



Stronger Together

2024-25 ANNUAL REPORT



Pictured on front cover:

Janette Wood (Client) and Floril Faitala (Staff), 2024

Corporate Information

Board of Directors

Simon Crane

Chair

Brendon Gibson

Deputy Chair and Treasurer

Sue Scheinpflug

Director

Ken MacDonald AM

Director

Susan McKee

Director

Alastair Sharman

Director

Colleen Clur (Retired in February 2025)

Director

Executive Management Team

Rhys Kennedy

Chief Executive Officer

Wendy Lavelle

Chief Operating Officer

Leanne Perry

Chief Financial Officer

Business Partners

Crowe Audit Australia

Auditors

Westpac, Commonwealth Bank Australia

Bankers

Australian Business Lawyers, Thomson Geer,

Minter Ellison, Mills Oakley, Holding Redlich

Solicitors

JBWere

Investment Advisors

Registered Office

CPL – Choice, Passion, Life

Level 2, 340 Adelaide Street, Brisbane, Qld, 4000

Postal Address

340 Adelaide Street,

Brisbane, Qld, 4000

Telephone

1800 275 753

Email

info@cpl.org.au

Australian Business Number (ABN)

27 009 942 269

Patron

Her Excellency the Honourable Dr Jeannette Young
PSM, Governor of Queensland

Please visit our website at cpl.org.au
for a full listing of our locations.

Acknowledgement of Country

The CPL Group acknowledges the Traditional Custodians of country throughout Australia, and we pay our respects to Elders past, present, and emerging. We are committed to honouring Aboriginal and Torres Strait Islander peoples and their unique cultural and spiritual relationship to land, water and seas and their rich contribution to society.

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CEO & Chair's Report



CEO & Chair's Report

The 2024/25 year has been one of adaptation, resilience and determination for CPL Group.

Together with our clients and their families, our employees, and the wider disability sector, we have worked hard to build a strong and sustainable future for our organisation. This has been a year of challenges, but it has also been a year which reminded us of the strength of our community and the power of a shared purpose.

A focus on sustainability & stability

Financial sustainability has been at the centre of our work this year.

Weathering the challenges within the sector for clients accessing the National Disability Insurance Scheme (NDIS) has not been about quick solutions, but rather steady, deliberate effort across the entire CPL Group. It has been the result of tough choices, but also of collaboration and persistence.

We have engaged actively with government, through Ability First Australia (AFA) and ongoing advocacy, to make sure the disability sector has a strong foundation for the years to come. We know how many people rely on the fundamental support of the NDIS to live their lives with dignity and respect.

For CPL Group, sustainability is not simply about balancing the books. It is about ensuring our organisations can keep doing what matters most; providing quality services for our clients and supporting the people who deliver them. It is about making sure families can count on us, today and into the future.

People first always

At the heart of everything we do are the people we support. Quality and safety are not negotiable. They are the foundation on which trust is built, and the reason we exist.

For our clients, we know that consistent, safe, high-quality support can make the difference between opportunity and limitation. For employees, safety and wellbeing mean they can show up every day with the energy, focus and care which our clients deserve.

This is why we are committed to finding new ways to work smarter and safer. This year we invested in technology, embraced innovation, and looked for ways to streamline operations without ever compromising on quality.

The future of our organisations depend on making these choices now — choices which free up time and resources to focus on what matters most: people.

Responding to challenges together

This year also brought challenges to test our resilience. The natural disasters in North Queensland and Cyclone Alfred, as well as the flooding in Northern New South Wales reminded us how vulnerable communities can be, and how important it is to be prepared.

While these events will be covered in more detail later in this Annual Report, we want to acknowledge here the incredible way our teams responded.

Employees and partners of every organisation in the Group showed extraordinary dedication in keeping people safe, and supporting clients through disruption, power outages and service changes. In those moments, the true meaning of who we are and why we exist came into sharp focus. CPL Group will always be about relationships, resilience, and the investment we make in each other.

Looking forward with purpose

As we look ahead to 2025/26, our priorities are clear, and they are deeply focused on the people who we support and the people we employ.

We will continue to strengthen and grow the services which matter most to clients and families. We will invest in partnerships which expand opportunities and create new pathways for inclusion. And we will keep innovating in ways which make life resoundingly impactful for people with disability across Australia.

Strategy will always provide our foundation, but our vision for 2025/26 reaches beyond it — to build an even stronger sense of belonging for the people we support and those who work alongside us. We want CPL Group to continue to be a place where clients feel supported and empowered by their service provider, and where employees feel valued and proud of the work they do. That is the culture we are building — one that is grounded in quality care, strong communities and shared commitment.

Gratitude and hope

We cannot talk about this year without pausing to thank the people who made it possible.

To our clients and families across the Group — thank you for trusting us, for challenging us, and for inspiring us to do better every day.

To all employees — thank you for your tireless commitment, your creativity, and your care.

To our partners and supporters — thank you for walking alongside us as we advocate for change and strive for a stronger sector.

The past year has reminded us that progress does not happen in big leaps alone. It comes from the steady, humble work of “chipping away” at challenges, holding firm to values, and never losing sight of why we are here. Our history has shown when we stay true to our purpose, CPL Group can adapt and grow through anything.

We are proud of the progress made this year, but even prouder of the people who made it possible. With your support, CPL Group enters 2025/26 with confidence and a strong plan for the future.



Simon Crane
Chair, CPL Board
of Directors



Rhys Kennedy
Chief Executive Officer



Our strategic priorities in action

At CPL Group, our strategic priorities are more than words on a page. They are the framework which guides how we adapt to challenges, seize opportunities, and deliver meaningful outcomes for 8260 clients and 2496 employees within the organisations that make up CPL Group.

This year, our priorities came to life in ways which highlighted resilience, compassion and innovation. Time and again, our people showed what makes CPL Group unique – not settling for the minimum, but bringing creativity, care and determination to every challenge and opportunity.



