genU



ANNUAL REPORT 2026

Reflecting on our highlights, progress and impact.

genU acknowledges the Traditional Custodians of Country throughout Australia and their enduring connection to land, sea and community, and pays respect to Elders past and present.

We recognise and celebrate the continuing cultures, knowledge and contributions of Aboriginal and Torres Strait Islander peoples.

Reconciliation is central to our vision of genuinely inclusive communities. Through the implementation of our Innovate Reconciliation Action Plan (RAP), we continue to strengthen relationships, build cultural understanding and promote respect.

We remain committed to advancing reconciliation through meaningful action and creating opportunities that support equity, participation and inclusion for Aboriginal and Torres Strait Islander peoples.



Innovate Reconciliation Plan feature artwork by Chris Delamont, Wiradjuri/Nari Nari, Riverina, '*Balnuruwanha (Take Flight)*', 2022.

Cover image: Tom and Bianka at The Zone, Tasmania

About this report

The genU Annual Report 2026 provides an overview of the activities, achievements and impact of Karingal St Laurence Limited and its related entities for the period 1 July 2025 to 30 June 2026.

The report highlights the progress we've made in advancing our vision, purpose and organisational priorities. It also includes a financial summary and recognises the many people who have contributed to genU's impact throughout the year.

It will be formally presented at the genU Annual General Meeting in November 2026. All information contained in this report is provided in good faith and was accurate at the time of publication.

Our story continues online

To explore the full version of our Annual Report, including rich stories showcasing our people and partnerships, visit genu.org.au and learn more about how genU is creating positive change in the lives of our clients and communities.

Scan to view the full version of our Annual Report online.

In this report

5 Our 2026 highlights

6 Our story

8 Our Board Chair

10 Our new CEO

12 Our people

18 Our impact

29 Our advocacy

33 Our financial sustainability

34 Our governance

36 Our supporters

We value your feedback

Feedback from our readers helps us continuously improve how we communicate our impact and performance. To share your feedback on this annual report, please email corporate@genu.org.au

If you require a printed copy or this report in an alternative accessible format, please contact communications@genu.org.au

Our vision

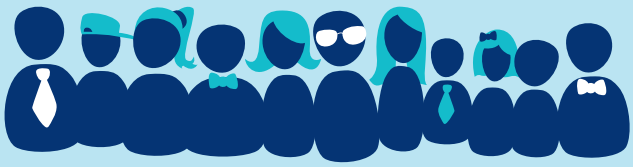
Genuinely inclusive communities.



Tassie Big Day Out, Launceston

Our 2026 highlights

Behind every **highlight** on this page is a person - someone who gained confidence, learned new skills, found work, secured a home or maintained their independence. Together, these highlights capture the scale and impact of our work in 2025-2026.



We worked with more than **78,000** participants, clients, students, jobseekers and residents



We helped **12,434** jobseekers facing barriers to employment find work



We provided **3.22 million** hours of disability service



We supported **4,596** older Australians to live independently at home



We employed **4,770** staff



We upskilled **11,811** people through our education and training programs



We directly employed **371** people with disability through supported employment



We achieved the maximum **seven-year** registration period for our Registered Training Organisations



We secured an **expanded disability employment service contract** through the Australian Government's Inclusive Employment Australia program

Our story

Founded in Geelong, regional Victoria, in 1952, genU has grown from a small play centre into one of Australia's largest providers of disability, ageing, training and employment services.



Karingal play centre, circa 1952

Our history and evolution

For more than 70 years, we have evolved alongside the communities we serve, adapting to changing needs while remaining committed to our purpose of enriching lives through connections, supports and opportunities.

Our organisation has been shaped by the coming together of several respected community organisations, including our founding organisations, Karingal and St Laurence, and more recently: Li-Ve Tasmania and Activ Foundation, Western Australia.

All organisations that have joined our genU community are closely aligned in values and history, and are driven by missions around enabling each person we support to live the life they choose.

This strong foundation, built over decades of service, has enabled us to expand our reach and deepen our impact across Australia.

Our participants, clients, students, jobseekers and residents are at the centre of everything we do.

We believe every person deserves the opportunity to live a meaningful life, pursue their goals and be part of their community. Through high-quality, person-centred supports and services, we help people build skills, create connections and realise their potential.

Our impact is made possible by more than 4,770 dedicated employees who bring passion, expertise and care to their work every day. Together, they champion our purpose and help create opportunities for people across Australia to thrive.

As a profit-for-purpose organisation, we reinvest our surpluses into the services, people and infrastructure that strengthen communities and create lasting social impact. With more than seven decades of experience, a reputation for quality and a commitment to continuous improvement, genU is well positioned to meet the challenges and opportunities ahead.

Our services

At genU, our services are designed to support people through different stages of life and changing circumstances.

Many people begin their journey with us through a single service, then access other supports, programs and opportunities as their needs, goals and aspirations evolve.

Whether it's building skills, finding employment, making social connections, maintaining independence, accessing disability supports, pursuing training, finding a place to call home or exploring new experiences, our services work together to provide support when and where it's needed.

This connected, person-centred approach allows people to dial services and supports up or down over time, creating a pathway that adapts to life changes.

Through every stage of life, we're here to provide the right support at the right time.

Explore our range of services - disability, ageing, training, employment, community and social enterprises - at genu.org.au/services

Our presence

genU's national presence strengthens our ability to build genuinely inclusive communities.

NT
- Services: Training
- Clients: 50
- Staff: 2

WA
- Services: Disability, Ageing, Training, Employment
- Clients: 14,600
- Staff: 1,430

SA
- Services: Disability, Ageing, Training, Employment
- Clients: 3,050
- Staff: 55



TAS
- Services: Disability, Ageing, Training, Employment
- Clients: 1,000
- Staff: 520

QLD
- Services: Training, Employment
- Clients: 9,100
- Staff: 105

NSW & ACT
- Services: Training, Employment
- Clients: 10,970
- Staff: 130

VIC
- Services: Disability, Ageing, Training, Employment
- Clients: 39,400
- Staff: 2,528

Our Board Chair

I continue to be inspired by the remarkable work taking place across genU and by the dedication of our people, who make a meaningful difference in the lives of others every day.

This year marked a significant leadership transition, with CEO Clare Amies stepping down after five years of dedicated service and significant contribution to genU. The Board appointed Dr Chelsea Tobin as the new Chief Executive Officer.

Chelsea brings extensive experience in the social and community services sector, following an accomplished career in commercial and corporate leadership roles.

Since joining genU in February, Chelsea has demonstrated a strong commitment to social justice and an ability to build partnerships that empower employees, supporters and industry peers to create lasting social change.

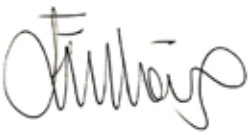
I thank both Clare and Chelsea for their leadership throughout the year. Each has made an important contribution to genU and shares a deep commitment to the organisation's purpose and future.

