



Creating Positive Opportunities



Group Day Programs



Group Community Access



Social Outreach



Social Enterprise/
Supported Employment



School Leaver
Employment Supports



Contents



02

Chair and CEO
Report

03

Strategic Plan
2026-2030

04

The Mambourin
Way

06

Governance and
Board



08

Our Journey

10

Our Hubs : Places
to grow, connect
and thrive

17

Purposeful work,
meaningful
connections

20

Our people:
People and Culture
2025-2026

24

NDIS
Services Team



30

Quality and
Compliance

26

Building better
spaces for
participants



33

A year in numbers

35

Financial
Highlights



36

Technology



Registered
NDIS Provider

Chris Cullin
BOARD CHAIR

Danielle Carey-Munro
CEO

A defining year of growth

Purpose and transformation were the drivers in Mambourin's 2025–2026 year.

We have achieved significant growth through the merger of Mambourin Enterprises with Broadmeadows Disability Services (BDS). This defining moment in our 50-year journey brings together two long-standing, purpose driven organisations.

The merger was relatively seamless and well-supported by participants and staff, who felt it provided them with stability and long-term security.

The 10-month integration process of the two organisations is nearing completion. This merger will enable Mambourin to better navigate the uncertainty of NDIS reforms, with the disability sector continuing to adapt to constraints on funding including the Federal Government's commitment to an annual growth cap of 2% over the coming years.

Mambourin has remained resolute in its services and building a financially sustainable future. The merged organisation will have combined revenue of \$25 million and support more than 585 people through the efforts of more than 300 employees.

This growth reflects our commitment to our three-year strategy to grow for a sustainable future.

Most importantly, this merger reflects our commitment to delivering more support to more people. Participant engagement, satisfaction and outcomes remained strong, with 98% of participants reporting that they felt safe and 87% reporting that they were happy with the support they received and had a positive experience overall.

We would like to acknowledge and thank our Board of Directors and all our dedicated staff and volunteers for their tireless efforts in supporting our participants. We look forward to the journey of continued improvement and hope everyone joins us for what will be an exciting year ahead.

Our results

Mambourin achieved a strong financial result with an 8% surplus and 10% EBITDA. We invested a considerable amount in people, systems and facilities, including another year of significant capital investment (\$700,000) in our hub facilities. This was to ensure that they remain relevant and fit-for-purpose with our ever-growing younger participant demographic.

Strategic Plan 2026-2030

The Mambourin Board and management have collaborated over the past few months to capture and define what we want to be known for as a purpose-driven disability provider, to develop our goals, and to decide on the pathway we want to follow over the coming four years.

We have also developed 'The Mambourin Way', a set of guiding principles and expectations about the way we work to deliver services and supports to our participants and how our people work as a team.

Our Strategic themes highlight the essential focus areas that keep us aligned with our purpose and realise our vision.



Exceptional
Customer
Experience



Strengthen
Sustainable
Operations



Effective
Governance



Thought
Leadership
& Advocacy



People &
Capability



The Mambourin Way

The Mambourin Way

Mambourin supports and connects people who seek disability services with people who have a passion to deliver quality disability services and do this in a way where everyone can thrive. Through partnerships, we collaborate to enrich lives. We are committed to 'being there' for our community and working as a team to a shared set of values and a positive, inclusive culture.

Mambourin's service commitment is to:

Make a difference

- Every day, do what matters
- Own it
- Act with integrity, care, and compassion

Work as one

- Listen first
- Advocate and speak up
- Align and commit

Open to opportunities

- Focus on the journey
- Strive for success
- Continually learn and adapt

Our service approach

Mambourin prides itself on a sustainable service approach, with a focus on quality and meaningful engagement through all supports delivered.

Our approach defines the service and delivery pathways across the organisation; we implement consistent, replicable processes and scalable models for providing services across multiple sites to persons from diverse backgrounds with a variety of support needs.

Our people

People are at the heart of Mambourin's service success. As 'people supporting people', there are three key ways we approach our work every day:

Value each other — We look out for the people we work with and we respect and recognise them.

Continuous improvement — We enjoy our work and take pride in our achievements. We are not afraid to challenge the status quo to find better ways.

The right way first — We do things the right way. We are committed to acting with courage by showing integrity, speaking up when something is not right and taking action when needed.

To be successful, Mambourin believes its people must understand and act on a shared set of values, with a clear purpose and strategic intent to deliver a quality, supportive service to adults with a disability.

Mambourin is committed to engaging and developing its people to achieve this common purpose.

The Mambourin Way

We are committed to 'being there' for our community and working as a team to a shared set of values and a positive, inclusive culture.

- *Make a Difference*
- *Work as One*
- *Open to Opportunities*



Governance and Leadership

Our Directors



Chris Cullin
Chair

Chris Cullin brings more than 30 years of global leadership experience across commercial, education, not-for-profit and technology organisations.

His expertise includes corporate governance, strategy, finance, risk management and information technology.

Chris is committed to helping Mambourin connect people with opportunities and support them to achieve their goals.



Marija Maher
Deputy Chair

Marija Maher brings expertise in corporate strategy, innovation, regulatory oversight, finance and risk management.

She is passionate about strengthening organisational performance through people and technology.

Marija is a graduate of the Australian Institute of Company Directors, a Lead Auditor in Quality Management Systems, and holds a Doctorate in Business Administration.



Kevin Glennon

Kevin Glennon is a senior executive with national and international experience across mining, financial services, retail, distribution, transport and government.

He has led organisation-wide technology projects that improved operations, productivity and efficiency.

Kevin is a member of the Australian Institute of Company Directors, Technology Business Management Council and Gerson Lehrman Group Council.



Caroline Pilot

Caroline Pilot is a healthcare leader with more than 25 years of experience.

Her expertise spans nursing, marketing, business development, patient advocacy and public health.

Caroline develops innovative responses to complex challenges, with a focus on improving health outcomes through collaboration and co-design across the health sector and broader community.



James Barrie

James Barrie brings senior leadership experience in governance, stakeholder relations, financial reporting, capital management, and mergers and acquisitions.

He runs a business providing professional advisory and company secretary services and serves as a non-executive director.

James is passionate about continuing his family's longstanding involvement in the disability sector.



Dion Andrews

Dion Andrews is a Chartered Accountant with more than 21 years of financial experience in Melbourne and London.

He has spent 13 years as Chief Financial Officer of a listed property company.

As the parent of a child with disability, Dion advocates for greater community participation, choice and independence for people with disability.



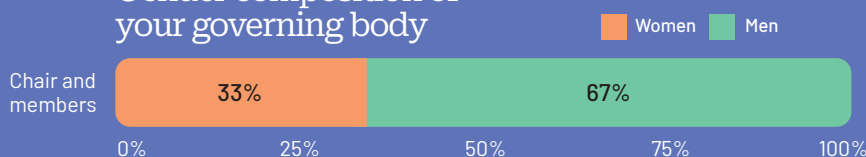
Abiola Akinbiyi

Abiola Akinbiyi is a healthcare professional, entrepreneur and community leader with more than 20 years of experience.

A registered nurse, she has worked in aged care, clinical education, and people and culture.

Abiola advocates for culturally and linguistically diverse communities and young people and is an experienced board director, mentor and former Victorian Multicultural Commission commissioner.

Gender composition of your governing body



Mambourin's Board of Directors continue to 'oversee key areas of quality, finance and risk'.

Director meetings and tenure

The number of meetings of the Mambourin Enterprises' Board of Directors ('the Board') held during the year ended 30 June 2026, and the number of committee meetings attended by each Director were:

Director Name	Board Meetings		Finance, Investment, Audit Committee		Quality, Safeguarding & Governance Committee		Remuneration Committee	
	Number of meetings	Number attended	Number of meetings	Number attended	Number of meetings	Number attended	Number of meetings	Number attended
Chris Cullin	6	5	2	2	-	-	2	2
Caroline Pilot	6	6	-	-	4	4	-	-
Kevin Glennon	6	6	-	-	4	3	-	-
Abiola Akinbiyi	6	5	-	-	4	4	-	-
Dion Andrews	6	6	4	4	-	-	-	-
Marija Maher	4	4	2	2	-	-	2	2
James Barrie	6	6	4	4	4	4	-	-



Quality Safeguarding and Governance Committee

Caroline Pilot (Chair)
Kevin Glennon (Vice Chair)
Abiola Akinbiyi

The Quality Safeguarding and Governance Committee advises the Board on governance matters for the organisation, including the constitution and changes in good governance practice. It is tasked with reviews of director skills and experience and periodic Board evaluation.



Finance Investment Audit Committee

Dion Andrews (Chair)
Marija Maher (Vice Chair)
James Barrie

The Finance Investment and Audit Committee is appointed by the Board to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to corporate reporting processes, such as the financial reporting process, risk management and internal control, external audit, internal quality audit and compliance, including the code of conduct and whistleblower statement.