Building a proactive safety culture

For us, workplace safety is at the foundation of service excellence. Over the past year, we took bold steps to strengthen our proactive safety culture.

We have:

- Delivered Safe Client Transport training across each organisation
- Developed a train-the-trainer model for high-risk areas
- Launched a dedicated Injury Management Panel to monitor complex claims and identify trends

As a result, CPL recorded a significant reduction in workers' compensation claims and a sizeable drop in recordable injuries compared to the previous year. Even more significantly, our Lost Time Injury Frequency Rate fell below the industry benchmark — a milestone which positions CPL as a leader in keeping staff safe across the sector.

Partnerships to expand influence

Our partnerships this year highlighted the breadth of CPL Group's influence and the importance of embedding accessibility across all sectors.

We advised on major infrastructure projects, including Brisbane Metro, Cross River Rail and Queensland Rail to ensure accessibility is integrated into the city's future transport networks.

Through Access Arts, we also worked with QPAC to strengthen the inclusivity of the *Out of the Box Festival*, enabling more families with disability to participate with confidence.



These collaborations demonstrate how CPL Group's expertise is being sought at every level, from cultural institutions to city-wide infrastructure, reinforcing our role as a trusted advisor on inclusion.

Auslan interpreter at the *Out of the Box Festival*.

Image Credit: QPAC

Responding to natural disasters with care

Queensland's cyclone season once again tested the resilience of communities, and in turn, CPL Group.

Multiple weather events swept through North Queensland, causing significant disruption to Cootharinga and CPL just as South East Queensland braced for its own in the form of Cyclone Alfred. Almost every region we operate in was impacted, yet the response from CPL Group was marked not by disruption, but by determination.

Our teams mobilised quickly and decisively.

Here is an overview of our response:

- In homes predicted to flood or lose power for extended periods, we acted before disaster struck, relocating clients to safer accommodation.
- Staff extended shifts, volunteered to stay overnight, and worked in pairs to ensure no client was left unsupported — even when road closures and outages made access challenging.
- After the storms passed, every client was contacted personally.
- Staff checked that food, medication, and essential equipment were in place, often hand-delivering supplies when shops and pharmacies were closed.

These actions weren't covered by additional funding or contractual requirements. They were driven entirely by the values at the core of CPL Group — care, safety, and community.

Prioritising psychosocial safety

This year, CPL Group made psychosocial safety a strategic priority.

Using insights from the *People at Work* survey, we undertook a comprehensive analysis of workplace risks and identified key areas for improvement.

Working in partnership with Flourish DX, we facilitated focus groups with employees across all group organisations and developed targeted strategies to address the findings.



The result is a clear plan to strengthen wellbeing across the organisation and ensure CPL Group continues to meet evolving regulatory expectations.

More importantly, it reinforces the commitment to creating organisations and workplaces where employees feel safe, respected and supported — recognising the wellbeing of our workforce directly enhances the quality of service provided to clients.



Case Study Spotlight

Keeping clients safe during Cyclone Alfred

In a small number of CPL supported accommodation homes, we knew that isolation and power loss was a risk and the impact would be significant for those relying on power for equipment.

Within hours of the cyclone's confirmed direction and the subsequent flooding risk, our teams activated a relocation strategy.

This included not only moving clients but also transporting essential equipment such as beds, hoists and other supports to ensure continuity of care.

Clients were welcomed into other CPL sites, where staff had already prepared to provide support. During their stay, the team created a calm and even fun environment, helping to reduce stress and maintain a sense of normality at what was an anxious time. Activities were adapted, routines were maintained as closely as possible, and staff worked together to provide both practical support and emotional reassurance.

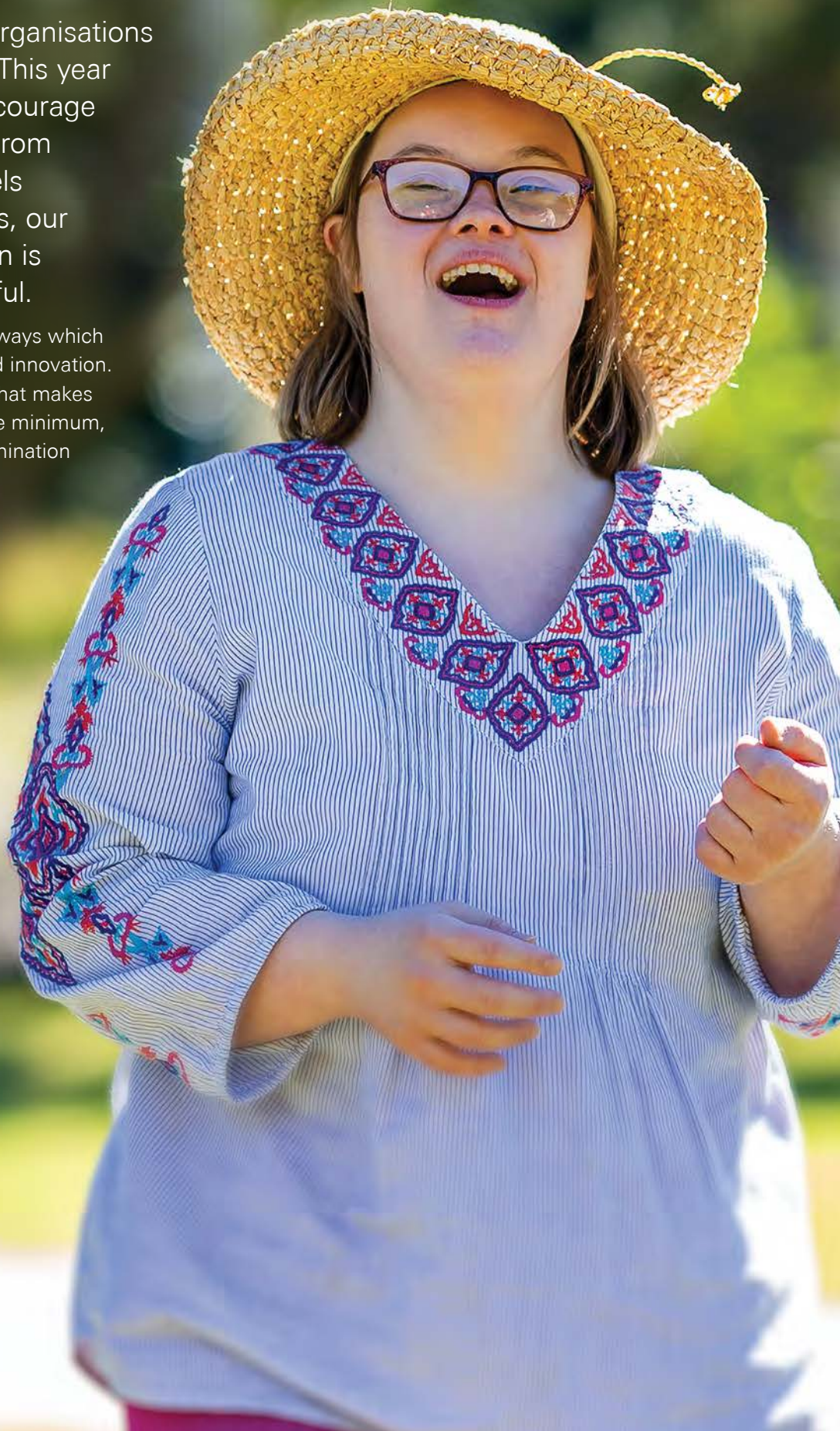
Importantly, extended family members were kept informed throughout the process. Families told us they felt reassured knowing their loved ones were safe, comfortable and supported. Many expressed their appreciation for CPL's proactive approach and the commitment shown by staff to protect clients' wellbeing and ensure staff access to deliver supports.

