy for Envite to ensure we remain viable as a division of Workways and deliver projects aligned with our purpose.

OUR ENVIRONMENTAL AND SOCIAL IMPACTS

Percentage of trainees who successfully moved into employment or further education as a result of their Envite traineeship



71

The number of trainees supported in 2021/22

Natural areas restored including rainforest, dunal systems and bushfire impacted areas

3,060ha

Private land protected through establishment of conservation agreements

551 ha



Trees propagated

26,100

Trees planted

63,700



Envite has established and is growing a number of important partnerships to further our work in habitat restoration recognising the vital importance of collaboration in our industry.

CASE STUDY

RESTORING NUTRITIONAL LANDSCAPES

ENVITE ENVIRONMENT IS WORKING WITH THE AUSTRALIAN NATIONAL UNIVERSITY (ANU) TO RESEARCH SOLUTIONS THAT REVERSE THE IMPACTS OF REPEATED NATURAL AND HUMAN DISTURBANCES ON THE NUTRITIONAL QUALITY OF FOLIAGE IN FORESTS AROUND BEMM RIVER IN FAR EAST GIPPSLAND.



In forest areas impacted by fire and logging, unassisted regrowth tends to favour Silvertop Ash which outcompetes other native species, but unfortunately does not provide quality food for Australia's iconic leaf-eating mammals such as greater gliders and koalas.

The research is designed to find the most effective ecological restoration methods that will achieve optimal nutritional value from the regrowth for native animals.

"In forests that have been repeatedly disturbed through logging and fire, what the Australian National University has found is that the tree species composition is altered over time," said Abigail Wills, State Manager, Envite Environment.

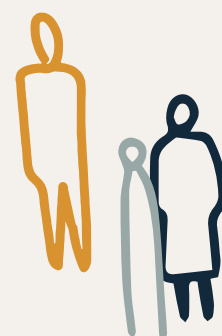
"Through these trials, once we have found out what the most cost effective and efficient methods are to restore biodiversity in these forests, that will provide us with the tools needed to roll the approach out at scale,"

Envite Environment received funding from the Landcare led Bushfire Recovery Grants program to assist ANU to undertake ecological thinning of Silvertop Ash and planting/direct seeding of diverse eucalypt food tree species in parts of East Gippsland.

"We're hoping this will make stronger forests that will provide the whole range of ecosystem services that forests give us, besides biodiversity. So, helping us with water filtration, the rain water cycle, moderating climate and making this world a much better place for all of us to live in," said Dr. Kara Youngentob, Australian National University.

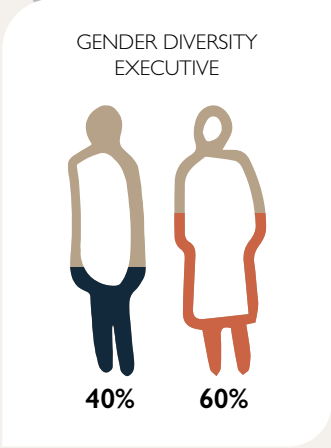
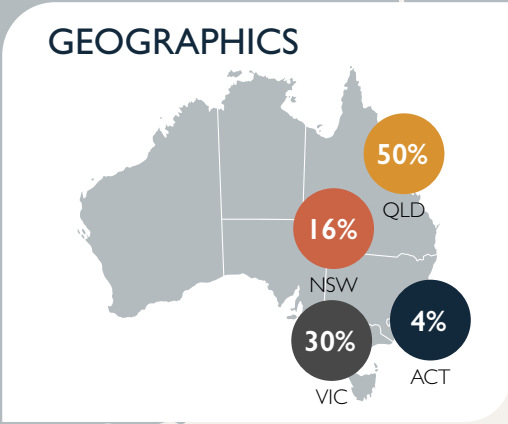
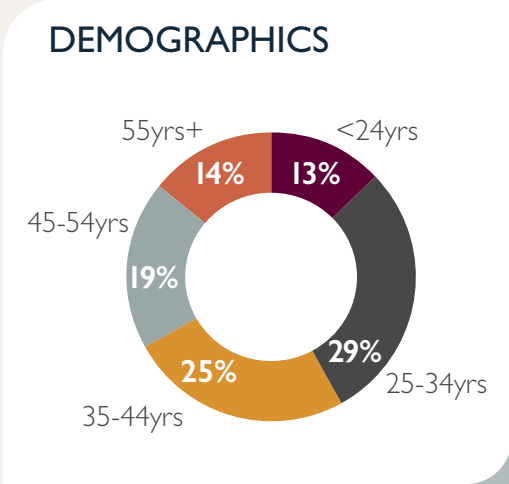
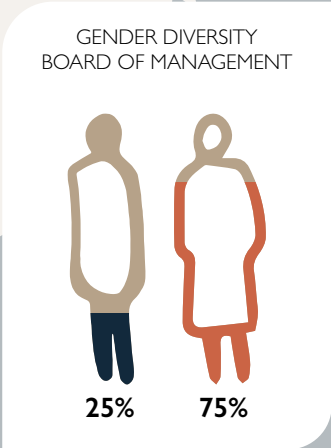
MAJOR PROJECTS 2021/22

