

BUSY
GLOBAL
IMPACT
FY2024/25



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Reporting period

This Global Impact Report is primarily reported against the Australian financial year (FY2024/25), running from 1 July 2024 to 30 June 2025. This reflects where our most established reporting systems and contractual requirements currently sit and provides a consistent anchor for this edition of the report. In some cases, particularly within the School, data is reported using calendar-year measures where this is required or most meaningful (for example, Queensland Certificate of Education - QCE outcomes). Where a calendar-year reporting period is used, it is stated explicitly in the relevant section of the report.

This year also marks a point of transition. As we continue to embed a shared global impact framework, aligning reporting periods across regions and programs is an active area of work. Strengthening this alignment is a clear focus for future reporting cycles.

Anonymity and consent

For privacy and confidentiality reasons, some names and identifying details in this report have been changed or represented with pseudonyms. Where stories about individuals are included, they are shared with consent, and any non-essential details may be adjusted to protect individuals' privacy.



A Message from our Group Managing Director

Paul Miles

AN OPENING MESSAGE FROM OUR LEADERS

This year, The BUSY Group continued to grow in both reach and impact, providing targeted support that helped more people gain new skills, build sustainable careers, and improve their wellbeing. As we forge more partnerships and create more opportunities where they're needed most, we see tangible outcomes in the lives of the communities we serve.

Expanding beyond Australia, our purpose remains clear: to create unbounded possibilities through skills, education, and employability pathways that enable people to learn, work, and progress. This commitment is reflected in the voices of our leaders, who share what this progress means for the future of BUSY and the people at the heart of our mission.

This year marks 48 years since BUSY first opened its doors, nearly five decades dedicated to helping people build brighter futures. It's a milestone that fills us with pride, but also reminds us how much more there is to do.

For BUSY, growth has never been just about getting bigger. It's about making a greater impact with purpose. Every new partnership, every new program, every new region we enter gives us another chance to help more people find their path to education, skills, and sustainable employment.

We took our proven education-to-employment model beyond Australia this year, expanding in the United Kingdom and opening our first BUSY School in Aotearoa New Zealand. These achievements show that the BUSY approach resonates across borders, and that the work we began on the Gold Coast, Australia, has a global future.

As we grow, we're determined to protect what makes BUSY unique: our people, our values, and the sense of purpose that drives everything we do. Growth only matters if it strengthens these foundations and deepens our positive influence on the lives of others.

Looking ahead, I'm proud of the way our teams, partners, and communities continue to work together with purpose and passion. The more we grow, the more communities we can invest in and the more lives we can reach. That is the success that matters most.



A Message from our Impact & Digital Innovation Director

Whitney van Schyndel

This report marks a new chapter for BUSY: our first global impact report created from within and grounded in a shared mission. As we expand nationally and internationally, we are laying the foundations of a connected organisation that learns from its own impact and grows with intention.

Over the past year, we have strengthened the frameworks that unite our mission and demonstrate how every part of BUSY contributes to lasting change by creating opportunities that build confidence, which in turn enable people to engage fully and contribute meaningfully to their families, workplaces, and communities. This approach has become part of the very fabric of who we are.

Beyond helping us track our progress, this report reflects a meaningful shift in our mindset. BUSY is moving beyond merely measuring performance to understanding impact. We are unraveling how it's created, who it reaches, and why it's important. What follows demonstrates what becomes possible when purpose, evidence and human insight work together.

Behind the numbers are stories of change. Students re-engaging with learning, veterans finding purpose beyond service, and workers restoring their health and self-belief. These are the outcomes that give our data meaning.

For me, the greatest privilege of working at BUSY is knowing that we do the right thing for the right reasons, and that we strive to do it in the best way possible. That shared integrity makes our impact real, our expansion meaningful, and our future bright.



Determining our Theory of Change

STANDING WITH FIRST NATIONS PEOPLES

As a proudly Australian organisation, our history is deeply tied to the places and people who shaped us. In Australia, the term “First Nations Peoples” refers to Aboriginal and Torres Strait Islander communities—the traditional custodians of this land—who have maintained deep cultural, spiritual, and social connections to land and community for tens of thousands of years. We acknowledge the traditional custodians of the lands on which we live and work, including the Yugambah, Kombumerri, and wider First Nations Peoples of Australia, and pay our respects to Elders past, present, and emerging.

BUSY recognises that First Nations communities continue to face systemic inequities that have persisted for generations. Life expectancy remains more than eight years lower than for non-First Nations Australians, while employment rates are around twenty percentage points lower. Young First Nations Australians are more than twice as likely than other young Australians to disengage from education or training.

These are not just statistics. They represent real people, their histories, and the systemic barriers they face, requiring sustained commitment and partnership to dismantle inequities. For more than four decades, BUSY has worked alongside First Nations communities to create local jobs, apprenticeships and training pathways that strengthen both economic independence and cultural identity. Our programs are grounded in respect, consultation and shared leadership, ensuring opportunities are created with

communities, not simply delivered to them.

As BUSY expands into new territories, we extend the same respect to the traditional custodians of each land on which we operate. Grounded in our commitment to reconciliation and cultural awareness, we recognise the importance of walking together towards shared prosperity and understanding.

Engaging early with First Nations peoples, communities, and businesses remains essential for achieving meaningful outcomes for our participants and the success of our programs. By prioritising education and employment as foundational pathways, BUSY’s ongoing support empowers individuals and creates enduring benefits that extend to their families and communities.

Pathways by Isabella Eurell

This artwork celebrates the diverse opportunities BUSY helps individuals find and explore. The central handprint of BUSY’s founder, Martin Punch OAM, symbolises the starting point of their journeys.

From this, pathways converge on a central circle, a campfire representing BUSY’s supportive community. These pathways diverge once more, each symbolising the unique pathways that individuals pursue.

THE BUSY WAY



EDUCATION AND SKILLING



EMPLOYMENT



HEALTH AND WELLBEING

A Commitment to Equity, Diversity and Inclusion

As BUSY expands into new countries and communities, we remain committed to the same principle that has shaped us from the start: everyone deserves the chance to learn, work and shape their future. This is why equity, diversity and inclusion are central to how we design our programs, build our teams, and evaluate the impact we create. Across all regions, we strive to remove barriers to participation, amplify under-represented voices, and create workplaces and programs where every person feels seen, valued and safe.

This impact report reflects that commitment. We have intentionally highlighted stories that show the breadth of our work with diverse communities: from BUSY School students in Aotearoa New Zealand to apprentices in Australia, to persons with disabilities successfully (re)entering the workforce in the United Kingdom. By bringing these perspectives forward, we aim to show that inclusion is not a separate agenda. It is the fabric of how BUSY creates impact and builds stronger futures around the world.



A picture from 1977 of a welding workshop

Our Roots and Responsibility

The BUSY Group began on the Gold Coast, Queensland, Australia in 1977 as a small community project called Backing Unemployed Southport Youth. It was founded to help young people gain apprenticeships, skills and the confidence to start their working lives. What began around one table has since become one of Australia's most recognised not-for-profit organisations in education and skilling, employment, and health and wellbeing.

Over the years, BUSY has grown alongside the communities it serves. In 1998, we reached beyond the Gold Coast, by becoming one of Australia's Apprenticeship Support Network providers. The 2000s brought new partnerships and services across Queensland, helping more people access education and work opportunities. By 2017, BUSY had merged with ON-Q Disability Services to

create BUSY Ability, expanding support for persons with disabilities. The acquisition of Skill360 in 2019 strengthened our position in training and group employment. Shortly after, The BUSY School was launched to provide a different kind of senior schooling for young people who had disengaged from traditional education.

Today, BUSY employs more than 1,080 people across Australia and delivers programs in apprenticeships, alternative schooling, employment services, disability support, health and wellbeing, and skilling. In recent years, BUSY has extended its mission internationally, investing in the United Kingdom and Aotearoa New Zealand, and continuing to create opportunities for people through meaningful work and learning.



Our Approach to Impact: From Framework to Fabric

At BUSY, impact defines how we plan, deliver, and learn. For almost five decades, our programs have created opportunities through education, employment, and health support. As the organisation has expanded across new countries and sectors, it became clear that we needed a shared approach to understanding what difference we make and how.

In 2025, BUSY started to develop a group-wide impact architecture that connects purpose to practice. This includes a theory of change and an impact measurement framework, which together guide how we design programs, measure outcomes, and report results across all BUSY entities.

Our theory of change explains how BUSY creates long-term social and economic value. It shows how our programs in education and skilling, employment services, and health and wellbeing programs lead to key outcomes. These include skills attainment, sustained employment, improved belonging and participation, and improved health and wellbeing.



The impact measurement framework brings our theory of change to life by turning it into data and shared accountability. It defines a common set of indicators, sources, and reporting standards that connect our impact work across Australia, New Zealand and the United Kingdom. It gives us the tools to measure what matters and to learn collectively from our results.

This initiative, called From Framework to Fabric, was recognised in 2025 when BUSY won the runner-up award for the Social Impact Measurement Network Australia Award for Innovative Design. We feel very excited to be acknowledged how we have woven impact thinking into everyday operations, guiding how we plan, design programs, and communicate across the organisation.

As BUSY continues to grow, this architecture will remain the foundation of how we understand and strengthen our impact — ensuring that the same purpose that started on the Gold Coast continues to guide our work around the world.

FROM FRAMEWORK TO FABRIC

Working with Those Who Face the Greatest Barriers

Across every country, program and service, The BUSY Group works with people whose circumstances mean progress is rarely straightforward. These are individuals and students whose lives have been shaped by disruption, exclusion, ill health, trauma, or systems that were not designed with their realities in mind.

Our cohorts include students who have disengaged from mainstream education, people navigating long-term unemployment or disability, individuals returning to the community after incarceration, Defence members transitioning out of service, and those whose health has made work difficult to access or sustain. Many of the individuals face multiple, overlapping barriers at the same time. Financial insecurity, unstable housing, caring responsibilities, mental or physical health challenges, and limited access to transport or education often intersect.

