

OrangeSky

— Australia —

# Annual Report 2020/2021

Positively Connecting Communities



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Orange Sky Australia acknowledges the Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and Elders, past, present and emerging. Orange Sky Australia is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Orange Sky Australia | 17 Dover Street, Albion Queensland 4010 | (07) 3067 5800 | ABN: 85890622990

## Our mission is to positively connect communities.

**Our 2025 vision** is to help more people, more efficiently, with more resilient revenue streams whilst still finding ways to innovate and support our communities (our friends, our people and our supporters).

### Energy & Drive

We value initiative and the willingness to do whatever it takes to get stuff done.

### Passion & Focus

We feel incredibly lucky to help improve the lives of others.

### Imagination & Innovation

We take pride in our ability to solve problems through invention and creativity.

### Collaborative Partnerships

We succeed through sharing ideas, challenges and resources.

# Chair of the Board Report



*Pictured is Orange Sky Australia's Board of Directors, (from left) Lucas Patchett OAM (Executive Director), Paula Holden (Non Executive Director), Andrew Fraser (Chair), Lachlan Mitchell (Company Secretary), Nick Miller (Non Executive Director), Sommer Davies (Non Executive Director) and Nicholas Marchesi OAM (Executive Director).*

The last year for Orange Sky has been one in which the true character of the organisation has been tested. The upshot is that we have adapted, innovated, responded and done what we do best: help our friends in the community.

We started FY2021 in a pandemic (with notions of a different future), finished 2020 with the optimism of a new year and then – like everyone else – found ourselves back in a reprisal of the previous year.

Lockdowns meant shutdowns, but they have also driven us to work in new ways and to implement new measures to ensure that, wherever safe and possible, we could continue to deliver shifts and be there for our friends.

Alongside the viral pandemic is the risk of a pandemic of isolation and loneliness. For

Orange Sky, our people have stepped up and into the need to serve our mission.

Although we weren't able to support our community as much as we'd hoped, what we were able to do was show those who needed us most that we will be there for them in times of sunshine and in times of adversity.

I want to particularly acknowledge our supporters and partners, who continued to support Orange Sky generously and faithfully. Financially, we are in a strong position and the Board is currently planning how to deliver longer term security for Orange Sky. What started in the garage is now much bigger, and that means more people rely on and need Orange Sky to be sustainable and resilient.

We are investing the resources of Orange Sky in designing new ways of delivering our services, both fixed and mobile, adaptable to metropolitan and remote communities. We are driving sustainability in our services and vehicles in an environmental and economic sense.

We have a clear focus to build our capability and impact in remote communities, as we see the difference we can make for and with First Peoples.

Amidst all this change, we are staying true to the original mission of Nic and Lucas; positively connecting communities has never been more important.

A final note of thanks to the leadership of Nic and Lucas, and to my fellow directors on the Board in what has been an extraordinary year.

**To all of you who care about Orange Sky and what we do, we see you and hear you and we remain committed to delivering on our mission.**

**Andrew Fraser**  
Chair of the Board

# Co-Founder & CEO Report

Every July, we look back on the past 12 months at Orange Sky. It's always interesting to reflect on all that's happened and how far we've come. Normally, I'd be telling you about the key milestones we've hit, new communities we're supporting, or vans that we've built – but this past year looked a little different. What wasn't different though, was the continual connection forged on orange chairs around the country.

One of those connections I experienced first hand was on shift at a community centre in the northern suburbs of Melbourne. When I arrived, the volunteers were already set up, there were a few loads of washing in the machine and most of the friends were grabbing a meal inside. I noticed an AFL ball sitting on one of the chairs, but didn't give it much thought.

I started chatting to the volunteers and a few people around the van, including a friend named Jane\*. Jane is a mum of five who struggles week-to-week to pay bills, so she comes along to this shift to have a meal and to do her washing. Jane also loves to chat. It was part way through this conversation that I heard the ball being kicked behind the van.

A few of Jane's kids were a bit shy and remained in her vehicle; however, she mentioned that her eldest daughter loved coming to shift every week, kicking the footy after dinner and chatting to the volunteers. Jane told me that her daughter's connection with one particular volunteer, Tessa, was something she spoke about long after they left shift. It was a moment that reminded me of the powerful connections that are formed between everyday people – some of whom are

wearing an Orange Sky shirt, and some who aren't.

*\*Name has been changed.*

**Over the last 12 months, Orange Sky has supported more than 13,700 people, just like Jane, through 35,159 loads of laundry, 6,360 showers and 67,658 hours of genuine conversation, delivered across 9,038 shifts across Australia and New Zealand.**

One big moment this year was finalising and launching our five year strategy, with plans for how Orange Sky will positively connect communities from now through until 2025. The key goal that we're working towards for 2025 is to support more than 40,000 people (tripling our current impact) and doing it twice as efficiently. This means more people helped, more volunteers engaged, more conversations with friends and more incredible supporters enabling this magic to happen.

Building on this strategy also highlighted another change that needed to occur in order to set Orange Sky up for success for 2025 and beyond. The focus on imagination and innovation in our strategy needed a dedicated leader, and the perfect person for this was my best mate, Nic Marchesi. With our organisational structure ready to mature, I stepped into the role of CEO and Nic took on the leadership of the newly-created Innovation and Imagination Department, Team Delta. We are already seeing some incredible work from the team that will amplify our impact, efficiency and revenue to support the delivery of our strategy.

We continue to be blown away by the impact Orange Sky New Zealand is having across the ditch, with our two vans in Auckland and Wellington consistently being some of our busiest services across the fleet.

Orange Sky New Zealand is a wholly-owned subsidiary of Orange Sky Australia with its own Board of Directors. All funds raised in New Zealand go towards furthering New Zealand's purpose, however financials are consolidated for reporting purposes. A management support fee is paid by Orange Sky New Zealand to Orange Sky Australia to manage its shared services, which include operations management, health and safety, marketing, fundraising, finance, human resources and administration.

This year forced us to pause, reflect and focus on what is most important – that opportunity to connect over a meal, a load of washing, an orange chair or even an AFL ball. We might not have added any new bright orange vans or services to our Orange Sky family, but we're proud that we've been able to continue supporting friends during some of the toughest times in our seven year history. Looking ahead to the 21/22 financial year, we want to continue working across

## Strategic Priorities



### FRIENDS

Positively connect more than 40,000 people in 2025 – assisting friends where and when it is most needed.



### PEOPLE

Empower Orange Sky people (staff and volunteers) to work on the right things at the right time to drive the greatest impact and double our social return by 2025.



### SUPPORTERS

Build a foundation of sustainable and resilient revenue streams and incorporate new revenue opportunities.



### IMAGINATION & INNOVATION

Develop and deliver market opportunities and products that support, strengthen and amplify Orange Sky's social impact (SI), social return (SR) and revenue generation, whilst also uplifting the broader not-for-profit sector.

each of our key departments (outlined in more detail throughout this report) with a focus on increasing our impact, investing in our people, continuing to innovate, and growing our brand and revenue to support all of this to happen sustainably.

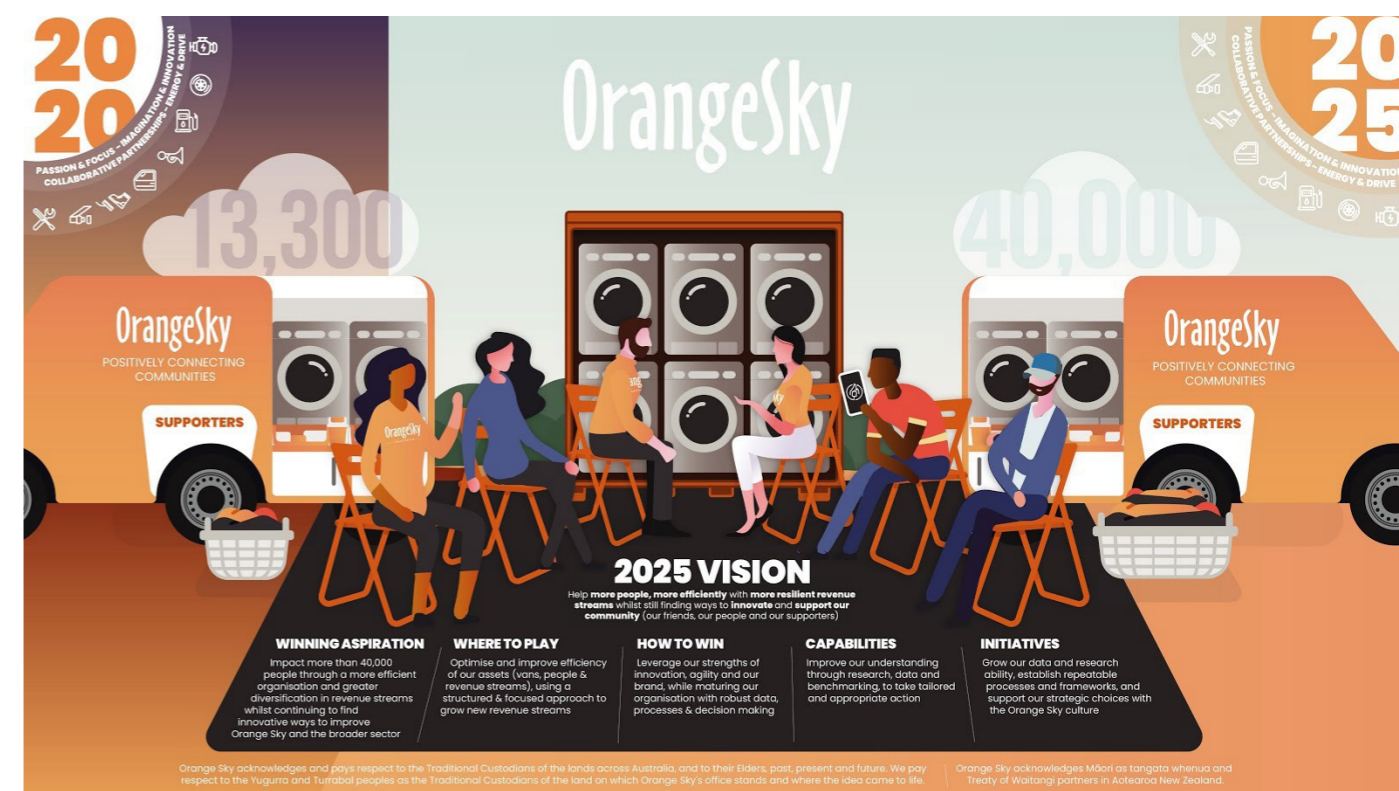
We're also introducing a new initiative called 'Orange is the New Green', which is about improving Orange Sky's standing from an environmental, sustainability and governance perspective. This includes formalising a Reconciliation Action Plan, conducting a Board review, building and reviewing our environmental policies, determining our long-term investment strategy and establishing Orange Sky as a leader in this space for other not-for-profits.

We're incredibly excited for what the next 12 months have in store for Orange Sky. Even though the COVID-19 pandemic continues to impact all our lives, we're grateful for the opportunity to be out there connecting with friends through genuine and non-judgmental conversation.

Finally, I would like to extend a massive thanks to everyone in the Orange Sky community for their ongoing support - be it a volunteer who is at the van at 6am every week, the donor who supports us with \$10 or \$10,000, or the friend who trusts us with their only possessions in the world. I also want to say a massive thanks to the people who helped to make it all happen - our incredible staff (led by an amazing leadership team of Nic, Mel, Laura and Mike), and our Board of Directors (chaired by Andrew Fraser), who have steered us through another challenging, yet rewarding year.



**Lucas Patchett OAM**  
Co-Founder and Chief Executive Officer



Deloitte 17/18 Orange Sky Social Impact Report (adapted for 20/21 financial year)

**Social Impact      Revenue      Social Return**



Growing social impact quantifies the impact of Orange Sky's service on the well-being of the wider community. We measure all of our outputs, namely; washes (metro, regional and remote), showers, conversation hours, employment hours (metro and remote) and friends referred externally. An economic and social value is then assigned to each of these outputs to calculate our social impact.



Improving our financial sustainability is about ensuring that we have the adequate financial resources required to generate this social impact. We will continue to have a range of diversified revenue streams such as general donations, peer-to-peer events like The Sudsy Challenge (which will be going into its third year), corporate partnerships and philanthropic donations.



Delivering greater social return is a ratio of our social impact compared to our relevant expenses (excluding New Zealand and Volaby as these programs are measured separately). The social return ratio is an indicator of how effectively we are generating our impact and allows us to compare year on year how we are tracking.

# Strategic Priorities

## Friends



### Our Impact

At Orange Sky, we're passionate about positively connecting communities. The COVID-19 pandemic has continued to impact our operations, but we remain committed to supporting our friends by providing access to free laundry, warm showers and genuine, non-judgmental conversation.