Project	Location	Purpose
Skilling Queenslanders for Work (Queensland State Government)	Gold Coast, QLD Townsville, QLD	Work skills traineeships in Conservation and Land Management leading to employment and study outcomes.
Yaegl Custodians Bushfire Habitat and Resource Recovery (Commonwealth Government)	Clarence River region, NSW	Working with Traditional Owners to restore habitat following bushfires.
Restoring Nutritional Landscapes for Threatened Arboreal Folivores (Landcare Australia)	East Gippsland, VIC	Working with Australian National University to test restoration methods for arboreal mammal habitats disturbed by fire or logging.
Harnessing Genetics to Restore Resilience in East Gippsland's Threatened Flora (Landcare Australia)	East Gippsland, VIC	Post-bushfire recovery and restoration of threatened species through seed collection and genetic testing.
Bushfire Local Economic Recovery (NSW Government)	Clarence River region, NSW	Environmental works and skills traineeships in Conservation and Land Management to support community and asset bushfire recovery.
Bushfire Local Economic Recovery (NSW Government)	Coffs Harbour, NSW	Improve and assist community, social, economic and environment benefits through engagement in landscaping, environmental rehabilitation, improving natural environment and amenity maintaining the stability of ecosystem processes.
Regional Land Partnerships Program - Protecting Koalas of Northern NSW (Local Land Services)	Coffs Harbour and Bellingen, NSW	Restoration works, including bush regeneration and revegetation in Coffs Harbour with North Bellingen ARKS.
Koala Corridor and Habitat Restoration - multiple projects (World Wide Fund for Nature Australia)	Clarence River region, NSW Richmond River Catchment, NSW	Restoration and expansion of habitat to support the recovery of koala populations throughout NSW.
East Gippsland Landcare Facilitators (East Gippsland Landcare Network)	East Gippsland, VIC	Provision of facilitators who work to empower Landcare and member groups to bring about positive environmental outcomes for the region.
Bushfire Local Economic Recovery – Bungawalbin Community Bushfire Recovery (NSW Government)	Bungawalbin, NSW	Post bush fire restoration of NSW National Parks and Wildlife Reserves and nearby private land in partnership with Bandjalang Traditional Owners including community events, vertebrate pest control and bush regeneration.
Landcare led Bushfire Recovery: Bungawalbin Landscape Bushfire Recovery (Landcare Australia)		
Natural Area Management unit contract (Gold Coast City Council)	Gold Coast, QLD	Provision of best practice bush regeneration on over 50 Council reserves.