These realities influence both the outcomes achieved and the pace of progress, highlighting why impact must be understood in context.

As outlined in our Theory of Change, progress for these cohorts begins with safe, consistent support, trust and engagement. Without these foundations, sustained outcomes in education, employment or wellbeing are unlikely to follow. Participation, confidence, and belonging are therefore not peripheral outcomes. They are essential conditions for longer-term change.

This understanding informs how BUSY designs or delivers its services and how we interpret impact. It is why our programs prioritise relationship-based, person-centred support, flexibility and lived experience, and why we intend our reporting to look beyond immediate outcomes alone.

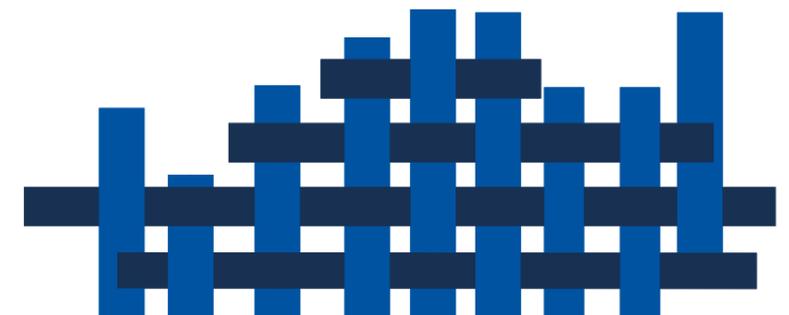
Progress Looks Different When Starting Points Are Unequal

When working with students and participants who have experienced prolonged disengagement, early progress often shows up in ways that are not immediately visible through traditional performance measures.

For example, at The BUSY School in New Zealand, many students enrol after extended periods of complete absence. Some had attended school as little as 10 to 20 per cent of the time in previous settings. In that context, reaching an attendance rate of 80 per cent or more within just two terms is a substantial shift. It reflects students stepping into their own change: re-establishing routines, managing emotions more confidently, and rebuilding belief that education can work for them. For BUSY, this is not an endpoint; it is the reopening of a pathway that once felt closed, creating space for unbounded possibilities.

Similar patterns are evident across BUSY's services. Early progress may include job seekers preparing their first resume, participants attending appointments consistently, completing an initial assessment, or beginning vocational activities. This is the point where momentum starts to build—people are more engaged, feeling more confident and able to take the next step. From there, outcomes like qualifications, employment and sustained participation become achievable.

Understanding impact in this way allows BUSY to remain accountable, while also being honest about the complexity of the work and the starting points of the people we support.



THEORY OF CHANGE

Many people face inadequate access to key education, employment, skills development or healthcare – key supports required to thrive.



This limited access may stem from personal barriers, entrenched systemic inequities, or a combination of both, restricting opportunities and support.



As a result, individuals might experience diminished confidence and wellbeing, and become economically or socially excluded.

HOW WE SUPPORT

Alternative senior school program

for young people disengaged from education

Programs to support increased social inclusion, confidence and connection

Placement, skilling and mentoring support

for apprentices and trainees, including those with enhanced support needs

Work readiness, job placement and post-placement support

for job seekers, including people experiencing disadvantage

Allied health services

to help people access or remain in education or employment

Scholarship and grant programs

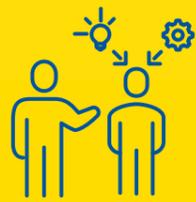
to enable access to education, training, civic experiences or employment pathways

Support for employers

to create workforce pathways, including apprenticeship management, tailored training and health and wellbeing support

OUTCOMES

SHORT-TO MEDIUM-TERM



Education and Skilling



Engagement with education or skilling



Retention in education and skilling programs



Employment



Increased job readiness



Gained employment



Enhanced employer capacity to support and retain employees



Personal and Social



Increased self-awareness, confidence and sense of purpose



Increased social networks



Greater ability to manage health and wellbeing

LONGER-TERM



Attainment of certificates, licences and qualifications



Sustained employment



Increased financial security



More inclusive and supportive workplaces



Improved belonging and participation



Improved health and wellbeing

Our Global Impact FY2024/25

This year, we are most proud of the depth and consistency of impact achieved across BUSY's programs, regions and services. The outcomes achieved reflect not only scale, but the effectiveness of an integrated, people-centered model that brings together learning, work and wellbeing in practical and relational ways.

Education and Skilling

In education, 1,769 students were supported across nine BUSY School campuses in Queensland, Australia with senior secondary completion rates remaining above 85 per cent in recent cohorts. In New Zealand, The BUSY School completed its first two terms before the close of the financial year, but even there our 30 students increased their attendance from extended periods of non-attendance to over 80 per cent. On top of that, these early results are showing strong progress in assessment completion. Across early childhood education scholarship programs, 4,846 students were actively studying at some point during the year, often while balancing learning with work and caring responsibilities.

Employment

In employment services, BUSY supported 9,336 people through Workforce Australia Generalist services, delivering more than 137,600 appointments focused on job readiness, skills development and confidence. During the year, 3,421 people gained employment, with 1,671 sustaining work for at least 26 weeks. In addition, specialist employment services supported 5,851 people leaving custody, out of which 1,779 gained employment and 687 achieved a 26-week employment outcome. In total 3,938 people were supported through Disability Employment Services across 51 locations. Youth employment pathways also remained strong, with 2,192 young people gaining employment and 465 achieving 26-week employment outcomes.



Taken together, these results reflect what we're most proud of: across all programs and regions this year, BUSY directly supported 102,427 students and participants through education and skilling, employment, and health and wellbeing services. Each engagement represents a person taking a meaningful step forward: re-engaging with learning, building skills for the future, moving closer to employment, or strengthening wellbeing through clinical support.

And impact rarely stops with one person. When someone returns to study, secures work, or improves their wellbeing, the benefits often flow into their everyday world. Family routines become more stable, employers gain more confident and consistent team members, and communities see stronger participation in education and work. Through these ripple effects, BUSY's services have touched an estimated 339,976 family members, employers and community stakeholders. While our reporting systems capture those who engage directly with our services, these broader ripple effects remain a vital part of BUSY's impact, even where they cannot yet be fully quantified.

What we are most proud of this year is not only what these outcomes show, but what they signal. The figures presented in this report reflect the majority of BUSY's programs, but not yet all of them. They represent a meaningful snapshot of lives directly impacted and touched during this period, while also acknowledging that our full reach is broader than we are currently able to quantify.

As BUSY continues to grow, our commitment remains clear: to create unbounded possibilities through education, skilling, employment, health and wellbeing, and to do so with integrity and intention. The impact measurement framework introduced this year marks the beginning of a longer journey. It reflects a long-term commitment to learning, improvement and accountability, and lays the foundation for more comprehensive measurement in future reporting cycles. What follows is not the end of the story, but the start of a more connected and transparent way of understanding the difference BUSY creates.

Health and Wellbeing

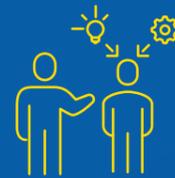
Health and wellbeing services continued to play a critical enabling role across programs. In this financial year, 8,008 counselling and wellbeing appointments were delivered through BUSY Health in Australia. This included 1,530 appointments on school campuses showing how actively we are supporting students to re-engage with learning. In the United Kingdom, more than 4,900 occupational health interventions were delivered, alongside physiotherapy services achieving attendance rates of 97 to 98 per cent, helping people remain in or return to work.



IMPACT IN NUMBERS



EMPLOYMENT



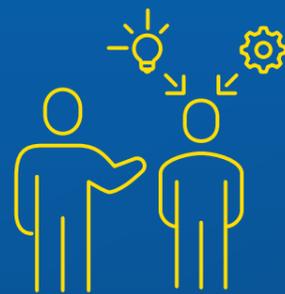
EDUCATION AND SKILLING



Per Type of Service



HEALTH AND WELLBEING



EDUCATION AND SKILLING

OUTCOMES



EMPLOYMENT

OUTCOMES

DEMOGRAPHICS:



Age



Gender



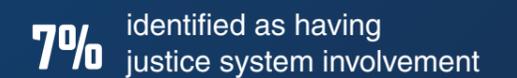
Disability



First Nations



Justice involvement





The next section of this report highlights a selection of new and evolving programs, partnerships and business lines from the past year. These examples showcase where BUSY has expanded its reach, responded to emerging needs, and piloted innovative approaches across education and skilling, employment and, health and wellbeing.

Following these highlights, the report returns to a deeper exploration of impact across our core areas of work, examining outcomes in education and skilling, employment, and health and wellbeing in more detail.

THIS YEAR'S HIGHLIGHTS



A Message from our Group Chief Executive Officer,

Leonie Carlile

This year has been one of “more” in every sense of the word.

More people getting jobs and apprenticeships.

More young people engaging in education and training.

More individuals accessing health and social services that bring them closer to their goals.

And more of our own team members joining us on this mission than ever before.

This story of “more” reflects both growth and maturity. BUSY has evolved, not just by expanding our reach, but by deepening our understanding of what meaningful support truly looks like.

Closing out this financial year, we have a great deal to be proud of. Through initiatives such as our Suburban University Study Hubs program in Strathpine, we have been helping students access and complete higher education within their own communities. We have also strengthened our core focus on employability through BUSY Workforce Australia, helping thousands of job seekers across the country build skills and sustainable careers. This includes our partnership with the Australian Defence Force, assisting transitioning personnel and veterans as they move into civilian careers—a purpose that holds personal significance for me.

At the heart of it all are our people. Their energy, compassion, and professionalism drive everything we do. This year, we invested more than ever in their growth, supporting mastery through training, leadership development, and avenues to learn and contribute.

We remain committed partners of government, industry, and community, proudly leading initiatives that move people into education, skills, and employment. Together, we continue to turn potential into progress and purpose into real-world change.