Enacting our business continuity and disaster management plans ensured the team can come together to keep people safe and supported, even in the most challenging circumstances.

Our clients & community

At the heart of CPL Group organisations are the people we support. This year their voices, creativity, and courage guided us more than ever. From expanding feedback channels to shining on national stages, our clients reminded us inclusion is not just possible, it's powerful.

This year, our priorities came to life in ways which highlighted resilience, compassion and innovation. Time and again, our people showed what makes CPL Group unique – not settling for the minimum, but bringing creativity, care and determination to every challenge and opportunity.



Putting service first

This year, CPL Group's commitment to delivering quality services was reflected in the sheer scale of support we provided — from the number of shifts covered to the total hours of care delivered across the community.

From North Queensland to Ballina, CPL Group's reach via CPL, Milestones, Cootharinga and Access Arts covers more than 1,800 kilometres and supports more than 8260 clients, in big cities, rural towns and everywhere in between.

This year we delivered 2.3 million hours of Direct Support Worker (DSW) support to ensure our clients had the support they needed every single day.

Elevating client voice

Through the Client Experience Initiative, we completed 218 interviews with clients, families and stakeholders in CPL and Cootharinga — nearly double last year's numbers.

Each conversation gave us insight into what we're doing well and where we can improve. This isn't just data collection; it's a demonstration of respect. Clients told us they wanted more opportunities for choice and clearer communication, and we listened.

Their feedback directly shaped our newest Client Experience and Engagement Strategy, which puts Active Supports at the heart of how we deliver services. We have extensive plans to expand this approach throughout FY25/26 and beyond.

Celebrating creativity

Arts and culture continued to be a strong avenue for inclusion this year.

At the Brisbane Rotary Art Show, seven Artel artists were selected as finalists, with two works sold to private collectors. Their recognition alongside some of Queensland's leading artists reflects the growing profile and professionalism of Artel's creative community.

Through Access Arts, CPL collaborated with QPAC to enhance the accessibility of the *Out of the Box Festival*. This partnership ensured more children and families with disability could participate in the festival program, marking an important step towards greater inclusion in Queensland's cultural events.

Creating opportunities for economic participation

Creating pathways for economic participation, to ensure people with disability have more meaningful opportunities to engage in employment, remained a key priority for CPL this year.

Throughout the twelve months of 2024/25, there were a number of new initiatives which allowed for further economic participation, including:

- Paid opportunities at the *Out of the Box Festival* for reviews and feedback channels.
- Sales through Access Arts' KPMG and St Andrew's art exhibitions.
- 1666 new jobs found through Mylestones Employment services.
- Through Mylestones social enterprise and supported employment programs, supported employees worked a total of 61,152 hours of paid employment.



Image credit: QPAC

Case Study Spotlight Families at the Festival

"The *Out of the Box Festival* was a fantastic, inclusive experience for me as a person with disability, and my child with disability. The layout was easy to navigate, and the sensory supports - like quiet zones and clear signage made a big difference. We felt welcomed, safe, and free to engage at our own pace. It was clear the event was designed with real input from people with disability. A truly thoughtful and wonderful day out for me and my family."

– Tim M, Logan





Our employees within CPL Group

The teams we have working with us are pivotal to our impact. Their skills, dedication and care turn strategy into real outcomes for clients every day.

This year, we celebrated their achievements, listened to their voices, and strengthened the support structures to help them thrive.

Leadership at every level

This year, CPL Group invested in leadership development across all levels of the organisations.

Senior leaders built capability in leading change, executives focused on resilience, and frontline managers participated in Values-Based Leadership. Together, these programs are strengthening the culture of accountability, safety and care which is central to CPL Group.

Recognition where it matters

Recognition remained central to building engagement and pride.

More than 700 nominations were received for CPL Group values awards. The Executive Team visited fifteen awardees to acknowledge their efforts and another 35 were recognised through local celebrations. These awards reflect our commitment to acknowledging the impact of everyday excellence across the organisation.

Listening and improving

Employee feedback continued to shape our priorities.

One third of the workforce within the Group participated in the *Great Place to Work* survey, with 68% agreeing CPL, Cootharinga, Milestones and Access Arts is a great place to work – well above the national benchmark. Importantly, 84% of respondents reported finding special meaning in their work.