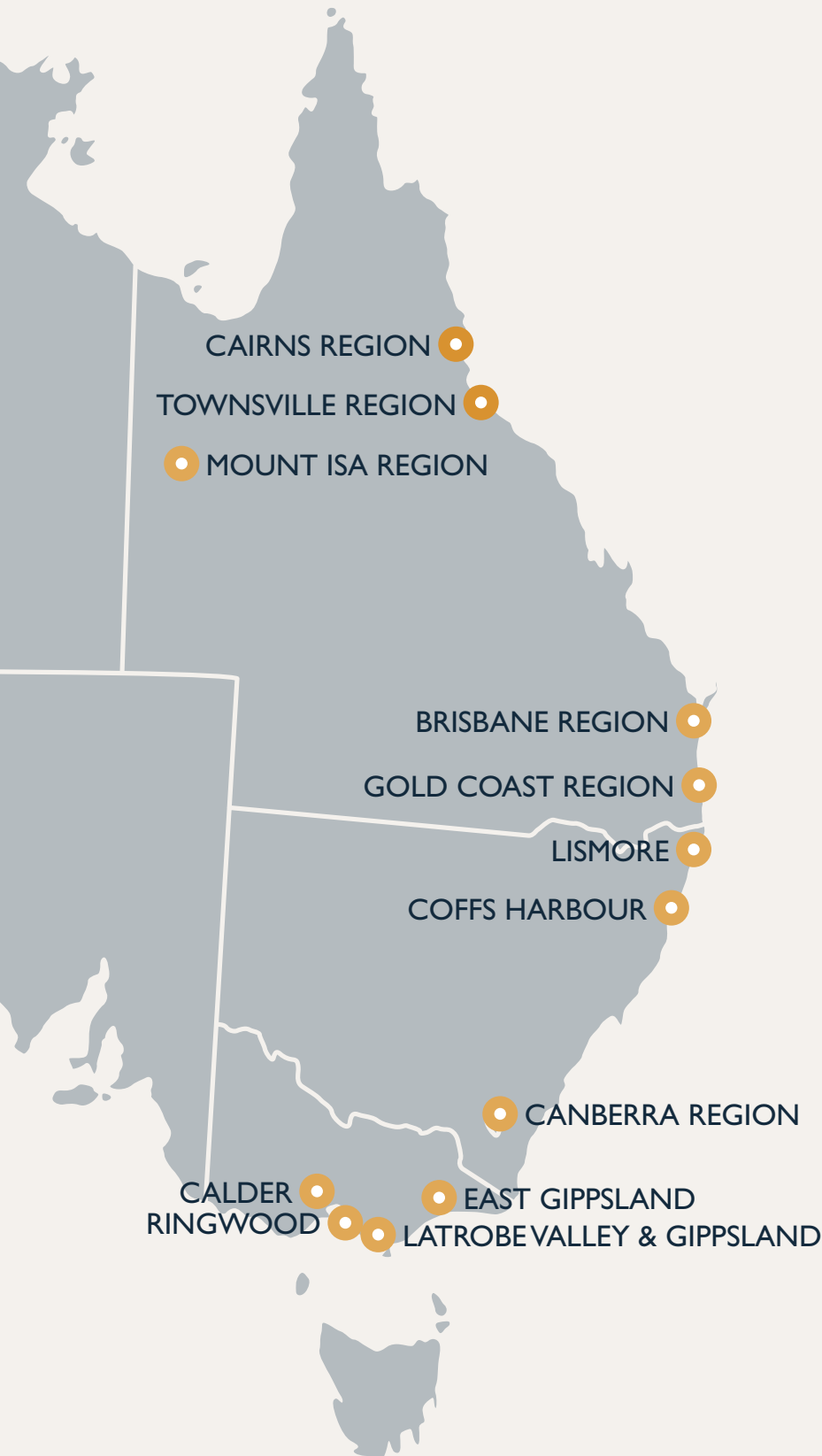


OUR PEOPLE

OUR PRESENCE IN VICTORIA HAS GROWN, REPRESENTING 30% OF OUR STAFF GROUP.