Bringing University Closer to Home

BUSY's study hubs are helping students in outer suburban areas access higher education. Through the Australian Government's Suburban University Study Hubs program, BUSY operates two hubs in Strathpine and Beenleigh, Queensland. We offer high-quality study spaces, digital access, as well as academic and wellbeing support. This work is part of our broader mission to make education more equitable.

Before the close of the financial year, just three months after the first hub opened, 22 students were registered, with almost 70 per cent being the first in their family to pursue higher education. Six months later, the hub has scaled rapidly and is now servicing 106 students. As Study Hub Manager Nicolette Lowe explains, "It's all about planting the seed that university could be your pathway."

Each hub offers a welcoming, inclusive space where students can focus, connect, and access the resources they need to succeed, regardless of background or circumstances.

Partnerships also play a key role in the hubs' success. By working closely with local schools, community organisations, and First Nations groups, BUSY is helping to create stronger links between education, employment, and community life.



Jackie's Story: From Student to Changemaker

When law and criminology student Jackie first discovered the Strathpine Study Hub, she was simply looking for a quiet place to study. The Queensland University of Technology (QUT) campus was an hour away, cafés were too costly, and home was too noisy. "When I saw the Study Hub online and read 'free printing,' that was it — I was sold!" she laughs.

What began as a practical solution soon became something bigger. "At first it was just me and a few others, but as more students joined, we started forming a real community," Jackie says. "Now we help each other through assignments and exams and even have trivia nights."

Feeling truly supported, and with guidance from Hub Manager Nicolette Lowe, Jackie found new opportunities opening up. When Jackie mentioned she was seeking local work experience, Nicolette connected her with the Women and Men's Alliance, a nearby First Nations organisation supporting people navigating the justice system.

As a second-generation Australian, Jackie had long wondered why she knew so little about First Nations peoples' experiences, despite their central place in Australia's story. "At university, you learn the theory," she says. "But here, I see how the system actually affects people."

Volunteering alongside Uncle Alan, a respected Elder recognised for his wisdom, cultural knowledge, and leadership within the Aboriginal community has deepened Jackie's cultural understanding, and purpose as a future lawyer. "She's gaining real-world experience, and the community is benefiting too," says Nicolette. "It's been amazing to watch her grow in confidence."

For Jackie, the Study Hub has been more than just a place to study. It has opened doors for her personal growth, professional development, and deeper engagement with her community.

Outcomes: Increased self-awareness, confidence and sense of purpose; increased social networks; increased job-readiness



Life Beyond the Uniform

Every year, thousands of Australian Defence Force (ADF) members step out of uniform and into a world that feels unfamiliar. Transitioning from a structured military environment into civilian life is more than a career change. As it brings a shift in identity, belonging and purpose.

The ADF Transition Support Services, delivered nationally by BUSY as the contractor on behalf of the ADF, walk alongside members and their partners through this shift, helping them find self-assurance, direction and a renewed sense of identity.

Through flexible and tailored support, BUSY meets members wherever they are. This may include one-on-one coaching, workshops, and guided learning that translates Defence experience into practical skills that open up new opportunities.

Members seeking job-ready skills also highlight the practical value of the support. One Job Search Preparation participant reflected: "I'd never written a résumé before, everything I had was Defence-specific. They helped me figure out how to explain what I've done in plain terms. It made a big difference."

BUSY also provides employment and engagement support to partners of serving members. One participant described the Partner Employment and Engagement Program as 'highly effective and confidence-building'.

As one Transition for Meaningful Employment participant explains: "We explored industries where I could manage my pain and still contribute meaningfully, and I've since enrolled in a vocational training program. I feel clearer, more motivated, and I'm finally moving forward again."

Impact beyond employment

Since November 2024, BUSY's ADF programs have supported thousands of Defence members and their families through major life transitions. Many have moved into civilian employment or study; others have rediscovered purpose through volunteering or community connection.

This member-led approach, respecting each individual's pace and priorities, has built trust. Even those initially hesitant to engage have become active members, achieving outcomes that extend beyond career readiness.

Your story doesn't end when the uniform comes off. In many ways, it's just beginning.

"We don't just help people get their next job. We help them discover new goals and what kind of life they want to build."

Nikki Jacobson
National Manager



A Message from the Managing Director UK & Europe

Rhys Morris

It's a privilege to expand BUSY's 48-year journey of making a difference in people's lives, as we establish and grow BUSY's presence here in the United Kingdom. Through Case UK, Health2Employment, and OH One, we deliver services that span employability, health and wellbeing, and occupational health. We help people get into work and support both employees and businesses.

I am incredibly proud of our teams. Every day they make a difference, guiding people back into employment, supporting mental health and workplace wellbeing, designing education and skills programs, and ensuring businesses have the support they need to succeed.

As BUSY continues to grow in the United Kingdom, I know that it is this dedication, care, and commitment from our people that will remain at the heart of our success and the difference we make in communities.

Our Expansion Across the United Kingdom: Health and Work, Together

In 2024, BUSY acquired Case UK, Health2Employment (H2E) and OH One to create an integrated non-profit model in the United Kingdom. Together, we are operating across England, Wales, and Northern Ireland. Our approach combines rapid clinical care, workplace guidance, and peer-led employability to help people stay in work, return to work, and rebuild their futures. We are committed to ensuring that health and work go hand in hand.

Our services focus on communities where demand for health and employment support is high. By delivering timely interventions in occupational health, physiotherapy, and mental health, we are easing pressure on the public health system, shortening wait times, and ensuring people receive the right support at the right moment.

Understanding the People We Support

Our UK programs work with people who often face significant barriers to employment, including many who are unusually hard to reach. Around 18 per cent of participants in our Out of Work Service are primary carers of children under 18, compared with roughly 14 per cent across England and Wales. Participants often manage mental health concerns, caring responsibilities, housing insecurity, or limited early work experience, and frequently a combination of these challenges.

BUSY's services are designed to meet these needs through tailored, wraparound support that helps participants stabilise their circumstances, build capability, stay connected to work, and improve overall wellbeing.

The Difference We Make

Across the United Kingdom, BUSY's programs support people to rebuild confidence, develop skills, and prepare for work following periods of unemployment or ill health. Through Case UK's peer mentoring and employability services, participants are supported to strengthen job-readiness and re-engage with the labour market. For those facing the most complex barriers, the Out of Work Service provides structured guidance and training, supporting people to take practical steps towards employment.

Clinically-informed programs such as Able Futures complement this work by addressing mental health and wellbeing alongside employability. By providing personalised, early intervention, these services support participants to move into work or remain employed, achieving strong six- and nine-month sustainment outcomes that reflect the value of coordinated care.

BUSY also works closely with employers to strengthen workplace capability and retention. Through Health2Employment, In Work Support and OH One clinics, employers are supported to identify issues early, promote workplace wellbeing, and respond effectively when health begins to affect performance. Occupational health and physiotherapy services reduce avoidable absence, support recovery, and build employer confidence in managing health-related challenges.

Across all of these services, improving health and wellbeing is both an outcome and an enabler. Participants are supported to develop practical coping strategies, manage physical and mental health challenges, and build routines that enable longer-term participation in work and everyday life.

How We Deliver

BUSY brings health and employment support together in a way that is practical and personal. Occupational health assessments are typically completed within five to seven days, and counselling often begins within two weeks, ensuring people are not left waiting for support. Clinicians stay connected with participants and employers so that any return to work is safe, realistic and sustainable.

Alongside clinical care, peer mentors and employability teams support participants to rebuild confidence, develop skills and draw on lived experience. Together, these elements create a service where health and work reinforce one another.

A Continuum of Support Around Work

What distinguishes BUSY's approach in the United Kingdom is the way services are designed as a connected system around work, rather than as isolated interventions.

For some people, support begins with preventative occupational health and health surveillance, helping employers meet their duty of care and reducing the risk of avoidable absence, particularly in heavy and high-risk industries. For others, intervention occurs while they are still employed, through In Work Support, where mental or physical health challenges are addressed early to help people remain in work.

When work has already been lost, BUSY's Out of Work Service and Able Futures provide structured, longer-term support to rebuild confidence, skills and readiness to return to employment. OH One physiotherapy clinics sit across this system, supporting recovery, reducing pain and enabling safe participation in work.

Together, these services reflect a single logic: preventing people from falling out of work where possible, supporting them to stay connected when health becomes a risk, and helping them re-enter employment sustainably when exclusion has already occurred.

Looking ahead

BUSY's work is expanding. We have opened three new OH One physiotherapy clinics in South Wales, expanding access to timely, clinician-led care. The Baby Bundle national contact centre will soon be supporting new parents in the early months at home. We're also developing new training programs to help workplaces respond better to mental health and wellbeing.

The Out of Work Service will also remain an important part of this growth. Many participants arrive needing time, guidance, and a supportive environment to stabilise their wellbeing and consider their next step. As BUSY continues to align its health and employment services, our Out of Work Service will offer a steady pathway for those who need more support to (re)enter work.

Jo's Journey with OH One Physiotherapy: From Hip Pain to Running Free

Jo had always balanced an active job with her love of running. When a hip injury appeared, everyday tasks became harder, and she found herself wondering how she would manage.

At OH One Physiotherapy, Jo found the right support to recover. Her clinician listened carefully, explained her condition clearly, and developed a tailored treatment plan focused on getting her moving again. Through targeted hands-on therapy and practical advice, Jo steadily regained strength and positive outlook.

Within weeks, Jo was back at work without pain and soon after returned to running. Reflecting on her journey, Jo shared, "They helped me get back to full strength. I'm now pain-free, back to running, and feeling better than ever."

Her experience shows how personalised physiotherapy can restore not just physical health but confidence and independence. At BUSY's OH One practice, timely and compassionate care helps people recover faster, remain in work, and return to the activities that make life fulfilling.

Outcomes: Improved health and wellbeing; sustained employment



Charli's story: From Participant to Leader

Charli's long-term relationship came to an end, changing her world overnight. After ten years out of work raising her sons, she suddenly found herself alone and struggling with anxiety. The idea of returning to work felt overwhelming, and past experiences with mental health services had left her without lasting support.