Remuneration Committee

Chris Cullin
Marija Maher

The Remuneration Committee ensures that remuneration arrangements support the strategic aims of the business and enable the recruitment, motivation and retention of senior staff while complying with the requirements of regulatory and governance bodies and satisfying the expectations of stakeholders including the wider employee population.

Our Executive Team



Danielle Carey-Munro

Chief Executive Officer

Danielle joined Mambourin as CEO in September 2023. She has been a senior executive for more than 20 years and brings a wealth of experience from working in the human services sector in for-profit and not-for-profit organisations.



Warren Yates

General Manager - Information Communication Technology

Warren Yates has more than 17 years of experience at Mambourin and a strong background in ICT, programming and project management. He has played a key role in supporting Mambourin's growth through technology, and improving operations to enhance the lives of people with disability.



Alma Zulovic

General Manager - Finance

Alma Zulovic has more than 19 years of finance experience in for-profit and not-for-profit sectors and offers extensive expertise in her role. She has a proven track record in financial management and system implementation, consistently enhancing efficiency and financial health.



Barbara Henwood

General Manager - Quality, Safeguarding and Governance

Barbara Henwood is a registered nurse with over 30 years of experience in the healthcare sector. With extensive expertise in clinical governance, compliance and risk management, Barbara is passionate about supporting organisations to deliver safe, effective and person-centred care.

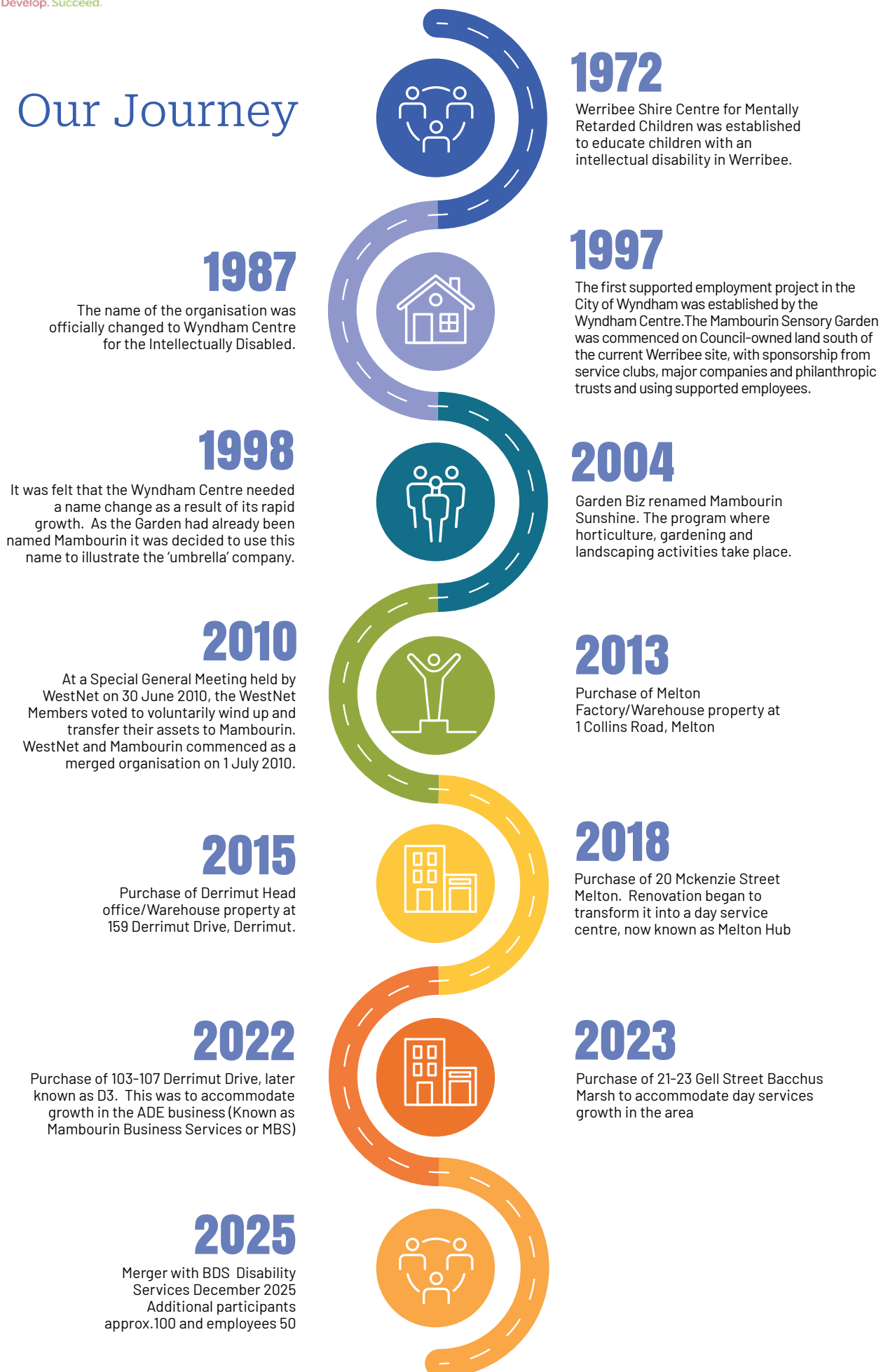


Emma McKechnie

General Manager - People and Culture

Emma McKechnie has more than 20 years of experience in human resources across the corporate, industrial and not-for-profit sectors. Emma specialises in strategic people leadership, organisational development and workplace relations to build capable, engaged and high-performing teams.

Our Journey





506 participants supported across six locations

- 41** Altona
- 78** Deer Park
- 76** Sunshine
- 88** Broadmeadows
- 106** Melton
- 117** Werribee



\$1.15M
in commercial revenues

\$1.83M
estimated direct economic contribution to Australia



131 part-time employees

62 casual employees

81 full-time employees



97% custom programs for participants

95% safety, wellbeing and happiness

99% consulted on support plans



754 1:1 support sessions

367 group activities

81 new participants



Places to grow, connect and thrive

Our six hubs are in Altona, Broadmeadows, Deer Park, Melton, Sunshine and Werribee. This provides a broad geographic spread and enables participants to access services closer to their homes and local communities.

Each hub operates Monday to Friday and provides a range of programs that are fun, interactive, develop skills, build independence, help form social connections and enable participants to take part in meaningful community activities.

Over the past 12 months, our hubs supported **506** participants, comprising 41 participants at Altona, 88 at Broadmeadows, 78 at Deer Park, 106 at Melton, 76 at Sunshine and 117 at Werribee.

Mambourin's community hubs offer inclusive, community-based day programs for adults with disability across Melbourne's northern and western suburbs.

Supporting participants across our communities



506

PARTICIPANTS
SUPPORTED ACROSS
SIX LOCATIONS



263

HOLIDAY PROGRAMS
DELIVERED



74%

OF PARTICIPANTS
ATTENDED HOLIDAY
PROGRAMS



98%

SATISFACTION
RATING OF OUR
PROGRAMS

Most popular hub program by location



Altona

EXERCISE, SPORT
& RECREATION



Broadmeadows

EXERCISE, SPORT
& RECREATION



Deer Park

EXERCISE, SPORT
& RECREATION



Melton

EXERCISE, SPORT
& RECREATION



Sunshine

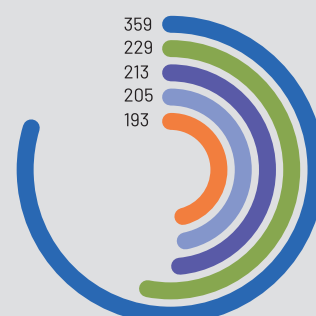
ARTS & CREATIVE



Werribee

WORK EXPERIENCE
& VOCATIONAL

Most popular hub program



- Exercise, Sport & Recreation
- Art & Creative
- Daily Living Skills
- Sensory, Health & Wellbeing
- Music, Dance & Performance



Altona Community Hub

Altona Hub supports many participants with complex health needs. It has a specialised adapted activity schedule and staff training program that aligns to the support needs of participants.

During 2025–26, we began a renewal project for Altona Hub, with refreshed spaces providing new opportunities to help participants feel even more at home.



"I love coming to Mambourin. I am happy when I see my friends and am excited when we have parties. I feel safe at Mambourin. The staff look after me."

Lauren Marshall-Keay : Altona Hub

Altona started its refurbishment with new furniture, fresh paint and updated wallpaper in the dining room, creating a brighter and more welcoming environment. These improvements have supported better use of program spaces and helped create a more comfortable setting for participants, staff, families and visitors.

Participants have continued to embrace the creative arts programs, with artwork proudly displayed throughout the hub. New virtual reality headsets have provided another option for sensory and relaxation activities. New safeguarding and independence support has been introduced, helping participants feel more confident and supported in their daily routines. The hub has welcomed new participants over the past 12 months, bringing new ideas, energy and enthusiasm. Positive feedback from participants, families and visitors reflects the warm, inclusive culture Altona Hub continues to build each day.



Broadmeadows Community Hub

(formerly known as BDS)

Broadmeadows Community Hub, having merged with Mambourin in December 2025, has continued its transition to the Mambourin Way with a strong focus on alignment and integration into our service model.

