Community Resources

Creating jobs that care for people and Country.



FY26 Annual Report



We acknowledge the Traditional Owners of Australia and recognise the continuing connection to land, waters and culture. We pay our respects to Elders past and present. Together we walk towards healing.

Nyiirunba Yawutung – Our Journey
By Birrbay (Biripi) artist Mandy Davis

This painting honours Country, from our mountains to the saltwater. Country is everything living, holding knowledge, our stories, language and connection. The flowing lines represent Country as living and moving, showing a continuous journey of growth. The centre of this artwork represents Aboriginal leadership, leading the journey forward.

Artwork commissioned by Community Resources.



OUR VISION

Everyone in meaningful work, connected to Country and community.



KAIN - SOFT LANDING NEWCASTLE

Community Resources

Community Resources is a national Aboriginal-led not-for-profit and registered charity. We're driven by a clear vision: everyone in meaningful work, connected to Country and community.

Our story began on Worimi land on the NSW Mid-North Coast in 1987.

We were set up as a community development organisation, Great Lakes Community Resources, to provide training and employment opportunities for local Aboriginal people experiencing disadvantage. Over the subsequent years our impact has widened, and our communities have thrived.

Since 2017 we have operated as Community Resources. We now run some of the largest social enterprises in Australia – Resource Recovery Australia, Soft Landing and Green Yakka – and deliver a range of place-based community services through Homebase Youth Services, Helping Hands and Gurillmal Ganya Youth Homelessness Service.

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Cover: Kiarra, RRA Noosa

COMMUNITY RESOURCES LTD
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Our Impact

In FY26, we created 768 job opportunities, diverted over 20,000 tonnes of waste from landfill and delivered more than 70,000 instances of community services.



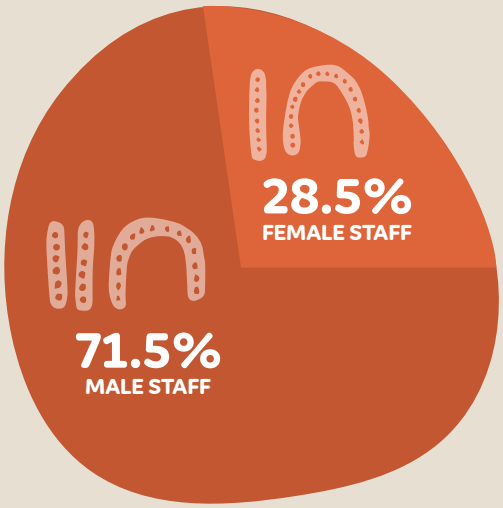
ZARLIA - 'STRIVE FOR SUCCESS PARTICIPANT

FY26

768* PEOPLE EMPLOYED

67% OF STAFF JOINED US WHEN EXPERIENCING BARRIERS TO WORK





*667 people given direct employment opportunities, 101 employed with third-party employers through our Work Readiness & Employment Programs.

**Young people defined as under the age of 25.

136 STAFF ARE YOUNG PEOPLE**

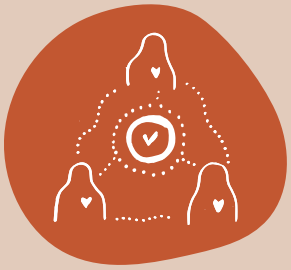
11,224 TRAINING AND DEVELOPMENT OUTCOMES



20,171

Tonnes of waste diverted from landfill through reuse, repair & recycling

(7.7% increase YOY)



70,158

Instances of community services provided

(9.4% increase YOY)



(FROM LEFT) NARELLE AND INDU

WIYABU* FROM OUR CO-CHAIRS

Welcome

*Wiyabu is welcome in Gathang language.

This year marked a defining moment in the history of Community Resources: we became an Aboriginal-led organisation. This significant milestone honours our beginnings and reflects the future we have worked purposefully to create.

Community Resources was established in 1987 on Worimi Country to provide training and employment opportunities for local Aboriginal people experiencing disadvantage. Becoming Aboriginal-led positions us to create even greater long-term impact for people, Country and communities. We want to embed Aboriginal knowledge in our work, create more pathways to employment for Aboriginal people, forge stronger partnerships with Aboriginal organisations, and ensure communities are at the centre of designing the solutions that affect them.

We were delighted to welcome new Board members Jack Beetson and Janelle Reid who bring experience in government policy, law, risk management and community development.

Katriina Heikkanen stepped down as Co-Chair after seven years of dedicated leadership, handing over to Narelle Anderson. Katriina's thoughtful stewardship, passion for our mission and belief in the potential of our people and communities have left a lasting legacy.

Our new CEO, Martin Paech, stepped up from his role as COO. We acknowledge Martin's leadership, as well as the unceasing commitment of our Executive and General Managers to our purpose and people, throughout a period of transformation.

Community Resources works across 38 sites on 17 Aboriginal Nations. This year we were proud to have created employment opportunities for 768 people. Across our organisation, our people demonstrate what can be achieved when social purpose and commercial discipline combine to create meaningful employment, recover valuable resources and strengthen communities.

We launched our 2027-2029 strategy focused on four pillars: being a scalable Aboriginal-led organisation for all; building a safe and capable workforce; growing our impact and pursuing new opportunities; and achieving operational excellence.

Community Resources delivered an operating profit of $688,000 in FY2026, improving its financial result by $1.2 million on the previous year and strengthening our capacity to invest in future growth and community impact.

Financial sustainability remains essential to achieving our ambitions to lead the way in

creating jobs for people and Country. Soft Landing, our largest social enterprise, invested in pioneering technology and spearheaded partnerships to secure unprecedented mattress volumes. This, of course, means more jobs for people who need them most. Creating a safe and supportive workplace remains fundamental to our culture, with over 90% of staff reporting high levels of confidence in our health and safety practices, access to training and equipment, and the availability of wellbeing support.

We thank our fellow directors for the experience, care and constructive challenge that makes us describe our Board to peers as 'one of the best'.

Most importantly, we thank every one of our employees. It is your dedication, skill and belief in our purpose that turns vision into impact every day. We are incredibly proud to work alongside people who believe, as we do, that the work we are doing together is creating lasting change and making the world a better place.

To our customers, government partners, community organisations and supporters, thank you for continuing to stand alongside us. Your trust helps Community Resources create jobs that care for people and Country and contribute to stronger, fairer and more sustainable communities.

"As we enter this new chapter as an Aboriginal-led organisation, we do so with pride, humility and a strong sense of responsibility."

Co-Chairs
Indu Balachandran and Narelle Anderson

Our Board

VIEW OUR BOARD MEMBER BIOS
COMMUNITYRESOURCES.ORG.AU/OUR-BOARD



Indu Balachandran
Co-Chair



Narelle Anderson
Co-Chair



Prof. Jack Beetson
Director



Danny Conlon
Director



Katriina Heikkanen
Director



Janelle Reid
Director



Toby Terlet
Director



Brendan Thomas
Director



Nick Thomas
Director



Anne Sattler
Company Secretary

MARTIN PAECH

CEO Report & Thank you



Last financial year was a time of growth, resilience and pride for Community Resources. In looking back on the year, I offer my heartfelt gratitude to the people who make this organisation what it is: strong, connected, purposeful and deeply committed to creating jobs that care for people and Country.

We are now formally recognised as Aboriginal-led. This milestone reflects our history, values and purpose, and acknowledges the many Aboriginal and non-Aboriginal people who have worked side by side over many years to build an organisation that cares deeply for people, community and Country. It is a moment of great pride, but also a responsibility that we embrace with humility as we continue to listen, learn and work in partnership with Aboriginal communities.

Together, we created 768 employment opportunities, diverted 20,171 tonnes of waste from landfill and delivered 70,158 instances of community services. Behind every one of those numbers is a person, a family, a community or a moment of opportunity. These outcomes are the result of thousands of individual acts of care, commitment and hard work by our team.

We secured record new business, renewed long term contracts and tightened financial discipline across the organisation. New business growth included the Helping Hands modular homes initiative, expansion of Resource Recovery Australia operations in New South Wales and Victoria and continued growth for Soft Landing through new commercial partnerships. Importantly, these opportunities have helped position us strongly for the future, giving us greater confidence in our ability to grow our impact while remaining true to our purpose.

We have remained focused on creating a safe and supportive workplace where people can develop and flourish. We continued to invest in our teams, learning and career development, strengthened our governance and compliance systems, and maintained a strong focus on health, safety and wellbeing. These efforts contribute to an organisation that is accountable and committed to continuous improvement.

What stands out most to me, however, is the strength of our culture. Every day, I see our values of Authenticity, Fairness, Kindness, Bravery and Sustainability brought to life through the way our people support one another, serve customers, work alongside community partners and care for Country. Our values remain at the heart of who we are and guide the decisions we make as an organisation.

The future will bring opportunities and challenges alike, but I believe Community Resources enters the next chapter stronger than ever. We have a clear strategy, growing capability and a team united behind our purpose. Most importantly, we have built an organisation where people feel connected, valued and supported to make a difference.

I would like to thank our Board for its leadership and direction, our members, customers and partners for their trust, and every member of our team for the terrific commitment, and care you bring to work each day.

Together, we will continue creating jobs that care for people and Country.

CEO
Martin Paech



Our Strategic Plan
2027 - 2029

OUR VISION

Everyone in meaningful work, connected to Country and community.



STRATEGY STATEMENT

We lead Australia in innovating pathways to employment that value cultural diversity and strengthen Country.

Reporting on our Goals

ACHIEVING OUR GOALS

As we completed our Strategic Plan, we achieved the goals we set for ourselves, strengthening our cultural foundations, integrating our systems, and investing in our people, financial sustainability and future growth.

GOAL ONE: ABORIGINAL ORGANISATION

We are embedded in Aboriginal ways of being on Country

GOAL TWO: INTEGRATION

All enterprises and business units have a clear place in the CR family

GOAL THREE: CULTURE, TRUST AND TOGETHERNESS

Our people are thriving in a safe and inclusive environment

GOAL FOUR: FINANCIAL HEALTH

We have 6 months' wages in the bank

GOAL FIVE: SIMPLE GROWTH

We are doing more of what we do well, together



DANIEL, TYSON AND KAIN - SOFT LANDING NEWCASTLE

GOAL ONE

Aboriginal Organisation



Aboriginal Organisation: Aboriginal Leadership, Governance and Accountability

In FY26, Community Resources reached one of the most significant goals we've been working towards - becoming an Aboriginal-led organisation. This milestone reflects our history, our purpose and a long-term commitment to returning to our roots.

By embedding Aboriginal ways of being and working, we strengthen our connection to Country and ensure our services are shaped by the communities we support, creating outcomes that are more relevant, culturally safe and responsive to local needs.

Becoming Aboriginal-led is not the end of a journey. It's a responsibility. As we move into our next strategic period, we remain focused on strengthening Aboriginal leadership and ensuring culture, community and Country remain at the centre of our work and future direction.

Board Director Profile: Professor Jack Beetson

A proud Ngemba man, Jack Beetson joined the Community Resources Board as Director in March 2026. For over 30 years, he has worked across Aboriginal education, literacy, community development, and human right, including his current role as Executive Director of the Literacy for Life Foundation.

He says people have often asked, 'How did you get to where you are now'? He tells us the abbreviated story:

"I was kicked out of school when I was 13, I come from a very small town in western New South Wales; a town called Ningan. I left that town when I was about 14 as a political refugee. I went back to school when I was about 27 to an Aboriginal College in Glebe. And as part of my work there, I got involved in human rights, I got involved in international politics and so on."

For Jack, joining the Community Resources Board was a natural fit. He saw a strong connection between the work of the Literacy for Life Foundation and our commitment to creating opportunities for people who face barriers to employment.

He says what stands out most is the care shown to people:

"You can see around here people care, and they care a lot about people's safety. Caring is a big thing for me because if you don't care, not much changes. I do think it's an organisation that cares. So, it wasn't a hard decision to join the Board."

