Integrated Report 2025–26

A force for good

SSI

For equality of life.



ssi.org.au



Acknowledgement of Country

SSI Group acknowledges the Aboriginal and Torres Strait Islander peoples as the First and Traditional Custodians of the lands where we live, learn and work. SSI Group remains committed to reconciliation and to working with First Nations peoples to realise *Makarrata* — a Yolngu word meaning the coming together after a struggle.

Aboriginal and Torres Strait Islander readers are advised that this content may contain names or images of people who have passed away to the dreaming.

Welcome

Welcome to Settlement Services International's (SSI's) 2026 Integrated Report for the year ended June 30, 2026 (FY26). In this report, the term 'SSI' refers to the SSI Group, including Settlement Services International Limited and its subsidiaries, unless otherwise specified.

This report follows the principles of Integrated Reporting <IR>. It has been prepared with reference to the Integrated Reporting Framework to report on material activities and provide a view of our performance and the value created during the year.

The 2026 report is produced by SSI's management team and reviewed by our Executive team. It is authorised for release on November 26, 2026.

Our cover photo: Staff and volunteers supporting SSI Kids Camp.

Section break photos:

1. Cobble Cobble woman and leader of Mob23 Lucy Davis at World of Cultures in Queensland.
2. SSI staff Racheal Kirabo and Ivan Alonso at a Family Fun Day event at Gould Adams Park in Queensland.
3. Japanese performers Byron Taiko at World of Cultures.
4. SSI staff celebrating Spirit of Welcome as part of Refugee Week in Sydney's Inner West.

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Section 1
Overview



Vision. our hope

An inclusive and equitable Australia where every person can thrive, participate and belong.

Purpose. our why

To advance equity by supporting people and communities to achieve safety, inclusion and participation. To shape the systems, services and settings that enable them to thrive.

Our values

Accountability

We take responsibility for our actions, act with integrity and honour our commitments.

Inclusion

We foster belonging and value the diversity of people's lived experiences, identity, knowledge and talents.

Respect

We accept people for who they are and treat each other fairly and empathetically.

SSI staff Minerva Saad and Miwa Malezai at the Spirit of Welcome festival in Sydney.



Explanation of the report

FY26 marks the third and final year of SSI's Impact Strategy 2023–26. Over the past three years, we have worked intentionally to strengthen our impact, improve the way we understand and measure outcomes, and create lasting value for the individuals, families and communities we support.

We are proud of what we have achieved during this strategy period. This report presents our progress and achievements during FY26 and, where relevant, reflects on results and developments across the full three years. These longer-term perspectives help demonstrate how our programs, partnerships, people and advocacy have contributed to change over time, while also recognising the areas where work will continue under Strategy 2030.

Integrated reporting and value creation

An integrated report brings together information about an organisation's strategy, governance, performance and impact. It considers how these elements are connected and how an organisation creates value over the short, medium and long term.

SSI's FY26 Integrated Report builds on our continued adoption of integrated reporting principles. We seek to provide comparable, consistent and reliable information that supports informed decision-making and demonstrates how we use and connect our resources, relationships, expertise and systems to create social value.

Throughout the report, we bring together financial and non-financial information and show connections between our strategic priorities, outcome domains, material topics and performance. Navigation icons are used to help readers identify these connections.

Our ESG Strategy

During FY26, SSI began implementing its first ESG Strategy 2025–30. The strategy provides a structured approach to understanding and responding to the environmental, social and governance risks and opportunities most relevant to SSI, our stakeholders and the communities we serve. It is guided by integrated thinking, materiality and leading sustainability standards and has helped guide decisions about the content in this report.

More detailed information about the strategy, its focus areas and our early progress is provided in the Climate change and ESG section (see pages 22–23) and the accompanying ESG Content Index.

Addressing materiality

Material topics are the environmental, social and governance issues that are most significant to SSI and our stakeholders. They include the impacts SSI may have on people, communities and the environment, as well as the risks and opportunities that may affect our ability to achieve our mission and create long-term value.

SSI's material topics were identified through an independent, stakeholder-informed double materiality assessment. This considered both SSI's impacts on people, communities, the environment and the economy, and the sustainability-related risks and opportunities that may affect SSI's performance and long-term value creation. The assessment was informed by desk research, recognised reporting standards and engagement with employees, clients, members, partners and other stakeholders.

The materiality icons shown to the right are used throughout the report to indicate where particular material topics are addressed.

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide a shared global framework for addressing social, economic and environmental challenges by 2030.

As part of developing our ESG Strategy, SSI reviewed how our work can most meaningfully contribute to the SDGs. We have intentionally refined our focus from eight SDGs to four, concentrating on those most closely aligned with SSI's mission, impact and ESG priorities. This more focused approach is intended to support deliberate action and clearer reporting on our contribution.

SSI has prioritised:



4 Quality Education
5 Gender Equality
8 Decent Work and Economic Growth
10 Reduced Inequality

These SDGs are referenced throughout the report where there is a clear connection to SSI's activities, outcomes and impact.

Feedback

We value feedback as we continue to strengthen the quality, transparency and usefulness of our reporting. Please contact info@ssi.org.au.

Navigation icons

Outcome domains:

- Safety and stability
- Learning and growth
- Social inclusion
- Economic participation
- Health and wellbeing
- Society and systems capacity

Material issues:

- M1 Client wellbeing
- M2 Influences on social cohesion
- M3 Climate resilience
- M4 Environmental responsibility
- M5 Inclusive and accessible services
- M6 Collaboration and partnerships
- M7 Employee wellbeing and development
- M8 Diverse and inclusive workforce
- M9 Advocacy, research and thought leadership
- M10 Responsible governance
- M11 Technology and data security
- M12 Financial sustainability
- M13 Modern slavery
- M14 Biodiversity and nature
- M15 Renewable energy and affordability

Strategic priorities:

- SP1 Enhanced client experience and service delivery excellence
- SP2 Systems, processes and governance to support improved client outcomes
- SP3 Sector leadership, advocacy and policy contributions to influence change
- SP4 Our people, culture and capability are impact driven
- SP5 Financial sustainability

About SSI

SSI is a national not-for-profit (NFP) organisation whose purpose is to help create a more inclusive society where everyone can meaningfully contribute to social, cultural, civic and economic life. We work towards this by delivering life-changing human and social services on behalf of governments and other non-government organisations, as well as through our own funding channels. We are also playing an increasingly important role in bringing together lived experience, evidence and insights to advocate for more effective and culturally responsive services and systems.

The organisation began in Sydney in 2000, when Settlement Services International — then known as the NSW Migrant Resource Centre Association — was established by 11 member organisations to help newly arrived refugees settle in Australia. Over time, our experience working with people from diverse cultural and linguistic backgrounds allowed us to broaden our services, including a strong focus on supporting people living with disability. We have since expanded into Victoria, Queensland and more recently, Western Australia, with offices and co-location sites across Melbourne, Sydney and southwest Sydney, Newcastle, Brisbane, Logan, Gold Coast, Townsville, Perth and regional areas such as Armidale, Coffs Harbour and Ipswich.

We continue to engage internationally, and our membership base has grown to 15 organisations in recent years.

Collaboration underpins our approach to achieving social change, guided by the belief that strength is built through partnership. We work alongside people with lived experience, community and human-service organisations, federal and state government departments and agencies, and NFPs, both in Australia and overseas.

Through access to federal and state funding, as well as private philanthropy, we provide pathways to employment, education, health and support services for our clients. Our social enterprise operations complement our service delivery areas, ensuring we remain a client-centred organisation.

While we have maintained our original focus on supporting people on humanitarian visas, our work today extends to a broader range of people facing vulnerability, helping them build capacity and overcome inequality. This includes people from refugee backgrounds, people seeking asylum, culturally and linguistically diverse communities, people living with disability, Aboriginal and Torres Strait Islander communities, women, youth, families and children, and LGBTIQA+ communities.

Community sits at the core of everything we do. Our diverse and dedicated workforce reflects — and serves as an extension of — the wide range of communities with whom we work.

SSI is a company limited by guarantee, registered with the Australian Securities and Investments Commission (ASIC), and registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC). We comply with the ACNC Governance Standards. SSI Group's corporate structure is made up of five companies — please see our Governance section on pages 86–89 for further detail on our statutory obligations, governance and corporate structure.

In FY26, we supported:

56,000+ people*

across

50 programs and services in 52 locations**

12,000+ people who have experienced forced displacement and migrants helped to settle in Australia

30,000+ people living with disability helped to access services and supports

4,000+ people supported with training, employment and self-employment

600+ people helped to access domestic, family and sexual violence support services***

thanks to the work of:

1,000+ staff

160+ Multicultural Support Officers

150+ volunteers and students

+ in collaboration with our valued lived experience advisors, 15 members and government, community and service delivery partners

* Client numbers increased from 53,000+ in FY25.
** Number of locations increased from 34 in FY25 primarily due to the commencement of the Inclusive Employment Australia program in FY26. In FY26, 22 were co-locations.
*** The number supported doubled in FY26, from 300+ in FY25.

Significant events in FY26



August 2025
Hosted the World of Cultures Festival in Logan, featuring 20+ cultures, 350 performers and 62 local stallholders.



September 2025
Launched Foundations for Belonging 2025, calling for more inclusive settlement and disability services.

October 2025
Marked 10 years of the SSI Allianz Refugee Education Scholarship program, which has supported more than 300 students across three states.



November 2025
Established the Community Voice Advisory Panel to embed lived experience in service design, advocacy, strategy and policy.



Launched Inclusive Employment Australia (IEA) across 39 sites, supporting people from refugee backgrounds living with injury, illness or disability to find meaningful work.

November 2025
Hosted our second Beyond Borders exhibition, showcasing more than 20 refugee artists supported through the Creative Compass program.



February 2026
Opened our first office in Perth, Western Australia.





March 2026
SSI's International Women's Day event brought together more than 200 people to elevate the leadership of refugee and migrant women.



April 2026
Elevated our advocacy on migrant skills recognition and the Activate Australia's Skills campaign at a National Press Club address.

April 2026
Supported the 2026 Youth Matters Conference, where young people led conversations and shaped the program.



May 2026
Launched our second Innovate Reconciliation Action Plan (RAP) to strengthen cultural understanding and embed reconciliation across our work.



May 2026
Reached practical completion of the Logan Hub five weeks ahead of schedule.



June 2026



Joined regional partners in Bangladesh to call for refugee-led solutions and stronger support for Rohingya refugees.



Celebrated Refugee Week at the Spirit of Welcome Community Festival.

From the Chair

In a year of change, purpose matters more than ever

The past year has been a reminder that positive change rarely happens by accident.

It is created when communities come together, when organisations use their voice to advocate for what matters and when people continue to support one another through both opportunities and challenges.

This idea sits at the heart of the theme of this report: A Force for Good. This reflects what we see every day across SSI and the communities we serve. It reminds us that creating a more inclusive and equitable Australia is not the responsibility of any one person, organisation or government. It is the result of thousands of actions taken every day by people who are committed to creating opportunities for everyone to thrive.

Preparing for the future

The year marked an important chapter in SSI's evolution.

Following extensive consultation with stakeholders, staff and the Board, we finalised our Strategy 2030 (see pages 20–21). The strategy provides a clear roadmap for the years ahead, building on our strong foundations while positioning SSI to respond to emerging opportunities and challenges. I would like to thank our dedicated board members, Executive team, members and staff for their work on this important journey.

Its ambition is simple but significant: to deepen our impact, expand opportunity and strengthen our contribution to a more inclusive and equitable Australia.

We also continued to invest in the systems, capabilities and culture that will support our future success. This included strengthening employee wellbeing initiatives, advancing our work in artificial intelligence (see pages 80–81), and launching our second Reconciliation Action Plan (see page 17).

While these initiatives may differ in focus, they are united by a common objective: ensuring SSI remains a strong, sustainable and values-led organisation capable of meeting the evolving needs of communities.

What does it mean to be a force for good?

During the year I've had the opportunity to meet with staff and clients right across the organisation. One experience that has stayed with me was a visit to Sacred Heart Primary School in Fitzroy during Refugee Week.

The event brought together students, SSI, our partner the Usman Khawaja Foundation and former refugee and cricketer Fawad Ahmed.

It was a great day — kids playing cricket, building connections and seeing someone with lived experience of forced displacement standing in front of them with pride and possibility.

In many ways, that example captures the diversity of SSI's impact.

Whether it's supporting newly arrived families, helping people into employment, working alongside people with disability, or creating opportunities for children and young people, SSI is helping people build hopeful futures for themselves and their communities.

It's why the theme of this year's report — A Force for Good — is such a fitting one.

With gratitude for your efforts

None of the achievements reflected in this report would have been possible without the people who make SSI what it is. I offer my heartfelt thanks to our staff, our clients, our partners, funders and volunteers.

As Board Chair, I would also like to thank our dedicated and cohesive SSI Board for their work over the financial year. This includes SSI Deputy Chair Angela Tsoukatos for her outstanding counsel, guidance and support to me in my new role; and Janet Matton AM, the Chair of the Finance, Risk and Audit Committee, for her hard work in that important role.

I would also like to thank SSI's highly capable leadership team who, under the strong and dynamic leadership of CEO Violet Roumeliotis AM, have stewarded the organisation with an ongoing commitment to SSI's vision and values.

But most of all I thank our staff who deliver our services and deliver the change that matters.

As we look ahead, we do so with optimism, because we have seen what is possible when people come together with a shared sense of purpose.

Every day across Australia, we see staff helping families rebuild their lives. We see community leaders creating opportunities for others. We see employers opening doors. We see government investing in stronger communities.

Those actions may not always attract headlines, but together they help build a society where everyone has the chance to participate and thrive.

That is what it means to be a Force for Good.



SSI Board Chair, Peter van Vliet.

From the Chief Executive Officer

Guided by purpose in a changing world

Every day, through the work we do, SSI is a force for good in the lives of individuals, families and communities.

Over the past year, that commitment has been tested but also strengthened. We have seen that when people are given the opportunity to participate, contribute and belong, communities are stronger. We know that diversity remains one of Australia's greatest strengths. And we know that creating opportunities for people to succeed benefits not only individuals and families, but the nation as a whole.

Standing up for inclusion

Throughout the year, SSI continued to advocate for policies and conversations that support inclusion and opportunity.

One of the year's most significant achievements was the progress made through our Activate Australia's Skills campaign to reform our broken skills and qualification recognition system (see pages 60–61).

Following two years of sustained engagement with governments, employers, unions and sector partners, the 2026–27 Federal Budget committed $85.2 million to improve migrant skills recognition and agreed to consult on key recommendations, including a national commissioner to improve the system.

At its heart, the campaign reflects something SSI has long understood: when people are unable to use their skills and experience, everyone loses. Individuals miss opportunities, businesses struggle to fill workforce shortages and Australia misses out on valuable talent and expertise.

Creating opportunities to thrive

We also measured our impact by the opportunities we created for people and communities.

This year, we continued to strengthen and expand our services across Australia. The rollout of IEA (see pages 51–53 and 71) marked a major milestone, establishing new services across 39 sites and supporting thousands of people living with disability to pursue their employment goals.

The completion of the Logan Hub (see page 11) was another significant moment for the organisation. Delivered through a partnership with the Queensland government, the Hub represents our belief that community infrastructure creates opportunity. More than a building, it is a place where people can access support, develop skills, connect with others and pursue their aspirations.

We also strengthened our investment in WA, with the appointment of a WA State Director in late November. Our social enterprise SSI Diversity Training secured a significant contract with WA's Primary Health Alliance delivering culturally responsive practice training for health care providers across the state.

Some of the most meaningful moments for me personally came from opportunities to listen and learn beyond our day-to-day work. I joined a delegation of multicultural women at the Garma Festival in the Northern Territory, deepening my understanding and helping to progress SSI's vision for reconciliation.

I also travelled alongside SSI staff and stakeholders to refugee camps in Thailand and Bangladesh (see page 85), where we learnt more about the realities of displacement and regional refugee settlement, and saw firsthand the difference our partnerships can make.



SSI CEO Violet Roumeliotis AM takes part in an Aboriginal smoking ceremony at the launch of the Logan Hub.

Strengthening communities

This year reminded us that social cohesion cannot be taken for granted.

In December, Australia was devastated by the horrific antisemitic terrorist attack in Bondi. Our thoughts remain with the victims, their loved ones and all those affected. An attack on one community is an attack on all of us. In a diverse nation like Australia, everyone deserves to feel safe and free to practise their faith without fear.

It was equally concerning to see a sharp rise in antisemitism, Islamophobia and racism in the months that followed, including another terrorist attack at a Survival Day rally in January. These events served as a powerful reminder of the importance of safeguarding social cohesion and rejecting division in all its forms.

Throughout the year, SSI continued to play an important role in reframing the national conversation on social cohesion, including contributing to the Anti-Semitism and Social Cohesion Royal Commission. We drew on our experience working alongside diverse communities to promote practical pathways towards a more cohesive and inclusive Australia.

With thanks to our community

There are so many people whose efforts have contributed to the achievements set out in this report.

To our staff, thank you. Whether supporting people directly, advocating for systemic change or enabling our work behind the scenes, you bring SSI's values to life every day. In a year that brought both change and challenge, your commitment never wavered.

To our clients, thank you for placing your trust in us.

To our partners, funders, volunteers and supporters, thank you for your collaboration and belief in our mission.

To our Chair Peter, our Board and our Executive team, thank you for your vision and leadership.

Violet Roumeliotis AM,
SSI CEO

Section 2
Our context and priorities



Embedding truth-telling in our reconciliation journey

For almost a decade, SSI has been committed to advancing reconciliation through learning, listening and action. During FY26, we took the next steps on our journey, launching our second Reconciliation Action Plan (RAP), with truth-telling at its heart.

This built on the success of our first RAP, which achieved 90 per cent of its actions. Following the completion of that RAP, we focused on a number of interim actions designed to accelerate our progress on education and truth-telling, advocacy and economic empowerment.

In the background, we were developing our second 'Innovate' RAP through a collaborative process shaped by First Nations staff, community insight and cross-functional organisational leaders.

The result is a practical yet ambitious, measurable and organisation-wide plan. It aims to lead the way in the settlement sector, reflecting SSI's unique role as a multicultural organisation working alongside First Nations peoples, communities and partners.

This RAP was formally endorsed by Reconciliation Australia and launched on May 27, 2026, during National Reconciliation Week.

Walking forward together

Through our second RAP, we aim to create a space where multicultural communities and Aboriginal and Torres Strait Islander peoples walk together, grounded in truth-telling, listening and mutual respect. We will incorporate these lessons into our services for the communities we support.

During the year we took the following actions that advanced our commitment to realising *Makarrata*, a Yolngu word for 'the coming together after a struggle'.

- Established RAP governance to drive 17 actions and 70 deliverables through 2028.
- Strengthened cultural learning and truth-telling, including mandatory cultural competency training, First Nations-led myth-busting and cultural activities, and continued support for meaningful Acknowledgement of Country practices.
- Connected multicultural communities with First Nations histories, cultures and self-determination.
- Maintained a strong presence in community with SSI sponsoring or attending 50+ First Nations community events.
- Deepened advocacy for First Nations justice through SSI's role in Allies for Uluru and a strategic partnership with Reconciliation Australia and the Settlement Council of Australia to advance reconciliation.
- Progressed work to strengthen First Nations employment outcomes, including undertaking 11 First Nations-focused recruitment campaigns, and redesigning the recruitment and onboarding processes for First Nations candidates.
- Increased focus on First Nations procurement, including supplier diversity, commercial relationships with Aboriginal and Torres Strait Islander businesses, an MOU with KARI, and participation in Supply Nation's Supply Connect expo.
- Supported staff participation in NAIDOC Week and National Reconciliation Week activities.

Looking ahead

With the RAP now launched, our focus is on strengthening advocacy, progressing employment and procurement commitments, and deepening understanding between First Nations and multicultural communities.

