avivo

THE AVIVO IMPACT



SMALL ACTIONS **BIGGER CHANGE**

2026

ANNUAL REPORT



OUR YEAR OF IMPACT

SMALL ACTIONS. BIG IDEAS. **MEANINGFUL CHANGE.**

LOCAL TEAMS. STRONG CONNECTIONS. **GREATER IMPACT.**

Every day, our people work alongside customers, families and communities – locally, where relationships matter most - to create greater choice, connection, confidence and possibility.

Just a few moments from a year of impact:

3713 people supported

78 neighbourhood teams across Western Australia

19 colleagues achieved a Certificate IV

100+ death reviews completed

465 colleague acknowledgments

3 years Family Support Services secured

0 non-conformities across key reviews and audits

910 meals provided to families through Small Sparks

And countless moments of...

Learning. Connection. Confidence. Recognition. Care. Joy.

All of these – and so much more - created a ripple, and the impact travelled further.

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THE AVIVO IMPACT

It starts with one thing.

One conversation.

One question.

One idea.

One person - or a team - deciding that something could be better.

And then others joining in to make it happen.

At Avivo, we see the impact of those moments every day.

A Support Worker helps someone take a step towards greater confidence. A colleague shares an idea that makes a process easier. A team finds a better way of working. A customer tells us something that prompts us to do things differently. A small grant helps turn a good idea into something that strengthens a whole community.

On their own, these moments might seem small.

But they don't stay small.

They create change that moves from person to person, colleague to customer, family to community. Sometimes it reaches beyond Avivo altogether, influencing the way our sector thinks about support.

That is the ripple effect.

It's the Avivo Impact – one thing leading to another, with impact travelling further.

> It's why we don't just ask,
> **What do we need to do?**
>
> We ask,
> **What difference could this make?**

This year, we've seen that difference in countless ways - in the lives of our customers, in the confidence and capability of our colleagues, in the communities we work alongside, and in the contribution we make to a changing support sector.

More than a year in review, this is a look at what happens when one thing leads to another - and small actions create lasting change.



WHY WE CHOOSE TO GO FURTHER

FROM OUR CEO

Kate Fulton



At the heart of Avivo is a simple belief: people deserve more than services.

They have a right to be listened to. A right to choice, dignity and connection. A right to support that helps them live a life that reflects what matters to them.

That belief shapes everything we do.

It influences how we support our customers, develop our people, respond to feedback and make decisions about the future. Most importantly, it shapes how we work alongside the people who trust us to be part of their lives.

This year has been a reminder that, in a changing environment, it is easy to become consumed by systems, reform and complexity. Those things matter. We have a responsibility to be sustainable, accountable and good stewards of the resources entrusted to us.

But we must never lose sight of why those systems exist in the first place.

Behind every policy is a person.

Behind every funding package is a life.

Behind every decision is an opportunity to strengthen someone's experience of choice, confidence, dignity and belonging.

For us, that means looking beyond transactions and paying attention to people's experiences. It means staying curious, listening deeply and being willing to challenge our assumptions.

Many of our most important lessons have come from customers sharing their experiences, colleagues asking difficult questions and people having the courage to suggest there might be a better way.

Alongside this, we made a conscious decision to look for more joy.

In a year marked by change and uncertainty, we were reminded that joy matters. Moments of connection, learning, celebration and recognition help sustain us. They strengthen our culture and remind us why this work is so important.

This year, we also spent time reflecting on leadership.

Together, we created our Leadership Manifesto, a shared commitment to the kind of leaders we aspire to be. Leaders who listen, act with courage, stay connected to purpose and create the conditions for others to thrive.



When we listen, we learn.

When we learn, we improve.

And when we share what we learn, the impact reaches beyond Avivo.

That is why we continue to invest in our people, contribute to broader conversations and look for ways to strengthen communities, not just deliver services.

Because lasting change rarely happens in isolation. It happens through relationships, trust and people working together to make things better.

I see that every day in our customers, our colleagues and our local teams.

Their work reminds me that meaningful impact is rarely built through one big moment. More often, it is created through thousands of small decisions, conversations and acts of care that, over time, make a real difference.

This report tells some of those stories.

Not just what we achieved, but how we approached the work.

With curiosity.

With courage.

With care.

With joy.

And with an enduring belief that things can always be made better.

Thank you to our customers, colleagues, partners and communities for being part of that journey.

Together, we continue to create the conditions for people to live good lives, their way.

> **Behind every policy is a person.**
>
> **Behind every funding package is a life.**
>
> **Behind every decision is an opportunity to strengthen someone's experience of choice, confidence, dignity and belonging.**

THE CHANGE WE WANT TO SEE

FROM THE CHAIRPERSON

Tom Monks



Ten years from now, someone will ask what the support sector looked like in 2026. I hope the answer is honest, and I hope it is kind. I hope they say the sector was under pressure and chose, again and again, to build around people rather than around its own systems.

The pressure is real, and it arrives everywhere at once. People with disability, older Australians, people living with mental illness and veterans feel it first. They feel it in a plan reassessment, in a funding statement, and in the call to ask whether their Support Worker is still coming today.

Across the NDIS, reform continued to shape the future of support, raising important questions about funding, eligibility and how people will access the services they need. Proposed changes to social and community participation funding, alongside the development of Thriving Kids, have brought these questions into sharper focus, particularly for people with disability and families of children with lower support needs. These changes may sound technical. For a family, they can raise very personal questions about access to support, participation, friendship and the opportunities that make life more than a routine.

Our organisation will adapt, as it always has. The people we support do not have that luxury. They carry the risk in their own homes, at their own kitchen tables, in the quiet moment a funding letter arrives. A scheme built on choice and control is tightening, and when money grows tight, systems begin to decide what a good life looks like for someone they have never met. The right to shape your own life does not shrink when a budget does. Reform which honours that right deserves support. Reform which takes it away deserves to be named, clearly and without apology.

Aged care showed what speaking up can achieve. After Support at Home began, some older people cut back on showers to keep their co-contributions down. They and their families complained loudly, providers backed them, and the government changed the rules. The system still needs to be simpler to use and funded for the real cost of care.

None of what we are asking for is new.

We want simpler systems, funding that matches need, a workforce that is properly trained and valued, and people involved in the decisions that affect them.

Every year these changes are put off, the cost goes up.

In mental health, good results are easy to miss. Nobody reports on a hospital admission that didn't happen, and few funding models give credit for preventing one. Most funding still arrives once someone is in crisis, so the years of steady support that keep people well tend to go unrecognised.

Veterans are new to Avivo's work. Many served for years and now deal with veterans' services, the NDIS, aged care and health largely on their own. Before we decide what to offer them, we want to hear from them.

None of what we are asking for is new. We want simpler systems, funding that matches need, a workforce that is properly trained and valued, and people involved in the decisions that affect them. Every year these changes are put off, the cost goes up.

Avivo's role is to show how this works in practice. Our work on Preventing Everyday Harm and our Death and Dying project, both covered in this report, are good examples, and they give us evidence to put in front of the people writing the rules.

The next few years will shape support for a generation, and the people living with those decisions should have a hand in making them. We will keep taking what they tell us to government, other providers and our communities. Better support usually comes from organisations prepared to try something new, and Avivo wants to be one of them.

My sincere thanks go to Kate, the Executive team, my fellow Board members and every colleague who shows up for our customers.

Often, it is the smallest actions that make the biggest difference. Together, these moments of support and connection create ripples that reach further than we may never know.