In terms of his leadership style, Jack says:

"I'm not big on leaders as individual things. To be part of any leadership group, you've got to have people who want to support your ideas in the first place. Otherwise, you've got no one to lead. You don't want to be leading from the front. It's always about pushing other people forward.

Jack's perspective is deeply shaped by Country.

"Country's everything. My dad's Country, my mum's Country, I belong to it. I don't own it. I actually belong to it. Whenever I get on the Country that I belong to, the first thing I do is get out of the car and rub the dirt on myself. I get rejuvenated every time I even talk about it. It's an emotional thing, you know; that's my attachment."

Along with connection to Country and community, Jack sees storytelling as an important part of what it means to be an Aboriginal-led organisation:

"I think it's critically important that we maintain that role of storytelling because that's who Aboriginal people are. So, the organisation has to be a storyteller. I say to my kids, you know, don't paint me a picture; paint me a story."

Looking ahead, Jack sees enormous opportunity for Community Resources to continue building on four decades of creating jobs, strengthening communities and caring for Country.

"What we know is there's a good thing here. There's a good thing happening here. Forty years is a long time in social enterprise. But to have multiple social enterprises under the one banner? Wow, what an achievement. Who wouldn't want to be part of it, put it that way."

"People want to be part of successful things. That's where our partners come in."

"I think for me, the most important thing – and this is how I live my life – is you've got to give back. And I think that's what this organisation is doing. It's giving back. At the end of the day, that's what we've got to do. We've got to give as much as we take."





"You can see around here people care, and they care a lot about people's safety. Caring is a big thing for me because if you don't care, not much changes. I do think it's an organisation that cares. So, it wasn't a hard decision to join the Board."

PROFESSOR JACK BEETSON
COMMUNITY RESOURCES BOARD DIRECTOR

GOAL TWO

Integration

Integration: One Organisation, Greater Impact

When Community Resources first identified Integration as a strategic goal, the vision was clear: every enterprise and business unit would have a strong and connected place within the Community Resources family. We set out to strengthen collaboration, share expertise and work more effectively together to maximise our collective impact.

Strengthening How We Work Together

A major focus has been creating greater alignment across the organisation. Our Enterprise Services Team continued to provide a shared support backbone across marketing and communications, people and culture, finance, governance, ICT, quality, risk and compliance. By bringing these functions together, we improved consistency, reduced duplication and enabled our enterprises and business units to focus on delivering impact.

Leadership has also become increasingly connected. Regular Executive & General Manager forums have created stronger opportunities to share insights, discuss priorities and align decision-making across the organisation. These conversations help ensure that our future direction is shaped by the diverse experiences, challenges and opportunities that exist across Community Resources.

A More Coordinated Approach to Business Development

Integration has also strengthened the way we engage with customers, partners and opportunities.

The introduction of a shared CRM platform and a coordinated centralised business development approach has enabled teams to share insights, identify opportunities and build stronger relationships across the organisation. Increasingly, we are working together to understand customer needs and explore ways that different parts of Community Resources can contribute value

This approach is helping us identify common customers, strengthen account management and present a more connected organisation to external stakeholders.

Telling the Community Resources Story

A key ambition of this goal was to create a stronger, shared identity for Community Resources. Today, that vision is increasingly reflected in the way we engage with stakeholders and communities.

Through conferences, partnerships and industry events, we are showcasing the breadth of our social, environmental, employment and community impact. Events such as Waste 2026 and the SECNA Social Enterprise Festival brought multiple enterprises together under a shared Community Resources presence, helping audiences better understand the scale and diversity of our work.

This unified approach is building awareness of our scale, strengthening confidence and opening new opportunities across the organisation.

An Integrated Community Resources

Today, Community Resources is delivering on the vision that first inspired this strategic goal.

We are a more connected, coordinated and capable organisation. Through shared systems, integrated support services and stronger collaboration, we are better able to share expertise, pursue opportunities, respond to community needs and maximise our collective impact.

Importantly, integration has not been about creating uniformity across our brands. It has been about connecting our strengths and ensuring each part of Community Resources contributes to a shared purpose.

Today, we are stronger together: better connected, more capable and better positioned to create lasting impact for the communities we serve.



GOAL THREE

Culture, Trust & Togetherness

A Message from Our People & Culture Manager, Anthony Rohr

This year, what stood out most to me was the strength of our people and the culture we have created together.

Safety and Improvement

Safety is at its best when it becomes part of everyday behaviour. During FY26, our people submitted 1,156 proactive safety reports of Hazards, Near Miss and Safe Acts Observed, helping to identify risks early and improve workplace safety.

At Soft Landing, this commitment contributed to an 86% reduction in Lost Time Injuries and five consecutive months without a Lost Time Injury.

Soft Landing also achieved certification to internationally recognised ISO standards for quality management (ISO 9001:2015), environmental management (ISO 14001:2016) and occupational health and safety (ISO 45001:2018), demonstrating that its operations meet globally recognised benchmarks for safety, quality and environmental performance.

Across Community Resources, employees completed 9,142 improvement, compliance and operational actions, achieving a 98.9% completion rate and demonstrating a strong culture of ownership and continuous improvement.

Connection and Inclusion

Our diversity continues to be one of our greatest strengths. Throughout the year, staff came together to celebrate events such as NAIDOC Week, Refugee Week and International Women's Day, creating opportunities to learn from one another, strengthen connections and celebrate the diverse experiences that make up Community Resources.

These results were reflected in our 2026 Employee Engagement Survey which showed staff feel connected to their teams, supported by their managers and optimistic about the future.

Employee Engagement Survey Highlights

- 91% Employee Engagement (+10% since 2024)
- 84% Wellbeing (+11%)
- 86% Progress (+21%)
- 99% confidence in our managers

Staff consistently highlighted teamwork, supportive leaders and positive workplace relationships as the things they value most.

Our People Thriving

A strong culture creates opportunities for people to grow. During FY26, we delivered 11,224 training and development outcomes, helping our people gain new skills, progress into new roles, and build brighter futures through meaningful work.

Take Richard Drake, who joined our ICT team as an Intern through social venture Take2. Richard came to our workplace at a difficult time in his life, and was provided with support, resources and opportunity to improve his quality of life. During his internship, Richard developed skills across various ICT systems, becoming a valued member of the team. In FY26, he graduated from the Take2 program and secured full-time employment with a large national recycler in Sydney.

Geoffrey Murray is an Aboriginal man who grew up with his family on a mission in a small town. After a long period of unemployment, he joined Soft Landing ACT through the Work for the Dole program in 2019. Geoffrey quickly became a valued member of the team, embracing opportunities to learn new skills and lend a hand wherever he was needed. As a result, he was offered a full-time position when the program ended. Today, he works as a truck driver and continues to support his teammates across the site. "I enjoy just coming to work. And it helps when you have a good boss," he says.

These results, improvements and stories all point to the same thing: when people feel supported, trusted and connected, they thrive. And when our people thrive, so do the communities we serve.



GOAL FOUR

Financial Health

Financial Health: Building Towards Greater Impact

As one of Australia's leading social enterprises, we take our responsibility for financial stewardship seriously. Strong financial health is not an end in itself. It is what enables us to create jobs, support communities, heal Country and continue delivering impact for generations to come.

For more than 40 years, Community Resources has balanced purpose with performance. As we prepared to develop our FY27-FY29 three-year strategic plan, we knew that robust financial sustainability remains essential to delivering on our growth ambitions and ensuring we remain a strong, resilient organisation well into the future.

In FY26, we continued to strengthen our financial discipline, building on investments made in systems, reporting and governance in previous years. These efforts contributed to a net profit of $688,000, providing a strong platform for future growth and investment.

A key focus was improving our budgeting and financial planning processes. Enhanced reporting, regular oversight from the Community Resources Compliance, Audit, Risk and Finance (CARF) Committee, and greater visibility of financial performance against budget supported more informed and timely decision-making across the organisation.

Our newly established centralised business development team collaborated to strengthen customer relationships, leveraged our CRM system, improved pricing analysis and secured record levels of new business. At the same time, substantial long-term contracts were extended, reflecting the trust our customers place in the quality, reliability and value of our services.

Strategic expansion also contributed to our long-term financial sustainability. Resource Recovery Australia launched new Reviva Reuse Shops in Grafton, Wallan and Seymour, expanded waste management services across the Clarence Valley and introduced the City of Sydney Doorstep Recycling Service. Soft Landing continued to grow its contracted operations in Western Australia, creating new opportunities for future revenue and impact.

Throughout the year, we maintained a disciplined approach to assessing new opportunities. Rigorous due diligence supported major investment decisions, including the business case for Soft Landing's next-generation recycling technology and the development of Helping Hands' modular home construction work.

Importantly, we remained committed to fair and sustainable pricing, ensuring that our services remain competitive while covering the true cost of delivering social and environmental impact.

These efforts have strengthened Community Resources' financial health, ensuring we are well positioned to pursue our strategic ambitions and continue creating meaningful impact.

GOAL FIVE

Simple Growth



Growing Sustainable, Long-Term Pathways into Employment

FY26 was a year characterised by steady, sustainable growth, helping us create stable employment and long-term positive outcomes for people, Country and the communities we serve.

We secured record new business, renewed long-term contracts, expanded services into new regions and invested in initiatives that will support employment growth and social impact for years to come.

We provided 768 employment opportunities, including 667 direct employment opportunities and 101 people who secured employment through our work readiness and employment programs. We also delivered 11,224 training and development outcomes, helping people build skills, confidence and experience for long-term workforce participation. Of those who joined us, 67% were experiencing barriers to employment.

This impact was made possible through continued growth and investment across our social enterprises and community services:

Resource Recovery Australia expanded into new communities, opening Reviva Reuse Shops in Wallan and Seymour, commencing the City of Sydney Doorstep Recycling Service and taking on the management of eight waste facilities and Reviva Grafton in the Clarence Valley. These new services created local employment opportunities while extending the reach of reuse and recycling initiatives into more communities.

Soft Landing built capacity for future growth, securing new bulk mattress arrangements at Smithfield, growing its contracted operations in WA and progressing Queensland's first dedicated mattress recycling facility. Investment in Australia's first Pocket Spring Recycler and the achievement of 100% landfill diversion at our Perth and Smithfield sites were significant achievements that will enable Soft Landing to be more competitive and grow its impact. Partnerships with Corrective Services NSW and ACT Corrective Services created more than 1,200 days of paid employment for people preparing to transition back into the community.

Green Yakka strengthened its position as a provider of purpose-driven labour hire and zero waste services, creating employment opportunities for 126 people and delivering more than 4,500 work shifts. This included 1,476 shifts completed by participants in the Economic Pathways to Refugee Integration (EPRI) program, helping people from refugee backgrounds gain valuable Australian work experience, build skills and create pathways into long-term employment.

Our Community Services continued innovating practical pathways towards employment, education and greater independence that changed lives. Homebase's Strive for Success program supported disengaged or at-risk young people, with 83% of participants experiencing barriers progressing into employment, education or training, or both, and 92% retaining employment on program completion. Helping Hands' partnership with Broadworth Modular created three apprenticeships, three carpenter roles and a metal fabricator position, and will create new pathways into the construction industry as the work grows.

Behind these achievements is a person, a family and a community thriving as a result of access to meaningful employment and the right support.

Young people like Sarah rebuilding their lives and creating a more stable future for their families through Strive for Success.

Boaz using employment with Green Yakka to support his family in Australia and give back to his community in Africa.

Dung Khuu finding meaningful work, support and a sense of belonging with Soft Landing after joining through the Compulsory Drug Treatment Program.

Josephine Ivory leading the next generation of women in waste while leading Resource Recovery Australia's Moreton Bay operations.

Together, these outcomes demonstrate that when we focus on what we do best – creating jobs that care for people and Country – growth becomes something much more meaningful than size alone. It becomes an opportunity for more people to participate, contribute and thrive.