How we create value

What we bring

Our people
Our team of diverse, compassionate and motivated people — our greatest asset.

Our relationships
Our trusted relationships with members, partners, communities, government and others — essential for driving access to support and delivering positive change for our clients and communities.

Our expertise
Our reputation, collective knowledge, models and frameworks for delivering and enhancing positive outcomes for our clients and wider society.

Financing
Our diverse mix of government grants, as well as corporate and community partnerships and investments that enable us to deliver wide ranging social impact.

Infrastructure and technology
Tangible infrastructure owned, leased or controlled by SSI, including technology and systems that contribute to delivery of our client-driven services, programs and initiatives.

Natural resources
The natural resources that are fundamental to our ability to sustain and grow our positive social impact.

What we do

Services and support
We deliver a range of vital human services in areas including settlement, employment, education, foster care, disability, health, wellbeing and social supports.

Community and sector engagement and capacity building
We engage and empower communities, foster collaboration and promote positive change for people from diverse backgrounds and identities.

Advocacy, research and thought leadership
We speak up for equality through evidence-based advocacy and by amplifying the voices of people with lived experience to influence policymakers and decision makers.

Opportunities and risks

Our values

Governance

Our strategic priority areas

- Client experience and service delivery excellence.
- Systems, processes and governance.
- People, culture and capability.
- Advocacy, research and thought leadership.
- Financial sustainability.

Our client focus areas

SSI works with and for all people who have experienced vulnerability, and particularly those from diverse backgrounds and identities.

Newcomers | People seeking employment | People living with disability | Children and families | Women

The difference we make

Clients and communities
Positive change in the short, medium and long-term across our outcome domains for the clients and communities we work with and for.
See pages 42–55

Society and systems
Greater awareness of inequality, sector capacity to support people from diverse backgrounds and collaboration on policy and funding reform.
See pages 57–62

Our people
Increased skills and knowledge, engagement in work, and positive health and mental wellbeing.
See pages 69–72

The environment
Improved understanding and management of our environmental impacts.
See pages 22–23

SSI's fundamental value lies in our ability to deliver person-centred, culturally responsive, efficient and effective human and social services that deliver positive outcomes and impact across our six outcome domains.

Our outcome domains

- Safety and stability
- Learning and growth
- Social inclusion
- Economic participation
- Health and wellbeing
- Society and systems capacity

UNSDGs

Impact

An equitable, resilient, enriched and inclusive Australia where our clients fully participate in the economic, social, civic and diverse cultural life.

Our strategy

FY26 marked the final year of SSI's 2023–26 Impact Strategy. At its centre were six outcome domains and 15 outcome priorities, supported by five strategic priorities. Together, these guided our work across SSI and connected our operational activities with the longer-term change we sought to create for individuals, families, communities and systems.

Our outcome priorities

Safety and stability

1. A sense of safety and dignity.
2. Safe and supportive family relationships for children and young people.
3. Stable caregiver relationships for children and young people.

Learning and growth

4. Increased knowledge and skills.
5. Increased participation in education and training.

Social inclusion

6. Increased access to services and supports.
7. Increased sense of belonging.
8. Increased connection to culture and identity.

Economic participation

9. Better navigation and access to employment support.
10. Increased access to employment and self-employment opportunities.
11. Increased experience of good quality, secure employment.

Health and wellbeing

12. Increased access to health and wellbeing services.

Society and systems capacity

13. Improved community and sector capacity to support people from diverse backgrounds and identities.
14. Improved visibility of inequality experienced by people from diverse backgrounds and identities.
15. Improved collaboration across sectors and government on policy and funding reforms.

Achievements across our outcome priorities are presented in **Section 3 – Our impact** (pages 37–67).

Our strategic priorities

- **SP1** Enhanced client experience, and service delivery excellence.
- **SP2** Systems, processes and governance to support improved client outcomes.
- **SP3** Sector leadership, advocacy and policy contributions to influence change.
- **SP4** Our people, culture and capability are impact driven.
- **SP5** Strengthened financial sustainability.

Impact

An equitable, resilient, enriched and inclusive Australia where our clients fully participate in the economic, social, civic and diverse cultural life.

2023–26 Impact Strategy achievements

Defining and embedding impact within our strategy enabled us to create greater impact for the individuals and families we support and strengthen our resilience in a changing operating environment.

'Section 3: Our impact' (see pages 37–67) provides information on the impact of our work. The QR code below links to a short video on strategy highlights. The table below summarises key achievements for each Strategic Priority.

SP1 (see pages 38–56)
- Improved Net Promoter Score* from 46 (FY24) to 50 (FY26), reflecting strong client satisfaction
- Implemented the Client Pathway model to support integrated service access
- Developed an organisation-wide Practice Framework to drive service quality
- Strengthened our capability to measure, understand and create impact

SP2 (see pages 22–23, 80–81, 86–89)
- Delivered technology-driven improvements for staff and clients, lifting staff satisfaction with IT services from 67% to 92%
- Developed SSI's AI strategy
- Board endorsed a new Constitution reflecting best-practice governance
- Developed and began implementing SSI's first ESG strategy

SP3 (see pages 60–62)
- Elevated migrant skills recognition through Activate Australia's Skills campaign
- Strengthened the evidence linking culturally responsive services to improved client outcomes
- Advocated for disability-inclusive employment through Pathways to Possibilities

SP4 (see pages 69–72)
- Maintained high employee engagement (72%), above relevant Australian benchmarks
- Improved wellbeing support, leadership and professional development and workplace safety systems

SP5 (see pages 76–79)
- Enhanced alignment of our service portfolio and growth opportunities with impact goals
- Sustained a sound financial position amid economic pressures without compromising service delivery
- Strengthened financial management and governance processes

* The Net Promoter Score measures the likelihood that clients would recommend SSI's services to others, providing an indicator of overall satisfaction and loyalty.

Looking towards 2030

Strategy 2030 builds on the foundations established over the past three years, and is an evolution of this work, sharpening our focus while opening new opportunities to extend our impact.

Strategy 2030 concentrates SSI's impact around three aspirations:

- **Safety and stability**
- **Social inclusion**
- **Economic participation**

Three strategic directions will guide how we pursue these aspirations:

- **Services that change lives**
- **Growth for sustainable impact**
- **Influence that shifts systems.**

Together, these directions will enable SSI to deepen its impact for people and communities and contribute to more inclusive and responsive systems.

Scan to watch SSI's Impact video

Climate change and ESG

At SSI, environmental, social and governance (ESG) issues are closely connected to our purpose and impact. Climate change, social inequality, workforce wellbeing, governance practices and sector sustainability all influence our ability to support individuals, families and communities.

We are increasingly seeing the impact of climate change on the communities we work with, including through heatwaves, bushfires, floods, housing pressures and rising living costs. Climate change also acts as a risk multiplier for global conflict and displacement. As the climate changes, increasing resource scarcity contributes to conflict and instability, leading to migration and displacement, and increased need for services like ours. Climate change also presents risks to our organisation. Extreme weather, rising costs and resource pressures risk disrupting our operations, as well as the communities we work with.

Our ESG Strategy

During FY26, SSI finalised and began implementing its ESG Strategy 2025–30, which provides a framework for identifying and responding to the most significant ESG risks and opportunities facing our organisation. The strategy was informed by a double materiality assessment and extensive stakeholder engagement with employees, clients, volunteers, member organisations, service delivery partners and other stakeholders. It was developed with active involvement from SSI's Executive Leadership Team and the SSI Board, reflecting organisation-wide commitment to embedding ESG considerations into strategic planning, decision-making and organisational performance.

The strategy is organised around five focus areas:

- E — Environmental resilience and response
- S — Client wellbeing and social cohesion
- S — Healthy and inclusive workforce
- G — Responsible governance and funding
- G — Sector leadership and influence

Within these focus areas are 16 specific goals, informed by SSI's material topics (see SSI's material topics on pages 30–31). More information on each of the goals, as well as where you can find relevant ESG metrics and disclosures in this report, is available in the ESG Content Index addendum (QR below). The table on the next page summarises our progress towards the goals within our Environmental focus area. Progress in the other focus areas for FY26 is included throughout this report and referenced in the ESG Content Index.

While we recognise that much of this work is at an early stage, FY26 marked an important year in building the foundations needed to support long-term progress. As we move into FY27, SSI will continue implementing the ESG Strategy, strengthening our reporting capability, and advancing initiatives that support a more sustainable and equitable future for the people and communities we serve.

Scan to download ESG Content Index Addendum

Goal 1 **Understand and actively manage our environmental impacts.**	We commenced procurement activities for our first greenhouse gas emissions baseline and engaged sustainability consultancy Anthesis to measure Scope 1 and Scope 2 emissions, undertake a screening assessment of Scope 3 emissions, and provide a framework for ongoing emissions measurement. This will support SSI to identify our highest emissions sources, set reduction targets and timelines and identify reduction initiatives. We intend to present FY26 and FY27 emissions data in our FY27 report. We progressed development of a new Waste Management Policy, to be implemented in FY27, helping strengthen our approach to waste reduction and resource management.
Goal 2 **Build a culture of environmental stewardship by fostering knowledge, empathy and action within our workplaces and for the communities we support.**	We incorporated thinking from our ESG Framework into SSI's Strategy 2030 (see pages 20–21 for more information on Strategy 2030), embedding sustainability considerations across our strategic directions, planning processes and organisational priorities. Importantly, this included the introduction of a *Responsible Futures* lens, which encourages consideration of the long-term environmental, social and governance impacts of decisions and actions. SSI also developed internal communication materials to support understanding of the ESG Strategy, particularly aimed at increasing understanding of the social impact of climate change and how our *Environmental Resilience and Response* goals support SSI to achieve our vision.
Goal 3 **Support the people we work with and their communities to understand, prepare for and adapt to the impacts of climate change.**	Through the Humanitarian Settlement Program (HSP), SSI supports thousands of newly arrived refugees and humanitarian entrants each year at a critical point of their settlement journey. In FY26, we updated our *Welcome to NSW* booklet to equip new HSP clients with practical information about climate change, climate-related risks and everyday sustainability practices, helping build awareness and resilience among communities that may have had limited opportunities to engage with these issues previously.
Goal 4 **Assess climate-related risks and opportunities to our operations and value chain to inform our work.**	We intend to commence this work in FY27 and have begun developing options for how to progress this.

Stakeholder spotlight: Community Voice Advisory Panel

How do you ensure SSI's services are responsive to client needs? You ask them. The Community Voice Advisory Panel (CVAP) was established in November 2025 and brings together clients, former clients and community members with a strong connection to SSI as well as demonstrated experience representing their diverse community.

The 13-member panel meets online three times a year, and in person twice, to give SSI strategic advice in relation to its planning, program development, advocacy and community impact priorities.

Nidhi Shekaran (pictured), who has an Indian background and lived experience with disability, was keen to contribute, having previously been part of a SSI reference group for people with a disability.

"I can speak five languages, have a mild vision impairment and mild cerebral palsy — so I live and breathe the disadvantage in the system," Nidhi said.

"I've always been a passionate contributor to wider society and to systemic change. SSI is a big organisation and I like making change at that level."

As well as providing her expertise, Nidhi says she gets a lot back from being on the panel, including more extensive knowledge of SSI's programs and initiatives, invitations to SSI events, and the opportunity to meet new and interesting people.

"I would like to thank SSI management for giving me this wonderful opportunity," she said. "I think of it as an absolute privilege."













Whether it's celebrating cultures, playing sport, or learning to stay safe at the beach, SSI creates spaces where people can connect, learn and belong.

Our context

Risks and opportunities

SSI operates in a dynamic environment, and we must adapt to an increasingly complex environment, shaped by global instability, humanitarian crises, social pressures, inflation, and broader macro impacts. Our approach to risk management means that SSI is well positioned to identify and respond to risks, seize opportunities, and influence longer-term systems change.

This section explores the key internal and external trends that affected our work and communities in FY26, and how our approach to risk and opportunity evolved to deliver our strategy.

Geopolitics, migration and social cohesion

Global conflict, political instability and economic pressures continue to shape migration patterns, public debate and the lived experience of multicultural communities. Record levels of displacement and ongoing conflicts are placing increasing pressure on humanitarian systems, while migration and refugee policy remains politically sensitive and contested in many countries, including Australia. For people seeking safety and rebuilding their lives in Australia, these conditions can create uncertainty about their future and the support available.

For SSI, this highlights the importance of being grounded in cultural understanding, informed by global realities, and responsive to the ways international events affect local communities. Our expertise in delivering culturally responsive and trauma-informed services to people from refugee backgrounds and migrants remains critical, as does our advocacy. In the past year we advocated for refugee protection and greater regional responsibility-sharing, championed improved recognition of migrants' skills and qualifications, and promoted culturally responsive approaches across disability, employment, domestic and family violence, and other service systems.

Domestically, heightened social division reinforced the need for sustained action to address racism and discrimination, strengthen social cohesion, and foster a shared sense of belonging. In response, SSI contributed to major policy discussions throughout the year, including making a submission to and providing evidence before the Royal Commission into Antisemitism and Social Cohesion. We also co-hosted the Think Social Cohesion Summit, bringing together leaders from across sectors to advance solutions that strengthen belonging, safety and community cohesion.

Human services reform and policy change

Across disability, family and domestic violence, settlement, employment, and child and family services, governments continue to reshape how support is funded, regulated and delivered. Recent and continuing reforms include the Disability Reform Roadmap and further changes to the National Disability Insurance Scheme, and federal and state reforms to restructure family support, child protection and early childhood safety. Together, these reforms are raising expectations around service quality, safety, early intervention, evidence, accountability and workforce capability.

Our response centres on improving access, quality and outcomes for multi-cultural communities and others who face barriers to participation. SSI has continued to deliver and call for specialist, culturally responsive approaches to service delivery, with culturally and linguistically diverse communities at the centre of program design and commissioning.

Other macro impacts

Our operating context was shaped by broader trends including workforce shortages, rising costs and increasing demand for services, placing greater strain on program delivery. Cost-of-living pressures also had a direct impact on many of the people and communities we support, making essentials such as food, utilities and rent less affordable. Persistent housing shortages and affordability pressures compounded these challenges.

Technology, including the rapid advancement of artificial intelligence, is reshaping how services are delivered and how organisations operate, offering opportunities to improve access, responsiveness and equity while reducing administrative burden. This requires strong safeguards for ethical use, data governance and privacy, with human oversight remaining critical so technology supports, rather than replaces, professional judgement. Cyber security and data privacy remain a central priority as Australia's regulatory environment evolves, reinforcing the imperative to rigorously safeguard the sensitive information entrusted to us by clients, partners and stakeholders.

Commitment to sustainability and climate action

In FY26 we finalised our ESG Strategy and began implementation, strengthening our ability to manage our social and environmental impact (see pages 22–23). ESG is now embedded within our Strategy 2030, with 'Responsible futures' identified as one of the lenses guiding how we design and deliver our work, reflecting SSI's commitment to incorporating ESG considerations in planning.

Managing risks and opportunities

SSI continues to closely monitor and respond to risks and opportunities. This year, we undertook a structured refresh of our Risk Appetite Statement and Strategic Risk Profile to support our new Strategy 2030. Executive and Board workshops were conducted in April and May 2026 to test our risk appetite settings and review our strategic risks, culminating in approval by the Finance, Risk and Audit Committee and formal noting by the Board in June 2026.

The refresh set out our willingness to take risks in pursuit of impact across ten domains and consolidated our strategic risk portfolio. Several strategic risks were re-characterised to respond to the changing environment and an additional risk on AI and the digital environment was introduced. In FY27, our focus will be on operationalising these, including clarifying risk ownership, refreshing key risk indicators, and aligning our risk framework with our broader program performance initiative.

This demonstrates the enhanced maturity of our risk management processes, with a risk perspective incorporated in both the planning and implementation of our strategic initiatives.

Operational resilience

A key part of SSI's resilience is our ability to respond effectively to unexpected events. In FY26, this included a scenario test against our refreshed Strategic Risk Profile, providing an opportunity to pressure-test our risk appetite settings and ensure the Board and Executive remain well prepared for a changing environment. The continued strengthening of our risk management will be a focus in FY27.

Our strategic risk portfolio

External

Political and/or economic policy changes

Includes threats and opportunities:

- Need for preparedness for policy and government change.
- Positioning of SSI to support social reform.
- Response to geopolitical uncertainty and shifts in the political environment.

Key responses

- Effective controls in dedicated teams per jurisdiction and structured management reviews of the policy agenda.
- High-profile policy and advocacy engagements to strengthen stakeholder relationships and SSI's positioning.
- Targeted government relations activity to broaden SSI's reach and influence.

Timeframe Short to mid-term
Likelihood Possible
Impact Moderate

M1 M2 M6 M9 M12 SP3 SP5

Diminished competitive advantage

Includes threats and opportunities:

- Potential to miss business opportunities to competitors in a tight market, given dependency on government funding and private organisations entering the sector.
- Opportunity to capitalise on SSI's specialisation, experience, size and service diversity.

Key responses:

- Strategic analysis of key growth areas to identify opportunities that enhance impact and sustainability.
- Participation in major policy processes, including submissions and presenting to various inquiries on the importance of specialisation.

Timeframe Mid to long-term
Likelihood Unlikely
Impact Moderate

M1 M5 M6 M8 M12 SP5

Structure and governance

Representative membership

Includes threats and opportunities:

- Potential lack of alignment between SSI and its members.
- Disconnect between membership and client cohorts.
- Opportunity to build trust and support in community through active engagement.
- Opportunity to build synergies in service delivery and advocacy.

Key responses:

- Continued focus on bespoke individual member strategies to build and maintain strong relationships.

Timeframe Mid to long-term
Likelihood Rare
Impact Low

M1 M6 M9 M10 SP3

Compliance

Legal, regulatory and contractual compliance

Includes threats and opportunities:

- Reportable breaches.
- Large number of legislation and regulatory changes affecting sectors SSI operates in.
- Additional compliance requirements from funders.
- Increasing cost of compliance.

Key responses:

- Internal compliance assessment of obligations on privacy, work health and safety, child protection and cybersecurity.
- Mechanism to identify, capture and manage contractual compliance.
- Sub-contractor compliance review and assessment audit.
- Development of Holistic Program Performance assessment tool which includes compliance assessment.

Timeframe Short to mid-term
Likelihood Likely
Impact Moderate (this risk has been reduced from major to moderate)

M10 M11 M15 SP2

Internal performance

Capacity and capability

Includes threats and opportunities:

- Potential for overstretching the organisation, impacting the quality of service delivery.
- Risk of starting projects that are not aligned with our strategy.
- Opportunity to capitalise on economies of scale.
- Need to improve staff capability to deliver Strategy 2030.

Key responses:

- Efficiency initiatives through technology investment and better use of current technologies.
- Comprehensive business planning process to identify priorities and monitor implementation.
- Ongoing strategy alignment review.
- Succession planning and improvements to performance management processes.

Timeframe Mid to long-term
Likelihood Likely
Impact Major

M10 M11 M12 SP2 SP4

People: Attract, retain and develop

Includes threats and opportunities:

- Need to attract, retain and develop talent in a competitive labour market.
- Opportunity to develop core competency and culture around impact and SSI's values.

Key responses:

- Continuation of the internal mobility recruitment strategy.
- Enhancement of Learning and Development approach.

Timeframe Mid to long-term
Likelihood Possible
Impact Moderate

M1 M5 M7 M8 SP4

Technology

AI – Digital Environment

This is a new strategic risk.

Includes threats and opportunities:

- Employee wellbeing, workforce disruption, capability gaps and change fatigue.
- Cybersecurity and data privacy exposure.
- Poor or unsafe decision-making from AI enabled outputs.

Key responses:

- Change management, training, consultation, guidance on acceptable AI use, monitoring of psychosocial impacts, and targeted capability uplift to support safe adoption.
- Continued investment in cyber security, privacy impact assessment processes and controlled use of approved AI tools.
- Human accountability for decisions impacting clients and communities, AI use principles, approval pathways for high-risk cases, validation of AI outputs, and escalation where outputs may affect access, safeguarding, or compliance.