I am proud of our collective commitment and ability to remain agile, adapt to new challenges and opportunities, and continue making a positive difference. Every day, more people are living, working, learning, connecting and participating fully in their communities, because of the support our teams provide.

We have continued to focus on strengthening our financial performance in throughout 2025-2026, and despite the challenges of funding reforms and pricing pressures, achieved a near break-even underlying EBITDA deficit of $0.49 million. With net assets of $194.2 million, there is a strong foundation to continue our improvement initiatives and respond to ongoing challenges.

Serving as Chair of the Board remains a privilege. Throughout the year, I have appreciated the opportunity to engage with clients and staff, participate in events across our communities, and work alongside my fellow Board Directors and the Executive Leadership Team in guiding genU's direction.

On behalf of the Board, I extend my sincere thanks to everyone who is part of the genU community, especially our Executive leaders and all our wonderful employees. Your passion, professionalism and commitment enable us to deliver meaningful outcomes for the people we support. Together, we are creating stronger, more inclusive communities.



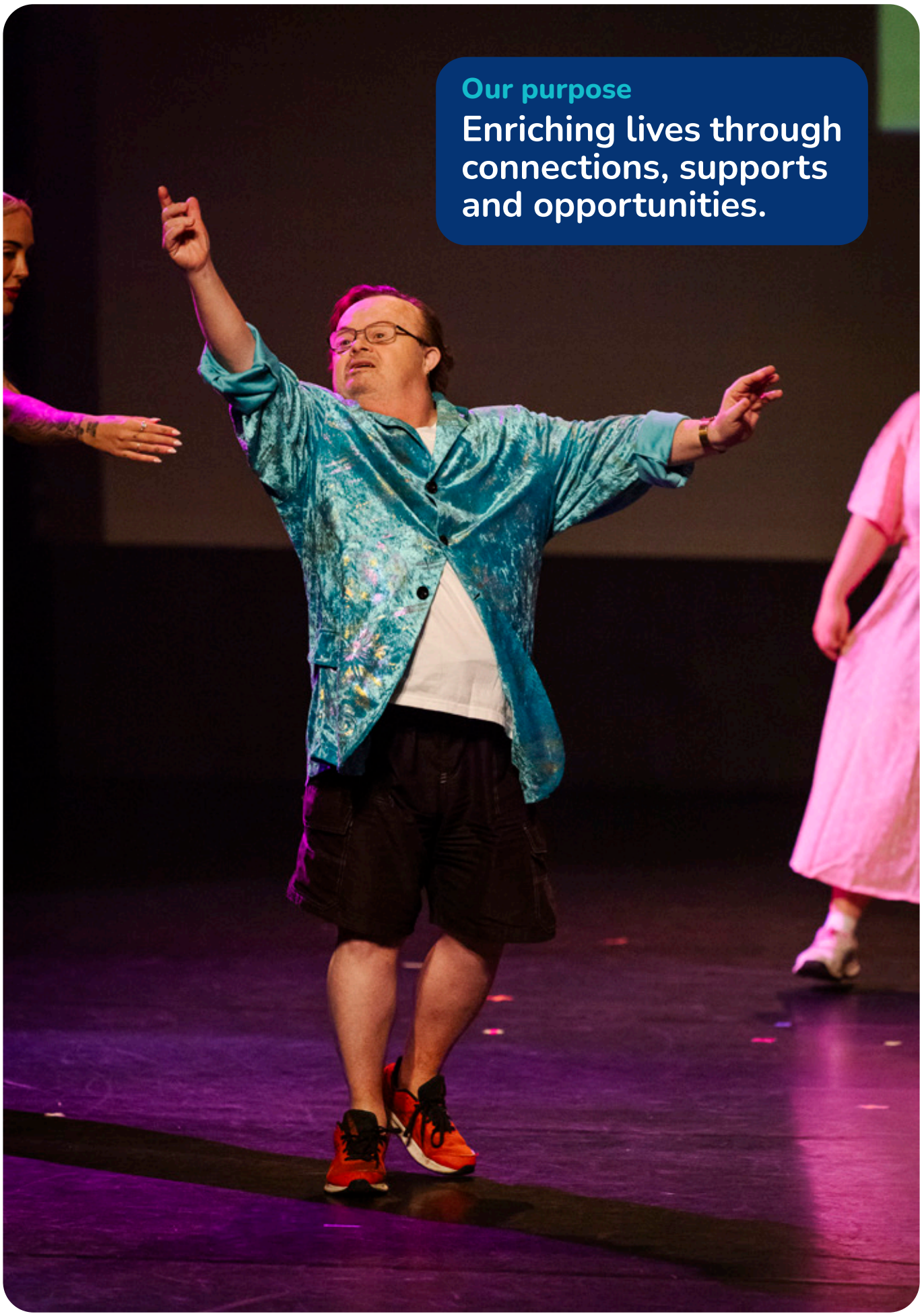
Ingrid Fraser-Williams
genU Board Chair



A message from our Board Chair

Hear directly from our Board Chair about the year's highlights, challenges and opportunities ahead.

Scan to watch the video on our website.



Heartbeats drama production

Our new CEO

Since joining genU in February, I've visited more than 100 sites across Australia. The numbers matter, but it's the conversations over a cuppa that have taught me the most about this organisation.

One afternoon, I joined four residents and their support workers around the dining table in a home in Colac. People were talking about goals, plans and what they were looking forward to. When the mail arrived, one resident opened a letter confirming her Working with Children Check so she could start volunteering locally. The excitement around the table was immediate. Before long, the conversation had shifted to the upcoming Pop Stars event and the equally important question of costumes.

Nobody was talking about our values. They didn't need to. Choice, safety, respect and a genuine welcome were simply part of everyday life. That's genU at its best.

Three things are true about genU today: our impact is real, the pressure is real, and our plan is disciplined.

Our impact is real

Across Australia, we've continued to support people to build skills, find employment, access housing, connect with their communities and pursue greater independence and wellbeing.

An important milestone during the year was the expansion of our employment services portfolio through the Inclusive Employment Australia contract.

We also strengthened our underlying operating performance through ongoing operational improvement and financial discipline, helping build the long-term sustainability needed to continue delivering impact.



L-R: Sarah Veli, one of our 2026 ArtX Metro winners, with event sponsor Michelle Hickey from GH Commercial and genU CEO Dr Chelsea Tobin

The pressure is real

NDIS reform, including changes to community participation and Supported Independent Living, is landing at the same time as employment services reform, pricing pressures and workforce shortages.

These aren't abstract policy changes. For a young man who has attended the same day program with the same friends for years, or a parent wondering whether they can continue working while supporting a family member, the question is often much simpler: what happens next?