JOEL - RRA MID COAST

FY26 was a year of momentum for Community Resources. We celebrated becoming an Aboriginal-led organisation, expanded into new regions, secured new opportunities for future growth and strengthened the foundations that will support our impact for years to come. These highlights reflect the milestones, achievements and moments that defined the year.



FY26

Highlights

Aboriginal Leadership and Culture

We were proud to:

Announce Director Narelle Anderson to the position of Co-Chair and welcome Directors Jack Beetson and Janelle Reid, strengthening Aboriginal leadership and governance across Community Resources.

Achieve formal recognition as an Aboriginal-led organisation, reflecting our history, leadership and future direction.

Commission Birrbay artist Mandy Davis to create Nyiirunba Yawutung (Our Journey), a significant artwork celebrating our connection to Country, community and Aboriginal leadership.

Celebrate NAIDOC Week and the theme 'The Next Generation: Strength, Vision & Legacy' across Australia, with teams participating in cultural events, community celebrations and activities on Country.



DETAIL OF NYIIRUNBA YAWUTUNG (OUR JOURNEY) BY MANDY DAVIS

Growth, Innovation and Expansion

We continued to grow our impact by:

Securing more than $82 million in contract value, including $34 million in new business and $48 million in contract renewals.

Expanding Resource Recovery Australia into the Clarence Valley, taking on eight waste facilities and opening a new Reviva Reuse Shop in Grafton.

Opening our first Victorian Reviva Reuse Shops in Wallan and Seymour, creating new jobs and bringing reuse to Mitchell Shire communities.

Investing in major new recycling technology at Soft Landing Smithfield, with the introduction of the Pocket Spring Recycler increasing the recovery of valuable materials from discarded mattresses.

Progressing Queensland's first dedicated mattress recycling facility, supported by Queensland Government funding and stakeholder engagement.

Launching the Resource Recovery Australia City of Sydney Doorstep Recycling Service, making it easier for households to recycle hard-to-recycle items while reducing illegal dumping and landfill.

Expanding Helping Hands through the Broadworth Homes partnership, creating seven new positions and establishing a pipeline of future construction work and training opportunities.

FY26
Highlights

Leadership, Recognition and Advocacy

We strengthened our influence by:

Continuing our long-standing connection with the Office of the Governor-General through the **patronage of Her Excellency the Honourable Sam Mostyn AC, Governor-General of Australia.**

Celebrating the appointment of Martin Paech as CEO and his leadership into its next phase of growth.

Celebrating Soft Landing Perth winning the WasteSorted Closing the Loop Award and being named a finalist in the 2026 WA Social Enterprise Awards.

Presenting, exhibiting and supporting industry conferences and events, including ReGen Expo, SECNA Social Enterprise Festival, Waste 2026, the Future Waste Resources Symposium, Waste Expo Australia, Australian Landfill & Transfer Stations Conference & the QLD Women of WARR Leadership Breakfast.

Recognising Resource Recovery Australia as finalists at the 2025 Waste Innovation & Recycling Awards, including Resource Recovery Australia for Workplace of the Year, Site Manager Josephine Ivory for Woman of Waste and Rockhampton Regional Council for Community Engagement Success of the Year for The Tinkerage at The Upcycle Village.

Celebrating Green Yakka being named a finalist in the Illawarra Business Awards and Third Sector Awards.

Engaging with government, industry and sector leaders, including meetings with ministers, government representatives and national and state industry bodies to advocate for social enterprise, circular economy outcomes and employment pathways.

Safety, Capability and Improvement

We strengthened our foundations by:

Recording 91% employee engagement in our 2026 Employee Engagement Survey, up 10% since 2024, reflecting strong improvements across leadership, communication, workplace culture and safety.

Completing 113 Procedure Adherence and Safety Survey (PASS) assessments and building a more proactive safety culture, with strong hazard reporting and engagement across sites and teams.

Strengthening governance, compliance and risk management systems across Community Resources.

Achieving ISO certification for Soft Landing's quality, environmental and workplace health and safety management systems.

Bringing Resource Recovery Australia managers together in Brisbane for the 'One Vision. One Mission. One Purpose' management conference, focused on building leadership capability, strengthening ways of working and increasing environmental and community impact.

Celebrating supporting 414 disengaged or at-risk young people reconnect with education and training, through our Strive for Success program.

FY26

Highlights

Digital and Community Connections

This year, we strengthened how we connect with our communities by:

Generating more than 9.1 million impressions, up almost 60% from last year.

Growing our social media community to 29,979 followers, an increase of 25.5% from FY25, welcoming 6,787 new followers across LinkedIn, Facebook and Instagram.

Growing website traffic, with active users increasing by 23.1%, connecting more people with our services, programs and impact.

Securing strong local, regional and national media coverage, with 65 media mentions and coverage across trade, government and mainstream media outlets.

Delivering an organisation-wide National Recycling Week campaign, highlighted by the Reviva Reuse Competition, which engaged thousands of community members across multiple sites and showcased creative ways to reduce waste.



KAHLI, RRA ROCKHAMPTON SITE MANAGER AND REBEKAH, CR COMMS, MARKETING & GRANTS SPECIALIST AT WASTE 2026



RESOURCE RECOVERY AUSTRALIA MANAGEMENT CONFERENCE



MITCHELL SHIRE MAYOR JOHN DOUGALL OFFICIAL OPENING OF THE SEYMOUR REVIVA REUSE SHOP



HER EXCELLENCY THE HONOURABLE SAM MOSTYN AC, GOVERNOR-GENERAL OF AUSTRALIA WITH YOUSUF, GENERAL HAND, SOFT LANDING SMITHFIELD

STRATEGY STATEMENT

We lead Australia in innovating pathways to employment that value cultural diversity and strengthen Country.



HUSEIN - SOFT LANDING SMITHFIELD

COMMUNITY RESOURCES

Our Organisation

Waste, recycling, reuse and resource recovery services

SITES: NSW | QLD | VIC | NT

- Resource recovery management and operations – Community Recycling Centres, transfer stations, weighbridges and Reviva Reuse Shops
- Mobile Community Recycling Service
- Specialist recycling services: including Return and Earn container deposit schemes, expanded polystyrene (EPS) recycling, organics decontamination and mattress recycling
- Resource recovery consulting

Australia's largest mattress recycler

SITES: NSW (Sydney and Newcastle) | VIC | ACT | WA

- Mattress and lounge recycling services and resource recovery
- Mattress collection and transport

Purpose-driven labour hire and zero waste services

SITES: NSW (Sydney and Illawarra)

- Land care, bush regeneration and outdoor labour
- FOGO collection and organics processing
- Zero waste auditing, reporting and event services
- Waste sorting, contamination reduction and resource recovery support

Our Community Services

SITES: NSW (Mid North Coast and Illawarra)

Family, youth and community support programs

Youth homelessness and housing support

Home care and building services

Youth job skills training & employment program

Working on Country



'Healing Country is healing us. We are Country and Country is us. We are all one.'

WORIMI ELDER UNCLE BRERETON
AIATSIS.GOV.AU

WE PROUDLY WORK ACROSS 17 ABORIGINAL NATIONS

NEW SOUTH WALES

Awabakal (NEWCASTLE)
Biripi (TAREE)
Dharug (SMITHFIELD)
Dharawal (WOLLONGONG)
Eora (SYDNEY)
Worimi (MID-NORTH COAST)
Bundjalung (GRAFTON)
Gumbaynggirr (SOUTH GRAFTON)
Yaegl (MACLEAN)

ACT

Ngunnawal (CANBERRA)

VICTORIA

Kulin (MELBOURNE)
Taungurung (SEYMOUR)
Wurundjeri Woi-wurrung (WALLAN)

WESTERN AUSTRALIA

Noongar (PERTH)

QUEENSLAND

Darumbal (ROCKHAMPTON)
Gubbi Gubbi (NOOSA & MORETON BAY)

NORTHERN TERRITORY

Larrakia (DARWIN)

Where We Work



National Reach. Local Impact.

For four decades, Community Resources has worked alongside communities to create meaningful employment opportunities and better outcomes for people and Country.

While our reach extends across Australia, our work is grounded in local relationships, culture and knowledge. We listen to communities and work alongside people, councils, businesses and organisations to understand local needs. Through this place-based approach, we create lasting social, environmental and community impact.

Resource Recovery Australia

Resource Recovery Australia (RRA) operates across Australia to transform the way we treat waste.



UNA - RRA CLARENCE VALLEY

OUR IMPACT

210
Employment opportunities provided

4,806
Training and development outcomes

12,261
Tonnes of waste diverted from landfill for reuse and recycling

148,569
Customers served at Reviva Reuse Shops

Welcome



A Message from the General Managers

FY26 brought new services, new communities and many new team members into Resource Recovery Australia. It was a year of significant growth for our social enterprise, made possible by the commitment of our people and the trust of our council partners.

In March, we opened our first Victorian Reviva Reuse Shops at the Wallan and Seymour Resource Recovery Centres, creating up to nine local jobs.

That same month, RRA began delivering the City of Sydney Doorstep Recycling Service, helping residents recycle batteries, electronics, textiles, paint and other items that cannot go into kerbside recycling bins. The team completed 978 scheduled collections in the first three months, with growing demand leading to an additional collection day.

In May, we took on the management of eight waste transfer stations across the Clarence Valley. This was one of the largest expansions of new sites in RRA's history and brought 22 local employees into our team. The opening of Reviva Grafton soon followed, giving the region its first Reviva Reuse Shop. Across all our operations, our teams continued to deliver strong outcomes for people and Country. RRA provided 210 employment opportunities, with 55.7% of employees joining us while experiencing barriers to work and 16.7% identifying as Aboriginal and/or Torres Strait Islander people. We delivered 4,806 training and development outcomes, an increase of 18.1% on the previous year.

Our Reviva Reuse Shops welcomed 148,569 customers, an increase of 8.5%, while The Tinkerage welcomed 1,455 visitors across Dunmore and Rockhampton, an increase of 82.6%. The Mobile Community Recycling Service collected 193 tonnes of problem waste from households in Sydney, 7.3% more than the previous year.

As RRA grew, we also made time to bring our people together. Our first management conference brought managers from across Australia to Brisbane for two days of learning, site visits and conversations about leadership, operational standards and our responsibilities as a social enterprise. It was an important opportunity to share knowledge across sites and strengthen the relationships that support our work.

We were proud to be named a finalist in the Waste Innovation and Recycling Awards 2025 for Workplace of the Year, showcasing RRA's experience, innovation and impact to the wider waste and resource recovery sector. At Waste 2026 in Coffs Harbour, NSW State Manager Jarrod Roskell presented our community-driven approach to repair and reuse, showing how The Tinkerage helps people build practical skills, confidence and stronger connections with their communities.

There were also many moments that reflected the character of our teams. At Reviva Darwin, the team invited local families to help build Santa's float for the Darwin Christmas Pageant using recycled and repurposed materials. It brought reuse to life while giving locals the chance to contribute to a much-loved community event. These moments matter because RRA's work has always been about being part of the communities where we work and creating opportunities for people to contribute, learn & belong.

We're grateful for the care and commitment our teams showed this year through a period of considerable growth. New contracts and sites only succeed because people welcome each other, share what they know, solve problems together and stay focused on delivering the best outcomes. Our people did an incredible job of making that happen.

We are proud of how far we have come together and excited about what comes next.

MATT CURTIS
RRA GENERAL MANAGER

ALLY GLENDENNING
RRA DEPUTY GENERAL MANAGER



Josephine Ivory's Story

Women in Waste

When Josephine Ivory applied for a weighbridge role with Resource Recovery Australia four years ago, she wasn't thinking about a career in waste. Today, she manages 28 employees across five sites as Area Manager for Moreton Bay and was a finalist for the Woman of Waste Award at the 2025 Waste Innovation and Recycling Awards.