Timeframe Short to mid-term
Likelihood Possible
Impact Major

M7 M11 SP2

Data privacy and cyber security

Includes threats and opportunities:

- Potential data breaches caused by staff errors/behaviour.
- Cybersecurity attacks.
- Opportunity to use AI to drive cost efficiencies and improve client safety and outcomes.

Key responses:

- Continued investment in our cyber security strategy and security monitoring centre.
- Deployed ongoing information security awareness training.
- Human accountability for all decisions impacting clients and communities where information or insight is enabled by AI or other technology.

Timeframe Short to mid-term
Likelihood Possible
Impact Major

M11 SP2

Sustainability (Financial)

Financial

Includes threats and opportunities:

- Loss or win of a strategic program.
- Opportunity presented by efficient service delivery models.
- Potential for financial performance to be insufficient to ensure financial sustainability.
- Opportunity to diversify revenue sources.
- Need for cost discipline and the right mix of programs and initiatives.

Key responses:

- Strengthened mechanisms to track program performance.
- Implementation of growth strategies.
- Program realignment and continued investment in a culture of robust financial awareness, practice and accountability.

Timeframe Short to long-term
Likelihood Possible
Impact Major

M7 M12 SP4 SP5

Loss of a strategic program

Includes threats and opportunities:

- Loss/win of strategic program/s.
- Efficient service delivery models.

Key responses:

- Core program growth strategies.
- Tender pre-work for strategic programs.
- Strengthen mechanisms to track program performance.

Timeframe Short to mid-term
Likelihood Possible
Impact Major

M10 M12 SP5

Safety

Staff safety (WHS)

Includes threats and opportunities:

- Need for a strong culture of safety.
- Potential breaches of health and safety laws, regulations and standards.
- Need for safe systems of work.

Key responses:

- Comprehensive WHS maturity assessment and objectives.
- Detailed risk assessment across all of SSI's key program areas.
- Implementation of recommendations from our Psychosocial Harm and Occupational Violence working groups.
- Automation of incident and claims management.

Timeframe Short to long-term
Likelihood Possible
Impact Low (this risk has been reduced from major to low)

M2 M7 M10 SP4

Client safeguarding

Includes threats and opportunities:

- Need to develop a strong culture around safeguarding.
- Need to maintain staff understanding of safeguarding principles and frameworks.
- Need to maintain duty of care and safe environments for clients.

Key responses:

- Continued implementation of the 10 National Principles for Child Safe Organisations across SSI.
- Ongoing oversight through our Safeguarding Risk Committee.
- Improved compliance with our Client Incident Framework and incident reporting.
- Launched and commenced implementation of the Child Safe and Wellbeing Strategy 2026–30.

Timeframe Short to long-term
Likelihood Possible
Impact Major

M1 M5 M10 SP1 SP4

Material topics

SSI is committed to creating long-term value and understanding what matters most to our stakeholders. Our material topics were identified through a robust and stakeholder-informed materiality assessment and were used to inform the content in this report.

Our materiality matrix is presented below and more information on our materiality assessment is available in the ESG Content Index addendum to this report.

Scan to download ESG Content Index Addendum

Our 15 material topics are grouped into the following areas:

- Environment
- Social
- Governance

The topics are prioritised into three tiers for action:

- Tier 1 **Act:** topics where we can create more value, lead and influence.
- Tier 2 **Maintain:** topics we may already be managing and will continue to focus on.
- Tier 3 **Monitor:** topics to monitor to review emerging risks, opportunities and impacts.

Materiality matrix



FY26 material topics

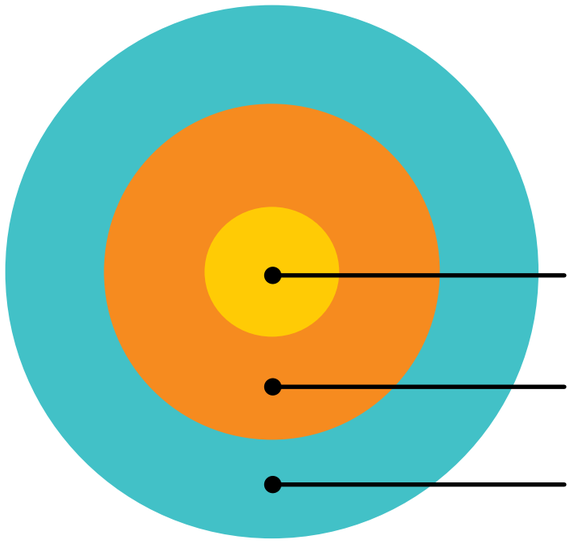
Material topic and definition	Focus area, Priority, Impact on value creation
M1 **Client wellbeing** — this includes client safety and stability, health and wellbeing, economic participation, social inclusion and learning and growth opportunities and outcomes.	Social Tier 1 SP1 Short, medium, long-term
M2 **Influences on social cohesion** — considers global and local conflicts and tensions, migration drivers and their impact on social harmony, mental health and community integration in Australia.	Social Tier 1 SP3 Short, medium, long-term
M3 **Climate resilience** — considers the impacts of climate change on the organisation and our clients, including physical and transition risks, effects on client wellbeing and mobility, and community and organisational resilience in a changing climate.	Environment Tier 1 SP1 SP2 Short, medium, long-term
M4 **Environmental responsibility** — responsibility for reducing environmental harm through effective waste and pollution management, greenhouse gas emissions, minimising workplace impacts and taking a visible leadership role in promoting environmental health and sustainability in the community.	Environment Tier 1 SP1 SP2 Medium, long-term
M5 **Inclusive and accessible services** — high-quality, culturally responsive services that are inclusive, accessible and tailored to the diverse needs and identities of clients, while ensuring the effectiveness and impact of these services is clearly demonstrated.	Social Tier 1 SP1 Short, medium-term
M6 **Collaboration and partnerships** — genuine, values-aligned relationships with community groups, sector peers and responsible partners and suppliers that prioritise mutual respect, social and environmental responsibility, the sharing of resources, and sustainable outcomes for clients and communities.	Governance Tier 1 SP1 SP3 Medium, long-term
M7 **Employee wellbeing and development** — includes recruitment, retention and leadership practices, employee skills and meaningful development opportunities, and a sustained focus on workplace safety and physical, mental and emotional wellbeing.	Social Tier 1 SP4 Short, medium-term
M8 **Diverse and inclusive workforce** — considers the diversity of the workforce including degree to which it reflects people with lived experience and the communities we work alongside, and reconciliation and cultural safety activities.	Social Tier 1 SP4 Short, medium-term
M9 **Advocacy, research and thought leadership** — our skills, reputation and capacity to advocate for and influence system change to support improved outcomes for our clients and communities.	Social Tier 1 (moved up from Tier 2 in FY25) SP3
M10 **Responsible governance** — strong, transparent and ethical governance through effective oversight, clear decision-making, risk and compliance management, fraud prevention, and robust feedback mechanisms that uphold trust and accountability.	Governance Tier 2 SP2
M11 **Technology and data security** — effective use of technology to improve service delivery and operational efficiency while safeguarding client information and data through strong privacy and security measures and ensuring technology is used safely and ethically.	Governance Tier 1 (moved up from Tier 2 in FY25) SP2
M12 **Financial sustainability** — maintaining our financial sustainability including strategic contracts, program margins and funding diversification, in order to deliver our strategic objectives, enable effective service delivery and meet the needs of our clients and communities.	Governance Tier 2 SP5
M13 **Modern slavery** — proactively identifying and addressing risks of exploitation in operations and supply chains and supporting clients who may be vulnerable through services or education.	Governance Tier 2 SP1 SP2
M14 **Biodiversity and nature** — the role of healthy, natural environments in community health and wellbeing.	Environment Tier 3 SP1 SP2
M15 **Renewable energy and affordability** — considers the transition to renewable energy for the organisation's operations and energy affordability for clients.	Environment Tier 3 SP1 SP2

* See page 7 for SP1–SP5 definitions.

Our stakeholders

Our long-term success depends on our ability to listen, respond and create value for our stakeholders. Our stakeholders are an extension of the clients and communities we support, and we work with them collaboratively and purposefully to drive social change together.

SSI stakeholders



Primary stakeholders • shared interests
- SSI clients and communities
- Employees
- Boards and committees
- Regulators, governments and agencies
- Members

Secondary stakeholders • be responsive
- Private funders and corporate partners
- Suppliers
- Volunteers and interns

Tertiary stakeholders • in dialogue
- University and research institutes
- Wider community
- Other NFPs
- Media

Further details about our primary stakeholders, including how we engage with them, how frequently we engage them, the key concerns for each group and our responses, are outlined below.

Engagement
- **A** Annually
- **Q** Quarterly
- **O** Ongoing
- **AH** Ad hoc
- **BA** Every two years

Clients and communities

Engagement activities and regularity

- Client feedback surveys, including Net Promoter Score (see page 38) and impact surveys (see pages 42–55) | **O**
- Reference groups and lived experience advisory groups, including our Community Voice Advisory Panel (see page 24) | **O**
- Feedback to case managers and other team members | **O**
- Research and program evaluations | **O**
- Feedback and complaints processes | **O**
- Networking and client events | **O**
- Client interviews for website, annual report and other communications | **O**

Key concerns

- Access to culturally responsive and inclusive services that are tailored to meet the needs of different groups, including own-language services.
- Desire for enhanced understanding and navigation of services and supports available.
- Availability of local services and supports.
- Cost of living and housing crisis.
- Economic participation, barriers to employment and skills recognition.
- Improved safety, social inclusion and wellbeing.
- Response and resolution of concerns and complaints.

Response

- Maintain focus on culturally responsive and trauma-informed practice; further growing multiple language capabilities within SSI; increased co-design and establishment of reference groups (enterprise wide and for specific client cohorts).
- Further development of employment programs, as well as campaigns to address systemic barriers to employment and skills recognition.
- Community engagement and capacity building; increased community presence for programs such as Local Area Coordination (LAC).
- Centralised assessment and triage team established to streamline and enhance client pathways.
- Strengthen referrals and signposting to other support services (internal and external), where appropriate; enhance and simplify SSI's service information.
- Dedicated Quality, Risk and Compliance team members to manage and respond to complaints.

Value created for stakeholder

- Enhanced client outcomes across our outcome domains.
- Better access to and engagement with services and supports that meet their unique needs.
- Reduced systemic barriers to participation.

Value created for SSI

- Better able to meet our purpose and vision.
- Increased access to services and supports by those in need.
- Better able to support the unique needs of our clients with high-quality programs.

Employees

Key engagement activities and regularity

- 'Your Voice' employee survey (see page 69) | **BA**
- Feedback from all-staff roadshows | **A**
- Culture and inclusion surveys | **A**
- Feedback via managers | **O**
- Exit surveys | **O**
- Attrition tracking | **O**

Key concerns

- Awareness of issues affecting SSI and employment.
- Workplace health, safety and wellbeing.
- Professional development and career progression; attracting and retaining skilled employees.
- Contribution to SSI's vision and purpose; improved client outcomes and impact; and delivery of high-quality, culturally responsive and inclusive services.

Response

- Regular communication via all-staff roadshows, leadership communications, intranet articles, Lunch and Learns and online meetings.
- Health, safety and wellbeing policies and initiatives, including Intellect, wellbeing app, WHS seminars.
- Provision of a range of general and targeted learning and development opportunities, including Lead@SSI program and a focus on internal mobility.

Value created for stakeholder

- Clearer understanding and impact of issues through increased transparency.
- Increased sense of support; improvements in health, safety and wellbeing.
- Improved skills, knowledge, career progression and employability.

Value created for SSI

- Greater trust and cooperation from employees.
- Continued high levels of employee engagement and healthier workforce.
- Increased ability to deliver on vision and purpose.

Members

Engagement activities and regularity

- Member survey | **A**
- Member engagement and briefings | **AH**
- CEO network event | **AH**
- AGM | **A**

Key concerns

- Actively engaging and collaborating with communities to support our work; staying abreast of changes across the sector; increasing competition; knowledge and skills sharing; keeping pace with digital transformation.
- Advocating for policy change to protect human rights and support improved client wellbeing
- Socio-economic challenges.
- Attracting and retaining skilled and motivated employees.
- Better capacity to manage risks, compliance and governance.

Response
- Seeking opportunities for collaboration, knowledge sharing and access to specialist expertise.
- Holding briefing events, seminars and workshops for leaders of member organisations.
- Collaborating and leading advocacy initiatives to support our clients and communities.

Value created for stakeholder
- Increased skills and knowledge to manage ongoing demands.
- Capacity to draw on the knowledge, skills and expertise of SSI and our diverse membership.
- Increased collaboration to drive change for their stakeholders.

Value created for SSI
- Improved sector capacity.
- Capacity to draw on different knowledge, skills and expertise from across our diverse membership; identification of opportunities and risks.
- Increased collaboration to drive change for our clients.

Boards and committees

Engagement activities and regularity
- Board and Committee meetings | **Q**
- Planning and approval of agendas and feedback on papers | **O**
- AGM | **A**
- Input into strategic initiatives of the organisation including amendments to charters, corporate governance statement, risk governance | **O**

Key concerns
- Access to timely, high-quality data and insights on organisational performance, governance and risk management.
- Financial sustainability of the organisation, including risks and opportunities around strategic contracts.
- Capacity of organisation to measure and deliver positive impact for our clients and communities.
- Promoting a diverse, inclusive and equitable workplace reflective of our clients and able to meet our strategic ambitions; and delivering culturally responsive and inclusive services.
- Managing SSI's ESG risks and opportunities.

Response
- Refining integrated reporting dashboards including key metrics across material topics and business functions (including workplace); risk management approach.
- Monitoring strategic risks.
- Investment in internal expertise and systems for regular reporting on performance and impact.
- Developing and implementing ESG Strategy, including GHG emissions baseline.

Value created for stakeholder
- Improved oversight of organisational performance, risks and sustainability.
- Improved oversight of financial position.
- Improved oversight of organisational impact.

Value created for SSI
- Increased capacity for efficient, comprehensive and frequent reporting on key metrics.
- Increased capacity to draw on insights and expertise of the Board and Committees.

Regulators, governments and agencies

Engagement activities and regularity
- Compliance and performance reporting | **Q**
- Audits and accreditation assessments and reporting | **A**
- Government and agency briefings and updates | **O**

Key concerns
- Increasing regulatory and contract compliance requirements.
- Effective management of risks, performance and contract delivery, and good governance practices.
- Improved client outcomes and impact.
- Access to timely, high-quality data on organisational performance, governance and risk management.
- Commitments to environmental responsibility by contractors.

Response
- Provision of accurate and regular reporting on performance, governance, compliance and risk management.
- Investment in internal capability to monitor and manage performance, risk and compliance, including systems for client feedback and complaints processes.
- Investment in internal expertise for outcome and impact measurement and reporting.
- Developing and implementing ESG Strategy, including GHG emissions baseline.

Value created for stakeholder
- Effective oversight and management of organisational performance and risk.
- Successful delivery of contracts (that meet contract requirements and government regulations) and achievement of client outcomes.
- Better access to programs for people from diverse backgrounds and identities that meet their unique needs.

Value created for SSI
- Able to meet our purpose and vision.
- Increased access to programs by those in need.
- Better able to support the unique needs of our clients.
- Robust and efficient oversight, management and governance of performance, compliance and risk.



Stakeholder spotlight: Usman Khawaja partnership

For many young people, sport can be a pathway to belonging, confidence and opportunity.

It is this shared belief that underpins SSI's partnership with the Usman Khawaja Foundation (UKF), which uses cricket to create brighter futures for children and young people, including those from migrant and refugee backgrounds.

Usman Khawaja is a global cricket superstar and the first Muslim and Pakistani-born Australian to play in the Australian Cricket Test team. He is also a fierce advocate for equal access to sport programs and the benefits they provide.

Since the partnership launched in April 2025, cricket clinics led by Usman and trained coaches have been delivered across Queensland, NSW and Victoria.

For many of the participants, it was their first introduction to the game and a chance to connect with a role model who knows what it means to find your footing in a new country.

"Every child deserves a fair shot, regardless of where they come from," Usman said. "It's not just about cricket, it's about confidence, connection and feeling valued. That's what SSI stands for and it's why I'm proud to be part of this partnership."

The partnership is designed to expand into mentoring initiatives, multicultural community events and opportunities for young people to help shape solutions to issues affecting their communities.

Our members

SSI's impact is strengthened through its partnerships with members. This year, we worked alongside members to create meaningful opportunities for learning, connection, advocacy and collaboration. Through the Member Engagement Program, we brought members together to share knowledge, build relationships, access specialist expertise and contribute to the conversations shaping SSI's work and the broader sector.

We collaborated through workshops, briefings and events, including the launch of the Train, Engage, Connect and Support (TECS) resource; Critical Conversations sessions; International Women's Day activities and engagement connected to SSI's RAP.

We also invited members to contribute to workshops informing SSI's Strategy 2030. Their community and sector perspectives helped us understand emerging needs, test our thinking and shape priorities for the future.

We hosted our first CEO Network Luncheon, focused on the federal election, diverse voters and public policy issues. The event created an important opportunity for member leaders to exchange insights, discuss emerging issues and strengthen relationships across the network.

We continued to create opportunities for members to access specialist expertise, such as with SSI Legal, participate in professional learning and networking, and collaborate on member-led and joint initiatives.

At the heart of this work is a relationship of mutual value. Members bring community knowledge, local expertise and insight into emerging needs, helping to inform SSI's programs, services and advocacy. In turn, we provide opportunities for engagement, collaboration, capability building and collective action.

Advance Diversity Services

Accessible Diversity Services Initiative Limited

Asia Pacific Network of Refugees

Arab Council Australia
المجلس العربي استراليا

CMRC Community Migrant Resource Centre

eastern community legal centre

IMS Illawarra Multicultural Services

iwaa

MARSS Australia Inc. Migrant and Refugee Settlement Services

Stepwise Community Services

mosaic multicultural connections

SydWest Multicultural Services

Welcome Cultural Services

Western Sydney MRC

YUMBA-META

Scan for more information on our member organisations

Section 3
Our impact



What we do

Our work contributes to outcomes across six domains. Tracking and understanding the impact of our work is essential to improving what we do and to achieving better outcomes for our clients.

The results in this section provide highlights for each outcome domain, demonstrating how our work creates value and contributes to change.

We also monitor client satisfaction and experience with our programs through client surveys, including the Net Promoter Score. Alongside impact data, this feedback helps us identify areas of strength, improve service quality and ensure our programs remain responsive to the needs of our clients.



(From left) Cultural Safety, Engagement and Partnerships Lead Cass Best, CEO Violet Roumeliotis AM and Head of Corporate Affairs Hannah Gartrell at the launch of the second Innovate RAP.

Over the three years of our 2023–26 Impact Strategy, our overall NPS across our core programs ranged from 46 in FY24, to 42 in FY25, and 50 in FY26. This compares favourably to published benchmarks, demonstrating high overall satisfaction with our programs.

While the focus of this section is our FY26 results, where relevant, we have provided data to showcase our achievements across the full three years of our 2023–26 Impact Strategy.

A full list of our FY26 programs is available as an addendum to the report and can be accessed by scanning the QR code below. This document provides information on each program's purpose, region, funder and the outcome domains that it contributes to.

- Safety and stability
- Learning and growth
- Social inclusion
- Economic participation
- Health and wellbeing
- Society and systems capacity

Scan to download SSI's full list of FY26 programs

















SSI recognises and values the diversity of experiences and knowledge that communities have to offer and is committed to placing them at the heart of everything we do.

Our programs

SSI delivers a wide range of programs across the following eight areas. Collectively, these deliver impact across our six outcome domains.