A significant part of this work has included strengthening NDIS documentation such as support plans, service agreements and participant records to ensure supports are clear, current and aligned with Mambourin's systems and standards.

Building improvements have already started, with internal painting of common areas and offices in the main building complex. Updates to floor coverings and the foyer entrance have been completed. Further upgrades are scheduled for program rooms in the coming 12 months, as well as a new outdoor basketball and soccer court that will bring to life these popular sports programs.

Planning has started for Building 2, with a view to refresh and theme program rooms and purchase new activity supplies and resources.



This will support better program delivery and ensure programs are well resourced and responsive to participant interests.

Alongside the physical improvements, staff have been supported through the transition from BDS systems to Mambourin systems and processes. Training has focused on compliance, participant-specific support needs, medication and OHS, helping to build consistency and confidence across the team.

Safety, traffic management and OHS have been important areas of focus, with improvements to support safer movement around the site and greater convenience for participants, families, staff and visitors.

Looking ahead, planned improvements to program rooms, gaming spaces and outdoor areas will create more opportunities for participants to enjoy engaging on-site activities and feel connected to their hub community.



"I love Broadmeadows Hub and get to do many different activities like lawn bowls, movie making, bush walking and basketball. I also like to have fun with my friends and enjoy activities in the community. I especially enjoy watching AFL games and my favourite team is Carlton Football Club. I also like watching soccer and cricket."

Sam Sappupo : Broadmeadows Hub



Deer Park Community Hub

Deer Park Hub has shared a wonderful year filled with colour, warmth and connection. Always competitive in our inter-hub events, it was important we invest in improving the spaces for the participants.

The focus has been on refreshing the internal and external areas with fresh paint, furniture and artwork to brighten spaces and create a more welcoming and engaging environment for participants, families and staff.

Participants have enjoyed a range of memorable activities and celebrations, including Multicultural Day, Easter activities and a visit to the local fire brigade, which continues to be a favourite program. These experiences supported social connection, community participation and opportunities for participants to engage in activities that are fun, meaningful and inclusive.

Family and community connection also remained an important focus. The hub hosted a special Mother's Day morning tea, bringing parents, carers, participants and staff together for light refreshments, games, a raffle and giveaways.



The community garage sale was another highlight, with a sausage sizzle and cake stall helping to create a relaxed and welcoming event for the wider hub community.

Already in progress is the building of a new multi use space that will provide for basketball, table tennis and a small gym. These upgrades will support more opportunities for participants to stay active, social and engaged in their daily programs.



"I love coming to Mambourin and taking part in my Access Community programs, WAM, and Travel Training. I enjoy making my own choices and choosing activities that interest me. These programs help me learn new skills, be more independent, and spend time with my friends."

Binh Pham : Deer Park Hub

Melton Community Hub

Melton Hub has continued to grow in participant numbers and program opportunities, welcoming new participants and staff while expanding the range of programs available across the week.

Program offerings have increased across areas such as cooking, community access and gaming, alongside new opportunities in life skills, fashion and design, and social group. These programs have supported participants to build confidence, independence, friendships and practical skills in a supportive hub environment.

Holiday programs were introduced during term breaks and the end-of-year closure period, giving participants access to a broad range of engaging experiences. Activities included MCG tours, chocolate-making workshops, animal farm visits, gaming tournaments, sports carnivals and other community-based opportunities.

The recently completed outdoor area renovation has created a more versatile and welcoming space for sensory activities, sport and exercise, gardening, social connection, and morning tea and lunch. Key events including Pizza Day, Harmony Week, Easter celebrations, Multicultural Day, the Participant Christmas Party, Mother's Day morning tea and the Bunnings sausage sizzle. These also helped strengthen connections between participants, families, carers, staff and the broader community.



"I love all my programs here at Melton especially gaming. I am very thankful for all the support from staff, and I enjoy seeing all my peers and interacting with them. I am very happy coming here."

Khalid O'Toole : Melton Hub



Sunshine Community Hub

Sunshine Hub has had a vibrant year with growing program participation. The gaming room has been freshly painted and updated with new signage and gaming posters, creating a space that participants are excited to use. With growing numbers attending the program, the hub is continuing to look at ways to support demand and strengthen access to digital and social activities.

The hub's kitchen, staff room and gym room floor have also been refreshed. These improvements have helped to create a brighter, cleaner and more welcoming environment for participants and staff.

Participants have continued to build skills through meaningful work experience opportunities. The Pet Pantry team has packaged more than 1,500 meals this year to support pets in need. Participants have also begun engaging with the MBS shredding program and are enjoying the hands-on nature of the work. T-Bar, the hub's t-shirt making program, has also undergone a revamp, including updated shirt suppliers and refreshed logos.

Sunshine Hub continued to value family connection, with staff and participants coming together with families and carers for a special Mother's Day morning tea. These moments reflect the strong, inclusive community Sunshine Hub continues to nurture.

"I love the cooking program and really enjoy being part of it. Before, I didn't know how to cook, but now I can cook pasta for my mum at home. Our favourite food is spaghetti and pasta. Cleaning the dishes after cooking also keeps me busy, and it makes me feel helpful and involved with everyone in the program."



"I would like to thank Maria for teaching and patiently guiding me with cooking. I also want to thank Raeleen for encouraging me to join this group, and Kitty and Clarisse for their additional support and assistance."

Steven Biocovitis : Sunshine Hub



Werribee Community Hub

Located in a high demand corridor, Werribee Hub continues to be the preferred disability service in the western suburbs.

The café program remains a valued and enjoyable part of the hub week, giving participants the opportunity to prepare and share meals alongside staff and peers. As the cooler months arrived, warm drinks and shared conversations helped create a welcoming and inclusive atmosphere, supporting social connection and daily living skills.

The drama program remains a participant favourite across all locations for the holiday periods, ranking high on satisfaction surveys. The program provides meaningful opportunities for engagement with the performing arts, enabling individuals to express themselves in new ways and build confidence in their ability to perform in front of an audience. The group proudly performed at the 'Mambourin's Got Talent' event and held a separate evening performance in April, where families and friends came together to celebrate the participants' achievements.



Music has continued to thrive across the hub network. Led by a qualified music therapist and supported by disability support workers, the program gives participants the opportunity to explore rhythm, sound and creativity in a safe and engaging environment.

Together, these programs reflect Werribee's strong focus on creativity, connection and personal development, while creating meaningful opportunities for participants to share their talents with the people who matter most to them.



"I love being a part of the Mambourin community. My favourite programs are car washing and the shredding work experience program. Both programs have taught me teamwork and how to do good quality work. They have also helped me build confidence and learn new skills."

Michael Craig : Werribee Hub



Purposeful work, meaningful connections

The Deer Park and Werribee hubs attended the warehouse for work experience opportunities, while our recycling operations remained the primary focus of warehouse activities.

The Garden Maintenance team expanded its reach and portfolio, attracting new clients across schools, aged care facilities and hospitals. Our School Leaver Employment Supports (SLES) program generated significant interest from a range of local schools, including Jacksons School and Melton Specialist School.

Our Supported Employment program – encompassing warehouse activities such as assembly, picking and packing, and gardening services – welcomed several new customers throughout the year.

These included Mercy Hospital Heidelberg, Burbank Homes, The Royal Victorian Eye and Ear Hospital (East Melbourne), and The Entertainment and Education Group (TEEG) and CleverPak Group.

Mambourin Business Solutions (MBS) continued to strengthen its relationships with external stakeholders and internal Mambourin services.

We also increased our community presence through social media, showcasing our social enterprise services and the achievements of our participants. Our TikTok content, highlighting the energy and productivity of our warehouse operations, received more than 71,983 views, helping to raise awareness of the meaningful work undertaken at MBS.

SLES currently represents a growing component of our overall service offering, with plans to extend its reach to other hubs. It continues to provide significant value to participants, who also engage in warehouse employment and day services. The program plays a vital role in supporting skills development, confidence building and pathways to employment.