"I'm a single mum to four children. I left school in Year 10 to pursue a hairdressing apprenticeship, and I had my first child at 21. I didn't have the ability to prioritise my career, as raising my children was my main focus," Josephine says. "After being out of the workforce for two years, I applied for a job at RRA to regain my independence."

Since joining the RRA team, Josephine has progressed quickly. She says, "Starting in a weighbridge role after being out of the workforce and then being quickly promoted to Area Manager has given me confidence in my ability and a drive to continue succeeding and developing."

One of her proudest achievements was helping establish the kerbside garden organics decontamination operation in Moreton Bay. The program has processed more than 22,000 tonnes of green waste, removing contaminants so the material can be recycled into mulch.

"This was something that had never been done in the Moreton Bay area, and there were a lot of people who were sceptical about whether it would work. We're producing a great-quality product and have been doing it for 22 months now. It's been a huge success."

Beyond the environmental outcomes, Josephine says the most rewarding part of her role is supporting her team. Having returned to work while raising four children, she understands the importance of recognising people's responsibilities outside the workplace.

"My team dedicate a significant amount of time to RRA, and I believe that should be respected and reciprocated by supporting their needs outside of work. When people feel supported and valued as individuals, they are more likely to bring the same commitment back to the workplace."

Josephine also wants more women to see the opportunities she has found in the waste sector. Workplace Gender Equality Agency data shows women make up just 28% of the broader Electricity, Gas, Water and Waste Services workforce.

At RRA, women currently manage 11 of our 27 sites, representing 41% of site leadership positions. Within Josephine's team, the number of women has grown from two to nine during her time in leadership. She hopes her own journey encourages more women to follow:"

I believe some incredible women before us have paved the way and created opportunities for those entering the industry today, and I'm excited to see what the next generation will achieve."

The Tinkerage Dunmore

The Tinkerage: Where Repair Builds Confidence and Community

A broken chair, an old dolls house or even a chopstick can look very different when you start thinking about what else it could become.

That shift in thinking is part of what happens every week at The Tinkerage in Dunmore and Rockhampton, where people come together to learn practical skills, share ideas and give discarded materials another life.

In FY26, The Tinkerage welcomed 1,455 visitors across the two sites, an increase of 82.6% on the previous year.

Terry Selby first came along with a friend around 2019 after seeing information about the workshops, and she has been returning ever since. Now, she's a Tinkerage volunteer, sharing her passion for upcycling with others in the community.

"The Tinkerage has really brought out the creative me that I didn't know about, you can create whatever you want. The Tinkerage coordinators teach us the correct way to use tools and items."

TERRY SELBY THE TINKERAGE PARTICIPANT & VOLUNTEER

Over the years, Terry has restored wooden tables, mosaicked second-hand pots and transformed an old dolls house into a barn and entertainment centre complete with seating, a music area, bar and pool table. The project later won first prize at a local show.

In the past year, 658 people took part in Tinkerage Dunmore workshops, with repair and upcycling projects keeping around 1.2 tonnes of material out of landfill.

"Everyone that goes to The Tinkerage is creative and willing to help. We share ideas, talk about ideas and share items and ways to reuse. It has become a second home for me and a new family."

One of her favourite memories came during a wooden planter workshop: "One lady asked me to just stay with her as she cut wood on a bandsaw. Which she did. Then she said, 'I'm 75 years old and I've never touched a bandsaw till today.' She was so proud of herself and rightly so. It was a wonderful feeling."

Terry's favourite Tinkerage transformation? The way she sees waste. "Sometimes I amaze myself with the uses I find for objects. I don't see broken things anymore – just items that need a clean-up and to be reused."



TERRY SELBY - THE TINKERAGE PARTICIPANT AND VOLUNTEER

In the past year, 658 people took part in Tinkerage Dunmore workshops, with repair and upcycling projects keeping around 1.2 tonnes of material out of landfill.



TERRENCE ROBINSON

RRA Clarence Valley

Clarence Valley: Eight Waste Transfer Stations and the Region's First Reviva Reuse Shop

In FY26, RRA delivered a landmark expansion across the Clarence Valley, assuming operations of eight waste transfer stations and establishing Reviva Grafton – the region's first reuse shop. It brought 22 local people into our team, many of whom already knew the sites and had deep roots in their communities.

One of those people is Terrence Robinson, a Bundjalung man who has lived in the Clarence Valley since childhood. Terrence lives with his partner in Malabugilmah, where they have raised their children and grandchildren. He was already working at the waste facility and joined RRA when management of the site transitioned from the previous operator.

"I'm a local boy – I've lived in the area all my life," he says. Terrence is active in Aboriginal community leadership and is currently a Director for the Northern Region on the Aboriginal Legal Service (NSW/ACT) Limited Board.

Now a RRA Depot Hand at one of our waste transfer stations, Terrence helps customers use the facility safely and make sure materials go to the right place.

He says, "I enjoy meeting new people and having positive conversations about recycling and general everyday things." He is particularly proud of "being able to make it a safe space for everyone to come and use the facility in a comfortable environment."

For Terrence, joining RRA has meant being able to continue work he already values. At the same time, he says there have already been positive changes on site, including the ability to cater for larger loads.

That continuity reflects RRA's place-based approach across our sites: valuing local knowledge, existing relationships and cultural connections, and building on what is already strong in a community.

Reviva Grafton has also made a strong start, welcoming 3,169 customers through the doors and diverting 19.2 tonnes of material from landfill in its first months of operation.

Furniture, books, décor, tools, collectables, kitchenware and other household goods are recovered for reuse and sold at affordable prices, giving residents the chance to take home something that still has plenty of life left while keeping valuable items in use for longer.

While there are more big things to come in the Clarence Valley – with a second reuse shop on the horizon – for Terrence, the purpose of the work is simple and closely connected to the place he has called home all his life.

It's all about "making sure that the right waste material is being put in the correct areas and looking after Country."

TERRENCE ROBINSON - RRA CLARENCE VALLEY DEPOT HAND

Doorstep Recycling

City of Sydney: Making Tricky Recycling Easier from the Doorstep

Batteries, blister packs, small electronics, textiles and paint tins can all be recycled – but working out how and where to do it isn't always easy. In FY26, RRA began working with the City of Sydney to deliver its doorstep recycling service, making it easier for residents to recycle tricky household items that can't go into kerbside recycling bins.

By providing a dedicated collection pathway for these items, the service increases resource recovery and helps prevent valuable materials from going to landfill, contaminating household recycling or being dumped illegally.

For residents, the experience is deliberately simple:

1. Book a collection
2. Leave the accepted items out
3. RRA takes care of what happens next

Residents were quick to take up the service. In its first three months, RRA completed 978 scheduled collections, with growing demand leading the team to add an additional collection day.

Making the service easy and accessible for residents required plenty of work behind the scenes, including developing the digital booking system that supports it.

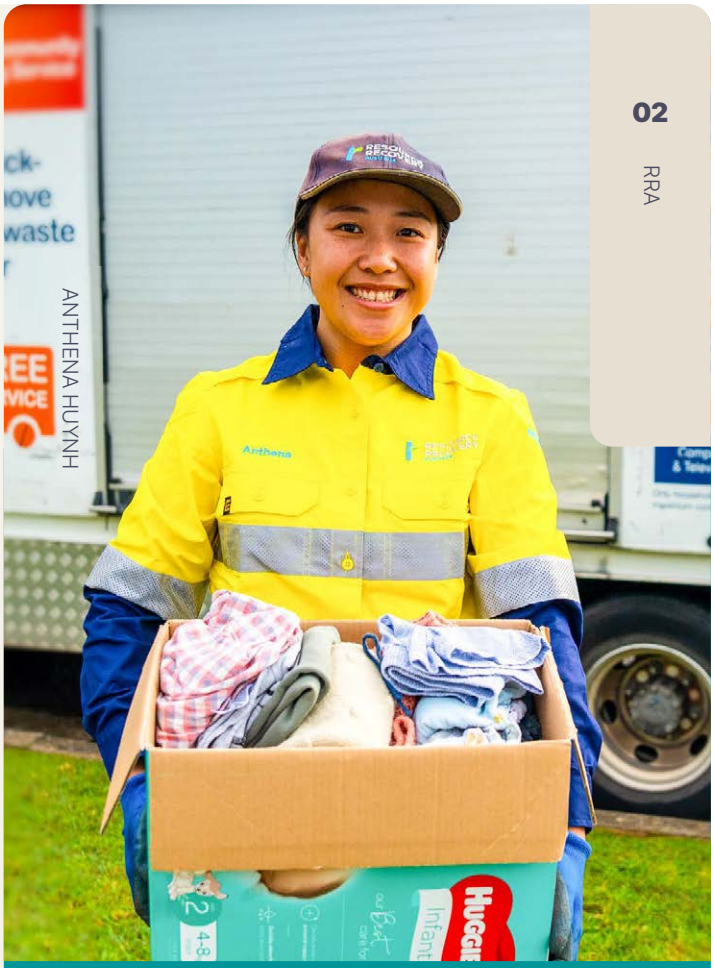
Community Resources ICT Manager Matt Blanch says success meant getting both sides right: the functionality of the system behind the service and the experience of the people using it.

"The booking form groups City of Sydney suburbs into zones serviced on set days," Matt says. "This provides much better fuel and time efficiency for RRA and a better environmental outcome."

"Our priority was making the system as simple as possible while meeting the different needs of residents and building managers."

Residents and building managers can make one-off or recurring bookings from any device without creating an account. At the same time, the system needed to support an efficient collection service across the City of Sydney.

"Partway through implementation, we changed the design to group City of Sydney suburbs into zones serviced on set days, this provides much better fuel and time efficiency for RRA and a better environmental outcome," Matt says. "We're continuing to develop the system to support the service's longer-term needs."



By taking tricky recycling beyond traditional drop-off points and bringing it to doorsteps, apartment buildings, libraries and community centres, the service gives more people across the City of Sydney the opportunity to participate. More participation means more valuable materials recovered and returned to use, delivering better environmental outcomes across the city.

The service also reaches beyond residential doorsteps. RRA collects unwanted items from recycling stations at City of Sydney libraries and community centres, giving residents more ways to keep tricky materials out of general waste.

Once collected, each item follows its own recycling or reuse pathway. Electronics are separated into components such as metals, plastics and circuit boards. Aluminium coffee pods are processed so the aluminium can be recycled and the coffee grounds composted. Blister packs are separated into plastic and foil, while reusable small furniture can be rehomed with families in need.

Soft Landing

Soft Landing is Australia's largest mattress recycler, operating across Australia to collect and recycle end-of-life mattresses and create jobs for people experiencing barriers to work.

OUR IMPACT

212
Employment opportunities provided

7,610
Tonnes of waste diverted from landfill

369,501
Mattresses collected

5,267
Training and development outcomes

4,471
Tonnes of steel recycled

664
Tonnes of timber recycled

929
Tonnes of foam recycled



YOUSUF - SOFT LANDING SMITHFIELD

Welcome



A Message from the General Manager

This year Soft Landing turned 16. Since our first mattress collection in 2010, we have collected and processed almost five million mattresses across Australia.

In FY26, we recycled 369,501 mattresses, diverting 7,610 tonnes of material from landfill and recovering 4,471 tonnes of steel, 929 tonnes of foam and 664 tonnes of timber for reuse, recycling and recovery. We continued to innovate, finding new ways to improve recovery, diversion and circular outcomes for challenging bulky waste streams.

During the year we:

Invested in Australia's first Pocket Spring Recycler, helping address one of the fastest-growing challenges facing mattress recycling.

Achieved 100% landfill diversion at our Perth and Smithfield sites by combining higher-value reuse and recycling with Waste-to-Energy pathways for 1,546 tonnes of residual mattress textiles.

Expanded this approach beyond mattresses in Perth, achieving 100% diversion for lounges and couches.

Through our hands-on recycling model, we created employment opportunities for 212 people, with more than 75% of our workforce having experienced barriers to employment before joining us. Our partnerships with Corrective Services NSW and ACT Corrective Services created more than 1,200 days of paid employment for people preparing to transition back into the community.