### Across Australia and New Zealand:



**13,700**

people positively connected



**\$9.5 million**

delivered in social impact

### In Australia:



**8,155**

shifts



**32**

services



**30,134**

loads of laundry



**60,022**

hours of conversation



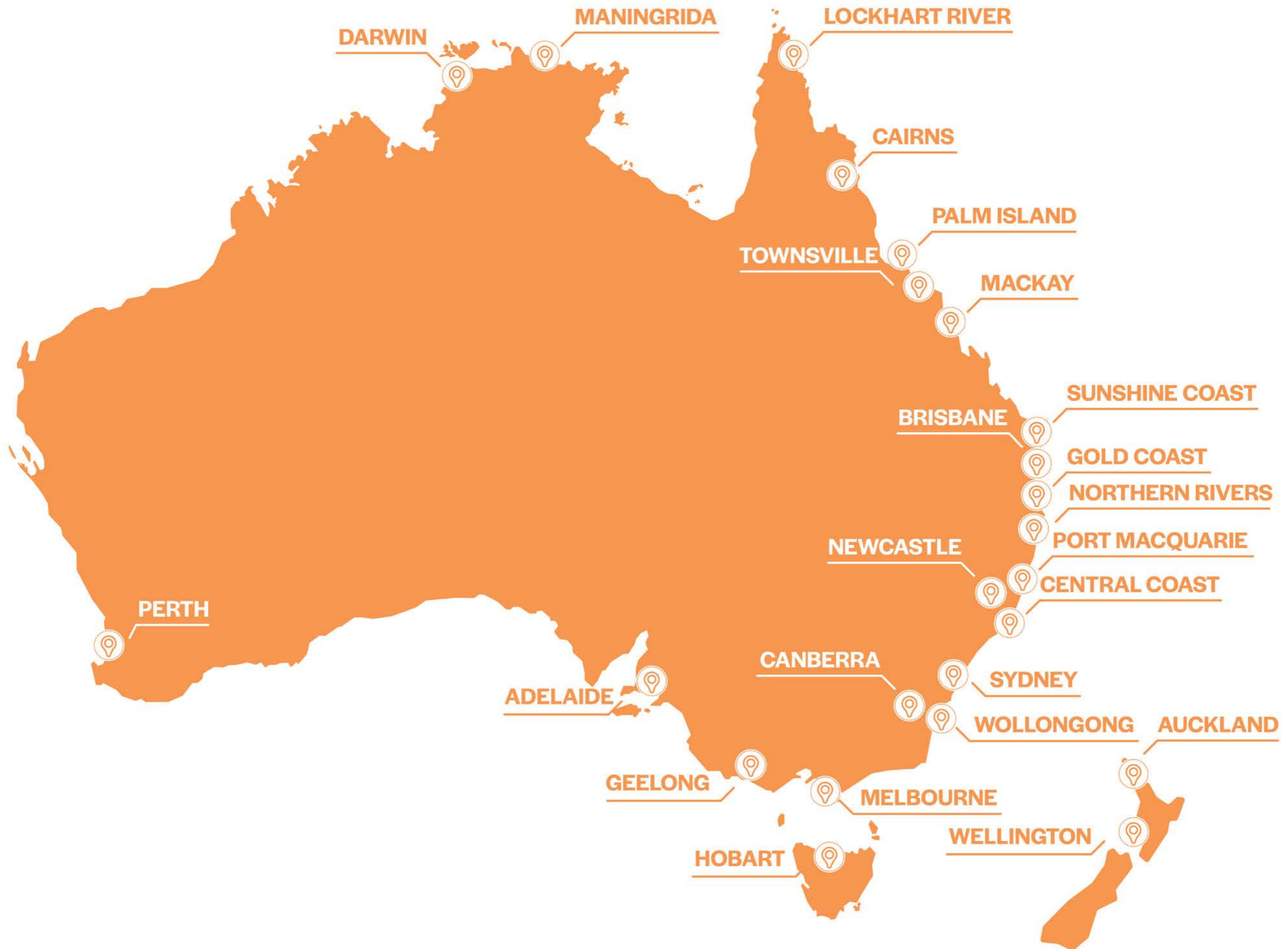
**3,607**

showers



**1,869**

volunteers



## Our Services

In the world of service delivery and operations, there is one thing you can always count on; that things will never go exactly the way you planned them. The uncertainty that the pandemic brought continued throughout 2020 and into 2021, challenging our planned delivery of impact.

In line with our five year strategy to help 40,000 people by 2025, the Operations Team worked towards a goal of delivering 1,000 shifts per month across Australia and New Zealand. With support from our incredible community of volunteers and service provider partners, we were able to achieve this objective in May 2021, and have now set our sights on positively connecting 22,400 people by June 2022 through the delivery of 1,250 shifts every month.

We are proud to have continued supporting our friends during one of the toughest times in our 7 year history. I've never experienced anything like the last financial year in my time in leadership; nor have I witnessed the unwavering passion and purpose of the Orange Sky community to find innovative ways to help more friends. I'm even more proud of those I worked alongside everyday to tirelessly climb back up the COVID-19 cliff and to new heights of service delivery.



## Community Impact

# 255

service providers partnered with Orange Sky on shifts across Australia



# 130

additional organisations joined us on shift to support the community



# 100

local council and government organisations collaborated with us



In the world of community impact, the 20/21 financial year will be remembered as the first in Orange Sky's history where no new services were launched across our metro & regional areas.

July 2020 saw us deliver 336 shifts across the country - just over a third of what was provided in July the previous year - due to the impacts of the pandemic. Over this last year, we took the opportunity to review our existing shifts and

partnerships, improve our processes and ways of working, build new service provider partnerships, and find locations to operate where we can better support our friends through wrap-around community services.

It was an amazing achievement to hit 1,000 shifts across the month in May 2021 - above our pre-pandemic monthly peak - which would not have been possible without the support of our incredible volunteers.

In line with our 2025 vision to help more people, more efficiently, we trialled a number of programs that allowed us to provide additional support to our communities. This included:

- A partnership with Beddown in Brisbane's CBD to provide clean clothes and safe sleeping spaces for friends doing it tough using our Laundry Pod;
- A pilot of an indoor laundry shift in Perth;
- Community Response Support (CRS) to help people impacted by natural disasters, as well as those affected by COVID-19 restrictions.

**A massive thank you to our service provider partners, local councils and the many other organisations that worked alongside Orange Sky and contributed towards a greater impact across the community.**



# Meet Crystal

Friend



"Sleeping on the street [has been] the hardest journey of my life. Being a female especially, it's scary. Some people can be very judgemental, and everybody's journey is so different.

When I landed on the street, I was so embarrassed. And as time went on, I learned that everyone's on the street for a different reason.

**[Orange Sky volunteers] are the most generous people you could ever know. They're not here to judge, they're here to help you get on your feet and back to normality, back to life, back to a home.**

No matter where I move to, I'll always come back here [to see volunteers] because they were my strength. They've seen my highs, they've seen my lows and they got me through so much. I could never thank them enough."



## Friends & Volunteers

# 550 days

is the average amount of time a person volunteers with Orange Sky



Volunteers are the heart of Orange Sky, and we simply could not create the impact we do across our communities without their support. Our mission at Orange Sky is to positively connect communities, and our volunteers help to make this a reality every day by heading out on shift, providing access to free laundry and shower services, and engaging in genuine and non-judgemental conversation with our friends experiencing homelessness.

Despite the impact of the pandemic, volunteers continued to head out on shift, supported by strengthened workplace health and safety systems and improved COVID-19 controls. Our friends and communities have needed us more than ever before, and continuing to be a safe, consistent, and impactful service has always been our objective. We are proud of the journey that we have taken over the past 12 months and know our operations and volunteering program is in the best shape it has ever been.

Looking ahead and aligning with our 2025 vision, we are excited to welcome many new volunteers out on shift and support them with additional training, resources, and development opportunities. We know there are still

many loads of washing to spin through our machines and many more friends to support.

Thank you to every single one of our volunteers – **you help to make everything possible, and we are so incredibly grateful for your support.** A special shout out must go to our leadership teams across the country, who go above and beyond to ensure that our services operate smoothly, and our vans are out there doing what they do best – supporting the community.

## Service Operations

# 82.14%

of planned shifts delivered across Australia



Every bright orange van or laundry pod out in the community is lovingly cared for by our Service Operations (SOPS) team, who are committed to supporting our friends through clean laundry, warm showers and genuine conversation.

This financial year, the SOPS team has worked to reduce the amount of downtime that our vans and pods experience. Some of our older assets need a little 'TLC', so we're in the process of rolling out a proactive asset maintenance program to ensure that we can pick up any issues before they impact on service delivery. This has included ensuring vehicle and generator services are completed on

time and giving our vans a service break to conduct refurbishment and repair works.

With no new van launches over the past 12 months, the team has focused on minimising the number of shifts missed, and ensuring our friends and volunteers have the best experience while on shift. We have done this through the provision of improved service support delivery and easier online shift reporting.

The SOPS team has also been working with Team Delta to bring to life an Orange Sky 'asset of the future' and planning for upgrades across the entire fleet to make our vehicles and pods more reliable and environmentally friendly. This includes trialling battery-based energy storage and a reduction in the need for diesel generators in new vans, particularly across our remote services.



**The future of service operations at Orange Sky is looking bright, and we're excited for what's ahead over the next 12 months!**



**Mike Duggan**  
Chief Operating Officer



# Meet Joe

Volunteer



**“Heading to shift is literally my favourite part of the week. It doesn’t matter what is going on in my life, or what has happened that week, as soon as I get to shift, it all just goes away once I start connecting with our friends.**

Volunteering lets you actually give yourself and your time to something meaningful, because you enjoy it, not because you have to. It gives me purpose.

The social connection our services bring to the community expands the world a little bit more. A lot of our friends come along to every shift. Sometimes they don’t even need to use our services that week, we have just built such a connection that they just come to check in and chat. It’s a sense of belonging, which is really nice.”

## Remote Communities

**617**

shifts delivered in remote communities



**2901**

loads of laundry provided



This past year has shown the resilience of Australia’s remote communities and also put a spotlight on the importance of supporting these valuable regions. Orange Sky currently operates shifts in Lockhart River, Palm Island and Maningrida.

Throughout the past year, despite wide scale disruption to public health and services in metropolitan areas due to COVID-19, we have maintained consistent shifts and high social impact numbers across remote communities. Fortunately, the remote communities we operate in remained safe throughout COVID-19, meaning that no remote services were closed during this challenging time.

For people in many remote communities, washing machines can be costly; too small to wash bedding, difficult to service and maintain (even under warranty), and affected by poor water quality and water pressure. Consequently, to respond to many queries from remote communities, Orange Sky spent this year planning for rapid and sustainable growth of services in remote communities for the 21/22 financial year.

This was guided by an evaluation of our existing services and visits to 29 communities in five regions across a three month period (with a team of four people from Orange Sky). The intention of this trip was to connect with and learn more about each community, as well as grow our social impact and understanding. The team washed, yarned and built relationships with communities across Western Australia, South Australia, Northern Territory and Queensland.

Following this trip, nine communities were identified to launch new services, where we will be working in partnership with local community controlled organisations.

This growth in operations coincides with development of a Reconciliation Action Plan, to tangibly commit to our position of walking in reconciliation with Aboriginal and Torres Strait Islander people.

**We’re looking forward to continuing to grow our remote services over the next 12 months, and seeing more Orange Sky vehicles pop up in communities across Australia.**

**Judith Meiklejohn**  
Remote Program  
Manager



# Meet Ruth

Palm Island Team Member



“Orange Sky is there to help our community, help the people who come along and use our service. Not only helping them with washing and drying their clothes, but just sitting down and having a yarn with them. Sometimes it’s hard for some of our mob, they get lonely, especially the older people and people who don’t socialise much, they just come out and have a yarn with us.

Palm Island is sort of different. We don’t have a lot of homeless people, but we have people who couch surf and we have a lot of overcrowding.

**Orange Sky is there for everyone. We’re there for people who really need to use our service and we’re there to give them that feeling, feeling good about themselves.”**



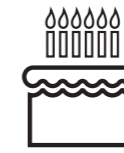
**JULY 2020**

Launched our five-year strategy, outlining how Orange Sky will positively connect communities through to 2025.



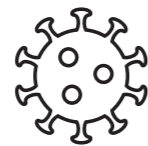
**SEPTEMBER 2020**

Ran The Sudy Challenge for the second year with over 1,300 participants and a record-breaking number of donations.



**OCTOBER 2020**

Celebrated Orange Sky Australia's 6th Birthday.



**JULY 2020**

Continued to rebuild operations in the wake of a global pandemic and ongoing lockdowns across the country.



**OCTOBER 2020**

Rebranded our volunteer management solution to Volaby (formerly Campfire).

**MARCH 2021**

Using our Laundry Pod, we partnered with Beddown to deliver clean clothes and safe sleeping spaces for people doing it tough in Brisbane's CBD.



**JANUARY 2021**

Officially launched Team Delta to drive innovation and find more efficient ways to help more people.



**APRIL 2021**

Launched our remote venture, visiting 29 communities to connect, learn and grow our understanding and relationships with remote communities.



**MAY 2021**

Implemented operational efficiencies to reach a new record of 1,000 shifts per month across Australia and New Zealand.



**JUNE 2021**

We deployed a van to support people impacted by the severe storms in South-East Victoria.



**JUNE 2021**

Our Volaby team was awarded the iAwards Queensland Not-for-Profit and Community Solution of the Year.



# Strategic Priorities

## Our People

39

full-time staff at Orange Sky



### Located across

Adelaide, Auckland, Brisbane, Perth, Townsville



56%

are female



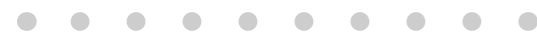
44%

are male



10%

of our full-time team work virtually



8

people casually employed in remote communities



Orange Sky is a people-focused organisation. As we reflect on another challenging year managing the ongoing impacts of a global pandemic, it's important for us to stop to celebrate our wins and recognise the people who have helped to make everything possible.

A key focus for this past financial year has been the development of our people promise; 'We want to be EPIC', which is brought to life in four key areas through Orange Sky's values.

### Energy & Drive

The Orange Sky team is made up of a group of people who believe in the Orange Sky mission, are passionate about supporting their community, and are committed to working towards the organisation's shared vision. With lockdowns, office closures, service disruptions and remote working all becoming part of our daily lives, the way our team has navigated the 'new normal' has been admirable. Innovation is a big part of who we are at Orange Sky, and our team has certainly risen to the challenge over the past 12 months when it comes to ensuring that we're continuing to support our friends doing it tough.

Orange Sky strives to provide an open and supportive workplace, where our team feels safe to bring their whole self to work, and express their views and ideas with respect for themselves

and others. Supporting our staff and volunteers' mental health and emotional well-being continues to be a key priority for us, through the implementation of self-development and wellbeing strategies. This focus will see us introduce wellness advocacy programs to drive resilience and the ability to cope with ambiguity, as well as ensure our people are looking after themselves.

### Passion & Focus

Orange Sky is focused on empowering our people to work on the right things, at the right time, to drive the greatest impact for our friends. The pandemic has forced us to hone our focus on what is central and most important to Orange Sky; supporting our community.