Building
skills,
creating
opportunities



Thanks to our partners



- Altona Meadows Primary School
- Altona Green Primary School
- AITAC
- BGIS/Virgin Australia
- North Melbourne Apartments
- Keyton Heathglen Retirement Village
- Sanctuary Lakes Resort
- Abey Australia
- Rollins Primary School
- Fully Promoted
- Waratah Forestry Equipment
- Americold
- Bowron Sheepskins
- Storage Box (for Burbank Homes)
- Nepean Building and Infrastructure
- Independent Rehabilitation Services
- The Royal Victorian Eye and Ear Hospital
- DLF
- Maxisafe
- Me Again
- Manpack
- Glanbia
- Australia Post
- Terracycle
- Sustainable Salons
- Kuehene & Nagel
- Bunnings
- Laurels Training
- Brimbank Council

Measuring what matters

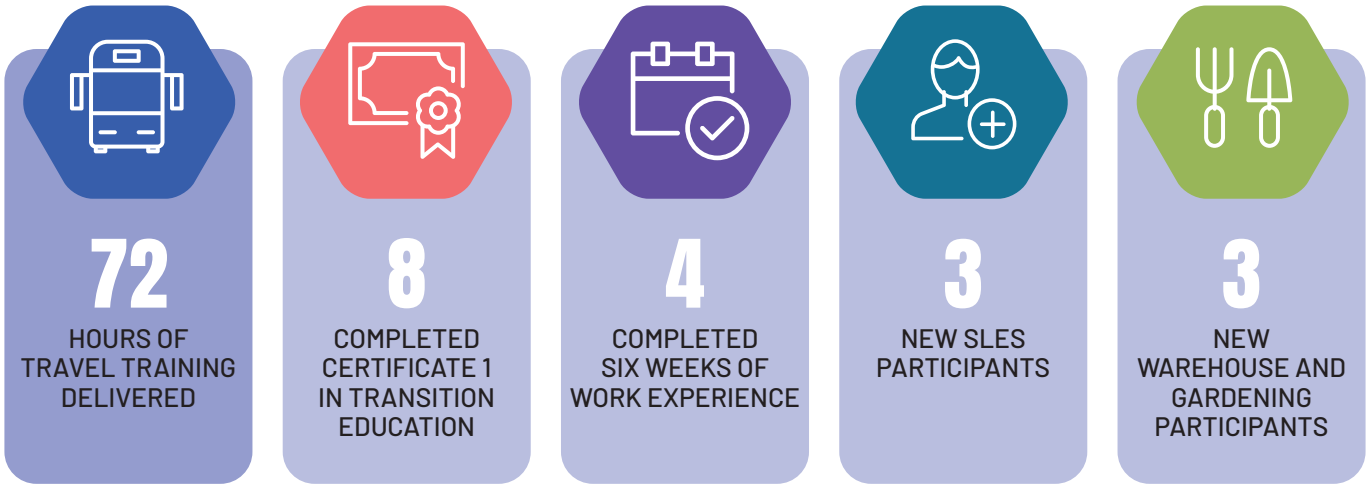
Behind every partnership with our commercial customers is a profound human and economic story. Through supported employment, our social enterprise gives people with disability the opportunity to earn an income, build confidence, and connect with their community.

Thanks to data from the BuyAbility Social and Economic Impact model, we can now clearly see how these opportunities create a ripple effect across the broader Australian economy.

In 2025–26, our supported employment program:

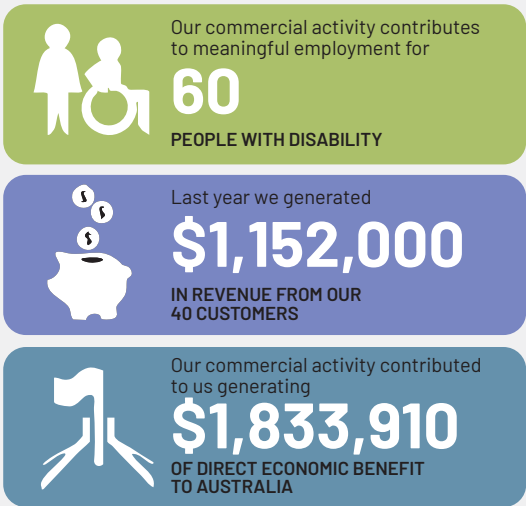
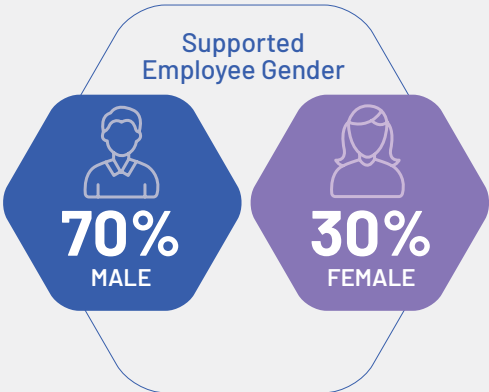
- Provided meaningful employment for 60 people with disability
- Generated \$1.15M in commercial revenue across 40 customers
- Contributed an estimated \$1.83M in direct economic benefit to Australia

More than just numbers on a page, this impact reflects our ongoing commitment to creating inclusive workplaces where everyone has the chance to thrive.



Our supported employment participants through their commercial activity had the following social impact, further evidencing the importance of their engagement in the community with meaningful employment.

Our Social Impact



Our People: People & Culture 2025-2026

Our people are committed, well trained, and supported

Mambourin invests in its people through education and nurse-led high-intensity training, building the skills and confidence needed to excel and deliver exceptional care. We aim to remain an employer of choice.

In our April 2026 survey, employees rated Mambourin 4.6/5 for Net Promoter Score, reflecting strong loyalty and willingness to recommend Mambourin as a great place to work. This improved on the previous year and exceeded the industry benchmark.

Our people love what they do

Our employees are passionate about their work and committed to supporting participants. **93%** enjoy their roles and find them rewarding. This is consistently reflected in their feedback, with employees valuing:

"Being part of a great team where work is valued and recognised"

"I am proud assisting my customers achieve their day-to-day goals independently"

"Helping a participant regain their independence, reach a health milestone, or continue to be active, is incredibly fulfilling and joyful"

Our Employee Feedback

Our most recent employee survey is benchmarked against the sector, and again Mambourin's results are above the benchmarks. The feedback shows that:

Mambourin is a supportive workplace

Mambourin treats everyone with respect

Mambourin employees feel supported by their managers

Key positives from our 2026 survey:

- **95%** find their work meaningful and understand their impact on participants.
- **89%** feel they receive the training needed to perform their role well.
- **89%** receive useful feedback and regular communication from leaders.
- **84%** report a good work-life balance.

Technology

Our HRIS manages recruitment, employee data, compliance, training and development. It improves efficiency, record-keeping and employee self-service, reducing administration so leaders can focus on people, culture and service quality.

A Trusted and Sought-After Employer

Mambourin continues to strengthen its reputation as a trusted provider, attracting strong interest from prospective employees.

Our latest Disability Support Worker campaign received over **250** applications from qualified sector professionals. We remain committed to a positive workplace culture and supporting our people.

Our Recognition of Service and Outstanding Achievements

2026 Annual Disability Worker Awards

We are again delighted to partner with the Rotary Club of Footscray to present the 2026 Annual Disability Worker Awards. This year we had three outstanding recipients:



Mambourinite Awards

The quarterly Mambourinite Award recognises employees who demonstrate our values and make a positive impact on colleagues, participants and Mambourin.

- **Leafu Sao**, Deer Park Hub
- **Philip Gagliano**, Finance Team
- **Patricia Sunga**, Melton Hub
- **Tuan Tran**, MBS Warehouse
- **Andrew Costi**, MBS Warehouse

Service Awards

At our Annual General Meeting, we recognise long-serving employees and celebrate their contribution. Congratulations to the following:

5 years

- Ben Eldridge
- Brittany Fiumara
- Carolyn Coleman
- Christos Kotsidis
- Jean-Marie Idi
- Kamaljit Saini
- Kim Nguyen
- Leafu Sao
- Manpreet Saini
- Margaret Fulton
- Mariama Mansaray
- Neha Christian
- Rani-Lee Ford
- Raul Limco
- Teaghan Wickson
- Thac Nguyen
- Thi Thien Trang Le
- Tud Mun Leong
- Vanaitta Bromley

10 years

- Brian Wicks
- Camille Fullarton
- Carmen Liang
- Christopher Barbara
- Erin Rixon
- Jennifer Balingit
- Narelle Macvean
- Peter Formosa
- Peter Risk
- Rosette Katanga
- Samantha Beehre

15 years

- Harpreet Kaur
- Michelle Halls
- Reece Howell
- Samuel Mayo
- Shaun Cini
- Simon Silwamba

20 years

- Alma Zulovic
- Danielle Griffiths
- Camen Gatoc
- Kim Worth
- Lara Wilson
- Michelle Rowe
- Stephanie Santiago
- Sue Parker
- Tina Mason

25 years

- Suzanna Bodza

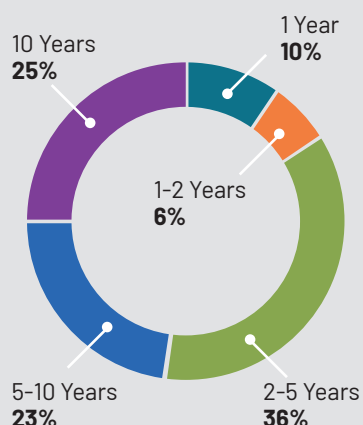


Our Highly Trained and Committed Workforce

Our people choose to stay and grow with us. With an average tenure of 7.3 years, including quarter of our workforce with over 10 years' service, we have a stable and experienced team. 86% of employees expect to still be with Mambourin in two years, above the industry standard.

This longevity reflects strong employee feedback and a workplace culture where people feel valued, supported and connected to our community.