That's why we're working proactively with clients, families and supporters to understand upcoming changes, explore options and navigate uncertainty together. We know that when systems change, it's the impact on people's lives, relationships and routines that matters most.

Our plan is disciplined

We're focused on protecting quality, strengthening sustainability and concentrating our efforts where we can make the biggest difference. Being disciplined isn't a departure from our purpose; it's how we protect it.

We'll continue to advocate for the people and communities we support, using evidence and lived experience to help shape policies and reforms that improve outcomes.

As I look ahead, I'm encouraged by what I've seen across genU: people who care deeply, work collaboratively and are always looking for better ways to support others. That spirit gives me confidence for the future.

Thank you to our clients and families, our volunteers, members, partners and supporters. Most importantly, thank you to our teams across Australia. You're the reason people trust us with some of the most important parts of their lives. I'm proud to work alongside you.

The excitement around that dining table in Colac was a reminder that our work is ultimately about helping people pursue their goals, big and small. That's what drives us forward, and that's what we'll continue focusing on in the year ahead.



Dr Chelsea Tobin
Chief Executive Officer



A message from our CEO

Hear directly from our CEO about the year's highlights, challenges and opportunities ahead.

Scan to watch the video on our website.

Learn more about our new CEO and other Executive leaders at genu.org.au/who-we-are/our-people

Our people

At genU, meaningful outcomes are built on meaningful relationships. Every day, our employees support people to achieve their goals, strengthen their independence and build connections within their communities. In turn, many of our team members tell us that connection, purpose and belonging are among the reasons they choose to build their careers with genU.

Our workforce brings together diverse experiences, perspectives and talents, united by a shared commitment to making a positive difference. Through strong relationships, a culture of belonging and a focus on continual growth, our people help shape the experience of everyone who engages with genU - from clients and families to volunteers, colleagues and community partners.

Our workforce diversity

We are proud of the diversity that exists across our workforce. Our employees bring different backgrounds, experiences and ways of thinking, enriching our culture and strengthening the services we provide.

By embracing diversity in all its forms, we create an environment where employees, volunteers and clients feel valued, respected and empowered to be their best. It is this diversity of thought and lived experience that helps us connect, innovate and deliver meaningful impact in the communities where we operate.

Guided by strong values and a shared commitment to our purpose, genU is dedicated to fostering a workplace where everyone is treated with respect, has access to opportunities, and is recognised and rewarded fairly, regardless of gender or any other aspect of their identity.

Our workforce profile



4,770 employees across Australia



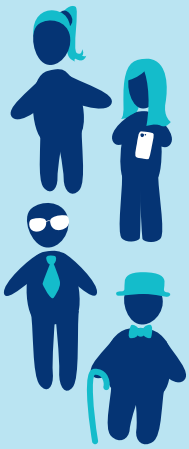
Of employees who have provided diversity information, **13%** identify as having a disability (excluding supported employees)



371 supported employees - people with disability who receive ongoing support while they are at work



Of employees who have provided their cultural identity, **45%** indicate their heritage is other than Australian



Team members from across **4** age generation brackets

- **Generation Z:** 28 years or less **13%**
- **Millennials:** 29-44 years **45%**
- **Generation X:** 45-60 years **32%**
- **Baby Boomers:** 61+ years **10%**

Our connection and culture

With employees working in communities across Australia, fostering engagement and building workforce capability remain key priorities for genU.

Our employees are deeply connected to our purpose, which is reflected in the way they support clients and communities every day. It is also evident in employee feedback, long service tenure and the passion our people bring to their roles.

Celebrating service milestones

Recognising and celebrating the contribution of our employees is an important part of our culture. Service milestones are acknowledged at five years of employment and every five years thereafter.

During 2025-26, we were proud to celebrate employees reaching significant milestones, including:

- 45 years – 2
- 30 years – 1
- 35 years – 2
- 25 years – 13

In addition, 493 employees celebrated service milestones between five and 20 years.



L-R: Glenn and Stephen celebrated 45 years with genU

Among those recognised were supported employees Glenn and Stephen, who each celebrated an extraordinary 45 years with genU. Both highlighted the strong relationships and sense of belonging that have made genU an important part of their lives. Their milestones demonstrate the lasting impact of meaningful employment and inclusive workplaces.

Scan to read more about Glenn and Stephen's journeys

Living our values

A shared commitment to our W.I.S.E.R. values of Welcoming, Innovative, Safe, Empowered and Respectful continues to unite our workforce. These values are reflected in everyday interactions, continuous improvement initiatives and the positive culture our people create. Throughout the year, employees who consistently demonstrated our values were recognised and celebrated for their contributions.



358 nominations were received in the annual Staff Values Awards, with the top overall award going to Lisa Ransome, Training Manager at genU Training.

Scan to read more about our award recipients



Stand-up paddle boarding day with genU Adventure

In the 2026 Employee Engagement Survey, 70% of employees responded favourably to the statement,

> **“ I feel a strong sense of belonging to genU**

- up from 61% in 2025.

Embracing feedback

Listening to employee feedback remains central to our approach. Insights gathered through the 2025 Employee Engagement Survey informed improvements to strategic communications, strengthened information-sharing within our Disability and Ageing Services portfolio, and expanded leadership development opportunities available through the genU Learning Framework.

These actions, implemented in direct response to employee feedback, contributed to increased survey participation, with 45% of employees taking part in the June 2026 survey.

The 2026 survey results paint a clear picture: our purpose, culture and sense of belonging remain strong, while communication, leadership visibility and employee experience are key areas for continued focus.

In response, we will implement meaningful actions aimed to:

- Build consistent, confident and accountable leadership across genU
- Make everyday work simpler, safer and more rewarding
- Create clearer opportunities for performance, development and careers.

Our values

At genU, our behaviour, actions and interactions are guided by five values:



Welcoming

We are friendly and inclusive.

Welcoming means creating an environment where new employees, visitors and clients feel respected, included and comfortable from the beginning.



Innovative

We are courageous, inspired and creative.

Being innovative means coming up with new and creative ideas, methods, or solutions—especially ones that improve things or solve problems in a better way.



Safe

We care for our people, our clients, our communities and the environment.

Safe means creating an environment where employees feel physically secure, emotionally respected and psychologically supported. It fosters open communication, trust and inclusion—allowing people to contribute freely without fear of harm, judgement or retaliation.



Empowered

We are capable, confident and supported.

Empowered means employees are trusted with responsibility, supported with the resources and authority they need, and encouraged to take initiative. It reflects a culture where people feel confident to make decisions, share ideas and grow professionally.



Respectful

We are caring, honest and professional.

Respectful means treating everyone with dignity, fairness and consideration, regardless of their role or background. It involves listening actively, valuing different perspectives, and maintaining professionalism in all interactions.

Investing in capability

Investing in capability development remains critical to delivering high-quality services and supporting employee confidence and job satisfaction.