Orange Sky's annual 'kick off days' at the beginning of every financial year always play a big role in setting us up for the 12 months ahead. Although COVID-19 restrictions meant we couldn't get our team together in person in July 2020, we ran an abridged online event - outlining our goals and plans for the year and building energy and excitement across our teams for the mountain ahead. In July, we were proud to launch our five year strategy, with plans for how we will help more than 40,000 people by 2025.

### Imagination & Innovation

Orange Sky was founded on the idea of 'giving things a crack'; we learn from our mistakes, we're not afraid to fail and we strive to continually improve each day. Innovation has been critical to our operations this past year, and

we acknowledge the importance of this effort moving forward through the formation of our Innovation and Imagination department, Team Delta.

### Collaborative Partnerships

From supporting us financially to working alongside one of our bright orange mobile laundry vans, Orange Sky could not operate without the help of our incredible partners. This ongoing collaboration would not be possible though without the care, support and dedication from our Orange Sky team. That's why we have started developing our 'Orange Brick Road' (OBR) strategy. It has been fundamental in commencing our journey to supporting 40,000 people by 2025 through the implementation of foundational systems and processes to manage our data, reporting and people policies. As we continue down the OBR, we will focus on humanising our numbers, uplifting our capacity and productivity across the team, enhancing the workflows and processes that fuel outcomes, and building on the skills needed to drive our social impact.

Thanks to every single person who pulled on an Orange Sky shirt in FY21. We can't wait to continue our evolution of working together to shape an innovative and dynamic workplace that is ready to meet the post-pandemic future.

**Melanie Woodward**  
Chief Financial  
Officer

# Strategic Priorities

## Our Supporters

Every year, our supporters allow us to continue positively connecting communities by helping us provide the basic human needs of clean clothes, a warm shower and genuine connection. This essential, wrap-around service is there to support our friends experiencing homelessness or those disconnected in our community.

One of our goals as an organisation is to build a foundation of sustainable and resilient revenue streams, incorporate new revenue opportunities and increase

the value and connection of supporters to the Orange Sky brand. We're proud to have been able to progress this goal over the past 12 months.

Our financial results showcase Orange Sky's performance across Australia and New Zealand, resulting in \$7,462,967 in revenue for this financial year. Below we have detailed Orange Sky Australia's performance, resulting in \$7,032,007 in revenue to support Orange Sky to deliver on our mission.

### Donors



# 4,507

individuals made a donation to Orange Sky

# 552

were part of our regular giving community



# \$1.36m

was donated to Orange Sky by individuals

# \$153,075

was donated by regular givers

The generosity of everyday Australians continues to astound us, especially in times of crisis and uncertainty. Our message and mission have continued to resonate this year, with a total of 5,059 people making a donation to Orange Sky, collectively contributing \$1.5m to our community.

Orange Sky's holiday appeal, 'No Holiday From Homelessness', shared the heartfelt relationship between Orange Sky volunteer, Mary-Anne and friend, Crystal, which raised over \$400,000. This was our first year as an organisation delivering a matched giving campaign to help us reach our target social impact and provide 1,400 shifts over the holiday period, which we were thrilled to achieve before

Christmas Day. It's a true testament to the kindness of Australians at a time that - for many people experiencing homelessness - is particularly tough.

In May and June, we delivered our end of financial year appeal with the goal of providing 12,500 shifts over the next financial year. We raised a total of \$518,326 to support our friends doing it tough. This wouldn't have been possible without the support of our amazing community, including our media partner, oOh! Media, who provided us with \$1.5m in free advertising last year, significantly supporting our efforts to raise funds and awareness in Australia and New Zealand.





**“When I first met Crystal, she wasn’t in a really good way. She’d come out of a really bad situation. I think her spirit was broken, and I think she appreciated a connection with someone. That predictability – that’s what Orange Sky gives. It gives people a connection. I just think it’s a basic human right to be clean and to have people who care.**

**Basic conversation and connection between people, and having clean clothes – that should not be something that people don’t have.”**

**- Mary-Anne, Orange Sky Sunshine Coast Volunteer**

## Community Fundraising and Peer-to-Peer Events

Orange Sky has significantly invested in developing our community fundraising and peer-to-peer events portfolio over the past three years.

We’ve achieved this in a number of ways. This included bringing core capabilities in-house to drive a growth strategy, continuing to invest in scalable resources and solutions for our community fundraisers, and testing and trialling different solutions to understand what resonates with our diverse supporters. As a result, we’ve seen a strong growth in the number of schools, community organisations, corporates and individuals who have supported Orange Sky by raising both funds and awareness to help us deliver on our mission.

In 2020, we also delivered our second annual peer-to-peer event, The Sudsy Challenge, which resulted in over \$337,000 in revenue from 1,357 participants. The sky is the limit for this incredibly powerful engagement and fundraising event. We hope to see The Sudsy Challenge go from strength to strength as a mechanism to spark conversation and connect everyday Australians. There were so many highlights from the campaign, but one that stood out was the ability for many sub-communities to connect around the common goal of keeping their kit on and having a chat during the COVID-19 pandemic. Whether it was virtually or in person, the experience was incredibly powerful for so many participants.



**6,194**

community fundraisers (including Sudsy Challengers)

**\$337,000+**

raised through The Sudsy Challenge

**\$849,256**

raised in total by community fundraisers





“At QBE, we’re really fortunate to have a great community of employees, customers, brokers and other professionals. I’ve been so excited to see so many of these people sign up to join in or support The Sudsy Challenge - it’s a testament to the amazing work Orange Sky and all that their volunteers do in the community!”

- Eleanor DeBelle, QBE Executive

## Bequests



# \$25,360

received by Orange Sky in bequests



Orange Sky is in its infancy with developing a bequest strategy, but it’s an area we are looking to grow. As a relatively young organisation, we are always overwhelmed by the generosity of those who leave gifts in their Wills to support people experiencing homelessness.

We value and appreciate the generosity of these benefactors enormously, and their gifts will ensure a lasting legacy and improved outcomes for the 116,000 Australians doing it tough. Our goal is to continue to grow our bequests strategy, as we know there are many Australians committed to and passionate about making legacy gifts to support solving the challenges faced by people experiencing homelessness.

## Government Funding



# 6%

of revenue provided by government funding



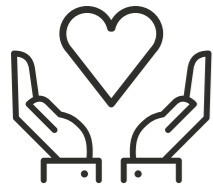
Orange Sky was fortunate to receive funding support from the Queensland Government this financial year via the Dignity First Fund.

Through this support, we were able to help out Queenslanders doing it tough during the initial phase of the COVID-19 pandemic, with a particular focus on services in Cairns, Townsville, Mackay, Brisbane the Sunshine Coast and Gold Coast.

Additionally, Orange Sky’s volunteer management software, Volaby received funding to support a number of volunteer-led organisations across the country to manage their volunteer lifecycle through the Advance Queensland grant.

We’re grateful for federal, state and territory funding that supports our services across communities around Australia.

## Major Donors, Trusts and Foundations



45

philanthropists, trusts and foundations supported Orange Sky

\$1.6m

achieved in philanthropic giving

We're incredibly grateful to the 45 philanthropists, trusts and foundations whose generosity has supported those without access to basic hygiene services. Despite the financial stresses of 2020 impacting many of our major donors, the contributions from this group of supporters helped us achieve \$1.6m in philanthropic giving.

There are too many incredible supporters to call out individually, however we would like to acknowledge the Shine On Foundation, whose ongoing commitment and support of Orange Sky has allowed us to continue to grow. The Shine On Foundation's passion for supporting capacity-

building across our organisation has allowed us to provide support in areas that have been difficult to fund, and launch projects and assets create a huge impact - like our first ever shower van, 'Monty'.

In addition, both restricted and unrestricted funding from our generous supporters has allowed us to ride the wave of the COVID-19 pandemic and allocate funding to support some of the hardest hit areas.

## Corporate Partnerships



33

corporate partners

\$1.07m

in income from corporate partners

One of Orange Sky's values is Collaborative Partnerships, and our relationships with our corporate partners showcase how we not only espouse this value, but practise it as well.

We are committed to finding what drives and motivates our partners' support. This knowledge allows us to design partnerships that provide the most value and impact for their strategic objectives, people and customers. We also work hard to keep our partners connected to the cause, with regular updates on our achievements as a result of their support.

Orange Sky's corporate partners come in many shapes and sizes, and from across a variety of areas from finance to the secondary sector. This is apt, given the diversity of the people and communities that Orange Sky serves, and demonstrates the commitment of everyday Australians to supporting those less fortunate in our society.

A total of 33 corporate partners supported us in a partnership capacity this financial year. Thank you to our Principal Partner, QBE, and National Partner, Aurizon, whose generous support played a critical role in helping us deliver on our outcomes this financial year.



**“Volunteering with Orange Sky has been a powerful reminder to build empathy for everyone. Even more so during these difficult times, we may not fully appreciate what people are going through. We all need to appreciate that we could encounter unfortunate circumstances, and it could happen to anyone. It's about making an effort to be there for people. I am so glad Woodside chose to support Orange Sky and hope it continues and grows as time goes on.”**

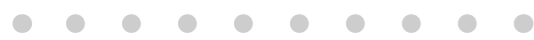
**- Mark, Woodside Employee and Orange Sky Perth Volunteer**





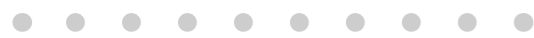
1,000+

mentions of Orange Sky in the media



152,000

new visitors to the Orange Sky website



\$98,852

in income generated through our volunteer management software, Volaby



50

Volaby partners



Since the inception of our 2025 Strategy at the early stages of this financial year, Orange Sky’s marketing department has been on a transformation journey to help us deliver the best experience possible for a broad range of audiences. This has included:

- Reassessing our team capabilities;
- Utilising data to better inform our campaigns and decision making;
- Bringing in external expertise to enhance our ability to deliver; and
- Investing in the technology that will allow us to deliver on our 2025 goals and aspirations.

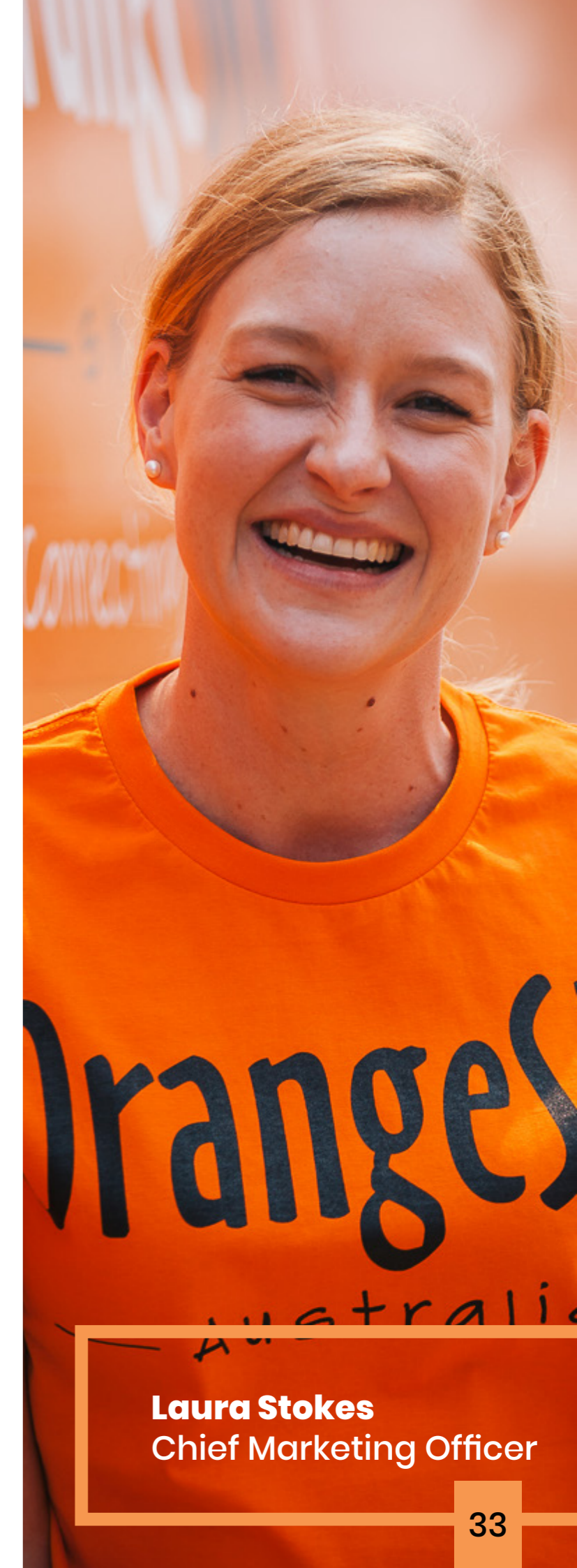
The strength and growth of our brand plays a critical role in our ability as a not-for-profit to differentiate ourselves amongst the 56,000 other charities in Australia and stay relevant to our supporters. Storytelling is at the heart of what we do, and the ongoing evolution of the Orange Sky brand will continue to support this.

A key metric of strengthening the Orange Sky brand has been sharing our expertise with other not-for-profits to help lift the sector. Volaby is our proprietary volunteer management software, brought to the sector in 2018. We’re proud to have continued to strengthen the Volaby brand and product over the past year through a rebrand, increase our partners and continue to support making volunteer operations easier.



**Orange Sky is committed to continuing to evolve and grow our brand and proposition to compliment our 2025 strategy.**

We’re passionate about the phases of transformation that are yet to take place. We are committed to finding ways to showcase the key differentiators across the brand, from our innovation and imagination to authentic and real storytelling. We will continue to ensure that Orange Sky can work towards delivering on its mission to support 40,000 people experiencing homelessness by 2025.



**Laura Stokes**  
Chief Marketing Officer

# Strategic Priorities

## Imagination & Innovation

We are fortunate to live in a country where First Nations people have been connecting and innovating for over 60,000 years.