NATIONAL COVERAGE



Brisbane Region

Disability Employment Services
ParentsNext
Workforce Australia

Cairns Region

Disability Employment Services

Canberra Region

Disability Employment Services

Coffs Harbour

Environmental Services

East Gippsland

Disability Employment Services
Gippsland Engaged Mentoring
Jobs Victoria
Environmental Services
Workforce Australia

Ringwood

Jobs Victoria

Gold Coast Region

Disability Employment Services
Environmental Services

Latrobe Valley & Gippsland

Disability Employment Services
Transition to Work
Jobs Victoria
Workforce Australia

Calder

Disability Employment Services
Jobs Victoria

Mount Isa

Disability Employment Services

Lismore

Environmental Services

Townsville Region

Disability Employment Services
Environmental Services

OUR EXECUTIVE TEAM



Kieren Kearney

Chief Executive Officer

With nearly 20 years' experience in the Employment Services industry, Kieren has worked in senior leadership roles across both private and not-for-profit sectors. Commencing in the CEO role at Workways in 2019, Kieren brings extensive experience and qualifications in project and change management, and is focussed on delivering high quality employment and environmental programs designed to support communities across Workways' entire footprint. Kieren has a Bachelor of Applied Science, Master in Business Administration and is a Graduate of the Australian Institute of Company Directors.



Michelle Brett

Chief Financial Officer

Michelle commenced with Workways in 2018, following over 12 years' experience in similar not-for-profit organisations in both regional and metropolitan areas. Michelle holds a Bachelor of Accounting, and is a Certified Practising Accountant (CPA). Michelle's extensive experience in Accounting and Financial management includes 8 years in the private sector where she worked directly with small to medium business clients.



Brett Thompson

General Manager, Operations

Brett is an experienced Operations Manager who has lead multi-national teams across the Employment Services and Vocational Education sector for over 20 years. Working primarily in the not-for-profit sector, Brett is an active advocate for people disadvantaged within our communities and is motivated by making a positive difference to the lives of our customers. As a leader, he believes strongly in supporting the development of individuals to help them reach their full potential.



Karly McCaskill

General Manager, Brand & Strategy

With extensive experience in marketing and communications, Karly has worked in the not-for-profit sector for over 15 years across diverse industries including regional and economic development, public healthcare and employment services. Karly is passionate about increasing opportunities for regional Australians, and developing thriving communities. She holds a Bachelor of Business (Marketing), and a Master of Business Administration.

OUR BOARD



Russell Needham, Chairperson

Russell is a qualified accountant with over 35 years' experience in public practice, and is now a retired member of CPA Australia. He resides in Townsville and retains business interests in East Gippsland as a partner in Jayco Gippsland. Over many years, Russell has been involved in industry, community and sporting organisations. This involvement includes holding executive positions on the Boards and committees of a number of these associations and community groups.



Angela Hutson, Deputy Chairperson

Angela is a Management and Education Consultant with over 20 years' experience in the VET/TAFE sector and is a member of various Government Boards and regional economic development forums. Previously, Angela was the Chief Executive Officer of East Gippsland Institute of TAFE for 7 years. Her professional life has been committed to the maxim that "education changes lives". Angela's qualifications include a Masters in Organisational Leadership, a Graduate Diploma of Business in Entrepreneurship and Innovation, a Diploma of Education and a Bachelor of Arts. She is also a fellow of the AICD.



Marlene Elliot, Non-Executive Director

Marlene has worked in professional services for the past 15 years, specialising in client insights, stakeholder management, strategy, governance and marketing. She is an experienced executive who successfully leads and motivates teams to enable organisational change, increase performance and embed a client centric culture. She is an Associate Director at VUCA Trusted Advisors, consulting to the public and private sector, including SME and NFP. Marlene is a Non-Executive Director of Commonwealth Games Australia, Triathlon Australia and Peninsula Leisure, and has significant experience in the business, sporting and community sectors. She is the Chair of Workways Governance Committee.