As our social enterprise has grown, maintaining safe, reliable and efficient operations remains a priority. In FY26, we continued to strengthen our systems and processes through the Toyota Production System and achieved ISO certification across Quality Management, Environmental Management and Occupational Health and Safety, demonstrating our commitment to continuous improvement and the safety and wellbeing of our people.

It was great to see growing recognition of Soft Landing's circular economy outcomes and the impact of our social enterprise model. Soft Landing took home the gold at the WA WasteSorted Awards in the Closing the Loop category and was named a finalist in the WA Social Enterprise Awards. We were also invited to share our experience with the waste and resource recovery sector, including presentations at Waste 2026 in Coffs Harbour and the Future Waste Resources Symposium in Brisbane.

I'm incredibly proud of what we've achieved this year. But most importantly, I'm proud of our people. The culture we have built is one where people are supported to learn, contribute and succeed, and where kindness and respect for one another remain central to how we work. Thank you to every member of the Soft Landing team for your commitment this year. Thank you also to our council, retail and industry partners for your ongoing support and collaboration.

I'm looking forward to a successful 16th year for Soft Landing – another year of innovation, growth and tackling Australia's biggest waste challenges together.

DAVID PETRIE
SOFT LANDING GENERAL MANAGER



ALPHAJOH - SOFT LANDING SMITHFIELD

Willoughby City Council

Willoughby City Council Partnership: A Shared Commitment to Innovation, Sustainability and Community Impact

Soft Landing has enjoyed a long-standing partnership with Willoughby City Council, providing mattress recycling services that deliver both environmental and social outcomes. In August 2025, Council re-engaged Soft Landing to provide mattress recycling services that contribute to resource recovery and meaningful employment opportunities.

Since recommencing the service, Soft Landing has collected more than 4,000 mattresses from the Willoughby local government area. This has diverted over 112 tonnes of waste from landfill, including approximately 80 tonnes of materials recycled or reused, helping advance Council's circular economy and sustainability goals.

The partnership delivers benefits far beyond waste reduction. The volume generated through the contract has created approximately 180 days of employment for people facing significant barriers to work, including long-term unemployment, social disadvantage and involvement with the justice system. For many of our team members, employment with Soft Landing represents not just a job, but a pathway to greater financial independence, confidence, stability and community participation.

During the year, Mayor Tanya Taylor and members of the Council team visited Soft Landing's recycling facility for a behind-the-scenes tour, experiencing first-hand how mattresses are transformed into valuable resources while creating opportunities for people who need them most.

The visit reinforced the relationship between the two organisations and highlighted a shared commitment to innovation, sustainability and community impact. Looking ahead, Willoughby City Council and Soft Landing are exploring further opportunities to strengthen resource recovery outcomes, support the circular economy and create social value.

"It was inspiring to see every stage of the mattress recycling process in action and to meet the people whose lives are being changed through meaningful employment. It's a great example of how resource recovery can deliver environmental benefits while creating positive outcomes for people and the community."

MAYOR TANYA TAYLOR, WILLOUGHBY CITY COUNCIL

This partnership shows how local government and social enterprise can work together to deliver benefits for people, communities and the environment.



COMMUNITY RESOURCES EXECUTIVE MANAGER, MARKETING AND ENTERPRISE DEVELOPMENT, RACHEL WALKER AND WILLOUGHBY CITY COUNCIL MAYOR, TANYA TAYLOR

Pocket Spring Recycler

An Australian First: Soft Landing's Pocket Spring Recycler

Pocket spring mattresses have become one of the biggest technical and commercial challenges facing mattress recycling. Unlike traditional spring units, pocket springs contain hundreds of individual steel coils encased in polypropylene fabric.

The design has become increasingly popular in mattresses because each spring can move independently, but at end of life it creates a difficult combination of two otherwise recoverable materials that are tightly bound together.

The problem is growing quickly. The Australian Bedding Stewardship Council (ABSC) estimates that pocket springs now make up around half of mattresses presented for recycling and could account for 80–90% within five years.

Mattress spring steel is a valuable recyclable material, but polypropylene left attached to pocket springs can contaminate the steel stream. As requirements from downstream steel processors have become more stringent, contaminated mattress steel can be devalued or rejected altogether. The ABSC has identified this as a growing national challenge, with some recovered mattress steel ending up stockpiled or in landfill because it cannot meet downstream specifications.

For mattress recyclers, that creates both an environmental and a commercial problem: valuable steel can be lost from the recycling system, while recyclers can face additional processing or disposal costs.

"Pocket spring mattresses are becoming an increasingly significant part of the waste stream, and the way they were traditionally handled was becoming less sustainable," says David Petrie, Soft Landing General Manager. "We needed a solution that would improve the quality of the material we recover and give us stronger, more reliable downstream options."

Enter the Pocket Spring Recycler.

Rather than treating the steel and fabric as one difficult mixed material, the Pocket Spring Recycler mechanically separates the pocket spring units, producing two distinct material streams.

The result is:

Cleaner steel: removing the polypropylene produces a much cleaner steel stream, improving its value and its suitability for downstream steel recycling while reducing the risk of loads being rejected. Early operational trials at Smithfield have produced excellent-quality recovered steel.

A separate polypropylene stream: instead of remaining wrapped around the steel as contamination, the polypropylene is separated into its own material stream, in the future creating the opportunity for a dedicated recycling or recovery pathway.

A more resilient recycling process: reducing contamination and disposal exposure strengthens the commercial viability of processing pocket springs and helps Soft Landing maintain material recovery as these mattresses make up an increasingly large share of the waste stream.

Soft Landing's machine is the first installed outside the United States, where it was developed after several years of testing and refinement.

As more pocket spring mattresses reach the end of their life, the ability to produce clean, marketable materials will become increasingly important.

"Our investment is a game changer for mattress recycling in Australia. By solving one of the industry's most complex recycling challenges, the technology significantly improves resource recovery and helps close the loop on mattress waste. It is a clear demonstration of Soft Landing's commitment to innovation, giving our customers confidence that they are partnering with an organisation that is setting new benchmarks for environmental performance, circular economy outcomes and social impact."



SEPARATING POCKET SPRINGS FOR RECYCLING



Dung Khuu's Story

A Second Chance and a Second Family

Dung is a passionate Penrith Panthers supporter, a father of seven and a valued member of the Soft Landing Smithfield team who joined as a General Hand through the Compulsory Drug Treatment Program.

"I was born in Vietnam and came to Australia when I was about nine," Dung says. "When I was younger, I worked in a fish shop and restaurants. Then I got in with the wrong crowd. Before I was doing crime to make money, but now I'm doing a job to earn my money, so that's pretty good."

"Soft Landing has given me an opportunity to work because it's hard to get a job with a criminal record," he says. "I'm trying to do the right thing and be a better role model for my kids."

Dung started out dismantling mattresses by hand. More recently, he has taken on a new role operating our ground-breaking Pocket Spring Recycler.

He says, "Like every job, it's always a little hurdle when you first start things. But it's running really smoothly."

"There are three guys running the machine," he explains. "I'm the one feeding the mattress through. One guy pushes the materials through, and one guy cleans up the scraps so we get it as clean as we can."

While he enjoys the work, he says, "To me, it doesn't matter where you work as long as you've got a good environment and good support. Here, if you need help, you just put your hand up, and someone comes to help you straight away. The people are willing to give you a chance and talk to you. I really appreciate it."

That support has helped him grow in ways he didn't expect.

"I was a very shy person. I didn't like to talk at all," he says. "Since I started working here, I've started to come out of my shell. I've opened myself up and learned new skills. Before, I would have said, 'No, I'll just do my own thing.' But now I'm actually giving myself a go."

Dung is quick to encourage others experiencing barriers to work to give Soft Landing a chance too. "Come and give it your best shot," he says. "It's a really warm environment. Everyone cares for each other. It's a good place."

Asked what being part of the Soft Landing team means to him, his answer is simple: "I feel like I belong somewhere," he says. "I feel safe and good here. It's like a family away from home."

Circular Economy

Closing the Loop on Bulky Waste in Perth

"How do you dispose of a dirty old sofa or a lumpy mattress?" That was the question ABC Perth posed when it visited our Wangara recycling facility in FY26. At Soft Landing, we start with a different question: how much value can we recover? That means pulling bulky items apart, separating the materials and finding the best available pathway for each one – while creating jobs for people who need them most. In FY26, Perth showed just how far that approach can go.

Taking 100% diversion further

During the year, the Perth team recycled over 83,700 mattresses and bed bases, diverting almost 2,000 tonnes of material from landfill, and recycled more than 10,200 items of furniture and 13,400 whitegoods.

It was also the first year of achieving 100% landfill diversion for mattresses at Wangara. From there, we applied the same approach to another notoriously difficult waste stream: lounges and couches.

Like mattresses, we dismantle lounges and couches by hand, separating materials including steel, foam and timber and prioritising the highest-value recovery pathway available. Residual material that cannot currently be recycled is processed through Waste-to-Energy. Together, these pathways provide a practical route to 100% landfill diversion for lounges and couches in Perth.

For councils across Perth, these outcomes contribute directly to WA's target of sending no more than 15% of waste generated in the Perth and Peel region to landfill by 2030.

In Joondalup, where we have worked with the City for more than a decade, we have processed and diverted 100% of mattresses, whitegoods and lounges collected through our on-demand service from landfill since September 2025.

Mat Pennington, Manager Waste Services, City of Joondalup, says, "Our partnership with Soft Landing is bringing reliable, effective recycling solutions to the City of Joondalup, making a real difference for the community. Their dedicated team works hard behind the scenes to keep everything running smoothly, so residents can enjoy a service they can truly rely on. Together, we're creating positive impacts for both the environment and the wider community."

WATCH: Soft Landing winners of the Waste Sorted Awards 2025 - Closing the Loop Award

WATCH: ABC Perth Facebook - Soft Landing Mattress and Lounge Recycling

Growing recognition for a circular model that works

Our work in Perth attracted growing recognition during FY26. In September 2025, we received the WA WasteSorted Closing the Loop Award, recognising excellence in putting circular economy principles into action by retaining the value of materials and reducing the environmental impacts of production and consumption.

The award sparked local and national interest in our model. WA Minister for the Environment Matthew Swinbourn visited Wangara to see our work in action, and ABC Perth came to showcase our approach to mattress and lounge recycling and 100% landfill diversion. The resulting ABC Perth Facebook video reached more than 540,000 views, 12,000 reactions and almost 900 comments, prompting an overwhelmingly positive response from people across Australia, with many calling for similar services in communities across the country.

It goes to show what can happen when we keep pushing for better outcomes from bulky waste: more value recovered, less waste in landfill, more jobs for people facing barriers to work and a model that people want to see expanded into more communities across Australia.



Green Yakka

Green Yakka provides purpose-driven labour hire and zero waste services to businesses and organisations across Sydney and the Illawarra.



LU REH - GREEN YAKKA

OUR IMPACT

126
Employment opportunities provided

358
Training and development outcomes

Welcome



A Message from the Operations Manager

FY26 was a year of growth and opportunity for Green Yakka. Building on the momentum of our new brand launch in FY25, we strengthened our operations, expanded partnerships and increased our impact across our labour hire and zero waste services.

We welcomed new clients, deepened relationships with existing partners and continued investing in the systems, training and workplace safety practices that support sustainable growth. These foundations have helped strengthen Green Yakka's reputation for delivering reliable, high-quality services that create positive environmental and social outcomes.

During FY26, Green Yakka delivered 4,535 work shifts, including 1,476 shifts completed by former refugees through the Economic Pathways to Refugee Integration (EPRI) program. We provided employment opportunities for 126 people, with 84.9% of employees joining us while experiencing barriers to work. We also delivered 358 training and development outcomes, helping people build skills, confidence and pathways to long-term employment while supporting clients to meet workforce and sustainability goals.