These results highlight the strength of our culture and the commitment of our people.

The survey also provided clear direction on areas for improvement, including recognition, career development and benefits. This feedback is informing the development of our new *Diversity and Inclusion Strategy* and other initiatives designed to enhance the employee experience.

68%

respondents agree
CPL Group is a
great place to work

84%

respondents reported
finding special
meaning in their work

Case study spotlight Recognition in action

Kylee Dickinson

Service Manager, Cootharinga

Kylee Dickinson is a Cootharinga Service Facilitator based in Townsville. Kylee was nominated by members of her team, with one stating “Kylee understands that a happy team member equals a happy client. She is always willing to listen and flexibly resolves and adjusts to situations that the support workers are experiencing. She constantly checks in with the team individually and makes time for the team to bond.” Another team member praised the connection she has with her clients and guardians and her commitment to maintaining quality service for her clients.

Ricky McMahon

Direct Support Worker, CPL

Ricky McMahon is a DSW based in Labrador. Ricky was nominated by a client who said that he “always encourages me to do amazing things and things I thought I would never be able to do.” The client was very appreciative that Ricky assisted getting them into the *Focus on Ability* film festival, helping them to be a winner at the *Brisbane Screening Competition*.

Recognising long-serving employees

We also recognise our long-serving employees – some marking milestones of more than 25 years in their role in within CPL Group.

25 years

Lynda Smith
Julieanne Creed
Frances Niquet
Urmilla Prasad
Jorma Tianen

20 years

Kim Petersen
Sue Sharp
Tara Strobel
Denis Nielsen
Claire Stevens
Tracey Price
Malia Kelemete

15 years

Lorrienne O'Driscoll
Karen Deocampo
Emma De Ledger St Claire
Todd Anderson
Nigel Webb
Catherine Andrews
Lise-Laura Poulsen
Stewart Haigh-Eite
Natalie Searson
Tracey Clifford
Tammy Possumah
Katie Gordon
Christine Schulze
Lara Patey
Yvonne Musora
Stephanie Carlo
Mildred Jasi
Rangi Dickson
Maud Jasi
Bengamin Ferguson
Rohini Trotter

Impact highlights

Our achievements this year reinforced CPL Group's role as a trusted collective of service providers and organisations focused on creating lasting value for clients, employees and communities.

2.3m

hours of service delivered

24,000+

hours of training delivered

218

interviews completed through the Client Experience Initiative

Seven

Artists showcased as finalists in one of Queensland's largest art prizes

CPL is a key inclusion advisor for:

- ✓ QPAC
- ✓ Brisbane Metro
- ✓ Queensland Rail
- ✓ Brisbane Festival

61,000+

total hours of paid employment worked by supported employees through Mylestones

1,666

new jobs found through Mylestones Employment support



Strengthening the future

For over 75 years, CPL has adapted, grown and delivered services which make a difference for people with disability. Looking ahead, we are building on this legacy with investments in technology, safety and partnerships to sustain our impact for decades to come.

Growing opportunities

This year, in addition to delivering Disability Employment Services via Mylestones Employment, CPL continued to invest in creating real pathways for people with disability to participate in the economy.

Through our Individual Employment Supports (IES) and School Leaver Employment Supports (SLES) programs, we worked alongside clients to build skills, confidence and connections to open the door to long-term employment.

Cootharinga delivered a *Skilling Queenslanders for Work* program in Mount Isa working with regional young people with a disability to build employment skills and job readiness.

Our Mylestones Printing team strengthened relationships with values-driven organisations including Sustainable Salons and Share the Dignity, demonstrating how inclusive employment can deliver both social and commercial impact. These partnerships not only provide meaningful work opportunities for our clients, but also showcase the role businesses can play in building a more inclusive economy.





Technology & innovation

This year, we invested more into our continued efforts to modernise technology across all levels of our service delivery.

This work has included consolidating legacy platforms, digitising manual processes, and introducing automation to improve accuracy and reliability.

These improvements, along with many more ready to be implemented or in the planning phase, are designed to reduce administrative burden for employees, strengthen compliance and data security, and create greater consistency across the organisation.

What we have delivered so far is a snapshot of what's to come. System and automation enhancements will continue to be rolled out in a systematic way, ensuring lasting benefits for clients and employees across CPL Group.

Safety & sustainability

Our commitment to safety continues, with CPL and Cootharinga recording industry-leading Return to Work outcomes.

We used data-driven injury prevention techniques, and engagement with our teams across all areas to better understand their needs and create a workplace which protects our people and empowers performance.

While significant work has been undertaken to strengthen our sustainability, this now continues to be part of business as usual.

Every team plays a role in ensuring these principles guide daily decisions and actions. By embedding this focus across the organisation, we are building a strong legacy.

Partnerships with purpose

The strength of our partnerships with cultural institutions, governments and corporate leaders is positioning CPL as the trusted voice of inclusion in Queensland and Northern New South Wales.

These relationships are more than collaborations — they are catalysts for long-lasting change and ensuring people with disability are included in all levels of decision making.

Board Profiles

Simon Crane

CPL Chair
BCom, FCA, GAICD



Simon Crane is a recognised financial leader, bringing over 25 years' experience in financial management and accountancy to the CPL Board.

Since the beginning of his career, Simon has advised large, publicly listed multinationals, privately owned companies and not-for-profit organisations to strengthen and grow their financial positions.

His experience across a broad range of industries led to his appointment as the Partner-in-Charge of KPMG's Brisbane Audit and Assurance practice for approximately 10 years.

Simon is a Fellow of the Institute of Chartered Accountants Australia and New Zealand and a Graduate of the Australian Institute of Company Directors.

Brendon Gibson

CPL Deputy Char, CPL Treasurer
BCom (MAF), FCPA



An experienced senior executive, consultant, and change leader, Brendon Gibson brings more than 25 years of financial and risk management experience to the Board.