Thelma Hutchison, Non-Executive Director

Thelma is an experienced Chief Financial Officer, Acting CEO, Board Director and former Chair. She has held senior financial management roles in Melbourne and East Gippsland. Thelma is a Board member of Orbost Regional Health Service and an Independent Member on the Audit and Risk Committees of East Gippsland Water, East Gippsland Catchment Management Authority, and the Gunaikurnai Traditional Owners Land Management Board. Thelma has a Bachelor of Business, is a Certified Practising Accountant and a Graduate of the Australian Institute of Company Directors. Thelma is the Chair of the Workways Audit and Risk Committee.



Jane McKay, Non-Executive Director

Jane McKay has worked in marketing and communications for more than a decade and runs a digital marketing consultancy from her home in Bruthen, East Gippsland. Jane's qualifications include a Bachelor of Arts (Social Science), a Masters in Communications and Media, and an Advanced Diploma in Management. Jane has a keen interest in stakeholder engagement and examining the innovative ways Workways can assist its clients moving into the future.



Jenny Semple, Non-Executive Director

Jenny is a qualified auditor in QIC, NDIS and ARVAS standards. Previously, she was the CEO at the Southern Migrant and Refugee Centre for 20 years, and has also worked for the state government in public housing and aged care. Jenny has held Board positions on the Refugee Council of Australia, Settlement Council of Australia, Chisholm TAFE and Darebin Community Health Centre, and is the current deputy Chair on the Ethnic Communities Council of Victoria Board. Jenny's qualifications include a Bachelor Degree in Social Sciences and Graduate Diploma in Management.



John Websdale, Non-Executive Director

John Websdale has extensive local government experience and has held a range of senior management and executive positions in the Gippsland region. John's experience and expertise has been in corporate services, business development and strategic planning functions. John has also held Board positions with Bairnsdale Regional Health Service, Gippsland East Local Learning and Employment Network and is the current Chair of Gippsland Ports Audit and Risk Committee.

Nina Du Thaler, resigned 3rd August, 2022



DIRECTORS' REPORT

THE DIRECTORS PRESENT THEIR REPORT, TOGETHER WITH THE FINANCIAL STATEMENTS, ON WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES (REFERRED TO HEREAFTER AS THE 'GROUP') BEING THE COMPANY AND THE ENTITIES IT CONTROLLED AT THE END OF, OR DURING, THE YEAR ENDED 30 JUNE 2022.

Directors

The following persons were directors of Workways Australia Limited and Controlled Entities during the whole of the financial year and up to the date of this report, unless otherwise stated:

Russell Needham
 Angela Hutson
 Jane McKay
 Jenny Semple
 John Websdale
 Marlene Elliott
 Nina Du Thaler (resigned 3 August 2022)
 Thelma Hutchison

Governance Statement

Workways Australia Ltd is a Company Limited by Guarantee, incorporated under the Corporations Act 2001 and registered with the Australian Charities and Not-for-profit Commission (ACNC). The ACNC has set governance standards that must be met by Workways Australia Ltd so as to remain registered.

The Company Constitution requires a Board consisting of not less than six and not more than eight directors. Directors provide the Board with a mix of skills, diversity of experiences and a range of viewpoints for decision-making. Responsibility for the governance of Workways Australia Ltd rests with the Board of Directors.

This governance statement outlines how the Board meets that responsibility.

Mission, Vision and Values

The Board must ensure that the Group's activities are directed towards achieving its mission to deliver economic, social and environmental benefits to the community by enabling people to participate in the workforce, develop their potential and contribute to society.

The Board must ensure that this mission is achieved in the most efficient and effective way possible, while preserving and promoting the Group's reputation and objectives as identified in our constitution and in our vision and mission.

Objectives and Strategies

Workways Australia Limited undertakes such activities as are suitable to achieve its principal purpose including:

- › The establishment, management and maintenance of facilities for the education, training and personal development of individuals, including disabled, who experience significant labour market difficulties;
- › Participation in government initiatives aimed at assisting individuals who experience long-term unemployment and other significant social disadvantages, including disability, which affect their ability to participate in the labour market;
- › The provision of practical and innovative labour market orientated activities and services;
- › The development and maintenance of networks with other service providers that assist individuals who suffer significant labour market disadvantage and disability;
- › Support for young people transitioning from state care and volunteer mentoring for at risk and disadvantaged students;

- › Activities which stimulate interest and assistance through enhancing community awareness on issues affecting individuals who are disabled, those who experience long-term unemployment and socially disadvantaged people; and
- › Activities to enhance and restore the quality of our environment and contribute to improvements in the approach to environmental management.