Innovation runs through everything we do at Orange Sky; it is part of our DNA. From building our very first van 'Sudsy', to upgrading our laundry vans to include shower capability, to our work in remote communities and the launch of Volaby – we are constantly looking for ways to innovate and help more people.

When Lucas and I first started Orange Sky, we had no idea about budgets, impact or scalability, but we sure are thankful that we gave it a go anyway. Six and a half years after our very first wash, we launched an exciting initiative that supports the very idea of giving

things a crack. 'Team Delta' (meaning an alternative form of change) is about developing our capacity to innovate, and giving things a go that have potential to make a difference. With strong and simple principles, vision and methodology, we are excited to discover the next positive connection that we can make.

One of our values at Orange Sky is 'Imagination and Innovation', and it's helped us get to where we are today; a place where we have the trust of the community and can work alongside them to continue finding ways to overcome complex challenges with community-led solutions.



**My belief is that everyone at Orange Sky can be an innovator; from our team at HQ to our volunteers, friends and supporters. Ideas can come from anywhere. For us, the key to moving forward is how to take it from an idea into action, and give it the time and space to grow and mature to drive impact.**

**Nicholas Marchesi OAM**  
Co-Founder & Chief  
Delta Officer

# Meet the Board

## Andrew Fraser

Chair, member of Nomination & Remuneration Committee and member of Audit & Risk Committee



Following a career that saw Andrew become the Deputy Premier of Queensland and an executive at the National Rugby League. Andrew has since taken on a number of board and advisory positions including the Chair of Sunsuper, advisory board member at Ernst & Young, member of the University Council at Griffith University and board roles on the NZRL, Confederation of Australian Motor Sports, Third Space and Hear & Say. Andrew joined the Orange Sky Australia Board as Chair in 2019 and works closely with Nic and Lucas to ensure Orange Sky's sustainability.

## Lucas Patchett OAM

Executive Director and Member of Nomination & Remuneration Committee



Lucas is the Co-Founder and Chief Executive Officer of Orange Sky. Lucas plays a critical role in all areas of Orange Sky from the strategic direction to managing key relationships with our supporters. He is committed to leading Orange Sky to deliver on its five year strategy to help 40,000 friends by 2025. Lucas was awarded 2016 Young Australian of the Year and in 2020, an Order of Australia medal. Lucas commenced as a board member for Queensland Health's Gold Coast Hospital and Health Service in May 2021.

## Nicholas Marchesi OAM

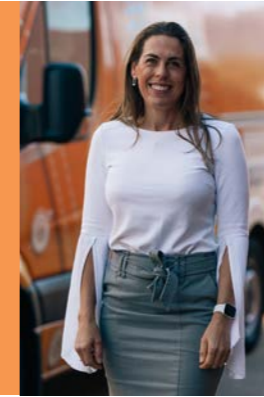
Executive Director



Nic is the Co-Founder and Chief Delta Officer (CDO) of Orange Sky. Awarded the 2016 Young Australian of the Year and 2020 Order of Australia medalist, Nic is an entrepreneur, innovator and storyteller. He is passionate and committed to solving problems, innovating and making a difference. This was recognised through his selection as an inaugural Global Leader for the 2019 Obama Foundation Leaders Program. As CDO, Nic plays a key role in ensuring that innovation is at the forefront of our evolution. He also leads our technical function, is a key player in our supporter strategy and plays a critical role in managing our strategic direction as a member of the Senior Leadership Team.

## Paula Holden

Non Executive Director and Chair of Nomination & Remuneration Committee



Paula has an extensive career as an executive, having gained experience across both mining and not-for-profit sectors. Paula has worked in both small and large 'for-purpose ventures' and is currently the Chair of You Turn Youth Support and Chief People Officer for a children's services provider. Paula holds a number of business qualifications to support her 'whole of business' knowledge and is recognised as a Certified Practising Fellow of the Australian HR Institute (FCPHR), as well as a Graduate of the Australian Institute of Company Directors. Paula chairs the Nomination and Remuneration Committee and has been an Orange Sky Australia Board member since 2019.

## Sommer Davies

Non Executive Director and member of Audit & Risk Committee



Sommer has over 20 years fundraising and not-for-profit experience helping some of Australia's most impactful charities raise more funds and help more people, including the Royal Flying Doctor Service, Children's Hospital Foundation and Cancer Council Queensland. Sommer has since stepped away from her executive roles to focus on consulting to a range of small and large not-for-profits, as well as running her own tourism business. Sommer joined the Orange Sky Australia Board in 2019 and holds an MBA from Queensland University of Technology and a Bachelor of Science from the University of Queensland.

## Nick Miller

Non Executive Director and Chair of Audit & Risk Committee



Nick has been an Orange Sky Australia Board member since January 2018, and has been involved with Orange Sky since first volunteering in 2015. Nick is also a Partner at Fortitude Investment Partners, and a Non-Executive Director for Origo Education, AQUILA, Digital Lifecycle Group, Shopper Media Group, Shorthand and Active Adventures New Zealand. Nick has a Bachelor of Engineering (1st Class Honours) and a Bachelor of Commerce from the University of Queensland, and an MBA from the London Business School.

## Lachlan Mitchell

Company Secretary



Lachlan is a principal at Talbot Sayer and practices in corporate law, with a particular focus on mergers and acquisitions, joint ventures and corporate advisory matters. In his role at Talbot Sayer, Lachlan acts for private equity funds, founders, SMEs, large corporations and institutional investors across a broad range of sectors. Lachlan has been company secretary for Orange Sky since February 2019. He has previously provided strategic pro-bono legal advice to Youngcare and acted as the coordinator of the Roma House Homeless Persons' Legal Clinic. Lachlan holds a Bachelor of Arts and Bachelor of Laws (Honours) from the University of Queensland.

# Meet the Senior Leadership Team



**Lucas Patchett OAM**

Co-Founder and Chief Executive Officer

## I've worked at Orange Sky...

Officially as a staff member for 4 years, but was lucky enough to have been at the first wash back in 2014!

## I look after...

A variety of things! I shifted into the role of Orange Sky CEO in January, meaning I get to spend time across each of our teams, as well as work closely with our Board and some of our supporters.

## To me, impact means...

Something different to everyone - which is the beauty of starting with a conversation and going from there, you can choose your own adventure!



**Nicholas Marchesi OAM**

Co-Founder and Chief Delta Officer

## I've worked at Orange Sky...

Ever since our first load of washing in 2014.

## I look after...

Our Innovation & Imagination Department (known as Team Delta), which actively finds ways for us to create change and deliver our mission.

## To me, impact means...

Having the trust of the community, showing up and connecting.



**Laura Stokes**

Chief Marketing Officer

## I've worked at Orange Sky...

For 2 years.

## I look after...

The incredible Marketing, Fundraising and Partnerships (MFP) Team. We're responsible for building a foundation of sustainable and resilient revenue streams, incorporating new opportunities and increasing the value and connection of people to the Orange Sky brand. We aim to inspire them to act through giving of their time, money or trust in our services.

## To me, impact means...

Delivering positive tangible and intangible change that makes society a better place.



**Melanie Woodward**

Chief Financial Officer

## I've worked at Orange Sky...

Since May 2020.

## I look after...

A wonderful group of people who cover all things finance, people and engagement, workplace health and safety, risk, governance and office management at Orange Sky.

## To me, impact means...

Helping as many friends as we can in the most efficient, effective and sustainable way.



**Mike Duggan**

Chief Operations Officer

## I've worked at Orange Sky...

Over 2 and a half years, starting my journey with Orange Sky on April 1st, 2019.

## I look after...

Operations across Australia and New Zealand including leading our awesome team of program managers, subject matter experts, project managers and support officers in the metro, regional and remote spaces.

## To me, impact means...

Making and leading purposeful change that has a lasting and tangible positive impact.

# Orange Juicers

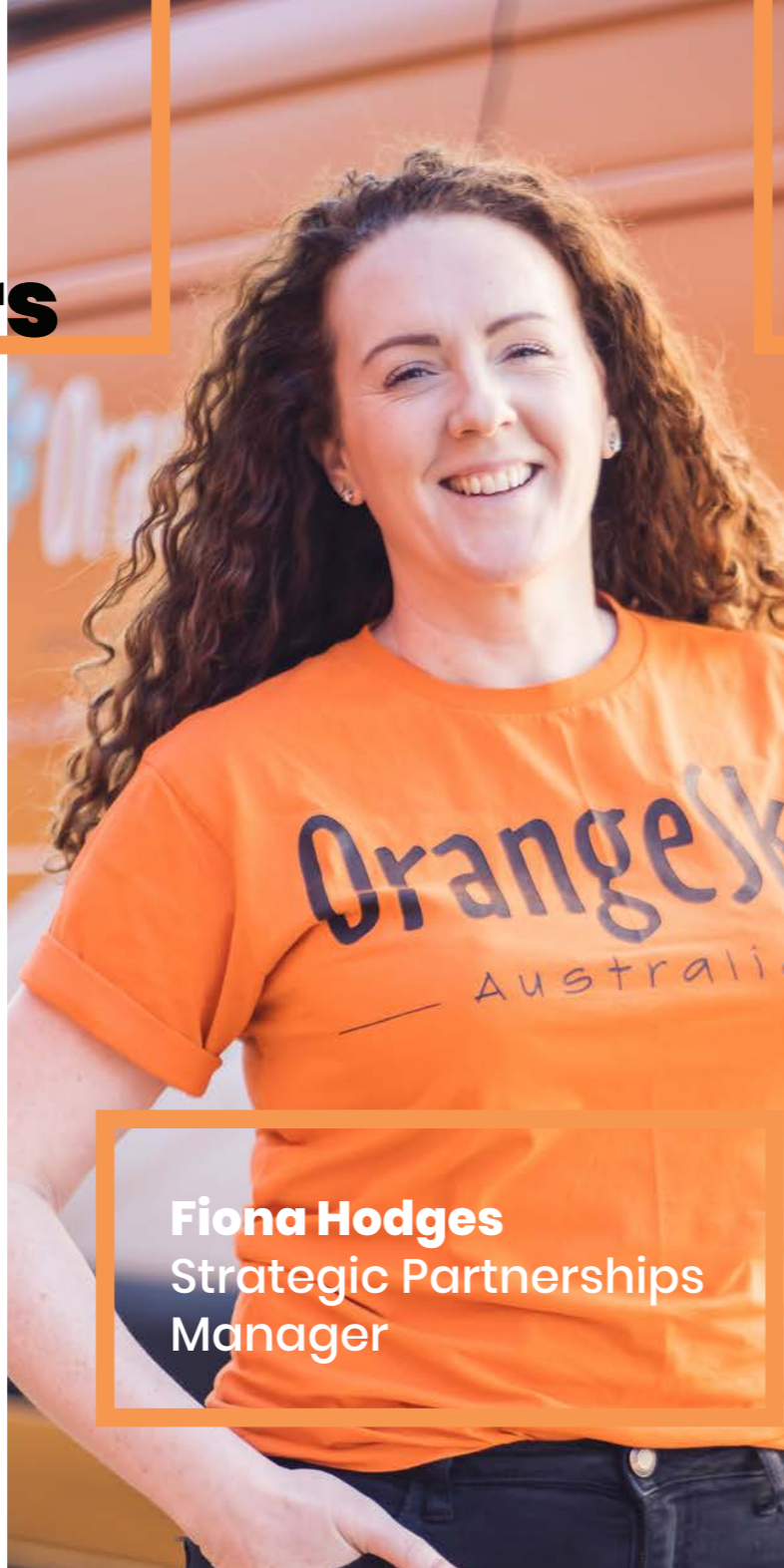
At Orange Sky, we are fortunate to have a community of partners who are eager to support our mission. In 2020, we piloted a program we called 'Orange Juicers' for a team of highly engaged ambassadors across Australia to give back, help us solve challenges and support our leadership team with advice and mentorship.

After a successful pilot, we expanded the program in Australia and across the ditch in New Zealand, with a cohort of eight people now passionately engaging each month. Due to various COVID-19 restrictions, our meetings are entirely virtual, but we look forward to bringing all our Juicers together post-lockdowns! Some of the outcomes and highlights from the past year have included:

- Connections across New Zealand supporting proposal writing;
- Advice and mentorship on strategy;
- Collaboration on fundraising opportunities;
- Connection to service provider partners in region;
- Program-specific engagement; and
- Community advocacy.

Our sincere thanks to all of our Orange Juicers for their contribution over the past 12 months:

**Kristin Michaels** CEO, The Society of Hospital Pharmacists of Australia  
**Kenton Elliott** Chief Digital and Customer Officer (Consulting)  
**Brendon Cook** Global Advisor, Beatgrid Media  
**Barbara Merz** Managing Director, Pathfinder International  
**Alison Adams** Regional Director, Europe at New Zealand Trade and Enterprise  
**Chris Payne** Head of International Relations, New Zealand Film Commission  
**Dawn Baggaley** Group Sustainability Manager, New Zealand Post  
**Glenys Talivai** CEO, Public Trust New Zealand



**Fiona Hodges**  
Strategic Partnerships  
Manager

# Our Partners

## Principal Partner



## National Partners



## Strategic Partners

- |  |   |                              |
|--|---|------------------------------|
| Adairs                                 | Icon Water                                    | Rado Family Foundation       |
| AlSCO                                  | James Frizelle Charitable Foundation          | REA Group                    |
| Besen Family Foundation                | Jemena  | Roche Australia              |
| BOQ                                    | Jenour Foundation                             | SA Water                     |
| Calvert-Jones Foundation               | JMQ Foundation                                | Seaton Foundation            |
| Chrysanthemum Foundation               | Knox Foundation                               | Snow Foundation              |
| CMV Group                              | Lytone Foundation                             | Sportsbet                    |
| Darwin International Airport           | Mala'ia Health Service Aboriginal Corporation | Sydney Water                 |
| Department of Housing and Public Works | Mulgrew Family Endowment                      | Tingari Silverton Foundation |
| Dyson Bequest                          | Neilsen Foundation                            | Unity Water                  |
| Flannery Foundation                    | Olding Family Foundation                      | Urban Utilities              |
| Global Players Network                 | Port Waratah Coal Services                    | Valhalla Foundation          |
| Graf Family Foundation                 | Portland House Foundation                     | Water Corporation            |
| Greater Western Water                  | QIC   | Woodside Energy              |
| Hastings Deering                       | Quinn Femelle PAF                             | Yarra Valley Water           |
| Hugh DT Williamson Foundation          |   | Yurika                       |

## Supporting Partners

- Ashurst
- Australian Institute of Company Directors
- oOh! Media
- Richard Jay
- Symbio

As always, we are truly grateful to each and every one of our amazing partners for their generosity and belief in our mission.