Outcome domains:

- Safety and stability
- Learning and growth
- Social inclusion
- Economic participation
- Health and wellbeing
- Society and systems capacity





Arts and community connections

We deliver a range of community programs that engage and empower community members, foster collaboration, improve service navigation, and promote positive change across the communities we serve. These types of programs include a range of place-based initiatives, such as youth, women and seniors' programs, and our arts, culture, sports and community engagement programs.

Domestic and family violence

We deliver a variety of domestic, family and sexual violence (DFSV) programs, which directly support migrant and refugee women and children at risk of or experiencing DFSV, as well as other primary prevention and early intervention programs. This includes programs such as 99 Steps, the NSW Multicultural Centre for Women's and Family Safety (Adira) and a range of capacity building initiatives.

Employment services

Our employment services enhance access to job readiness support and employment outcomes for individuals, including refugees, people seeking asylum and people with disability, while supporting employers to address workforce gaps and foster diverse workplaces. Programs include Inclusive Employment Australia (IEA), Asylum Seeker Employment Skills Support (ASESS), Ignite Ability small business start-up and Work + Stay social enterprises.

Health and wellbeing

Our health and wellbeing programs support holistic wellbeing for individuals, families, children and communities through education and health promotion, service navigation support, and place-based hubs that enhance service access. Programs include SSI Gateway, the Logan Maternity Hub, the Health Impact Project and the Health Support Navigation Service.

Disability services

Our disability services connect people living with disability to the support they need and help them to participate in their communities. Programs include Local Area Coordination (LAC) and community capacity building programs.

Education and training

We deliver a range of programs that support people to participate in education and training, upskill and meet their learning, development, and employment goals. Programs include our diversity training social enterprise, Skilling Queenslanders for Work, and the SSI Allianz Scholarship Program.

Families, children, and youth

We deliver a range of programs for families, children and youth that help participants to thrive and reach their full potential. These include programs such as multicultural foster care and after care, Community Hubs based in local schools, and youth programs.

Settlement

Our settlement services connect newcomers with resources, knowledge and skills for personal growth and community integration, while our advocacy work increases the visibility of experiences of new migrants to Australia. Programs include Humanitarian Settlement Program (HSP), Status Resolution Support Services (SRSS) and Settlement Engagement and Transition Support (SETS).

Outcome domain

Safety and stability

Safety and stability form the foundation for personal wellbeing and growth. We help people live in safe, stable environments and access the services they need to build secure lives.

Impact Strategy highlights
Over the three years of our Impact Strategy SSI supported **20,500** people seeking asylum and people from refugee backgrounds building new lives in Australia. Outcome data collected over this three-year period found that almost all people supported by the HSP felt safe in their neighbourhood and agreed they have been included in decisions about planning their life in Australia. Our Multicultural Child and Family Program (MCFP) delivered out-of-home care to over **360** children and young people over the three years, providing stable caregiver relationships that respect and maintain cultural identity. During this time **99** per cent of children and young people had no more than two placements in the previous six months, and almost eight in 10 shared faith, language or ethnic background with their primary carer.

A sense of safety and dignity for newcomers 1

For people arriving in Australia, particularly those who have experienced trauma and forced displacement, feeling safe and being treated with dignity are critical for successful settlement. This year, HSP supported **9,341** people, including **6,634** new clients, with culturally responsive orientation and settlement support. This included connecting clients with the services, resources and skills they need to build secure lives in Australia.

Our SRSS team assisted **1,534** people seeking asylum, including **640** new clients, with a range of essential supports including facilitating access to healthcare, accommodation, education, financial support and other services. An SRSS survey found that **90** per cent of respondents felt listened to and understood by their case manager, and **45** per cent reported there had been improvements in their ability to cope with everyday challenges since joining the SRSS program. The Emergency Relief program also supported refugees and those seeking asylum, with emergency payments and food parcels provided to **1,576** people across Queensland, Victoria and NSW.

In FY26, we supported **283** people in humanitarian situations overseas to settle in Australia through the Community Support Program (CSP), assisting with visas, settlement support and community connections.

Responding to domestic and family violence 1

SSI leads evidence-based, community-informed and culturally responsive approaches to domestic, family and sexual violence (DFSV), improving access, safety and outcomes for women and children from migrant and refugee backgrounds. For information on our work in women's safety see pages 63–64.

Supporting diverse families, children and young people 2 3

SSI connects children and young people from diverse backgrounds with foster carers who provide safe, caring environments that respect and maintain cultural identity. We also support family restoration opportunities and help young people transition successfully into adulthood.

Of people supported by HSP:

98% felt safe in their neighbourhood.

99% agreed their neighbourhood is a good place to bring up children.

98% agreed they have been treated fairly when accessing services.

97% agreed they have been included in decisions about planning their life in Australia.

In NSW, the Multicultural Child and Family Program (MCFP) provided out-of-home care support to 284 children and young people this year. A further **19** children were supported through family preservation and restoration services. Stability of placements was high, with **99** per cent of children and young people having had no more than two placements in the previous six months, and **78** per cent of children and young people shared faith, language or ethnic background with their primary carer.

SSI supports young people when they leave out-of-home care to achieve independence, with early and continuous transition planning and support. We supported 54 care leavers aged 18–24 years.

Administration data identified positive outcomes that were higher than those reported in published literature on care leavers.

- **Housing stability**: **89** per cent (48 out of 54) were in stable housing
- **Relationships with family**: **65** per cent (35) had a relationship with their parents
- **Education**: **76** per cent (41) completed Year 12 and 35 per cent (19) were currently engaged in training or further study
- **Employment**: **54** per cent (29) were employed

The Multicultural Family Based Care Program (MFBCP) operated for its first full year in Queensland, and this kinship care program supported **31** children and young people in out-of-home care and **14** carers this year.

Legal services through our social enterprise 1

SSI Legal continued to provide practical, ethical and tailored immigration legal advice and supported **287** people to navigate Australia's immigration system. As a certified social enterprise, SSI Legal creates genuine impact and contributes to a fairer and more equitable Australia.

***Outcome priorities and UN SDGs:**

1. A sense of safety and dignity.
2. Safe and supportive family relationships for children and young people.
3. Stable caregiver relationships for children and young people.

Reunited after seven years

For more than seven years, Samira carried the worry of being separated from her younger siblings, Mohamed and Layla*. Orphaned at a young age, the children were living with a distant relative in Uganda in an unstable care arrangement. From Australia, Samira supported them as best she could, hoping they would one day be together again.

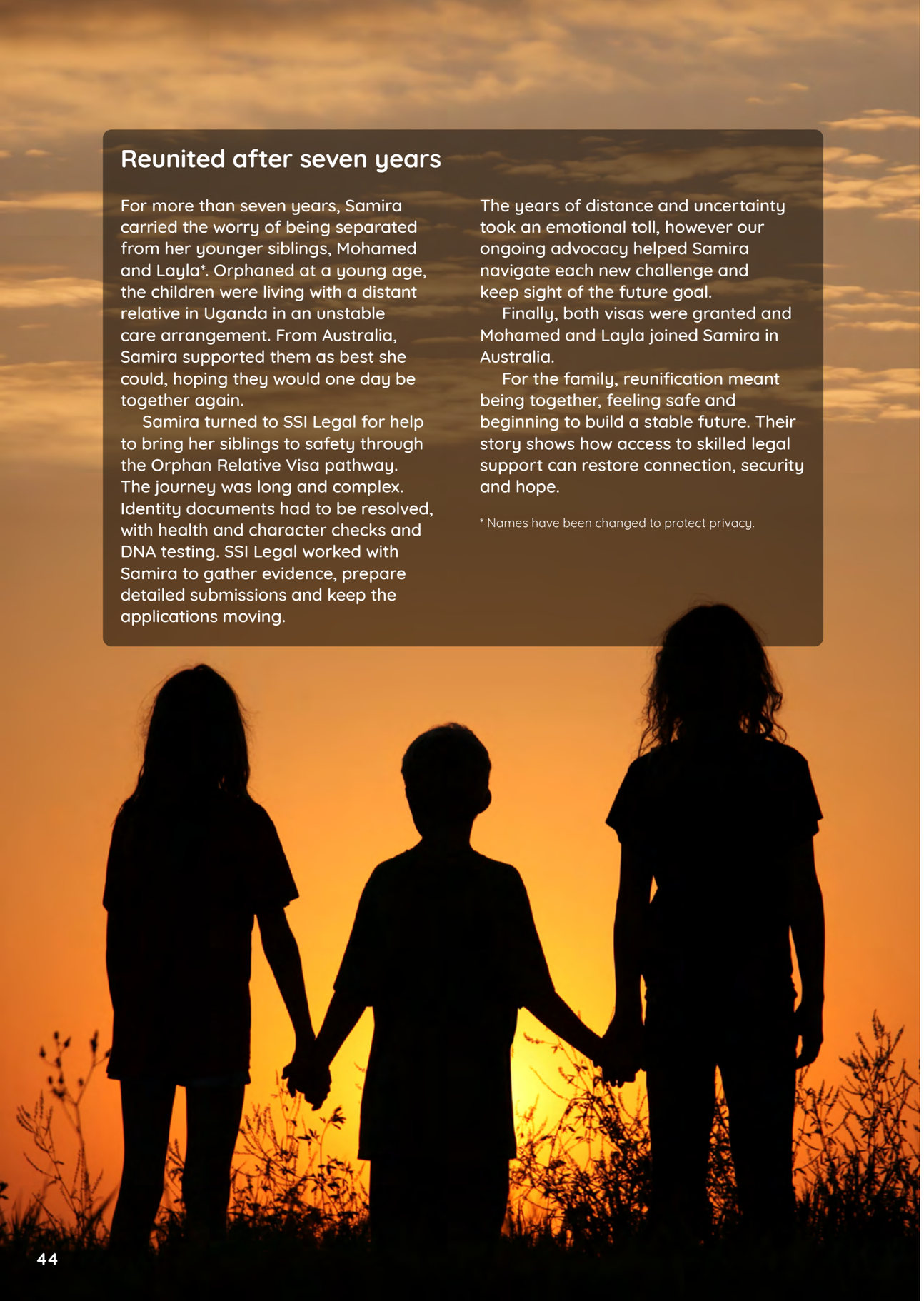
Samira turned to SSI Legal for help to bring her siblings to safety through the Orphan Relative Visa pathway. The journey was long and complex. Identity documents had to be resolved, with health and character checks and DNA testing. SSI Legal worked with Samira to gather evidence, prepare detailed submissions and keep the applications moving.

The years of distance and uncertainty took an emotional toll, however our ongoing advocacy helped Samira navigate each new challenge and keep sight of the future goal.

Finally, both visas were granted and Mohamed and Layla joined Samira in Australia.

For the family, reunification meant being together, feeling safe and beginning to build a stable future. Their story shows how access to skilled legal support can restore connection, security and hope.

* Names have been changed to protect privacy.



Outcome domain

Learning and growth

Education and training play an important role in creating pathways to social and economic participation. Through our programs, we help people access learning opportunities, develop new skills and capabilities, overcome barriers to participation, and build the confidence and capacity to achieve their aspirations.

Impact Strategy highlights

Across the three-year Impact Strategy, SSI achieved strong learning and growth outcomes in settlement, employment, youth development and community education. At exit, more than eight in ten people supported through the HSP reported that they knew how to find services for their family, use technology to find information about services and supports, and that they understood Australian norms and laws. Youth programs strengthened leadership, digital and financial literacy, and employment-readiness skills. Employment programs also improved confidence and work readiness: Over **70** per cent of participants of the ASESS and IEA programs reported better knowledge of how to find work, and greater confidence in securing employment.

Increased participation in education and training 4 5

Our settlement programs, employment services, scholarships and community hubs all help people engage in education and training to meet their unique goals.

Settlement programs	**644** adults who were supported by the HSP pursued education and training opportunities beyond English language learning (27%). **31** young people who participated in the Youth Transition Support (YTS) program pursued accredited vocational training, while **14** young people in HSP developed their skills through the Young Leaders School.
Employment programs	**145** ASESS participants and **182** IEA participants enrolled in training to strengthen their skills.
SSI Allianz Scholarship Program	**34** people from refugee backgrounds received scholarships to pursue further study or gain recognition for their existing skills.
Community Hubs (NSW and Queensland)	**2,702** people connected, shared knowledge and pursued learning opportunities, including English language classes, vocational pathways, and early childhood support and education.

***Outcome priorities and UN SDGs:**

4 Increased knowledge and skills.

5 Increased participation in education and training.

Of HSP clients exiting the program in FY26:

89%
knew how to find services to support their family.

81%
knew how to use technology to access online information about services and supports.

89%
could independently apply their understanding of Australian norms, values and laws.

69%
knew how to find out information about their rights.

Building strong foundations for settling in Australia 4 5

SSI has a strong focus on helping refugees and migrants develop knowledge and skills to settle into their new communities. HSP provides newly arrived refugees with the support and resources they need to adjust to life in Australia during their first 12–18 months in the country.

Supporting young people to build skills and confidence 4

In FY26, HSP's Youth Engagement and our Youth Transition Support (YTS) program assisted young people from refugee and migrant backgrounds to build skills, confidence and connections to pursue their goals. More than **1,000** young people aged 15–24 were supported to increase participation in education and training, and strengthen vocational skills, work readiness, communication skills, digital and financial literacy and leadership.

Building skills and knowledge to participate in Australia's job market 4 5

The ASESS program supports people seeking asylum, while IEA supports people from refugee backgrounds living with disability. Both programs help participants understand the Australian job market, prepare for work and build confidence in finding employment.

A survey of ASESS participants found:

- **74** per cent had a better understanding of where and how to look for work.
- **72** per cent had a better understanding of how to build their connections.
- **71** per cent had improved confidence to find work.

A survey of IEA participants found:

- **77** per cent had improved knowledge and skills for finding employment.
- **83** per cent had improved confidence to find work.

Information and knowledge sharing in the community 4

In partnership with communities and service providers, SSI develops and shares information with people from diverse backgrounds and identities. In FY26, more than **1,000** people took part in culturally responsive information sessions and initiatives at the Community Refugee Welcome Centre, while more than **500** HSP clients joined Welcome Program activities and excursions. These initiatives strengthened social connections and built knowledge and skills in areas including beach and child safety, digital literacy, volunteering, leadership, English and communication.

Learning new skills and building water confidence

This year, SSI supported 170 newly arrived refugees and migrants to build vital water safety skills through a culturally responsive surf lifesaving program at Cronulla Beach.

For many participants, it marked their first encounter with Australia's coastline and a practical introduction to skills that strengthen confidence, independence and community connection.

A partnership with Surf Life Saving NSW and Sutherland Shire Council, the first event took place in November 2025 and involved a visit by Olympic swimmer Ian Thorpe.

Fifty-seven adults and children from Iraq, Syria, Afghanistan, Iran and the Democratic Republic of Congo took part, with multilingual support available in Dari, Farsi, Arabic and Swahili.

They learned to identify rip currents, understand beach conditions and stay safe in and around the water.

One participant, Belal Albweidani, said the experience was particularly important because neither he nor his children knew how to swim.

Beyond practical safety lessons, the experience helped families connect, build confidence and feel more at home in their new community.

With 350 drownings each year, and 30 per cent involving people from migrant backgrounds, SSI's Anastasia Kachurovska said providing accessible water safety education was critical.

The program has continued to grow, with other beach and water safety sessions held throughout the year at Dee Why Beach and in Penrith.

SSI team members Fatima Halaf and Joseph Sando at a beach safety day.

Outcome domain

Social inclusion

Social inclusion underpins the wellbeing of individuals and families, while also contributing to stronger community cohesion and a more inclusive society. Our support services build connections, encourage community participation, improve access and strengthen a sense of belonging.

Impact Strategy highlights
Over the past three years we supported more than **30,000** people living with disability to access services and supports and enhance social participation through LAC and Community Connection Planning. Through our settlement programs, we supported **25,000** migrants and people who have experienced forced displacement. Across these programs social inclusion outcomes were consistently positive: almost **90** per cent of surveyed participants of the LAC, HSP and SETS programs reported improved or stable community participation and improved community connections.

Improving access to services and supports for newcomers 6

This year we supported **12,753** newcomers through HSP, SRSS, SETS and the Youth Transition Support programs (YTS). Improving service access is a key outcome of these programs.

- **98** per cent of people supported through HSP accessed family and social support services.
- **84** per cent of people supported through SRSS accessed services in two or more areas (e.g. financial assistance and health care).
- **91** per cent of people supported through SETS improved their circumstances, and 91 per cent had positive changes towards their goals.

Increased community connection and sense of belonging 7 8

SSI helps newcomers engage with local communities, religious, cultural and sporting organisations and other groups which builds connections that help them feel welcome and supported.

- **87** per cent of people surveyed who received support from HSP reported being more connected to the community.
- **92** per cent reported feeling part of the Australian community.

SSI delivers a wide range of community initiatives and events that strengthen community ties, such as the Community Welcome Centre (NSW), workshops and committees for women, community leaders' forums and Community Action for a Multicultural Society (QLD). This year there were more than **15,600** instances of participation across these initiatives, a significant increase in reach from last year (**7,800**).

Through HSP's Youth Engagement in NSW and the SETS YTS program in Queensland, more than **1,300** children and young people enhanced their social connections and sense of belonging through sport, creative arts, cultural events, outdoor recreation and targeted activities for young women.

Better access to disability and community support for people from diverse backgrounds and First Nations communities 6 7 8

We partner with the National Disability Insurance Agency (NDIA) to deliver LAC services within two Sydney regions, helping people access the National Disability Insurance Scheme (NDIS) and other services and support in the community. This year we supported **23,668** (**22,255** in FY25) participants. We also supported **7,059** individuals without NDIS funding to develop Community Connection Plans to access local community support and services (up from **5,383** in FY25). Many of the LAC participants surveyed reported increased or stable social participation since accessing support, including getting out into the community (**88** per cent), spending time with people they know (**87** per cent), and doing activities or hobbies (**86** per cent).

Culturally responsive, person-centred support helps address barriers to accessing the NDIS for people from culturally and linguistically diverse backgrounds. Of respondents to our FY26 participant survey, **86** per cent agreed the support was culturally appropriate (**11** per cent gave a neutral response), and **92** per cent of those born overseas said their experience with their Local Area Coordinator was very good or good.

First Nations communities are also typically underrepresented in the NDIS. SSI works with First Nations communities to build awareness, engagement and access to the NDIS, including through relationship building, community engagement, education, and the work of our dedicated First Nations Local Area Coordinators. The number of First Nations participants we have supported has more than doubled in the three years of our Impact Strategy, from **731** in FY24 to **1,348** in FY25 and **1,559** in FY26.

Greater connection and social inclusion through the arts

Arts and culture foster representation, dignified storytelling and inclusion. Highlights over the year include BEMAC's collaboration with the Australian Women in Music Awards, attracting **910** people across the conference, welcome event, awards ceremony and concert. Its 'A Stage Called Home' program presented eight original productions and three public discussions, involving more than **100** artists and **1,000** plus attendees. World of Cultures brought Logan communities together through a free celebration of cultural diversity, music, food, art and participation, featuring about **350** performers from more than **20** cultures and **6,415** registrations.

In NSW, the Community Refugee Welcome Centre hosted 'Petals of regrow', featuring a women-led exhibition, the Spirit of Welcome festival, creative workshops and teen storytelling. Creative Compass and 'Petals of regrow' reached more than **35,000** people through performances, exhibitions and media, and **87** per cent of Creative Compass artists reported greater confidence and stronger social connections.

Connecting and participating through sport

In Queensland, our Multicultural Sports Club at Gould Adams Park offers accessible sport, fitness, dance and recreation programs for people of different ages, abilities and cultural backgrounds. In FY26, **2,750** participants from **114** different cultural backgrounds accessed the club, generating **19,460** participant touchpoints.

Two initiatives delivered this year included ActiveKIT and Play Our Way which focused on increasing physical activity and engagement of women and girls. Together, these initiatives engaged **830** people and provided safe, inclusive spaces for women and girls to build confidence and friendships, reduce isolation, participate in sport, and strengthen wellbeing.