To achieve these objectives, the Group has adopted the following strategies:

- › Provision of employment services in Queensland under the federal government's jobactive program to assist individuals who experience long-term unemployment to address barriers and gain placement in sustainable employment;
- › Provision of disability employment services in the ACT/Queanbeyan, Victoria, and Queensland;
- › Provision of support services to youth disengaged from education through the provision of employment and support services under the federal government's Transition to Work program in Victoria and Queensland;
- › Providing a service to young people between 15 and 21 years of age who are or have been in residential out of home care and who are disengaged from education or employment through the Victorian Government's Better Futures program;
- › Connecting young people who may be 'at risk' of disengagement from school or community with adult volunteer mentors who provide support and conversation through the Gippsland East Mentoring program;
- › Providing a service to parents whose youngest child will reach school age in two years to identify their education and employment goals and develop pathways to achieve them through the federal government's ParentsNext program in Queensland;
- › Undertaking environmental reforestation and rehabilitation projects across our network;
- › Providing financial support to activities that directly address social disadvantage or stimulate further interest and assistance to relieve poverty, distress, misfortune or disability.

Special Responsibilities of the Board

The Board fulfils its role by:

- › Participating with management in setting and monitoring the strategic plan;
- › Recruiting the Chief Executive and providing guidance and performance monitoring;

- › Ensuring an appropriate executive succession plan is in place;
- › Ensuring ethical standards are met;
- › Ensuring effective governance processes are maintained;
- › Setting and monitoring corporate culture;
- › Ensuring appropriate risk management is in place;
- › Monitoring of organisational performance;
- › Compliance with the law and the requirements of regulators;
- › Financial control and monitoring solvency;
- › Approving and monitoring operating and capital budgets formulated by executive management;
- › Developing appropriate delegations with supporting policies and procedures;
- › Communication with key stakeholders;
- › Advocating on behalf of the Group.

These responsibilities are set out in the Board's Charter.

Board Oversight

The Board oversees and monitors performance by:

- › Meeting at least 9 times during the year;
- › Receiving detailed financial, performance and other reports from management at these meetings;
- › Receiving additional information and input from management when required;
- › Assigning responsibility to oversee particular aspects of the Group's operations to the two Board Committees: Audit, Finance and Risk Committee and the Governance Committee;
- › Establishing, annually reviewing and updating terms of reference for each of the Committees.

Management's Responsibility

The Board has formally delegated responsibility for the operational management of the organisation to the Chief Executive and the Executive Management Team (EMT). The EMT comprises the Chief Financial Officer, Chief People Officer, General Manager Operations, and General Manager Brand & Strategy.

The Chief Executive provides the leadership of the EMT and the organisation, and is responsible for achieving the directions set out in the strategic plan. The Board has determined delegations of authority to the Chief Executive to facilitate operational decision-making.

DIRECTORS' REPORT SERVICES CONT.

Remuneration for Directors and the Chief Executive are set by the Board on recommendation from the Governance Committee. Guidelines are developed for EMT remuneration and these are used by the Chief Executive to determine levels.

Company Secretary

Anne Cox, Executive Assistant to the Board was appointed Company Secretary on 1 April 2021 and held the position until 31 December 2021.

Thelma Hutchison was appointed Company Secretary on 1 January 2022.

Information on directors

Name: Russell Needham
Title: Chair
Qualification: Former CPA; DipBus(Acctg)

Experience and expertise:
 Small Business Owner, leisure and retail sector; retired Accountant and managing partner; experience in Executive positions across Boards and community organisations.

