

YWCA Australia

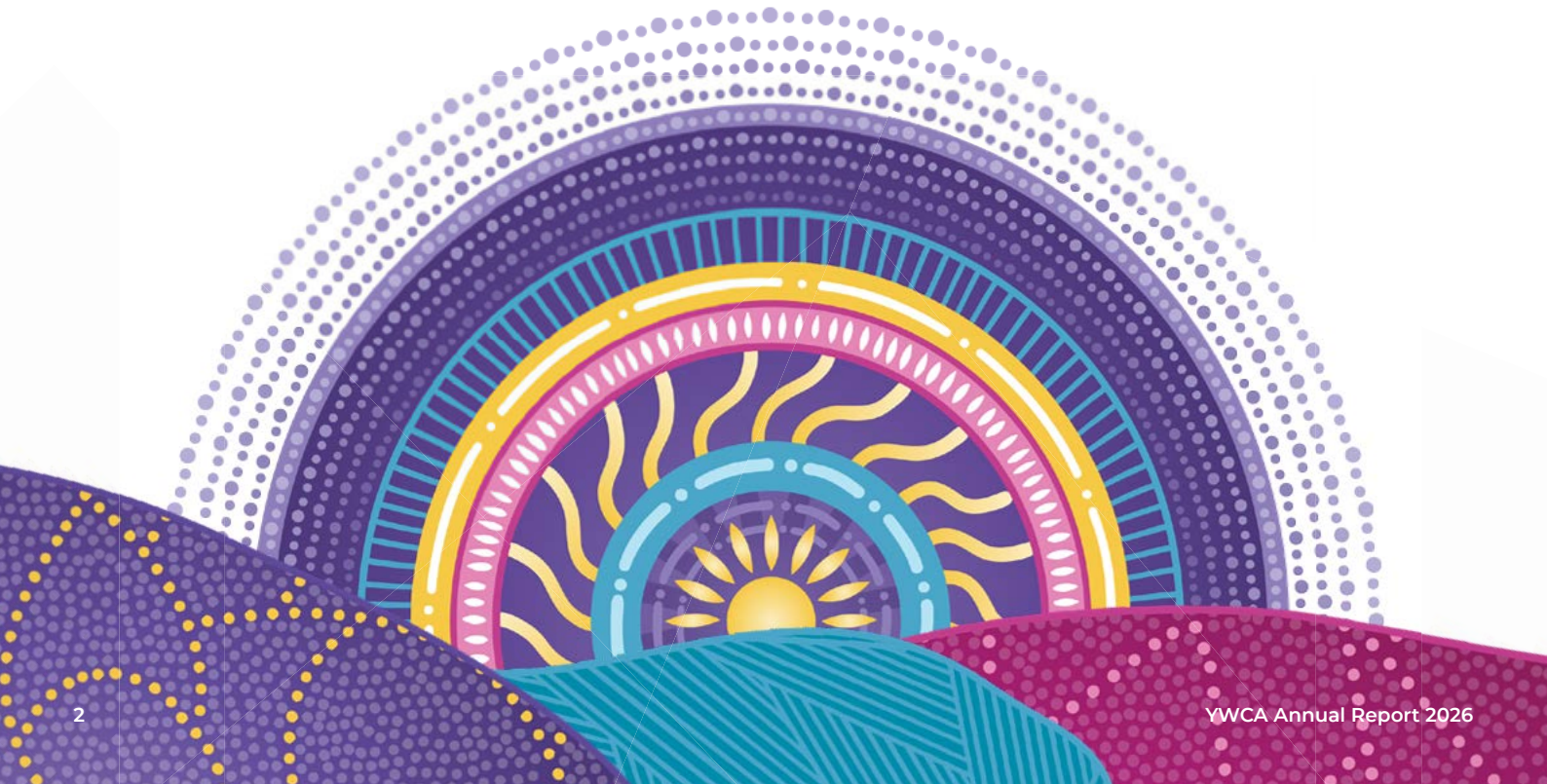
ANNUAL REPORT 2026

Opening doors. Building futures.

ACKNOWLEDGEMENT OF COUNTRY

YWCA Australia wishes to acknowledge the Traditional Custodians of the lands on which we work, live and play, and pay our respects to Elders past and present.

We recognise First Nations people as the custodians of the lands, seas and skies, with more than 60,000 years of wisdom, connection and relationship in caring for Country.





ABOUT YWCA AUSTRALIA

YWCA Australia (YWCA) is a national not-for-profit organisation that has specialised in supporting women for over 140 years.

With more than 200 employees across 19 locations, YWCA provides housing, support services and leadership pathways that enable women and gender diverse people and their families to find stability and feel safe and secure, so they can build the future they want. We also operate Song Hotel, a profit-for-purpose business where proceeds are reinvested and contribute to our work.

We are the experts in gender responsive housing and homelessness solutions.



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MESSAGE FROM THE CEO + BOARD PRESIDENT





As we look ahead, to our Future 2032 strategy, and the excitement of our new leadership team, YWCA Australia's role in helping shape a more equitable future for women, young women and gender diverse people remains as relevant as ever.

With the housing crisis and rising cost of living pressures continuing to hit women and their families hardest, we remain focussed on practical supports to help women and gender diverse people find safety, stability and a pathway to a brighter future whilst challenging the structural barriers that stand in the way.

Across the country, conversations about housing and safety are increasingly being connected to conversations about how this impacts employment, education and community participation. These challenges are complex, but there is growing recognition that lasting change requires a more wholistic approach across these intersecting areas, and YWCA is well positioned to lead this shift.

We are also encouraged by the increasing focus from governments, industry and the community towards investment that prioritises long-term outcomes. YWCA has long advocated for success to be measured not only by how many homes are built, but by the real impact a safe and stable long-term home has on women, gender diverse people and their families over time. This creates new opportunities to advance the case for gender responsive approaches and to ensure that the voices and experiences of women, young women and gender diverse people remain central to decision-making.

Over the past year, we have continued to build our capability, deepen our impact and strengthen our national presence. Through safe and affordable housing, support programs and continued advocacy for systems change, we have created more opportunities for women and gender diverse people to find safe and secure housing. We have also continued to invest in young women's leadership and centred their voices in the decisions, policies and conversations that shape their lives and communities.

None of this would be possible without the commitment of our people, partners, supporters and the communities we work alongside. We have seen the benefits of a clear strategic direction, a strong organisational culture and a talented team working together to deliver on our vision and purpose. As we look ahead, we are excited by the opportunity to grow our influence, expand our impact and champion solutions that help create safer futures, stronger communities and greater equality.

We also want to acknowledge and thank outgoing Group CEO, Michelle Phillips, for her outstanding contribution to YWCA, leaving a lasting legacy of leadership, impact and commitment that has strengthened our organisation.

With a clear vision and strong foundations, YWCA Australia is well placed to help shape a future where women and gender diverse person have the safety, stability and support they need to thrive.

Diana Sayed
Chief Executive Officer

Robyn Clubb
Board President

HIGHLIGHTS

6200+

PEOPLE SUPPORTED THIS YEAR

52

NEW HOMES DELIVERED IN VIC AND QLD

238

TEAM MEMBERS

16 formal government submissions

Integrated campaigns for **16 Days of Activism** and Homelessness Week with national media coverage

50+ meetings with decision makers

Launch of our **2026 Policy Platform**









Housing that Pays Back Research
Launched

Women's Only Day Centre Research
Commissioned

Amplifying Voices Program
Review

Communities for Children Program
Review

Launch of **Gender Responsive Design Guidelines**

Federal Housing Minister Clare O'Neil at **Topping Out of Burnayi Lurnayi**

Launch of our **Innovate Reconciliation Action Plan**

AHURI Conference Presentation on **Gender Responsive Housing Solutions**







OUR REACH

People supported

Safe homes provided

Programs delivered

Tenancies supported

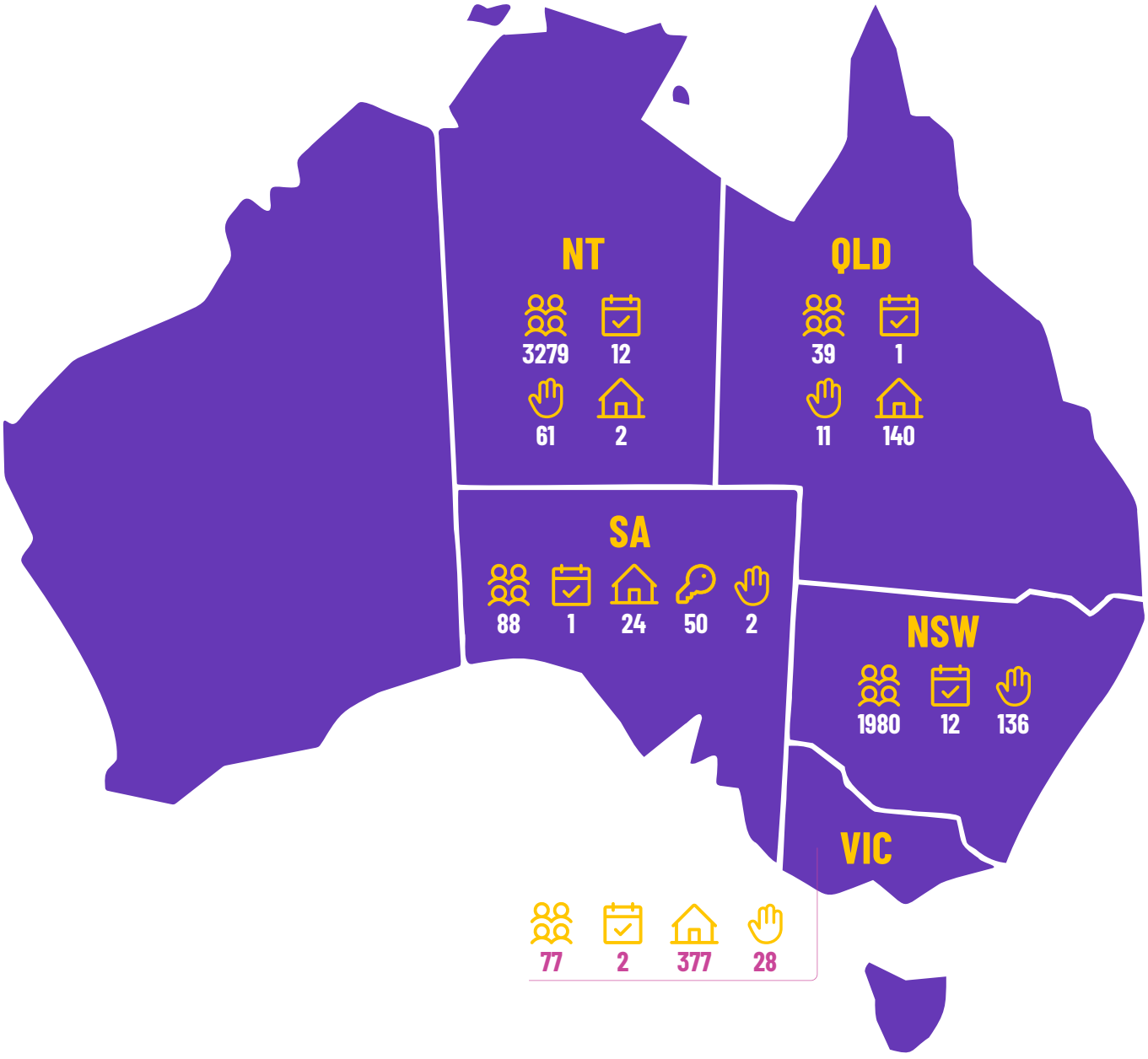
Team members

NORTHERN TERRITORY

Darwin (Palmerston) – *Larrakia Country*
Batchelor – *Kungarakan and Warrai Country*
Adelaide River – *Kungarakan and Warrai Country*
Katherine – *Jawoyn, Dagoman and Wardaman Country*

QUEENSLAND

Ipswich – *Jagera, Yuggera and Ugarapul Country*
Toowoomba – *Giabal and Jarowair Country*
Townsville – *Gugu Badhun Country*



SOUTH AUSTRALIA

Adelaide/Tarntanya – *Kaurna Country*

VICTORIA

Ballarat – *Wadawurrung and Dja Dja Wurrung Country*
Bendigo – *Dja Dja Wurrung Country*
Geelong – *Wadawurrung Country*
Melbourne/Naarm – *Wurundjeri and Bunurong Country*
Mooroopna – *Yorta Yorta Country*
Wodonga/Baranduda – *No Recognised Aboriginal Party*

NEW SOUTH WALES

Northern Rivers – *Bundjalung Country*
Sydney – *Gadigal and Wangal Country*
Shoalhaven – *Dharawal and Yuin Country*
Wingecarribee – *Gundungurra and Dharawal Country*
Illawarra – *Dharawal and Wodi Wodi Country*

ADVOCACY AND POLICY



YWCA's advocacy is built on a simple principle: the strongest policy solutions emerge when frontline experience, lived expertise and evidence are brought directly into conversations with decision makers. This integrated approach helps us translate what we hear and see on the ground into practical reforms and influence the decisions that shape housing, safety and economic outcomes for women and gender diverse people.



We work to ensure housing policy recognises the distinct experiences of women, young women and gender diverse people, and that investment decisions deliver both social and economic outcomes. Our advocacy efforts continue to be shaped and strengthened by the leadership of our Young Women's Council and Digital Activist Community who inform our messaging, campaigns and research; ensuring our work reflects their lived realities.

This year YWCA advanced a coordinated national advocacy and government relations program focussed on promoting housing as a foundation for safety, economic participation and long-term wellbeing. More than 350 high-level meetings were undertaken across Commonwealth, State and Territory governments, including direct engagement with senior Cabinet Ministers and portfolios responsible for housing, homelessness, youth and domestic and family violence.