***Outcome priorities and UN SDGs:**
6 Increased access to services and supports.
7 Increased sense of belonging.
8 Increased connection to culture and identity.



Dancing her way to confidence and connection

At age 73, Maria* has discovered newfound confidence, connection and joy through regular line dancing sessions in Logan.

Living with dyslexia, she was reluctant to join activities with multiple coordinated movements, and over time lost confidence in trying new ways to stay active.

That changed when Maria was encouraged to join one of the activities offered through SSI's fitHER. This initiative offers free or low-cost participation in table tennis, senior chair aerobics and all abilities line dancing for women from culturally and linguistically diverse backgrounds.

Since taking this first step, Maria's transformation has been remarkable. She now attends line dancing sessions three times a week, not only improving her fitness and coordination, but forming new friendships and community connections.

Maria said she was 'so happy' with her new dancing skills and social life. Her story is a powerful example of how inclusive and supportive programs can empower individuals to overcome personal challenges, build confidence and a sense of belonging, and discover new strengths and social networks at any age.

* Name and photo changed to protect privacy.

Outcome domain

Economic participation

Participation in employment creates value for individuals, communities and the broader economy. Beyond providing financial security, employment can strengthen a person's sense of purpose, independence and connection to community, while supporting improved health and wellbeing. Greater workforce participation also helps meet labour market demand, address skills shortages and contribute to a more productive, inclusive and resilient Australia.

Impact Strategy highlights

Over the three years of our Impact Strategy SSI supported more than **15,000** people through our employment programs, helping people from diverse backgrounds and identities navigate employment support, access to job opportunities and find good quality, stable employment. Beyond our dedicated employment programs, many of SSI's other programs also supported clients to access employment support or enhance employment opportunities — with around four in ten adults supported by HSP to access employment support every year, and around one-third of LAC participants supported to work towards employment-related goals.

Better navigation and access to employment support 9

This year, SSI delivered specialised employment support to **2,497** people through IEA, across **39** sites in NSW, Queensland and Victoria. Similarly, the ASESS program assisted **1,650** people, up from **1,323** in FY25 and **649** in FY24. Overall participation in SSI's employment services remained relatively stable, with **4,386** participants in FY26 compared with **4,775** in FY25.

Beyond our dedicated employment programs, many of SSI's other programs also supported clients to access employment support or enhance job opportunities, including:

- **34** per cent (5,410) LAC participants aged 15+.
- **41** per cent (989) of adults supported by HSP.
- **474** adults supported by SETS taking part in more than 1,400 economic participation goal sessions.

Increased access to employment opportunities 10

Over **1,000** individuals secured employment or were supported to continue their employment through SSI's programs, including:

Employment services (ASESS, IEA)	**743** (18%) had secured work (**341** with ASESS and **402** with IEA).
Settlement programs	**362** people supported by HSP were employed by the time they exited the program.

***Outcome priorities and UN SDGs:**

9 Better navigation and access to employment support.
10 Increased access to employment and self-employment opportunities.
11 Increased experience of good quality, secure employment.

Empowering women in their careers 9 10 11

Through the Recognise, Inspire, Support, Energise (RISE) Leadership Program, SSI supported women from migrant and refugee backgrounds strengthen their leadership capabilities, expand professional networks and pursue career and economic opportunities. SSI onboarded **375** women, and of these, **251** completed career advancement plans, **88** completed mentoring, **20** completed coaching, **63** secured more senior roles and **76** were recommended for sponsorship.

Creating economic opportunities through the arts 10 11

Through our arts and culture initiatives, we supported over **330** newly arrived and culturally diverse artists to build creative careers, access professional pathways, generate income and participate in cultural life. One example was HSP's Creative Compass program, which included a range of public art exhibitions and events, with **168** HSP artists participating. The activities generated over $60,000 in sales and commissions for the artists, with **55** per cent beginning to earn income from their art (up from **30** per cent in FY25) (see page 59).

Collaborating with employers, industry and government to address local workforce needs 9 10 11

In addition to directly supporting job seekers, SSI works closely with employers, industry, community partners, government and other stakeholders to increase employment pathways and job opportunities, address skills shortages and meet labour market needs. In FY26 SSI's Local Jobs program delivered a range of expos, recruitment drives, pre-employment programs and career events which were attended by **7,300+** people across south-western Sydney and the Gold Coast, connecting job seekers with skills and employment pathways.

SSI's Diversi-Ready program complemented this work by strengthening employer confidence and capability to recruit, support and retain people with disability. The program engaged approximately **519** employers through workshops, expos and tailored support activities, and helped people with disability access employment opportunities and more inclusive workplaces. Across the life of the program, **157** people with disability gained paid employment and **34** retained employment for six months or more.

4,000+

people supported by our employment services.

1,000+

individuals secured or maintained employment.

Increasing experiences of good-quality, secure employment 11

SSI is committed to helping people find good-quality, secure employment that aligns with their personal goals and allows them to use their skills and abilities. Key indicators we use include job tenure, permanency, satisfaction and use of skills and abilities within a role. Of HSP clients employed in FY26, **38** per cent were in a permanent role, **80** per cent were satisfied with their work hours, and **70** per cent agreed they used their skills and abilities in their job. Of IEA participants helped to secure or maintain employment, **38** per cent had maintained that job for at least 12 weeks, **19** per cent had maintained that job for at least 26 weeks and **11** per cent had maintained that job for 52 weeks.



Suhail's path to purpose

Starting again in a new country can be tough, particularly when qualifications and experience gained overseas are not recognised. After arriving in Australia as a refugee from Pakistan in 2022, Suhail faced several barriers to finding secure work, including limited English, a lack of local experience and challenges related to trauma.

Through IEA, the Australian Government's specialist disability employment program delivered by SSI, Suhail received support tailored to his circumstances and aspirations. Working with a case manager who shared his language and understood his cultural background helped him feel heard, supported and more confident about the path ahead.

With SSI's assistance, Suhail secured a role in baggage screening at Sydney Airport. The opportunity aligned with his interest in aviation security and gave Suhail the chance to build local experience while working towards greater stability and independence.

His journey shows what can be achieved when employment support recognises the whole person, including their strengths, lived experience and ambitions. It also highlights the important role of culturally responsive services and inclusive employers in removing barriers to meaningful work.

For Suhail, securing employment was about more than finding a job. It was an opportunity to rebuild his confidence, regain a sense of independence and begin creating a more secure future in Australia.

"To me, SSI is a shield and multi vitamin which encourages me to move forward with my goals, in-order to be successful in my future career," Suhail said.

Outcome domain

Health and wellbeing

Good health and wellbeing are essential foundations for individuals and families to thrive, participate fully in community life, and navigate periods of change. Our programs support people access health and wellbeing services, navigate complex systems and strengthen wellbeing.

Health and wellbeing services for children and families

A strong start in the early years supports lifelong health and development. Delivered through Community Hubs in Logan, the Health Impact Project (Allied Health) provided free or brokered health, wellbeing and developmental support to **363** caregivers and **389** children, **41** per cent more than in FY25. Services included speech, occupational and music therapy; oral health checks; child health nurse outreach; movement programs; and practical workshops on child development, school readiness, screen time and eating. Almost all survey respondents reported greater knowledge and skills to access support and increased confidence in addressing complex concerns.

Also delivered through Community Hubs, the Early Years Allied Health program helps families of children with developmental delays in the Logan region access health services, with a focus on culturally and linguistically diverse families. In FY26, **102** children received individual or group therapy, up from **61** in FY25, and **18** accessed NDIS services through the program. Treating clinicians reported improved clinical outcomes for all children supported, while most parents and caregivers reported a better understanding of their child's development and greater confidence in supporting them.

Impact Strategy highlights

Over the three years of our Impact Strategy, SSI's health and wellbeing programs supported almost **3,500** people. Thousands more accessed health and wellbeing services through HSP and SRSS. Among those surveyed, almost all those supported by HSP and more than two-thirds of those supported by SRSS accessed health and wellbeing services, with more than half of those SRSS respondents reporting that this made a significant difference in their lives. Surveyed Health Impact Project participants also reported greater knowledge and skills to access support and increased confidence in addressing complex concerns. Treating clinicians reported improved clinical outcomes for children supported by the Early Years Allied Health program.

Improving health navigation and access

The Multicultural Access Program in Ipswich (formerly the Refugee Health Nurse program) helps refugees and migrants with complex health needs navigate the health system and access culturally responsive care. It supported **187** people, including **72** women, **98** children and seven people with disability. Participation increased over three years, from **59** people in FY24 to **86** in FY25 and **187** in FY26. Support included health assessments, referrals, help with appointments and interpreters, and health literacy.

The Health Support Navigation Service program in south-western Sydney helps refugees and people experiencing homelessness access health services. In FY26, it supported **124** people to access primary healthcare, women's health, family planning, affordable specialist care, mental health and disability services, and system navigation.

Two other programs connected people with local services, outreach and specialised health support:

- The Maternity Hub supported **204** women from migrant and refugee backgrounds with culturally responsive prenatal and postnatal care linked to Logan Hospital. It also connected women and families with housing, employment, health and financial wellbeing services.
- The PHN Care Finder Program supported **133** vulnerable older people from migrant and refugee backgrounds to navigate My Aged Care, aged care services and related community supports, up from **116** in FY25.

Supporting newcomers to access health services 12

Helping people access health and wellbeing services is central to our settlement programs.

The HSP Integrated Service Delivery Hubs bring multiple services together in accessible community locations to improve access to preventative healthcare and strengthen health literacy. Delivered with NSW Local Health Districts, Refugee Health Services, Primary Health Networks and specialist providers, three initiatives reached more than **600** HSP participants across Fairfield, Liverpool and Mt Druitt. At the Fairfield Health Hub, **159** people received vaccinations, **135** received optometry services and **81** children received dental services.

Through the SRSS program, SSI helped people seeking asylum access essential health services, including GPs, specialist care, mental health support, dental services and reduced-cost medications. Survey respondents reported better physical and mental health, reduced stress, greater independence and confidence, and improved access to treatment and medication.

96%

of HSP participants accessed health and wellbeing services.

77%

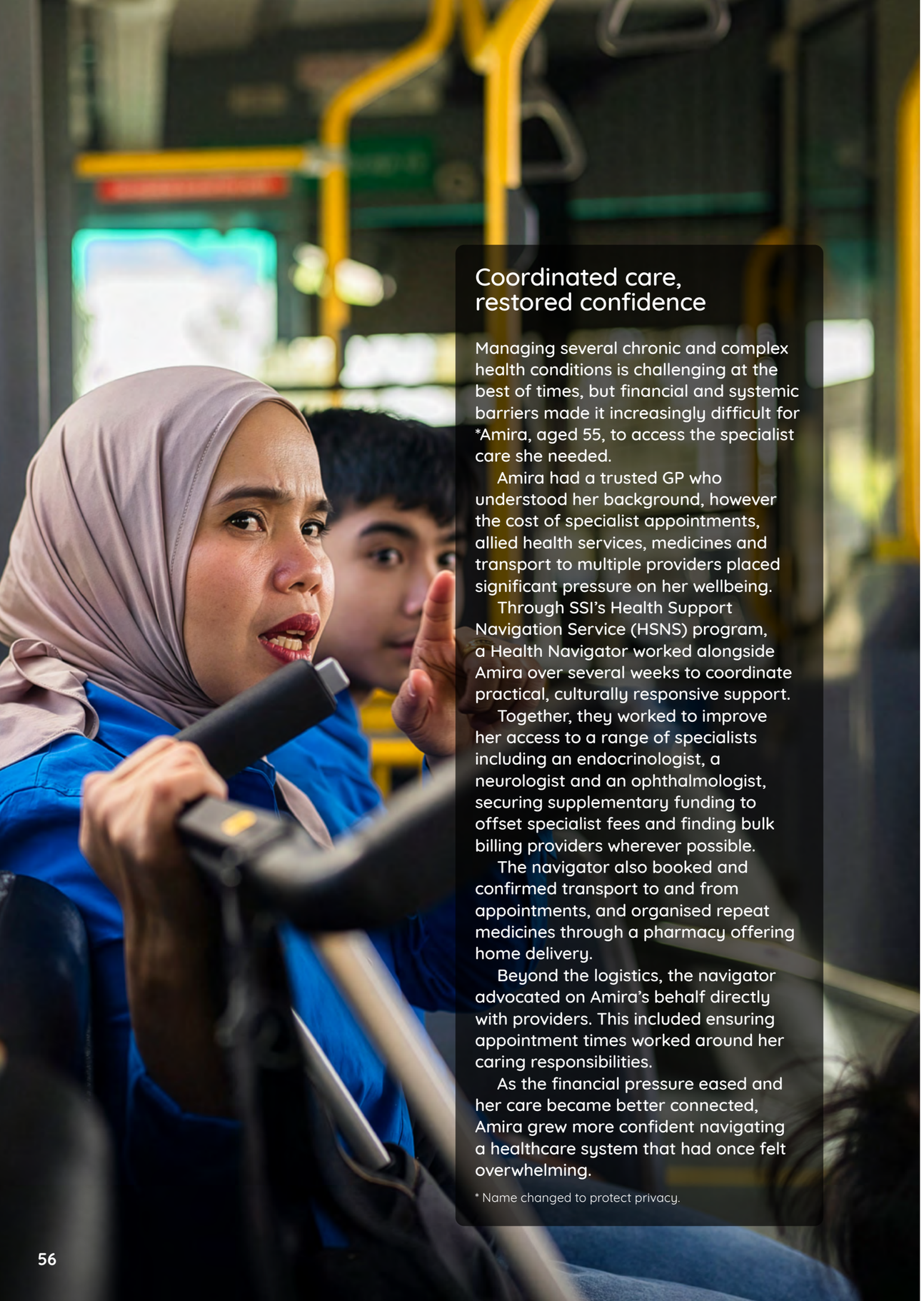
of surveyed SRSS participants accessed health and wellbeing support through the program.

58%

of SRSS respondents reported that this support made a significant difference in their lives.

***Outcome priorities and UN SDGs:**

12 Increased access to health and wellbeing services.



Coordinated care, restored confidence

Managing several chronic and complex health conditions is challenging at the best of times, but financial and systemic barriers made it increasingly difficult for *Amira, aged 55, to access the specialist care she needed.

Amira had a trusted GP who understood her background, however the cost of specialist appointments, allied health services, medicines and transport to multiple providers placed significant pressure on her wellbeing.

Through SSI's Health Support Navigation Service (HSNS) program, a Health Navigator worked alongside Amira over several weeks to coordinate practical, culturally responsive support.

Together, they worked to improve her access to a range of specialists including an endocrinologist, a neurologist and an ophthalmologist, securing supplementary funding to offset specialist fees and finding bulk billing providers wherever possible.

The navigator also booked and confirmed transport to and from appointments, and organised repeat medicines through a pharmacy offering home delivery.

Beyond the logistics, the navigator advocated on Amira's behalf directly with providers. This included ensuring appointment times worked around her caring responsibilities.

As the financial pressure eased and her care became better connected, Amira grew more confident navigating a healthcare system that had once felt overwhelming.

* Name changed to protect privacy.

Outcome domain

Society and systems capacity

We aim to build a more equitable and inclusive Australia by raising awareness of inequality, sharing knowledge, developing practical solutions and advocating for culturally responsive services and systems. We draw on lived experience and work with communities and stakeholders in Australia and overseas to influence policy, service design and public understanding.

Impact Strategy highlights
Over the three years of our Impact Strategy, we strengthened our advocacy for effective, culturally responsive services and systems. Achievements included elevating migrant skills recognition as a national productivity priority; leading Pathways to Possibilities to improve employment for people with disability; building workforce capability; contributing to national policy reviews and parliamentary inquiries; and strengthening community leadership in Australia and overseas.

Driving reforms through advocacy 13 14 15

Through evidence-based advocacy and media, SSI amplifies underrepresented voices to influence public narratives, decision makers and policy. See pages 60–62 for more on our advocacy, including the Activate Australia's Skills campaign and social cohesion initiatives.

Pathways to Possibilities for people with disability 13 14 15

Pathways to Possibilities improves employment outcomes for people with disability through lived experience leadership, employer engagement, partnerships and cross-sector action. It began with the 2024 symposium and report, which set four commitments for disability-inclusive employment.

SSI continued to lead the initiative by turning lived experience and research into practical tools and resources. Its Community of Practice brings together more than **40** organisations, whose members value collaborative problem-solving.

Diversity training through our social enterprise 13

Our Diversity Training program helps businesses, government agencies and community organisations deliver culturally responsive, inclusive services. More than **3,400** people completed training this year, evenly split between e-learning and workshops. The program secured new partnerships and delivered tailored learning across health, early childhood care and housing. Through ECCQ, a further **632** Queensland workers accessed the *Working with Interpreters* e-module.

***Outcome priorities and UN SDGs:**

13 Improved community and sector capacity to support people from diverse backgrounds and identities.

14 Improved visibility of inequality experienced by people from diverse backgrounds and identities.

15 Improved collaboration across sectors and government on policy and funding reforms.



632

Queensland workers accessed the *Working with Interpreters* e-module.

10

organisations across Australia began The Grassroots Collective pilot program that strengthens community connection, inclusion and resilience.

3,400+

people across business, government and community organisations completed diversity training.

Research and policy 14

In FY26, we developed **12** policy submissions, contributing evidence and expertise to major national reviews including the Royal Commission on Antisemitism and Social Cohesion and inquiries into National Competition Policy, the National Cultural Policy, the child safety system, Review of the *Disability Discrimination Act*, multiculturalism and racism, hatred and violence directed against Aboriginal and Torres Strait Islander peoples. SSI leaders also appeared before four parliamentary inquiries, providing evidence on economic inclusion, productivity, skilled migration and the foundational supports for children with developmental delay (Thriving Kids).

We published four journal articles, and SSI publications had received more than **950** citations by June 2026. Our policy brief *Safe and Supported* examined responses to domestic, family and sexual violence in multicultural communities.

International engagement 13 14 15

This year, we joined six working groups on regional and global issues, participated in five consultations on complementary pathways, resettlement, refugee rights and gender equality, and made four submissions to UN-led forums on migration, displacement, gender equity, resettlement and climate change. We also maintained two Global Compact on Refugees pledges supporting civil society and refugee-led organisations.

We continued our decade-long partnership with APRRN to strengthen refugee-led organisations and support displaced communities across the region, including female Afghan lawyers assisting survivors under Taliban law. We also supported Shanti Mohila, a refugee-led organisation advocating for Rohingya women and LGBTIQA+ people in Bangladesh.

Supporting community-led ideas to strengthen participation and connection 13

The Grassroots Collective is a self-funded pilot providing flexible funding and practical support to grassroots organisations developing locally led solutions that strengthen community connection, inclusion and resilience. The pilot began this year with 10 organisations across Australia.

Amplifying the voice of young people from multicultural backgrounds 13 14 15

SSI runs Multicultural Youth Queensland (MyQ), Queensland's multicultural youth peak body. This year, MyQ partnered with ECCQ Youth Ethnic Network and QPASTT Youth Voice to deliver the youth-led Youth Matters Conference, showcasing the creativity, leadership and lived experience of young people from multicultural communities. It attracted **145** attendees — **48** per cent young people — alongside sector partners and government representatives. A leadership camp and co-design process enabled young people to lead and influence change.



Art as a bridge to belonging

For Rodaba, art has always been more than a creative practice. It is a deeply personal way to remember home, make sense of loss and honour the women and girls whose stories remain close to her heart.

When she arrived in Australia from Afghanistan, her creativity came with her, offering a source of strength, healing and connection as she began to rebuild her life.

Rodaba's talent was recognised almost immediately. Within two weeks of arriving, during an activity at the Community Refugee Welcome Centre, staff saw her promise and referred her to SSI's Creative Compass. Through this program Rodaba began building meaningful connections across Australia's arts sector while finding her place in a new community.

