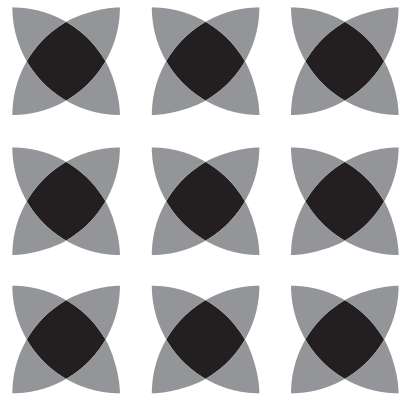
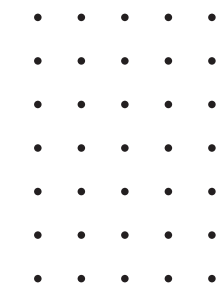




CENTRE
for **SOCIAL**
IMPACT

2025 ANNUAL REPORT



Acknowledgement of Country

In the spirit of reconciliation, the Centre for Social Impact acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and/or Torres Strait Islander peoples.



ABOUT US

The Centre for Social Impact ignites positive, lasting social change for people and communities through education, research and engagement.

It is a national collaboration of four leading Australian universities including UNSW, Flinders University, Swinburne University of Technology and The University of Western Australia.

Together, we are united in creating a better, more equitable world where everyone can thrive and grow.

A MESSAGE FROM OUR CEO

Looking back on 2025, I've been struck by how far the Centre for Social Impact has come. I've found myself reflecting on the early ambition that shaped CSI, and the enduring principles that underpin our work today. What began nearly two decades ago as a bold collaboration is now a mature, influential network translating evidence into action and driving social change.

Two transformative investments in Australia's future

2025 was a year of both scale and substance. A defining moment was the awarding of \$35 million in ARC funding to establish a Centre of Excellence dedicated to reducing rates of reincarceration across Australia. Led by CSI Flinders and including our CSI UWA team, the new Centre of Excellence for Prisoner Reintegration is further supported by an extraordinary \$70 million in cash and in-kind commitments from 41 partners across the world.

CSI Swinburne also secured funding for Australia's first Centre for Inclusive Employment, a \$22 million initiative with the Department of Social Services to expand economic participation and employment opportunities for people with disability.

I am proud to say that these achievements are among the most significant moments in CSI's history.

An extraordinary year

It also crowns what has been an extraordinary year for CSI more broadly. Our inaugural longitudinal social economy report was an important step in building a clearer national picture of the organisations working to generate positive social and environmental outcomes in Australia — their size, their contribution and their trajectory.

CSI UNSW released its landmark Impact Investing Benchmark report, strengthening the evidence base for Australia's growing impact investment market.

Together with StartGiving, CSI UWA produced The Australian Tech Giving Report, providing the first comprehensive benchmark of philanthropy in the rapidly growing tech sector, which is projected to contribute \$250 billion annually to GDP by 2030.

This year also saw record demand for our postgraduate scholarships, with more than 100 applications received to study with the Centre for Social Impact across our four partner universities. The calibre and diversity of applicants reflect a strong appetite for rigorous, real-world education in social impact, and give me great confidence in the next generation of leadership in our sector.

Expanding professional development for lasting impact

Nationally, we also celebrated a further \$16.4 million in philanthropic investment in our Social Impact Leadership Australia (SILA) program for social purpose CEOs. This new phase will double the program's reach, supporting a further 120 for-purpose CEOs and their organisations over the next five years.

We also successfully completed the pilot phase of The Giving Academy, an ambitious new initiative designed to advance Australian philanthropy. The scale of work undertaken to design, test and refine these immersive short courses has been significant. With strong early feedback and sector support, we now look forward to rolling out the full suite of courses nationally in 2026.

This year also saw the foundations laid for the most ambitious expansion of our Governance for Social Impact course to date — securing a landmark multi-year philanthropic partnership that will open the course to hundreds of board directors across Australia's charity sector in 2026 and beyond.

These are just some of the many achievements delivered by the research, teaching and professional staff teams across our network.

With gratitude

Finally, my deepest thanks go to the people who make CSI what it is: to our Board Chair Greg Hutchinson AM, our board and advisory council members, donors, funders, partners and collaborators — and most of all to our remarkable staff across the CSI network. Everything in these pages is the product of your insight, generosity and conviction. Whatever CSI achieves, it achieves together, and that has been the great privilege of leading this organisation.