A key priority was strengthening our evidence base for gender responsive housing investment and continuing our role as thought leaders in the sector. Our advocacy highlighted the growing recognition that housing outcomes cannot be measured by supply alone. Consistent with emerging policy directions, YWCA advocated for approaches that integrate housing with support services and deliver sustained outcomes, particularly for women experiencing domestic and family violence, homelessness or housing insecurity.

YWCA remains committed to shaping a future where gender equality is embedded across housing systems, policies and investment decisions, recognising that lasting housing security and safety is essential to achieving positive futures for women, gender diverse people and their families.

HIGHLIGHTS

- Delivered a landmark report, *Housing That Pays Back – Why investing in housing for women and families delivers measurable economic returns*, providing an economic cost-benefit analysis in partnership with Per Capita, establishing the fiscal and social value of gender responsive housing and homelessness interventions. The research secured national media coverage, including the Australian Financial Review, elevating our policy influence and positioning the organisation as a credible voice in economic and housing reform debates.
- Launched our *2026 Policy Platform, Safe Homes, Equal Futures*.
- Undertook 350+ high-level meetings across Commonwealth, State, and Territory governments. This included direct engagement with senior Cabinet Ministers and portfolios spanning housing, homelessness, youth, and domestic and family violence, alongside targeted engagement with Labor for Housing and Labor for Women caucus members.
- Delivered two advocacy campaigns for Homelessness Week and 16 Days of Activism with significant involvement from the Young Women's Council and Digital Activist Member Community. These campaigns received broad media coverage in print, online and broadcast.
- YWCA presented at the Australian Housing and Urban Research Institute (AHURI) National Housing Conference alongside Swinburne University of Technology on gender responsive housing.

SUBMITTED 16 FORMAL GOVERNMENT SUBMISSIONS, INCLUDING TO COMMONWEALTH TREASURY ON HOUSING CHALLENGES, ADVOCATING FOR TARGETED POLICY CHANGES AND FUNDING.

POLICY PLATFORM 2026: SAFE HOMES, EQUAL FUTURES

We launched our *Policy Platform 2026: Safe Homes, Equal Futures* in March 2026, a new national advocacy framework that sets out a practical roadmap for delivering a more gender equal housing system in Australia.

Housing is now one of the most significant social and economic challenges facing Australia. Women and gender diverse people experience housing insecurity at higher rates due to structural factors such as lower incomes, caring responsibilities, discrimination, and exposure to domestic and family violence.

Our *Policy Platform* responds to this challenge. It sets out practical reforms to strengthen housing supply, improve affordability, and ensure the housing system delivers safety, stability, and long-term wellbeing for women and gender diverse people.

The Platform draws on YWCA 's experience across housing development, frontline services, policy expertise, and the leadership of young women and gender diverse people through our national networks.

PILLAR 1 Deliver Housing Supply and Affordability that Works for All	**PILLAR 2** Recognise Housing as Essential Social and Economic Infrastructure	**PILLAR 3** Balance Scale with Impact in Housing and Service Delivery	**PILLAR 4** Build a Safe at Home, Safe Everywhere System for Women, Gender Diverse People and Families
PILLAR 5 Fund the Specialist Services that Keep Women and Gender Diverse People Safely Housed	**PILLAR 6** Make Renting Fair, Safe and Affordable	**PILLAR 7** Address the Gendered Drivers of Housing Insecurity	**PILLAR 8** Embed Young Women's and Gender Diverse Leadership in Housing Policy

These pillars provide a shared framework for YWCA's advocacy, partnerships, funding conversations, and public voice throughout 2026 and beyond.

BUILDING INFLUENCE, DRIVING CHANGE

Creating meaningful change requires more than strong ideas. It requires trusted relationships, credible evidence and a seat at the tables where decisions are made.

Throughout the year, YWCA strengthened our standing as a respected voice on gender equality, housing insecurity and homelessness through an ambitious national advocacy and government relations program.

More than 350 strategic engagements were undertaken across Commonwealth, State and Territory governments, creating opportunities to place our evidence directly before ministers, advisers, departmental leaders, housing agencies and sector stakeholders.

YWCA contributed to some of the nation's most significant housing and social policy conversations, including the *Homes for Australia Plan*, the Senate Select Committee on Intergenerational Housing Inequity, Federal and State budget processes, the *National Plan to End Violence Against Women and Children*, and housing and homelessness strategies across multiple jurisdictions. Through these engagements, we continued to advocate for policies that recognise the gendered drivers of housing insecurity and the importance of integrating housing with tailored support services.

Through our Young Women's Council and Digital Activist Community, lived experience is embedded throughout our advocacy process, from identifying emerging issues and informing policy positions to shaping campaigns, submissions and engagement with decision makers.

During the year, Council members and Digital Activists contributed directly to consultations, campaigns, policy development and stakeholder engagement activities, helping ensure our advocacy remained grounded in the experiences of those most affected by housing insecurity, gender inequality and violence. This approach strengthens the credibility of our policy recommendations and creates meaningful pathways for young women and gender diverse people to influence the decisions, systems and institutions that affect their lives.

Through sustained engagement, YWCA strengthened relationships with government, researchers, peak bodies and community organisations, reinforcing our standing as a respected national voice on housing justice, homelessness and gender equality.







HOUSING THAT PAYS BACK: BUILDING THE EVIDENCE FOR GENDER RESPONSIVE HOUSING

During the year, YWCA partnered with the Per Capita Centre for Equitable Housing to deliver the landmark *Housing That Pays Back – Why investing in housing for women and families delivers measurable economic returns* report, providing robust economic evidence on the value of long-term, gender responsive housing.








FINANCIAL REVIEW

Housing that works: economic case for investing in women and families

The research applied cost-benefit analysis across YWCA's housing portfolio to measure the social and economic outcomes generated through housing designed to meet the needs of women, gender diverse people and families. It reframes long term social and affordable housing as one of the highest returning infrastructure investments available to Australian governments.

THE ANALYSIS FOUND THAT EVERY $1 INVESTED IN LONG TERM GENDER RESPONSIVE HOUSING GENERATES BETWEEN $2.02 AND $4.66 IN MEASURABLE PUBLIC BENEFIT.

Returns were strongest in family reunification scenarios, where stable housing enables children to return from out-of-home care, demonstrating the significant long term value of secure housing for families and communities.

The modelling also identified substantial savings across government systems, including an estimated $3.5 million annually in avoided health costs and $2.8 million in avoided justice system costs across the YWCA housing portfolio. These findings highlight the role of housing stability in reducing reliance on crisis responses and improving outcomes across health, justice and social service systems.

Importantly, the research adopted a deliberately conservative methodology. Broader benefits associated with increased workforce participation, improved long term outcomes for children and wider wellbeing impacts were excluded from the base-case calculations, meaning the reported benefits represent only a portion of the value generated through stable housing.

The report reinforced YWCA's longstanding policy position that housing is both a social and economic investment. The findings were shared with government stakeholders, including the Federal Housing Minister and the Office for Women, and were formally launched at Queensland Parliament House.

YOUNG WOMEN'S COUNCIL



At the heart of YWCA's advocacy is the belief that young women and gender diverse people must be active participants in shaping the policies and systems that affect their lives. YWCA's Young Women's Council ('the Council') is our national collective of young women and gender diverse leaders who steer us towards achieving our vision and purpose.

The Council is an advisory group for the strategic direction and advocacy outputs of YWCA. The Council plays an important role in ensuring we remain accountable to the leadership and lived expertise of young women and gender diverse people. The Council also advises YWCA's advocacy function on intergenerational, intersectional and gendered experiences of inequality for young women and gender diverse people.

YWCA's Young Women's Council is a cohort of 10 young women and gender diverse leaders aged 18 – 30 years old from across the nation.

The Young Women's Council representatives for 2025 – 2027 were elected by members of YWCA. Each Council member is a leader in their own community. They bring lived expertise, community knowledge and professional experience to their positions as YWCA's young women and gender diverse leaders.

Over the past year, the Council has built upon advocacy skills and expertise, expanding their individual and collective voice for change. Throughout the year, Council members contributed directly to YWCA's advocacy, research and communications activities, ensuring the perspectives of young women and gender diverse people informed our policy positions and public engagement.

The Young Women's Council remains a vital part of how YWCA drives meaningful change to improve housing security for women and gender diverse people.

Highlights for this year include:

- Made representations to Commonwealth and State government leaders on matters of housing, homelessness and gender based violence through submissions, campaign videos, and in-person roundtables
- Represented the national youth voice of YWCA across national and international conferences on housing and gender equality
- Informed YWCA's *Safe Homes, Equal Futures Policy Platform* and shaped YWCA's forthcoming organisational strategy
- Led campaigns which have inspired and mobilised other young leaders across YWCA's Digital Activist Community, and
- Remained committed to continuous learning and excellence through training across governance, co-design and lived experience leadership.

10 young women and gender diverse leaders aged 18 – 30

3 Ministerial engagements including engagement with NSW Minister for Housing, Homelessness, Mental Health and Youth and the Federal Minister for Youth

4 Campaign content streams led or shaped by Council members

4 training and capability-building programs across the Council

AFFORDABLE AND SOCIAL HOUSING



YWCA operates as a Community Housing Provider that develops, builds, operates and manages social and affordable housing for women, gender diverse people and their families.

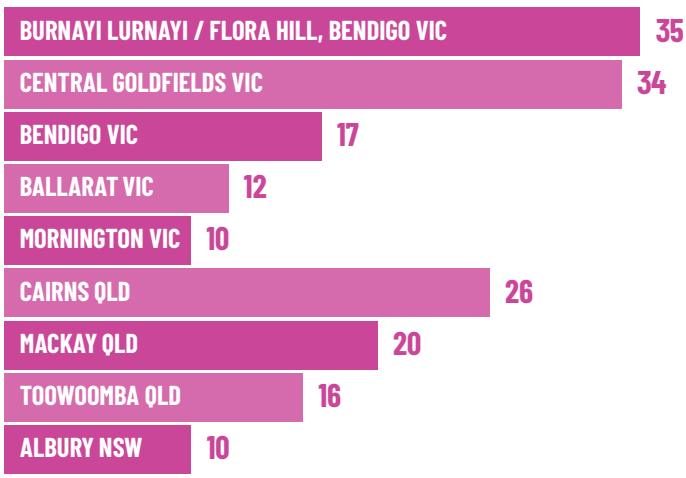
YWCA National Housing (QLD, SA, NSW and NT) is a Tier 2 Community Housing Provider registered with the National Regulatory System for Community Housing (NRSCH) and YWCA Housing (VIC) is a Housing Provider registered with the Victorian Housing Register (VHR). Together, YWCA owns and manages more than 540 social and affordable tenancies and has an active development pipeline of approximately 180 homes.

YWCA is entering the final year of our five year strategy, one pillar of which is aimed at increasing our national housing portfolio.

As a leading not-for-profit organisation supporting women, all of YWCA's new developments implement gendered housing design and liveability through our sector first Women's Housing Framework.

Highlights

- Liveability Assessment Tool fully implemented across YWCA owned and managed properties.
- *Gender Responsive Design Guidelines* fully embedded as part of standard design for all new YWCA developments.
- Secured pipeline of developments remains strong, including 180 homes across QLD, NSW and VIC:



- In February, YWCA officially received handover from the South Australian Housing Trust (SAHT) of Tucker St Studios, a brand new six-storey development featuring 50 modern, self-contained studio apartments. Tucker St Studios directly neighbours YWCA's existing Adelaide Affordable Housing property.
- Our Adelaide Affordable Housing project with Tandem Builders won the award for Affordable and Social Housing at the SA Master Builders Association.

OUR PORTFOLIO

775
TOTAL RESIDENTS

538 ADULTS

237 CHILDREN

543
TOTAL TENANCIES

473 SOCIAL HOUSING
70 AFFORDABLE HOUSING

252 OWNED
247 GOVERNMENT LEASE
44 PRIVATE LEASE

OUR RESIDENTS

584 WOMEN
183 MEN
7 GENDER DIVERSE PEOPLE

150 FIRST NATIONS RESIDENTS

441 RESIDENTS WERE BORN IN AUSTRALIA

710 RESIDENTS SPOKE ENGLISH AS THEIR PRIMARY LANGUAGE

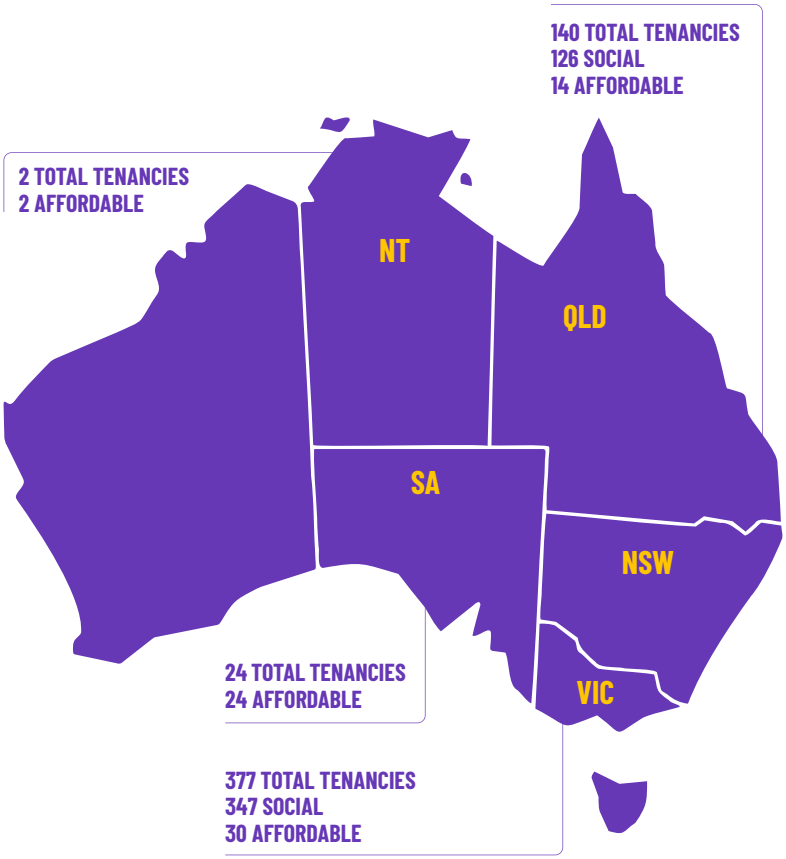
OUR GROWTH

52 NEW HOMES IN 2025/26
180 NEW HOMES BY 2028

10 PROJECTS COMPLETED

$90 MILLION – TOTAL PROJECT VALUE IN PIPELINE

WHERE DO OUR RESIDENTS LIVE?