Ensuring a credentialed and competent workforce, including specific training for High Intensity Daily Personal Activities (HIDPA), continues to be a priority. This formal training has been complemented by Clinical Bites opt-in sessions delivered by qualified nurse practitioners, providing support workers with opportunities to strengthen their knowledge and skills in specific practice areas such as asthma and breathing emergencies.

Service Delivery Leaders participate in Communities of Practice that connect leaders across regions, services and states to share knowledge, reflect on practice and address emerging challenges. By supporting peer learning, capability development and the consistent application of practice, these communities strengthen service quality, improve client outcomes and foster collaboration, connection and belonging across our national workforce.

Our learning and development offering continues to expand, providing employees with access to a broad range of personal and professional development opportunities. From bite-sized learning modules and leadership elevation sessions to tertiary study assistance and our annual staff mentoring program, employees can access development opportunities at every stage of their career.

These are just some examples of the training, learning and connection opportunities delivered throughout the year to support employee growth, capability and service excellence.

Our volunteers

genU is fortunate to be supported by a dedicated community of 961 volunteers who generously give their time, skills and compassion to enrich the lives of others.

More than 210 volunteers support genU services across Australia, regularly visiting aged care facilities, spending time with older people in their own homes and contributing to our disability community programs.

Volunteers also play a vital role in the success of the annual Chevron City to Surf for genU fundraising event in Western Australia.

We sincerely thank our volunteers for their generosity and commitment. Their collective contribution makes a meaningful difference in the lives of others and reflects the spirit of community that is at the heart of genU.



This year, we proudly recognised volunteer Denise Rasmussen for 10 years of service and her dedication, generosity and lasting impact she has had on others.

Scan to read about Denise's decade of impact as a genU volunteer

Chevron CITY to SURF FOR genU

Around 30,000 participants take part in the annual Chevron City to Surf for genU fundraising event in Western Australia. The event brings people together to walk, run or roll in support of people with disability. Behind the scenes, approximately **750 volunteers** contribute their time and energy to help make the event possible. Thank you to everyone involved.

Learn more at perthcitytosurf.com



Our impact

genU proudly works with more than **78,000** people from communities right across Australia, with many gaining the benefits of accessing multiple coordinated services and programs.

Here's a snapshot of our profile and support contribution in 2025-2026:

3.22 million hours of disability service provided

961 volunteers supporting programs, events and aged care services

175 houses people with disability can call home

11,811 students trained through genU Training and Activ Pathways

30 community and program hubs

860 student placements facilitated by genU Training and Activ Pathways

1,477 participants within our community programs

12,434 jobseekers with barriers placed into employment

4,770 employees nationwide

4,596 older Australians supported to live at home independently

372 supported employees

354 older Australians who call genU retirement villages home

129 people with disability completed supported work experience placements, with **80%** achieving an employment outcome

500 offices, hubs, homes and other sites we deliver services from across Australia

89 people experiencing, or at risk of, homelessness provided with practical assistance, housing advocacy and tenancy support

$1.1 million reinvested back into the community through capital infrastructure projects

Helping people obtain and retain employment

We provided tailored supports to help people prepare for, find and keep a job, and successfully placed thousands of people with barriers to employment into work.

From supported work experience to employment

Supported work experience continues to be a valuable pathway to employment for people with disability.

Throughout the year, genU facilitated supported work experience placements for 129 people with disability aged 15 to 65 years. These opportunities were delivered in partnership with genU Social Enterprises and external employers, who provided not only workplace placements but, in many cases, ongoing employment, traineeship or volunteer opportunities following placement completion.

These results highlight the effectiveness of supported real-world workplace experiences in helping people with disability build skills, confidence and pathways to long-term employment.

Empowering others through social enterprise and supported employment

As a not-for-profit organisation, genU's diverse business portfolio includes a range of social enterprises that deliver high-quality, competitively priced business solutions while creating meaningful employment opportunities for people with disability.

Through supported employment, genU provides psychologically safe and inclusive workplaces where people can build confidence, develop skills and pursue opportunities aligned with their strengths and career goals.

From learning new technical skills to gaining experience across different areas of business operations, employees are empowered to achieve greater independence and participation in their communities.

Supported employment opportunities are available across a broad range of industries, including property care, community nurseries, timber manufacturing, hospitality and café services, as well as business solutions such as packaging and secure document destruction.

6,906 gourmet hampers sold, with all produce proudly handmade by genU supported employees.



The impact of genU's social enterprises extends far beyond the workplace. Through strong partnerships with businesses and organisations, we create shared value that benefits individuals, communities and industries. Choosing to do business with genU is more than a commercial transaction. Our partnerships help organisations build greater disability awareness, strengthen inclusion, and create social impact through responsible and purposeful procurement.

One example of this ripple effect is genU's partnership with Nyaal Banyul Geelong Convention and Event Centre (GCEC).

What started as a short-term operational arrangement has evolved into a long-term partnership that is creating new pathways for inclusive employment. genU now supplies pre-prepared vegetables and bespoke menu items for the convention centre, and is delivering ongoing grounds maintenance services. This purposeful partnership demonstrates how social procurement can create opportunities for people with disability.

Scan to read more about how genU is creating opportunity through social procurement partnerships

Business *for good*

genU's social enterprises deliver high-quality, competitively priced business solutions while providing meaningful employment for people with disability.

If **Business for Good** is important to you – get in touch today. Call 1300 558 368.



L-R: Business Solutions team members Damien, Rob and Kate

Proudly delivering JobAccess services

genU continues to deliver the National JobAccess Service on behalf of the Department of Social Services, providing trusted information, advice and support to people with disability, employers and service providers across Australia.

As the nation's one-stop shop for disability employment information, JobAccess helps people with disability access employment opportunities, workplace modifications and adjustments, while supporting employers to build more inclusive and accessible workplaces. The service plays an important role in advancing national efforts to increase workforce participation for people with disability.

Over the past year, JobAccess has supported thousands of participants to access workplace modifications and employment-related assistance, while employers and service providers have engaged in inclusion-focused information sessions and resources. Through these services, genU continues to help create more inclusive workplaces and pathways to meaningful employment.

16,000 people commenced with MatchWorks' IEA services during the first eight months.

Across both the IEA and former DES programs, MatchWorks supported nearly 26,000 participants during the year and helped 2,670 people secure employment aligned with their strengths, skills and interests.

This includes Aimee, who came to MatchWorks seeking support to enter the workforce. With personalised support from our team, she built the skills and confidence needed to secure sustainable employment and progress in her career.

Scan to read about Aimee's journey to sustainable employment

A successful transition to Inclusive Employment Australia

The Inclusive Employment Australia (IEA) contract commenced on 1 November 2025, replacing the Australian Government's Disability Employment Services (DES) program.