Charli's first step back came through CASE's Peer Mentor Scheme, where her mentor created a safe space to listen and encourage her. Together they agreed that volunteering would be a good first step. The experience reminded Charli she had something valuable to offer. Completing the Peer Mentor training course showed her that her experience with anxiety could be a strength.

With support, Charli started in a part-time admin role at CASE's Out of Work Service. As her confidence grew, she moved into full-time work and began to see what she was capable of.

She's now the Deputy Service Manager, leading the team that once helped her find her footing. She also trains new Peer Mentors and makes sure people coming into the service get the same practical guidance that made a difference for her.

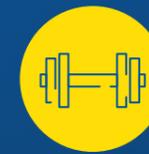
"I still live with my anxieties, but this team is such a safe place to work in," Charli says. Her journey shows the power of lived experience. What started as a personal struggle now gives her the understanding and strength to help people navigate similar challenges.

Outcomes: Improved health and wellbeing; sustained employment



HEALTH AND WORK

in the UK



1229
physical health support



909
mental health support



58
businesses supported

547
clinic days



OCCUPATIONAL HEALTH



OH ONE PHYSIOTHERAPY

3206
people onboarded



ABLE FUTURES

580
people onboarded



OUT OF WORK SERVICE

2196
people onboarded



IN WORK SUPPORT



83%
supported while at work

OUTCOMES



3282
employees reached



1000+
patients supported



1009
sustained employment at 6 months



48
gained employment



572
improved employment

69%
increase year-on-year

4,900+
OCCUPATIONAL HEALTH INTERVENTIONS



97-98%
attendance rate



485
sustained employment at 9 months



99
work-relevant certifications achieved



482
improved ability to work

Our Expansion to New Zealand: A Year of Reconnection and Purpose

Many young people in Auckland, New Zealand feel disconnected from school and unsure of their futures. The BUSY School in Auckland provides a space to re-engage with learning, regain confidence, and imagine new paths. By June 2025, the school had completed its first two terms, creating a supportive environment for students, staff, and whānau (family).

It began as a bold vision to create a school where previously disengaged rangatahi (youth) could return to education with support has grown into a community shaped by the New Zealand Curriculum, the Vocational Pathways Framework, and the strengths of The BUSY School model in Australia. The result is a learning environment built on purpose, belonging, and opportunity.

In New Zealand, we have woven Māori guiding principles into the way we work with our young people, shaping the way rangatahi are welcomed, how learning unfolds, and how we partner with whānau. Our culturally grounded approach ensures that every young person is seen, supported, and valued.

Before the school opened, the BUSY project team approached Ngāti Whātua Ōrākei, the tangata whenua (people of the land) who hold deep ancestral roots to the land where the school now stands. Their warm welcome, along with the blessing ceremony held on the site, created a strong foundation for The BUSY School's presence in the community. We were also gifted the name Te Wai Whanake, meaning the waters of progression and growth. It represents strengthening, moving forward, and the journeys ahead for our students.

In autumn, the school held its first pōwhiri, a ceremony to welcome rangatahi and their whānau. It was an important step in showing our commitment to creating a school grounded in whanaungatanga, manaakitanga and kotahitanga. It also marked an important step in embedding The BUSY School in New Zealand within the values of its community.

As the school settled into its first year, the everyday experiences of our rangatahi began to reflect the influence of a place designed to welcome and support them. This was evident in the personal stories of students who arrived carrying complex challenges but found space to rebuild their learning pathways.



“We will take you how you are. Whatever you bring with you, we will help you make it better.”
Moana Va'aelua
Principal, The BUSY School, New Zealand

Strengthening Our Foundation in the First Year

What has stood out most in these early months is not a single program or metric. It's the shift in how our rangatahi see themselves as ākonga (learners). We are noticing calmer communication, improved self-respect and self-regulation, and growing pride in their achievements.

Small but powerful milestones show this change: completing a full week of attendance, sitting an assessment with confidence, asking for help, or speaking respectfully with peers. Each small success helps students believe in their own abilities.

The BUSY School Auckland Campus was created to offer rangatahi a second chance and has since grown into something more. It's a place where they feel they belong, can see real options for their future, and start to trust themselves again. As we get ready to grow and welcome more students, our commitment remains the same. We will walk alongside every learner, every step of the way, to educate, empower, and employ.





Whanaungatanga relationship, connection, sense of belonging.

Manaakitanga care, hospitality, uplifting others.

Kotahitanga unity, collective strength, working as one.

Jamie's Pathway Back to Participation

For years, Jamie's anxiety and depression made school overwhelming. Previous schools didn't have the specialist support they needed, and their absences were often interpreted as non-compliance rather than signs of deeper difficulty.

At The BUSY School, Jamie is supported through a personalised plan that reduces stress, builds trust, and scaffolds their gradual re-engagement with learning. Jamie's attendance is still stabilising, but each week Jamie increases their capacity to participate through their vocational pathway. Jamie now holds an 81 percent attendance rate, demonstrating how the right environment can reopen pathways back into education and wellbeing.

Outcomes: Engagement with education; greater ability to manage health and wellbeing



Spencer's Path Forward

Spencer comes from a family experiencing financial stress. Spencer's whānau have faced periods without stable employment and have struggled to afford basic school essentials, transport, or internet access. At times, Spencer's attendance has reflected the competing demands of financial survival versus education. The BUSY School is actively supporting Spencer with pathway planning so that his education has a long-term future while still acknowledging Spencer's immediate realities.

Recently, we discovered that Spencer's commitment to school had become so strong that he would walk either to or from school each day because he could only afford a one-way fare. Despite these challenges, Spencer has maintained an impressive 95 percent attendance, highlighting both his resilience and belief in his own future. With ongoing support, Spencer is now able to travel to and from school by bus, ensuring he can fully engage with his learning.

Outcomes: Engagement with education; increased self-awareness, confidence and sense of purpose



At a Glance

Although we are still young as a campus, the progress we have seen is both significant and encouraging:



> 80%

attendance rate. For many rangatahi, attendance has increased dramatically from as low as 10–20 percent at previous schools to more than 80 percent with The BUSY School after just two terms



Consistent engaging

A number of rangatahi who had not been enrolled or attending regularly for two to four years are now engaging consistently in class



Literacy and Numeracy Progress

All rangatahi have shown progress and development in literacy and numeracy, supported through targeted programs and individual learning plans



Improved Family Relationship

Relationships with whānau have strengthened, with regular communication, collaborative planning meetings, and improved trust



Job Readiness and Sense of Purpose

Engagement in career planning, résumé development, and work experience has increased, giving students clearer direction and confidence



BUSY-NESS AS USUAL

EDUCATION AND SKILLING

A Different Way to Finish School

Every year, many young people disengage from school when traditional schooling doesn't meet their needs or circumstances. The BUSY School was created to change that, offering a different way forward.

Designed for senior high school students who have left, or are at risk of leaving, mainstream schooling, The BUSY School provides a recognised senior qualification (such as the Queensland Certificate of Education) combined with vocational training and career-focused guidance. Learning at The BUSY School feels personal. Small class sizes allow teachers and youth workers to truly know their students, build trust, and create a safe environment where they can re-engage with learning at their own pace.

Ultimately, our goal is not only to help students return to education, but to prepare them for employment pathways that suit their skills, aspirations, and circumstances. For some, this means university study or school-based traineeship; for others, it's the courage to start a business and build a stable, independent life.



A Message from the Global Education Lead

Luke McMillan

This year marked a defining moment for BUSY Education with the opening of our first BUSY School campus outside Australia, in Auckland, New Zealand. Launching the campus in just six months highlights both the strength of our model and our commitment to supporting young people who need alternative pathways to succeed. We also expanded our services in Australia with a new campus in Strathpine, Queensland further increasing access for students whose circumstances make traditional schooling difficult.

Our impact is best seen in the stories of students who have reconnected with learning, gained confidence, and found purpose in education that leads to work. It is also reflected in our teams, who continue to design learning that meets young people where they are.

For me, that's what this work is truly about: creating the conditions where every learner, regardless of their starting point, has the chance to build a better future.

Neisha's Inspiring Journey: From Isolation to Achievement

After the COVID-19 lockdowns, Neisha found it hard to get back into school. Anxiety and bullying made her pull away from mainstream education, and distance learning only made her feel more alone. "I tried to do the work, but I would shut down completely," she remembers. It wasn't until she discovered The BUSY School (Ipswich campus) that Neisha found the understanding, structure, and personal connection she needed to make progress.

From her very first week, Neisha felt welcomed and encouraged. "The teachers here are so good! They care about you," she says. With smaller classes, hands-on learning, and a respectful environment, she quickly began to grow in confidence. Today, Neisha has achieved a 100 percent attendance rate and straight-A results—an impressive change from the student who once doubted her ability to succeed.

Neisha's story shows how the right environment and guidance can help students re-engage with learning and move forward with a sense of capability and optimism.

Outcomes: Engagement with education; increased self-awareness, confidence and sense of purpose



Grace's Journey: Life Beyond Trauma

When Grace lost her father at 13, her world fell apart. She stopped going to school, withdrew from the people around her, and slipped into addiction. Her grades collapsed, and so did her sense of self-worth. "My attendance was at 11 percent, and I was failing every single subject. I didn't care about anything, even myself," she recalls.

At The BUSY School (Cleveland campus), Grace met staff who understood her situation and offered practical support. "This time, it was different. I was asked how they could help me, rather than being forced to fit into the mould of a 'model student' in mainstream education," she explains. Staff encouragement allowed Grace to start trusting herself and her potential again. She began to engage with learning, regained her sense of purpose, graduated, and eventually became a business owner. "I went from a victim of addiction, completely failing at school, to a survivor, to a straight-A student, and a business owner. Thank you for showing me I'm more than my trauma," she says.

Outcomes: Engagement with education; retention in education; increased self-awareness, confidence and sense of purpose; greater ability to manage health and wellbeing



How The BUSY School Works

The BUSY School model is built on the principle that psychological safety and connection is a prerequisite for learning. By keeping enrolment to just 256 students in each school, with only 125 on campus at any time, our staff can form genuine, personal connections with every learner. This foundational relationship is critical for delivering the targeted academic, vocational, and wellbeing support that leads to employment.