WHAT OUR RESIDENTS SAY

We have been measuring impact in community housing over several years, underpinned by our Impact Framework.

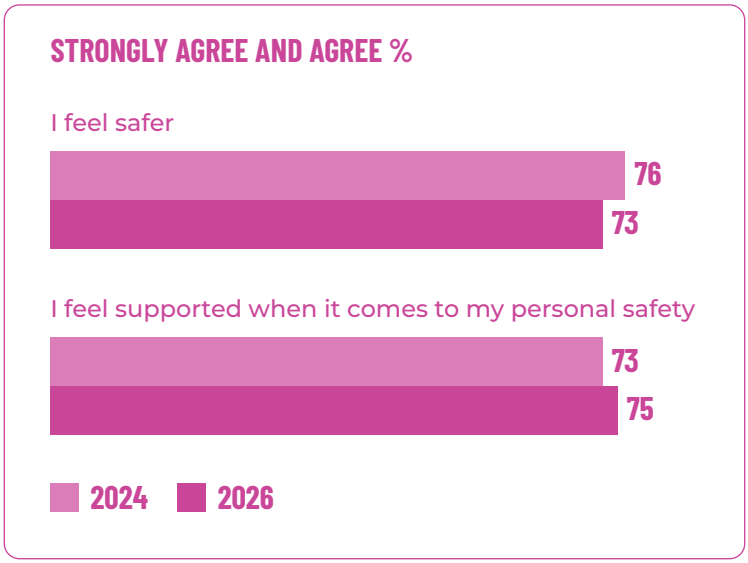
Our fifth and most recent Residents Impact and Satisfaction Survey identified the following impact headlines:

SAFETY

Safety results were positive overall in 2026. Most respondents said they felt safer and most also said they felt supported when it came to their personal safety. This was broadly consistent with 2024, with no clear year-on-year shift in safety.

I now feel safe. I can care for my child with special needs in a house that accommodates them and all the equipment to care for them and prevent injury. Our lives have changed in so many ways and all positively.

YWCA resident

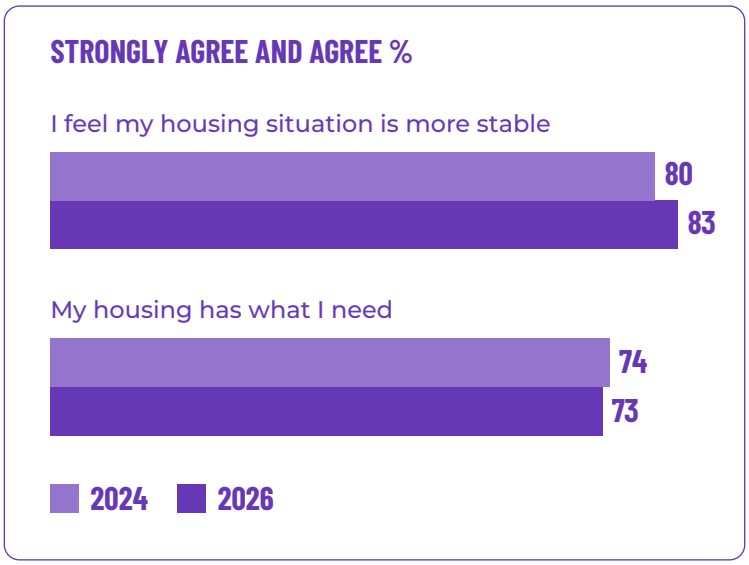


SECURITY

Security was a clear area of strength in 2026, consistent with 2024. Responses were stronger on housing stability, with eight out of 10 residents agreeing they were in a more stable housing situation. Around three out of four felt their housing had the features they needed.

I am certainly in a better situation financially than if I wasn't here but it is still a struggle. I still live with a fear of losing my accommodation.

YWCA resident



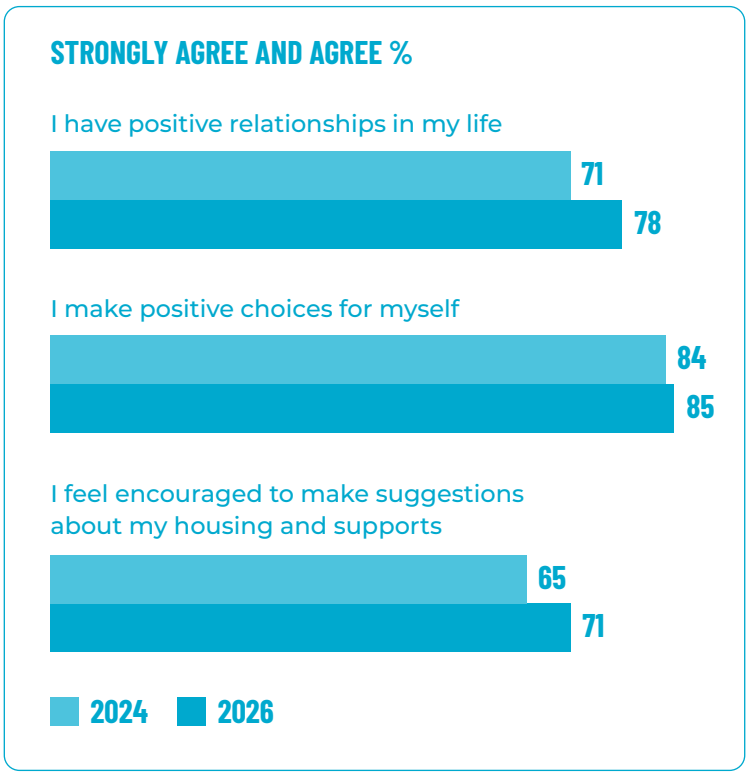
AGENCY

Agency was one of the strongest outcome areas in 2026. Most respondents gave positive responses to questions about making positive choices, having positive relationships and being encouraged to make suggestions about housing and supports. This suggests that many residents feel more able to make decisions, manage their day-to-day lives and have a say in what affects them.

Looking across 2024 to 2026, agency has improved over time.

Having my own space has allowed me to spend more time getting to know myself and better understand who I am and what I want in life.

YWCA resident



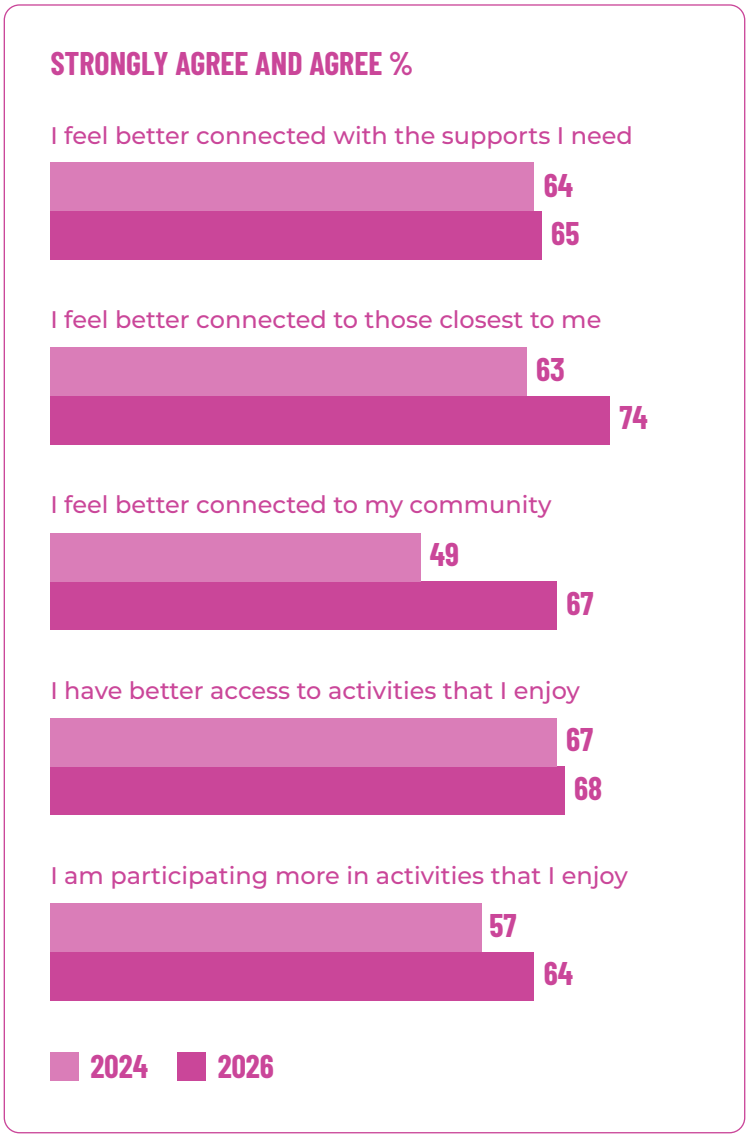
CONNECTION

Most respondents gave positive responses in connection, including feeling more connected to the people, supports and activities that matter to them.

Measures of connection have improved over time. Compared with 2024, positive responses for feeling better connected to those closest to them increased from 63% to 74%, while feeling better connected to their community increased from 49% to 67%.[1]

My community connections & health has changed to the better.

YWCA resident



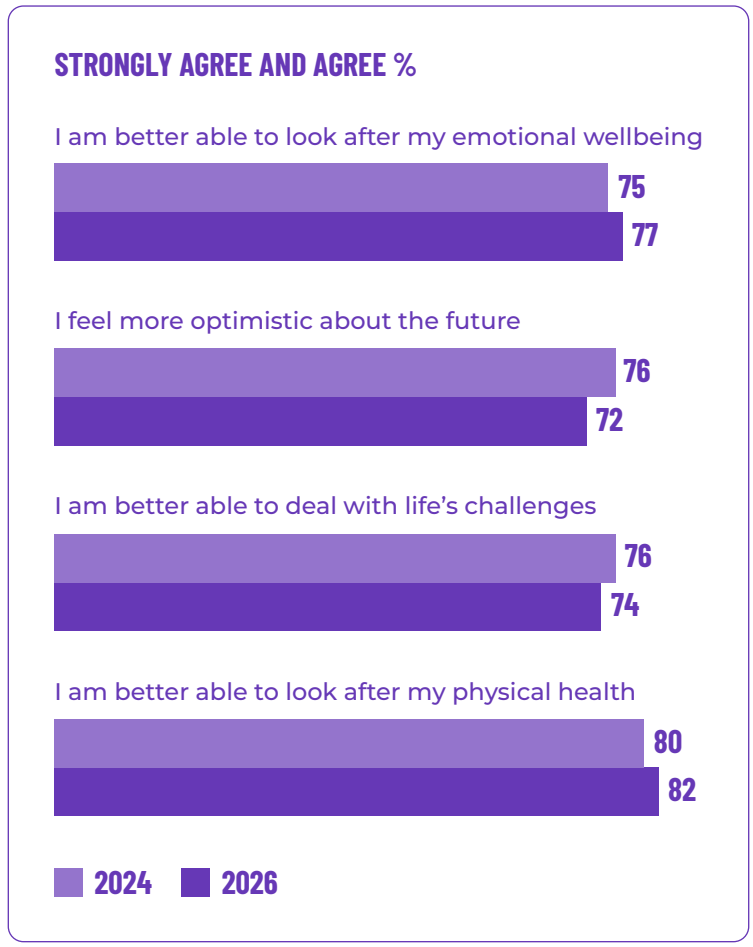
[1] These differences over time were statistically significant.

WELLBEING

Wellbeing was another strong domain in 2026, with results also broadly consistent with 2024. Most respondents gave positive responses about emotional wellbeing, physical health, optimism and dealing with life's challenges.

The impact of housing support goes beyond shelter. For many residents, it was also linked to how they felt, coped and managed in everyday life.

> *Without a home... my life would be unstable and stressful.*
>
> **YWCA resident**



One of the clearest positive shifts is reflected in levels of satisfaction with how YWCA listens to tenants' views and acts on them. Satisfaction has increased **from 44% in 2022, to 52% in 2024 and 67% in 2026.**



PROPERTY SPOTLIGHT: BURNAYI LURNAYI



This year, YWCA and our partner, Dja Dja Wurrung Clans Aboriginal Corporation (DJAARA), celebrated the topping out of **Burnayi Lurnayi**, a significant milestone in the delivery of 35 brand new social homes for women in the Bendigo, Victoria region.





The topping-out ceremony marked the completion of the building's structural phase and was attended by Federal Housing Minister the Hon. Clare O'Neil MP, Federal Member for Bendigo Lisa Chesters, project partners and community representatives. The event included the placement of a sheoak tree on the top floor, a contemporary interpretation of the traditional topping-out ceremony. The sheoak, a tree associated with women and native to Dja Dja Wurrung Country, reflected the project's strong connectionto place, culture and community.