Having worked for some of Queensland's largest companies, Brendon's passion for change leadership, financial transformation, and operational impact led him to create local impact for community benefit in his current appointments to the Nominations Committee and Delegate for Queensland Cricket and President of South Brisbane District Cricket Club.

Joining the CPL Group Board in 2021, Brendon brings with him ten years of experience of being a Board Director.

Brendon is a Certified Practising Accountant and holds a Bachelor of Commerce and a Master of Applied Finance.

Sue Scheinpflug

CPL Director
BTeach, BEd, GAICD



Sue Scheinpflug is an experienced leader and board chair, with more than 20 years of experience in the human services and health sectors.

Sue currently holds the positions of Chair for Health Translation Queensland, Chair of West Moreton Health and Chair of UQ Health Care. She is also a community board member of the Parole Board Queensland.

Sue holds qualifications in education and is a graduate of the Australian Institute of Company Directors. She has held numerous advisory and policy development roles at local, state and national government levels, and has won awards as a business and community leader.

Alastair Sharman

CPL Director
BA (Hons), MSc (IT)



Alastair is an accomplished senior executive with more than 25 years' experience in delivering information management, technology and digital services in the public and private sector.

After commencing his career in the Australian Army, Alastair worked extensively in consulting before being appointed the first Chief Information Officer (CIO) for Children's Health Queensland Hospital and Health Service in 2015 and then Chief Digital Officer for the Mater Group in 2020. His experience in transformative change and digital leadership saw him recognised as one of Australia's top 50 IT chiefs in 2016 and 2017 by cio.com.au, a leading voice in IT.

Alongside his roles at the Mater and CPL – Choice Passion Life, Alastair is the current Chair of Australian Private Hospital CIO Forum and a member of the Digitally Enabled Care Advisory Committee for the Australian Commission on Safety and Quality in Health Care.

Alastair holds a Master of Science in Information Technology, a Graduate Diploma in Information Management and Analysis, and a Bachelor of Arts with Honours in Politics. He is a graduate of the Royal Military College of Australia and the Australian Defence Force Academy.

Ken MacDonald AM

CPL Director
BA (Hons), LLB (Hons), FAICD



Ken MacDonald has over 40 years' experience in corporate law, specialising in the energy and natural resources sector.

During his career, Ken has advised and guided businesses through periods of growth and change and has a passion for supporting leaders and business executives.

As a seasoned Director, Ken has served in a number of board management and directorship positions including Chairman of Highlands Pacific Limited, Deputy Chancellor of Bond University, Deputy Chairman of the Queensland Investment Corporation and Director of Save the Children Fund Australia. Currently, Ken is a member of the Queensland Business Leaders Hall of Fame Induction Committee and a Member of the Queensland Library Foundation Council.

In 2017, Ken was recognised for his extensive service to Boards across Australia with a Gold Medal from the Australian Institute of Company Directors.

Ken holds a Bachelor of Arts (Hons), a Bachelor of Laws (Hons) and is a Fellow of the Australian Institute of Company Directors.

Susan McKee

CPL Director
RN, BSC HMS, MBA, GAICD



Susan McKee is a registered nurse and health sector leader with over four decades of experience in implementing strong healthcare and business strategies.

An experienced Executive and Board Director, Susan has extensive operational and strategic experience leading large, complex organisations, with particular focus on healthcare services.

Her background in nursing, coupled with her personal experience supporting a Goddaughter with a disability, sees Susan bring her passion for client advocacy to the CPL Board.

Susan currently serves as the Chief Executive Officer for Oral Health Victoria, is a Director of the Australian Healthcare and Hospitals Association, and is the chair of the Australian Centre for Values Based Health Care.

Colleen Clur

CPL Director
BA (Hons), MA (Hist), GradDipBusAdmin,
GAICD



Colleen Clur is a highly experienced senior leader with a strong background in engagement and strategy development. As a former hospital and health service Executive Director, Colleen brings a wealth of experience in corporate governance, risk management, and strategic planning to the Board. Her extensive knowledge of communications and helping organisations with strategy development led her to found her own consultancy. Colleen is a published author, Graduate of the Australian Institute of Company Directors (AICD) and holds a Bachelor and Master of Arts in History.

Colleen Clur retired from the board on 28 February 2025.

Executive Profiles

Rhys Kennedy

Chief Executive Officer
BOccThy, MBA, GAICD



Rhys has been Chief Executive Officer of CPL since December 2016. Rhys brings a unique combination of knowledge, skills and experience to the role, many of which have been acquired from within the organisation.

After joining CPL as an occupational therapist in Rockhampton, Rhys held a number of local management roles before taking a leadership role in the organisation as General Manager – Strategy – a position which would ultimately lead him into the CEO role.

Rhys sits on the Boards of CPL subsidiaries, Cootharinga North Queensland Limited and Access Arts (CPL) Limited.

He holds a Bachelor of Occupational Therapy, Master of Business Administration and is a Graduate of the Australian Institute of Company Directors (AICD).

Wendy Lavelle

Chief Operating Officer
B Arts (PR), MHuServ, GAICD



Wendy has a wealth of community sector knowledge and management experience, joining CPL in 2003 after working in community, in-home and employment services in the UK and in Australia.

In her role as Chief Operating Officer, Wendy leads all service delivery streams as well as a number of enabling functions including People, Learning and Culture; Practice Governance and Quality; and Risk, Safety and Compliance.

Wendy also sits on the Boards of CPL subsidiaries, Cootharinga North Queensland Limited and Access Arts (CPL) Limited.

Wendy holds a number of qualifications including a Bachelor of Arts (Public Relations), Master of Human Services (Disability Practice) and is a Graduate of the Australian Institute of Company Directors (AICD).

Leanne Perry

Chief Financial Officer
BCom (Accounting), FCPA, GAICD



Leanne's career in accounting and financial management spans 25 years and includes roles in disability, professional services, retail and logistics.