Our Zero Waste team continued to expand its impact by helping organisations better understand and reduce their waste. During FY26, we delivered major waste audit programs for two national companies, including Mirvac and a nationwide audit for EY across every Australian capital city. The data and insights generated through this work are helping organisations improve resource recovery, reduce contamination and divert more material from landfill. These projects demonstrate Green Yakka's ability to deliver practical sustainability solutions at scale.

Across our Labour Hire operations, demand continued to grow as we partnered with councils, contractors and businesses throughout Sydney and the Illawarra. We supported complex infrastructure, environmental and resource recovery projects with partners such as Glascott and John Holland, while creating meaningful employment opportunities for people facing barriers to work.

It was encouraging to see Green Yakka's work recognised during the year, including being named a finalist in the Excellence in Diversity and Inclusion category at the Illawarra Business Awards and the Cultural Diversity and Inclusion Award at the Third Sector Awards. These achievements reflect the quality of our work, the strength of our partnerships and the growing recognition of social enterprise as a practical solution for creating jobs and environmental outcomes.

As we look ahead, Green Yakka is well positioned for the future. With strong partnerships, growing demand for our services and a dedicated team behind us, we will continue creating a positive social and environmental impact while delivering high-quality outcomes for our clients.

ROBERT DALE
GREEN YAKKA OPERATIONS MANAGER

Green Yakka Labour Hire

Supporting Land Care and Outdoor Labour on Major NSW Infrastructure Projects with Glascott

During FY26, Green Yakka partnered with Glascott to deliver land care and outdoor labour across two major NSW infrastructure projects: the $715 million Upper South Creek Water Treatment Works at Kemps Creek and the $438 million Shoalhaven Hospital Redevelopment.

Both projects were delivered under head contractor John Holland. Green Yakka supplied labour-ready teams for physically demanding site work, while managing workforce planning, recruitment, training, inductions, site safety and ongoing worker support. This helped Glascott meet its project requirements while creating paid work, skills development and experience for people experiencing barriers to employment.

"The projects created more than 100 shifts for 15 of our workers from refugee backgrounds, primarily from the Congolese and Kareni communities," says Robert Dale, Green Yakka Operations Manager. "For our team, that meant paid work, experience on major infrastructure sites and the opportunity to build skills that can lead to future employment."

Upper South Creek Water Treatment Works

At Upper South Creek, Glascott was engaged to deliver land care across the riparian corridor and an eight-hectare vegetation area surrounding Sydney Water's Advanced Water Recycling Centre.

Green Yakka provided land care teams to:

- Deliver Glascott's vegetation management scope.
- Control weed growth and maintain vegetation areas throughout construction.
- Contribute to the establishment and ongoing management of landscaped areas surrounding the facility.
- Support a project that will increase water recycling capacity in Sydney's south-west and help protect local waterways.

Shoalhaven Hospital Redevelopment

At the Shoalhaven Hospital Redevelopment, Green Yakka provided outdoor labour and general labour teams to support Glascott's landscaping and rooftop drainage works.

Our team assisted with:

- Installing rooftop drainage systems.
- Laying drainage mats and dimple board.
- Moving and spreading pebbles across rooftop areas.
- Moving materials around the site.
- Site clean-up activities, including sweeping and raking.

Planning Together for Better Project and Employment Outcomes

Early planning between Green Yakka and Glascott helped identify workforce requirements, prepare workers for the sites and build teams with the right mix of skills and support.

"Major construction projects have strict safety requirements and detailed induction processes. Some of our workers are new to Australia or haven't worked in this type of environment before, so we spend time making sure they understand the work, the site requirements and how to work safely," Rob says. "Our people are hard workers who are eager for the opportunity to contribute and be part of a team. With the right preparation and support, they can step onto site ready to deliver great results on the job".

David Banasiak, Estimating Manager and Callum Kelly, Project Manager, Glascott, said: "Green Yakka has been a valuable partner on these projects, supporting delivery while creating meaningful employment pathways. It's a strong example of how social procurement can contribute to both project outcomes and lasting community impact."



Green Yakka Zero Waste

Getting to the Bottom of Waste with Angus Waters

Zero Waste Team Leader Angus Waters has spent three years getting hands-on with waste at Green Yakka. His number one piece of advice for businesses wanting to reduce theirs? "Trust the process."

Through waste audits, education and practical advice, our Green Yakka Zero Waste team helps sustainability-focused organisations understand what's in their waste streams and identify opportunities to reduce waste, improve recycling and divert valuable materials from landfill.

In FY26, there was plenty of waste to sort through.

Major projects included audits for Western Sydney University and Mirvac, a national waste audit program for EY across Sydney, Canberra, Melbourne, Adelaide, Brisbane and Perth, summer foreshore clean-ups across 10 coastal locations for Wollongong City Council, and sustainable event waste management for Illawarra Convoy.

"During audits, another team leader and I take a team to sort rubbish and collect data on what businesses are doing right with their waste disposal and where they might be able to improve," Angus says. "During events, we have a team of approximately 15 people sorting rubbish, swapping out overflowing bins, and educating the public on correct waste disposal."

After spending so much time inside different waste systems, Angus says better waste management starts with making sure the correct choice is also the easiest one.

"For somewhere like a shopping centre, it doesn't matter how dedicated your waste staff are or how clear your signage is. It's nearly impossible to encourage the public to consistently use the right bin if there's a more convenient option available."

That's why Green Yakka focuses on practical changes that work on the ground, helping organisations turn audit findings into site-specific waste plans, clearer systems, staff education and training, and ongoing reporting.

Angus says, "As more people come to care about protecting the environment and where their waste goes, the task of waste management will only grow easier. Businesses get the best results when they trust the process and are patient, because it doesn't happen overnight."

Alongside the environmental impact, every Green Yakka Zero Waste job also creates employment and training opportunities for people experiencing barriers to work, including former refugees and Aboriginal and Torres Strait Islander people.

"It's such a melting pot of a workplace," Angus says, "so you get a very solid education on different cultures, and you get to hear some pretty incredible stories. It's rare to be able to do meaningful work alongside such an interesting group of people."

"I feel most proud when I see the team members who've been doing audits for a little while start to step up and teach the new guys. It's great to see people come out of their shells and find their voice in the team."



Boaz's Story

Finding Work and Giving Back

Born in the Democratic Republic of Congo, Boaz fled his home country in 2005 and spent years living in refugee camps before settling in Australia in 2016

"For me, it was a miracle to be here in Australia," Boaz says.

Today, Boaz and his wife are raising six children in the Illawarra. They arrived in Australia with two children and welcomed four more after settling here, with their youngest now seven months old.

For Boaz, starting a new life in Australia brought a determination to help people experiencing the kinds of hardship he had known himself.

"When I started to live here in Australia, I remembered the life I passed through," he says. "My life was very bad, and I know some people are still like me. I remember the people in Africa. My mind was only to find a job. Then I can find money to pay for the house here, and I can find money to help people in Africa."

Boaz found work where he could and was introduced to Green Yakka through a friend. "He told me, 'You can go there and ask if they can give you some shifts to work,'" Boaz says.

Since then, he has worked across a range of Green Yakka projects, including as part of the team that delivered the EY waste audits in FY26. His wife, Denise, has also gained work through Green Yakka.

With paid work secured, Boaz now supports his wife and six children in Australia, and sends money to Africa to support seven children, six people living with disability, 15 older people and three young women studying at university. He returns to Africa regularly to remain connected with the people and communities he assists.

"If I have money in my pocket, I need to help because I know where I am from. When I was in the refugee camp, I said, if God helps me to get a little bit of money – not too much, because I don't like too much money – if God gives me a little bit of money, I need to distribute it for some people."

It's a powerful example of the impact one person can have across their communities when they have access to meaningful work and the right support.

Boaz says that through Green Yakka, he has had opportunities to train and build skills while connecting with people from many backgrounds, including others who have experienced displacement and resettlement.

"Everyone has a different story. Green Yakka is a good place because they help so many people. They try to give everyone a job. For myself, they still give me a job, and they are helping me a lot."

Work Readiness Program

Green Yakka's Work Readiness Program: From First Conversation to First Shift and Beyond

Maureen Alam has two favourite parts of her job. "The first is meeting new clients and listening to their stories and why they want to work with us," says Maureen, Green Yakka Employment Support Coordinator. "And the second is when I'm able to give them work. Oh my God, they become so happy."

Getting from that first conversation to a first shift takes a lot of work behind the scenes. In Sydney and the Illawarra, Maureen and fellow Employment Support Coordinator Jennifer Lare support people facing barriers to employment, from onboarding and work readiness training through to paid work.

People come to Green Yakka with a wide range of experiences. Many are new to Australia and building their English skills and local work experience; others may be Aboriginal and/or Torres Strait Islander people, young people entering the workforce or people who have experienced long-term unemployment.

"Lack of local experience is the first big barrier we see, and then language barriers," Maureen says. Other major challenges can include unfamiliar workplace expectations, low confidence, limited transport or difficulty navigating employment systems.

Once initial onboarding is complete, Green Yakka's Work Readiness Program prepares people for what comes next. We support our people to understand the basics of Australian workplaces – from contracts, payslips and workplace rights to arriving on time, using PPE correctly, following site instructions and working safely as part of a team.

"I show them pictures and videos of the work," Jennifer says. "If it's litter picking, I'll show them exactly what that looks like." I want to make sure they understand the job and are comfortable doing it before they start."

Where needed, Jennifer and Maureen work one-on-one and involve a support person or interpreter to help people understand the paperwork and what will be expected of them at work.

Then it's time for the first shift. Jennifer and Maureen work to understand the client's requirements, organise PPE and site inductions, and make sure staff have the support they need to get to work and succeed on site.

"Even getting staff to the worksite is something that we plan," Maureen says. "Most of our worksites are not close to public transport, and the majority of our casual staff members don't have a driving licence or a car. It's all about making sure our people are ready to work and have the right support."

And safety is the number one focus. "It's our duty of care to make sure our people are wearing the right thing, understand our safety procedures and have what they need to look after themselves while they're on the ground," Jennifer says. This level of preparation also ensures we deliver reliable, high-quality work for our clients.

For Jennifer, the payoff is when all the pieces come together: "When our people are happy and the client is happy," she says, "that's when I'm like, yep. I have done my job."

Over time, both women see the difference our support makes in people's lives. "When people have been working for a couple of shifts, you can feel the confidence build up," Jennifer says. "Their level of communication also increases."

As people gain experience and confidence, Maureen says many become "hungry for work" – keen to take on the opportunities that come their way.

"You ring them and you can always rely on them," she says. "Then after a year, they've built their confidence and picked up skills, setting them on the path to other permanent jobs. Which is a good thing. It's what we want for them, in the end."



(FROM LEFT) MAUREEN AND JENNIFER EMPLOYMENT SUPPORT COORDINATORS

Our Community Services

Our Community Services delivers a range of vital culturally safe community services through Homebase, Helping Hands and Guriilmal Ganya - Great Lakes and Manning Youth Homelessness Service.

OUR IMPACT

170*
Employment opportunities provided

793
Training and development outcomes

70,158
Instances of community services provided

9,909
Bed nights provided

*Includes 101 participants who secured external employment through our work readiness and job coaching program 'Strive For Success'



MIKAYLA - GURIILMAL GANYA

Welcome



A Message from the General Manager

I'm incredibly proud of the difference our Homebase Youth Services, Helping Hands and Guriilmal Ganya teams continue to make alongside the people, families and communities we work with every day. One of the things that stood out most this year is the way cultural grounding and community connection shape our work.

Our relationships with other Aboriginal organisations, Elders and local community groups are an important part of this. I would like to thank our valued partners, including Forster Local Aboriginal Land Council, Tobwabba Aboriginal Medical Service and Forster Neighbourhood Centre for the collaboration and support they provide. They help us to better understand what matters to the community and ensure our services are delivered in a way that is respectful, culturally safe, and responsive.