As part of the transition, genU's employment services division, MatchWorks, expanded its service footprint to 200 sites across six states, increasing access to employment supports for people with disability, injury and health conditions.

The successful expansion reflects MatchWorks' strong track record of delivering quality employment services and positions the organisation to support more participants to develop skills, secure meaningful employment and strengthen their economic and social participation.

Through IEA, MatchWorks provides specialist support to help people prepare for, secure and maintain employment, while also supporting career progression. Assistance may include access to practical supports such as equipment, clothing, transport or housing where these help participants achieve their employment goals.



Continuing Workforce Australia services

Our MatchWorks Workforce Australia contract, where we deliver employment services on behalf of the Department of Employment and Workplace Relations, has been further extended to October 2028.

Under Workforce Australia, we help people from all backgrounds, ages and abilities to find and keep a job. This includes people who have been unemployed for a short or a long time.

With nearly 32,000 participants across the year, MatchWorks supports jobseekers from 36 offices across four states.

The contract extension will allow services to continue uninterrupted while the Australian Government implements employment service reforms and develops a redesigned program framework. We remain focused on supporting participants and preparing for future opportunities under the new system.



Tanika (centre) with Andeline from Skills and Jobs (left) and Darlene, MatchWorks Employment Consultant (right)

Around **815** participants are placed into work every month through our Workforce Australia program.

When Tanika connected with our team in Mount Gravatt, she was experiencing homelessness and navigating a range of complex personal challenges that made it difficult to focus on employment. Today, Tanika is thriving in a traineeship with Voyages at Ayers Rock Resort.

Scan to read about Tanika's path to employment

Providing skills, confidence and opportunity

Every year, thousands of people engage with genU's education and training programs to gain new skills, build confidence and create pathways to employment, further study and greater participation in their communities.

In 2026, both genU Training and Activ Pathways secured the maximum **seven-year** registration period, reinforcing our ability to deliver trusted, high-quality training that helps learners build skills, achieve qualifications and progress towards employment and further study.

The impact of this work was reflected not only in strong learner outcomes, but in the lives transformed through education and training.

Above average satisfaction rates

Learners consistently reported high levels of satisfaction (93.3%) with their training experience, exceeding national benchmarks across overall satisfaction, assessment and learner support. Most importantly, nearly nine in ten graduates progressed to employment or further study, demonstrating the meaningful role education plays in creating opportunity and improving lives.

Strengthening sector capability

As demand for skilled workers continued to grow across disability, aged care, mental health and community services, genU supported hundreds of people to gain nationally recognised qualifications and enter careers where they can make a meaningful difference in the lives of others. More than 320 new support workers completed qualifications in Individual Support, helping strengthen workforce capacity while improving access to care and support across Australian communities.

Mental health education remained a significant area of community interest. Hundreds of learners commenced or completed mental health qualifications, while Mental Health First Aid training equipped individuals, workplaces and community members with the confidence and skills to recognise and respond to mental health challenges. These programs are helping create safer, more supportive workplaces and communities while improving wellbeing outcomes for those who need support most.

Education also played an important role in promoting inclusion and participation.

New disability and inclusion training programs helped organisations build greater understanding, challenge stereotypes and foster more inclusive environments where people of all abilities can participate fully and feel valued.

genU Training was proud to be selected to develop and deliver Fundamentals for Inclusive Employment, the national induction program for frontline and managerial staff delivering the new Inclusive Employment Australia (IEA) contract.

Developed in partnership with the Department of Social Services (DSS), the Centre for Inclusive Employment, Disability Employment Australia (DEA) and National Disability Services (NDS), and co-designed with people with disability and sector stakeholders, the course equips employment consultants and managers to deliver high-quality, person-centred employment services.

More than 5,000 funded enrolments were delivered in the first six months, helping strengthen capability, consistency and confidence across the national IEA workforce.



genU Training is a certified member of Social Traders. Every person and organisation who undertakes education and training with us, is helping create jobs, build skills and support people to thrive, amplifying our social impact.

Social Traders CERTIFIED SOCIAL ENTERPRISE
Business for good



Owen's journey from scaffolder to disability support professional demonstrates how training, opportunity and determination can combine to create meaningful employment outcomes and positive change for individuals and the communities they support.

Scan to read about Owen's new career

Innovation powering learning

Innovation also played an important role in improving learner experiences.

The introduction of Jen, genU Training's AI Phone Agent, transformed our student enquiry process, handling more than 2,440 inbound calls with 100% of calls handled, eliminating waiting times. By reducing transactional enquiries, Jen has enabled our teams to focus on what matters most: meaningful conversations with prospective students and supporting their education journey.

More than 3,000 learners accessed genU Training's Getmee, an AI-powered platform that helps build communication skills, confidence and interview readiness, supporting people to better prepare for employment and career progression opportunities.

Across Australia, stories of learners returning to study, changing careers, overcoming barriers and entering purpose-driven professions demonstrate the profound impact of education. Through accessible, high-quality learning and strong learner support, genU continues to empower people to realise their potential, achieve their goals and make meaningful contributions to their communities.

By building skills, confidence and opportunity, genU is helping people transform their futures while creating stronger, more inclusive communities.

Training and education highlights

93.3% learner satisfaction, exceeding the 89.3% industry benchmark

86.9% of graduates were employed or engaged in further study after training

578 new enrolments in Certificate IV Mental Health qualifications

324 newly qualified disability support workers entering the sector

948 people completed the Supported Residential Services Workforce Capability Program – through flexible micro-credentials provided in partnership with Homes Victoria

More than **3,000** learners supported through AI-powered employability coaching

Strengthening capacity for community participation

genU's disability community programs support people of all ages and backgrounds to build resilience and develop skills that enhance independence, wellbeing and participation in everyday life. Whether it's through outdoor adventure activities, online gaming or creative pursuits such as visual and performing arts, our programs provide opportunities for people to connect with others, explore their interests, build capacity and participate more meaningfully in their communities.

Each month, our team delivers around **47,000** hours of program activity for Victorians with disability.



Through structured activities, familiar support workers and predictable routines, we provide the consistency and stability that many participants rely on to maintain communication, safety, emotional regulation, routine, social connection and community inclusion.

Participants can choose activities aligned with their personal interests and development goals, creating opportunities to learn new skills, increase confidence and build resilience.

By supporting safe and meaningful participation in community life, our programs help people build friendships, strengthen social connections and enhance their overall quality of life.

Our experienced staff understand a wide range of communication styles, support needs and behavioural triggers. This enables proactive and responsive support, including early intervention strategies that help prevent distress and reduce the likelihood of escalation into behaviours of concern such as self-injury.



genU's disability community programs support **1,477** participants nationally.

Through safe, inclusive and person-centred programs, genU empowers people with disability to build capacity, foster connections and participate more fully in their communities.