Leanne joined CPL in 2021 where her role as Chief Financial Officer sees her leading a number of functions including finance, business insights, payroll, NDIS portal and claiming, rostering, procurement, fleet, property and IT.

In addition to her Executive role with CPL, Leanne is Company Secretary for CPL, a Director and Secretary of subsidiary organisations, Cootharinga North Queensland Limited and Access Arts (CPL) Limited.

Leanne is a Fellow of Certified Practising Accountant (FCPA), holds a Bachelor of Commerce, and is a Graduate of the Australian Institute of Company Directors (AICD).

Directors' Report

The Directors present their report together with the concise consolidated financial report for the financial year ended 30 June 2025 and the auditor's report thereon.

Directors

Details of the directors at any time during or since the end of the financial year are disclosed in pages 22 – 24 in the Board Profiles section of this report.

Company Secretaries

Anastasia Maynes (BCom LLB (Hons), Grad Dip LP, Grad Dip ACG, AGIA, MAICD) is an accredited Chartered Secretary and has over 15 years' experience in mergers and acquisitions, capital market and corporate transactions and corporate governance. Her experience includes working as a corporate lawyer in one of Australia's top tier law firms and being a Company Secretary of both ASX-listed and unlisted companies. Currently, Anastasia works as a special counsel in Minter Ellison's Corporate Practice Group in Brisbane and has served as CPL Company Secretary since 2015.

Leanne Perry (BCom (Accounting), FCPA, GAICD). Leanne's career in accounting and financial management spans more than 25 years and includes roles in disability, professional services, retail and logistics. Leanne joined CPL in 2021 where her role as Chief Financial Officer sees her leading a number of functions including including finance, business insights, payroll, NDIS portal and claiming, rostering, procurement, fleet, property and IT.

Principal Activity

CPL is a leading provider of integrated support and advice for people living with a disability and their families. We work with our clients at every stage of their lives. We deliver the very best support, guidance, technology and understanding possible, so people can achieve the things that matter the most to them. We know that given the right opportunities, people can grow beyond expectations and create amazing lives. It's why we refuse to compromise in chasing the best lives for our clients, and ourselves.

Directors' Meetings

Details of the Directors' attendance at Director's meetings are disclosed on page 28 of this report.

Directors' Insurance and Officers' Insurance

CPL maintains insurance in respect of Directors' and Officers' Liability and legal expenses' insurance contracts for current and former Directors and officers of CPL.

The Directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the Directors' and Officers' Liability and legal expenses' insurance contracts as such disclosure is prohibited under the terms of the contract.

Review and Results of Operations

The profit for the financial year, as shown in the Statement of Profit or Loss and Other Comprehensive Income was \$4,405,333 (2024 deficit: \$5,149,183). This is a significant improvement from last financial year due to our significant focus on financial sustainability. This has involved ongoing detailed analysis of all services, with consolidation of properties where possible to reduce costs. A significant contributor to the profit in this financial year was the sale of a property. As CPLs assets are recorded at historical cost, the profit recognised from this sale was \$3,966,020. Without this sale, CPLs profit would have been \$439,313.

CPL operates in a complex and challenging environment, which includes regulated (set) pricing. While the regulated pricing makes assumptions about the cost base of organisations, CPL's ongoing commitment to areas such as quality, practice governance, risk management and staff training requires investment of funds which are not reflected in the regulated price. This continues to impact CPL's financial result despite continuing to advocate for appropriate pricing and funding for our clients.

CPL continues to see the client plans be either rolled over without assessment of clients changing needs, or actually a reduction in the size of the client plans for no apparent reason. CPL's commitment to its clients means that CPL bears the financial impact of those changes while it engages with key stakeholders to rectify. This can take many months and also continues to impact CPL's financial result.

State of Affairs

In the opinion of the Directors, there were no significant changes in the state of affairs of CPL that occurred during the financial year under review not otherwise disclosed in this report or the financial statements.

Events Subsequent to the End of Financial Year

The Directors advise that there has not arisen, in the interval between the end of the financial year and the date of this report, any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors, to affect the operations or state of affairs of CPL.

Lead Auditor's Independence Declaration

The Lead Auditors' Independence Declaration is set out on page 30 and forms part of the Directors' Report for the financial year.

Dated at Brisbane this 1 November 2025 and signed on behalf of the Board and in accordance with a resolution of the Directors on 1 November 2025.



Simon Crane

Chair

CPL – Choice, Passion, Life

Concise Consolidated Financial Report

The information contained in the concise consolidated financial report is expressed in Australian dollars. In addition, the directors make the following representations:

- a. The concise consolidated financial report is an extract from the consolidated financial report;
- b. The consolidated financial statements and specific disclosures included in the concise consolidated financial report have been derived from the consolidated financial report;
- c. The concise consolidated financial report cannot be expected to provide a full understanding of the consolidated financial performance, consolidated financial position and the consolidated financing and investing activities of the entity as the full audited financial report; and
- d. Further information can be obtained from the full audited consolidated financial report and that consolidated financial report is available, free of charge, on request to the organisation.

The concise consolidated financial report includes the consolidated statement of financial position as at 30 June 2025 and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and discussion and analysis. Copies of our 2024-2025 audited consolidated financial reports can be obtained by writing to the Company Secretary, PO Box 386 Fortitude Valley QLD 4006 or by visiting www.cpl.org.au/contact-us

Directors’ Participation in Board and Committee Meetings

Directors’ Meetings	2025		2024	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Simon Crane (Chair)*	6	5	7	6
Ken MacDonald	6	6	7	5
Susan McKee**	6	5	4	4
Sue Scheinpflug	6	5	7	7
Colleen Clur (retired 28 February 2025)	6	4	7	7
Brendan Gibson	6	5	7	7
Alastair Sharman	6	5	7	6
Lucille Chalmers	-	-	-	-
Karen Wynn	-	-	-	-

*Simon Crane was granted a leave of absence from the CPL Board of Directors for the period 17 March 2025 to 29 April 2025 inclusive. This includes one Director’s meeting in the 2024-25 financial year.