HOW AVIVO CONNECTS

Over the past year, people and teams across Avivo have worked together to strengthen how we connect with our people, our customers and the communities we serve.



Our people are at the heart of those connections.

Across local teams, neighbourhoods and regions, colleagues share knowledge, ideas and experiences, creating stronger connections across Avivo and with the people we support.

All Hands events have brought colleagues together from across the organisation, while Mint! and the Pin Program have created opportunities to recognise the care, commitment and contribution of our people. This year, Mint! was also opened up to customers, giving them an opportunity to recognise the people and relationships that have made a difference in their lives.

We also connect by listening.

Through Avivo Council, colleague and customer surveys and other feedback, people have opportunities to tell us what is working, what could be better and where change is needed. The value is in what happens next - turning what we hear into practical improvements.



From the Ageing Well Expo and Have a Go Day to local community events, we've also created more opportunities to show up where people are, have conversations and build awareness of Avivo and the support available.

We have also made it easier for people to connect with Avivo and find their way to the support they need.

Our refreshed brand has created a clearer and more consistent way for people to recognise Avivo and understand who we are, what we do and how we work alongside people in local communities.

Our new website has made it easier for customers, families, carers and community partners to find information and understand where to go next.

Available on our website, Start Your Journey is an online questionnaire that helps people explore their support options and identify possible next steps, making it easier to navigate Avivo's services and find a pathway that may be right for them.

None of this happens in isolation. It takes people and teams across Avivo working together - locally and across the organisation - to create better experiences for our people, customers and communities.

Stronger local teams

How we organise ourselves matters.

At Avivo, being local means more than where our teams are based. It means being close to the people and communities we support, understanding what matters to them and having the relationships and knowledge to respond.

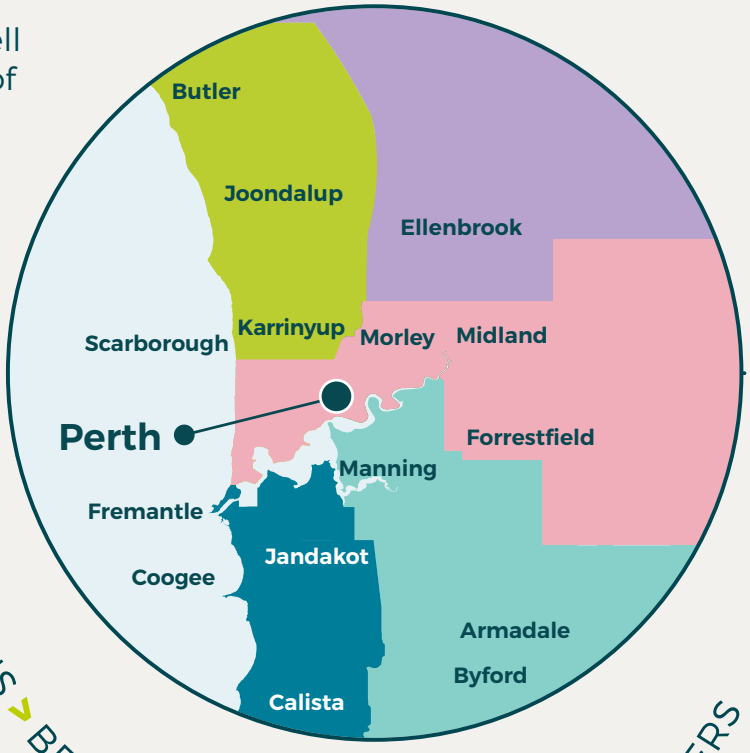
Over the past year, we have strengthened our local team model by streamlining our areas, redefining area boundaries and creating clearer leadership structures. The move from Mentor to Area Lead is part of this broader change, bringing decision-making and support closer to our neighbourhood teams and creating more opportunities for teams to connect, collaborate and share what works.

The change is about more than structure. It is about creating the conditions for our people to work well together and respond to the needs of their communities.

- **Local**
  Closer to our communities
- **Connected**
  Sharing knowledge and ideas
- **Responsive**
  Making decisions closer to the people we support

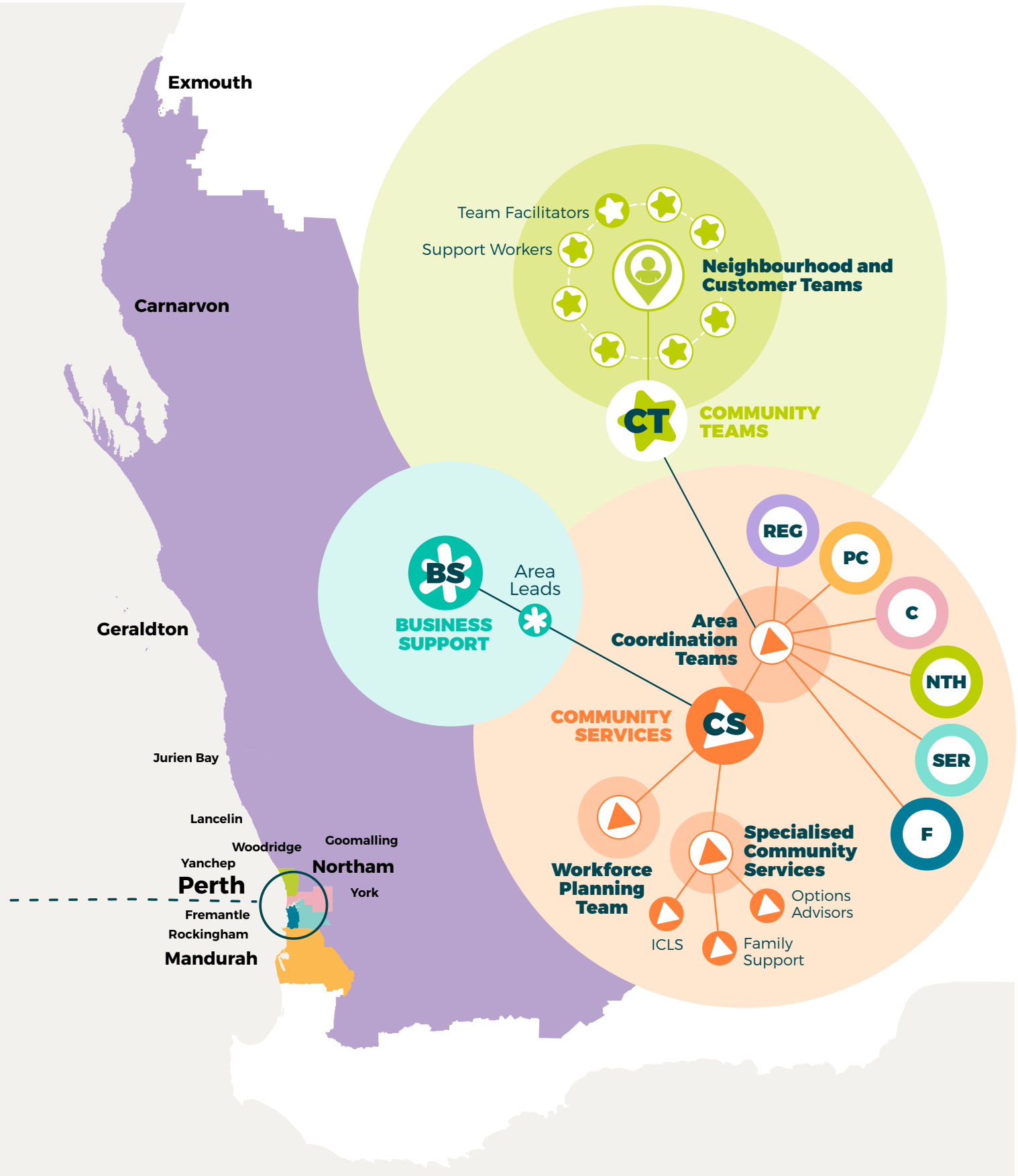
Early feedback has highlighted stronger connections between teams, easier collaboration and more opportunities to share knowledge and best practice.