Special responsibilities:
 Ex-officio member of Audit & Risk Committee and Governance Committee

Name: Angela Hutson
Title: Deputy Chair
Qualification: MOrgLead, GradDipBus, DipEd, BA, FAICD

Experience and expertise:
 Over 20 years experience in senior roles across VET/ TAFE sector including former CEO; Board Director of several Government Boards and regional economic development committees.

Special responsibilities:
 Member of Audit & Risk Committee

Name: Jane McKay
Title: Non-Executive Director
Qualification: BA (SocSc), MA (Media Comms), AdvDipMgt, MAICD

Experience and expertise:
 Small Business owner and business consultant; over 15 years' experience in Marketing and Communications; former Workways employee.

Special responsibilities:
 Member of Governance Committee

Name: Jenny Semple
Title: Non-Executive Director
Qualification: GradDip Mgt; BSocSc; Qualified Auditor in NDIS, QIC & ARVAS

Experience and expertise:
 CEO in the multicultural community sector, community leadership, qualified auditor; Board Director across community and multicultural sector.

Special responsibilities:
 Member of Audit & Risk Committee

Name: John Websdale
Title: Non-Executive Director
Qualification: DipBus Mgt, GAICD

Experience and expertise:
 Extensive experience in senior and executive roles within local Government; Board Director across health, education and Government sectors.

Special responsibilities:
 Member of Governance Committee

Name: Marlene Elliott
Title: Non-Executive Director
Qualification: Graduate Australian Institute Company Directors, AssocDip Banking & Finance, Cert Financial Markets Securities

Experience and expertise:
 Associate Director VUCA Trusted Advisors; management consultant; extensive Board and governance experience in business and sporting organisations including Commonwealth Games Australia, Peninsula Leisure and Triathlon Australia.

Special responsibilities:
 Chair of Governance Committee, Chair Heritage & Awards Committee, Chair Nominations Committee

Name: Nina Du Thaler
Title: Non-Executive Director
 (resigned 3 August 2022)

Qualification: MBA (Entrepreneurship), Blnf, GAICD

Experience and expertise:
 Over 25 years' experience in ICT and cyber security, including senior executive roles in healthcare, community, education and Government; Executive coach; Board Director across community and education sectors, Children's author.

Special responsibilities:
 Member of Audit & Risk Committee

Name: Thelma Hutchison
Title: Non-Executive Director
Qualification: CPA, BBus, GAICD

Experience and expertise:

Executive leadership experience including past CFO and acting CEO across health and community sector; over ten years' experience as a Board Director including three years as Chair of Workways.

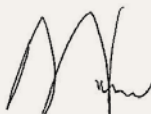
Special responsibilities:

Chair of Audit & Risk Committee

Auditor's independence declaration

A copy of the auditor's independence declaration under section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit for the financial year is set out immediately after this directors' report.

Signed on behalf of the Board of Directors.



Russell Needham
 Director
 27 October 2022
 Melbourne, Victoria

Meetings of directors

Directors	Board		Audit, Finance & Risk Committee		Governance Committee	
	Attended	Held	Attended	Held	Attended	Held
Russell Needham	9	9	4	4	4	4
Angela Hutson	8	9	4	4	-	-
Jane McKay	8	9	-	-	4	4
Jenny Semple	9	9	4	4	-	-
John Websdale	8	9	-	-	4	4
Marlene Elliott	9	9	-	-	4	4
Nina Du Thaler	8	9	4	4	-	-
Thelma Hutchison	9	9	4	4	-	-

Held: represents the number of meetings held during the time the director held office or was a member of the relevant committee

Members' Guarantee

The Company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the Company is wound up, the Constitution states that each member is required to contribute to a maximum of \$10 each towards meeting any outstandings and obligations of the Company. At 30 June 2022 the number of members was 126 (2021:126). The combined total amount that members of the Company are liable to contribute if the Company is wound up is \$1,260 (2021: \$1,260).