Burnayi Lurnayi is a $20 million development made possible through collaboration between all levels of government, community partners and specialist housing providers. The project is supported through the Housing Australia Future Fund, Homes Victoria's Big Housing Build and a grant from the Lord Mayor's Charitable Foundation. Construction is expected to be completed in late 2026.

Designed to meet the needs of women and their families, the development will comprise a three-storey apartment building with 12 one-bedroom and 14 two-bedroom homes, alongside nine three-bedroom townhouses.

Named Burnayi Lurnayi, meaning "young women" in Dja Dja Wurrung language, the homes will provide safe, secure and affordable housing for women and their families, with at least half of all homes prioritised for First Nations women.

These homes will provide stability for the women who live there with Housing Minister Clare O'Neil MP highlighting the broader impact of housing investment on the lives of women and their families:

"A stable home changes everything: kids can stay in school, parents can focus on work, and families can plan for the future with confidence instead of anxiety."

Burnayi Lurnayi represents more than new housing supply. It demonstrates how partnerships across government, community, Aboriginal Community Controlled Organisations, Community Housing Providers and private sector construction can deliver lasting housing solutions that respond to local needs and create greater housing security for women and their families. As completion approaches, the development will provide a tangible example of YWCA's vision for housing as a foundation for safety, economic participation and gender equality.

PROPERTY SPOTLIGHT: PARRAMATTA PARK, CAIRNS QLD





This year, YWCA reached another important milestone in the delivery of our national housing pipeline, by commencing construction on a new affordable housing development in Parramatta Park, Cairns Queensland.

In September, YWCA joined project partners, local government representatives and community stakeholders to celebrate the groundbreaking of the development which will deliver 12 new two-bedroom apartments for women and their families.

Supported through Housing Australia under Round 1 of the Housing Australia Future Fund Facility, the $5.7 million project has been designed to provide safe, secure and affordable housing that responds to the specific needs of women and their families by applying YWCA's Women's Housing Framework. The development reflects YWCA's commitment to increasing the supply of gender responsive housing and creating pathways to greater housing stability and economic participation.

At commencement of construction, YWCA highlighted the significant need for purpose-built housing solutions, with women continuing to represent a large proportion of people seeking support from homelessness services across Queensland.

The project has been designed to address this need by providing homes that support longterm safety, agency, stability and wellbeing.

The Parramatta Park, Cairns development expands YWCA's growing housing footprint in Queensland, complementing our existing homes in Townsville, Ipswich and Toowoomba. It also forms part of our broader national housing pipeline, which is increasing the supply of safe, secure and affordable homes for women, gender diverse people and their families, across Australia.

As construction progresses, the development represents another step towards YWCA's vision of housing as a foundation for safety, economic security and gender equality, ensuring more women and their families have access to the stability and opportunities that secure housing provides.

CASE STUDY: GEMMA'S STORY



For Gemma and Sonny, moving into a beautiful apartment in the heart of Adelaide was the turning point for their future. The apartment provided more than shelter. It offered safety and security, allowing Gemma to relax for the first time in years, knowing they had a safe place to call home.

"It was really modern and felt so safe and cosy. It had everything we needed and beautiful views", shares Gemma.

"When my son and I got there, it was the first time we could relax and feel safe and comfortable. It felt safe and secure."

Before moving into the apartment, Gemma and Sonny had spent three months in crisis accommodation after leaving a domestic violence situation.

"It was such an unsettling time, but we were able to get the support we needed from the social workers while we were at the shelter. Towards the end, I didn't need the extra support and felt it was time for someone else to have the support and to use the space," said Gemma.

Gemma began searching for longer-term housing but was dreading the reality of finding a private rental on a single income. When she found that she was eligible to live in YWCA's Adelaide Affordable Housing it was a relief.

The new apartment was close to work, right in the heart of the CBD and there were plenty of options for childcare, shops and services to rebuild. After they moved in and were settled into a routine and access to the support he needed, Gemma noticed big changes in Sonny.

"He was struggling a lot with behaviour before and after we left my ex. He's a different kid now. He knew he could be safe and be with me."

Whilst living in the apartment, Gemma and Sonny continued to go from strength to strength. Gemma was able to focus on practical next steps, including finalising the sale of the home she had previously owned with her former partner and preparing for long-term independence.

As her circumstances improved, Gemma was able to purchase a home of her own and move into the next stage of her housing journey.

"When we moved into the apartment, I knew I had a safe place for as long as I needed it. I am so happy that I could move on and that the home is able to provide someone else a safe option and to rebuild their future."

Today, Gemma and Sonny are settled in their new townhouse, close to the community they built during their recovery. Sonny has started school and is thriving, and Gemma is looking ahead with confidence.

** Names have been changed for privacy reasons.*

CASE STUDY: KRISTI'S STORY



Kristi describes herself as someone who has always adapted and found ways to move forward. Originally from Queensland, she moved to Victoria five years ago, wanting to be closer to her sister, niece and their family.

Reflecting on arriving, she shared that the situation she entered "wasn't a good situation," yet she continued to navigate each change with determination.

She lived in several different places during that time, including Carlton and then with her niece, Libby.

While living with Libby, Kristi helped out with the family, looking after her daughters, helping them get to school and caring for them after.

Unfortunately, Kristi began to feel unsafe in the home and though she wanted to keep helping out, she recognised her own needs and took proactive steps to seek support.

"I got in touch with over 55s, and Pro Health" she recalled. Kristi was grateful for the assistance which eventually connected her with YWCA who were able to offer her a home at Lakehouse.

Lakehouse is a 38-bed rooming house in inner-city Melbourne which offers single bedrooms with ensuite bathrooms for women over 50, with optional additional support tailored to what the residents need.

When Kristi arrived, she found a greater sense of security and belonging.

"I felt safer and more settled at Lakehouse. I enjoyed the company of being there too," she said. She described the everyday rhythms that made a difference, sharing fondly that "a few of us used to get up and have coffee together."

Kristi also appreciated the natural environment, being surrounded by plenty of trees and hearing the birds sing.

"It is also in a really convenient location. Right near the lake, really close to the shops."

After living at Lakehouse for just under 12 months with the support of the YWCA team, Kristi moved into a long-term home in nearby Northcote.

"I was surprised to get an offer on this home. I really loved it from the minute I saw it."

"Both Lakehouse and YWCA helped me land where I am. I am in a little cottage with my own privacy. I can cook, in my own kitchen."

Kristi and Libby chat regularly and Libby comes to visit her new home too. Kristi is looking forward to reconnecting with her family in her own space, and once more being in a position to help out and spend time with them, saying, "I plan to have the three kids over once a fortnight or for a few nights and I can take them to school."

Kristi continues to pursue new opportunities, sharing proudly that she used to be a lollipop lady in Queensland and is now looking at how to get back into that in Victoria. She is also taking steps to build her digital skills by doing a computer course.

Looking back at how far she has come, Kristi expressed deep appreciation for the support she received.

"I am grateful of the YWCA team because without them, I wouldn't be where I am. I learnt a lot at Lakehouse. I made two good friendships and once a week we still go have lunch."

** Names have been changed for privacy reasons.*

DELIVERING SUPPORT PROGRAMS AND SERVICES

Throughout the year our dedicated teams delivered 28 specialist programs across 19 locations, supporting nearly 5,000 people. More than 48,000 nights of safe accommodation were provided through our crisis, safe-house and transitional housing programs, helping women, children, young people and families find safety, stability and a foundation from which to rebuild.

Nationally, our services span homelessness and housing support, crisis and transitional accommodation, domestic and family violence services, child and family support, early intervention, tenancy sustainment, case management, mentoring and leadership programs, helping people build safety, stability and stronger futures.

What sets our services apart is the combination of local knowledge, strong community relationships and a skilled workforce committed to quality, evidence-informed practice. Our teams understand the communities they serve, respond to local needs and work alongside individuals and families to create practical, lasting outcomes.











NATIONAL SNAPSHOT

5460+ CLIENTS

28 PROGRAMS

68% OF CLIENTS IDENTIFY AS ABORIGINAL AND/OR TORRES STRAIT ISLANDER
**this includes clients in our Medical Accommodation Program*

2460+ SPOKE ENGLISH AS THEIR PRIMARY LANGUAGE

3542 WOMEN

1866 MEN

22 GENDER DIVERSE

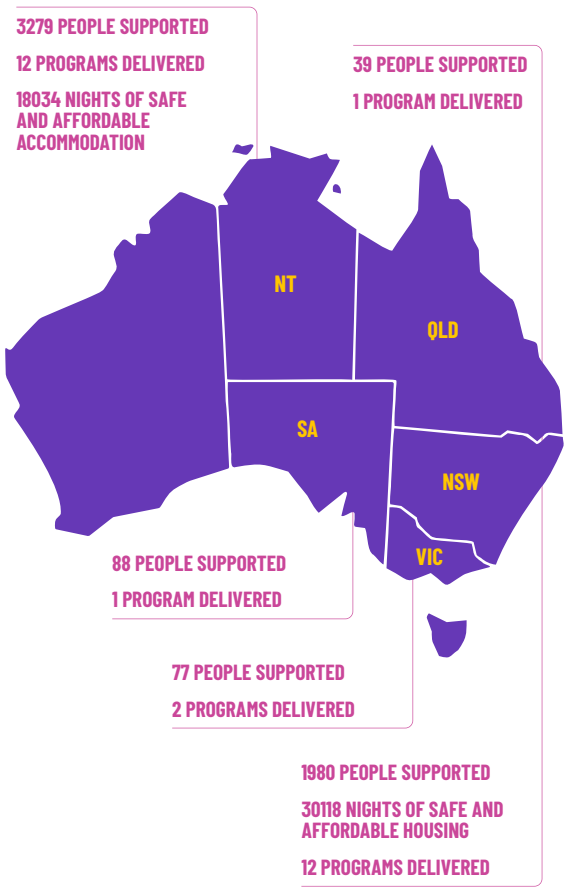
HOMELESSNESS PROGRAMS	1100+
MENTORING + LEADERSHIP PROGRAMS	220+
FAMILY AND DOMESTIC VIOLENCE PROGRAMS	600+
CHILD AND FAMILY PROGRAMS	780+
MEDICAL ACCOMMODATION PROGRAM (MAP)	2740+



SUPPORTED ACCOMMODATION

48,152

nights of safe and secure accommodation provided in NSW and NT through crisis and transitional accommodation, as well as safe houses.



HIGHLIGHTS

- Celebrated 20 years of delivering Communities for Children across the Northern Rivers, NSW: Recognising two decades of collaboration with our Community Partners, working alongside children, families and local communities to strengthen wellbeing, build community connections and deliver early intervention and prevention initiatives that help children thrive.
- 10 essential NSW programs were successfully recommissioned, including specialist homelessness, child and family, domestic and family violence, and frontline support programs.
- First Nations Women's Leadership Program in South Australia has strengthened leadership opportunities for young women through the inclusion of mentoring.
- Expanded early intervention, launching the Tenancy Sustainability Support Program in Darwin, our first tenancy-specific service in the Territory.
- More than $640,000 in one-off funding was invested in renovations and upgrades to Northern Territory transitional accommodation.
- YWCA developed our first Northern Territory First Nations Cultural Safety Framework through consultation and co-design with team members and First Nations expertise.

DURING THE YEAR, AMPLIFYING VOICES ADVOCATES PARTICIPATED IN 29 EXTERNAL ADVOCACY OPPORTUNITIES REACHING MORE THAN 8,600 PEOPLE



PROGRAM SPOTLIGHT: LIVED EXPERIENCE ADVISORY PROGRAM



The Lived Experience and Advocacy Program (LEAP) brings together government, community, and lived experience advocates. With a trauma-aware and strengths-based approach, LEAP creates spaces where lived experience voices are heard, respected, and acted on.

LEAP includes two programs, YWCA's existing Amplifying Voices program, and the new Lived Experience Advisory Group (LEAG), delivered in partnership with Anglicare NT.

Amplifying Voices supports young women and gender diverse people with lived experience of family and domestic violence to use their expertise to lead real change in their community, with a focus on primary prevention of gender based violence. Participants learn political advocacy, media engagement, storytelling and more, with the goal of shaping real policy change. The Amplifying Voices Advocacy Group is funded by NT Government.

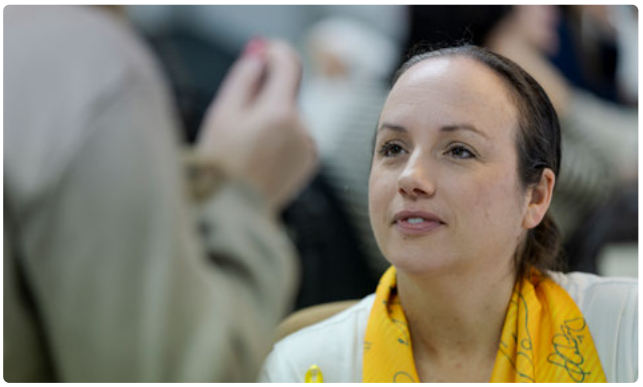
LEAG is made up of a diverse group of Territorians with direct experience of homelessness. Members guide homelessness services, systems and policies by giving advice to NT Government workers in health, justice, housing and homelessness, families and communities and education as well as non-government workers from homelessness and other not-for-profit organisations. In this way, they help shape and guide system reforms, ensuring that homelessness responses better reflect the realities, strengths, and needs of communities across the NT.

This initiative aims to help build homelessness systems that are more responsive, accessible, and effective for the people they serve. It strengthens our ongoing work to ensure that policies, programs, and services are shaped by the people who use them.

LEAG forms part of the Northern Territory Homelessness Strategy 2025–2030 and is funded by the NT Government.

PROGRAM SPOTLIGHT: NSW HOMELESSNESS SERVICES







YWCA's Sydney Homelessness Services team is made up of 10 people who run a wide range of programs across the key areas of early intervention, case management and transitional housing.