She took part in exhibitions and cultural events throughout Sydney, sold more than $10,000 worth of artwork, and completed the Culture Dose program with the Art Gallery of NSW. Each opportunity helped grow confidence, strengthen professional practice and open new ways to share her story with wider audiences.

Photo: Rodaba standing beside her artwork, Marionette.

Advocacy at SSI: winning reforms through Activate Australia's Skills

SSI's Activate Australia's Skills campaign elevated migrant skills recognition from a long-standing barrier to a national productivity priority, driving concrete action.

A major win was the Australian government's **$85.2 million** investment in the 2026–27 Federal Budget to improve skills recognition for migrant trade workers. It also committed to consulting on a National Skills Recognition Commissioner to make the system faster, fairer and more affordable.

These commitments followed years of coalition-building, evidence and advocacy, including a nationally televised address by SSI CEO Violet Roumeliotis AM and former Treasury Secretary Dr Martin Parkinson AC (see page 61).

The reforms will benefit **621,000** permanent migrants working below their skill level and businesses needing their expertise. The Budget measures were a major milestone, but SSI will continue advocating for a Commissioner with the mandate and resources to improve the system and unlock the potential **$9 billion** annual economic benefit of better using migrant professionals' skills.

Building common ground across governments

In 2025, SSI and partners across civil society, unions and industry helped make skills recognition reform a top-ten productivity priority at the Treasurer's Economic Reform Roundtable. In November, state and territory treasurers agreed to speed up assessments and help migrants navigate the process.

SSI complemented this engagement with active participation in government and parliamentary policy processes, including through budget submissions, policy roundtables, inquiries and legislative reviews.

Activate AUSTRALIA'S SKILLS

Impact at a glance

- **130+** campaign supporting organisations
- **15+** influential endorsers
- **500+** media articles
- **3** landmark reports, including *Activate Her Skills*
- Secured **$85.2 million** government investment to fast-track skills recognition in trades
- Piloted skills recognition navigation service for migrant women with the Minderoo Foundation
- Secured federal government commitment to consult on skills recognition commissioner

SSI gave evidence to federal parliamentary inquiries into productivity in Australia and the value of skills migration, making the case for reform directly to parliamentarians. We highlighted that every qualified migrant who returns to work in their licensed profession can generate an estimated **$43,000** annual productivity boost.

We also built public awareness and support, generating hundreds of media stories reaching millions of people, complemented by a targeted digital campaign that generated more than **9.5 million** impressions across LinkedIn and Meta, reaching federal decision-makers and voters in multicultural electorates.

Taking the message to the National Press Club

In April 2026, SSI CEO Violet Roumeliotis AM and former Treasury Secretary Dr Martin Parkinson AC jointly delivered a nationally-televised address at the National Press Club in Canberra, titled *The productivity boost we're missing: Activating Australia's skills.*

Speaking directly to politicians, industry heads and journalists, they laid out the human and economic case for reform. Ms Roumeliotis described two waiting rooms: one filled with Australians waiting for essential services, and another filled with skilled migrants waiting for slow, expensive and complex systems to recognise qualifications they already hold. Fixing skills recognition, she argued, could address both waiting rooms at once.

Dr Parkinson outlined the economic case for change and the campaign's four solutions: establish national oversight of the system; better connect migration, skills recognition and employment; lower costs and provide clearer information; and give migrants practical support to navigate the system so they can get into their professions sooner.

Their call for a fairer, faster and more affordable skills recognition system generated coverage across more than 150 media outlets, reaching an estimated audience of almost 77 million people and bringing the issue directly to national policymakers and decision-makers.

The address placed skills recognition reform squarely on the national agenda in the lead up to the Federal Budget, ultimately turning years of advocacy into concrete government action.

Advocacy at SSI: driving systems change

Uncovering hidden potential: *Activate Her Skills*

In April 2026, SSI partnered with the Australian Multicultural Women's Alliance to expose the gendered impacts of Australia's skills recognition system through the *Activate Her Skills* report (see page 67).

Launched by Finance Minister and Minister for Women, Senator the Hon Katy Gallagher, at the global Women Deliver 2026 Conference, the report showed how costly and confusing skills recognition processes disproportionately affect migrant and refugee women.

The findings were stark:

- **341,550** migrant and refugee women in Australia are working below their level of skill and qualification, despite critical skill shortages.
- Migrant women are **20** per cent more likely to be underutilised than migrant men and earn **31** per cent less than Australian-born peers with identical credentials.
- **56** per cent of migrant women reported cost as a major barrier to getting their skills and qualifications recognised, while **59** per cent reported lengthy processes, and **37** per cent rigid processes and excessive paperwork.

Rallying to address racism

In November 2025, SSI united more than 70 community organisations behind a joint call for urgent action on racism, one year after the Australian Human Rights Commission launched Australia's first National Anti-Racism Framework.

The alliance urged the Australian government to fully fund and implement the framework's national roadmap for tackling racism. SSI also convened a national roundtable to strengthen and coordinate advocacy.

Reimagining social cohesion

SSI helped shape national conversations on migration, racism and social cohesion, promoting collective belonging at a time of increasing polarisation. This included a submission to the Royal Commission into Antisemitism and Social Cohesion, the contribution to a sector-wide thought piece, published opinion pieces and the co-hosting of the Think Social Cohesion Summit, bringing together more than 160 leaders from government, community, business and civil society.

Through the launch of its Critical Conversations thought leadership series, SSI also created a new platform for diverse voices and evidence-based discussion on migration, discrimination and belonging.

National leadership on inclusive disability reform

SSI continued to strengthen the voice of multicultural communities in disability reform through its leadership of the National Culturally and Linguistically Diverse Disability Reform Committee (NCDRC). The national committee brings together services, peak bodies and community organisations to ensure multicultural perspectives inform disability policy and reform.

A key focus was No Child Left Out: Designing Thriving Kids for a Diverse Australia, which highlighted barriers culturally diverse children and families can face in accessing early intervention and called for culturally responsive approaches to be embedded in Thriving Kids from its design and governance through to delivery.

Advancing gender equity and women's safety

This year, SSI advanced gender equity and women's safety through policy, service delivery, advocacy and international engagement. Our Gender Equity Strategy 2024–27 prioritised economic participation, advocacy for underrepresented women and gender justice, while an employee impact group supported staff address inequity within SSI.

164
women

and **149** children were supported by our NSW Multi-cultural Centre for Women's and Family Safety.

90+%
of community and faith leaders

agreed the e-learning training improved their knowledge about DFSV.

Culturally responsive DFSV practice

The Adira Centre, our NSW Multicultural Centre for Women's and Family Safety, provided culturally responsive, trauma-informed support and recovery counselling to **164** women and **149** children (**126** women and **143** children in FY25). Peer advice, training and community education also strengthened practice across domestic, family and sexual violence, multicultural, settlement and related sectors, reaching more than **105** practitioners (more than **170** in FY25).

In Queensland, 99 Steps supported **259** women (**239** in FY25), delivered sector training and created opportunities for victim-survivors to connect with others, access education and progress their recovery.

Through the culturally tailored Safe, Healthy and Empowered Relationships (SHER) pilot, **13** men (**four** in FY25) received in-language, in-culture support to build safer, healthier relationships. Eight women connected to participants also received specialist women's safety support (**two** in FY25).

SafePath provided culturally responsive sexual violence training to **127** practitioners across NSW (**131** in FY25), strengthening understanding of reporting barriers for people from migrant and refugee backgrounds and capacity to support victim-survivors.

Community engagement for prevention and early intervention

In NSW, our community education sessions reached **937** participants (**1,240** in FY25). Supporting U equipped 14 migrant and refugee women leaders as social responders, building their confidence to support early intervention and positive community responses. Through Conversations for Prevention, we partnered with **119** community members and leaders in Coffs Harbour on culturally tailored conversations about gender equity and safety.

In Queensland, the SETS program delivered **24** domestic, family and sexual violence prevention and early-intervention sessions to **289** participants (**221** in FY25), helping newcomers understand healthy relationships and pathways to support.

The Train, Engage, Connect and Support (TECS) project equipped faith and community leaders from migrant and refugee communities to prevent and respond to domestic, family and sexual violence.



The Hon Tanya Plibersek MP, Minister for Social Services, Violet Roumeliotis AM, SSI CEO, and community and faith leaders at the launch of *Taking action to keep multicultural communities safe: Faith and communities leaders training* developed through the TECS program, at BAPS Shri Swaminarayan Hindu Mandir.

In Greater Brisbane, we launched *Good Dads*, a primary prevention pilot that brought together 10 young fathers from migrant and refugee communities to explore positive fatherhood. They discussed the support young men need to build safe, respectful relationships before and after becoming fathers, and how settlement experiences can shape gender roles, masculinity and family expectations.

National consultation and co-design with community and faith leaders, service providers and women with lived experience informed a suite of e-learning resources. More than **90** per cent of surveyed users of the resources said the training increased their knowledge and confidence to respond, connect people with support and discuss the issue in their communities.

Shaping policy and practice

This year, we continued to contribute to state and federal policy consultations and partnered with the Domestic, Family and Sexual Violence Commission to convene the National Roundtable on Preventing and Responding to DFSV in Multicultural Communities and develop its discussion paper. We also made submissions and gave evidence to the parliamentary inquiry into DFSV and suicide, ensuring lived experience informed advocacy for safer, more accessible systems.

Our submission on the Second Action Plan under Australia's *National Plan to End Violence against Women and Children 2022–2032* drew on specialist practice, lived experience, community engagement, research and sector partnerships. It called for culturally responsive, community-led and migration-informed approaches across prevention, early intervention, response and recovery.

Shaping national and global conversations

At the 70th Commission on the Status of Women (CSW70), SSI convened events — including one with the Australian government Office for Women — on older women's settlement experiences, safety for women from migrant and refugee backgrounds, and related issues in Australia. Community caravans in Sydney and Melbourne ensured women's priorities shaped our international advocacy.

At Women Deliver 2026, one of the world's largest global conferences dedicated to gender equality, SSI co-hosted a session on migrant women's experiences of settlement.



The Hon Fiona Simpson MP speaks with Brand and Marketing Lead Tamzin Jackman at the launch of the Logan Hub.

Amplifying voices, creating connections and extending our reach

In FY26, SSI's media, brand and marketing work brought the stories of our communities to more Australians than ever before. Together, this work positioned SSI as a leading voice on migration, settlement, social cohesion and skills recognition, while connecting people with the programs and services designed to support them.

Changing the national conversation

Activate Australia's Skills was our leading advocacy focus (see page 60), reframing skilled migrants working below their qualifications as a national productivity challenge rather than a 'migrant problem'. A defining moment was the National Press Club address in April by SSI CEO Violet Roumeliotis AM and former Treasury Secretary Dr Martin Parkinson AC, which generated coverage across more than 150 outlets with an estimated reach of almost **77** million.



SSI staff featured in the Welcomed to Welcomer campaign.

Lived experience at the centre
Stories of lived experience gave our campaigns their strongest human dimension, from newly arrived community members learning water safety to artists finding opportunity through Creative Compass. To mark Australia welcoming its one millionth refugee since World War II, the Welcomed to Welcomer campaign shared the stories of SSI staff who arrived as refugees and now support others to settle. Media coverage reached more than **50,000** readers for the campaign, while organic social content generated **57,677** impressions.

Connecting communities with our programs
We work with teams across SSI to reach the people our programs are designed to serve. For Multicultural Foster Care, paid advertising, organic content and multicultural media partnerships reached more than **677,000** people in NSW and generated **237** carer enquiries.

For the fourth World of Cultures festival, we delivered an integrated campaign across social, email, print and partner channels to drive attendance across the region. The campaign drove **1,601** online ticket orders, up **35** per cent year on year.

FY26 at a glance:

1,602
media mentions, reaching an average audience of around **69 million** each month.

64-80
media reputation score*, favourable-to-positive range all year.

71m
social media impressions, up **133%** on FY25.

181,915
website visitors, plus **11,606** visits through the free Google Ad Grants program.

* Media reputation score measures outlet quality, SSI's prominence and the sentiment of coverage. A score above 50 indicates positive coverage.

Stakeholder spotlight: Advocacy partner

The Australian Multicultural Women's Alliance (AMWA) amplifies community voices to shape a fairer, more inclusive nation.

As the national peak alliance representing migrant, refugee and culturally diverse women, its partnership with SSI is grounded in a shared conviction: Australia is stronger when every woman's skills, experience and potential are fully recognised.

AMWA Executive Director Malini Raj said the alliance focused on national advocacy, turning community insights and lived experience into policy reform across economic security, safety and leadership.

The past year was a defining chapter for the partnership, anchored by the co-development and launch of the landmark *Activate Her Skills* report (see page 62).

The report found that more than 340,000 migrant and refugee women currently work below their qualification level due to complex, costly barriers to recognise their overseas skills and qualifications.

Taking this message directly to federal decision-makers, SSI and AMWA gave joint evidence to the Parliamentary Inquiry into Productivity in Australia.

"When we launched *Activate Her Skills* and stepped into parliament together, we brought the real stories of doctors, teachers and engineers who simply want to contribute to their communities," Ms Raj said.

"By bringing our strengths together, AMWA and SSI are turning overlooked talent into real opportunity, driving meaningful reform that will benefit women and families for generations to come."



Section 4
Our organisation

Our people

During the year our people focus was on strengthening safety, wellbeing, engagement and capability, while continuing to build an inclusive workforce that reflects and supports the diverse communities we serve. Through investment in employee voice, proactive wellbeing support, leadership and professional development, culturally informed recruitment and stronger workplace safety systems, we continued to create the conditions for staff to feel safe, connected and supported to deliver impact.

Your Voice engagement survey results
In May 2026, we invited employees to share their experience of working at SSI through the Your Voice staff engagement survey, which takes place every two years. The survey achieved a record **77** per cent participation rate among eligible employees — SSI's highest completion rate since 2019 and a significant increase from **65** per cent in 2024. This strong response rate provides a robust evidence base for understanding employee sentiment and reflects our people's commitment to shaping SSI's future.

Area	**2026 result** % favourable
Participation	77%
Overall engagement	72%
Child safety	91%
Values	87%
Alignment and involvement	84%
Belonging	79%
Recognition and reward	49%
Open and honest two-way communication	59%
Cross-departmental collaboration	54%



SSI staff Philippa Campbell, Naseema Mustapha and Leigh Zimmermann at World of Cultures.

Who we are:

Primary language other than English



Born outside Australia



Refugee or forced migration background



Identify as having a disability



Gender or sexually diverse



*Source: Your Voice Survey 2026 results (n=623).

More about our people:

82

languages spoken across SSI

67%

provided unpaid care in the past two weeks



Ravinder Kaur Mehar-Singh at SSI's 2025 AGM.

The results show that SSI continues to have a strong foundation of employee engagement, with an overall engagement score of **72** per cent favourable. This places SSI above relevant Australian benchmarks for civic and social organisations, non-profits and workplaces of a similar size.

Employees reported particularly strong engagement with SSI's values, child safety, alignment and belonging. These results reflect the strength of our purpose-led culture and the importance of creating a workplace where people can contribute meaningfully to advancing equity and supporting the communities we serve.

Your Voice also helps us identify where we need to do better. Staff told us they want to see stronger recognition and reward, more open and honest two-way communication, and improved cross-departmental collaboration.

SSI is responding through a structured action planning process, with survey results being explored through staff roadshows, divisional debriefs and team workshops. Each Executive member will hold a KPI linked to their divisional results, and progress updates will be shared to close the feedback loop.

The survey provides valuable anonymous diversity data that helps us understand whether our workforce reflects the communities we support. In 2026, employees reported rich diversity across cultural background, language, disability, caring responsibilities, gender and lived experience of forced migration.

Together, these results reinforce that listening to employees — and acting on what we hear — is central to building a safe, inclusive and high-performing workplace.

New employee wellbeing companion

In July 2025, SSI launched Intellect, a new organisation-wide wellbeing companion. This replaced the previous Employee Assistance Program with a more holistic, accessible and proactive model of support. The launch was designed to meet people wherever they were on the wellbeing spectrum. It provides everyday self-care and skill-building through to coaching, counselling, clinical care and 24/7 crisis support. There was a strong focus on privacy, cultural relevance and support available in multiple languages.

In its first year, Intellect demonstrated strong uptake and engagement across SSI. By June 2026, **58.8** per cent of employees had signed up to the service. Employees completed almost **3,000** self-guided app sessions and spent more than **11,000** minutes using self-care content. They also made significant use of direct support services, including 95 coaching sessions, 101 clinical sessions, 67 holistic wellbeing sessions and 35 helpline calls, with an average service rating of 4.92 out of five across all modalities. These results show a strong move towards proactive, whole-person wellbeing support for our people.

Attracting talent

The successful national establishment of the IEA program demonstrated SSI's capability to mobilise large-scale workforces at pace. Leveraging an innovative sourcing and staffing model, SSI recruited, onboarded and deployed teams across more than **30** sites through staggered workforce intakes in support of the program's November launch. Strong recruitment planning, stakeholder collaboration, and a structured induction and onboarding framework contributed to 100 per cent attendance on day one, making IEA one of SSI's most successful and collaborative program start-ups.

We continued to strengthen our outreach channels to source diverse candidates through universities, TAFEs and specialist community organisations. Internally, we retained our focus on enhancing the capability and capacity of our hiring managers.

Under SSI's reconciliation journey, increasing First Nations participation and creating meaningful employment opportunities is a key pillar of our approach. Through our RAP, all leaders share responsibility for creating pathways to employment and building a more representative workforce. Over the past year, we have focused on building strong foundations through strategic partnerships, culturally informed attraction strategies, enhanced cultural capability, and tailored support mechanisms for candidates and hiring managers. We are seeing encouraging results, with growing levels of engagement, increased applications, and improvements across key recruitment metrics, providing evidence that our efforts are creating greater opportunities for First Nations peoples to join and thrive at SSI.

Strengthening workplace safety and wellbeing

We continued to strengthen our commitment to maturing workplace health and safety, building on the foundations established in previous years and embedding a more integrated, risk-based approach across our diverse operations. Our focus has increasingly shifted from establishing frameworks and identifying risks to strengthening controls, building organisational capability and supporting sustainable improvements in the experience and wellbeing of our people.

A key focus during the year was strengthening our understanding and management of risks at a program and site level. Program-specific risk profile assessments continued across priority areas, supported by targeted work, health and safety action plans to address identified risks, strengthen controls and drive

Our employee profile

	FY26	FY25	FY24	FY23	FY22	FY21
Employees	**1048**	**1050**	**1167**	**1212**	**1045**	**988**
Female	764 (73%)	766 (73%)	841 (72%)	862 (70%)	755 (72%)	694 (70%)
Male	284 (27%)	284 (27%)	326 (28%)	350 (30%)	290 (28%)	294 (30%)
Casual	196 (19%)	241 (23%)	270 (23%)	297 (20%)	249 (24%)	214 (22%)
Full-time	789 (75%)	743 (71%)	810 (69%)	841 (70%)	707 (68%)	692 (70%)
Part-time	63 (6%)	66 (6%)	77 (7%)	74 (10%)	85 (8%)	82 (8%)
Back-office	159 (15%)	117 (11%)	169 (14%)	161 (10%)	226 (22%)	140 (14%)
Front-line	889 (85%)	933 (89%)	998 (86%)	1051 (87%)	818 (79%)	848 (86%)
Pro Bono	**158**	**122**	**175**	**162**	**153**	**163**
Volunteers	54 (34%)	86 (70%)	124 (71%)	112 (70%)	153 (100%)	149 (91%)
Student / Intern	104 (66%)	36 (30%)	51 (29%)	50 (30%)	0	14 (9%)

continuous improvement. This approach has enabled SSI to better identify the unique risks associated with delivering services across a diverse range of environments and client-facing services.

We continued to mature our approach to managing occupational violence and aggression. The consolidation of occupational violence and psychosocial risk governance has supported a more coordinated approach to building capability among services working directly with clients and communities. De-escalation capability was further developed through targeted training models, to support our client facing staff.