For our customers, the goal is simple: stronger local teams that can work together, respond locally and create better experiences.



STRONGER LOCAL CONNECTIONS > MORE RESPONSIVE TEAMS > BETTER COLLABORATION > BETTER EXPERIENCES FOR CUSTOMERS





METRO

REGIONAL

Central | Fremantle | North | South East Ranges | Peel Coast | Regional

When connection matters most

Tropical Cyclone Narelle

When Tropical Cyclone Narelle brought severe weather and uncertainty to communities across the Pilbara, Gascoyne and Mid-West, local knowledge and strong connections across Avivo helped teams respond quickly.

> **Tropical Cyclone Narelle will be remembered for its power and unpredictability. But for us, it will also be remembered as a moment that demonstrated who we are - a team that leads with care, works together under pressure, makes difficult decisions with integrity, and puts people first, even when the path ahead is unclear.**
>
> – Corrina Brimson,
> Service Coordinator

Regional teams worked together to review supports, strengthen safety plans and keep customers informed. When conditions meant some vulnerable customers could no longer safely remain at home, they were temporarily relocated to Geraldton Regional Hospital, where they could continue to receive care.

Behind the scenes, colleagues across Avivo - from regional teams and Area Leads to Workforce Planning, Service Coordinators and leaders - worked together to support time-critical decisions and keep people connected.

And the support continued beyond the immediate response. Through Small Sparks, Avivo provided food and essential supplies to customers and people affected by cyclone damage, supporting the Exmouth team and community as recovery began.



LOCAL KNOWLEDGE > CONNECTED TEAMS > PRACTICAL ACTION WHEN IT MATTERED MOST



IT STARTS WITH PEOPLE

The most meaningful impact is often personal. It can begin with a relationship, a conversation, or someone believing that a person can do more than others might expect.

HUMANS of avivo

NINA BUTLER

Changing the narrative

Nina Butler has never accepted the limits others place on her. Living with disability, she has built an independent life and continues to challenge assumptions about what is possible.

After almost 12 years with Avivo, Nina brings her lived experience to the Avivo Council and the Working Together: Preventing Everyday Harm project, helping shape how we understand respectful, person-centred support.

For Nina, the way people speak, listen and respond can have a profound impact. Assumptions about what someone can or cannot do can create barriers, while being listened to and supported to make your own choices can build confidence and independence.

> **One thing I really like about Avivo is that it's an organisation that truly listens and understands and then tries to implement what it's heard.**
>
> – Nina Butler.



Through her work with Avivo, Nina is helping challenge those assumptions and encourage a different way of thinking about disability - one that starts with the person, their voice and what matters to them.

Her contribution to the Preventing Everyday Harm project has also helped bring lived experience into a national conversation about the everyday interactions that can affect a person's dignity, confidence and sense of safety.

ONE VOICE > CHALLENGED ASSUMPTIONS > CHANGED EXPECTATIONS > GREATER CHOICE

HUMANS of avivo

VAUGHAN MCCONNELL

Impact doesn't always make a noise

Delivering high-quality support in regional Western Australia comes with unique challenges, from workforce shortages and geographical isolation to limited resources. It requires adaptability, creativity and a deep commitment to customers and community.

In Geraldton, Support Worker Vaughan McConnell understands that support is about much more than completing tasks. Every outing and interaction is an opportunity to build connection, strengthen relationships and help customers feel part of their community.

Vaughan takes time to understand each person's needs, preferences and frustrations, looking for practical ways to make support work better. When staff availability is low, he helps find ways to ensure customers continue to receive the support they need - helping people feel safe, seen and heard.

> **Through structured routines and personalised strategies, Vaughan helps people feel safe, regulated and connected to their communities.**
>
> – Corrina Brimson, Service Coordinator



His impact reaches beyond the people he directly supports. Families feel reassured knowing their loved ones are in safe hands, while colleagues value his clear communication and collaborative approach.

Vaughan's consistent commitment to regional support was recognised through a nomination for the 2026 NDS Disability Support Awards for Excellence in Regional Support Work.

UNDERSTANDING PEOPLE > TAKING ACTION > BUILDING CONNECTION > CREATING GREATER INCLUSION

IT STARTS WITH LEARNING

Sometimes the ripple begins because someone asks a simple question: could this be better? That question can lead to learning, new ways of working and change that reaches much further than where it began.

Death and Dying: When the learning becomes part of how we work

For almost 60 years, Avivo has supported people to live their way, including through the final stages of life. In 2025-26, our Death & Dying work evolved from a project into an important part of how we support customers, families and colleagues through end-of-life care and loss.

Following the formal launch of the resources in April 2026, the focus has shifted from developing the approach to embedding the learning in everyday practice.

More confident conversations

Teams across Avivo are talking more openly about death and dying, asking better questions and planning earlier. More than 100 death reviews have helped identify recurring themes around advance care planning, family engagement, team preparation, palliative care involvement and supporting psychological wellbeing following a death.

The work has also helped normalise conversations around death, grief and choice, with colleagues feeling more confident supporting customers and families through end-of-life experiences.



Stronger connections beyond Avivo

The work has strengthened relationships with regional palliative care services, supporting earlier engagement, clearer communication and shared problem-solving around end-of-life support. Rather than navigating complex situations alone, colleagues are increasingly seeking advice earlier and working alongside palliative care partners to plan and coordinate support.

Learning that reaches beyond work

Perhaps one of the most unexpected ripples has been the personal impact on colleagues. Several people have shared that the learning has helped them navigate the death of a family member or friend, changing how they think about and respond to grief and loss. Learning about death and dying can be uncomfortable, but it helps us recognise where we can improve and provide better support.

From project to practice

The formal launch in April brought together two years of learning, resources and experience, making the work more accessible to colleagues, customers, families and the broader sector.

What started with a question about how we could better support people at the end of life is now helping change conversations, strengthen partnerships and build confidence across Avivo.

Hear from colleagues, customers and families about the impact of Avivo's Death & Dying work.

Watch the video here

OPEN CONVERSATIONS > DEEPER LEARNING > MORE CONFIDENT PRACTICE > STRONGER PARTNERSHIPS > BETTER SUPPORT



Death & Dying

Find out more here

Preventing Everyday Harm

Small moments matter

This year, Avivo was proud to support the Working Together: Preventing Everyday Harm project - a national research and co-design initiative focused on improving the quality of support for people with disability.

The project recognises that everyday harm can occur through seemingly small interactions, such as ignoring someone's preferences, speaking about them or for them rather than with them, or failing to respect their choices. While these experiences may appear minor in isolation, their cumulative impact can affect a person's wellbeing, confidence and sense of safety.

Education is central to preventing this harm. The project has developed practical resources, training materials, videos and tools to help people with disability, Support Workers, organisations and the general public better recognise, prevent and respond to harmful interactions.

Kate Fulton, Avivo CEO, played an important role in the project's co-design group, working alongside researchers, sector partners and people with lived experience. Avivo customer and Council Member Nina Butler also contributed her expertise, ensuring the voices and experiences of people with disability remained at the centre of the work.