**Susan McKee was granted a leave of absence from the CPL Board of Directors for the period 9 July 2024 to 6 August 2024 inclusive. This includes one Director’s meeting in the 2024-25 financial year.

People and Culture Committee

Directors' Meetings	2025		2024	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Name of Director				
Simon Crane (Chair)*	3	3	1	1
Susan McKee** (left committee 22 February 2025)	3	1	1	1
Ken MacDonald	3	3	1	1
Brendon Gibson (joined committee 22 February 2025)	-	-	-	-

Finance and Risk Committee

Directors' Meetings	2025		2024	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Name of Director				
Brendon Gibson (Chair)	7	6	6	6
Ken MacDonald	7	7	6	6
Susan McKee**	7	6	3	3
Simon Crane*	3	3	-	-

Clinical Governance and Quality Committee

Directors' Meetings	2025		2024	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Name of Director				
Colleen Clur (Chair) (retired 28 February 2025)	3	2	4	4
Sue Scheinpflug	3	3	4	4
Susan McKee** (Chair part year)	3	3	3	3
Alastair Sharman	3	2	4	4

*Simon Crane was granted a leave of absence from the CPL Board of Directors for the period 17 March 2025 to 29 April 2025 inclusive.

**Susan McKee was granted a leave of absence from the CPL Board of Directors for the period 9 July 2024 to 6 August 2024 inclusive.



Crowe Audit Australia
 ABN 13 969 921 386
 Level 16 120 Edward Street
 Brisbane QLD 4000
 Australia
 Main +61 (07) 3233 3555
 Fax +61 (07) 3233 3567
www.crowe.com.au

Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Directors of CPL – Choice, Passion, Life and its Controlled Entities

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit

Crowe Audit Australia

Crowe Audit Australia

Mori Fathallah

Mori Fathallah

Associate Partner

1 November 2025

Brisbane

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Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

	2025	2024
	\$	\$
Revenue	209,078,166	222,412,839
Realised (Loss) / Gain on Financial Assets	(148,631)	(79,000)
Unrealised (Loss) / Gain on Financial Assets	1,224,000	1,121,426
Gain / (Loss) on Sale of Assets	2,411,685	(83,276)
Advertising and Promotion	(635,773)	(651,002)
Client Related Expenses	(164,840)	(238,463)
Computer Expenses	(4,475,982)	(4,581,689)
Cost of Sales	(109,086)	(71,341)
Depreciation and Amortisation	(7,341,448)	(7,828,124)
Employee Expenses	(182,065,810)	(196,901,264)
Finance Expenses	(1,083,178)	(995,105)
General Contracts	(994,656)	(1,223,994)
Impairment	-	(164,982)
Motor Vehicle Expenses	(1,624,220)	(2,220,238)
Occupancy Costs	(4,021,180)	(4,562,549)
Other Expenses	(1,362,521)	(3,451,697)
Program Costs	-	(217,659)
Telephones and Data Communication	(632,115)	(1,068,373)
Printing and Office Supplies	(723,518)	(783,886)
Recruitment and Training	(376,167)	(582,402)
Repairs and Maintenance	(1,686,707)	(2,290,745)
Travel Expenses	(862,688)	(687,658)
Total Expenditure	(208,159,887)	(228,521,172)
Surplus / (Loss) for the Year	4,405,333	(5,149,183)
Total Comprehensive Income for the Year	4,405,333	(5,149,183)

Consolidated Statement of Financial Position

As at 30 June 2025

	2025 \$	2024 \$
Current Assets		
Cash and Cash Equivalents	21,061,941	22,442,370
Trade and Other Receivables	8,680,852	10,384,423
Non Current Assets Held for Sale	-	653,980
Investment in Managed Portfolios	21,363,081	14,845,923
Other Current Asset	3,348,076	3,607,245
Total Current Assets	54,453,951	51,933,941
Non-Current Assets		
Property, Plant and Equipment	16,617,859	20,612,933
Right of Use Assets	19,661,081	23,871,647
Total Non-Current Assets	36,278,939	44,484,580
Total Assets	90,732,890	96,418,521
Current Liabilities		
Trade and Other Payables	16,663,876	21,879,918
Employee Benefits - Long Service Leave	3,025,794	3,087,838
Employee Benefits - Sleepover Leave	145,465	221,156
Provisions	1,149,750	1,105,500
Lease Liability	4,461,237	5,077,791
Interest-bearing Liabilities	1,410,952	1,709,081
Contract Liabilities and Funding Held in Trust	3,258,091	3,390,760
Total Current Liabilities	30,115,165	36,472,045
Non-Current Liabilities		
Employee Benefits – Long Service Leave	2,273,185	2,783,529
Interest-bearing Liabilities	-	44,971
Lease Liability	17,254,292	20,433,061
Total Non-Current Liabilities	19,527,477	23,261,561
Total Liabilities	49,642,642	59,733,606
Net Assets	41,090,248	36,684,915
Equity		
Accumulated Funds	41,090,248	36,684,915
Total Equity	41,090,248	36,684,915

Consolidated Statement of Changes in Equity

For the year ended 30 June 2025

	Retained Profit \$
Balance as at 1 July 2023	41,834,098
Total Comprehensive Loss:	
Surplus / (Loss) for the Year	(5,149,183)
Balance as at 30 June 2024	<u>36,684,915</u>
Balance as at 1 July 2024	36,684,915
Total Comprehensive Profit:	
Surplus / (Loss) for the Year	4,405,333
Balance as at 30 June 2025	<u>41,090,248</u>