This year, we provided more than 70,000 instances of community service, a 9.4% increase on the previous year, supporting people across the Mid North Coast and Illawarra.

Our teams also delivered 9,909 bed nights through our youth homelessness service Guriilmal Ganya, an incredible 47.9% increase on FY25, 8,219 hours of Helping Hands care services, up 14%, and 3,964 Helping Hands Building Services jobs, an increase of 12%.

At Homebase Youth Services, we continued to see the impact of our holistic approach. Through our programs – including Strive for Success, the Driver Licensing Access Program (DLAP), Supported Playgroup, Targeted Early Intervention (TEI), the Worimi Advocacy Referral Service and school-based initiatives – we supported young people and families to build confidence, strengthen connections and work towards their goals.

Strive for Success has now supported 414 young people, with 231 participants successfully gaining employment and 311 engaging in education or training. We also expanded DLAP into the Illawarra, helping more people gain the confidence and support needed to obtain their licence and increase their independence.

Helping Hands Building Services reached an exciting new chapter this year, expanding into modular home construction through our partnership with Broadworth Modular. This has created new apprenticeships, jobs and training opportunities while growing our capability as a sustainable social enterprise.

At Guriilmal Ganya (Safe House), formerly the Great Lakes and Manning Youth Homelessness Service, our team continued to support young people and families experiencing homelessness and housing insecurity during an ongoing housing crisis.

I am proud of the way our staff continue to step up, support each other and go above and beyond for the people we work with. The dedication, care and commitment of our people are what make Community Resources what it is.

I feel very confident about the future of our community services. We have a strong foundation, committed people, trusted relationships and a clear understanding of the communities we serve. I look forward to what we will achieve together in the year ahead.

LISA BERRY
COMMUNITY SERVICES GENERAL MANAGER



Homebase

Homebase's Driver Licensing Access Program: A Licence Can Change a Life

A driver's licence is something many of us take for granted. But for young people and families in regional communities, where travel distances are long and public transport is limited, it can be life-changing.

Sarah Little, Programs Manager at Community Services, says, "There are no reliable public transport options for people in our regional communities. A driver's licence is essential for people to be able to access work and education opportunities as well as to meet basic needs like attending appointments, getting groceries or driving children to school or daycare. The social side is so important as well: being able to connect with and visit family and friends. The independence that comes with having a licence is huge."

Homebase's Driver Licensing Access Program (DLAP) supports people on the NSW Mid North Coast and in the Illawarra who face barriers to gaining or regaining their licence. In FY26, we supported 421 clients across both regions through the program.

Sarah says, "Barriers can include not having identification documents, reading and comprehension difficulties, limited access to computers, a lack of access to a car or licensed driver, fuel costs, health challenges, anxiety and a lack of support or encouragement from family or community."



From helping people get their Ls through to obtaining a full licence, Homebase's DLAP supports participants every step of the way. This includes assistance with identification and licence applications, access to the Driver Knowledge Test, professional driving lessons, supervised driving hours with volunteer mentors and access to a roadworthy vehicle to build confidence behind the wheel.

"The confidence people gain from earning their learners licence is huge. As their driving skills grow, so does their confidence, opening up new opportunities and greater independence."

SARAH LITTLE, COMMUNITY SERVICES PROGRAMS MANAGER

Sisters Drive Towards Independence

When sisters Lully and Nicole connected with Homebase through Strive for Success in the Illawarra, both were working towards greater stability and independence. Lully was experiencing housing instability, limited community connections and barriers to employment, while Nicole wanted to strengthen her cultural and social connections, build independent living skills and work towards education and employment.

For both sisters, gaining a driver's licence became an important step towards those goals. Homebase supported them through the licensing process, and in April 2026, both sisters gained their provisional licences. The milestone gave them greater freedom to get to work, training and other commitments. Lully secured work with Sage Hotel while continuing her role at City Beach, as well as moving into her own housing. Nicole began hospitality training and started preparing to enter the industry.

Andrew Bailey, Lully and Nicole's Strive for Success Job Coach, says, "For these girls and other young people facing barriers in the Illawarra, it can be difficult to get around. Accessing employment can be especially challenging without reliable transport. Having the ability to drive makes a big difference in getting to and from work and has made it much easier for Lully and Nicole to stay connected to their family and broader community across the Illawarra and beyond."

Lully and Nicole's story shows how gaining a licence can do much more than remove a practical barrier. It can open the door to greater independence, education, employment and a brighter future.



LULLY - DLAP PARTICIPAN

"DLAP gives countless people of all ages and backgrounds not just access to a licence, but all the opportunities that come along with it. Being able to support people to achieve their goals is so rewarding."

A Community Effort

DLAP continued to grow in FY26, with Homebase expanding the program into the Illawarra. The expansion has been supported by the program's volunteers, community partnerships and local connections.

Sarah says, "Our volunteer driving mentors do amazing work and generously share their time and knowledge. They are a key part of the running and success of the program. We wouldn't be able to support as many participants as we do without their dedication."

The DLAP team also attends school and community events, working alongside local organisations and services to share road safety knowledge and connect with people who may need support to gain their licence.

"It's about connecting with people beyond just our participants – we want to reach young people who may be thinking about getting their licence soon to share our knowledge and skills about becoming a safe road user," Sarah says.

Those community connections are helping DLAP reach more people across both regions and build the network of support that makes the program possible.



Helping Hands Building Services

For more than 30 years, Helping Hands has supported people across the Mid North Coast through care services, home modifications, maintenance and building services. In FY26, the team took that building expertise into a new area: modular housing.

Helping Hands Building Services completed 3,964 jobs during the year, a 12% increase on FY25, while growing its partnership with Broadworth Modular. Through the partnership, Helping Hands has constructed four modular homes and created new apprenticeships and skilled construction roles on the Mid North Coast.

Opening the door to modular construction

A longstanding working relationship between Helping Hands Building Manager Jason Jewell and Broadworth Modular created an opportunity to extend Helping Hands' existing construction capability into modular housing.

From its Tuncurry site, the Helping Hands team now constructs affordable homes that are transported and installed at developments across New South Wales. For Broadworth Modular Managing Director Gerard Goldsmith, the team's existing capability was central to the partnership.

"What gave us confidence was Jason and the team at Helping Hands," Gerard says. "They already had the site, the infrastructure and the capability. It was a professional operation with real capacity and experience behind it."

Jason says, "I'm proud that Helping Hands has been able to take on this new challenge, grow our capability and demonstrate that a community-focused organisation can operate successfully in a commercial construction environment while maintaining a strong focus on employment and social impact."

PHOTO: (FROM LEFT) BROADWORTH MODULAR MANAGING DIRECTOR GERARD GOLDSMITH AND HELPING HANDS BUILDING MANAGER JASON JEWELL

Building pathways for the future construction

The partnership has already created three apprenticeships, three carpenter roles and a metal fabricator position, helping grow Helping Hands' workforce while creating new pathways into the construction industry for people who've experienced barriers to work.

"On a normal building site, one trade finishes and leaves before the next one comes in," Gerard says. "Helping Hands has plumbers, electricians, joiners and carpenters all working alongside each other. It's invaluable for apprentices because they're exposed to different trades and can see where their interests might take them."

Jason says, "The site gives apprentices and newer workers the opportunity to build technical skills while learning workplace safety, teamwork, quality control and project delivery in a real construction environment."

As the partnership continues to grow, Helping Hands is exploring opportunities to create additional apprenticeships, work experience placements and future cadetships.

"For us, success isn't just measured by how many homes we complete," Jason says. "We see this as an investment in people's futures. We're building homes, but at the same time we're helping build careers."



A safe house can be the starting point. The work of Guriilmal Ganya is helping young people turn that safety into something lasting: a home, greater independence and a future they can shape for themselves.

Guriilmal Ganya

Guriilmal Ganya (Safe House), formerly known as the Great Lakes and Manning Youth Homelessness Service (GLAMYHS), provides crisis accommodation, transitional housing and outreach support for young people experiencing or at risk of homelessness across the Mid North Coast.

'Guriilmal Ganya' reflects Community Resources' Aboriginal-led identity. Drawn from Gathang, the language of the Worimi and Biripi people, Guriilmal Ganya translates to 'Safe House'. The name speaks directly to what the service provides: a safe, welcoming place for young people when they need it most.

Every day, the Guriilmal Ganya team works alongside young people facing homelessness, family breakdown, housing insecurity and other challenges. Beyond providing accommodation, the service supports young people to build independent living skills, reconnect with education and training, access healthcare and community services, secure employment and ultimately find safe and stable housing.

In FY26, Guriilmal Ganya provided 9,909 bed nights for young people experiencing homelessness or housing insecurity – a 47.9% increase on FY25.

This work is increasingly important as housing pressure across the region continues to grow. The 2026 NSW Street Count recorded the third-largest increase in NSW of people sleeping rough in the Mid Coast LGA. For young people experiencing housing instability, access to safe accommodation and ongoing support can be critical to moving from crisis towards longer-term stability.

Tahlia's* Story

In 2023, Tahlia experienced a family breakdown that left her without a stable place to live. Over the following years, she faced significant challenges including trauma, mental health concerns and substance use while working towards a safer future for herself.

With support from Guriilmal Ganya and the Department of Communities and Justice, Tahlia accessed refuge accommodation, temporary housing and specialist support services, working closely with her caseworker as she rebuilt stability in her life.

During FY26, Tahlia reached a major turning point. Following the birth of her child and a period of family support, her baby returned to her care. Determined to create a secure home for her family, Tahlia and her caseworker applied for more than 30 rental properties before she secured a private rental tenancy in Taree.

With ongoing support to establish her new home, connect essential services and maintain her tenancy, Tahlia is now building a more stable future for herself and her child.

"The future is looking brighter thanks to housing," Tahlia says.

More stories

A young person experiencing family breakdown and couch surfing secured independent housing after four months of searching with support from Guriilmal Ganya. She maintained full-time employment throughout the process and continued to progress in her role as Duty Manager.

A 16-year-old Aboriginal young person moved from crisis accommodation into transitional housing after seven months of tailored support to develop the skills and confidence needed for independent living.

*Name has been changed to protect the confidentiality of the young person involved.



Strive for Success

Our Strive for Success youth job skills training and employment program helps young people across the Mid North Coast and Illawarra overcome barriers, build confidence and create sustainable pathways into employment, education and training.

Three years of impact

In its third year, the program continued to deliver strong outcomes, with more young people engaging in education and training and progressing to further study, alongside strong employment outcomes and improved job retention.

For many participants, finding a job is only part of the challenge.

What sets Strive for Success apart is its focus on addressing the barriers that can prevent young people from gaining employment and, just as importantly, keeping it. Job Coaches work alongside participants to navigate challenges such as housing, childcare, education, transport and confidence, while continuing to provide post-placement support once employment is secured.

This wraparound approach helps young people like Sarah build the foundations for long-term success.

PHOTO: (FROM LEFT) STRIVE FOR SUCCESS PARTICIPANT NAKYAH WITH HER JOB COACH SHEREE WHITE

231
participants or 56% gained employment.

414
young people engaged with Strive for Success over the program's three years.

75%
of participants engaged in education or training.

83%
of participants experiencing identified barriers progressed into employment, education or training, or both.

34%
of participants progressed to further education or training.

47%
of participants identified as Aboriginal or Torres Strait Islander.

141
participants gained their driver's licence.

92%
of participants had retained employment on program completion.

Sarah's* Journey

When Sarah joined Strive for Success, she was a single mother of four young children rebuilding her life after experiencing domestic violence.

Relocating from Forster to Taree due to rising housing costs and a shortage of suitable rental properties, Sarah found herself separated from family and support networks while trying to create a stable future for her children. Securing long-term employment was a priority, but without access to childcare, finding work remained out of reach.