For Avivo, the project reflects our commitment to listening, learning and continuously improving the support we provide. Educating our workforce about everyday harm is essential because quality support is shaped by daily interactions.

The impact is reaching well beyond Avivo. Our co-design resources are being used across Australia, helping organisations recognise everyday harm and strengthen the quality of support for people with disability.

SMALL INTERACTIONS > BETTER UNDERSTANDING > BETTER PRACTICE > SAFER, MORE RESPECTFUL SUPPORT



Hear from Kate why organisations need to learn about everyday harm.

Find out more here

IT STARTS WITH LISTENING

Change is often sparked by listening: hearing what customers and colleagues are experiencing, understanding what is working and being willing to do something differently.

Your voice can create change

The Avivo Council creates a direct connection between the people who experience Avivo and the people who help shape its future. Customers and colleagues have the opportunity to share their experiences, ideas and perspectives directly with members of the Executive Team and Board.

Council discussions, colleague and customer surveys and other feedback help Avivo understand what is working, where change is needed and what matters most to the people we support and work alongside.

But listening only creates impact when something happens next.

By taking feedback seriously and making practical changes to processes, services and the way we work, Avivo builds trust. It shows customers and colleagues that their voices matter - and that speaking up can lead to something better.

AVIVO COUNCIL

Over the last financial year Council discussed and provided feedback on - rostering practices, Avivo's mission, training and education opportunities, customer compliments and customer Mint!, Avivo's strategic plan. Support at Home roll out, customer funding - use of and lack of, employee engagement.



LISTEN > LEARN > ACT > CHANGE > BUILD TRUST

A NEW CHAPTER IN AGED CARE

On 1 November 2025, Australia's aged care system entered a new chapter with the introduction of the Australian Government's Support at Home program - part of broader aged care reform that replaced Home Care Packages and Short-Term Restorative Care with a single model for in-home support.

At its heart, Support at Home is about helping older Australians remain independent, connected to their communities and living safely in their own homes for longer. The program provides government-funded support that can be tailored to individual needs, from personal care and household tasks to nursing, allied health, transport and social connection.

The transition brought significant changes for customers, families and providers, requiring everyone to adapt to a new way of delivering and receiving support.

For Avivo, this meant adapting systems, processes and ways of working while continuing to support customers through a significant period of change.



Helping people navigate change

The move to Support at Home brought significant changes for customers and providers alike.

One of the biggest changes was a new funding structure, including eight funding classifications designed to better align funding with individual care needs. Customers also needed to become familiar with new terminology, funding categories, quarterly budgets and contribution arrangements.

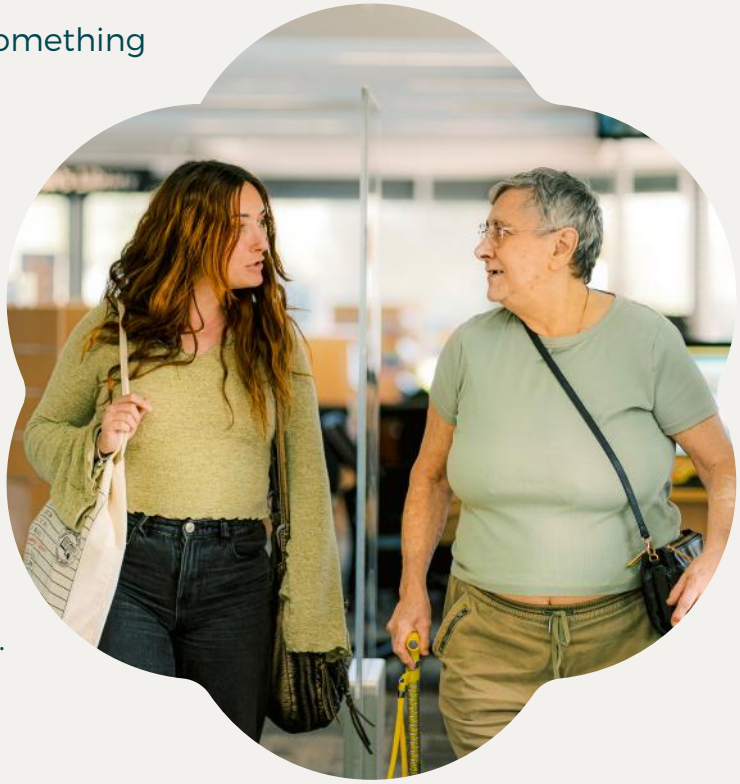
For many people who had spent years navigating Home Care Packages, this was a significant adjustment. Helping customers understand what was changing - and what it meant for their support - became an important part of the transition.

Across Avivo, colleagues worked together to adapt systems, processes and ways of working. Care plans, reporting, budgeting, billing and claiming processes were reviewed, new technology and funding systems were implemented, and teams were supported with training to understand the new arrangements and help customers make the most of their available funding.

The transition also brought stronger regulatory requirements and new expectations for providers, requiring continued focus on quality, governance and compliance.

It was a significant and challenging period of change for customers and for colleagues. The transition has affected our people, processes and practice, requiring us to adapt, learn and work differently while continuing to focus on what matters to each person we support.

For Avivo, the experience reinforced something we already know: when the system changes, people need someone to help them navigate it. We thank our colleagues for providing this support even as they navigated the change themselves.



As Support at Home continues to settle, we remain focused on learning from the experience, making the journey more streamlined for customers and delivering reliable, person-centred support that helps older Western Australians stay connected, independent and supported at home.

CHANGING SYSTEM > LEARNING > ADAPTING > STRONGER SUPPORT AT HOME



THE PEOPLE BEHIND THE IMPACT

When we invest in our people, the benefit doesn't stop with the individual. Greater confidence, capability, connection and recognition flow into the teams they work with and the people they support.

When our people grow, so does our impact

Across Avivo, colleagues continue to invest in their learning and development, building capability that strengthens the way we support our customers.

This year, 19 colleagues achieved a Certificate IV in Community Services through Avivo's Recognition of Prior Learning (RPL) program, with 100% of participants completing their studies and graduating.

This recognition also reflects the quality of learning and development at Avivo, with the knowledge, skills and experience gained by our Service Coordinators recognised as meeting the standard of a Certificate IV in Community Services.

The achievement was celebrated with a graduation ceremony, giving colleagues an opportunity to recognise the work they had put in and the capability they had developed.

The success of the program has led to a second RPL intake, helping build capability for Avivo and the sector overall.



Building capability for better support

Across Avivo, learning journeys are designed around the needs of different roles, ensuring our people have the right skills and knowledge to do their work well.

People from across Avivo combine their expertise in training delivery, quality standards mapping and clinical skills to ensure training is relevant, practical and tailored to different roles.

This work helps more colleagues stay up to date with the training required for their roles, contributing to Avivo's strongest training results since records commenced on MyLearn.

LEARNING > CONFIDENCE > CAPABILITY > BETTER SUPPORT

Growing teams, not just individuals

We continue to invest in individual and team coaching because we know that feeling recognised as an individual, while also feeling part of something bigger, is important to both great service and a great employment experience.

One-to-one coaching and Managing Me help colleagues better understand themselves, their strengths and how they work with others. Team development and neighbourhood team meetings create opportunities for connection, reflection and shared learning.

Together, these opportunities help people feel supported to grow, while strengthening the relationships, confidence and capability that underpin the way we work at Avivo.







HUMANS of avivo

EVE

When purpose inspires you to keep growing

When Eve arrived in Australia from Poland almost a decade ago, she brought a marketing degree, a strong work ethic and a determination to make the most of every opportunity.