Students split their week between classroom learning and time spent in work placements, training, or counselling. Because support can be hard to reach elsewhere, clinicians and youth workers are available on site, so students don't have to wait months for help. We also make sure practical needs are covered and offer meals, clothing, learning materials, and access to technology. This structure helps students feel capable, re-engage in learning, and explore real-world career options with less worry about financial challenges.



At a Glance



9
campuses across Queensland

1
campus in New Zealand



1,799
students



> 85%
QCE attainment

Students have consistently achieved a Queensland Certificate of Education (QCE) completion rate above 85% in 2024



Improved health and wellbeing

Across our campuses, students regularly accessed on-site, one-on-one support:

489
students attending a total of

1591
appointments

A case of success: Cairns Campus

In 2024, our longest-running campus, The BUSY School Cairns in Queensland, Australia, achieved a 93% per cent senior secondary completion rate, meaning 100 of our 108 final-year students successfully graduated with a recognised upper-secondary qualification.

This milestone reflects the effectiveness of a deliberately different school model, designed for young people who may not flourish in mainstream education. The Cairns campus was established to meet a clear local need: an alternative senior school that integrates learning with real pathways into work.

Ninety-one per cent of senior students (98 of 108) undertook industry-recognised vocational training, resulting in 113 entry-level, workforce-relevant qualifications attained.

For students ready to combine school with paid work, BUSY provided active support to help around 16% of senior students transition into an apprenticeship or traineeship, earning an income while continuing their education.

This achievement reflects not only completion, but sustained engagement, practical skill development and clear post-school pathways.



At its core, The BUSY School's philosophy is simple: put the student at the centre of every decision.

Growing reach, Keeping Students at the Centre

Despite working with some of the most disengaged young people in Australia and New Zealand, The BUSY School consistently achieves outcomes equivalent to the state average. Students who once avoided school are graduating, gaining apprenticeships, and moving into employment or further study.

“We’re punching above our weight. Many of these students have had tough experiences, yet they’re finishing school and finding direction,” says Donna Loughran, Director of The BUSY School Queensland.

The BUSY School continues to expand its reach. A new campus will open in Townsville in 2026, with The BUSY School Online (TBSO) program being developed to serve regional and remote students—including those in other states—who can’t attend in person.

Each new campus strengthens the network of opportunity across Australia and New Zealand, ensuring that more young people, regardless of background or circumstance, can complete their education and move forward feeling capable and prepared.

Removing Barriers to Education

From early childhood teachers retraining to high school students in remote towns exploring career pathways, many Australians are taking up educational opportunities they hadn’t considered possible. Through government-funded programs administered by BUSY, our scholarships and grants help remove financial barriers in engaging in learning while directly responding to Australia’s evolving workforce and education needs.

In FY2024/25, BUSY’s Scholarship and Grant programs empowered thousands of learners across multiple states. From application to program completion, we manage every step, including eligibility verification, ongoing monitoring, and year-to-year participant support where needed. Feedback from participants continuously highlights the transformative impact of these opportunities.

Addressing Critical Workforce Gaps

The shortage of qualified early childhood educators continues to affect Australia, and Victoria is one of the states feeling it most sharply. BUSY’s scholarships give students, educators and teachers the chance to gain the skills and qualifications to start or advance their careers in early childhood education.

Since its launch five years ago, the Victorian Early Childhood program has reached more than 8,500 learners, all of whom share one thing in common: a desire to create a positive change in children’s lives. Many are adults upskilling or changing careers, while others include culturally and linguistically diverse Australians bringing new perspectives and energy to the profession.

For many, a scholarship is often the turning point. It provides both financial assistance and the opportunity to keep learning, gain skills, and start a career that contributes to Australia’s future.

Our support is now reaching more people. After the strong results in Victoria, BUSY now also supports the South Australian Government with their Early Childhood Scholarship program, opening new doors for aspiring teachers and educators and helping strengthen the early learning workforce nationally.

Every scholarship sets a ripple of change in motion. As it widens, it supports future educators and the children who depend on them.



Analyn's Journey: From Vietnam to Victoria

After two decades in education, from teaching English in Vietnam to working with Australia's youngest learners, Analyn has taken her career to new heights through the Victorian Early Childhood Scholarship and Incentives program.

When Analyn moved into early childhood education in 2017, she didn't expect how significantly it would influence her future. She is now a fully registered teacher in Victoria, a role that has changed her life in many ways.

"Working with younger children has deepened my appreciation for the foundational stages of learning," Analyn reflects. "Their curiosity and resilience inspire me every day."

Analyn faced the challenge of managing work, study, and family life all at once. She says the scholarship was the crucial factor that turned her goal into reality, supported every step of the way by her husband and children.

Now teaching at a respected early childhood service in Mount Evelyn, Analyn says the support provided through the scholarship program has enhanced her skills, confidence, and financial stability and even inspired her to start a postgraduate study.

Outcomes: Engagement with education; attainment of qualifications; gained employment



At a Glance

Building the Early Childhood Education Workforce

Early Childhood Scholarships in Victoria



Education and Skilling

4547

people active studying

1427

completed study

1367

started studying



Employment

1271

gained employment



Top Motivations

- for enrolling in the program were:
- the financial support it provided,
 - a strong passion for early childhood education, and
 - the opportunity to study while continuing to work

The QualifySA in Early Childhood funding support program

Education and Skilling

299

people active studying

18

completed study

169

started studying

Employment

14

gained employment



Demographics



45%

of the total participants are the first in their families in higher education

Majority of participants are in their

23%

20's,

37%

30's,

27%

40's

Expanding Access to Education

Beyond early childhood education, BUSY offers a range of programs that help students in regional and remote communities access quality schooling and learning opportunities.

Through national and state initiatives such as the Commonwealth Regional Scholarship program, Parliament and Civics Education Rebate program, the Great Barrier Reef Education Rebate, and Outback Queensland Education Rebate program, BUSY helps bridge the gap between where people live and the opportunities available to them.

These programs make it possible for students from small towns to attend boarding schools, visit civic institutions, or participate in environmental learning on the Great Barrier Reef and Outback Queensland.

Jameal Finds a Second Home at Boarding School

Through the Commonwealth Regional Scholarship program, Jameal stepped into a boarding school that expanded both his learning and his connections.

Since beginning his studies, his academic performance has improved, and he has discovered new interests in music, construction, and sport. Structured study guidance, dedicated staff, and a caring community have helped him stay motivated and develop belief in his abilities.

The experience has also strengthened Jameal's leadership, communication, and independence, preparing him for life beyond Year 12.

Now serving as a role model for younger students and new boarders, Jameal shares what he has learned and helps others adjust to life away from home. With the scholarship's support, he has been able to focus on his education and personal development without financial pressure.

Outcomes: Engagement with education; increased self-awareness, confidence and sense of purpose



“Boarding has helped me set my career goals and prepare for my future.”

Jameal



At a Glance



The Parliament and Civics Education Rebate (PACER)

85,237

children participated in

1,534

grant-supported trips

1,393

schools supported across all states in Australia



The Commonwealth Regional Scholarship Program

70

regional students supported

Building Capability and Opportunity Across Australia

Young people are entering the workforce with different starting points. Some arrive ready to take the next step, while others feel unsure, overwhelmed or limited by the opportunities around them. BUSY's skilling services help young people build skills and find their footing in the workplace. Through practical training, apprenticeship support and consistent mentoring, we help young people build skills that lead to steady employment and a clearer sense of direction.

Because BUSY operates as both a Group Training Organisation, employing apprentices and trainees, and a Registered Training Organisation that delivers accredited vocational training, we can support learners from their first day of training through to the completion of their qualification. We place learners with local businesses, stay involved throughout their training and offer education in

trades, business, hospitality, agriculture and other sectors where employers need skilled workers. This creates a stable, connected learning experience for young people and a simpler, more supported process for employers.

A major shift in 2025 strengthened our impact even further. Squad, Skill360 and Smart Apprenticeship Solutions came together under BUSY's skilling network, creating a larger and more coordinated presence across three Australian states: Queensland, New South Wales and Victoria. For young people, this means continuity of support across multiple locations. For employers, it means a single trusted partner across multiple regions. And for communities, it means more local training options and stronger links between training and real job opportunities in the area.

Micaela's Pathway in Sport and Recreation

Micaela, like many students completing school, was unsure about what to do next. She took a gap year to explore her interests without the pressure of immediate decisions and decided to pursue a vocational training program in Sport and Recreation in Wodonga (Certificate III).

Micaela learns best by doing and succeeded in a program that combined practical, hands-on activities with structured training. With support from BUSY's Skilling program, she delved into new experiences, knowing that she was supported along the way. The training allowed her to discover a passion for teaching and supporting others, while also improving her patience, communication, and ability to adapt her approach to different people and situations.

Through the program, Micaela learned not only technical skills in sport and recreation but also valuable life skills, including self-reflection and goal-setting. She credits the experience with helping her clarify her career path and develop the confidence to pursue it. Micaela reflects, "I'm so grateful for it, because I think that if I had not taken the opportunity, I'd be pretty stuck still. I think I wouldn't have found that itch, and I wouldn't have found my passion, which is what I do now."

Micaela is now employed as a sports trainer, where she draws on the skills, knowledge, and interpersonal abilities she gained during her training. Her story shows the real difference hands-on, supported skilling programs can make particularly for students in regional areas. By providing opportunities to learn, earn, and grow, BUSY's programs help young people like Micaela explore their interests, develop meaningful skills, and transition successfully from school to work.