Psychosocial health and safety remained a significant priority. We continued to strengthen our Psychosocial Risk Management Framework, with a focus on prevention, early intervention, leadership capability uplift, improvements to effective work design and continuous improvement. Leader psychosocial literacy initiatives, targeted training, employee support services and improved incident reporting mechanisms have helped strengthen SSI's organisation-wide capability to respond to and manage psychosocial risks.

We also expanded the support available to our people through enhanced Early Intervention services, while continuing to strengthen Injury Management and Return-to-Work capabilities. These initiatives reflect SSI's commitment to supporting the wellbeing of our people and creating workplaces where we all feel safe, supported and equipped to perform our roles.

Through ongoing consultation with our people, leaders and industry partners, we continue to strengthen our safety culture, improve organisational capability and embed sustainable risk management practices.

Continual learning and development

A key priority for SSI is ensuring clients receive high-quality support within environments that are safe, respectful and inclusive. Just as importantly, we are focused on helping staff feel capable, prepared and supported as they deliver services to the people and communities we work alongside. To support this commitment, SSI delivers a comprehensive Mandatory and Compliance Training program that all employees are expected to complete within their first two weeks of joining the organisation. The program includes 15 modules covering essential areas such as work health and safety, child protection, culturally responsive practice, and information security.

We launched a new professional development course through the LEAD@SSI program. This course supports both staff and leaders to extend their professional practice in areas such as time management, health and wellbeing while strengthening their leadership ability to guide our clients and participants towards greater outcomes. Together, these courses support both established and emerging leaders. It is encouraging to see that close to 80 per cent of leaders have now completed at least one of our leadership courses.

Looking to the year ahead we will focus on supporting a consistent approach to Practice and Clinical Management by rolling out a universal set of capabilities across our client facing case management, clinical practice and community engagement teams.

Volunteers, students and Multicultural Support Officers

This year, SSI volunteers, tertiary students and Multicultural Support Officers contributed practical skills, cultural knowledge and trusted relationships that strengthened service delivery, community connection and pathways into employment.



Facepainting at a Family Fun Day.

SSI volunteers: helping hands, open hearts

In FY26, **54** (**86** in FY25) SSI volunteers contributed **4,171** hours across events, projects and program support.

The volunteer program connected community members with opportunities to support clients, programs, events, projects and broader community engagement. Volunteers brought diverse skills, languages and lived experience, helping bridge communication and cultural gaps for people from refugee and migrant backgrounds and extending the reach and capacity of SSI services.

This year also saw improvements in volunteer retention, engagement and recognition, contributing to a stronger and more sustainable volunteer workforce. Thirteen volunteers transitioned to employment, demonstrating how volunteering can build experience, confidence and pathways into paid work.

When language becomes a bridge

For SSI volunteer Shirsendu Nag Saikat, speaking Bangla and Rohingya has helped create a sense of trust and connection with members of the Rohingya community. At SSI's Liverpool office, being able to speak in a familiar language helped people feel comfortable sharing their experiences, concerns and needs, and feel heard and understood.

At an SSI event in Fairfield, Shirsendu walked alongside a Rohingya family as they explored the services and organisations available to them. He explained the different supports and helped them find the right places to seek assistance, helping the family feel more informed and confident about their next steps.

Student program: learning through contribution

In FY26, SSI worked with seven tertiary institutions to host **104** students across **34** SSI teams, with students contributing **16,060** hours of service.

The student program primarily provided social work and community services students with practical experience in a multicultural and refugee support setting. Students worked alongside SSI staff, applying their learning in real service environments while contributing to client support, community engagement, resource development and other aspects of service delivery.

It was particularly significant for students from refugee and migrant backgrounds, providing an introduction to the sector and opportunities for professional development.

"Overall, I have had a very positive experience during my placement at SSI. It has been an excellent learning opportunity, allowing me to apply my knowledge in practice while developing my professional skills and confidence."

Supervisors highlighted the mutual value of placements. Students contributed to day-to-day service delivery while encouraging teams to reflect on and improve practice. In some cases, placements also supported future workforce development by introducing students to potential employment pathways within the sector.

Our Multicultural Support Officers

Cultural connection in action

In FY26, SSI's Multicultural Support Workforce included **163** (**208** in FY25) Multicultural Support Officers (MSOs) across three states, representing **45** languages. The workforce brought substantial lived experience: **54** per cent (**88**) identified as refugees, **4** per cent (**6**) as people seeking asylum and **42** per cent (**69**) as migrants.

MSOs are skilled in-language and in-culture professionals who help make services more culturally responsive, inclusive and accessible for people from culturally and linguistically diverse backgrounds. They may be the first friendly face greeting new arrivals at the airport, assessing immediate needs and supporting safe arrival at accommodation. They also assist clients with essential registrations and orientation, public transport, local navigation, cultural guidance and practical settlement goals.

Across the year, MSOs worked with **27** SSI programs and delivered **62,326** hours of service and organisational support. Their flexibility helped teams respond to changing workloads, short-term projects, administrative needs and staff leave. Eleven MSOs were hired internally by other SSI teams, reinforcing the workforce's role as a talent pipeline.

The Multicultural Support Workforce also extended its external reach through a brokerage partnership with Western Sydney Migrant Resource Centre. MSOs delivered **930** hours of support through the arrangement, and two MSOs were subsequently offered full-time employment as youth workers with the organisation.

Finding family in a new country

A story shared by MSO Thuihla Mong illustrates how in-language, in-culture support can help newly arrived Rohingya families feel safe, respected and connected. Clients described MSOs as people who stayed alongside them while they learned to navigate unfamiliar laws, systems and services, patiently explaining information until it made sense.

"We felt warm and welcome in a place we knew nothing about, because SSI staff were there with us, not just for us."

Over the first year of settlement, clients reported growing confidence, stronger community connections and greater independence in managing services. Their reflections show how person-centred support can build belonging one relationship at a time.

Executive Leadership Team

Violet Roumeliotis AM, CEO
With more than 40 years' experience leading for-purpose organisations, Violet has served as SSI's CEO for over 13 years. She is a former Telstra Business Woman of the Year and a Member of the Order of Australia, recognised for her contribution to the community sector and advancing opportunities for diverse communities.

Ram Neupane, Executive General Manager, Business Operations and Service Excellence
Ram has worked across the not-for-profit sector in more than 70 countries throughout his career. He provides leadership across business operations, service excellence, innovation and organisational change.

Eric Harper, Executive General Manager, Service Delivery
Eric has 28 years of experience across social and public service portfolios, including disability, aged care, health and housing. He leads strategic program development, integrated service delivery and digital transformation across SSI's service delivery portfolio.

Yamamah Agha, General Manager, Newcomers, Settlement and Integration
For more than 20 years, Yamamah has supported new arrivals to settle and thrive in Australia. She leads SSI's settlement programs, including the Humanitarian Settlement Program.

Kousai Elali, General Counsel and Head of Corporate Operations
Kousai is a legal and governance professional with broad experience across the public, private and not-for-profit sectors. He leads SSI's legal, governance and corporate operations functions.

Ben Fioramonte, General Manager, Children, Families and Disability Support
With more than 17 years' experience in community services, Ben has worked across disability, aged care and children's services. He leads SSI's Children, Families and Disability Support portfolio, including the Local Area Coordination Program and Multicultural Child and Family Program.

Dane Moores, Chief of Advocacy and Public Affairs
A recognised leader in advocacy, public policy and communications, Dane leads SSI's advocacy and public affairs work to drive systemic change for a more inclusive Australia. His experience includes leading national campaigns such as the Billion Dollar Benefit coalition and Activate Australia's Skills.

Robert Murphy, General Manager, Employment and Participation Programs
Robert has extensive leadership experience across employment services, disability employment and human services. He leads SSI's Employment and Participation Programs portfolio across NSW, Victoria and Queensland.

Michelle Phipps, Chief People Officer
Michelle has held senior People and Culture leadership roles for over 20 years across large corporate and purpose-driven organisations. She is a strong advocate for diversity and inclusion and chairs the Australian Human Resources Institute's Advisory Panel for Diversity and Inclusion and serves on its Board.

Sonia Vignjevic, General Manager, Strategic Partnerships and Sustainable Development
Sonia has more than 25 years of experience in the human services sector, spanning leadership, partnerships and stakeholder engagement. She leads SSI's strategic partnerships and sustainable development initiatives across government, industry, academia and civil society.

Finance

In FY26, SSI recorded a net surplus of $1.3 million, after revaluation of property investments and unrealised market movements of our investment portfolio. This compared to a $3.8 million operating surplus and a $4.7 million net surplus in FY25.

The positive net result for FY26 was achieved despite the challenges faced by our settlement programs due to the Middle East war and inflationary pressures impacting all programs' functional areas. Total revenue was down by $2.4 million compared to FY25, but timely decisions in response and improved efficiencies mitigated the impact of the revenue decline. SSI will face similar challenges in FY27 with changes to the Federal Government's immigration policies and reduction in funding to support refugee programs. The impact on settlement programs will be partly offset through the success in securing the Inclusive Employment Australia program in November 2025, which provides tailored employment services to refugees with disability in NSW, Victoria and Queensland.

SSI's net assets at the end of FY26 were $50.38 million, exceeding $50 million for the first time. The non-current assets as shown in the Statement of Financial position (see page 77) increased by $17 million to $35.6 million while current assets came down by $18 million. This change was primarily due to the completion of the $16.5 million construction of the groundbreaking Logan Hub for which SSI outlaid more than $10 million from cash reserves with the balance funded by the Queensland government.

On 30 June 2026 the current liabilities exceeded the current assets by $19 million. This however does not include SSI's strong investment portfolio of $42.8 million, shown as a financial asset in the Statement of Financial Position, which is highly liquid and can be drawn down in a short period to support working capital if required.

SSI's external auditors again issued a non-qualified report requiring no audit adjustments, a testimony to SSI's strong commitment to developing and implementing strong financial systems, policies and processes, strictly adhering to sound governance processes, and continuously evolving to meet compliance requirements and the expectations of our funders.

SSI Revenue FY21–FY26

	2025–26 $'000	2024–25 $'000	2023–24 $'000	2022–23 $'000	2021–22 $'000
Total Revenue	**165,463**	**167,835**	**183,612**	**164,753**	**140,819**
Expenditure					
Client Support Costs	34,157	42,228	55,896	44,990	42,351
Employee Benefits	108,057	98,415	104,867	94,360	79,553
Rents and Utilities	4,093	3,382	4,259	3,637	3,211
IT Expenses	5,334	5,650	5,608	6,113	1,205
Professional Fees	2,944	3,033	3,802	3,316	2,506
Depreciation Expenses	6,336	7,176	7,688	6,992	6,501
Finance Costs	836	725	505	377	292
Impairment of Assets / Loss on Sale of Fixed Assets	0	0	100	0	0
Other Expenses	3,790	3,430	4,319	4,870	3,632
Total Expenditure	**165,546**	**164,040**	**187,045**	**164,655**	**139,251**
Net Operating Surplus	**-83**	**3,795**	**(3,433)**	**97**	**1,568**
Revaluation of Property, Plant & Equipment	835	0	(770)	1,878	0
Market Movement in Financial Assets	556	908	1,292	1,064	(2,397)
Other Comprehensive Income	**1,391**	**908**	**522**	**2,942**	**(2,397)**
Net Surplus	**1,308**	**4,703**	**(2,911)**	**3,039**	**(829)**

Statement of Financial Position

	2025–26 $'000	2024–25 $'000	2023–24 $'000	2022–23 $'000	2021–22 $'000
Assets					
Current	30,475	48,482	48,246	55,997	44,019
Non-current	35,632	18,355	18,056	21,549	18,025
Financial Assets	42,803	39,901	37,070	34,082	31,428
Total Assets	**108,910**	**106,737**	**103,373**	**111,628**	**93,472**
Liabilities					
Current	49,574	50,822	51,476	56,959	43,693
Non-current	8,953	6,840	7,525	7,386	5,537
Total Liabilities	**58,527**	**57,663**	**59,002**	**64,345**	**49,229**
Net Assets	**50,383**	**49,075**	**44,372**	**47,282**	**44,243**

Revenue

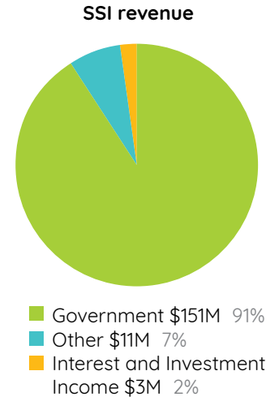
Revenue from government funding continued to dominate SSI's source of funding making up 91 per cent ($151 million) of total revenue. This proportion was the same in FY25, and in FY24 it was 95 per cent.

Expenditure

Staff costs and client support costs, consistent with historical trends, continued to comprise a significant portion of the cost base. For the last three years, these components have made up 86 per cent of total expenditure. SSI continued investing in technology to enhance the quality of services provided by investing 3 per cent of total expenditure, which has been consistent over the last three years.

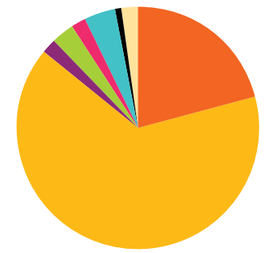
The graph on page 79 shows the expenditure mapped to program outcomes for FY26. Expenditure in the Safety and Stability and Social Inclusion outcome domains represents a high proportion of our work. The expenditure patterns by outcome domain have been similar over the last three years.

Both the Australian Commonwealth and various state governments' commitment to the program outcomes championed by SSI is reflected in the graph on page 79 showing the outcomes by funding source.



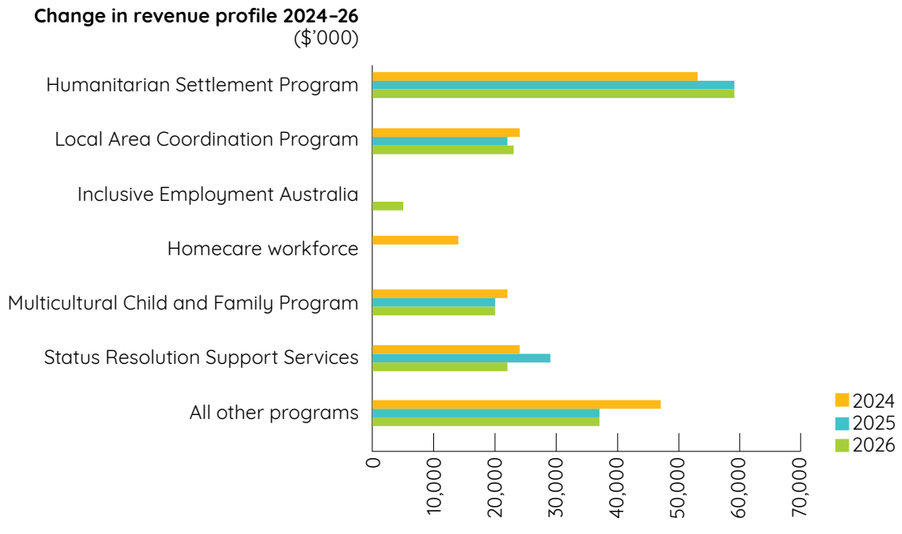
SSI revenue

Total Revenue
$165 million

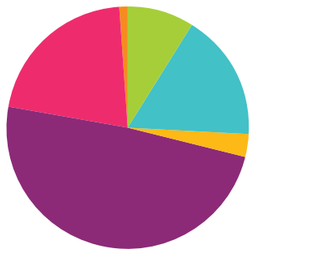


SSI expenditure

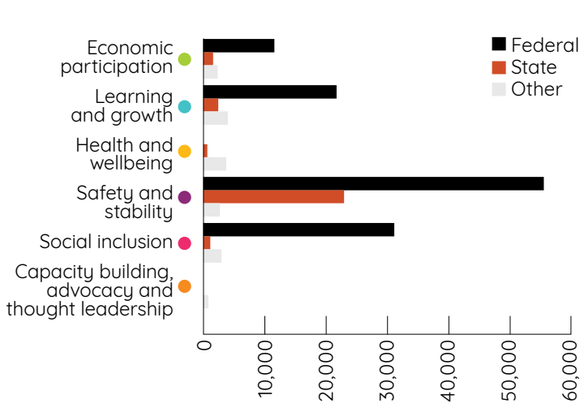
Total Expenditure
$165 million



Change in revenue profile 2024–26
($'000)



Program outcome expenditure



Outcomes by funding source
($'000)

IT and AI: Driving impact for a stronger SSI

SSI is well positioned for the next stage of its digital evolution, with strong foundations now in place, including established AI governance and a growing culture of digital innovation.

Last year we built a reliable and resilient foundation. For the next few years, our focus will shift to harnessing data, digital tools and AI to strengthen our mission, amplify the impact of our people, and help build a more inclusive society where everyone can participate, contribute and thrive.



Strong foundations for trusted services

Reliable, secure and effective information technology systems are essential to SSI's ability to deliver services every day. This year, SSI continued to strengthen its organisational IT foundations through high service reliability, practical improvements and a focused approach to cybersecurity and governance. These foundations give our teams the confidence to work effectively and help ensure critical services remain available, protected and ready to scale as the organisation grows.

A major achievement was the successful reaccreditation of organisation-wide ISO27001:2022 certification, reinforcing our commitment to information security. This globally recognised standard defines the requirements information security management systems must meet to protect and manage organisational data in the face of increased cyber-crime.

Other initiatives including zero trust principles (never automatically trusting any user, device or system and always verifying) and continued progress on application control, have helped lift SSI's security maturity and readiness for the future.

Better tools, better insights and better experiences

Across SSI, the focus has remained on making work easier, clearer and more effective for our people, so they can focus on high-value work and human connection.

Improvements across collaboration tools, business systems, automation, reporting and frontline support are helping to improve coordination and give staff better access to the information they need.

The continued expansion of an Integrated Client Management System across SSI programs is also strengthening how services are managed, outcomes are tracked and impact is understood. With more consistent data and improved visibility, teams are better placed to make informed decisions, coordinate support and continuously improve the client experience.

Leading with responsible AI

SSI has taken an important step forward in shaping the responsible use of AI. Our AI Strategy provides a clear roadmap for using AI safely, ethically and practically to improve services, support employees, strengthen decision-making and create measurable value. This strategy shifts AI from isolated experimentation to a governed, purposeful and organisation-wide capability.

The establishment of the Board AI Advisory Committee, together with internal AI governance structures, has created strong oversight and accountability for this work.

This ensures AI adoption remains ethical, secure, transparent and human-centred.

Practical use cases are already helping reduce administrative effort, improve access to information and give staff more time to focus on clients and communities. This includes AI-powered meeting transcription, client case note-taking, client assessment support and other tools that support staff access to information.

Looking ahead: shaping future impact

SSI has a powerful opportunity to build on this momentum, guided by four key focus areas: employee experience; transforming business processes; strengthening intelligence through trusted data and insights; and reimagining how clients connect with our services.

The focus is practical and ambitious: better tools for our people, smarter and faster decisions, safer services, and more seamless experiences for the communities we support.

SSI Board

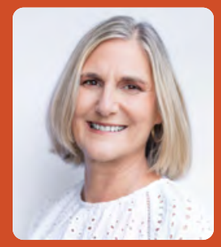
The 2025–26 financial year was a significant year for SSI's Board, marking Peter van Vliet's first full year as Chair following his appointment on July 1, 2025 and the addition of Independent Director Leann Meiers, who joined the Board in January 2026.



Peter van Vliet, Chair
Appointed November 2023 | Chair since July 2025
CEO of the Migration Institute of Australia, Peter van Vliet is a respected leader in migration, public policy and the not-for-profit sector. He has held senior executive roles in the Commonwealth and Victorian governments and led several community organisations, including ISS Australia, FECCA and ECCV. Peter holds a Master of Arts, a Graduate Diploma in Corporate Governance and a Graduate Diploma in Migration Law. He brings deep expertise in migration, public policy and community sector governance.