All of the Sydney Homelessness services provide case management which is housing focussed and tailored to what clients need, like assistance with applications for the Pathways NSW Housing waitlist, identifying and applying for other available housing options where needed, and emergency brokerage relief to help people exit homelessness.

The team also partners with other organisations who can support clients with additional needs like counselling, legal support or employment support.

In addition to case management, the transitional housing programs have a number of homes available for clients.

These transitional housing properties are owned by partner Community Housing Organisations and give residents a stable foundation for up to 18 months while team members support them through case management.

For team member Alex Sheard, who has worked in Sydney Homelessness Services at the YWCA for five years, while there are a lot of challenges when it comes to housing in Sydney (and all over Australia), the role can also be very rewarding.

"We have a really supportive team. We all help each other out – and that means you can get through the tough times together," says Alex.

"You do have some particular wins – every now and then you're able to help people quite fundamentally and deeply. That's why you do it and why you keep coming back. You can have these connections with people that are in need of support and help, and you're sometimes in a position to do that."

CASE STUDY: LEAH'S STORY



Leah had been living in public housing but was growing increasingly uncomfortable with anti-social behaviour from her neighbours. The situation became so stressful for Leah that she left housing and chose to take up temporary accommodation in a tent with her two beloved dogs.

Concerned about Leah's housing situation, a local support agency reached out to YWCA's Tenancy Sustainability Support Program to assist Leah to move back in to more safe and secure housing and to help address some of her concerns.

After meeting with Leah, the team were able to understand her key concerns about her tenancy and advocate on Leah's behalf for action to be taken. Working with the relevant Departments managing her property, the advocacy led to improvements with the behaviour and other ongoing concerns regarding her neighbours.

With some continued support from the YWCA team, Leah felt safe enough to move back into her home.

She is now looking at having additional safety items installed at her home for further peace of mind, including new locks for her property and security cameras.

Established in early 2026, the Tenancy Sustainability Support Program (TSSP) is based in Darwin and works alongside clients to help them stay housed or settle into a new tenancy.

Hayley, Team Leader for Housing Support Programs, says one of the most significant aspects of the work is helping people maintain safe and stable housing during periods of crisis or instability.

"The NT has the highest rate of homelessness in the country, and some people do not know that services like this program exist."

"We are here to provide the support that people need to remain in their homes and remain safe, just like Leah."

The TSSP began in March 2026 to provide housing support for women, gender diverse people and families who may be at risk of losing their tenancy.

The program focusses on early intervention and tenancy sustainment, working with people before housing challenges escalate into homelessness. Support is available for a range of issues that can impact someone's ability to remain housed, including:

- Domestic and family violence
- Rental arrears and financial hardship
- Overcrowding
- Unsafe living conditions
- Health concerns
- Substance misuse

Depending on a person's circumstances and level of need, support may involve brief intervention, advocacy, referrals and practical assistance, or short- to medium-term case management.

The TSSP is the first tenancy-specific support program delivered by YWCA in the NT and expands the organisation's housing support capability in the region. The program is delivered by the Housing Support Program team based in Palmerston, which expanded in 2026 to incorporate the new service.

** Names have been changed for privacy reasons.*

CASE STUDY: DONNA'S STORY



When Donna first referred herself to the Keeping Women Safe In Their Homes program, she felt like an imposter. Though her stress and worry regarding her safety was very real, her experiences with her partner weren't what people might expect when they hear 'Domestic Violence'. While there was no reported history of serious physical assaults by Donna's partner, she feared for her life and believed he may have been motivated by potential financial gain.

She relocated to Darwin from interstate hoping to make a fresh start. In the process of dividing their assets via lawyers, Donna became alarmed when she realised that her former partner might have been using her phone to maintain surveillance and access new personal and private information that she had not shared. With an increasing fear for her safety, Donna turned to the Keeping Women Safe In Their Homes program for support.

After listening to Donna's safety concerns, the team supported Donna to obtain security cameras for home as well as perimeter alarms since she lived alone on a large property. The team also helped Donna to transfer key information from her phone before applying a factory reset to remove any spyware that her partner might have been using to track her movements.

With the new safety items in place, Donna felt empowered and safer than she had in a longtime. She began to understand more about her experience of domestic violence and was able to process her trauma and seek further support to remain safe.

YWCA's Keeping Women Safe In Their Homes program provides security upgrades for homes to ensure women and their children, who have experienced violence, are able to stay safely in the home of their choice.

** Names have been changed for privacy reasons.*

CASE STUDY: MICHELLE'S STORY



As a Mum of three older children, and former youth worker, Michelle knows all too well how valuable a mentor can be for young people. When she moved back to Australia after years living overseas, she found herself with spare time and knew she wanted to do something with purpose. When she saw a poster for Youth Frontiers calling for mentors, signing up was an easy choice.

"When I filled out the form and started the process, I thought it would be something like the Big Brother program. I had no idea what kind of mentee I'd be matched with," said Michelle.

"I noticed there were lots of university students as mentors. It made me think – will the mentees want to hang out with me? Once I started, I realised that it didn't matter. I could offer something different and my age isn't a barrier."

Youth Frontier provides one-to-one mentoring that links young people with a supportive female adult who can be a guide on their journey to becoming strong adults.

When reflecting on her time so far, Michelle shares that there were some challenges. Some of the mentees have a lot going on at home and wouldn't always be available or show up for their outings.

"It can be hard to form a bond if there is no consistency. I knew from my time as a Youth Worker and from my orientation that this might happen and was prepared."

Mentors are offered training and ongoing support so that they can support mentees and be aware of what history and experience they are bringing with them.

"At orientation, they spoke about challenges with mental health and also experience of sexual abuse. As soon as I did the orientation, I knew I wasn't on my own and could ask for help if needed," shares Michelle.

"What was important was to keep trying and be there for the mentee. I do lots of volunteering, but I love this program because the basis is just taking a young person out to have an enjoyable experience. I really look forward to it. Even when we are talking about something serious or if they come with a particular emotion on a different day, it is enjoyable and rewarding."

Michelle was paired with her current mentee, Sienna* eight months ago and they have formed a great connection. Sienna is in the support class at school and her parents are really supportive of the program and of her.

"When I come to pick up my mentee, she gives me a big smile and runs to my car. It has been such a different experience. With the parents on board for additional support, I can really see what she can get out of it."

"When we are out and about, she's always thinking about her family and commenting how her Dad would love this activity or her sister would enjoy this or that. She's very thoughtful."

Michelle organises time with Sienna around her interests.

"Sometimes we go bowling or to the movies which she loves. But sometimes we just hang out at a coffee shop because I can see she needs space to chat.

"We both also enjoy the group activities that are organised by the Youth Frontiers team."

Youth Frontiers coordinates a range of group activities on a regular basis for all mentees/mentors to join in on, providing an opportunity for the mentees to connect with other young women involved with the program and form friendships. The Youth Frontiers Program coordinator and facilitators also attend and get involved in the fun.

"The mentees loved beauty school. They loved getting facials, but it was also great as they were 16 – 18 year old girls providing the services on the day. It showed the mentees a different type of school/learning environment from their own schools and showed them other pathways."

Michelle also volunteers with Lifeline and Wollongong Uni bookshop, but Youth Frontiers holds a special place.

"Every time you go there is a reward. Sometimes it is big, sometimes it is small. But there is a reward every time."

** Names have been changed for privacy reasons.*

CASE STUDY: ABBY'S STORY



Abby has been connected with YWCA Shoalhaven's Domestic and Family Violence (DFV) program since 2023 and re-engaged with the service earlier this year following concerns about her safety within a new relationship.

Abby was struggling to identify her partner's use of coercive control as domestic violence and had been hesitant to engage with services such as police.

Due to this hesitation and Abby's intellectual disability, her caseworker identified that an accessible, tailored and considered approach was required to build trust and be supported to process her experience. Together, they explored different forms of domestic and family violence, legal protections available to her, and practical strategies for staying safe. To support Abby's understanding, her caseworker developed an easy-read guide explaining the conditions of her Apprehended Domestic Violence Order (ADVO), including what the order means, how it helps protect her, and what actions she can take if she feels unsafe.

Through a series of accessible psychoeducation sessions using video and visual resources, Abby was able to recognise that abuse is not limited to physical violence and developed a deeper understanding of coercive, emotional, and controlling behaviours. These conversations also explored healthy relationships, personal boundaries, and the signs of respectful and safe behaviour.

As Abby's knowledge and confidence grew, so did her ability to advocate for herself. Abby reported a breach of her ADVO to police, something she had previously felt uncertain about.

Abby now has strengthened her confidence and is feeling more in control of her situation, taking important steps to enhance her safety and wellbeing.

** Names have been changed for privacy reasons.*

CASE STUDY: ROSLYN'S STORY

When Roslyn entered transitional housing, she was navigating significant housing challenges including homelessness and unsuitable temporary housing solutions that affected her health and wellbeing.

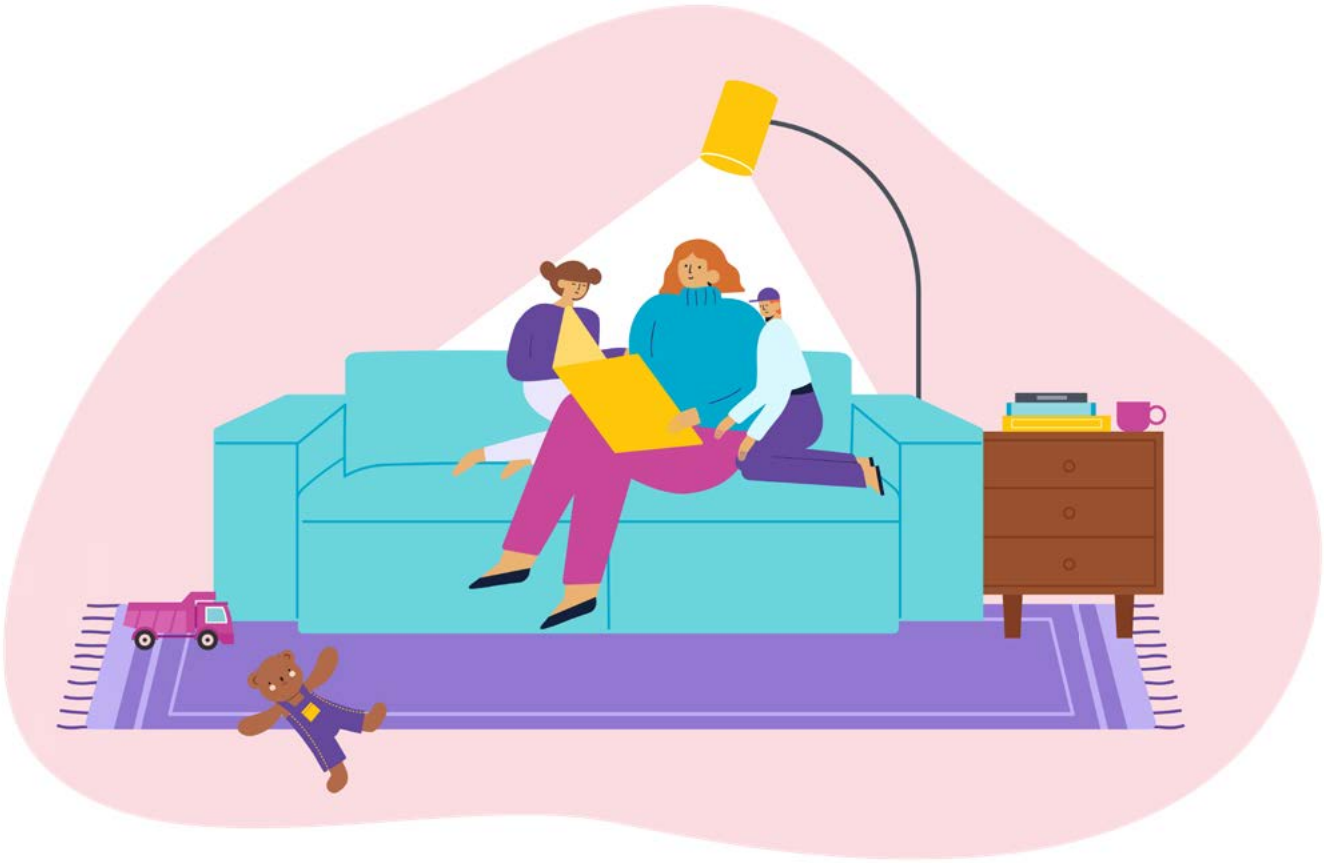
When referred to YWCA's Rapid Response Program, Roslyn had been living in a unit affected by mould, with minimal natural light and no functional kitchen. The home was not in a liveable condition and this was having an impact on Roslyn's overall wellbeing.

YWCA's Rapid Response team worked with Roslyn to find a home that would better meet her needs, providing an environment that supports her wellbeing and provides safety and stability in the long-term. Roslyn was recently offered a long-term housing option in her preferred area. Roslyn was thrilled to be able to remain connected to community and stay in a location that was familiar to her.

To help make the transition as smooth as possible, YWCA staff worked alongside Roslyn to address practical barriers. Brokerage funding was used to cover the cost of a removalist, ensuring her belongings could be safely transported to her new home. Staff also advocated on Roslyn's behalf to establish a repayment plan for her bond, enabling her tenancy to commence as quickly as possible and reducing financial pressures during the move.

Roslyn is now settled in her new home, feeling more secure and looking forward to what's next for her.

The Inner-City Rapid Response Homelessness Service supports young people, women, men and families who are experiencing or at risk of homelessness in the City of Sydney local government area.





MEMBERSHIP

Members join YWCA because they are passionate about driving social change and share our purpose of making young women's leadership and women's housing our priority for gender equality in Australia.