Outcomes: Engagement with skilling; gained employment



At a Glance



Employment

417

people supported into apprenticeship or traineeship

252

commenced an apprenticeship or traineeship

145

completed an apprenticeship or traineeship

216

employers partnered with BUSY to provide workplace-based learning opportunities



Education and Skilling

770

people supported through accredited vocational training

304

completed training (57%)

3,363

course units completed (~ 6 units per person, on average)

These results demonstrate that young people are not only engaging with training but also completing it and gaining skills they can apply in different roles and industries. They show the difference mentoring, local delivery and strong employer partnerships make, and how a coordinated network across Queensland, New South Wales and Victoria helps learners access clear pathways no matter where they live.

Expanding Opportunity and Building Queensland's Workforce

In the past decade, BUSY has delivered the Queensland Government's Skilling Queenslanders for Work (SQW) initiative, giving people who face significant barriers to employment the opportunity to reconnect with meaningful work. SQW supports individuals often under-represented in the labour market. These include young people, mature-age job seekers, First Nations peoples, culturally and linguistically diverse communities, persons with disabilities, women returning to work, veterans, and those involved in the justice system.

SQW gives participants practical skills while offering wrap-around support to help them overcome personal and structural challenges. The accredited training is provided by BUSY's Skill360, combining face-to-face and online workshops so learners can immediately apply what they're taught in real industry settings. Mentors help with day-to-day engagement and keep participants connected, while mental health and resilience workshops from BUSY Health focus on wellbeing, coping skills, and supporting long-term success in the program.

A strong example of SQW in action is the Constructing Careers program at Mt Tamborine. This hands-on project provides authentic, diverse work environments that expose participants to the full range of construction careers. Through a combination of on-the-job training, industry engagement, and contextualised study, participants develop practical capability while exploring skill-shortage industries such as civil construction, traditional construction, and landscaping. The result is a stronger skills base, increased confidence, and a cohort of job-ready participants who are well prepared for ongoing employment in Queensland's growing construction sectors.

Because learning continues beyond the program, participants receive post-training support, ongoing industry connections, and access to BUSY Health services to help them stay on track. SQW continues to widen access to Queensland's growing industries, supporting people who have historically faced barriers to work and strengthening communities through projects that develop skills while creating lasting local benefits.

At a Glance

19

SQW programs delivered

189

participants supported

41

participants gained employment



EMPLOYMENT

Opening Doors to Employment

The Workforce Australia Generalist (WFA) program delivered by BUSY in partnership with CoAct, helps people facing unemployment to rebuild connections with work, community, and their own potential. In FY2024/25, the program operated across six regions and 37 sites, supporting 9,336 people aged 16-67, many of whom are long-term unemployed and facing complex challenges and barriers.

BUSY's WFA program works with everyone. Participants include principal carer parents, First Nations peoples, culturally and linguistically diverse customers, persons with disabilities, and those facing mental health issues, drug or alcohol dependency, or homelessness. This inclusive model means BUSY can reach communities where specialist providers are not available, ensuring no one is left behind.

Every participant begins with a Work Life Plan to identify obstacles, strengthen employability skills, and take concrete steps toward lasting work. They receive support through a combination of group workshops, one-on-one mentoring, and guidance during and after placements, so they can secure and maintain employment. The program also tackles practical challenges like transport, housing, and mental health, helping people move from long-term unemployment to stability and independence. BUSY's strong results under the Australian Government's framework highlight the program's focus on real, measurable outcomes and lasting connections through work.

Slayde's story: from unsure to unstoppable

At the start of the year, Slayde wasn't sure what came next. With little experience and few options, he was drifting between ideas—an apprenticeship, maybe the military—but without direction.

Things shifted for Slayde when he joined the WFA program at BUSY and met his mentor, Abby. With her guidance, he discovered his strengths, improved his résumé, and planned his next steps. Through BUSY's support, he went on to secure a 20-week paid traineeship in construction at Currumbin Wildlife Sanctuary.

When transport became a barrier, BUSY stepped in with an e-scooter and helmet, allowing him to get to work each day and remain on track in his placement. His confidence has grown, his work ethic has earned praise, and he's now employed full-time.

After struggling to find his way, Slayde is now making steady progress and gaining real experience in his field.

Outcomes: Increased job-readiness; gained employment; sustained employment



“I never thought I'd be doing something like this a year ago. Now I feel like I've got a real future, and I'm proud of how far I've come.”

Slayde

At a Glance

9,336
participants

107+
dedicated team members



37
sites across six regions

137,608
attended appointments



8,770+
new job plans made



534
people completed accredited vocational training

Education and Skilling



3,421
people gained employment

Employment



933
people attended non-vocational activities

Personal and Social

2,493
achieved a 4-week employment outcome

2,162
achieved a 12/13-week employment outcome



1,671
achieved a 26-week employment outcome

Sustained employment

The top activities were anxiety management and financial literacy

Turning Ideas into Independence

BUSY’s Self-Employment Assistance (SEA) program works on the principle that guidance is most valuable when it comes from someone who’s been there. That’s why every SEA mentor is an experienced business owner who offers support, insight, and real-world advice.

While the Workforce Australia Generalist program helps anyone move toward work, SEA reaches those ready to take a different path: shaping their future through small business.

A key element of the program is business planning, which helps participants refine their ideas, set clear goals, and establish the structure needed for long-term success. This process forms the foundation for the 12-month mentorship program, ensuring each participant begins their journey with clear direction.

Operating across the Wide Bay–Sunshine Coast and Cairns regions, BUSY assists more than 400 people each year through workshops, accredited training, and up to 12 months of personalised business coaching.

Over time, SEA has evolved from a business-first model to one focused on the individual. Mentors now measure success not only through the profitability of the enterprise but through personal growth, skills development, and employability. For some, the program sparks a sustainable business; for others, it provides the skills and self-belief to re-enter the workforce stronger and more independent.

Through this holistic approach, BUSY is helping hundreds of Australians transform ideas into income, and passion into purpose.

“It’s not always the business that is the outcome, it can be the confidence and capability someone gains along the way.”

Gavin Hodgkins
Program Manager

At a Glance



422
participants in 12-month coaching, delivered across 12 sites



Most appointments were related to small business coaching and business plan sessions



141
participants completed the coaching support period



266
new businesses launched



54.4%
were aged 40–73



25.0%
were 33–40



19.7%
were 19–33



24%
of participants identified as living with a disability

Mark’s story: Turning a love for dogs into a thriving business

When Mark couldn’t find steady work, he decided to create his own. A lifelong dog lover, he turned his passion for helping animals into Doctor Dog—a dog training business that helps dogs with behavioural challenges to live happier, more balanced lives.

Despite his enthusiasm, making the business viable was difficult. “I always knew it was feasible,” he said, “but I found myself chasing my tail.” It wasn’t until Mark joined BUSY’s Self-Employment Assistance program that his vision began to take shape.

With his mentor Hilde’s advice, Mark learned practical skills in business planning, marketing, and digital strategy. He also received straightforward feedback and support from someone who had been through the same experiences.

Doctor Dog is now up and running. Mark enjoys running his own business, choosing how and when he works, and the joy of seeing the difference he makes every day.

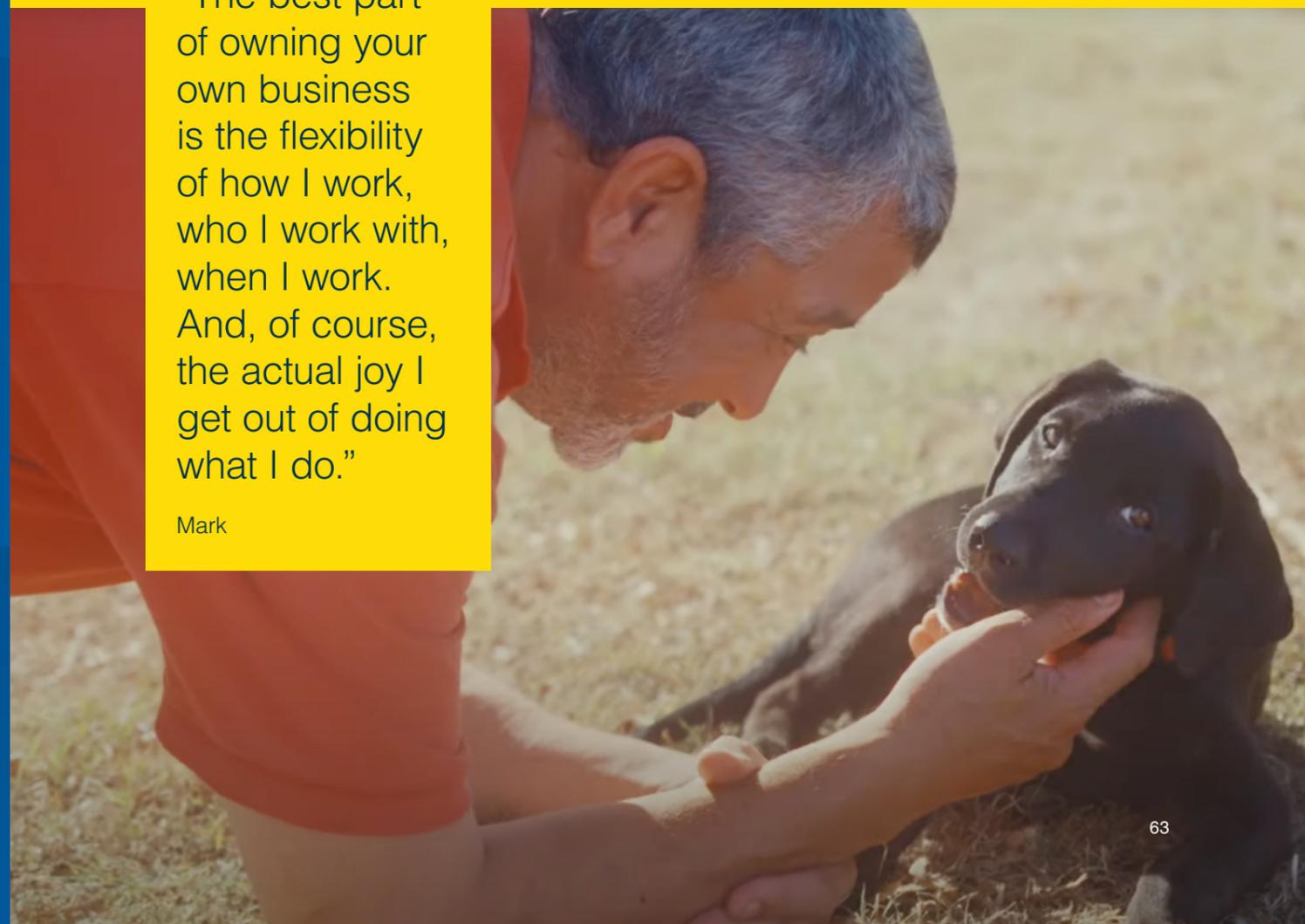
Mark’s success shows what can happen when passion is combined with practical know-how and mentorship. Through learning, persistence, and advice from someone who’s been there before, he turned an idea into a successful business.