Tharani Jegatheeswaran, Director
Appointed November 2021
Tharani Jegatheeswaran is National Client Relationships Leader at Deloitte Australia, with more than two decades of experience in strategy, transformation and organisational change. She previously led Deloitte's Social Impact Practice and continues to contribute to the not-for-profit sector as a Board Director of UNICEF Australia. Tharani holds a Bachelor of Business, is a Chartered Accountant and is a member of Chief Executive Women. She strengthens the Board's capability in strategy, transformation and social impact.



Leann Meiers, Director
Appointed January 2026
Leann Meiers is a values-driven director with four decades of executive leadership experience across cultural, educational and public institutions, including the Museum of Applied Arts and Sciences, Macquarie University and UNSW. She has extensive board experience across the arts, conservation, heritage and social justice sectors and is recognised for her commitment to equity, access and social impact. Leann holds a Bachelor of Arts (Communication) and is a Graduate of the Australian Institute of Company Directors. She offers significant expertise in governance, philanthropy and strategic partnerships.



Rola Hijwel, Director
Appointed August 2023
Rola Hijwel is an Accredited Specialist in Immigration Law and a highly regarded legal practitioner with more than 25 years' experience spanning private practice, global law firms and government. She currently serves as Chair of the Western Sydney Migrant Resource Centre. Rola holds degrees in Law and Arts, is admitted to practise in the High Court of Australia and the Supreme Court of New South Wales, and is a Graduate of the Australian Institute of Company Directors. She adds specialist expertise in migration law, governance and risk management.



Janet Matton AM, Director
Appointed December 2022
Janet Matton AM brings significant experience in technology, business transformation and governance following a distinguished 34-year career with IBM, including service as Vice President of Operations and leadership roles across Asia, Europe and North America. She currently chairs ACMI and serves on several boards across the community and engineering sectors. Janet holds a Bachelor of Business and IT and is a member of Chief Executive Women. She offers extensive experience in technology, strategy, governance and organisational transformation.



Sujeet Rana, Director
Appointed October 2024
Sujeet Rana is Chief Digital Officer at NAB, where he leads digital transformation across the organisation. His career spans technology, retail, construction and financial services, with a strong focus on innovation and customer experience. Sujeet is the founder of Cinnamon Connection and has received national recognition for his leadership. He holds a Bachelor of Computer Science and Technology and an Executive MBA and is a member of the Australian Institute of Company Directors. He provides leadership in digital innovation, customer experience and technology transformation.



Dushy Thangiah OAM, Director
Appointed February 2024
Dushy Thangiah OAM is CEO of Yumba-Meta and a respected advocate for First Nations peoples, with more than three decades of experience in community housing and community services. Her career has focused on improving access to housing and support services for Aboriginal and Torres Strait Islander communities. Dushy is a qualified management accountant and holds qualifications in housing management and policy. She brings valuable insight into community housing, social services and First Nations engagement.



Angela Tsoukatos, Deputy Chair
Appointed February 2024
Deputy Chair since July 2025
Angela Tsoukatos is an accomplished executive, board director and leadership coach with extensive experience across utilities, local government and the not-for-profit sector. Her career includes senior executive roles with Sydney Water and leadership of Participate Australia. She currently serves on several boards and is recognised for her expertise in organisational culture, customer advocacy and stakeholder engagement. Angela holds a Bachelor of Social Work and a Master of Management and is a Graduate of the Australian Institute of Company Directors. She provides strong leadership in organisational culture, stakeholder engagement and governance.

Meetings held and meetings attended

Figures are shown as meetings held/meetings attended.

Director	SSI Board	Finance, Risk and Audit Committee (FRAC)	Nominations and Remuneration Committee (NRC)	AI Advisory Committee (AAC)	CEO Performance and Remuneration Committee (CPRC)
Peter van Vliet	4 / 4		3 / 3		1 / 1
Angela Tsoukatos	4 / 4	6 / 6			
Rola Hijwel	4 / 4		3 / 3		
Tharani Jegatheeswaran	4 / 4				1 / 1
Janet Matton	4 / 4	6 / 6			1 / 1
Leann Meiers	2 / 1			1 / 1	
Sujeet Rana	4 / 3			2 / 2	
Dushy Thangiah	4 / 3	6 / 6			

Note: out-of-session meetings are included in the FRAC totals.

For more information on current Board directors, visit ssi.org.au/about-us/board-directors.



SSI, APRRN and Amnesty International Australia meet with the Shanti Mohilla, a refugee-led group in Bangladesh.

Stakeholder spotlight: International partnership

SSI has a long-standing partnership with the Asia Pacific Refugee Rights Network (APRRN) to advance refugee protection and find durable solutions for displaced people.

Over the past decade, we've worked together to strengthen refugee-led organisations, support community leadership, and ensure the voices of people with lived experience are represented in decisions that affect their lives.

This year we joined Amnesty International Australia and APRRN in refugee camps on the Thai-Myanmar border and in Cox's Bazar in Bangladesh, the world's largest refugee settlement and home to almost 1.2 million Rohingya refugees.

We met with refugee leaders, community organisations and women-led networks to better understand the challenges facing displaced communities and to advocate for refugee-led responses.

We partnered with APRRN on refugee leadership initiatives, including training for female lawyers who have been forced to stop practising in Afghanistan. The training equipped participants with skills to provide legal advice and to scope pathways to support gender-based violence cases under Taliban law.

We're also working with Rohingya women's groups in Cox's Bazar, helping empower survivors of gender-based violence through leadership development, advocacy, literacy training and community organising.

Our partnership reflects SSI's commitment to ensuring that all people can be supported as leaders, advocates and agents of change, shaping the decisions and responses that affect their lives.

Governance

SSI is a company limited by guarantee incorporated under the *Corporations Act 2001* (Cth) registered with the Australian Securities and Investments Commission (ASIC). SSI is registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC). SSI adheres to the ACNC Governance Standards and maintains obligations to both the ACNC (regarding charitable status), and ASIC (for corporate status).

Highlights

During 2025–26 the Board built on the governance reforms of recent years. The governance work centred on aligning SSI's governance architecture to Strategy 2030, including resetting risk appetite and strategic risks, reviewing the Corporate Governance Framework, and settling the approach to Board evaluation. The Board played an active role in strategy development and approved the strategy in March 2026.

The new Board committee structure completed its first full year, with the Finance, Risk and Audit Committee consolidating financial, risk and assurance oversight and the Nominations and Remuneration Committee focused on Board capability.

The Board established the AI Advisory Committee, bringing independent expertise into the boardroom, and approved SSI's AI Strategy and Roadmap 2026–28 together with its governance guardrails. The CEO Performance and Remuneration Committee was formalised as a Board committee with its own separate charter, giving CEO performance, remuneration and succession a clear and transparent framework.

The SSI Group structure was simplified as part of the business consolidation project through the closure of a subsidiary company, the Corporate Governance Framework was reviewed and approved to reflect the new arrangements, and the Board of Directors Charter was updated.

Governance framework

Throughout the reporting period, the Board discharged its responsibilities within the structure of SSI's Constitution and SSI's Corporate Governance Framework. The framework sets out how the SSI Group is directed, controlled and held accountable and was updated to reflect the new board committee structure, the revised group structure and Strategy 2030. The framework is underpinned by the Australian Institute of Company Directors Not-for-Profit Governance Principles, and adopts the following principles, in addition to the minimum Governance Standards mandated by the ACNC.

- **Purpose, vision and strategy** — all work is directed at achieving the purpose, vision and strategy with Board oversight on effectiveness.
- **Roles and responsibilities** — clearly defined and documented roles and responsibilities within the SSI Group and the Board has oversight of key third party providers and is equipped with comprehensive and clear Board reporting.
- **Board composition and effectiveness** — there is a diverse set of skills, experience and backgrounds on the Board with transparent recruitment processes complemented by periodic Board evaluations on composition, effectiveness and governance structures.
- **Risk management** — oversight of risk management frameworks, which are periodically reviewed, and includes setting an appropriate risk appetite, conducting scenario planning and assessing emerging risks.
- **Performance and accountability** — oversight of the performance of the SSI Group with a focus on financial health, internal and external accountability, ensuring that external accountability extends beyond annual reporting and the AGM.
- **Stakeholders** — considers stakeholder views, oversees a framework in engaging with key stakeholders and ensures open and transparent engagement with stakeholders to foster trust and goodwill.
- **Sustainability** — clear approach to sustainability, oversight of SSI Group's actions on key sustainability issues and sustainability is regularly considered in a manner consistent with each company's purpose.
- **Organisational culture** — the Board models the organisational culture expected of employees and volunteers, obtains information on key elements of SSI Group culture including employee and volunteer satisfaction and promotes recognition.

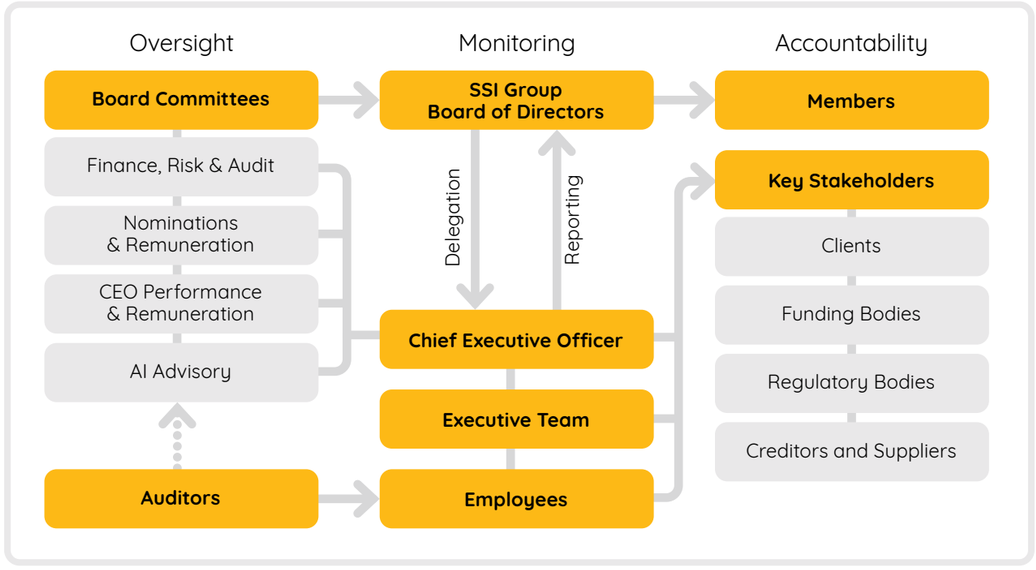
Governance structure

The governance structure set out in the figure below illustrates how the SSI Group is directed, controlled and held accountable to internal and external stakeholders. The workflow brings together the different governance components within the SSI Group to achieve the goals of our Impact Strategy and the recently launched Strategy 2030.

For more information on SSI's governance, visit ssi.org.au/about-us/corporate-governance/.

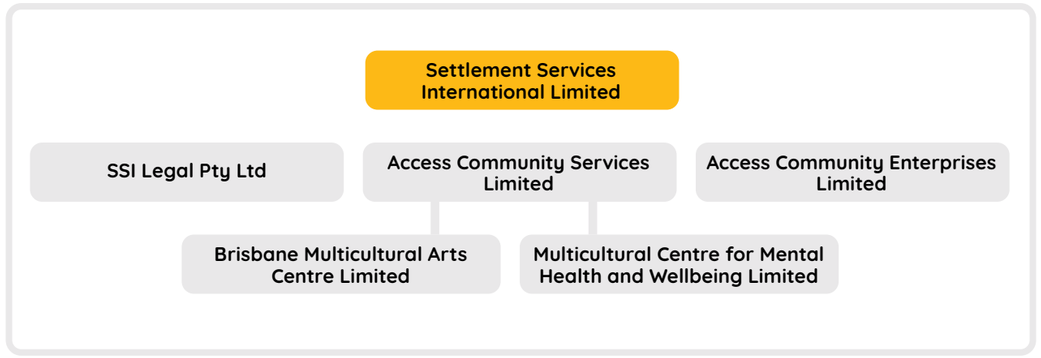
In September 2025 the Board approved the closure of Access Community Services Limited by June 30, 2026, with staff, contract assets and liabilities transferring to SSI. Deregistration progressed throughout FY26, simplifying the group structure and reducing duplication in governance and reporting.

Governance Structure



SSI Group of Companies

The SSI Group comprised the following companies during 2025–26:



With the exception of SSI Legal Pty Ltd, the SSI Group operates under a mirror board structure with each company being a Company Limited by Guarantee, a registered charity with the ACNC and governed by the same Board of Directors and Board committees.

The Board delegates operational management to the CEO who is responsible for the day-to-day functions of the SSI Group. Accordingly, operational management of all SSI Group companies is centralised and the CEO is accountable to the Board of Directors.

Board of Directors

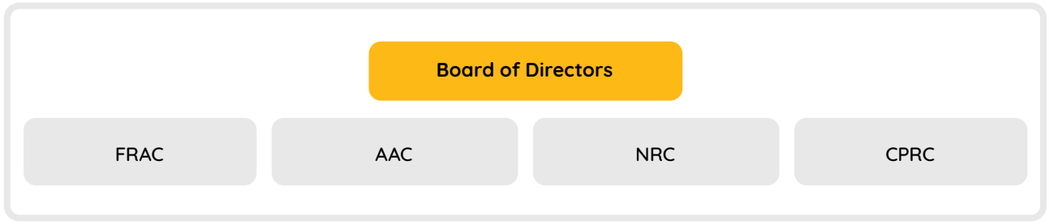
SSI Group's operations are overseen by a Board of at least five and no more than nine Directors, comprising a minimum of two Independent Directors and a minimum of two Member Directors. This year the number of Directors increased from seven to eight, comprising four Independent and four Member Directors. Our Board directors are listed on pages 82–84.

The Board adopts a charter that details its role and responsibilities, and Board appointments are made in accordance with our Constitution. The charter was updated during the year to reflect the revised committee structure.

Member Directors are currently drawn from the boards and senior executive of SSI's member organisations and, like our Independent Directors, are recruited based on merit. To that end, the Board actively seeks to ensure that it has a diverse directorship to effectively discharge its responsibilities and equip SSI for good governance. This is enabled through the Board Skills and Attributes Matrix used in director recruitment, which covers professional industry-specific and personal skills and attributes, and includes considerations for diversity in relation to gender, age, location, cultural identity and lived experience.

The Board operated under new leadership with Peter van Vliet as Chairperson and Angela Tsoukatos as Deputy Chairperson from July 1, 2025. Leann Meiers joined as an Independent Director in January 2026, and the Board approved further three-year terms for Peter van Vliet and Rola Hijwel from May 2026 to May 2029, providing continuity.

The Board plays an active role in setting the culture and strategy of the organisation in line with SSI's vision, values and code of conduct. The CEO reports directly to the Board, and the Board, in turn, is accountable to SSI's member organisations. The Board holds itself, and in turn management, to high ethical standards, ensuring that SSI acts ethically and with integrity in all business relationships.



Board and committee structure

To support effective governance, the Board is supported by several committees that review, monitor and make recommendations to the Board as set out in their respective charters. From July 1, 2025 the Board had four committees:

- **Finance, Risk and Audit Committee.** Through the merger of the former Finance and Audit and Risk and Compliance committees, this committee provides a single, consolidated view of SSI's financial and risk position. The committee oversees the integrity of financial planning, the risk management framework, audit and assurance as well as investment strategy.
- **Nominations and Remuneration Committee.** Focuses on the capability of the Board and covers director recruitment and succession, the induction of new directors and independent member remuneration. During 2025–26 it led the external search that brought Leann Meiers to the Board, completed a skills and attributes assessment that confirmed stability and continuity and recommended the independent experts appointed to the AI Advisory Committee.
- **AI Advisory Committee.** Established as a special committee to guide SSI's adoption of artificial intelligence and ensure it is ethical, lawful and aligned with strategy. The four independent external members bring expertise across cyber security, AI ethics and law, integration of AI into business and operating models, and the socio-economic effects of AI. In its first year the committee recommended SSI's AI Strategy and Roadmap 2026–28 to the Board for approval, considered the AI governance framework and guardrails and examined the legislative, ethical, workforce and supply chain implications of AI. Its members observed that SSI is at the forefront of embedding AI within its vision and governance structures, positioning SSI to lead responsible AI adoption across the sector.
- **CEO Performance and Remuneration Committee.** Formally established as a standing Board committee, comprising the Chairperson of the SSI Group, and two Board directors, who collectively bring experience in executive remuneration, performance management, leadership assessment and succession planning. The committee reviews the CEO's remuneration and employment terms, overseeing the annual performance review and the setting of key performance indicators and overseeing succession.

The Committee for Member Relations was dissolved in June 2025, reflecting SSI's strong and well-established membership base and the maturity of member engagement, which is now overseen directly by the Board through CEO reporting.

Scan to download SSI's new constitution

Abbreviations list

AAC	AI Advisory Committee
ACNC	Australian Charities and Not-for-profits Commission
AGM	Annual General Meeting
AI	Artificial intelligence
AICD	Australian Institute of Company Directors
AMWA	Australian Multicultural Women's Alliance
APRRN	Asia Pacific Refugee Rights Network
ASESS	Asylum Seeker Employment Skills Support
ASIC	Australian Securities and Investments Commission
BEMAC	Brisbane Multicultural Arts Centre
CEO	Chief Executive Officer
CPRC	CEO Performance and Remuneration Committee
CSP	Community Support Program
CSW70	70th session of the Commission on the Status of Women
CVAP	Community Voice Advisory Panel
DFSV	Domestic, family and sexual violence
ECCQ	Ethnic Communities Council of Queensland
ESG	Environmental, social and governance
FRAC	Finance, Risk and Audit Committee
FY	Financial year
GHG	Greenhouse gas
HSP	Humanitarian Settlement Program
HSNS	Health Support Navigation Service
IEA	Inclusive Employment Australia
IR	Integrated Reporting
IT	Information technology
KPI	Key performance indicator
LAC	Local Area Coordination
LGBTIQA+	Lesbian, gay, bisexual, transgender, intersex, queer or questioning, asexual and other diverse identities
MCFP	Multicultural Child and Family Program
MFBCP	Multicultural Family Based Care Program
MOU	Memorandum of understanding
MSO	Multicultural Support Officer
MyQ	Multicultural Youth Queensland
NCDRC	National Culturally and Linguistically Diverse Disability Reform Committee
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NFP	Not-for-profit
NPS	Net Promoter Score
NRC	Nominations and Remuneration Committee
PHN	Primary Health Network
QLD	Queensland
QPASTT	Queensland Program of Assistance to Survivors of Torture and Trauma
RAP	Reconciliation Action Plan
RISE	Recognise, Inspire, Support, Energise
SDGs	United Nations Sustainable Development Goals
SETS	Settlement Engagement and Transition Support
SHER	Safe, Healthy and Empowered Relationships
SRSS	Status Resolution Support Services
SSI	Settlement Services International
TECS	Train, Engage, Connect and Support
UKF	Usman Khawaja Foundation
UN	United Nations
UNICEF	United Nations Children's Fund
VIC	Victoria
WA	Western Australia
WHS	Work health and safety
YTS	Youth Transition Support

HSP Case Manager Tamara Sabri at a beach safety day.

We welcome feedback
and questions on this report,
and encourage you to
send these to:
info@ssi.org.au

How can you help?
Get in touch with SSI
to volunteer, donate,
fundraise or collaborate.

SSI Head Office
Level 2, 158 Liverpool Road
Ashfield NSW 2131
t: (02) 8799 6700
e: info@ssi.org.au

Volunteer:
e: volunteer@ssi.org.au

We're SSI.
We stand for a world in which everyone
has access to equal opportunity.
We are driven by equality, empathy
and celebration of every individual.

ssi.org.au

SSI
For equality
of life.