With NDIS changes to community participation funding impacting our program participants from 1 October 2026, we'll be working pro-actively with clients, families and supporters to understand the changes, explore options and navigate this uncertainty together.



Through the GAMER program, Ky has built confidence, formed lasting friendships and pursued opportunities that have led to employment and a pathway towards an apprenticeship in baking.

Scan to read Ky's story of confidence, connection and a pathway to the future

Supporting independent living

At genU, we understand that home means something different to everyone. Whether it is ageing in your own home, enjoying an active retirement community, or finding the right disability housing and supports, we help people live where and how they choose, with independence, dignity and confidence.

Retirement living

genU proudly operates two thriving retirement villages, Barwarre Gardens and St Laurence Park. Residents enjoy the benefits of independent living while having opportunities to build social connections and maintain active, fulfilling lifestyles.

354 older Australians call genU retirement villages home

New retirement village regulations came into effect in Victoria in May 2026, representing one of the most significant reforms to the sector in many years. Designed to strengthen consumer protections, improve transparency and enhance operational standards, the reforms required retirement village operators to review and update a range of practices.

Throughout the year, genU worked closely with residents to prepare for the changes, providing regular updates, reviewing policies and processes, and ensuring our operations aligned with the new regulatory framework. This proactive approach helped support a smooth transition while maintaining confidence and trust within our village communities.

Supporting older Australians to live at home longer

Through the Australian Government's Support at Home and Commonwealth Home Support Program (CHSP), we help older Australians remain independent, active and connected in the place they know best: their own home.

From clinical care and medication support to transport, domestic assistance and meal preparation, our tailored services enable people to continue living safely and comfortably at home.

More than **4,500** older Australians are supported by genU to live independently in their own homes



Morning tea at St Laurence Park retirement village



Ken with Personal Support Worker Amy

Providing a home for people with disability

With more than 175 disability accommodation options, genU supports people with disability to find a home that meets their individual needs, goals and aspirations. Our housing portfolio includes 24/7 high physical support residences, Specialist Disability Accommodation (SDA), and shared living arrangements designed to foster independence and community participation.

Working in partnership with governments, developers, community organisations and the private sector, we continue to expand and strengthen housing opportunities for people with disability.

Recognising that finding the right home is a deeply personal decision, we have enhanced the way vacancies are identified, promoted and matched.

During the year, we introduced Housing Information Sessions to help individuals and families navigate funding application requirements and make informed housing choices. These sessions support people to find a home in the right location, with the right supports and living environment to meet their needs and preferences.

Our approach recognises that housing is only one part of independent living. By connecting accommodation with broader supports, including community participation, transport, employment and daily living assistance, we help people build meaningful, connected and self-directed lives.

A quality home can make a significant difference to a person's sense of independence, comfort and connection. Through ongoing property improvements, community support and strategic partnerships, genU continues to invest in its homes.

Scan to read about how we're continually investing in our homes



Our advocacy

Advocacy at genU goes both ways and is built on listening and influencing. We work closely with clients to understand their experiences and perspectives, using their feedback to continuously improve our services. We also amplify those voices through our engagement with government, industry and sector forums, helping to inform policy, practice and reforms that create better outcomes for the people and communities we serve.

Clients shape our service delivery

Feedback leads to improvements

In early 2026, genU undertook its first Client Satisfaction Survey since 2023, following a period of significant organisational change, including the integration of Activ Foundation and genU. The survey was refreshed to incorporate more contemporary, client-centred language and better reflect current practice. As a result, 2023 and 2026 provide the most meaningful comparison points for measuring changes in client satisfaction and loyalty.

The results demonstrated strong improvements across key measures of client experience.

Satisfaction with service quality increased significantly from 80% in 2023 to 93% in 2026, reflecting growing confidence in the quality of support provided by genU.

Our Net Promoter Score (NPS), a recognised measure of client advocacy and likelihood to recommend, remained stable at +41, demonstrating sustained client confidence in genU's services.

While loyalty measures strengthened overall, 10% of clients indicated they were unsure whether they would consider changing providers in the future. This highlights an opportunity to further strengthen client relationships and convert undecided clients into active advocates.

The survey also identified several opportunities for further improvement. Communication, connection and client feedback emerged as priority focus areas.

Key results



93% satisfied with the quality of services received (**up from 80% in 2023**)



10% considering changing providers (**down from 13% in 2023** and the lowest result since 2015)



90% likely to remain with genU (**up from 87% in 2023**)



+41 Net Promoter Score remains stable since 2023

In response, genU will continue to focus on proactive communication, meaningful client involvement in decision-making, stronger connections between clients and support teams, and ensuring clients understand how their feedback influences service delivery.

Targeted training will also be implemented to strengthen the organisation's feedback and complaints culture, supporting staff to view feedback as a valuable source of insight and continuous improvement.

This approach will enhance organisational learning, improve responsiveness and help build even greater client confidence and long-term loyalty.



Client engagement session with genU employees and Board Directors

Advisory groups strengthen support

The establishment of a national Disability Client Advisory Committee and a dedicated Carer Advisory Committee reflects genU's commitment to partnering with clients and carers to shape the services they receive.

Guided by the principle of 'Nothing about you, without you', these forums provide meaningful opportunities for people with lived experience to influence organisational decision-making, service design and continuous improvement initiatives.

During the year, committee members contributed to the development of the new Client Engagement Framework and Statement of Rights and Responsibilities, as well as improvements to the client intake and onboarding processes and client consent process. They also provided valuable insights into how lived experience can be further incorporated into staff training and service design.

The Aged Care Advisory Body continued to provide an important forum for older people to share their lived experience and contribute to service delivery, improvement and advocacy activities across genU's aged care services.

Aged care reform was a key focus during 2025-2026, with members sharing firsthand experiences and concerns relating to government assessment wait times, implementation of the Support at Home program, affordability, equitable access to services, and the practical impacts of policy changes on older Australians.

Members also provided valuable feedback on communication, service consistency, hospital discharge processes and billing transparency, identifying opportunities to improve client experiences and outcomes. These discussions have strengthened genU's understanding of the challenges facing older Australians and informed our ongoing advocacy efforts, ensuring the voices of older people remain central to service planning, delivery and evaluation.

Connecting with leaders

Clients had direct access to genU's decision-makers throughout the year through networking opportunities with members of the Board and Executive Leadership Team.

These informal forums strengthened connections and encouraged open, two-way conversations between clients and organisational leaders. By creating these opportunities for engagement, genU ensures client perspectives continue to inform service improvements, organisational decision-making and future planning.

Adding our voice to shape reforms

As one of Australia's largest community service providers, genU has both the responsibility and opportunity to contribute to policy conversations that affect the people we support. With significant reforms underway across the disability and employment services sectors, we continue to engage actively with government and industry stakeholders, drawing on our scale, experience and client insights to help shape policy and ensure the voices of our clients are heard.