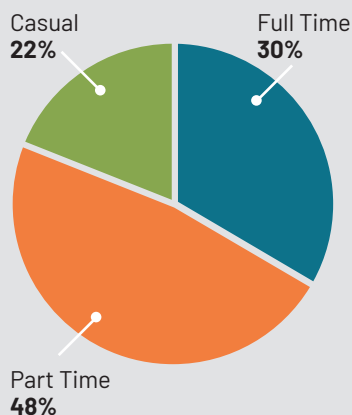
Employee Tenure



All our employees are Mambourin employees

Mambourin's workforce is well established and focuses on providing permanent employment and stable roster opportunities. We are proud that all our staff are Mambourin employees, allowing us to provide continuity of support for our participants.

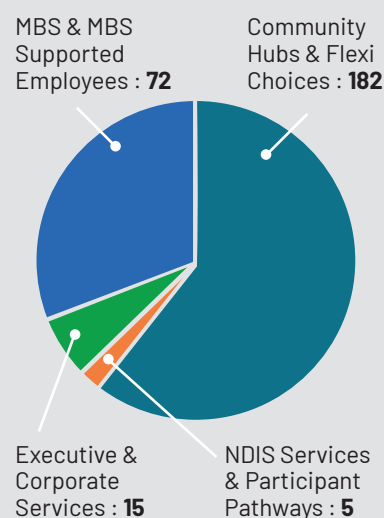
Employment Status



The Mambourin Team

Mambourin's workforce is primarily based across our hubs, Flexi team and MBS services, supported by a small executive and corporate team. Our NDIS Services and Participant Pathways team works across the organisation to support teams and participants.

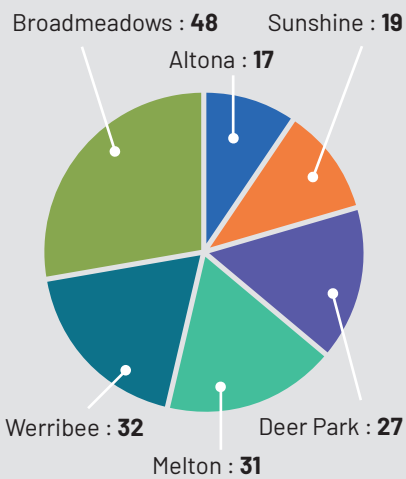
The Mambourin Team



Our Hub Employees

Our Hub employees providing our disability day-program services in our 6 locations make up most of our workforce.

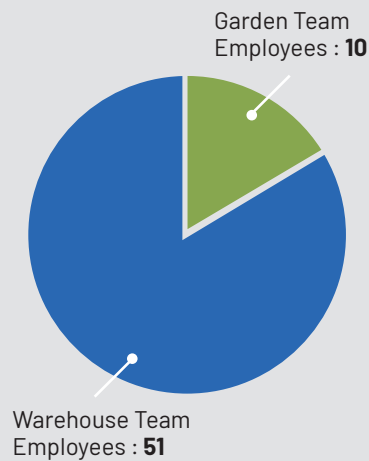
Our Community Hub Taskforce



Mambourin Business Solutions (MBS) Supported Employment Workforce

Mambourin's supported employees work at our Derrimut Warehouse or with the Garden Team. Three new employees joined the team this year.

MBS Supported Employment Team



Education and Professional Development

Our annual education program keeps employees up to date with sector knowledge and skills. Alongside CPR, First Aid and Manual Handling training, over 3,000 training modules were completed.

Leadership workshops and industry-specific training further develop our leaders, supporting an adaptive and responsive workforce.



NDIS Services Team

Mambourin's NDIS supports continued to demonstrate depth, stability and strong participant outcomes across the organisation.

Our teams delivered high-quality capacity-building supports focused on daily living, social participation and community access. Families, Support Coordinators, Allied Health professionals and community partners continued to engage with Mambourin, reflecting confidence in our services and participant-centred approach.

Participants, families and community partners engaged with Mambourin through information sessions, tours and service exploration opportunities, supporting informed decision-making and successful transitions. Feedback continued to highlight the professionalism, responsiveness and warmth of our staff.

Community expos and local engagement activities increased awareness of Mambourin's services and strengthen relationships with families, referral partners and prospective participants. These connections contributed to ongoing growth across our programs.

Throughout the year, our teams worked closely with NDIA planners, families and support networks to navigate funding, plan reviews and service transitions, supporting continuity of services and positive participant outcomes.

Where friendships and confidence grow

Flexi Choices provided participants with opportunities to build confidence, independence and meaningful social connections through community-based experiences and personalised supports. Participants enjoyed a variety of weekend and community activities that encouraged social engagement, exploration and skill development.

Throughout the year, participants formed new friendships and increased their involvement in community life. Positive feedback from participants and families reinforced Flexi Choices as a welcoming and empowering program that promotes belonging, independence and community connection.



The NDIS Service Team has had a busy year with:

189

New Mambourin Participants



36

school
tours and
visits



51

community expos
events attended



TOP 5

KEY PARTNERS

We are still very much engaged with our key referrers who are a vital channel for connecting NDIS participants to our services. Our top 5 referral channels remain:

- Schools • Councils • Allied Health
- Support Coordinators • Community Referrals



430

47% increase

Mambourin continues to be a provider of choice for participants in the western metro region of Melbourne with enquiries over 430 which is a 47% increase on FY 24/25.



20

Average age of new
participants 20 years



89%

RETENTION RATE

Building better spaces for participants

Over the past 12 months, we have continued our significant investment in hub facilities, committing \$700,000 to refurbishment and enhancement projects for the second consecutive year.

Feedback from participants, families and staff has shaped every project, ensuring our investments respond to the needs and aspirations of the people who use our services. The result is a collection of modern, accessible and welcoming spaces that encourage participation, independence and social connection while supporting innovative and engaging programs.

These improvements are more than building upgrades – they are investments in creating environments where people feel valued, included and empowered to achieve their goals.

At Mambourin, we recognise that the environments in which people learn, connect and participate have an important role in their overall wellbeing and experience.





Melton Hub

Mambourin transformed the Melton Hub courtyard from a plain concrete area into a welcoming, multi-functional outdoor space that encourages relaxation, social connection and engagement. The redevelopment included the installation of two shade sails to provide sun protection, while the concrete surface was replaced with a soft rubberised finish to improve comfort and safety. We created a Pebble Pave feature area for outdoor seating, complemented by custom-made timber bench seats that add warmth and character to the environment.

We also introduced new outdoor furniture, bean bags and outdoor games, creating an inviting space where participants can gather, unwind, socialise and enjoy a range of outdoor activities. What was once an underutilised courtyard is now a vibrant and inclusive environment that supports wellbeing, connection and meaningful participation.



Altona Hub

The Altona Hub has started its transformation project with initial investment in refreshing interior finishes and new, purpose-designed furniture.

Comfortable lounge seating, accessible activity tables, flexible meeting spaces and modern furnishings have created an environment that is functional and welcoming. These upgrades provide participants with greater choice in how they engage with activities, socialise with peers or enjoy quieter moments, creating a contemporary hub that promotes comfort, inclusion, independence and wellbeing.

The outdoor spaces are next in line for an upgrade in landscaping.

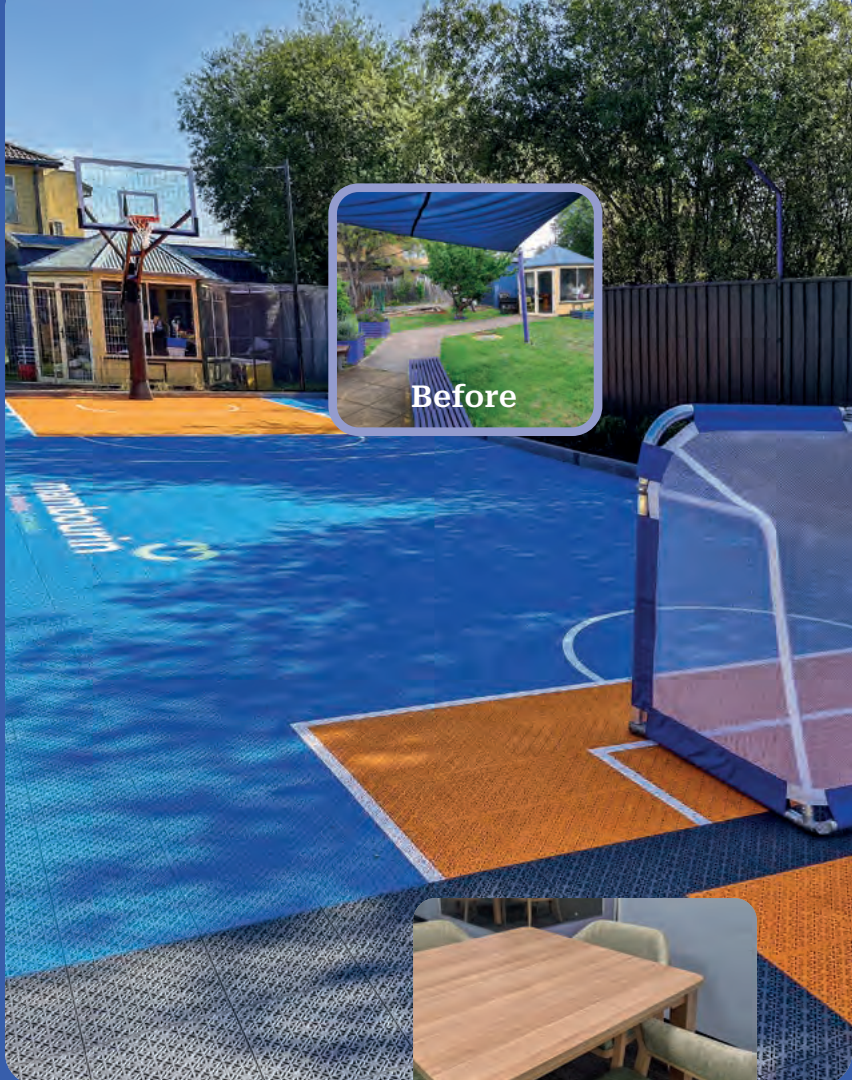


Deer Park Hub

Deer Park has had a few upgrades the past 12 months to accommodate the growing participant numbers and changing program preferences. A court suitable for basketball and soccer is being installed as part of an external sports upgrade. This is expected to be completed in August 2026. We completed two other upgrades during the year.