# Our Financials

## Overview

Like many organisations across Australia and the world, the pandemic forced us to stop, reset and reimagine how we operate. The 20/21 financial year saw our focus on continuing to deliver the greatest impact and support for our friends doing it tough. Thanks to prudent financial management by the Orange Sky Board and Senior Leadership Team, we have been able to successfully navigate through the uncertainty of COVID-19 whilst finding innovative ways to improve and deliver on our strategic goals. These decisions will directly support our mission to help 40,000 people experiencing homelessness by 2025.

The end of the financial year saw Orange Sky surpass our anticipated results with a surplus exceeding \$1.8m. We recognise how fortunate we are to have finished the financial year in such a strong position, considering the uncertainty the world is experiencing. In extraordinary times, we are truly thankful to all of our supporters. With this generosity we can continue to support people at a time when those who are at risk of or experiencing homelessness need us more than ever before.

## Revenue

Orange Sky's revenue has continued to grow over the past five years as we have matured as an organisation. Throughout the pandemic, we have been blown away by the commitment

and support of our community, which enabled us to continue operating with confidence during an uncertain time.

We are committed to managing the funds entrusted to us effectively and efficiently by continuing to deliver on our mission and support our friends doing it tough.

## 2021 Revenue

**Orange Sky Group:**

**\$7,462,967**

Contributed by (in AUD):  
**OSA: \$7,032,007 (94%)**  
**OSNZ: \$430,960 (6%)**

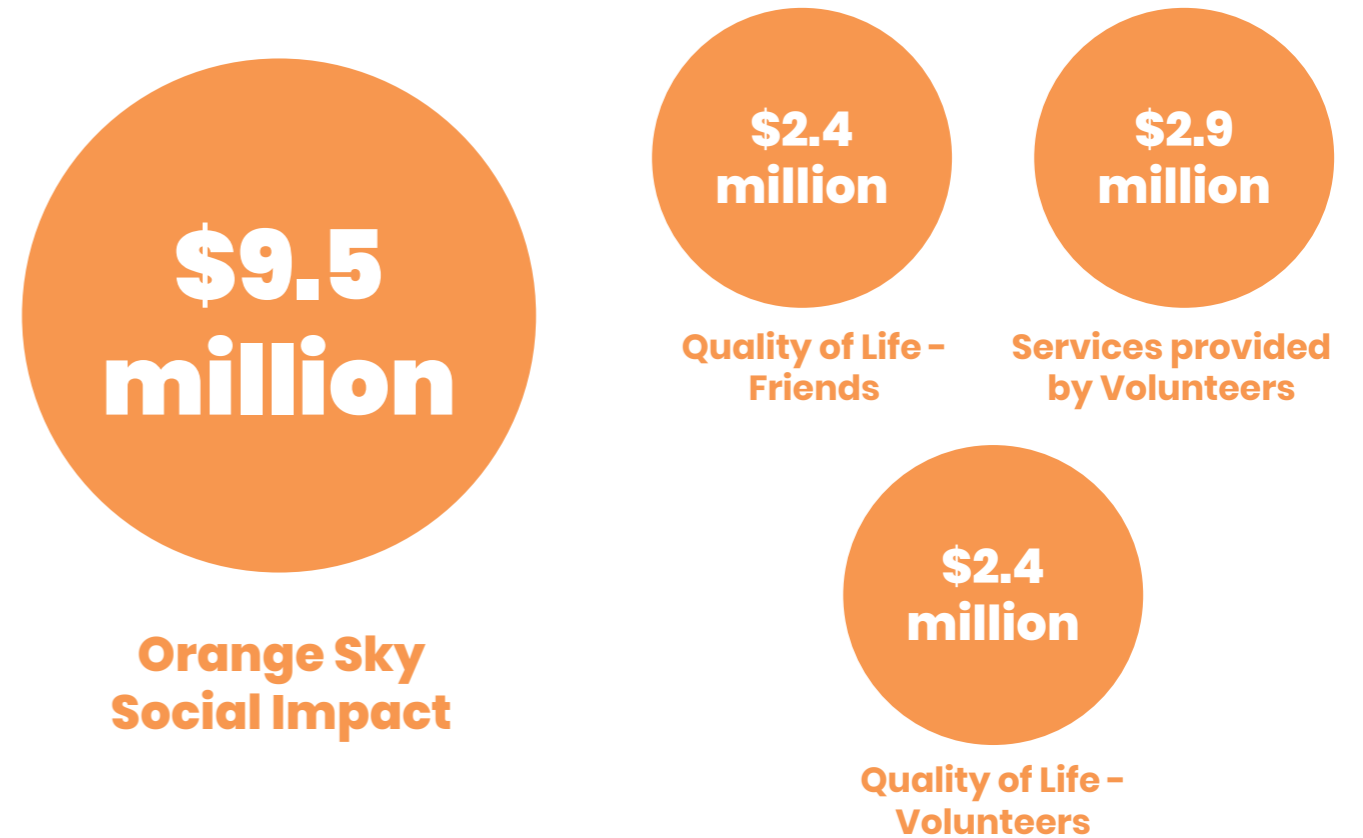
## Our Social Return

**Orange Sky Group 1.79**

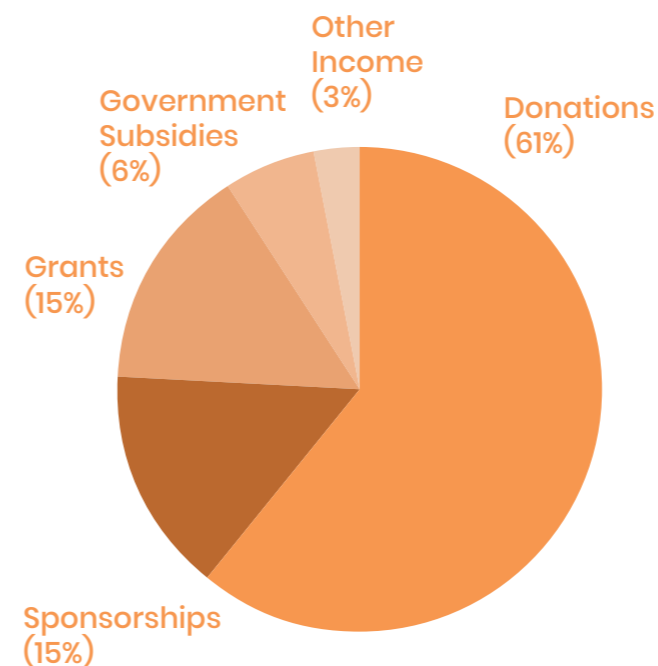
**OSA: 1.66**  
**OSNZ: 3.0**

## Across Australia and New Zealand:

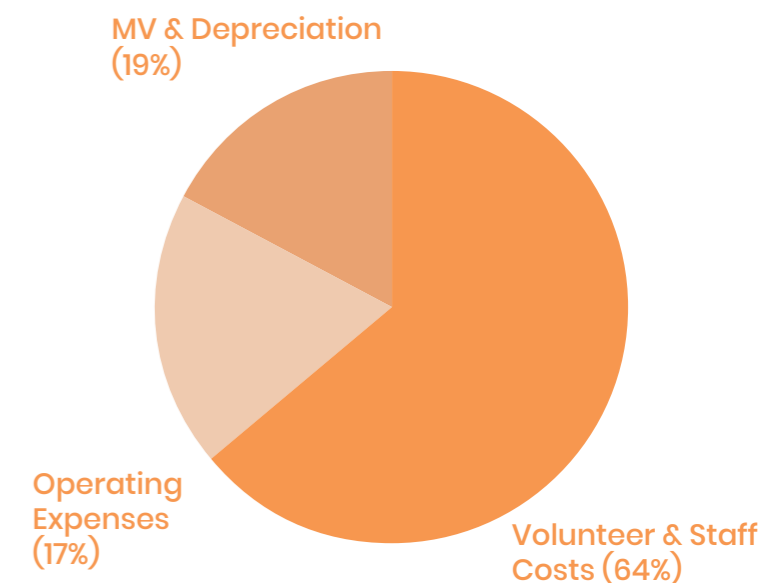
### Our Impact



### Income



### Expenses





## Planning for the Future

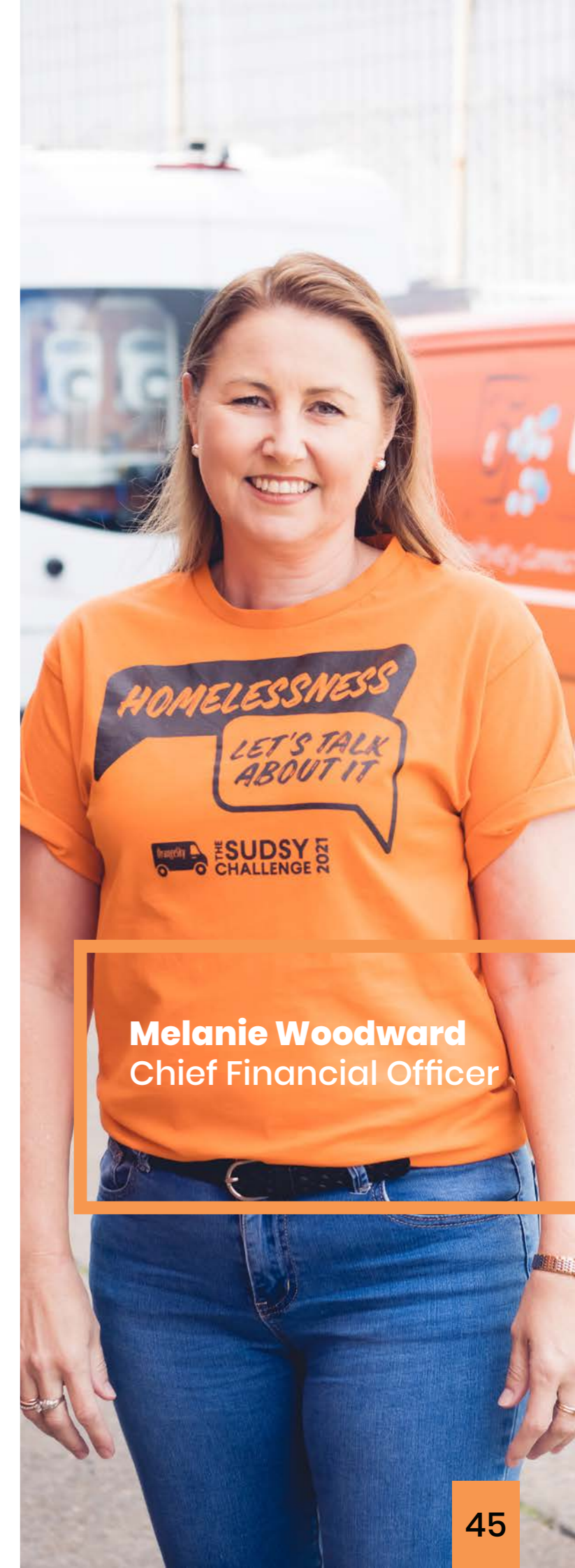
The balance sheet reflects a strong positive cash flow from operating activities. In addition, our economic outlook is very healthy, with strong working capital and no debt.

Orange Sky believes that reserves play an important role in the financial stability and long-term sustainability of the organisation, as well as being an important aspect of our overall financial management. Our reserves ensure that there is no immediate risk to service and program delivery, staff and volunteers, and most importantly - to our friends. For this reason, we implemented a Reserves Policy earlier this year, setting out what Orange Sky aims to achieve through the maintenance of reserves, the planned level of reserves and the process for reserves monitoring. In addition to this, we are actively investing in our growth in the upcoming financial year across all of our areas - vehicles and volunteers, HQ team, and the exploration of new innovations to build on the foundation of Orange Sky and future-proof the organisation.

## Investment Rationale

To ensure the sustainability of our services, it is essential that we have adequate financial reserves. Investment of the reserves is there to protect against any downturn in funding support or unexpected legislative changes.

The amount held in reserve is reviewed annually by the Orange Sky Board to ensure that it is appropriate for the size of our organisation. The investment of income generated from reserves is also carefully reviewed to ensure that it is performing in line with market expectations and in keeping with the approved risk profile. Returns from investments contribute to the ongoing operation of Orange Sky.



**Melanie Woodward**  
Chief Financial Officer



# Financial Report

## Year Ended 30 June 2021





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Your directors present this report on the company for the financial year ended 30 June 2021.

## Directors

The names of each person who has been a director during the year and to the date of this report are:

Lucas Patchett	Executive Director
Nicholas Marchesi	Executive Director
Andrew Fraser	Chairperson
Nicholas Miller	Non-Executive Director
Paula Holden	Non-Executive Director
Sommer Davies	Non-Executive Director
Lachlan Mitchell	Company Secretary

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

## Principal Activities

Orange Sky Australia's mission is to positively connect communities. We believe that all people should have access to basic human rights such as clean clothes, showers and conversation.

Orange Sky Australia Limited (Orange Sky) supports people experiencing homelessness, defined as the absence of safe, healthy and permanent accommodation. We aim to connect with people living in poverty, people adversely impacted by natural disaster and those fleeing unsafe environments through positive, genuine and non-judgmental conversations.