Consolidated Statement of Cash Flows

For the year ended 30 June 2025

	2025 Inflows (Outflows) \$	2024 Inflows (Outflows) \$
Cash Flows from Operating Activities		
Receipts from Government and Customers (Including GST)	209,370,483	219,468,315
Cash Receipts in the Course of Operations	209,370,483	219,468,315
Payments to Employees and Suppliers	(209,725,316)	(220,519,263)
Interest Paid	(1,083,178)	(954,981)
Cash Payments in the Course of Operations	(210,808,493)	(221,474,244)
Net Cash from / (Used in) Operating Activities	(1,438,010)	(2,005,929)
Cash Flows from Investing Activities		
Acquisition of Property, Plant and Equipment	1,784,383	(1,103,074)
Proceeds from Sale of Other Non-Current Assets	4,111,126	21,420
Acquisition of Investments	(5,441,788)	(1,768,576)
Proceeds on Sale of Investments	-	5,504,955
Interest and Dividends Received	1,410,600	1,459,096
Net Cash (Used in) / Generated from Investing Activities	1,864,319	4,113,822
Cash Flows from Financing Activities		
Proceeds from Borrowings	5,268,799	1,793,685
Repayment of Borrowings	(5,611,899)	(1,687,938)
Lease Payments	(1,463,638)	(6,836,356)
Net Cash from / (Used in) Financing Activities	(1,806,738)	(6,730,609)
Net Increase / (Decrease) in Cash and Cash Equivalents	(1,380,429)	(4,622,716)
Cash and Cash Equivalents at the Beginning of the Year	22,442,370	27,065,086
Cash and Cash Equivalents at the End of the Year	21,061,941	22,442,370

Basis of Preparation

The consolidated financial statements were approved by the Board of Directors on 1 November 2025.

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures made by the Australian Accounting Standards Board (AASB) and the requirements of the Australian Charities Not-for-profits Commission Act 2012 and the Corporations Act 2001 as appropriate for not-for-profit entities.

The consolidated financial statements have been prepared on a going concern basis which contemplates the realisation of assets and liabilities in the ordinary course of business.

The consolidated financial statements are presented in Australian dollars and prepared on the historical cost basis except investments which are stated at their fair value.

New, Revised or Amended Accounting Standards and Interpretations Adopted

The CPL group of entities have adopted all new, revised or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period.

Cootharinga North Queensland (CNQ)

On 10 March 2020, the members of Cootharinga North Queensland (Cootharinga) voted in favour of CPL being its sole member. This change took effect from 01 July 2020. Cootharinga work with people with disabilities across North Queensland and have been in operation since 1951.

CPL – Choice, Passion, Life (CPL) are the sole member of Cootharinga.

Access Arts (CPL) Limited

Access Arts (CPL) Limited (AACPL) work with people with disability and disadvantage, in the arts. CPL has entered into a service agreement with AACPL to provide services to assist with delivering their funded activities. CPL are the sole member of Access Arts.

Other than the matters discussed above, and the same of one building and associated land, the directors advise there has not arisen, in the interval between the end of the financial year and the date of this report, any item, transaction or event of a material and unusual nature, likely, in the opinion of the directors, to affect the operations or state of affairs for CPL.

Independent Auditor's Report



Crowe Audit Australia
 ABN 13 969 921 386
 Level 16 120 Edward Street
 Brisbane QLD 4000
 Australia
 Main +61 (07) 3233 3555
 Fax +61 (07) 3233 3567
www.crowe.com.au

Independent Auditor's Report

To the Members of CPL - Choice, Passion, Life and its Controlled Entities

Opinion

We have audited the accompanying concise financial report of CPL - Choice, Passion, Life (the Company) and its controlled entities, which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and related notes derived from the audited consolidated financial report of CPL - Choice, Passion, Life and its Controlled Entities for the year ended 30 June 2025, and the discussion and analysis.

Concise Financial Report

The concise consolidated financial report does not contain all the disclosures required by the Australian Accounting Standards in the preparation of the full consolidated financial report. Reading the concise consolidated financial report and the auditor's report thereon, therefore, is not a substitute for reading the full consolidated financial report and the auditor's report thereon. The concise financial report and the full financial report do not reflect the effects of events that occurred subsequent to the date of our report on the full financial report.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Concise Financial Report

Management is responsible for the preparation of the concise financial report in accordance with Australian Accounting Standard AASB 1039 *Concise Financial Reports* and for such internal control as the directors determine is necessary to enable the preparation of the concise financial report.

Auditor's Responsibilities for the Audit of the Concise Financial Report

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Reports*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the consolidated financial report of CPL - Choice, Passion, Life and its Controlled Entities for the year ended 30 June 2025. We expressed an unmodified audit opinion on that consolidated financial report in our auditor's report dated 3 November 2025. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

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An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the concise consolidated financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

Our procedures included testing that the information in the concise consolidated financial report for the year, and examination on a test basis, of audit evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid in AASB 1039 *Concise Financial Reports*.

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A handwritten signature in black ink, appearing to read "Mori Fathallah".

Mori Fathallah

Associate Partner

3 November 2025

Brisbane



Acknowledgements

Major Donors:

Peter Haeusler
Mary McKeown
Rosemary Locke
Burk McCaul
Donna Holt
J & P Sullivan
Helen Penko
Chandra Perumalla
Brian Whitehead
Peter Hopkins

Janelle Ellwood
Anthony Beal
Reid Archibald
Robyn Elliott
Lana Joukhadar
Dell Mayne
Simon Dakin
Alfio Sorbello
David Perel
Mr & Mrs Morris and Helen Tait

Legacy Gifts:

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Westpac
Queensland Theatre
QPAC
Queensland Ballet
Trending Media (AbiliTV)
In Quiet Company

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Arts Queensland
Australian Government
Brisbane City Council
Cairns Regional Council
Creative Partnerships Australia

Department of Employment, Small Business and Training; Skilling Queenslanders for Work
Department of Women, Aboriginal and Torres Strait Island Partnerships and Multiculturalism
Department of Tourism, Innovation and Sport
Department of Health, Disability and Ageing

Moreton Bay Regional Council
Ningana Trust
Queensland Government
Reuben Pelerman Benevolent Foundation
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Call us on
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