Gaming room

We reimagined the former computer room as a contemporary gaming hub, transforming an underutilised space into a 'dark space' environment that encourages the 'dark art' of gaming through participation, connection and enjoyment. It features a youthful design that provides participants with an inclusive space to relax, socialise and engage in recreational activities. The redevelopment has created a welcoming destination that supports wellbeing, fosters a sense of community, and enhances the overall participant experience.



Furniture update

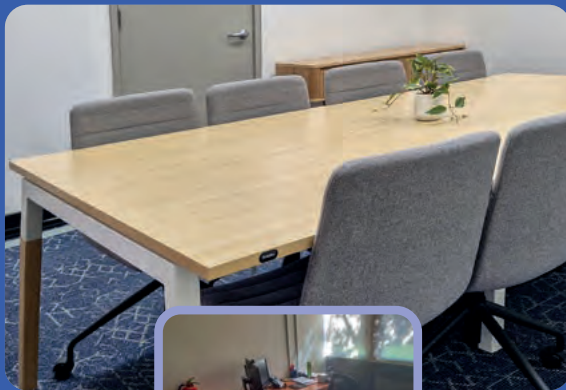
Program furniture in all rooms was upgraded to create a more comfortable, accessible and inclusive environment for participants. The carefully selected furnishings provide improved support, flexibility and ease of use, while creating welcoming spaces for social interaction, group activities and relaxation. The refreshed environment enhances the overall participant experience by offering greater choice, comfort and opportunities to connect with others in a setting that feels modern, inviting and designed around individual needs.



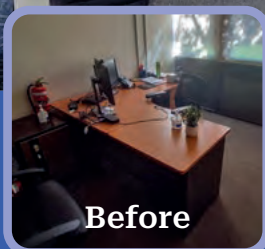


Broadmeadows Hub

This is a large site, so Mambourin is taking a staged approach to internal repainting and floor covering upgrades. We upgraded the front building first, with common areas a key focus. The upgrade included a complete repaint of all internal walls and doors, the installation of new high-quality carpet throughout the office spaces, contemporary flooring in the entrance and foyer, and new furniture.



Comfortable seating, modern workspaces, and thoughtfully selected furnishings have enhanced accessibility, flexibility and comfort, creating inviting spaces for meetings, collaboration and everyday interactions. Together, these improvements have modernised the building. Stage 2 will be the refurbishment of program rooms.



Before

Quality and Compliance

NDIS Commission Mid-Term Audit Success

What an Achievement for Mambourin

The mid-term audit is a mandatory review required by the NDIS Quality and Safeguards Commission for providers delivering certified registration groups. It is an important part of the NDIS registration process, with a focus on governance and operational management to ensure compliance with the NDIS Practice Standards. The audit is conducted by independent and approved quality auditors.

Mambourin's mid-term audit took place in February 2026, and we are delighted to share that Mambourin achieved a successful audit outcome, meeting all required outcomes and quality indicators under the NDIS Practice Standards.

Participants, supported employees and employees who took part in the audit process proudly showcased their sites, shared their knowledge and skills, and represented Mambourin with professionalism and passion throughout.

Feedback from the auditors was outstanding. Alongside many positive comments, the results clearly demonstrates that Mambourin delivers an exceptionally high standard of support and care for all participants, setting a strong benchmark across the NDIS sector. This is an achievement we can all be incredibly proud of.

Our reputation in the community continues to grow as we deliver safe, trusted and reliable services.

Participant Feedback provided during the audit in their own words;

"I feel safe"

"I have learnt new skills"

"I love coming to Mambourin"

Mambourin received the highest possible scores in demonstrating strong alignment with best practice in quality management, including the effective contribution of the Lived Experience Advisory Group (LEAG). LEAG plays a vital role in governance, providing meaningful input into organisational policy statements and processes, particularly those relating to service delivery and the protection of participant rights. Best practice is reflected in Mambourin's innovative and responsive approach to service delivery, supported by a strong commitment to continuous improvement across its systems, processes, and outcomes.

Lived Experience Advisory Group (LEAG)

Participant and Family Engagement

In 2024, Mambourin established our LEAG - Lived Experience Advisory Group, the role of LEAG is to provide the Board and management with feedback and input into strategy and operations that directly relate to and influence the experience had by Mambourin participants.



In early 2026, surveys were distributed to families to capture the voices, experiences, and aspirations of participants and their support networks. The feedback was intended to inform and shape Mambourin's strategic direction over the next three years.

The survey findings were presented at the February LEAG meeting held in 2026, providing valuable insights into the outcomes and opportunities that matter most to participants and their families.

Key themes highlighted a strong desire for:

- Increased opportunities for social inclusion
- Enhanced skill development programs
- Supports that promote greater independence
- A broader range of programs and activities

Overall, families reported high levels of satisfaction with current services. At the same time, there was clear interest in extending service hours and increasing flexibility in how supports are delivered.

These insights were subsequently shared with the Mambourin Board at the Strategy Day and are playing a critical role in shaping Mambourin's future direction and service offering.

Importantly, the LEAG Committee continues to expand, with supported employees from Mambourin Business Solutions (MBS) joining as members, strengthening representation and diverse perspectives. We thank our LEAG committee members for their collaboration, insight and enthusiasm.

Your feedback matters

Each year, we conduct a Participant and Carer Representative Survey to gather honest and meaningful feedback from the people at the heart of everything we do.

The overall survey completion rate for 2025 was 65% with results indicating an overall favourable response from families. The top 3 key positive feedback responses were:

Satisfaction Levels



Ongoing feedback is vital to Mambourin, and we encourage participants, carer representatives and stakeholders to share their perspectives through a range of channels. Throughout 2025-2026, we have continued to strengthen our feedback platforms with our Lived Experience Advisory Group (LEAG), Moving on Audits (MOA) surveys, site-based participant meetings, and maintained our "Have Your Say" forms—available in Easy Read and four multilingual formats—to ensure everyone has a voice.

We sincerely thank everyone who took the time to share their valuable insights.



Quality and Education

Training and Education Leading the way

We recognise that a knowledgeable and skilled workforce is key to achieving positive outcomes for participants. Our strong investment in training and education is what makes Mambourin a leader in the disability industry, ensuring our teams are well-equipped to deliver high-quality, person-centred support. Our face-to-face training sessions led by our experienced Registered Nurse Advisor and Educator offers best practice hands on experience to support all clinical and medication needs.

Comprehensive Training Overview



Total Training Hours

3596 hours



Face-to-Face Training

920 hours



E-Learning Courses

2320 hours

Infection prevention and control remained a priority throughout 2026. Mambourin strengthened its infection control framework through the continued delivery of an employee influenza vaccination program and the introduction of UV light technology to supplement staff training, enhancing staff practices and supporting a safe environment for participants, employees and visitors.

To further strengthen clinical support, the Nurse Advisor and Educator introduced participant-specific asthma training, ensuring employees are equipped to deliver safe, responsive and high-quality care.

Quality Management and Audits

Leading the Sector in Quality and Excellence

Mambourin has achieved an outstanding year of results, reinforcing our position as a leader of quality supports in the disability sector. Through the Moving on Audits (MOA) Quality Management System, our performance has been independently

assessed against the NDIS Practice Standards and benchmarked against disability service providers across Australia.

FY2025 MOA audit results provide strong assurance of service quality, safety and organisational performance, reinforcing Mambourin's capacity to deliver positive outcomes for participants.

Moving on Audit Results 2025

Mambourin outperforms Benchmark in all areas



89% Participant Rights



95% Participant Rights



88% Clinical Management



94% Clinical Management



89% Governance & Management



96% Governance & Management

Benchmark



Mambourin

Supporting Inclusion, Independence and Quality Care

At Mambourin, making information clear, simple, and accessible is not just good practice—it is essential to delivering safe, respectful, and person-centred support.