In 2014, Orange Sky introduced the world's first free mobile laundry service for people experiencing homelessness. In 2017, we began providing free warm showers via dedicated shower vans, or via hybrid vehicles containing a shower, washers and dryers.

In less than seven years, Orange Sky has developed a network of over 2000 volunteers across Australia who represent a range of nationalities, backgrounds and other demographics that characterise Australia's multicultural heritage. The single common denominator is their strong desire to help people in need.

Orange Sky's vans are based in metropolitan, regional and remote locations throughout Australia, where anyone who wants to use our service can do so freely, without assessment or judgment.

We also assist people who are affected by temporary homelessness through natural disasters, such as cyclones, floods, bushfires and earthquakes. Our service can provide a sense of normality to those affected by catastrophes.

Further, in certain locations where our vans are not being used to provide outreach services, they provide employment placements for our friends on the street who undertake commercial washing contracts for local businesses or sporting clubs.

## Operations and results

Like many organisations across Australia and the world, the pandemic forced us to stop, reset and reimagine how we operate. Our focus for the past 12 months has been on continuing to deliver the greatest impact and support for our friends doing it tough whilst bringing our volunteers, friends, supporters and staff on the journey with us and finding innovative ways to improve and deliver on our strategic goals and mission as an organisation.

Although the 2020/2021 financial year once again proved challenging, there were a number of highlights for Orange Sky, both in Australia and New Zealand.

In Australia we continued to rebuild operations in the wake of a global pandemic and lockdowns regularly forcing us to reimagine our operating model across each state and territory. We're proud to share that despite this in June we reached a new record of 1,000 shifts per month across Australia and New Zealand. Our ambition is only to continue this trajectory.

We formally launched our FY25 Strategy to the organisation at the beginning of the financial year. This strategy will humanise, quantify and lay the roadmap for the core transformation that will need to occur to support us into the future. As part of this strategy the organisation committed to a restructure resulting in the elevation of one of the Co-Founders, Lucas Patchett, to CEO level and the other Co-Founder, Nic Marchesi, becoming responsible for a new department called Innovation and Imagination responsible for helping more friends and expanding the services of Orange Sky Australia. A critical part of this change is launching our Enterprise Risk Management Framework.

Some key highlights for the year include:

- **July 2020:** Continued to rebuild operations in the wake of a global pandemic and lockdowns regularly changing in different parts of the country
- **July 2020:** Launched our FY25 Strategy
- **September 2020:** Ran the Sudsy Challenge for the second year in a row with over 1,300 participants
- **October 2020:** Rebranded our Volunteer Management Solution to Volaby from Campfire
- **October 2020:** Celebrated our 6th Birthday in Australia and 2nd Birthday in New Zealand
- **December 2020:** Delivered Orange Sky's first matched giving campaign for the Holiday period
- **January 2021:** Officially launched Team Delta, our Innovation and Imagination department to help more friends and future proof Orange Sky. Changed our organisational structure to support us delivering on our strategic priorities.
- **February 2021:** Launched our Enterprise Risk Management Framework to further strengthen the organisation
- **March 2021:** Partnered with *Beddown* using a Laundry Pod to deliver clean clothes and bed linen for *Beddown* to deliver safe sleeping spaces for people doing it tough in Brisbane's CBD.

- **April 2021:** We launched our remote venture to visit over 20 communities in South Australia, Western Australia, Queensland and the Northern Territory and connect, learn and grow our understanding and relationships with communities
- **April 2021:** Reviewed and revised our organisation wide investment strategy to support the sustainability of the organisation
- **May 2021:** We deployed a van to support people impacted by the severe storms in Kalorama, Victoria.
- **June 2021:** Our Volaby team was awarded the iAwards Queensland Not-for-Profit and Community Solution of the Year and welcomed our 50th partner onto the platform
- **June 2021:** Rebuilt our shifts better than ever, reaching a new record of 1,000 shifts per month across Australia and New Zealand.

Orange Sky exceeded \$7.5m million dollars in revenue with a net surplus for the financial year of \$1,860,673 (2020: surplus \$1,364,174). We believe that achieving a reasonable surplus helps us build a sustainable organisation for the future. A range of potential strategies to enhance the sustainability and security of Orange Sky Australia are under consideration by the Board and Management.

### Information on Directors

#### **Lucas Patchett OAM GAICD – Executive Director and CEO**

Lucas has been an Orange Sky Board Member since inception in 2014 playing a critical role in the strategic direction and culture of Orange Sky. Lucas was central to building and executing Orange Sky's five year strategy with an aim to support 40,000 people by 2025. In May 2021, Lucas was appointed as a non-executive director to the board of the Gold Coast Hospital and Health Service. Lucas was awarded the 2016 Young Australian of the Year and an Order of Australia Medal in 2020.

#### **Nicholas Marchesi OAM GAICD – Executive Director and CDO**

Nic has been an Orange Sky Board Member since inception in 2014 playing a critical role in the strategic management and operation of the organisation, and is the Co-Founder and Chief Delta Officer (CDO). 2016 Young Australian of the Year and 2020 Order of Australia Medalist, Nic is an entrepreneur, innovator and storyteller. He is passionate and committed to solving problems, innovating and making a difference. This was recognised through his selection as an inaugural Global Leader for the 2019 Obama Foundation Leaders Program. As CDO Nic plays a key role in ensuring that innovation is at the forefront of our evolution, leads our technical function, is a key player in our supporter strategy and plays a critical role in managing our strategic direction as a member of the Senior Leadership Team. He is motivated by the vision to deliver on our five year strategy to help 40,000 friends by 2025.

#### **Andrew Fraser – Chairperson**

As a full-time director, Andrew leads and contributes to a range of boards across a variety of industries and sectors. In addition to Chairing Orange Sky Australia, Andrew is the Chair of Sunsuper and the Chair of Motorsport Australia. He is the Deputy Chancellor of Griffith University, a Director of the Hear and Say Centre and of 3<sup>rd</sup> Space. He is also a director of BESIX Watpac and ASFA. Previously he has been an executive at the NRL and is a former Deputy Premier and Treasurer of Queensland. Andrew joined Orange Sky as Chair in 2019 and works

closely with Nic and Lucas to ensure Orange Sky's sustainability. He holds a Bachelor of Laws and Bachelor of Commerce from Griffith University, with First Class Honours.

**Nicholas Miller – Non-Executive Director**

Nick has been an Orange Sky Board member since January 2018 and has been involved with Orange Sky since first volunteering in 2015. He is also currently a Non-Executive Director for Origo Education, AQUILA, Digital Lifecycle Group, Shopper Media Group and Active Adventures New Zealand and is an Executive Director for Fortitude Investment Partners Pty Ltd. Nick has a Bachelor of Engineering (1st Class Honours) and a Bachelor of Commerce from the University of Queensland, and an MBA with Distinction from London Business School.

**Paula Holden – Non-Executive Director**

Paula is an experienced and practiced leader with a proven track record in the people and culture space. Paula has held various senior executive and Non-Executive Director roles and has contributed to a number of commercial "for purpose" organisations, large and small.

Alongside her business qualifications and MBA; Paula is a Certified Practising Fellow of the Australian HR Institute (FCPHR), a Graduate of the Australian Institute of Company Directors (GAICD), and a Justice of the Peace (Qual). Paula brings to the Board a passionate but balanced people and culture perspective. Paula chairs the nominations and remuneration committee and has been an Orange Sky Board member since 2019.

**Sommer Davies – Non-Executive Director**

Sommer has over 20 years fundraising and not-for-profit experience helping some of Australia's most impactful charities raise more funds and help more people, including the Royal Flying Doctor Service, Children's Hospital Foundation and Cancer Council Queensland. Sommer has since stepped away from her executive roles to focus on consulting to a range of small and large not-for-profits as well as running her own tourism business. Sommer joined the Orange Sky Australia Board in 2019 and holds an MBA from Queensland University of Technology and a BSc from the University of Queensland.

**Lachlan Mitchell – Company Secretary**

Lachlan is a principal at Talbot Sayer and practices in corporate law, with a particular focus on mergers and acquisitions, joint ventures and corporate advisory matters. In his role at Talbot Sayer, Lachlan acts for private equity funds, founders, SMEs, large corporations and institutional investors across a broad range of sectors. Lachlan has been company secretary for Orange Sky since February 2019 and has previously provided strategic pro-bono legal advice to Youngcare and acted as the co-ordinator of the Roma House Homeless Persons' Legal Clinic. Lachlan holds a Bachelor of Arts and Bachelor of Laws (Honours) from the University of Queensland.

**Meetings of Directors**

During the financial year, seventeen (17) meetings of directors were held. Attendances by each director were as follows:

**DIRECTORS' REPORT**

	Directors' Meetings		Audit and Risk Committee Meetings		Nominations and Remuneration Committee Meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Lucas Patchett	11	11	-	-	3	3
Nicholas Marchesi	11	11	-	-	-	-
Andrew Fraser	11	11	3	3	3	3
Nick Miller	11	11	3	3	-	-
Paula Holden	11	10	-	-	3	3
Sommer Davies	11	11	3	3	-	-
Lachlan Mitchell (Co Sec)	11	9	-	-	-	-

**Contributions on winding up**

The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the entity. At 30 June 2021, the total amount that members of the company are liable to contribute if the company is wound up is \$100.

**Indemnification and Insurance of Directors and Officers**

The Company has insured the Directors of the Company for costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of the Company.

To the extent permitted by law, the Company has agreed to indemnify its auditors, BDO Audit Pty Ltd, as part of, and subject to, the terms of its audit engagement agreement all claims by third parties arising from the audit. No payment has been made to indemnify BDO Audit Pty Ltd during or since the financial year.

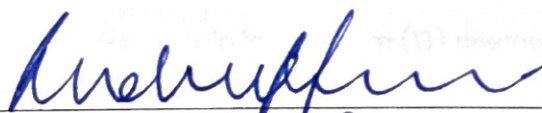
**Auditor's Independence Declaration**

The lead auditor's independence declaration for the year ended 30 June 2021 has been received and can be found on page 8 of the financial report.

Signed in accordance with a resolution of the Board of Directors.

Director

Dated this

  
 28<sup>th</sup> day of October 2021



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Level 10, 12 Creek St  
Brisbane QLD 4000  
GPO Box 457 Brisbane QLD 4001  
Australia

## DECLARATION OF INDEPENDENCE BY R M SWABY TO THE DIRECTORS OF ORANGE SKY AUSTRALIA LIMITED

As lead auditor of Orange Sky Australia Limited for the year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of section 60-40 of the *Australian Charities and Not-for-profit Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Orange Sky Australia Limited and the entities it controlled during the period.

A handwritten signature in black ink, appearing to read 'R M Swaby', written in a cursive style.

**R M Swaby**  
Director

**BDO Audit Pty Ltd**

Brisbane

28 October 2021

**CONSOLIDATED STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME  
 FOR THE YEAR ENDED 30 JUNE 2021**

	Note	2021 \$	2020 \$
Revenue from continuing operations	4(a)	7,462,967	6,746,934
Dividend income		41,346	45,126
Interest income		1,253	6,792
Operating expenses	4(b)	(5,706,956)	(5,308,949)
Interest expense		(1,380)	(3,207)
Gain/(Loss) on investments		63,443	(122,522)
<b>Current year surplus / (deficit) before income tax</b>		<b>1,860,673</b>	<b>1,364,174</b>
Income tax expense	5	-	-
<b>Net current year surplus / (deficit)</b>		<b>1,860,673</b>	<b>1,364,174</b>
Other comprehensive income for the year		63,267	(1,122)
<b>Total comprehensive income for the year</b>		<b>1,923,940</b>	<b>1,363,052</b>

The accompanying notes form part of these financial statements.



**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2021**

	Note	2021 \$	2020 \$
<b>ASSETS</b>			
CURRENT ASSETS			
Cash and cash equivalents	6	4,075,318	4,089,295
Accounts receivable and other debtors	7(a)	645,077	297,041
Contract assets	7(b)	-	121,765
Prepayments and other assets	8	113,851	85,356
<b>TOTAL CURRENT ASSETS</b>		<b>4,834,246</b>	<b>4,593,457</b>
NON-CURRENT ASSETS			
Investments	9	3,159,987	1,096,544
Fixed assets	10	1,698,850	1,995,567
<b>TOTAL NON-CURRENT ASSETS</b>		<b>4,858,837</b>	<b>3,092,111</b>
<b>TOTAL ASSETS</b>		<b>9,693,083</b>	<b>7,685,568</b>
<b>LIABILITIES</b>			
CURRENT LIABILITIES			
Accounts payable and other payables	12(a)	523,243	353,823
Contract liabilities	12(b)	706,234	952,306
Provision for employee entitlements	13	223,484	175,612
Lease liabilities	11	124,097	62,047
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,577,058</b>	<b>1,543,788</b>
NON-CURRENT LIABILITIES			
Provision for employee entitlements	13	29,498	-
Lease liabilities	11	20,807	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>50,305</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>		<b>1,627,363</b>	<b>1,543,788</b>
<b>NET ASSETS</b>		<b>8,065,720</b>	<b>6,141,780</b>
<b>EQUITY</b>			
Reserves	14	56,272	(6,995)
Retained surplus / (deficit)	15	8,009,448	6,148,775
<b>TOTAL EQUITY</b>		<b>8,065,720</b>	<b>6,141,780</b>

The accompanying notes form part of these financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
 FOR THE YEAR ENDED 30 JUNE 2021**

	Share Capital	Foreign Currency Translation Reserve	Retained Earnings	Total Equity
	\$	\$	\$	\$
<b>Balance at 1 July 2019</b>	-	(5,873)	4,784,601	4,778,728
<hr/>				
<b>Comprehensive income</b>				
Surplus / (deficit) for the period	-	-	1,364,174	1,364,174
Other comprehensive income for the year	-	(1,122)	-	(1,122)
<b>Total comprehensive surplus / (deficit) for the year</b>	-	(6,995)	1,364,174	1,363,052
<hr/>				
<b>Balance as at 30 June 2020</b>	-	(6,995)	6,148,775	6,141,780
<hr/>				
<b>Comprehensive income</b>				
Surplus / (deficit) for the period	-	-	1,860,673	1,860,673
Other comprehensive income for the year	-	63,267	-	63,267
<b>Total comprehensive surplus / (deficit) for the year</b>	-	63,267	1,860,673	1,923,940
<hr/>				
<b>Balance as at 30 June 2021</b>	-	56,272	8,009,448	8,065,720
<hr/>				

The accompanying notes form part of these financial statements.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2021**

	Note	2021 \$	2020 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from donations, sponsorships, grants and customers		7,074,671	7,064,682
Payments to suppliers and employees		(4,903,525)	(4,483,496)
Interest expenses		-	(3,207)
Interest income		1,253	6,652
Dividend income		34,133	45,126
<b>Net Cash Flows from Operating Activities</b>	<b>6</b>	<b>2,206,532</b>	<b>2,629,758</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant & equipment		(83,759)	(497,907)
Sale of property, plant & equipment		900	-
Purchase of investments		(2,000,000)	(570,944)
Sale of investments		-	349,040
<b>Net cash flows used in investing activities</b>		<b>(2,082,859)</b>	<b>(719,811)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds of borrowings		-	(36,603)
Repayment of leasing liabilities		(125,001)	(121,793)
<b>Net cash flows used in financing activities</b>		<b>(125,001)</b>	<b>(158,396)</b>
Net increase / (decrease) in cash held		(1,328)	1,751,550
Effect of exchange rate changes on cash		(12,649)	(6,544)
Cash at the beginning of the financial year		4,089,295	2,344,288
<b>Cash at the end of the financial year</b>	<b>6</b>	<b>4,075,318</b>	<b>4,089,295</b>

The accompanying notes form part of these financial statements.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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## **1. Corporate Information**

The financial statements of Orange Sky Australia Limited (Orange Sky) for the year ended 30 June 2021 was authorised for issue in accordance with a resolution of the Directors on 28 October 2021.