> **Every single day gives me the opportunity to support customers I deeply care about and connect with people who inspire me.**

She began as a Team Facilitator, but it was moving into more field-based work and working directly with customers that gave Eve a deeper sense of purpose.

Wanting to build her confidence and strengthen her skills, Eve completed a Certificate III in Individual Support, followed by a Certificate IV in Ageing Support. She has continued to build her knowledge through mental health training and becoming a Dementia Champion, always looking for ways to better support the people she works alongside.

For Eve, learning is about much more than qualifications. She puts her knowledge into practice with customers, while sharing what she learns to help colleagues build their confidence too.

Her contribution has also extended beyond her day-to-day role. This year, Eve joined Avivo Council and continues to support community events and expos, helping others understand the difference great support can make.

As she approaches her tenth year with Avivo, Eve continues to learn, grow and look for ways to help others do the same.

Eve's journey shows how investing in our people builds capability that can be shared, strengthened and passed on - creating greater impact for customers and colleagues.





Connecting our people

Avivo's work happens across homes, towns, offices and communities. Our people are spread across local teams, neighbourhoods and regions, so creating opportunities to come together matters.

This year, All Hands events brought colleagues from across Avivo together to hear about our direction, share updates and knowledge, and connect with people beyond their own team or local area.

These shared moments create space to ask questions, hear different perspectives and feel connected to the wider Avivo community and the purpose behind our work.

As we continue to bring colleagues together, we are learning from each experience and refining the format to make these opportunities meaningful, inclusive and useful for everyone.

COMING TOGETHER > SHARING KNOWLEDGE > BUILDING CONNECTION > A STRONGER SENSE OF BELONGING











Recognising our people

Every day, our colleagues make a difference - often through small moments of care, commitment and connection that happen away from the spotlight.

Mint! and the Pin Program give us a way to stop, notice those contributions and say thank you.

This year **465 Mint! Moments** were shared - recognising colleagues for the way they live Avivo's values and make a difference to customers, colleagues and communities.

This year, we also expanded Mint! to give customers the opportunity to share their own Mint! Moments, recognising the people and relationships that have made a difference in their lives.

The Pin Program provides another opportunity to celebrate colleagues and recognise long service and exceptional contributions.



Recognition is more than a thank you. It reminds people that what they do matters - and that their contribution is seen and valued.

Celebrating our colleagues is one of the joys of working at Avivo. Every Mint! story gives us another opportunity to share those moments and remind people of the difference they make.

Each pin tells a story worth sharing:



She treats me with kindness, respect, humour, and genuine care. Whether it's lunch, shoes, snacks, or simply making me laugh, she always brightens my day. Most importantly, she treats me with dignity and never makes me feel like a burden.

– Avivo customer

Tony embodies what it means to be "Mint" through his kindness, teamwork, leadership, and genuine willingness to support others. I would like to recognise and thank him for the outstanding contribution he makes to both his colleagues and the workplace every day.

– Avivo colleague

Here are some stats from our 2025/26 Mint! nominations:

FLEXIBLE

Most often selected value

TOTAL NUMBER OF SUBMISSIONS

465

REG

REGIONAL

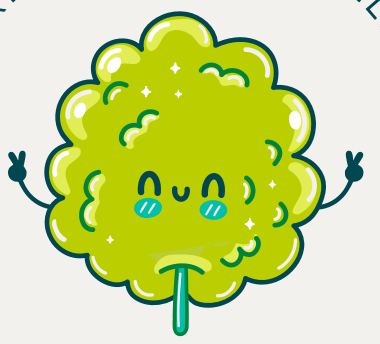
Is our biggest contributing area

wp

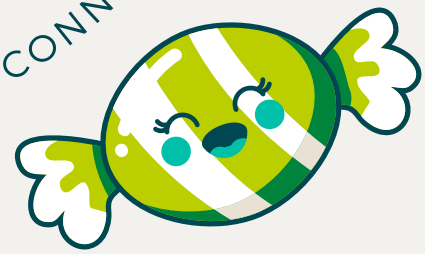
WORKFORCE PLANNING

Is our biggest contributing desk-based team

RECOGNITION > FEELING VALUED > PRIDE > STRONGER CONNECTION







Safety starts with how we work

Safety isn't something that sits alongside the work we do. It's part of how we do it.

At Avivo, our people work in diverse environments, from customer homes to community settings. Creating safe, supportive environments for colleagues is fundamental to creating safe, supportive experiences for customers.



Throughout 2025/26, we continued to strengthen our safety culture by making risk management more practical, supporting the wellbeing of our people and learning from our everyday work.

Positive trends in employee injuries and workers compensation claims reflect the value of prevention, early intervention and effective support. Strong hazard reporting also demonstrates colleagues' active role in identifying and managing risks.

Making safety practical



This year, we reviewed and enhanced our Working Safely Assessment process, making it more practical, user-friendly and focused on the real risks colleagues encounter when delivering supports.

We continued to focus on critical risks including manual tasks, psychosocial hazards, driving, slips, trips and falls, occupational violence and aggression, and injury management.

For manual tasks, procedures and controls were strengthened, supported by new resources and clearer guidance for Service Coordinators and Support Workers. People across Avivo - including colleagues with expertise in quality, learning and nursing - worked together to ensure this training remained relevant, practical and aligned to different roles.

Personal Protective Equipment (PPE) continued to be distributed throughout the year, ensuring colleagues had access to appropriate equipment to support infection prevention and control and other work-related safety risks.

Safety leadership was also strengthened through practical sessions with the Senior Leadership Team, helping leaders use real case studies to reflect on lessons learned and strengthen safety decision making and risk management.

Supporting the whole person

Safety is about more than preventing physical injury. Psychosocial safety and worker wellbeing remained important priorities throughout the year, with targeted training and practical resources helping colleagues recognise and manage psychosocial risks.



Wellbeing Moments and the Wellbeing Gateway provided colleagues with information and resources supporting resilience, mental health and early intervention.

The Team Lifeguard network also continued to make safety visible within teams, while the Golden Safety Rules and Take 5 to be SAFER supported colleagues to pause, consider risks and make safer decisions before starting tasks.

S Stop + think
A Assess
F Fix
E Evaluate
R Report

Supporting recovery and learning

When injuries do occur, the focus is on supporting people through recovery.

During the year, Avivo continued to strengthen injury management and return-to-work practices through early intervention, suitable duties and improved communication, helping colleagues remain connected to work while supporting sustainable recovery.



We also continued to improve incident, injury and risk management systems so we can identify emerging risks earlier, respond effectively and learn from what happens.

SAFER WAYS OF WORKING > CONFIDENT COLLEAGUES > SAFER SUPPORT > BETTER EXPERIENCES

IT STARTS BEHIND THE SCENES

Some of the most important changes at Avivo are not always visible. Strong systems, technology, quality and financial foundations give colleagues the tools and confidence to provide reliable support.

Protecting information. Building trust.

At Avivo, information security is about more than technology. It is about protecting the trust that customers, families, colleagues, funders and community partners place in us every day.

We hold some of the most personal information about the people we support, and keeping that information safe is a responsibility we take seriously. Over recent years, Avivo has continued to strengthen its approach to information security through stronger governance, security controls, colleague capability and independent assurance.

Key audit results this year provided assurance that Avivo's security processes align with internationally recognised best practice.

Security starts with our people



Technology can only take us so far. Cyber security is everyone's responsibility, which is why building the confidence and capability of our colleagues is an important part of Avivo's approach.