As an integral part of our organisation, members bring their passion for gender equality to support our work to ensure all women, gender diverse people and their families have access to a safe, secure and affordable home.

Through advocacy, governance and fundraising opportunities, our members contribute to systems change, helping to remove the barriers to housing security and strengthen pathways to a more equitable future. Together, we are building a movement that empowers people to influence change and create lasting impact.

1364 TOTAL MEMBERS

980 ORDINARY MEMBERS

277 ASSOCIATE MEMBERS

107 LIFE MEMBERS

Our Digital Activist Community continued to grow throughout the year. They participated in our advocacy campaigns and contributed to submissions to Government, strengthening the collective voice of young women and gender diverse people, and advancing our call for systems change.

210 DIGITAL ACTIVIST MEMBERS

CASE STUDY: CLARA'S STORY



When Clara attended the Better Together Conference in Adelaide in 2023, she was the youngest and least experienced person in the room. Despite this, she found the confidence to speak up during discussions about establishing a national LGBTQIA+ body.

"I spoke about how young people make up a significant portion of the LGBTQIA+ community yet are so often excluded from decision-making spaces. After the session, someone approached me, a board member for Equality Australia, affirmed what I'd said, and pushed the idea further, that young people should sit on boards. That conversation was a turning point."

Although her initial application was unsuccessful, Clara remained determined. She stayed engaged with YWCA, becoming a member, joining the Digital Activist Community, and continuing to build her experience. After graduating from university in 2025 and gaining two years' experience as a board observer, she successfully secured a place in the YWCA Board Traineeship program.

Clara came into the traineeship with a strong drive to understand how young people can influence governance and create meaningful, real-world impact. Professionally, she balances multiple roles, working at Women with Disabilities Victoria, facilitating at Pride Cup, and undertaking freelance research, while also remaining connected to community through volunteer work and her local footy club.

From the outset, Clara was struck by how deeply intersectionality is embedded across the organisation, and actively reflected in both conversations and decision-making. She was also impressed by how YWCA has evolved over time, intentionally adapting to reflect contemporary values and demonstrating a strong commitment to accountability.

"The space felt genuinely welcoming and collaborative," Clara reflects. "People were incredibly generous with their time, and there was a real openness to sharing knowledge and engaging in meaningful conversations."

Like many new board trainees, Clara initially found the pace and complexity of governance challenging. The length of board meetings, the volume of papers, and the unfamiliar language were all part of a steep learning curve. However, she quickly adapted and found her voice.

"What stood out most was the level of respect given to my contributions," she says. "I wasn't treated as someone just observing, my perspective was genuinely valued."

Clara was particularly inspired by the Board's willingness to engage in critical reflection, including openly acknowledging the organisation's history and ongoing journey towards greater inclusivity. This culture of honesty and accountability empowered her to bring her full self into the space.

Looking ahead, Clara hopes to continue her involvement with YWCA as an alum and remain engaged in campaigns and programs. She is passionate about encouraging other young people, particularly those from marginalised backgrounds, to step into governance spaces and have their voices heard. She also plans to pursue a director role in the near future, building on the skills and experience gained through the traineeship.

Her advice to others considering applying is simple: "Go for it. Don't be discouraged by rejection, use it as a learning opportunity, and apply again. Your voice is needed."



WORLD YWCA ENGAGEMENT

During the year, YWCA Australia partnered with World YWCA, YWCA Canberra and YWCA Hunter to host a networking event in Naarm (Melbourne) alongside the Women Deliver Conference. The event brought together approximately 70 participants from across Australia and around the world, united by a shared commitment to gender equality and social change.

The gathering provided a valuable opportunity for members, leaders and representatives from across the global movement to connect, strengthen relationships and exchange ideas on advancing gender equality. Attendees reflected on key themes emerging from the Women Deliver Conference and explored opportunities to collectively influence policy, advocacy and systems change.

YWCA Australia Board President Robyn Clubb welcomed guests, YWCA Canberra Board President Tahlia Burgoyne-Thorek delivered the Acknowledgment of Country, and World YWCA General Secretary Casey Harden highlighted the importance of collective action and the unique strength of the global Y movement in driving meaningful change.

Opportunities such as these enable YWCA Australia members to connect with like-minded advocates, contribute to conversations shaping gender equality, and strengthen the collective voice of our movement. The event also highlighted the important role members play in supporting our vision for gender equality, both locally and globally. YWCA has a rich history in advocating and striving for gender equality. While our legacy is strong, this event showed our future is just as bright.



CULTURE, IMPACT AND SUSTAINABILITY

At YWCA, our values-led culture is the foundation for meaningful impact. We believe that creating lasting change for the women, families and communities we serve starts with a team united by purpose, committed to equality, and driven to make a difference.

Our people bring these values to life every day, fostering a culture where individuals feel a sense of belonging, connection and empowerment. By embracing diverse perspectives and supporting each other to contribute our unique strengths, we create environments where clients, residents and team members can thrive.

With more than 140 years of advancing gender equality, YWCA continues to honour our foundations while looking to the future with purpose. As we learn, adapt and grow, we remain focussed on maximising impact, strengthening our sustainability, and contributing to lasting systemic change.

HIGHLIGHTS

Launch of our **Innovate Reconciliation Action Plan**

Song Hotel – **Award Recognition**

Launched our **Mental Health and Wellbeing Strategy** and achieved **Advanced Workplace Recognition** through Mental Health First Aid Australia

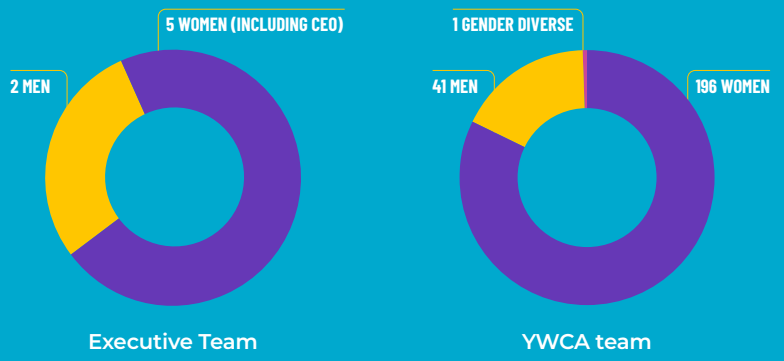
OUR TEAM MEMBERS

at 30 June 2026

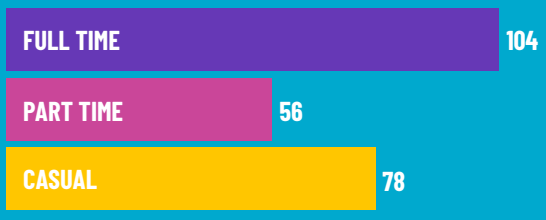
TOTAL TEAM MEMBERS

238

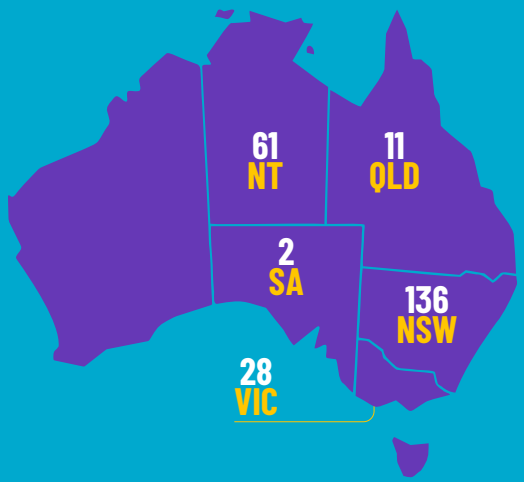
GENDER



TEAM COMPOSITION



LOCATIONS



UNDERSTANDING OUR IMPACT



In June 2026, we launched our first Impact Report, marking our deep commitment to understanding not just what we do, but the difference we make.



Our Impact Framework asks, "are we making a difference?" across our services, housing and advocacy activities, towards our long term (ten year) outcomes.

For more than a century, we've supported women and gender diverse people across Australia. The report was the first time we brought together a national picture of the difference we are making for our residents, clients, members and communities. It marks a shift from focussing solely on activities and outputs to demonstrating meaningful outcomes and long-term impact, underpinned by our Impact Framework and strengthened outcomes measurement capability.

The report included:

- Organisational demographics
- Impact highlights from Service Delivery and Housing
- Data spotlights on select services/programs
- The difference we make in how we exercise influence
- A focus on reflection, learning and acting on evidence
- Person centred case studies to bring human connection to the data.

As an intersectional feminist organisation, we hold ourselves accountable for how we engage, invite, challenge and learn, across diverse and intersectional perspectives.

This commitment to robust impact measurement and evidence is directly connected to our Environmental, Social and Governance (ESG) commitments.

Climate impacts, economic exclusion, housing insecurity and governance decisions disproportionately affect women and gender diverse people, particularly those experiencing multiple and overlapping forms of disadvantage.

To guide this work, YWCA has established an ESG Roadmap that provides a clear and practical framework for action. YWCA is in the early stages of our ESG work but is committed to a learning-led approach, recognising that ESG maturity develops over time and requires reflection, adaptation and continuous improvement. Our ESG roadmap provides an additional strategic lens to build our impact work beyond social outcomes.

We recognise that lasting social change requires addressing the interconnected systems of inequality that shape people's lives, alongside environmental sustainability and strong governance. We are committed to embedding outcomes and impact measurement, and building our evidence to inform our practice, decision making, strategic directions and advocacy.

RESEARCH AND EVALUATION

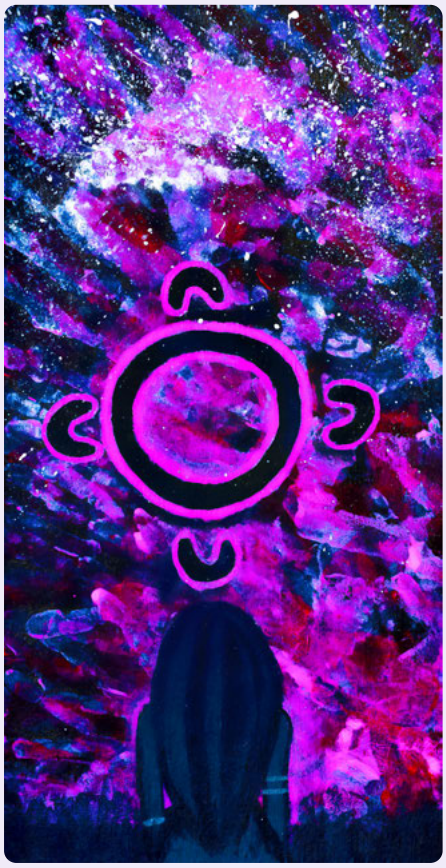


For YWCA, research and evaluation are essential to how we understand needs, shape our work and strengthen our impact for women, young women and gender diverse people.

They provide the evidence that informs our priorities, guides effective program design and delivery, and helps us measure outcomes and create lasting change.

YWCA fosters a culture of learning and continuous improvement across our organisation. By reflecting on what works, what can be strengthened and where emerging needs exist, we build our knowledge, enhance professional practice and grow our capacity to advocate for gender equality.

This work is grounded in our values of striving for equality, acting from the heart and working better together, ensuring that evidence and lived experience remain at the centre of our decision-making.



Amplifying Voices, Alyssa West (2026)

PROGRAM REVIEWS

AMPLIFYING VOICES PROGRAM REVIEW

The Amplifying Voices Program (the Program) is an advocacy and leadership program delivered by YWCA in the Darwin and Palmerston region, NT. It was funded in 2022 by the NT Government as part of the Safe, Respected and Free from Violence (SRFV) Grants Program.

The Program centres the voices of women and gender diverse people with lived experience of family and domestic violence in co-designed primary prevention activities, advocacy and leadership pathways.

In 2025, YWCA conducted a review of the Program. The review aimed to document the model, learn from participant and stakeholder perspectives, assess key achievements and outcomes, and inform future directions.

The review was conducted internally by the Amplifying Voices project team and the YWCA Research and Evaluation Specialist. The draft report was peer reviewed by Dr Gretchen Ennis, prior to the final report.

Key findings

The review found that Amplifying Voices was a highly valued and innovative lived expertise and advocacy program.

Key insights from participants and stakeholders include:

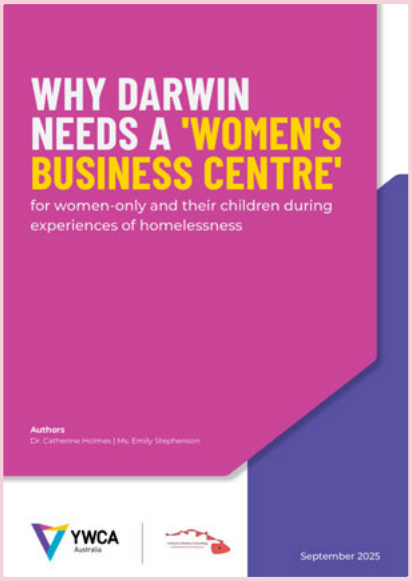
- The Program was described as strengths-based, powerful and transformational
- Program achievements included the approach to design and development, stakeholder engagement and support, and sector learning and development
- Program influence was enhanced by co-designed activities and advocacy, that prioritised participant agency, choice and control
- Participant advocacy to NT Minister for Prevention of Domestic Violence.

RESEARCH

Why Darwin Needs a 'Women's Business Centre' for Women-Only and Their Children During Experiences of Homelessness

YWCA commissioned this report to investigate the specific needs of women and children in the Northern Territory (NT) who were homeless to better understand their needs and their experiences.

The report is written by Catherine Holmes Consulting and was funded by the NT Government.