Through advocacy, consultation and collaboration, we are working to ensure changes are informed by lived experience and deliver positive outcomes for the people and communities we support.

NDIS reforms

Throughout 2025-2026, genU advocated for people with disability in a range of forums and consultations, including:

- Joining Ability First Australia, a national alliance of leading not-for-profit disability service providers committed to influencing policy, sharing expertise and driving innovation across the sector. Through this partnership, genU is working alongside like-minded organisations to advocate for practical, person-centred policy and help build genuinely inclusive communities.
- Presenting three sessions at the 2026 Having a Say Conference in Geelong, Victoria, where genU employees and clients got together to co-design presentations and share their experiences and insights while promoting greater inclusion and self-advocacy.
- Supporting employees and clients to provide feedback during the Victorian Government's consultation on the next State Disability Plan and Victorian Autism Plan (2027-2031), helping ensure the plans reflect the needs, rights and aspirations of people with disability.
- Submitting a discussion paper on Next steps in Supported Employment: consultation on the way forward to the Australian Government Department of Social Services.
- Submitting a response to proposed NDIS legislative changes, including client case studies highlighting the positive impact of community-based day programs on mental health, social connection and family wellbeing, as well as the likely consequences of reduced access to these programs.
- Participating in the National Disability Services (NDS) State and Territory Conferences, engaging with sector leaders on emerging challenges, opportunities and reforms affecting people with disability.
- Providing feedback on the proposed Supported Independent Living (SIL) Standards and reforms affecting community-based day programs.

> *At its heart, the NDIS is about people. It was established to provide greater choice, control and opportunities for people with disability to live connected and meaningful lives. At genU, we believe preserving this focus must remain a priority as reforms continue.*
>
> *While quality, consistency and safeguards are critical to its long-term success, it is equally important that reforms protect the supports, relationships and connections that enable people with disability to thrive.*
>
> *We will continue to champion the perspectives of participants and the outcomes that matter most to them.*
>
> **Dr Chelsea Tobin**
> *Chief Executive Officer*



Training and education

Through our genU Training RTO, we contributed to the Victorian Parliament Economy and Infrastructure Committee's inquiry into student pathways into in-demand industries, ensuring the perspectives of students and training providers were represented in discussions about Victoria's future workforce needs.

Employment services reforms

The Australian Government's review of the Workforce Australia employment services system continued during 2025-2026, with current provider contracts extended to October 2028.

The extension provides continuity for participants, employers and service providers while the Government progresses its reform agenda and redesigns its employment services framework.

While sustained employment outcomes will remain the central focus, the proposed reforms are expected to deliver services that are more personalised, easier to navigate and better connected to local communities.

These reforms align strongly with the way our MatchWorks team delivers services today.

Our teams maintain strong relationships with local employers, community organisations and support services, helping participants address barriers to employment, build skills and secure meaningful work.

The reform agenda also presents an opportunity to further leverage the breadth and capability of genU.

Programs and services including mentoring, volunteering, work experience, skills development, health and wellbeing supports, social enterprises, community programs and pathway initiatives align closely with the direction of the proposed reforms.

As the Government continues consultation and prepares for a future procurement process, MatchWorks will actively contribute to reform discussions while considering how best to draw on the collective strengths of genU to deliver enhanced outcomes for participants, employers and communities.

Throughout this period, MatchWorks remains focused on achieving positive employment outcomes, supporting participants to develop skills and secure sustainable employment, while positioning the organisation for future opportunities under the redesigned employment services model.

32,000 participants commenced with MatchWorks' Workforce Australia services in 2025-2026

Our financial sustainability

genU continued to strengthen its underlying financial performance while navigating significant sector reform, funding and pricing pressures, and the integration of our national operations.

Revenue for the year was $442.8 million and net assets remained strong at $194.2 million. While funding, pricing and workforce pressures continued to affect the sector, genU made significant progress in improving its underlying financial performance. The organisation recorded an underlying EBITDA deficit of $0.49 million, a near break-even result that reflects the positive impact of improvement initiatives implemented throughout the year and represents an important step towards long-term financial sustainability.

Improvements in the underlying performance were achieved through a continued focus on operational efficiency, including disability accommodation vacancy management, optimisation of rosters, supporting clients to access funding aligned to their service delivery needs, and disciplined cost management. After adding in depreciation and adjusting for changes in property values, genU delivered a full year net reportable deficit of $6.31 million for FY26.

Disability and Aged remained the largest component of genU's business, delivering an underlying EBITDA loss for the year of $12.5 million. Employment and Training generated a combined underlying EBITDA of $11.6m, supported by the successful Inclusive Employment Australia contract and strong commercial training sales.

While reform and funding changes are expected to remain challenging in the operating environment in FY27, genU enters the year with a stronger financial foundation and a clear focus on continuing to improve performance while delivering high-quality, trusted services for the people and communities we support.

Audited financial statements are available on the Australian Charities and Not-for-Profit Commission (ACNC) website: acnc.gov.au

Building a stronger future

- Generated $442.8 million in revenue
- Reduced underlying EBITDA deficit to $0.49 million
- Maintained a strong asset base with $194.2 million in net assets
- Continued progress towards long-term financial sustainability

Underlying operational revenue sources



Our governance

Karingal St Laurence Limited is a registered charity regulated by the Australian Charities and Not-for-profit Commission (ACNC), and governed by a Board of Directors.

Corporate governance

Karingal St Laurence Limited and its related entities trade collectively as genU. We are committed to strong and effective corporate governance, guided by the ACNC Governance Standards and the Australian Institute of Company Directors' Not-for-profit Governance Principles. The Board oversees the governance, strategy and financial sustainability of genU, ensuring the organisation remains focused on delivering its purpose. Supported by a robust governance framework, the Board promotes accountability, ethical decision-making and continuous improvement, while balancing regulatory requirements, contractual obligations and the expectations of our stakeholders and communities.

A quality, registered provider

As a registered community services provider, genU is accountable for the quality and safety of its services.

We regularly report on our performance and participate in independent audits and reviews to demonstrate compliance, identify opportunities for improvement and strengthen the services and supports we provide.

Delivering positive outcomes starts with strong, consistent practice. Our Quality Framework defines what good service looks like and is informed by the voices, experiences and feedback of the people we support and our staff. This creates an environment where risks are understood and managed, continuous improvement is embedded in everyday practice, and client voices help shape how success is defined and achieved.

Our commitments for 2026–2027

As a purpose-led organisation, we know our responsibility extends beyond the financials and responding to today's challenges.

The commitments below highlight several areas where we will focus our efforts and continue to measure our progress, demonstrate accountability and create value for the people and communities we support.