Mandatory cyber security and privacy training, annual refreshers, phishing simulations and regular awareness campaigns help colleagues recognise threats and know how to respond. Recent phishing simulation results were at their lowest recorded levels, showing the positive impact of ongoing education and awareness.

We have also strengthened our preparedness through formal Cyber Security Incident Response Plans, security simulations and clear roles and processes for responding to incidents. These measures help Avivo respond quickly and effectively if something goes wrong, while protecting customers and meeting our regulatory responsibilities.

As new technologies, including artificial intelligence (AI), create opportunities to work differently and improve efficiency, we are also mindful of the new security, privacy and information risks they can bring. Keeping these considerations front of mind will be important as Avivo continues its digital journey.

Privacy remains central to how we manage information, with policies and processes supporting the confidentiality, retention and protection of personal information in line with the Australian Privacy Principles.

Ultimately, good information security is about more than systems and safeguards. It's about giving people confidence that the information they share with Avivo is treated with the care and respect it deserves.

When we get the foundations right, excellence follows.



This year, we continued to strengthen the systems, practices and relationships that sit behind safe, respectful and compliant support.

The Mental Health Commission mid-term audit found no non-conformities.
The audit recognised Avivo's focus on personalised support, good staff and customer matching, recruitment based on attributes as well as skills, comprehensive induction, ongoing annual training, and the active use of feedback and incident reporting to improve practice.

Customer and colleague feedback also highlighted the importance of being listened to, supported by people who understand their needs, and connected to learning and everyday progress.

Avivo also completed a Data Validation Audit with Ernst and Young for Mental Health Commission reporting. The review found strong data capture practices and system controls, with no exceptions noted.

This year, people across Avivo continued to strengthen the systems, practices and relationships that sit behind safe, respectful and compliant support. Avivo also completed a Prudential Review for the Support at Home program, with the final review finding no areas of non-compliance and recognising Avivo's responsive approach.

Together, these results reflect the care, discipline and teamwork that help Avivo keep improving.

One of the important aspects of the audit process is giving customers and colleagues the opportunity to share directly what support looks and feels like in practice. Their feedback was overwhelmingly positive.

> **I'm definitely well treated, they are exceptional in the level of care and advocacy and they show great concern.**
>
> – Customer
> Mental Health audit, 2026

> **One of my customers has gone eight years without a Mental Health admission. In collaboration with his psychiatrist, we can keep him safe and well at home.**
>
> – Support Worker
> Mental Health audit, 2026

> **Having someone in my corner really helps.**
>
> – Customer
> Mental Health audit, 2026

STRONGER LOCAL CONNECTIONS > BETTER COLLABORATION > MORE RESPONSIVE TEAMS > BETTER EXPERIENCES FOR CUSTOMERS

IT REACHES THE COMMUNITY

Avivo's impact doesn't stop at the point where a service is delivered. It can extend into families, schools, neighbourhoods and local communities.

Small Sparks. igniting ideas

A small spark can start something bigger.

Avivo's Small Sparks Grants are open all year round to customers and colleagues with ideas that help people connect with their community, build their skills or create new possibilities.

Each grant provides around **$600** to help turn a good idea into action.

Small Sparks can start anywhere.
A craft group. A camera. A phone. A foodbank. A community gathering. A helping hand.

This year, **seven Small Sparks** helped turn ideas into opportunities for connection, confidence, creativity and community.

1. Cyclone recovery

Supporting customers and the Exmouth team to provide food and essential supplies to people affected by cyclone damage.

2. Wundowie Craft Group

Bringing people together to make, share and enjoy each other's company, while strengthening community connection in Northam.

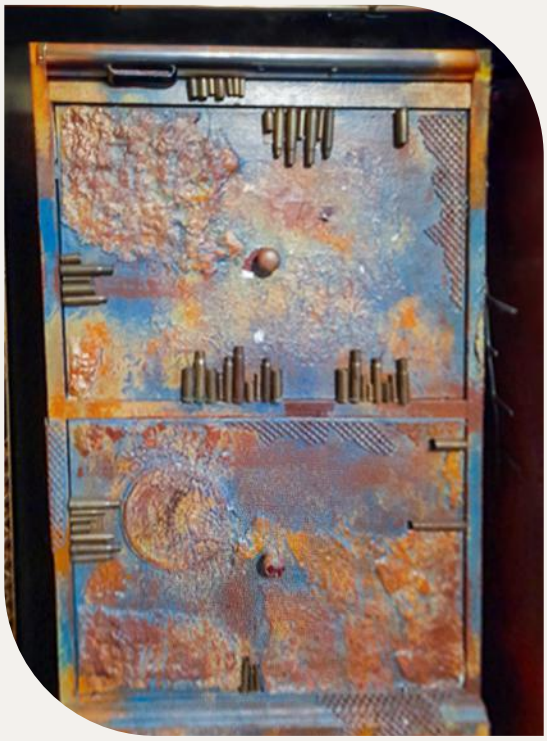
3. A new creative pursuit

Helping a customer try something new, develop their skills and share their ideas and talents with others.

4. A fresh start at home

Helping a customer who had experienced an 18-month period of homelessness purchase linen, basic kitchen supplies and essential household items.





5. Celebrating creativity

Supporting the launch of a colleague's book, creating connection outside work and showcasing the talents of other colleagues.

6. Staying connected

Helping a customer access a phone adapted for significant vision impairment, enabling regular connection with his six children.

7. Supporting families

Continuing to support the Kelmscott Primary School food pantry, helping families experiencing food insecurity - access food, connection and community support.



Elyse with Mikayla, one of Kelmscott Primary School's Aboriginal and Islander Education Officers.

910 Meals

89 In-person visits

25+ School families supported with holiday hampers



Elyse with some of the goods at the food pantry.

Caring for the people who care

For many people, caring for a loved one is one of the most rewarding roles they will ever take on. It can also be demanding, which is why Avivo provides dedicated support services for carers across Western Australia.

> **We can't begin to describe the incredible feeling of relief that Avivo's grant has brought... You have given us an anchor line and hope in the midst of what has been a shocking two weeks... Thank you for giving us much needed breathing space and we're just so deeply thankful.**

By caring for the people who care, Avivo helps people take the break they need to focus on their own wellbeing so they can show up as the best version of themselves for the people who rely on them.

Avivo offers flexible respite services tailored to individual circumstances, along with guidance on navigating support funding.

Beyond respite, Avivo helps carers build connections, strengthen their wellbeing and feel more confident in their caring roles through events and training opportunities.









These include yoga retreats, cooking classes, creative workshops and social lunches for mental health carers, as well as free training sessions that provide practical skills and knowledge to support carers in their everyday lives and caring roles.

This year, Avivo is celebrating a three-year contract extension to provide Family Support Services through to June 2029, allowing it to reach more carers and have a greater impact in the community. There has also been an uplift in regional carers accessing support.

Avivo's focus on carers is simple: support carers' wellbeing so they can continue supporting the people they care about.

> **Before I started participating in these events and received some carer support funding from Avivo, I didn't really have anyone to connect with, and I felt very stuck at home. I didn't even know where to start. However, after meeting people at one of the events, I realised I wasn't alone.**



SUPPORT A CARER > STRENGTHEN THEIR WELLBEING > STRENGTHEN THE SUPPORT THEY CAN GIVE THE PERSON THEY LOVE

HUMANS of avivo

KRISTEN DUNCOMBE

Some people are wired to make a difference

For Kristen Duncombe, being a Support Worker is about more than practical support. It's about building trust, creating connection and believing in what people are capable of.