DEVELOPMENTAL EVALUATION OF THE LIVED EXPERIENCE ADVISORY GROUP, NT

YWCA is undertaking a three-year developmental evaluation of the Lived Experience Advisory Group (LEAG) with our program partners Anglicare NT, external evaluator Dr Gretchen Ennis from Useful Projects, and our Reference Group that includes lived expertise, First Nations people, project team members and evaluation specialists.

The evaluation will assess process insights and program outcomes over three years, working alongside program participants, team and partners, to continuously reflect, learn and inform future directions. The evaluation is in the initial stages of planning and design, with an explicitly intentional approach that centres diverse perspectives from the outset, to co-produce a draft program logic and one year monitoring and evaluation plan. Following ethics clearance, LEAG members will be invited to help shape the evaluation methodology, data collection, analysis and review.

TRANSFORMING RELATIONSHIPS PROCESS REVIEW

Transforming Relationships (TR) is a sector capacity building initiative developed as part of the Communities for Children (CFC) program in Northern NSW. Emerging in the recovery phase of the 2022 floods, TR built on the collective response of services during that crisis.

A Process Review was conducted during 2025, to document the process, assess emerging outcomes for individuals, organisations and the TR Collective, and support the continuing work of the Collective. Conducted internally by the YWCA Research and Evaluation Specialist, assisted by Emily Goldstein and the CFC Team Leader, Lisa Jovaisa, the review was informed by participant evaluations, interviews and workshops.

Key findings

The Process Review found that Phase 1 of TR had fostered trust, connection and shared purpose across the Collective. It was effective in establishing the foundations and conditions for new ways of working together, and a shared vision and framework to guide collective action according to four priority areas.

The Process Review found that Phase 1:

- Built participant knowledge, creating a strong foundation for future work
- Made progress towards deepening collaborative practice, through new ways of working together and embedding learnings within some organisations
- Highlighted early indications of strengthened cross-sector collaboration.

LAUNCH OF OUR INNOVATE RECONCILIATION ACTION PLAN



During the year, YWCA launched our Innovate Reconciliation Action Plan (RAP), marking an important milestone in our reconciliation journey and building on the foundations established through our first Reflect RAP, launched in February 2023.



Artwork: Grounded Voices, Rising Futures, Alysha Menzel (2025)

The Reflect RAP guided our initial commitments and actions, creating organisational growth, increased understanding and stronger foundations for meaningful engagement with reconciliation. These achievements have enabled us to progress to the Innovate stage, which focusses on strengthening relationships with First Nations peoples, embedding reconciliation across our organisation, and piloting initiatives that support long-term and sustainable change.

Our Innovate RAP sets out a clear vision for reconciliation and outlines practical actions and measurable commitments designed to advance that vision. Through this work, we are committed to deepening relationships, fostering respect, creating opportunities, and empowering First Nations peoples and communities.

The launch of the Innovate RAP reflects YWCA's ongoing commitment to reconciliation and our determination to contribute to a more equitable and inclusive future for Aboriginal and Torres Strait Islander peoples.

SONG HOTEL DELIVERS STRONG SOCIAL AND COMMERCIAL OUTCOMES

As a profit-for-purpose enterprise, Song Hotel continues to play an important role in supporting YWCA's mission. Revenue generated through hotel operations is reinvested into the organisation, with 25 cents of every dollar spent by guests contributing directly to programs and services that support women, families and communities across Australia.

The hotel received significant industry and customer recognition throughout 2025. Song Hotel was awarded the TripAdvisor Travellers' Choice Award, reflecting consistently positive guest feedback and ratings. The property also achieved 4-Star Accreditation, recognising excellence in facilities, service delivery and guest experience.

Further industry recognition was received through the Australian Hotels Association (AHA), with Song Hotel named Redeveloped Property of the Year at the AHA NSW Accommodation Awards. This achievement was followed by national recognition, with the hotel receiving the Best Redeveloped Hotel award at the AHA National Awards for Excellence.

These achievements reflect the dedication and professionalism of the Song Hotel team across all areas of the business. The hotel's continued success demonstrates the value of a business model that combines commercial performance with meaningful social impact.

As Song Hotel looks ahead, we remain well positioned to build on this momentum, delivering both outstanding guest experiences and sustainable financial contributions that support YWCA's purpose and mission.



CASE STUDY: CLEO'S STORY



Two mornings a week, Cleo is a familiar face at Song Kitchen, greeting guests during breakfast, helping maintain the buffet and clearing tables.

Outgoing, engaging and always up for a chat, Cleo has become a valued member of the breakfast team. Outside work, she enjoys going to the gym, watching movies and spending time with her dog. She also loves cooking, especially pasta.

Cleo joined the Song Hotel team after graduating from the Hotel Etico Academy in 2024. She found her role through Hotel Etico's Industry Employment Program, providing an opportunity to take the skills she had developed out into the workplace.

Since joining Song Hotel, Cleo has continued to grow her skills and independence, while bringing her strengths and bubbly personality to the team.

"Working at Song gives me purpose and structure to my week," Cleo said.

One of Cleo's favourite things about working at Song Hotel is the people around her.

"The best thing about working at Song is the staff. Everyone is really friendly. My colleagues and managers are very supportive. Whenever I ask for help, they're there to help me."

That supportive environment has given Cleo space to become increasingly confident and independent in her role, something she is particularly proud of.

The Song Hotel team has also seen the strengths Cleo brings to the workplace and the guest experience.

"Cleo is funny and a bit cheeky and welcoming. Guests really love seeing and interacting with her," Song Hotel General Manager Jon Ackary said.

Cleo's role has not just impacted her life but has also changed the team dynamics and working environment at Song Hotel. Working alongside her has fostered a workplace culture built on patience, understanding, and inclusion.

As a valued member of the YWCA and Song team, Cleo embodies our values through the relationships she builds, the positivity she brings, and the reminder that inclusive workplaces are stronger, more connected and better for everyone.

Cleo's warmth, confidence and ability to connect with people have become a key fixture at Song, and she's a welcoming face for team members and guests alike.

CASE STUDY: DANII'S STORY



In 2024, at 54 years of age, I joined YWCA's Amplifying Voices Program, a 12-week lived experience leadership program that would ultimately change the direction of my life.

At the time, I was looking for an opportunity to build my confidence, connect with other women, and explore how my lived experience could be used to support positive change. As an Aboriginal woman, I carried with me a lifetime of experiences, knowledge, resilience, and challenges, but I had never truly considered how those experiences could contribute to leadership, advocacy, and systems change.

The Amplifying Voices Program provided a safe and supportive environment where I could learn, reflect, and grow. Through the program, I developed confidence in sharing my story and began to recognise that my lived experience had value. I learned about advocacy, leadership, and the importance of ensuring that the voices of people with lived experience are included in decisions that affect their lives.

Most importantly, the program helped me find my voice.

Following the completion of Amplifying Voices, I became a member of the Amplifying Voices Advocacy Group. This opportunity allowed me to contribute my knowledge and experiences to important conversations about improving services and outcomes for women affected by domestic and family violence.

Being part of the Amplifying Voices Advocacy Group strengthened my confidence and reinforced my belief that lived experience can be a powerful driver of change. I found myself speaking up more, contributing ideas, and advocating for the voices of women whose experiences are often unheard.

As my confidence grew, I began to see new possibilities for myself. Although I was 56 years old, I realised that it was not too late to pursue meaningful work and leadership opportunities.

With the encouragement and support I received through YWCA, I applied for a position within the Lived Experience and Advocacy Program. I was thrilled to be successful and commence my role as a Program Facilitator.

Today, I facilitate the Lived Experience Advisory Group (LEAG) on Homelessness across the NT, supporting participants to share their experiences, influence systems, and contribute to meaningful change in the homelessness sector.

What makes this role especially rewarding is that I once sat where many participants now sit. I understand what it feels like to take that first step, to doubt yourself, and then gradually discover your confidence and strength. Having walked that journey myself allows me to support others with empathy, understanding, and encouragement.

Through my role, I have also discovered a passion for areas I had never imagined exploring. I particularly enjoy grant writing, project development, and program evaluation, and I am interested in understanding how programs create impact and how lived experience voices can help shape better outcomes for communities.

Looking to the future, I hope to continue developing programs for Aboriginal and Torres Strait Islander women, particularly in areas such as:

- Healthy relationships
- Self-identity and cultural identity
- Confidence and self-worth
- Leadership development
- Healing and empowerment
- Lived experience advocacy

I am passionate about creating culturally safe spaces where women can build confidence, find their voices, and recognise their own strengths and potential.

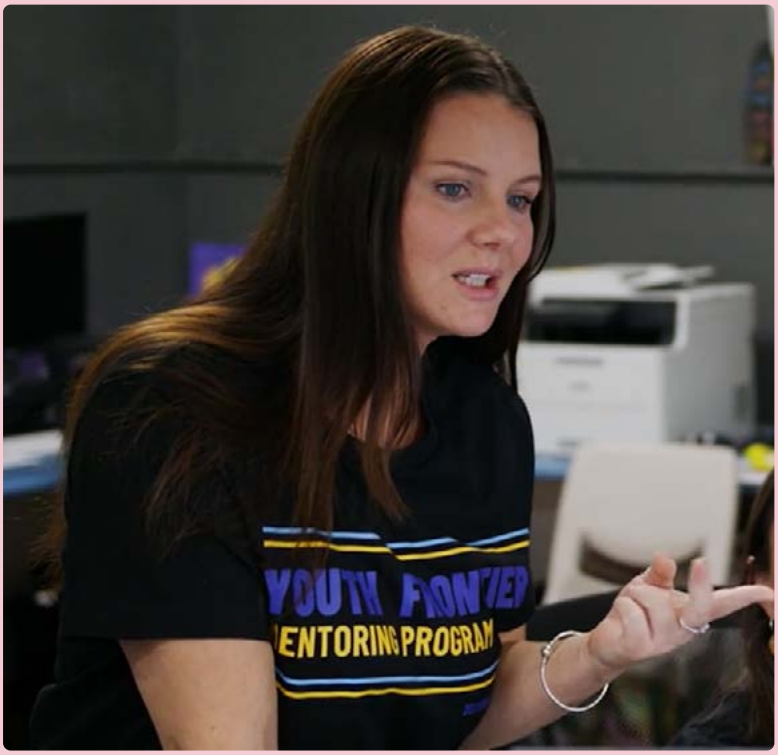
My journey demonstrates that it is never too late to learn, grow, or step into leadership. What began as participation in a 12-week program has led to opportunities I never imagined possible. Through YWCA's commitment to lived experience leadership, I have moved from participant, to advisory group member, to Program Facilitator.

Today, I feel empowered knowing that my experiences can help create positive change for others.

Personal Reflection

In 2024, I joined YWCA's Amplifying Voices Program as a 54-year-old Aboriginal woman looking to build my confidence and find my voice. I never imagined that within a short time I would become a member of an Advocacy Group and then a Program Facilitator supporting people across the Northern Territory. The program helped me realise that my lived experience was not just something I had survived, it was a strength. Today, I feel empowered, confident, and proud to use my voice to advocate for others. My journey has shown me that it is never too late to learn, grow, and make a difference.

CASE STUDY: JADE'S STORY



Caring for young people is not just Jade's job, but a significant part of who she is and even why she came to work at YWCA.

"Motherhood has shaped so much of who I am today," Jade shares. "I found this role when I was preparing to return to my career after an extended period of maternity leave, and was looking for meaningful work that aligned with my values. YWCA's emphasis on women in leadership and striving to remove barriers preventing women from building the future they want, really resonated with me."

As a Mentor Support Worker in YWCA's Youth Frontiers program, Jade supports girls and gender diverse youth aged 10-17 through the one year program, getting to know their strengths, interests, goals and support needs before matching them with the volunteer mentor who is the best fit.

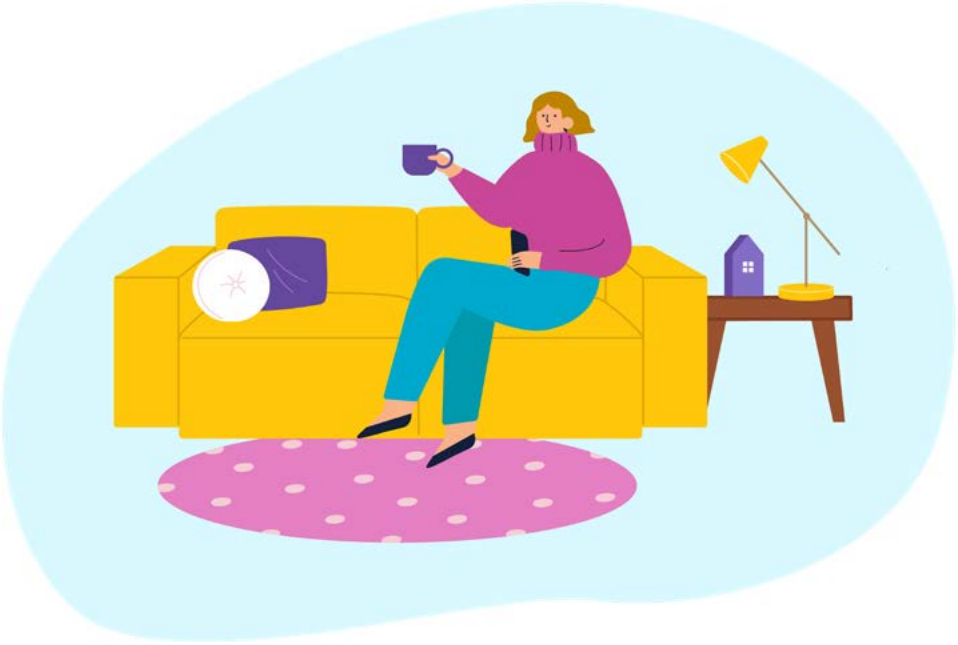
Jade's role doesn't end once the mentoring pair has been matched however, as she works to support the mentees, their carers and the mentors through the program. This can mean additional training and support for mentors, accessing and arranging other support services for mentees, or planning activities for everyone in the program to do together.