THE AUDIT AND RISK COMMITTEE (ARC) IS A COMMITTEE OF WORKWAYS AUSTRALIA LTD CREATED TO ASSIST AND ADVISE THE BOARD IN THE EFFECTIVE DISCHARGE OF THE BOARD'S RESPONSIBILITIES FOR FINANCIAL REPORTING, STATUTORY REPORTING, INTERNAL CONTROLS, COMPLIANCE, INTERNAL AND EXTERNAL AUDITS, AND RISK MANAGEMENT SYSTEMS.

AUDIT AND RISK COMMITTEE

Throughout the 2021-2022 year, the Audit and Risk Committee maintained a strong focus on financial and strategic risk management outcomes which has resulted in:

- › The appointment at the AGM in November 2021 of RSM auditors for the end of financial year audits. The previous auditors Pitcher Partners had been in place for six years and in line with good practice the new appointment provides Workways with the benefit of a new perspective on the organisation's financial operations.
- › The review of and recommendation to the Board of the audited financial statements for 2021/22.
- › The development of and recommendation to the Board of a Three-Year Financial Strategy.
- › A quarterly review of the financial reports and recommendations to the Board, as required.
- › The review and recommendations to the Board of the Workways budget for 2022/2023.
- › Ongoing tracking of financial compliance.
- › The finalisation of the organisation's Risk Management Framework, Risk Policy, Strategic Risk Register and Risk Appetite Statement.
- › A quarterly review of the strategic risk register, including a detailed presentation and discussion of one of the identified risks at each ARC meeting.
- › A quarterly report on the security of the information technology systems.
- › A review of the quality assurance audits and the appointment of AFS Internal auditors for 2022/23.
- › The annual review of the organisation's delegations.
- › The annual review of ARC Terms of Reference.

Thelma Hutchison
Audit and Risk Committee Chair

GOVERNANCE COMMITTEE

THE GOVERNANCE COMMITTEE WAS CREATED TO ASSIST AND PROVIDE RECOMMENDATIONS TO THE WORKWAYS BOARD IN THE EFFECTIVE DISCHARGE OF THE BOARD'S RESPONSIBILITIES AND OBLIGATIONS, INCLUDING A ROBUST FRAMEWORK TO MAINTAIN APPROPRIATE GOVERNANCE CONTROLS AND COMPLIANCE.

The Governance Committee considered matters relating to policy review and development, evaluation of the performance of Directors and the Board, compliance with the Company's Constitution, Corporations Act and Regulations, ACNC regulations, other relevant legislation and common law, and ensuring Workways operates in accordance with its stated Mission, Vision, Purpose and Values.

Throughout 2022 the Governance Committee held four meetings, which were all virtual. For the first time Workways appointed an independent member to join the Governance Committee, taking the membership to four. The independent member has brought a fresh set of eyes, different perspective, and is a key contributor to discussion, which has added value to the committee.

In 2022 the committee continued to build on the effectiveness and achievements in 2021, focussing on streamlining process, building capability and seeking continuous improvement and best practise. With 100% attendance by all committee members at each meeting, there was deep engagement and robust conversations, and reporting timelines were met. The annual calendar items and policy review were addressed and completed.

The details below highlight the key items that were discussed, including recommendations reported to Workways Board:

- › Review of Board policies to ensure accuracy and relevancy to the organisation
- › Oversight of CEO performance review, KPIs, contract and remuneration
- › Review of Board KPIs
- › Board Performance Evaluation undertaken by an external consultant
- › Oversight of the Director renewal process
- › Compliance of ACNC and AICD governance standards and principles
- › Organisation and Board policy gap analysis
- › Oversight of operational policy and procedure review
- › Review of Workways remuneration and benchmarking guidelines
- › Director remuneration review
- › Review of Board and Executive Decision-Making Framework

I would like to acknowledge and thank the Governance Committee members, CEO and Workways Chair and Board for a positive and productive year.

Marlene Elliott
Governance Committee Chair





Head Office Workways Australia

280 Main Street, Bairnsdale VIC 3875
PO Box 331, Bairnsdale VIC 3875

P. 1800 631 196

E. enquiry@workways.com.au
www.workways.com.au