After helping care for an uncle living with schizophrenia, Kristen realised she had a natural instinct to care for and encourage others. For more than three years, she has worked alongside customers navigating mental health challenges.

One of Kristen's customers, Kirsten, experiences persistent anxiety and self-doubt, which can make even stepping outside feel overwhelming. Over time, Kristen has become a trusted and steady presence in Kirsten's life - someone she can confide in who gently encourages her to take the next step.

That trust recently helped Kirsten secure a volunteer role at a local animal welfare sanctuary, where she can care for rescued animals, tend to bilby enclosures and spend time outdoors doing meaningful work.



Kristen also supports Annie, a customer who doesn't use words to communicate. Through inclusive dance classes and shared car-ride playlists, their connection has grown. Annie now reaches for Kristen to dance with her and has recently begun speaking a few words, including spelling her name aloud.

For Kristen, these moments are the heart of support work - showing up consistently, creating a safe space and believing in someone, even when they don't yet believe in themselves.

We're part of the communities we support.

Being connected to community means more than showing up. It's about being present where people live, building relationships and helping people, families and carers navigate complex support systems.

From local BBQs and neighbourhood activities to community expos and major events, every connection is an opportunity to listen, share information and help people take their next step. And when communities face unexpected challenges, those connections matter even more - as we saw during Tropical Cyclone Narelle, when local teams worked together to support customers and their communities.

Because when we connect, the ripple can reach much further.











WHEN THE RIPPLE TRAVELS FURTHER

Some of the impact we create doesn't stop with the people we support or the communities we work alongside.

When we share what we learn, bring lived experience to the conversation and work with others to challenge accepted practice, those ideas can travel further - contributing to better support beyond Avivo.



Lived experience

Nina's voice helps challenge assumptions and keep people with disability at the centre of better support.



Shared learning

Our Death & Dying work has contributed to wider conversations about advance care planning and compassionate end-of-life support.



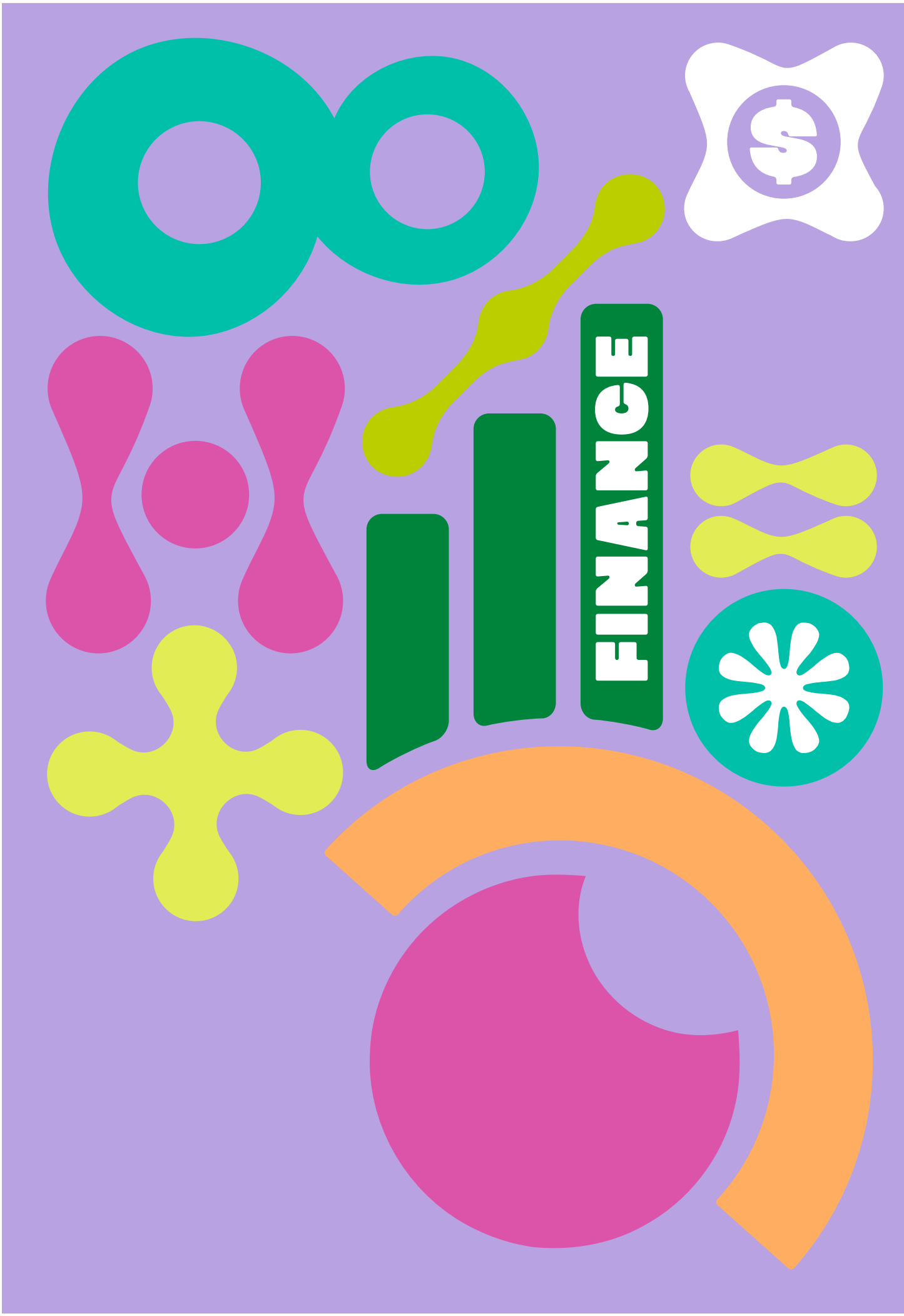
Sector collaboration

Working Together: Preventing Everyday Harm brings research, lived experience and sector expertise together to help improve practice nationally.



Community impact

A $600 Small Sparks grant grew into 910 meals and 89 opportunities for connection.


FINANCE

NAVIGATING CHANGE, MAKING PROGRESS

Better, but not without challenge

FROM THE CFO

Lynsey McDonnell



Avivo's financial year brought both progress and significant challenges. The position improved from a loss of $2.9 million to a loss of $1.1 million, with the margin improving from -3.9% to -1.5%.

Last year's structural changes left Avivo with a leaner operating model. Avivo also received approval to retain some prior-year unspent funds to support activity this year.