- **Protect quality and safety in every service** by reporting openly on our audit outcomes and the actions we take in response.
- **Strengthen our financial sustainability** by improving on this year's underlying result, helping ensure we can continue to invest in services and community impact.
- **Close the loop on feedback** by sharing what changed following Member Forums and client surveys.
- **Speak up with evidence** by reporting on our advocacy efforts and how the voices and experiences of the people we support have shaped our submissions and recommendations.

We will report on our progress against these commitments in next year's Annual Report.

Our Board

Our Board of Directors and Executive Leadership Team provide strong stewardship of the organisation, guiding our strategy, growth and long-term sustainability. Through a robust governance framework, we ensure accountability, regulatory compliance and effective risk management.

Learn more about our Board and Executive leaders at genu.org.au/who-we-are/our-people

Board Directors

The Directors in office during 2025-2026 were:



Ingrid Fraser-Williams
Chair
Appointed:
November 2022



Trevor Hunt
Deputy Chair
Appointed:
July 2024



Michelle d'Almeida
Appointed:
July 2024



Anna Learmouth
Appointed:
February 2023



Elaine Carbines AM
Appointed:
October 2024



Jan O'Keefe
Appointed:
October 2019



Daryl Starkey
Appointed:
November 2024

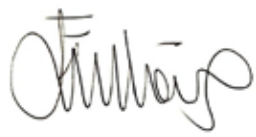


Kellie Dean
Appointed:
November 2024

Risk management approach

I, Ingrid Fraser-Williams, Chair, certify that Karingal St Laurence Limited has risk management processes in place consistent with the International Risk Management Standard (ISO31000:2018) and an internal control system that enables the Executive to understand, manage and satisfactorily control risk exposures.

The Board of Directors verifies this assurance and that the risk profile of Karingal St Laurence Limited has been critically reviewed within the last 12 months.



Ingrid Fraser-Williams
genU Board Chair

Our supporters

We partner with and empower others to be disability-confident, more inclusive and active supporters of our work, amplifying our positive impact throughout communities.

Our partners and supporters

genU works with businesses and community organisations to help them be more inclusive. This happens through activities such as fundraising, event sponsorship and attendance, corporate volunteering, donations, student and supported employee placements, and inclusive education workshops.

We are grateful for the generous support received from individuals, businesses and community groups throughout the year, whose contributions help us deliver on our purpose and strengthen outcomes for the people and communities we serve.

Corporate inclusion partners

- Alliance Scaffolding
- Barefoot Media
- Barwon Water
- BBC Digital
- Can + Will Plan Management
- Commonwealth Bank
- Community Care Chemist
- Coulter Legal
- Davidsons Accountants
- Dyno Nobel
- eManaged
- Eziway Salary Packaging
- Ford Australia
- Geelong Connected Communities
- GMHBA
- GH Commercial
- Golf Australia
- Grovedale College
- Hanlon Industries
- Harcourts North Geelong
- Harwood Andrews
- Kings Funerals
- L.Bisinella Developments
- Lions Breakfast Club of Geelong
- Maxwell Collins Real Estate
- McGowan Solutions
- Morris Finance
- Novotel Geelong
- Prestige Jayco
- Provincial Media
- Rotary Club of Highton
- Rydges Geelong
- Sailors' Rest
- Select Architects
- SNF Australia
- Tuckers Funerals & Bereavement Service
- VIVA Energy
- WAI Group
- Westpac
- Whyte, Just & Moore
- Wightons Lawyers

Join our Inclusion Program

If inclusion or accessibility is something you're passionate about but haven't known where to start, partner with genU and we'll help you take your business values and corporate social responsibility goals from an idea into a rewarding experience that creates real change.

Learn more at genu.org.au/get-involved/inclusion-programs



Corporate partners joined our Adventure Crew for the Golf Australia All Abilities Golf Clinic as part of our Inclusion Program. Pictured: Alyson Burchell (Tuckers), Mandy Hay (oeDigital), Sinisa and Andy (genU Adventure), and Larelle Fit (Novotel Geelong).

Donors, bequests and event supporters

- Ace Security Services
- Annetta Adami Charitable Trust - Equity Trustees
- Barry Plant Geelong
- BBL Lara
- BE FIT
- Beyond Traffic
- Bisinella Development Group
- Boomaroo Nursery
- Chevron Australia
- City of Perth
- City of Karratha
- Crowd Barriers WA
- Elite Supplements
- Estate of Florence Anne Chase
- Estate of Janice Boyd
- Estate of Stephen Orner
- Freeman Dann Trust
- Floreat Forum
- G D Lyon
- Geelong Community Foundation – Illingworth Family Fund
- Geelong Connected Communities
- George Maudev
- GOAT Tapes Pty Ltd
- Goodlife Health Clubs
- Greater Melbourne Foundation - Byrne Fund
- Greater Melbourne Foundation - Illingworth Family Fund
- Godfrey Hirst Australia
- Grill'd
- Hire Intelligence
- Instant Toilets and Showers
- Jean Williamson
- Kit Cosmetics
- Leonie Walker
- NOVA Entertainment
- Nu-Pure Spring Water
- Optus Stadium
- Overwatch Traffic Services
- Paul Gorman
- Peter Miller
- Quality Meats Lara
- Ray White (Cottesloe/Mosman Park)
- Rec Lab
- Return It
- Revvies Hydration
- Rob Telford
- Ross Illingworth
- School of Special Education Needs: Disability Statewide Services
- Seven West Holdings
- Spudshed
- Tarkine
- The Good Grocer Karratha
- Town of Cambridge
- Transalta, WA
- United Forklift and Access Solutions

Our members

Our members continue to play an integral role in the genU community. They uphold a legacy that spans more than 70 years and remain committed to a strong future for genU. Through a range of engagement opportunities, members provided valuable perspectives and contributed to advancing the work of the organisation.

At the time of this report, genU was fortunate to have 153 members, including 40 Life Members.

We thank our members for their ongoing support throughout the year and for the important contributions they made to the modernisation of genU's Constitution and the development of a new Member Charter. These initiatives have helped to more clearly articulate the role of members within genU's governance framework.

Input from our members continues to play an important role in shaping genU.

What role will you play?



Our focus is simple: helping people build skills, create connections and participate fully in their communities.

That's inclusion in action.

We see it when people gain confidence, develop workplace skills, find meaningful employment, build friendships and contribute to community life. These experiences create belonging.

But inclusion is not achieved by service providers or governments alone. It depends on communities, employers and organisations working together.

Through inclusive employment, social procurement, volunteering, sponsorships and partnerships, businesses can create more opportunities for people with disability to participate and thrive.

What role can your organisation play?

Together, we can create lasting change.
To find out how, email inclusion@genu.org.au

PHONE
1300 558 368

EMAIL
corporate@genu.org.au

WEBSITE
genu.org.au

Karingal St Laurence Limited
ABN 74 614 366 031 | ACN 614 366 031 | TOID 5553

GEN1A3_ENT_261105