"Community engagement events are really valuable for all the mentors and mentees – the young people can connect with peers, try new activities, learn new skills and feel more a part of their local communities, and mentors feel the support of meeting each other and getting to know like-minded volunteers. And of course, the activities themselves are fun."

The role can be complicated at times, with many mentees needing support from additional services but not always being able to access it due to timing, eligibility, location or other factors. However, sometimes the program itself is in a position to help meet some of those needs, as when Jade invited guest educators from CADDY Shack to a community engagement event to offer clear, age appropriate sexual health information in a safe and non-judgemental environment to participants whose irregular school attendance had meant they missed important health education.

"Young people's struggles can have a real domino effect leading to feelings of isolation, lack of confidence, and educational impacts. But the most rewarding part of my work is seeing how the support of mentors and the program make tangible changes to address those things. Watching the young people step outside their comfort zone, form friendships with peers, re-engage with school, gain employment or work toward goals they used to think were out of reach - it makes me so proud of them, and so happy to work with Youth Frontiers."

CASE STUDY: LISA'S STORY



Coming from a background of working in Aged Care case management, Lisa initially wasn't sure how well those skills would transfer to becoming a Community Housing Officer (CHO) at YWCA when she joined 18 months ago.

However, one of the key elements of who she is and how she works didn't need to change at all - Lisa's approach is always people first and community focussed.

As the CHO who manages Richmond House, a 69 person rooming house, meeting with and getting to know the residents is a huge part of her job.

"That's a privileged position to be in," Lisa explains. "There's a lot of aspects to my role, keeping an eye on building maintenance, running house meetings, checking the grounds, offering assistance and explaining and reinforcing the tenancy requirements. But the main part really is having conversations with residents about what's important to them or any concerns they might have."

With over 60 residents at Richmond House, there can at times be competing concerns, making it important to understand complex dynamics and intersecting vulnerabilities.

"I try to navigate disagreements with compassion and empathy – you have to listen to what people are telling you with respect for their lived experience and really understand where they're coming from."

Learning from residents' lived experience is also an essential element of two upcoming projects at Richmond House that Lisa is excited to be involved in.

"We're in the initial stages of a Resident Advisor project, where we're consulting with everyone about the possibility of creating Resident Advisors roles to act as trusted liaisons between the residents and YWCA team members. It will be resident led, and I'm looking forward to seeing it unfold."

The other project is also entirely resident led, and grew out of the women's desire for an environment around the House that is a bit more connected and restorative where they can gather, rest, grow food and have access to green space. Known as The Garden Path, the designs have been fully and collaboratively developed, and phase one will start as soon as it has been funded.

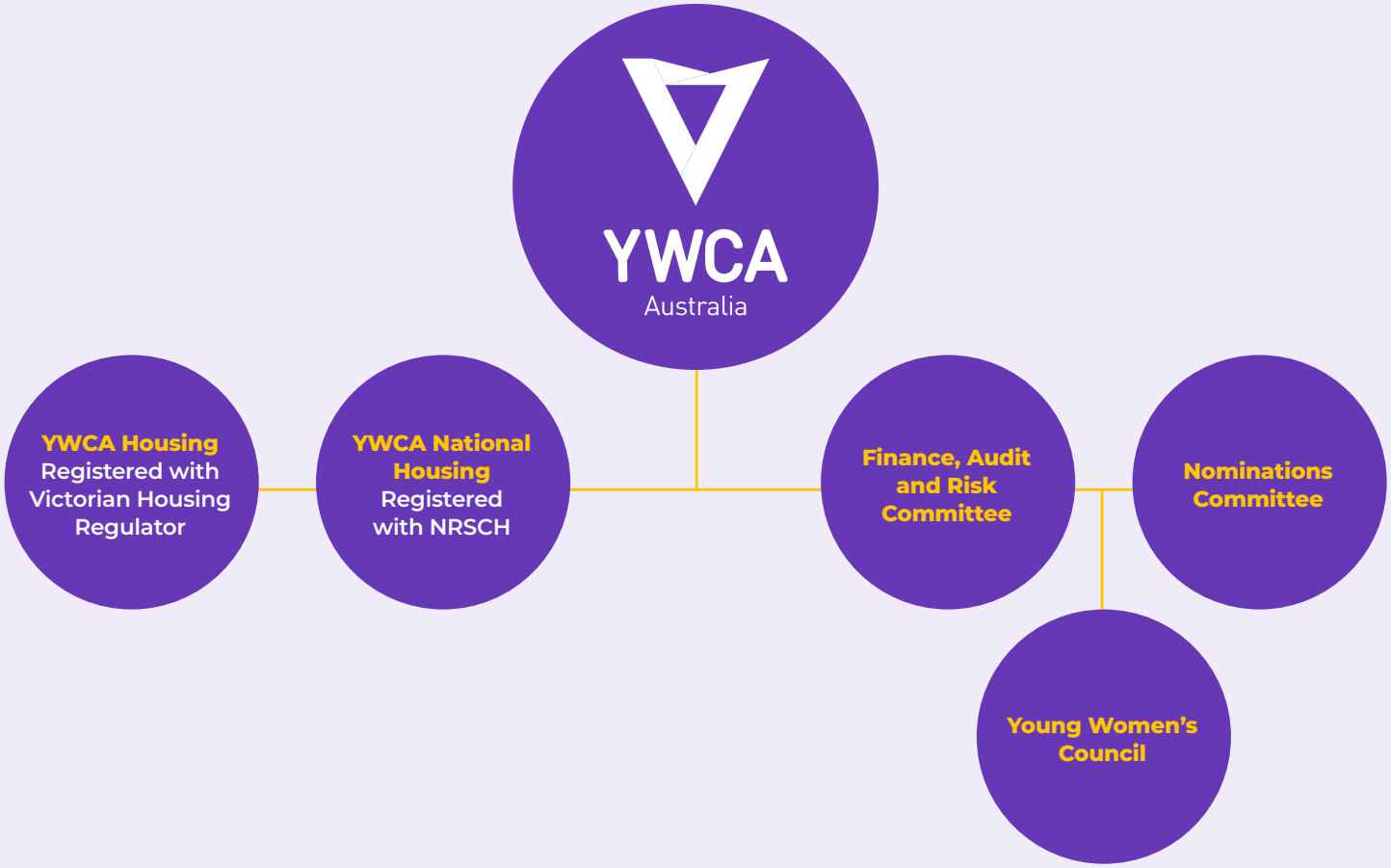
"I really enjoy engaging with our residents – it's a lot of fun helping them engage with, create and foster their own community – and it's made even easier by my team at YWCA, they're always willing to share ideas to help you out.

"Some of the most rewarding moments are hearing from women who have left Richmond House to move onto the next steps – employment, private rental, moving to an area better suited to what they need. That's awesome – and completely guided by them and achieved through their courage in taking the leap."

BOARD OF DIRECTORS
at 30 June 2026

Our Board oversees everything we do including governance and strategic planning and execution. Our Board also oversees our subsidiary bodies including YWCA National Housing and YWCA Housing. Currently, 55 per cent of 11 Board members are women aged 30 years or under when they were appointed.

- Robyn Clubb AM (President)
- Claudia Riseborough (Vice President)
- Melanie Fernandez
- Caroline Lambert
- Linda Le
- Claudia Robinson
- Marina Rofe
- Khayshie Tilak Ramesh
- Shaylem Wilson



OUR EXECUTIVE

Our Executive Team uses their shared knowledge and expertise to manage our day-to-day operations and support our CEO, Diana Sayed.



Diana Sayed
Group CEO



Helen Waters Silvia
Director,
Service Delivery



Joanna Mallon
Director, Organisation Capability and People

EXECUTIVE TEAM



Desmond Chin
Director, Development and Housing



Faisal Mukhtar
CFO and Director, Commercial



Kate Whittle
Executive General Manager, Advocacy and External Affairs



Hannah Murray
Company Secretary

YWCA AUSTRALIA GROUP FINANCIALS

Full audited financial statements can be found on our website.

All figures are in Australian dollars.

STATEMENT OF CONSOLIDATED PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended	30 JUN 26	30 JUN 25
REVENUE AND OTHER INCOME		
REVENUE		
Accommodation income	18,795,671	15,917,901
Availability payments	58,624	-
Capital grants	6,536,926	4,700,375
Donations	34,471	42,204
Food and beverage income	2,644,420	2,398,566
Operating grants	18,120,487	14,174,496
Other operating revenue	1,260,697	1,368,136
	47,451,296	**38,601,678**
OTHER INCOME		
Gain on sale of assets	182,397	-
Interest and dividend income	504,703	542,472
Imputed interest income on interest free loan	177,258	114,699
Sundry income	110,998	84,095
	975,356	**741,266**
Total revenue and other income	**48,426,652**	**39,342,944**
EXPENSES		
Administrative expense	(2,351,865)	(2,516,992)
Brand and communication expense	(199,458)	(140,839)
Community partner payments	(2,679,194)	(2,554,918)
Employee benefits expense	(20,895,206)	(18,593,858)
Finance costs	(1,400,306)	(1,102,520)
Information technology expense	(2,003,440)	(1,603,781)
Motor vehicle expense	(139,270)	(74,765)
Other operating expenses	(5,013,962)	(4,391,846)
Property, service and utilities expense	(5,669,757)	(3,628,105)
Total expenses before depreciation and amortisation	**(40,352,458)**	**(34,607,624)**
Surplus before depreciation, amortisation and income tax expense	**8,074,194**	**4,735,320**
Depreciation and amortisation expense	(3,546,002)	(2,734,829)
Income tax expense	-	-
Surplus for the year	**4,528,192**	**2,000,491**

STATEMENT OF CONSOLIDATED PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUAL)

For the year ended	30 JUN 26	30 JUN 25
OTHER COMPREHENSIVE INCOME		
Items that will not be reclassified subsequently to profit and loss		
Net increase in fair value of financial assets	523,461	1,159,899
Net increase in fair value of property assets	25,414,376	4,668,113
Other comprehensive income for the year	**25,937,837**	**5,828,012**
Total comprehensive income for the year	**30,466,029**	**7,828,503**

STATEMENT OF CONSOLIDATED FINANCIAL POSITION

As at	30 JUN 26	30 JUN 25
ASSETS		
Current assets	8,043,047	11,268,215
Non-current assets	230,333,654	166,328,330
Total assets	**238,376,701**	**177,596,545**
LIABILITIES		
Current liabilities	47,639,702	14,283,635
Non-current liabilities	28,989,995	32,031,935
Total liabilities	**76,629,697**	**46,315,570**
NET ASSETS / TOTAL EQUITY	**161,747,004**	**131,280,975**

YWCA HOUSING ENTITIES FINANCIALS

Full audited financial statements can be found on our website.

All figures are in Australian dollars.

STATEMENT OF CONSOLIDATED PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	YWCA National Housing		YWCA Housing	
For the year ended	30 JUN 26	30 JUN 25	30 JUN 26	30 JUN 25
REVENUE AND OTHER INCOME				
Revenue	6,174,718	4,452,095	6,908,487	5,600,409
Other income	74,658	43,452	11,747	20,508
	6,249,376	**4,495,547**	**6,920,234**	**5,620,917**
EXPENSES				
Administrative expense	(304,637)	(303,837)	(669,724)	(640,130)
Employee benefits expense	(916,812)	(618,446)	(1,631,715)	(1,598,475)
Finance costs	-	-	(169,004)	-
Information technology expense	(78,773)	(36,328)	(154,474)	(108,433)
Motor vehicle expense	(8,047)	(9,258)	(49,952)	(37,563)
Property, service and utilities expense	(1,211,539)	(750,401)	(1,776,331)	(1,473,677)
Total expenses before depreciation and amortisation	**(2,519,808)**	**(1,718,270)**	**(4,451,200)**	**(3,858,278)**
Surplus before depreciation, amortisation and income tax expense	**3,729,568**	**2,777,277**	**2,469,034**	**1,762,639**
Depreciation and amortisation expense	(827,745)	(572,885)	(579,360)	(439,969)
Income tax expense	-	-	-	-
Surplus for the year	**2,901,823**	**2,204,392**	**1,889,674**	**1,322,670**
OTHER COMPREHENSIVE INCOME (LOSS)				
Items that will not be reclassified subsequently to profit and loss				
Net increase (decrease) in fair value of property assets	11,552,162	5,306,309	2,526,987	(264,156)
Other comprehensive income (loss) for the year	**11,552,162**	**5,306,309**	**2,526,987**	**(264,156)**
Total comprehensive income for the year	**14,453,985**	**7,510,701**	**4,416,661**	**1,058,514**

STATEMENT OF CONSOLIDATED FINANCIAL POSITION

		YWCA National Housing		YWCA Housing	
	As at	30 JUN 26	30 JUN 25	30 JUN 26	30 JUN 25
ASSETS					
Current assets		250,422	2,127,042	3,496,378	335,758
Non-current assets		61,016,163	41,328,653	55,537,432	26,362,107
Total assets		**61,266,585**	**43,455,695**	**59,033,810**	**26,697,865**
LIABILITIES					
Current liabilities		15,348,792	8,286,964	18,646,289	5,326,505
Non-current liabilities		1,082,244	4,787,167	21,110,073	6,510,573
Total liabilities		**16,431,036**	**13,074,131**	**39,756,362**	**11,837,078**
NET ASSETS / TOTAL EQUITY		**44,835,549**	**30,381,564**	**19,277,448**	**14,860,787**

YWCA
Australia

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