Outcomes: Gained employment; sustained employment; increased financial security



“The best part of owning your own business is the flexibility of how I work, who I work with, when I work. And, of course, the actual joy I get out of doing what I do.”

Mark



Connecting Talent to Opportunity

BUSY has a long-standing commitment to building a skilled and inclusive workforce, supporting more than 563,000 apprentices and trainees since becoming a contracted apprenticeship provider in 1998. We work with learners at every stage of their career, whether they're school leavers starting their first job or adults retraining for new roles. From the very beginning, apprentices receive guidance on workplace rights, training options, and next steps. Trained mentors provide ongoing support, helping each apprentice feel informed and ready to complete their apprenticeship successfully.

To make pathways even more accessible, BUSY combines generalist services with three specialised programs: BUSY Sisters (Women in Male-Dominated Trades), B Green (Clean Energy), and Together (First Nations). These tailored programs help remove barriers and open access to skilled careers for a wider range of groups in Australia.

Joanna, a mum of four, is a powerful example of resilience. She chose bricklaying, one of the most demanding trades dominated by men, and quickly found balancing long days on site with family life overwhelming. At times, she even considered walking away. "Having a mentor who believed in me kept me going," she says. With guidance and support from the BUSY Sisters program, Joanna gained the guidance and confidence she needed to stay on track.

Now a qualified bricklayer and co-founder of a business with her partner, she shares her story with new apprentices to encourage them to back themselves and create the supportive workplaces they want to be part of.

BUSY's partnerships with employers are central to its apprenticeship programs. By working closely with small and medium businesses, we help them take on apprentices, manage training, and build skilled teams. Each apprenticeship supports the learner while also contributing to local economies and stronger communities.

Many apprentices who started with BUSY have gone on to launch their own businesses. Some now employ new apprentices, keeping the cycle of opportunity moving. Kyle Brault, National Manager with over ten years' experience in apprenticeships, reflects, "We've seen former apprentices start their own businesses, employ others, and keep the cycle going."

The scale of BUSY's impact continues to grow. In FY2024/25 alone, we supported more than 58,000 apprentices across Australia. Specialist mentoring and targeted programs help learners complete their training and improve career outcomes, benefiting both apprentices and employers alike. Moving forward, we are focused on expanding opportunities and making apprenticeships more inclusive and accessible

John's story: Empowering First Nations Apprentices Through Mentorship

John had experience installing solar panels, but had never held a formal electrical trade qualification. Through BUSY's First Nations mentorship initiative, he is now gaining the skills and credentials to build a career in renewable energy.

John is one of the first apprentices at Envision Energy, a fully First Nations-owned clean energy company led by Chrae. The company operates across South-East Queensland and Northern New South Wales, providing solar systems, off-grid solar solutions, EV charging infrastructure, and electrical installation and maintenance.

Chrae says, "An opportunity was presented to me and now I want to do the same for others. John had previous work experience putting solar panels on roofs, but he was never afforded the chance to do electrical work and earn his apprenticeship. I can help him get there."

With mentorship and practical help from BUSY, John is now on a pathway to a long-term career in renewable energy. Programs like this also help Envision Energy grow its workforce while giving First Nations communities access to locally installed, reliable renewable energy and opportunities for young people to gain practical skills and meaningful work.

Outcomes: Attainment of certificates licenses and qualifications; gained employment



At a Glance

58,817
people supported

7,211
engaged in the mentoring program

23,379
signed a training contract

883
completed the mentoring program

15,539
mentoring-related contacts completed



Tailored Support, Lasting Work

Since 2018, BUSY’s Disability Employment Services (DES) program has opened doors to work for people whose potential is often overlooked. Across Australia’s eastern states, the program has helped thousands of persons with disabilities, health conditions, or injury re-engage with the workforce and participate more fully in community life..

Support is tailored to each person’s situation. Some participants are entering the workforce for the first time after finishing school, while others are returning to work after illness, injury, or major life changes. Our teams look beyond immediate job placement, considering the applicant’s skills, capacity, and personal goals. They work closely with participants to connect them with employers open to inclusive hiring, coordinate access to training and assistive support, and stay in touch long after their first day at work.

Not all obstacles to participation are health-related. One of the participants, Leah, had

paused her career and formal learning to care for three grandchildren after the loss of her daughter. With support from DES, she returned to education, picked up new skills, and found opportunities she hadn’t imagined. As Leah says, “You are never too old to learn new things.”

The effects of DES extend well beyond the workplace. Participants who previously experienced barriers are now succeeding on the job, contributing with regained purpose and confidence. Employers report high retention and strong performance among DES participants, reflecting the program’s focus on sustainable outcomes rather than short-term results only.

As the program transitions into Inclusive Employment Australia, BUSY’s commitment remains the same: supporting people of all abilities to find work that fosters self-belief and belonging.



Outcomes: Gained employment; sustained employment; increased self-awareness; confidence and sense of purpose



Nate’s Story: Perseverance and Success

Nate, known as “The Hurricane Chef,” is a qualified chef with experience in professional kitchens, cookbooks, and television. Despite vision and hearing impairments, he has overcome barriers that might make many employers hesitate to give someone a chance.

Through BUSY’s Disability Employment Services, he gained a role at Monte Lupo, a social enterprise café that recognised his skill and passion for cooking. The team there provided the adjustments he needed to work safely and comfortably in a busy kitchen.

Nate works full-time at Monte Lupo, where he is appreciated for his cooking skills and reliable, professional approach. He says, “If there’s something you want to achieve, just don’t give up!” His employer agrees: “Coming to work every day, giving 110 percent, and making a real contribution to the business should be an inspiration to anybody.”

Nate’s story shows that disability does not define potential. With the right support, workplace adjustments, and recognition of his skills, he has been able to contribute fully and show that people living with a disability can succeed and inspire in any role.

Support was matched to each person’s level of need

65% of participants living with a permanent disability received regular, ongoing workplace support to help them gain and sustain employment

35% received short-term or lower-intensity support to find work and maintain it with occasional assistance

15 hours per week are the most common contracted hours

51 locations in eastern Australia across 13 employment regions

Served people aged 16–72 with a verified disability or medical condition

At a Glance

3,938 people supported

Employment

890 gained employment aligned to their goals and strengths

363 achieved a 26-week employment outcome



Pathways Beyond Justice

Since 2022, BUSY’s Workforce Australia Specialist (WFAS) program has helped people returning to the community after incarceration rebuild their lives. Operating across Queensland, the program helps participants regain confidence, develop practical skills, and find suitable work.

The support begins before release. BUSY teams work with 11 correctional centres, partnering with individuals in the final months of their sentence to prepare for life in the community. Participants develop practical tools such as résumés and job applications, explore training options, and set employment goals that suit each person’s skills and aspirations.

Once released, participants can access practical assistance across 30 locations, including training, transport, equipment, workwear, licences, and connections to inclusive employers. These measures improve their chances of finding stable work, rebuilding independence, and reconnecting with their communities.

The program’s success relies on partnership and coordination. BUSY works closely with Queensland Corrective Services, employers, and community organisations to deliver consistent support.

Looking ahead, BUSY plans to expand WFAS services and strengthen connections with justice and community organisations. By combining preparation, training, and sustained support, the program helps people turn a new chapter and find stability and purpose.

At a Glance

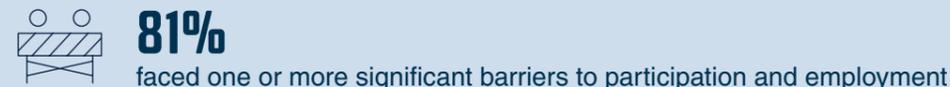


Employment



Barriers and needs profile

This cohort includes individuals with lived experience of the justice system and high support needs, where progress towards employment and sustained work often depends on reducing multiple, intersecting barriers and strengthening personal and social outcomes.



This context matters because outcomes for this cohort are shaped by how well support is sequenced and sustained. Progress reflects not only movement into work, but growing stability, confidence and independence. These outcomes are made possible through the early preparation, post-release continuity and coordinated, wraparound support that underpin BUSY’s Workforce Australia – Specialist Program.



Joshua's Journey: From Setback to Skilled Career

At 41, Joshua had always been drawn to heavy machinery, steel structures, and the craft of building. After involvement in the justice system, he found himself in casual work that did not fit his goals. He wanted a real career, one that offered both stability and meaning.

BUSY WFAS provided Joshua with a structured pathway. Focused on becoming a boilermaker, he collaborated with an employment consultant to plan the steps ahead. Training, certifications, and ongoing support helped him build the skills and confidence he needed.

His dedication paid off when he earned a full-time role as a Trade Assistant with a reputable industrial welding and fabrication company. On site, he put his skills into practice, learned new techniques from mentors, and finished his vocational training program in Engineering (Certificate III).

Today, he is a proud, fully qualified boilermaker. The work he's doing gives him confidence, a sense of achievement, and a career he can continue to build for the future.

Joshua reflects on his journey: "I'm so proud of how far I've come. None of this would have been possible without the support from BUSY WFAS. They didn't just help me find a job, but helped me change my life."

His story shows how BUSY WFAS helps participants overcome barriers, gain qualifications, and move into meaningful careers, even after difficult circumstances.