Orange Sky is a not-for-profit Company limited by guarantee incorporated and domiciled in Australia since 14 June 2017. The nature of the operations and principal activities of the Company are described in the Directors' Report. The financial statements are for the consolidated entity consisting of Orange Sky and its subsidiary, Orange Sky New Zealand Ltd.

Prior to being a Company limited by guarantee, Orange Sky was an incorporated association (Orange Sky Laundry Inc).

Registered Address:

17-31 Dover Street  
Albion Qld 4010

## **2. Summary of Significant Accounting Policies**

### **a. Basis of Preparation**

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001, Australian Charities and Not-For-Profits Commission Act 2012 and Australian Accounting Standards. Such accounting policies are consistent with those of previous periods unless stated otherwise. The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise. The amounts presented in the financial statements have been rounded to the nearest dollar.

### **b. Statement of Compliance**

The financial statements comply with Australian Accounting Standards.

*New Standards Issued and interpretations not yet adopted*

There are no standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

### **c. Basis of Consolidation**

The consolidated financial statements consist of the financial statements of the Company and all of its wholly-owned subsidiaries (the "Group"). All significant inter-company balances and transactions within the Group have been eliminated.

### **d. Revenue**

Revenue is recognised at allocated transaction prices as associated performance obligations are met by the Group. The following specific recognition criteria must also be met before revenue is recognised:

- (i) *Fundraising income and cash donations*

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021

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Revenue is recognized at fair value of the consideration received net of any charge for goods and services tax (GST). Revenue is recognised to the extent that it is probable that the economic benefit will flow to the entity and the amount of the revenue can be reliably measured.

(ii) *Donated goods*

Donated goods are an important and valued supply. Only those goods that are recognised in the business are recognised as income and expense.

(iii) *Interest income*

Revenue is recognised as interest accrues using the effective interest method. The effective interest method uses the effective interest rate which is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial asset.

(iv) *Dividends*

Dividends are recognized as revenue when the Group's right to receive payment is established.

(v) *Sponsorships*

Sponsorship agreements entitle the sponsor to something of value in return for their support. Revenue is recognised over the period in which Orange Sky satisfies its performance obligation in accordance with AASB15.

(vi) *Grants and Subsidies*

Revenue from government grants received under enforceable agreements, where there are sufficiently specific performance obligations imposed, is deferred until the obligations are satisfied. If the performance obligations are not sufficiently specific, revenue will be recognised upon receipt.

Capital grants are recognised as income when (or as) it satisfies its obligations under the transfer. Capital grants are a type of grant where the company receives a financial asset to acquire or construct a non-financial asset to identified specifications; retains control of the non-financial asset (i.e. for its own use); and the transaction is enforceable.

Gifted assets acquired at a nominal value are recognised at their fair value at the date the Group obtained control over the asset.

(vii) *Subscription revenue*

Revenue from term SaaS contracts is recognised on a daily basis over the term of the contract. The Group considers that such contracts represent a right to access the Group's licenced intellectual property and as such the performance obligation is fulfilled over the contract term. Payment terms in respect of SaaS Fees are typically annual within 14 to 30 days of invoice. Invoiced amounts are reflected in trade receivables. Unsatisfied performance obligations in respect of SaaS Fees are disclosed as prepaid subscription revenue in the consolidated statement of financial position.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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Unearned revenue represents a contract liability which is recognised on the customer being invoiced and unwound as revenue is earned.

**e. Expenses**

All expenses are recognised on an accruals basis and have been classified under headings that reflect the nature of the activity.

**f. Cash and Cash Equivalents**

Cash includes cash on hand and in banks and term deposits at call, which are readily convertible to cash on hand and which are used in the cash management function on a day-to-day basis.

For the purposes of the Cash Flow Statement, cash and cash equivalents consists of cash and cash equivalents as defined above.

**g. Trade and Other Receivables**

Trade receivables are recognised and carried at original invoice amount less an allowance for any uncollectable amounts.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful receivables is carried on a forward-looking basis under the expected credit losses methodology of AASB 9.

**h. Investments**

Investments are considered held for trading financial assets and are shown at their fair value. Orange Sky classifies financial assets at fair value through profit or loss if they are acquired principally for the purpose of selling in the short-term.

Financial assets at fair value through profit or loss are initially recognised at fair value plus directly attributable transaction costs. Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value with gains or losses recognised in the profit or loss in the period in which they arise.

Financial assets at fair value through profit or loss are presented as current assets if they are expected to be sold within 12 months after the end of the reporting period; otherwise they are presented as non-current assets.

**i. Trade and other payables**

Trade and other payables are carried at amortised cost and represent liabilities for goods and services provided to the Group prior to the end of the financial year that are unpaid and arise when the Group becomes obliged to make future payments in respect of the purchase of these goods and services.

These amounts are unsecured and are typically paid within 60 days of recognition.

**j. Financial instruments**

*Recognition, initial measurement and derecognition*

Financial assets and financial liabilities, collectively financial instruments are recognised when the Group becomes a party to the contractual provisions of the financial instrument, and are measured initially at fair value adjusted by transactions costs, except for those

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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carried at fair value through profit or loss, which are measured initially at fair value. Classification and subsequent measurement of financial assets and financial liabilities are described below.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

*Classification of financial instruments*

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price, all financial assets are initially measured at fair value adjusted for transaction costs.

For the purpose of subsequent measurement, financial assets, are classified into the following categories upon initial recognition:

- amortised cost;
- fair value through profit or loss (FVTPL);
- equity instruments at fair value through other comprehensive income (FVTOCI);
- debt instruments at fair value through other comprehensive income (FVTOCI).

All income and expenses relating to financial assets that are recognised in profit or loss are presented within interest income, other income and impairment of financial assets expense, except for impairment of trade receivables which is presented within other expenses.

Classifications are determined by both:

- The entities business model for managing the financial asset;
- The contractual cash flow characteristics of the financial assets.

*Subsequent measurement of financial assets*

i) Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- They are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows; and
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, trade and most other receivables fall into this category of financial instrument as well as long-term deposits. This category includes term deposits over 90 days.

ii) Impairment of financial assets

AASB 9's impairment requirements use more forward-looking information to recognize expected credit losses - the 'expected credit losses (ECL) model'. Instruments within the

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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scope of the new requirements included loans and other debt-type financial assets measured at amortised cost and FVTOCI, trade receivables and loan commitments and some financial guarantee contracts (for the issuer) that are not measured at fair value through profit or loss.

The Group considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- Financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1'), and
- Financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date.

'12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

At 30 June 2021, the Group assessed the fair value of certain financial assets to determine if there were any indicators of impairment present; no material indicators were noted, and therefore there was \$0 in impairment losses recognised (2020: \$0)

#### **k. Property, Plant and Equipment**

##### *Acquisition*

Items of property, plant and equipment are measured at historical cost less accumulated depreciation and impairment losses. Donated goods are recorded at market value when Orange Sky plans to retain the asset for its own use.

##### *Depreciation*

Depreciation is calculated on a straight-line basis or reducing balance over the estimated useful life of the assets. Depreciation rates for each class of asset are as follows:

Plant & Equipment	- 16.67 to 100%
Motor Vehicles	- 25%
Office Equipment & Computers	- 20 to 100%

Depreciation expense is recognised in the income and expenditure statement in the expense category consistent with the function of the asset.

##### *De-recognition and Disposal*

An item of property, plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising from de-recognition of an asset, calculated as the difference between the net disposal proceeds and the carrying



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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amount of the asset, is included in the Statement of Comprehensive Income in the year the asset is de-recognised.

**I. Leased Assets**

For any new contracts entered into on or after 1 July 2019, the Group considers whether a contract is, or contains a lease. A lease is defined as a “contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration”. To apply this definition the Group assesses whether the contract meets three key evaluations which are whether:

- The contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Group
- The Group has the right to obtain substantially all of the economic benefits from the use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract
- The Group has the right to direct the use of the identified asset throughout the period of use. The group assesses whether it has the right to direct “how and for what purpose” the asset is used throughout the period of use

*Measurement and recognition of leases as a lessee*

At lease commencement date, the Group recognizes a right-of-use asset and a lease liability on the balance sheet. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Group depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Group also assesses the right-of-use asset for impairment when such indicators exist.

At the commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Group’s incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest it is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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On the statement of financial position, right-of-use assets have been included in property, plant and equipment and lease liabilities have been included in trade and other payables.

**m. Employee Benefits**

*Wages, salaries and annual leave*

Liabilities for wages and salaries, including non-monetary benefits if appropriate, and annual leave are recognised in the provision for employee benefits in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled. Expenses for non-accumulating leave are recognised when the leave is taken and are measured at the amount paid or payable.

**n. Income Tax**

*Income Tax*

Orange Sky is a registered charity and is exempt from income tax in accordance with Division 50 section 50-5 of the Income Tax Assessment Act 1997. It is also exempt from State payroll taxes. Orange Sky migrated from an incorporated associated to a company limited by guarantee during the 2017 financial year. The process of migration does not create a new legal entity, and as such, Orange Sky has avoided any adverse impact to its income tax exempt status.

*Goods and Services Tax*

Revenues, expenses, assets and liabilities are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or part of the expense. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

**o. Parent Entity Financial Information**

The financial information for the Parent entity, Orange Sky, disclosed in Note 21 has been prepared on the same basis as the consolidated financial statements.

**p. Foreign Currency Translation**

The consolidated financial statements are presented in Australian dollars, which is also the function currency of the Parent Company.

In the Group's financial statements, all assets, liabilities and transactions of Group entities with a functional currency other than the Australian dollar are translated into Australian dollars upon consolidation.

On consolidation, the assets and liabilities have been translated into Australian dollars at the closing rate at the reporting date. Income and expenses have been translated at the weighted average exchange rates for the year.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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The exchange differences are charged or credited to other comprehensive income and recognised in the currency translation reserve in equity. When the foreign operation is disposed of the cumulative translation differences recognised in equity are reclassified to profit and loss and recognised as part of the gain or loss on disposal.

**q. Comparative Figures**

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When an entity applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements, a statement of financial position as at the beginning of the earliest comparative period must be disclosed.

**r. Going Concern Basis of Preparation**

The financial statements have been prepared on a going concern basis. At 30 June 2021 the entity holds cash or cash equivalents of \$4,075,318 (2020: \$4,089,295). It is the plan of the Directors and management to continually raise funds through donations and fundraising in order to fund the activities of the Company. Management has the ability to manage the expenditure incurred in the conduct of the business and when necessary undertake measures to curtail costs to align with funds available. Management performs a monthly review of financial performance, financial position and cash flows.

**3. Significant Accounting Judgements, Estimates and Assumptions**

The preparation of the financial report requires the making of judgements, estimates and assumptions that affect the recognised amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. The judgements, estimates and assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from the judgements, estimates and assumptions.

The judgements, estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision only affects that period or the period of revision and future periods if the revision effects both current and future periods.

**Property, Plant and Equipment**

The carrying amounts of property, plant and equipment are reviewed at each reporting date or whenever events or changes in circumstances indicate that the carrying amount of an asset may be impaired. Management believes that the assigned values and useful lives, as well as the underlying assumptions, are reasonable, though different assumptions and assigned lives could have a significant impact on the reported amounts.

**Grant funding revenue recognition**

The Group reports to the grant funding bodies the hours of services provided and the cost of services provided. Where funding is provided based on a certain number of service hours expected to be delivered, unexpended grant funds is determined based on the service hours

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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not yet delivered. If, for the same services, the amount of unexpended grant funds was to be determined based on the difference between grant funds provided and the cost of services delivered, the amount of unexpended grant funds reported may be different.