Mambourin is proud to release the following Easy-to-read procedures for all participants:

- Zero Tolerance
- Complaints and Feedback
- Information Management
- Incident Reports
- Emergency and Disaster Plan
- Infection Control
- Service Agreement



A year in numbers

Mambourin continued to demonstrate strong financial stewardship during the 2025/26 financial year, delivering a positive operating result while continuing to invest in our people, services and facilities.

Despite ongoing challenges across the disability sector, including workforce shortages, inflation pressures and uncertainty surrounding future NDIS reforms, Mambourin remained financially sustainable and is well positioned for future growth to support more people with a disability.

Consolidated Profit and Loss Income:

- **\$25.5M** (including Gain on sale of an underutilised property and Gain on bargain acquisition)(FY2024/25: \$22.2M)
- Revenue increased during FY2025/26, by **\$3.3M** or 15%, driven primarily by the successful integration of Broadmeadows Disability Services (BDS).

The acquisition of BDS contributed an additional **\$2.5M** in revenue and increased Mambourin's participant base by over 100 participants, strengthening our service capacity across Melbourne's west and north-west.

Expenditure:

- **\$21.6M** (FY 2024/25 \$21.2M)

Operating expenses increased by **\$400K** during the year, primarily as a result of the Fair Work minimum wage increase of 3.5%. Despite these unavoidable cost increases, Mambourin continued to exercise prudent financial management, maintaining tight control over expenditure with an overall increase in expenditure on FY 2024/25 of 2%.

Surplus:

- Operating Surplus: **\$1.64M** (FY 2024/25 \$1M)
- Net Surplus: **\$3.9M** (including Gain on sale of an underutilised property and Gain on bargain acquisition)
- EBITDA: **\$4.5M** (including Gain on sale of an underutilised property and Gain on bargain acquisition)

Mambourin delivered another strong financial result during FY2025/26. Excluding the one-off Gain on sale of an underutilised property and Gain on bargain acquisition, the organisation generated an operating surplus of **\$1.64M**, which includes BDS, demonstrating strong financial management while continuing to invest in future services.

The sale of the warehouse property has increased Mambourin's cash position and provides additional capacity to invest in future participant services, facilities and strategic initiatives.

Consolidated balance sheet

Cash:

Strong cash reserves continued to provide Mambourin with financial stability and flexibility to invest in future opportunities while responding to changes across the disability sector.

At 30 June 2026:

- Cash: **\$8.4M** (FY2024/25: \$4.3M)
- Investments: **\$700K** (FY2024/25: \$1.17M)

Mambourin has established an investment fund to better utilise our cash reserves for passive income to reinvest in our facilities. Liquidity ratio of 3% compared to sector benchmark of 1.88%. Maintaining healthy liquidity ensures Mambourin can continue investing in participant services, infrastructure and innovation while supporting long-term organisational sustainability.

Net Assets

- Net Assets: **\$18M** (FY2024/25: \$14.1M)

Net assets increased during the year, supported by Mambourin's positive operating performance and the strategic divestment of an underutilised warehouse. The proceeds will be strategically reinvested to support future growth.

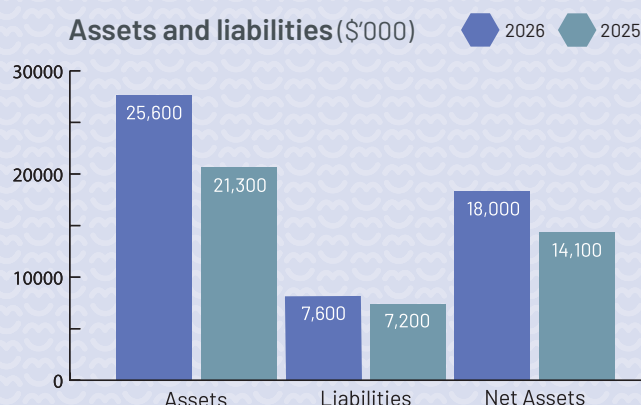
Investing in the future

Capital expenditure of \$700K was invested during the year to enhance Mambourin's facilities and create modern, accessible, and participant-focused environments across our Hubs. Key investments included redesigned outdoor spaces, contemporary gaming hubs, refreshed interior facilities, and purpose-designed furniture. During the year a number of facilities have been refurbished, including:

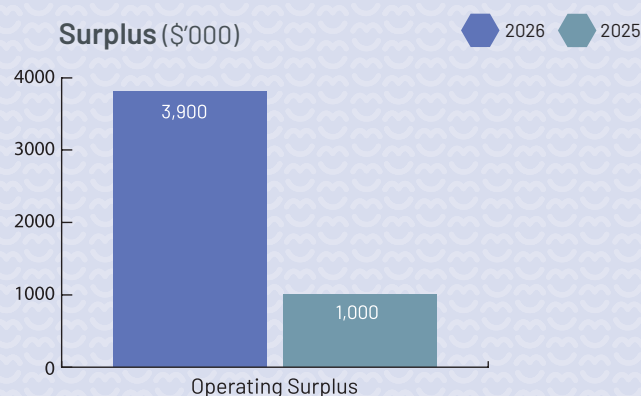
- Deer Park
- Altona
- Sunshine
- Melton and,
- Broadmeadows

Mambourin also invested in technology and business systems to strengthen data security, connectivity and cyber resilience, supporting the continued delivery of secure, reliable and efficient services for participants and staff.

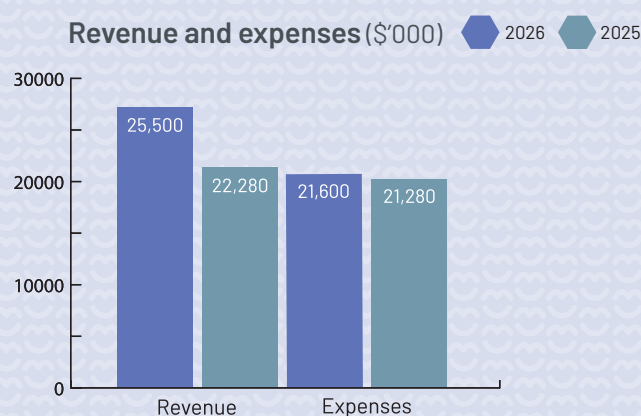
Assets and liabilities (\$'000)



Surplus (\$'000)

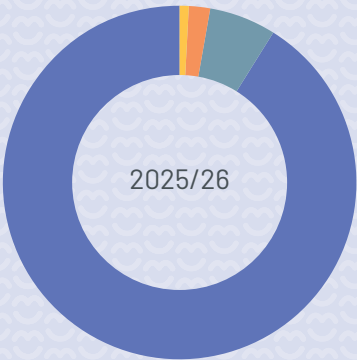
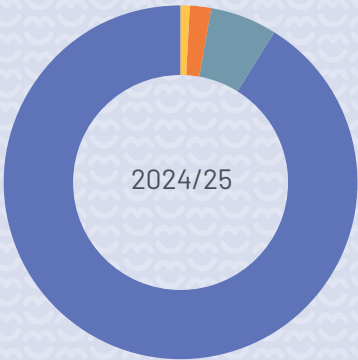


Revenue and expenses (\$'000)



Revenue streams

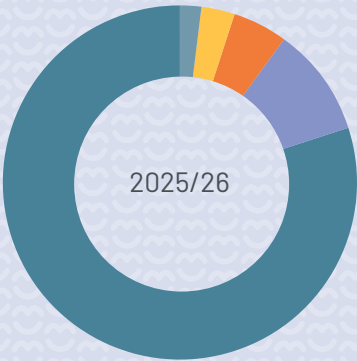
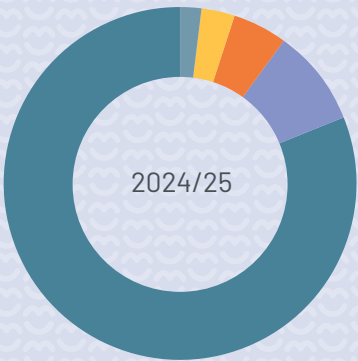
- NDIS Funding **91%**
- Commercial Income **6%**
- Participant contribution **2%**
- SLES **1%**



- NDIS Funding **90%**
- Commercial Income **7%**
- Participant contribution **2%**
- SLES **1%**

Expense streams

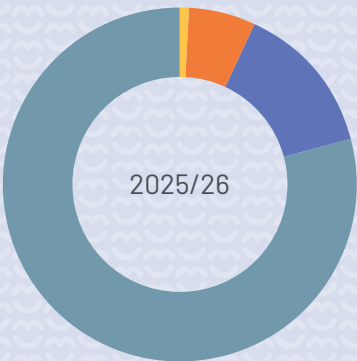
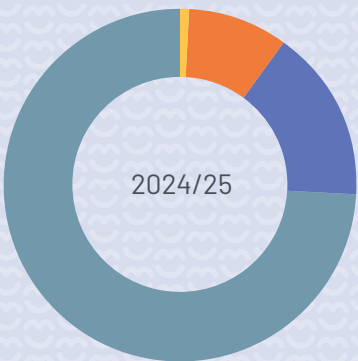
- Employee **80%**
- Other **10%**
- Infrastructure **5%**
- Depreciation **3%**
- Communication/IT **2%**



- Employee **81%**
- Other **9%**
- Infrastructure **5%**
- Depreciation **3%**
- Communication/IT **2%**

Our services

- Hubs **79%**
- Supported employment **14%**
- Flexi choices **6%**
- SLES **1%**



- Hubs **74%**
- Supported employment **16%**
- Flexi choices **9%**
- SLES **1%**

Technology

From smarter systems and stronger safeguards to new ways of connecting, Mambourin is using technology to make everyday work simpler, safer and more human.