> **We have what it takes to survive and thrive in this sector.**

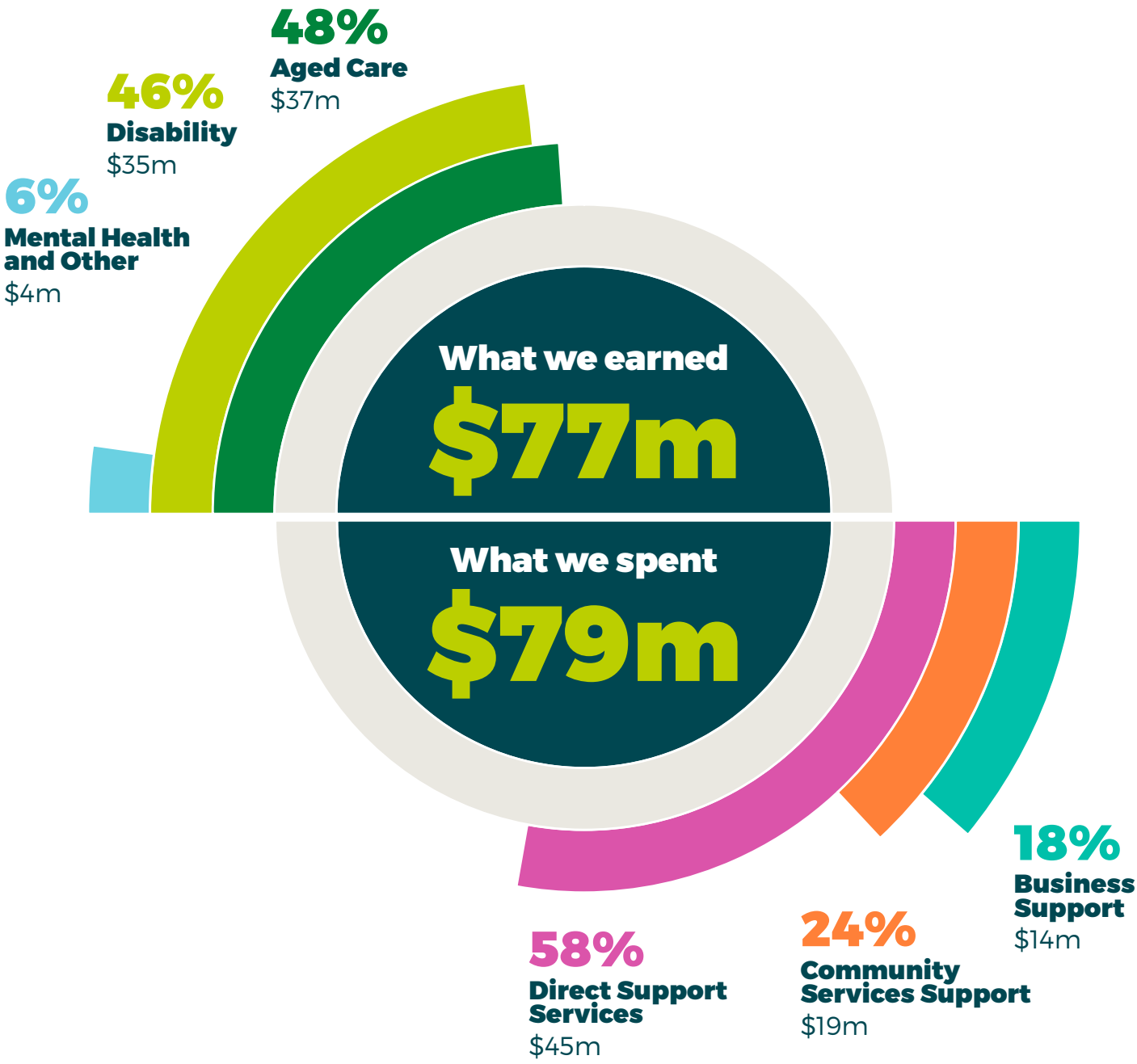
Revenue growth remained challenging. Several NDIS customers with significant plans came to the end of their time with Avivo, including customers we had the privilege of supporting through to the end of their lives, while others transitioned to residential facilities. In aged care, the transition from Home Care Packages to Support at Home had a greater impact than anticipated on change management, resource capacity, revenue and margin.

The reform represented a significant draw on resources across service coordinaton and business support. Colleagues were learning the complexities of the new program alongside customers while developing systems and processes in real time. Customer utilisation was also affected as people navigated new rules around quarterly budgets, funding classifications and personal contributions.

With Support at Home now settling, and the welcome removal of participant contributions for personal care from October, we anticipate increased customer confidence and improved resource capacity for the growth required to cover our costs and bring Avivo back towards positive margins.

Under NDIS, the challenge ahead remains significant, with upcoming changes to funding for social and community participation, tighter eligibility criteria and greater constraints on plan reviews.

Avivo's experience over the past decade has built the grit and spirit to work through challenge and change while remaining focused on quality, safety, service and culture.



Statement of Comprehensive Income

	2026 $'000	2025 $'000
Revenue	76,756	75,290
Cost of services	(45,474)	(45,927)
Gross surplus	**31,282**	**29,363**
Other operating income	152	338
Administrative expenses	(32,985)	(32,624)
Project expenses	(302)	(479)
Operating (deficit)	**(1,853)**	**(3,402)**
Finance income	242	475
Finance expense	(11)	(10)
(Deficit) before income tax expense	**(1,622)**	**(2,937)**
Income tax expense	0	0
(Deficit) after income tax expense	**(1,622)**	**(2,937)**
Revaluation of land and buildings	506	31
Other comprehensive income for the year, net of tax	**506**	**31**
Total comprehensive (deficit)	**(1,116)**	**(2,906)**

Statement of Financial Position

	2026 $'000	2025 $'000
ASSETS		
Current Assets		
Cash and cash equivalents	7,650	12,892
Trade and other receivables	8,941	7,789
Total current assets	**16,591**	**20,681**
Non-current assets		
Property, plant and equipment	4,803	4,073
Loan to Avivo: Live Life Foundation Inc.	6,902	6,902
Total non-current assets	**11,705**	**10,975**
TOTAL ASSETS	**28,296**	**31,656**
LIABILITIES		
Current liabilities		
Trade and other payables	5,840	7,030
Unutilised Grants	1,746	3,238
Lease Liabilities	137	84
Provision for Employee Entitlements	9,536	9,307
Total current liabilities	**17,259**	**19,659**
Non-current liabilities		
Lease Liabilities	162	4
Provision for Employee Entitlements	1,411	1,413
Total non-current liabilities	**1,573**	**1,417**
TOTAL LIABILITIES	**18,832**	**21,076**
NET ASSETS	**9,464**	**10,580**
EQUITY		
Retained earnings	6,802	8,424
Reserves	2,662	2,156
TOTAL EQUITY	**9,464**	**10,580**

Statement of Cash Flows

	2026 $'000	2025 $'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Funding contributions (inclusive of GST)	74,958	66,237
Payments to suppliers and employees (inclusive of GST)	(80,972)	(76,782)
Receipts from customers (inclusive of GST)	1,062	1,042
Interest receipts	242	475
NET CASH (USED IN) OPERATING ACTIVITIES	**(4,710)**	**(9,028)**
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from short-term deposits > 3 months	0	5,000
Payments for the purchase of fixed assets	(705)	(359)
Proceeds from the disposal of fixed assets	326	287
NET CASH (USED IN)/PROVIDED BY INVESTING ACTIVITIES	**(379)**	**4,928**
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments for lease liabilities	(153)	(211)
NET CASH (USED IN) FINANCING ACTIVITIES	**(153)**	**(211)**
NET DECREASE IN CASH AND CASH EQUIVALENTS HELD	**(5,242)**	**(4,311)**
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	**12,892**	**17,203**
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	**7,650**	**12,892**

THE RIPPLE CONTINUES

The stories in this report are different,
but they share something important.

Impact doesn't always begin with a big initiative.

Sometimes it starts with a question.

A conversation.

An idea.

A person deciding that something could be better.

What matters is what happens next.

Someone joins in.

An idea becomes action.

A small change becomes something bigger.

BEHIND EVERY RIPPLE ARE COUNTLESS MOMENTS OF LEARNING, CONNECTION, CONFIDENCE, RECOGNITION, CARE AND JOY.

That is the Avivo Impact.

We may never see every ripple we create.

But we can choose to keep creating them.

THANK YOU

To everyone who has been part of the ripple.

Together, we can keep making things better
– one moment at a time.

avivo



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