**Coronavirus (COVID-19) Pandemic**

Judgement has been exercised in considering the financial impacts that the COVID-19 pandemic has had. This consideration extends to the nature of the services offered, customers, staffing and geographic regions in which the Group operates. There does not currently appear to be either any significant financial impact upon the Company or any significant financial uncertainties with respect to events or conditions which may impact the Group unfavorably as at the reporting date or subsequently as a result of the COVID-19 pandemic.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021

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#### 4. Revenue and Expenses

	2021	2020
	\$	\$
<b>(a) Revenue</b>		
Gross donations received	4,579,056	3,191,059
Sponsorships received	1,125,524	1,217,588
Grants received	1,123,533	1,743,453
Government subsidies	447,500	408,500
Other income	187,354	186,334
<b>Revenue from continuing operations</b>	<b>7,462,967</b>	<b>6,746,934</b>
<b>(b) Expenses</b>		
Employment expenses	3,645,754	3,420,555
Operating expenses	702,052	436,073
Depreciation expenses	607,879	697,037
Motor vehicle expenses	459,615	406,784
Travel & accommodation expenses	63,309	236,297
Rent & utilities expenses	29,289	9,703
Advertising & promotion expenses	167,980	52,937
Volunteer expenses	31,078	49,563
<b>Operating expenses</b>	<b>5,706,956</b>	<b>5,308,949</b>

#### 5. Income Tax

Orange Sky Australia Limited has been endorsed by the Commissioner of Taxation as an income tax exempt charity pursuant to Section 50-B of the Income Tax Assessment Act (1997). Accordingly, no income tax has been provided for in these financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2021

6. Cash and Cash Equivalents

	2021	2020
	\$	\$
Cash accounts	3,840,943	3,854,920
Term deposits	234,375	234,375
<b>Cash and cash equivalents</b>	<b>4,075,318</b>	<b>4,089,295</b>
<b>Reconciliation of the operating surplus / (deficit) after tax to the net cash flows from operations</b>		
<b>Net surplus / (deficit)</b>	1,860,673	1,360,861
<b>Adjust for investing income</b>		
(Gain)/loss on investments	(63,443)	122,522
	(63,443)	122,522
<b>Adjust for non-cash items</b>		
Depreciation and amortization	607,879	697,037
Other non-cash items	60,944	5,708
	668,823	702,745
<b>Changes in operating assets and liabilities</b>		
(Increase)/decrease in trade and other receivables	(429,566)	(207,256)
(Increase)/decrease in accrued income	121,753	(118,500)
(Increase)/decrease in prepayments	(35,336)	(43,422)
(Decrease)/increase in revenue received advance	(245,649)	686,605
(Decrease)/increase in trade and other creditors	216,086	90,980
(Decrease)/increase in accrued expenses	35,820	(2,069)
(Decrease)/increase in employee provisions	77,371	37,292
	(259,521)	443,630
	<b>2,206,532</b>	<b>2,629,758</b>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2021

7. Receivables and Contract Assets

(a) Accounts receivable and other debtors

	2021	2020
	\$	\$
Trade receivables	619,363	286,466
Other debtors	14,209	1,828
Refundable franking credits	15,961	8,747
Provision for expected credit losses	(4,456)	-
<b>Accounts receivable and other debtors</b>	<b>645,077</b>	<b>297,041</b>
<i>Trade Receivables</i>		
<i>Days</i>		
<b>0-30 Current Terms</b>	545,420	279,300
<b>31-60 (Past due not impaired)</b>	68,668	11,000
<b>61-90 (Past due not impaired)</b>	-	-
<b>+91 (Past due not impaired)</b>	5,275	3,337
	<b>619,363</b>	<b>293,637</b>

**Fair Value and Credit Risk**

The Group makes uses of a simplified approach in accounting for trade and other receivables and records the loss allowance at the amount equal to lifetime credit losses. In using the practical expedient, the Group uses its historical experience, external indicators and forward-looking information to calculate the expected losses using a provision matrix.

(b) Contract asset

	2021	2020
	\$	\$
Contract asset	-	121,765
<b>Contract asset</b>	<b>-</b>	<b>121,765</b>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021

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## 8. Prepayments and Other Assets

	2021	2020
	\$	\$
Prepayments	109,741	85,356
Other assets	4,110	-
<b>Total prepayments and other assets</b>	<b>113,851</b>	<b>85,356</b>

## 9. Investments

	2021	2020
	\$	\$
Equity instruments at fair value	3,159,987	1,096,544
<b>Total investments</b>	<b>3,159,987</b>	<b>1,096,544</b>

For the various listed entities investments, the fair values were determined through reference to a combination of Level 1 and Level 2 inputs.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021

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**10. Fixed Assets**

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Plant & equipment	190,083	177,511
Less accumulated depreciation	(70,123)	(44,869)
	<hr/> 119,960	<hr/> 132,642
Motor vehicles	3,534,705	3,553,629
Less accumulated depreciation	(2,250,935)	(1,780,752)
	<hr/> 1,283,770	<hr/> 1,772,877
Office equipment & computers	76,028	143,644
Less accumulated depreciation	(58,546)	(121,178)
	<hr/> 17,482	<hr/> 22,466
Artwork	6,302	6,302
Work in Progress	126,803	170,462
Right-of-Use Asset	206,476	183,840
Less accumulated depreciation	(61,943)	(122,560)
	<hr/> 144,533	<hr/> 61,280
	<hr/> <b>1,698,850</b>	<hr/> <b>1,995,567</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2021**

Reconciliations of the carrying value of fixed assets at the beginning and end of the current financial year are set out below:

	Right of Use Asset	Plant & Equipment	Motor Vehicles	Work in Progress	Office Equipment & Computers	Artwork	Total
<b>Opening Balance</b>	<b>61,280</b>	<b>132,642</b>	<b>1,602,415</b>	<b>170,462</b>	<b>22,466</b>	<b>6,302</b>	<b>1,995,567</b>
Additions	206,476	12,520	87,433	96,868	15,318	-	418,615
Disposals	-	-	-	(103,135)	(4,317)	-	(107,453)
Transfers			37,392	(37,392)	-	-	-
Depreciation	(123,223)	(25,201)	(443,470)	-	(15,985)	-	(607,879)
<b>Closing Balance</b>	<b>144,533</b>	<b>119,961</b>	<b>1,283,770</b>	<b>126,803</b>	<b>17,482</b>	<b>6,302</b>	<b>1,698,850</b>

## 11. Leases

Lease liabilities are presented in the statement of financial position as follows:

	2021	2020
	\$	\$
Current	124,097	62,047
Non-Current	20,807	-
<b>Total lease liabilities</b>	<b>144,904</b>	<b>62,047</b>

The Group has a lease for its main office located at 17 Dover Street, Albion. The lease is reflected on the balance sheet as a right-of-use asset and a lease liability. The Group classifies its right-of-use assets in a consistent manner to its property, plant and equipment (see Note 10).

The lease imposes a restriction that the right-of-use asset can only be used by Orange Sky. The lease is non-cancellable and the building must be kept in a good state of repair and returned in its original condition at the end of the lease. Further, Orange Sky must insure items of property, plant and equipment and incur maintenance fees on such items in accordance with the lease contract.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2021**

Right-of-use asset	No of right-of-use assets leased	Range of remaining term	Average remaining lease term	No of leases with extension options	No of leases with options to purchase	No of leases with variable payments linked to an index	No of leases with termination options
Office building	1	14 months	14 months	0	0	0	0

**12. Accounts Payables and other payables**

**a. Trade and other payables**

	2021	2020
	\$	\$
Trade payables	115,192	40,093
Accrued expenses	39,868	2,500
Goods and services tax payable	34,501	120,080
Payroll liabilities	244,641	176,656
Credit cards	89,041	14,494
<b>Accounts payable and other creditors</b>	<b>523,243</b>	<b>353,823</b>

**b. Contract liabilities**

	2021	2020
	\$	\$
Revenue received in advance	706,234	952,306
<b>Contract liabilities</b>	<b>706,234</b>	<b>952,306</b>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2021

### 13. Provision for Employee Entitlements

	2021	2020
	\$	\$
Current		
Provision for annual leave	213,734	175,612
Provision for long service leave	9,750	-
<b>Total provision for employee entitlements</b>	<b>223,484</b>	<b>175,612</b>
Non-Current		
Provision for long service leave	29,498	-
<b>Total provision for employee entitlements</b>	<b>29,498</b>	<b>-</b>

### 14. Reserves

	2021	2020
	\$	\$
Foreign currency translation reserve	56,272	(6,995)
<b>Total reserves</b>	<b>56,272</b>	<b>(6,995)</b>

### 15. Retained Surplus

	2021	2020
	\$	\$
Opening balance	6,148,775	4,784,601
Surplus / (Loss) for the period	1,860,673	1,364,174
<b>Closing balance</b>	<b>8,009,448</b>	<b>6,148,775</b>

Management's objective when managing capital is to ensure the entity continues as a going concern and is in a position to continue achieving its stated objectives. A monthly review of management accounts is carried out by the Board.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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## 16. Related Party Disclosure

### (a) Board Members

The Directors in office at the date of this report and during the 12-month period (unless otherwise stated) were:

Lucas Patchett  
Nicholas Marchesi  
Andrew Fraser  
Nicholas Miller  
Paula Holden  
Sommer Davies  
Lachlan Mitchell

### (b) Key Management Personnel

Details relating to key management personnel, including remuneration paid, are included in Note 17.

### (c) Transactions with Related Parties

During the year, no transactions occurred that were not within normal employee, customer or supplier relationships on terms and conditions no more favourable than those available to other employees, customers or suppliers. Directors or their related entities may also have provided pro-bono services to Orange Sky during the year.

## 17. Key Management Personnel

Key Management Personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the organization. The Company has identified five positions through the period and as at balance sheet date (2020: five positions) that meet this definition.

Key Management Personnel compensation during the year ended 30 June 2021 was:

	2021	2020
	\$	\$
Short-term employee benefits	795,002	724,258
<b>Total Compensation</b>	<b>795,002</b>	<b>724,258</b>

No non-executive director received any remuneration for the year (2020: Nil) in relation to services as a non-executive director of Orange Sky.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021**

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## 18. Financial Risk Management Objectives and Policies

The Company's principal financial instruments are cash and short-term deposits, trade receivables and trade payables which arise directly from operations. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognized, in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 2 of the financial statements.

### (a) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations with financial liabilities. The risk is controlled by the Company retaining sufficient cash and cash equivalents to meet normal operating requirements.

The remaining contractual maturities of the Company's financial liabilities are:

	2021	2020
	\$	\$
6 – 12 months	870,824	412,370
Over 1 year	50,305	-
<b>Total</b>	<b>921,129</b>	<b>412,370</b>

## 19. Commitments & Contingencies

Details and estimates of maximum amounts of contingent liabilities are as follows:

### a) Bank Guarantee

Orange Sky has a bank guarantee of \$34,375 (2020: \$34,375) as a deposit for the office lease at 31 Dover Street, Albion.

## 20. Subsidiaries

### Interests in subsidiaries:

The consolidated financial statements of the Group include the following entities:

Name of Entity	Principal Activities	Equity Interest	
		30 June 2021	30 June 2020
Orange Sky New Zealand Ltd *	Free mobile laundry and shower service for people experiencing homelessness	100%	100%

\* This entity was incorporated and registered in New Zealand on 15 May 2018.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2021

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## 21. Parent Entity Financial Information

### (a) Summary Financial Information

The individual financial statements for the Parent entity (Orange Sky Australia Limited) show the following aggregate amounts:

	2021	2020
	\$	\$
<i>Assets</i>		
Current assets	4,730,560	4,550,373
Non-current assets	4,716,678	2,935,918
<b>Total assets</b>	<b>9,447,238</b>	<b>7,486,291</b>
<i>Liabilities</i>		
Current liabilities	1,569,036	1,427,692
Non-current liabilities	50,305	-
<b>Total liabilities</b>	<b>1,619,341</b>	<b>1,427,692</b>
<b>Net assets</b>	<b>7,827,897</b>	<b>6,058,599</b>
<i>Equity</i>		
Retained surplus	7,827,897	6,058,599
<b>Total equity</b>	<b>7,827,897</b>	<b>6,058,599</b>
<b>Income for the year</b>	<b>1,769,298</b>	<b>1,280,479</b>
<b>Total comprehensive income for the year</b>	<b>1,769,298</b>	<b>1,280,479</b>

## 22. Events After the Balance Sheet Date

There have been no other matters or circumstances which have arisen subsequent to the reporting date which would have significantly affected, or may significantly affect, the above dealings of the Company.

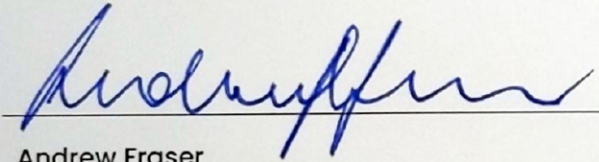
**DIRECTORS' DECLARATION**

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In the opinion of the Directors:

1. The financial statements and notes of Orange Sky Australia Limited for the financial year ended 30 June 2021 are in accordance with the *Corporations Act 2001* and the Australian Charities and Not-For-Profits Commission Act 2012, including:
  - a. Giving a true and fair view of the Company's financial position as at 30 June 2021 and of its performance for the year ended on that date; and
  - b. Complying with Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Regulations 2001 and the Australian Charities and Not-For-Profits Commission Regulation 2013.
2. There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

For and on behalf of the Board



A handwritten signature in blue ink, appearing to read 'Andrew Fraser', is written over a horizontal line.

Andrew Fraser

Dated this 28<sup>th</sup> day of October 2021





## INDEPENDENT AUDITOR'S REPORT

To the members of Orange Sky Australia Limited

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Orange Sky Australia Limited (the registered entity) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as 30 June 2021 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 notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the accompanying financial report of Orange Sky Australia Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the Group's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

#### 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* (ACNC Act) and the ethical requirements of the Accounting Professional and 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.

#### Other information

Those directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the Director's report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.



In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### **Responsibilities of responsible entities for the Financial Report**

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the registered entity's financial reporting process.

#### **Auditor's responsibilities for the audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf)

This description forms part of our auditor's report.

**BDO Audit Pty Ltd**

A handwritten signature in black ink, appearing to read 'R M Swaby', is written over a faint, larger version of the BDO logo.

**R M Swaby**  
Director

Brisbane, 28 October 2021