Working closely with her Strive for Success Job Coach, Sheree, Sarah identified support work as a career path that aligned with her strengths and interests. Her Job Coach supported her to navigate childcare barriers and prepare for employment, while Sarah completed First Aid and CPR training and built the confidence and skills she needed to pursue work in the sector.

When a childcare placement finally became available, Sarah was ready to take the next step. With childcare in place, Sarah applied for three positions in the care sector with support from her Job Coach and secured interviews for all three. Her preparation, determination and growing confidence paid off, with all three employers offering her a role. After carefully considering her options, Sarah accepted a position with a wellbeing company, attracted by the flexibility, ongoing training opportunities and clear pathway for career progression.

*Name has been changed to protect the confidentiality of the young person involved.

Today, Sarah is building a more stable future for herself and her children through secure employment while continuing to develop her skills within the care sector.

"The transformation in Sarah's confidence, self-esteem and outlook has been remarkable. It has been inspiring to witness her resilience and determination translate into meaningful outcomes for both herself and her children."

SHEREE WHITE, STRIVE FOR SUCCESS JOB COACH

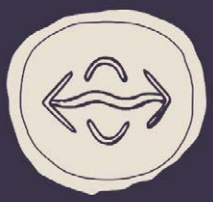


FINANCIAL YEAR JULY 2025 - JUNE 2026

Financial Report



$25,644,245
Total wages paid
(including oncosts)



89%
Proportion of revenue through trade

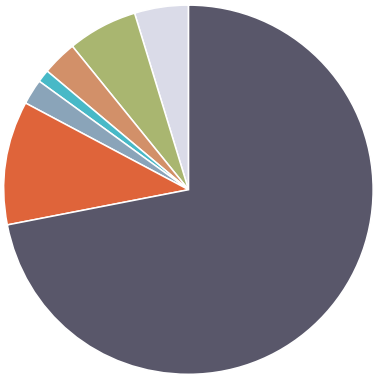
	2026	2025	2024
REVENUE	39,214,788	39,146,623	38,386,761
EXPENDITURE	38,526,571	39,627,951	37,552,368
SURPLUS/LOSS	688,217	-481,328	834,393

As at 30th June 2026

	2026	2025	2024
CURRENT ASSETS	10,133,366	9,999,968	10,993,255
NON-CURRENT ASSETS	5,793,415	5,336,761	6,682,639
CURRENT LIABILITIES	6,043,926	6,023,766	6,617,964
NON-CURRENT LIABILITIES	2,139,222	2,257,547	3,521,186
EQUITY	7,743,633	7,055,416	7,536,744
CURRENT RATIO	1.7	1.6	1.7
DEBT TO EQUITY	40%	51%	61%

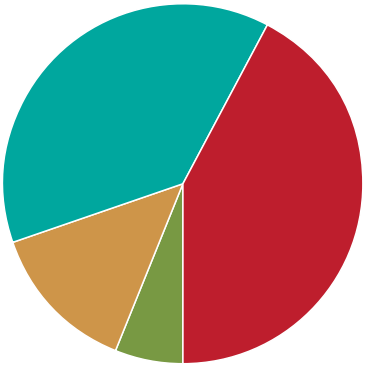
Community Resources' accounts were independently audited by PKF Newcastle.
Our full audited financial statements are available on request and are published on the ACNC website.

EXPENDITURE BREAKDOWN



- Wages & Contractors **71.99%**
- Administration & Finance **10.82%**
- Materials & Equipment **2.41%**
- Accommodation **1.04%**
- Vehicles & Plant **2.94%**
- Waste Disposal **6.12%**
- Depreciation and Amortisation **4.68%**

REVENUE BY ENTERPRISE



- Soft Landing **42.47%**
- Resource Recovery Australia **38.07%**
- Our Community Services **13.54%**
- Green Yakka **5.92%**

REVENUE BREAKDOWN



- Provision of services **79.01%**
- Sale of recyclables **10.14%**
- Operating grants **10.30%**
- Interest received **0.49%**
- Donations **0.04%**
- Other Income **0.02%**

FINANCIAL COMMENTARY

FY26 delivered a net profit of $688,000, an improvement of $1.2 million on the previous year. Revenue remained stable at $39.2 million, with stronger profitability driven by improved operational performance, disciplined cost management and a continued focus on commercial sustainability.

The implementation of our business development strategy and strengthened commercial disciplines has established a solid foundation for sustainable growth, positioning the organisation to continue delivering both impact and financial performance.

Our financial position also strengthened during the year. The Current Ratio improved from 1.64 in FY25 to 1.71 in FY26, increasing our capacity to meet short-term obligations and enhancing financial resilience as we continue to invest in future opportunities.

The Debt to Equity Ratio reduced from 51% to 40%, reflecting a stronger balance sheet and a more sustainable capital structure. Together with improved liquidity, this provides greater capacity to fund future investments while maintaining prudent financial management.

These results position Community Resources well to meet future capital requirements and pursue opportunities that deliver lasting financial, social and environmental value.

Looking ahead, continued revenue growth, effective asset management and targeted investment in initiatives that deliver sustainable returns will remain key priorities. We thank our teams for their commitment to financial discipline and operational excellence, strengthening our ability to create positive outcomes for customers and the communities in which we serve.

MARK CHICKEN
FINANCIAL CONTROLLER

MARRUNGBU*

Thank you

Our work is driven by the people, organisations and communities who support us, work alongside us and share our commitment to creating positive social and environmental impact.

To our customers and clients, thank you for choosing to work with us. To our funders, thank you for supporting programs that create meaningful opportunities and lasting impact. And to our industry partners, thank you for your collaboration, innovation and shared commitment to doing things better. We also thank the Elders, Traditional Owners, Aboriginal organisations and communities whose knowledge, leadership and relationships guide and strengthen our work, helping us deliver services that are culturally safe, place-based and responsive to community needs.

Together, we're creating lasting impact for people, communities and Country.

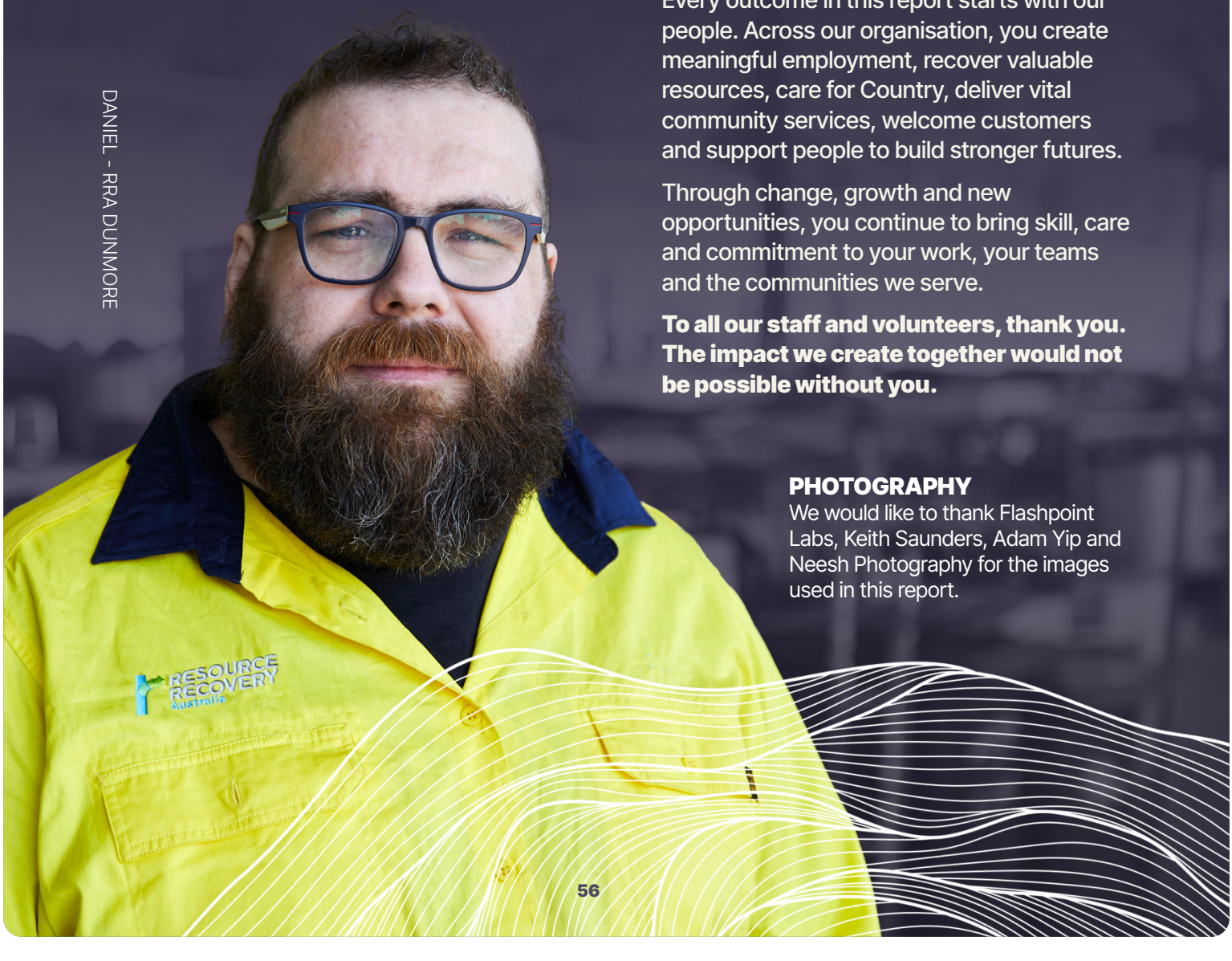
*Marrungbu is thank you in Gathang language.

To our incredible staff and volunteers

Every outcome in this report starts with our people. Across our organisation, you create meaningful employment, recover valuable resources, care for Country, deliver vital community services, welcome customers and support people to build stronger futures.

Through change, growth and new opportunities, you continue to bring skill, care and commitment to your work, your teams and the communities we serve.

To all our staff and volunteers, thank you. The impact we create together would not be possible without you.



DANIEL - RRA DUNMORE

PHOTOGRAPHY
We would like to thank Flashpoint Labs, Keith Saunders, Adam Yip and Neesh Photography for the images used in this report.

Thank you to our people, supporters, partners and funders.

Key Funders and Pro Bono Partners

Australian Government Department of Home Affairs – Economic Pathways to Integration

Australian Government Department of Health, Disability and Ageing – Commonwealth Home Support Program

EPA - Business Food Waste Partnership Grant

City of Parramatta - Growing Social Enterprise in Parramatta Grant

Homes NSW

MinterEllison

National Indigenous Australians Agency

NSW Department of Communities and Justice

NSW Health

NSW Department of Veterans' Affairs

Paul Ramsay Foundation

The Clark Family Foundation

Toyota Production Systems

Transport for NSW

BECOME A PARTNER

We're always looking for like-minded, progressive organisations to help us expand our impact. Contact us here to explore how we can work together to strengthen communities and care for people and Country.

KEY MEMBERSHIPS & ACCREDITATIONS

Supply Nation REGISTERED

NSWICC ASSURED

Certified System Environment ISO 14001 | Certified System Quality ISO 9001 | Certified System OHS ISO 45001

Social Traders CERTIFIED SOCIAL ENTERPRISE Business for good

REGISTERED CHARITY

APPROVED RECYCLER ABSC

WMRR

ACOR AUSTRALIAN COUNCIL OF RECYCLING

Amplify Alliance



Our Patron

In FY26, we were proud to continue our long-standing connection with the Office of the Governor-General through the patronage of Her Excellency the Honourable Sam Mostyn AC, Governor-General of Australia.

"Community Resources plays a vital role in building stronger, more inclusive communities by creating jobs and delivering services that support people and protect the planet. I am pleased to offer my patronage and acknowledge the meaningful impact of their work across Australia."

HER EXCELLENCY THE HONOURABLE SAM MOSTYN AC, GOVERNOR-GENERAL OF AUSTRALIA

Community Resources

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FY26 Annual Report

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