Technology at Mambourin moved from planning to delivery during 2025–26. Guided by the three-year Digital Strategy launched last year, Mambourin brought artificial intelligence into everyday operations, welcomed BDS into our digital environment, and continued strengthening the modern foundations that everything else relies on. The goal is simple: less time fighting technology, more time supporting participants.

AI joins the team

Mambourin now has its own AI team member, MIA – the Mambourin Intelligent Agent. MIA went live this year in our finance function, working around the clock reading incoming accounts enquiries, preparing the correct correspondence and paperwork, and passing each matter to the right person, all within minutes of an email arriving. Everything MIA does runs inside Mambourin's own secure environment, with a full audit trail, because we believe AI should be visible and accountable like any other member of the team.

Welcoming Broadmeadows Hub

When Broadmeadows Disability Services (BDS) joined the Mambourin family, its entire team moved onto our systems with continuity of email, files and calendars to ensure no disruption to team members' work.

Technology in service of people

Mambourin is all about safeguarding! We have listened to families and used technology to provide peace of mind where we can. Two tech initiatives were implemented during 2025–26.

- **AirTag participant safeguarding program.** Used when participants are away from a Mambourin location. Families must provide consent to use the program and can opt out at any time. The AirTags were provided at no cost.
- **CCTV program.** Used solely for incident investigation, the program aligns with NDIS practice guidance while protecting participants' privacy and dignity.

Technology that brings people together

Technology plays a part in the day-to-day experiences of the people we support. Our gaming program delivered 783 hours of sessions across our hubs in 2025–26, bringing participants together through video games, virtual reality and the Inter-Hub Tournament.

Gaming has become a genuine highlight of the weekly calendar at many of our hubs, giving participants a shared interest that crosses hubs, age groups and abilities. Along the way, these sessions build friendships and digital skills. We refurbished the gaming rooms in many hubs to ensure that design took precedence over function.

Investment in secure foundations

Mambourin invested more than \$100K in technology upgrades this year, including systems, security, infrastructure and the AI capability behind MIA. Cyber security remained a core priority and a standing item for Board oversight. Independent specialists tested our defences, priority findings were addressed and outcomes reported to the Board. Organisation-wide training and phishing simulations also continued.

Looking ahead

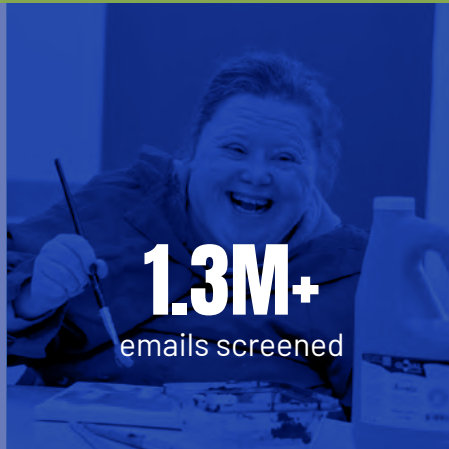


MIA will become our new AI receptionist in 2026–27. It will answer its first real calls while also taking on other new roles across the organisation, including in our customer management system. MIA is guided by the six pillars of Mambourin's Digital Strategy: systems, data integrity and capture, cyber security, infrastructure, digital records and AI.



0

data breaches



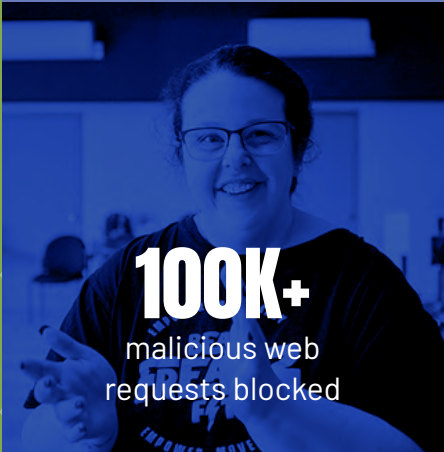
1.3M+

emails screened



85K+

malicious emails
blocked



100K+

malicious web
requests blocked



\$650K

ICT investment



97.4%

cyber security training
completion by staff



98.34%

of staff can identify
a spam email



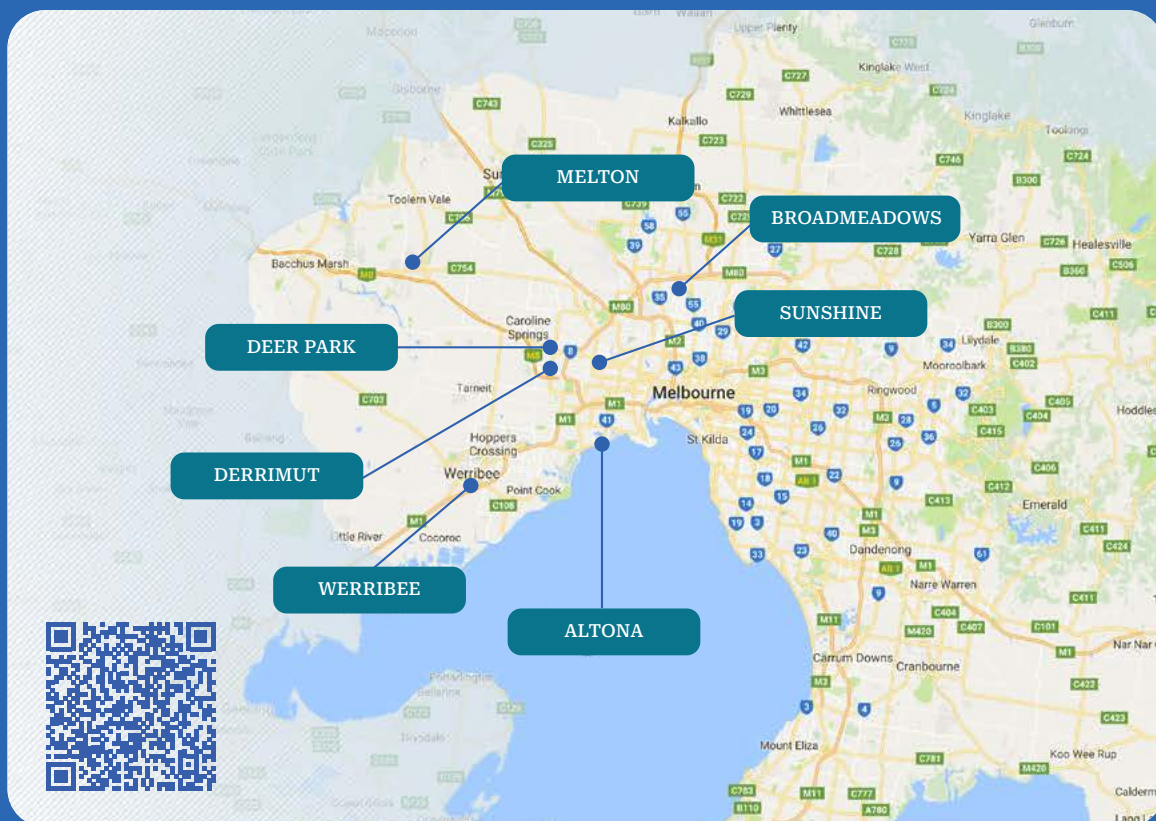
2,296

enquiries handled
automatically by MIA



783

hours of gaming
programs delivered



Mambourin Enterprises Ltd

ABN 41 725 993 025 | ACN 159 527 036

Head Office/ Intake Team

159 Derrimut Drive
Derrimut VIC 3026
9731 9200

Altona

130 Queen Street
Altona VIC 3016
9398 4022

Broadmeadows

241 Camp Road
Broadmeadows VIC 3047
9309 7448

Deer Park

836-842 Ballarat Road
Deer Park VIC 3023
9361 8500

Melton

20 McKenzie Street
Melton VIC 3337
9971 5927

Sunshine

50 Stanford Street
Sunshine VIC 3020
9364 7999

Werribee

11 Walls Road
Werribee VIC 3030
9731 8210

Head Office

159 Derrimut Drive
Derrimut VIC 3026

**MBS / SLES /
Social Enterprise /
Gardening Services /
Warehouse**



mambourin 
Belong. Develop. Succeed.

hello@mambourin.org

www.mambourin.org

1300 367 693