Outcomes: Attainment of certificates, licenses and qualifications; gained employment; sustained employment



Trudy's Story: Finding Purpose Through Cooking

While still in custody, Trudy met the BUSY team at a jobs expo and decided she wanted to become a chef. "It's really difficult when you leave jail to think that you're worthy to society again," she said. "Because they were there, I suddenly developed a belief that there was life after this."

Soon after returning to the community, Trudy began working in a restaurant. BUSY provided the tools she needed, including uniforms, knives and practical support, to help her get started. Today, she works as a chef at a Michelin-listed restaurant. Meanwhile, her sons have finished their apprenticeships, giving the family a fresh start.

Her story demonstrates how the right support and opportunities can help people move forward, build stable careers, and break cycles of disadvantage.

Outcomes: Gained employment; sustained employment; increased self-awareness, confidence and sense of purpose



Where Young People Find Their Next Step

For many young people, finishing school doesn't come with a clear path into work or study. The Transition to Work (TtW) program from BUSY gives them practical guidance and support. Funded by the Australian Government, TtW helps 15 to 24-year-olds build skills, explore career options, and take steps toward employment, training, or further education.

Participation is voluntary, and young people engage because the support is personalised and meaningful. Together with a mentor, each participant creates a plan that sets out goals, identifies barriers, and outlines the steps needed to progress. Plans may include career advice, interview coaching, or short vocational courses, all tailored to each participant's interests and community context—whether supporting First Nations youth in Northern Queensland or young people from migrant backgrounds.

Support can take many forms: funding for driver licences or work tickets, transport help, access to essential equipment, or mental health assistance through BUSY Health. By addressing these practical challenges, participants are able to focus on their work or study, increasing their chances of success.

The program's strong results have led the Australian Government to steadily expand BUSY's reach. In FY2024/25, more than 3,000 young people across 25 sites in Victoria and Queensland were supported by a team of 64 staff. These outcomes reflect a program model built on strong engagement practices, consistent support, and deep knowledge of the communities TtW serves.

Many participants achieve far more than a first job. Some break cycles of generational unemployment. Others return to complete their schooling. A few come full circle as mentors for the next generation such as Niya who began at The BUSY School, joining the TTW and is now employed by BUSY.

At a Glance

 **3,357**
young people supported

58,067
attended appointments

1682
job plans made

Employment

 **2192**
gained employment

763
achieved a 12/13-week employment outcome

465
achieved a 26-week employment outcome

Education and Skilling

 **166**
had an education participation outcome

54
had an education attainment outcome



Niya's Story: From Student to Mentor

When Niya moved from Sydney to Brisbane, she hoped for a fresh start. But starting at a big school was harder than she expected. She felt overwhelmed, unsure of where she fit in, and struggled to keep up with her classes.

Things began to change when she joined The BUSY School. The smaller classes and supportive teachers made learning feel possible again. Niya worked through her core Year 11 subjects at a pace that suited her. Step by step, she started to feel more confident and capable in her studies.

Looking to take her next step, Niya entered a hairdressing apprenticeship, gaining three years of hands-on experience and developing practical skills. When she later realised she wanted a different direction, BUSY's Transition to Work team helped her explore pathways that aligned with her interests and strengths.

With tailored support, she applied for a Business Administration traineeship with BUSY and was successful. She began her traineeship in 2025 and is now building new capabilities, gaining workplace experience, and establishing a solid foundation for her future.

Niya's journey reflects the strength of BUSY's continuum of support. From re-engaging in education to finding a meaningful pathway into employment, she shows how the right environment, guidance and opportunities can help a young person move steadily toward their goals. Her story is one of progress, resilience and possibility, shaped by support at every stage.

Outcomes: Engagement with education; retention in education; increased job-readiness; gained employment



HEALTH AND WELLBEING

Turning the Corner on Wellbeing

BUSY Health is the wellbeing thread woven through many of our programs. Rather than operating as a standalone service, it strengthens learning, employment, and participation by addressing the barriers that sit beneath them.

Through a team of psychologists, counsellors, and social workers, BUSY Health delivers accessible, person-centred support for people experiencing challenges such as anxiety, depression, trauma, substance use, or undiagnosed neurodiversity. Services are offered face-to-face and via telehealth, ensuring access even in regional and remote communities.

At The BUSY School, our teams work on the principle that early intervention helps students stay connected before issues escalate. By identifying underlying challenges early, providing safe spaces to talk, and working closely with youth workers and teachers, BUSY Health helps students stay connected and complete their education.

In employment programs, BUSY Health provides a critical intervention for people facing unemployment, often compounded by experiences like incarceration or housing instability. Through counselling and practical strategies, BUSY Health helps many rebuild confidence and resilience.

By addressing wellbeing at every stage—before, during, and after crisis—BUSY Health helps people stay on track and build healthier, more hopeful futures.

“We give people a U-turn, an opportunity to change direction and take control of their wellbeing and future.”

Sindi Morley
Program Manager



At a Glance

20
allied health practitioners supporting employment and health services throughout Australia and BUSY School across Australia and New Zealand

Improved health and wellbeing

2,084
people engaged in health and wellbeing support

8,008
counselling and wellbeing sessions in total, of which:

5,112
face-to-face and

2,896
telehealth

Todd's Story: From Supported to Supporter

Todd first came to BUSY as a young job seeker living with anxiety and uncertainty about his future. After his Employment Consultant referred him to BUSY Health, Todd began working with a practitioner who helped him gently explore the barriers holding him back.

At first he was reserved, but as trust grew, Todd gained insight into his thoughts and developed practical strategies to manage his anxiety. Creative, strengths-based activities such as drawing, painting, and using playdough helped him see himself differently and recognise the abilities he had overlooked.

As his confidence increased, so did his ambition. Todd discovered he wanted to support others who faced struggles similar to his own. He secured a full-time role as an Employment Consultant and uses his experience to guide young people, aware of how meaningful support can change lives.

Outcomes: Greater ability to manage health and wellbeing; gained employment; increased self-awareness, confidence, and sense of purpose



Globally Informed, Locally Led

When conflict turns to aggression at home, families can feel stuck and unsafe. The Step Up program, part of BUSY's Youth and Community Services, helps families in Townsville, Queensland, Australia strengthen communication, manage emotions, and restore respectful relationships.

This evidence-based model, originally from the United States, was reshaped by BUSY into a one-on-one outreach program after deep consultation with the local community. This ensured privacy and trust in a closely-knit setting.

In a 12-month pilot, 22 young people and their families, all of whom identified as First Nations Australian, took part. Eighteen participants completed the program, a strong completion rate of 82 percent that demonstrates high engagement. The program's cultural sensitivity and flexible, one-on-one format were key to its success. Through weekly mentoring, participants developed self-awareness, empathy, and communication skills, while also creating tailored safety plans.

The effect was powerful. Families reported reduced conflict, improved relationships, and renewed stability at home. Many young people re-engaged with school, stopped using anti-social behaviour in the community, and found new confidence.

"What makes BUSY's Step Up unique is that it works with both the young person and the parent. When you strengthen that relationship, the benefits ripple through the home, the community, and even the justice system," explains Glen O'Keefe, General Manager - BUSY Youth, Health and Community Services.

By adapting a proven model to Townsville's needs, BUSY is helping improve home safety and build the foundations for stronger communities. Step Up reflects BUSY's ongoing commitment to stand with First Nations peoples, ensuring programs are created with communities, not for them, and grounded in respect, equity and shared leadership.



At a Glance



All 22 young participants identified themselves as First Nations



82%
program completion rate



Improved Family Relationship

All young people and their parents reported stronger, more respectful communication and reduced conflict at home



Improved Health and Wellbeing

Eighteen participants reported developing and using self-regulation strategies, resulting in fewer aggressive incidents and greater emotional resilience



Improved belonging and participation

All First Nations participants reported a stronger connection to cultural traditions, values, and identity, supported by culturally safe practices and First Nations facilitators

Oliver's Journey: Finding Calm and Connection

At 13, Oliver joined BUSY's Step-Up program during a difficult time. Life at home and school left him frustrated and unsettled, and his anger often led to suspensions and a withdrawal from learning.

BUSY's team responded with a full-family approach. His youth mentor helped him develop emotional regulation strategies, created safety plans with his mum, and advocated with his school to reduce suspensions and support re-engagement. To rebuild his sense of self, the team put Oliver in touch with a local football club and First Nations cultural camps, helping him foster positive social networks.

Improvements came gradually. He began attending school more consistently, family conflicts decreased, and his motivation grew. His mum and sister also accessed therapeutic support, boosting the family's overall wellbeing and safety.

Now, Oliver feels calmer and more secure. Back in the classroom, he is starting to build a future he couldn't have imagined before.

Outcomes: Increased self-awareness, confidence and sense of purpose; improved belonging and participation; improved health and wellbeing





A Message from the Chair of the Board

Kerry Gibb

From a Board perspective, this year stands out as one of remarkable progress and resilience. The BUSY Group has continued to expand its footprint, entering new markets and strengthening its capability to deliver impact at scale.

Our organisation's success lies in its agility. We pivot when circumstances change, adapt programs and partnerships to new realities, and focus on outcomes that make a difference for people and communities.

I'm incredibly proud of our people, whose strength and creativity turn challenges into positive results. Time and again, we've seen that even in the face of uncertainty, their determination keeps BUSY's purpose steadfast.

As we continue to grow, our role as a Board is to ensure that we do so sustainably and strategically, guided by the principles that have shaped BUSY for more than four decades. Growth brings complexity, but it also brings the privilege of extending our reach and helping more people build better futures.

That, ultimately, is what defines BUSY: a commitment to possibility, partnership, and impact without boundaries.



**To everyone who walked this path with us,
our sincere thanks.**

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– Skill360
BUSY Ability
BUSY Health
The BUSY School Ltd

The BUSY Group UK Ltd

Health 2 Employment (H2E) C.i.C.
CASE-UK C.i.C.

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