I would also like to acknowledge David Gonski AC — one of CSI's founding champions — who this year concluded twenty years as Chancellor of UNSW. David's vision, advocacy and generosity were instrumental in bringing CSI into being, and we are fortunate that his commitment to our mission endures as Chair of our Sydney Advisory Council.

On a personal note, I am delighted to share that I am expecting a baby girl in April 2026. I will be taking parental leave and will hand over to Rosemary Conn as Acting CEO with complete confidence in her leadership, in the strength of the team around her and in the momentum of the work we share.

CSI's best chapters are still being written, and I could not be prouder of the foundations from which they will grow.



Arminé Nalbandian
CEO, Centre for Social Impact

WE CHAMPIONED SOCIAL IMPACT RESEARCH NATIONWIDE

DRIVING SOCIAL CHANGE THROUGH RESEARCH

Throughout 2025, our research continued to combine rigorous, evidence-based investigation, with practice-led approaches and lived experience at its core.

More than \$11 million in research funding was secured through our four partner universities, informing policy, strengthening program design and advancing positive social change.

The following pages showcase highlights from across the CSI network, reflecting the breadth of our research and our shared commitment to lasting social change.



THE STATE OF THE SOCIAL ECONOMY

In 2025, Centre for Social Impact formally launched Australia's inaugural State of the Social Economy report - a landmark national study providing the clearest picture to date of the sector's size, scope and contribution.

Employing more than 1.7 million people and contributing an estimated \$230 billion to Australia's GDP, the social economy is made up of organisations that put social and environmental concerns at the centre of their business model. It is a major driver of economic and social value, yet historically it has lacked consistent national data.

Led by CSI UNSW and developed through our national collaboration, the research surfaced five key insights;

1. Funding fragility
2. Under-resourced collaboration
3. Lack of recognition of mutuals and co-operatives
4. Gaps in impact measurement capability
5. Policy settings that constrain sector growth

The report was released alongside a national webinar featuring leading voices from across Australia's social economy, generating strong engagement from practitioners, policymakers and funders.

As the first report in a multi-year series, this work lays the foundation for deeper insight into the sector's trajectory and the structural conditions required for the nation's social economy to thrive.

CENTRE OF EXCELLENCE FOR PRISONER REINTEGRATION

Nearly half of the 67,000 people released from prison each year return within two years, and the national correctional budget is projected to exceed \$7 billion by 2030.

To address this social and economic burden, Flinders University will lead a prestigious Australian Research Council (ARC) Centre of Excellence for Prisoner Reintegration (CEPR) which is backed by \$35 million in Australian Government funding (and additional funding of approximately \$10 million) over the next seven years, enabling world-class research into reducing reincarceration rates.

CEPR will use a strengths-based assisted desistance approach to unite leading international expertise and transform how prisoner reintegration is understood and tackled in Australia, with the aim of reducing rates of reincarceration, advancing social cohesion, and increasing community wellbeing.

The collaborative centre, based at Flinders and led by researchers from the Centre for Social Impact, will have additional support from 41 partners, including three other universities – University of Western Australia, University of Technology Sydney and Monash University. Other partners include government departments, NGOs, First Nations organisations and international researchers and agencies from the UK, US, Canada and the United Nations Office on Drugs and Crime.



The ARC Centre of Excellence will drive world-class research into reducing reincarceration rates.

This will enable people released from prison to more consistently:

- 1. Reconnect with their families
- 2. Rebuild their lives
- 3. Become positive and productive members of society



CENTRE FOR INCLUSIVE EMPLOYMENT

People with disability in Australia experience high rates of unemployment with little positive progress for over a decade.

In March, CSI Swinburne was awarded a \$22.1 million grant to deliver the Centre for Inclusive Employment (CIE). CSI Swinburne will lead a consortium comprising Inclusion Australia as the conduit for Disability Representative Organisations, Disability Employment Australia, National Disability Services, Family Advocacy as the conduit for family led capacity building organisations (known as the National Alliance of Capacity Building Organisations: NACBO), and the University of Melbourne.

An Advisory Committee with strong involvement of people with lived experience of disability and of employment services guides the CIE’s strategy.

Funded by the Commonwealth Government over three years until June 2028, the Centre for Inclusive Employment will build the capacity of the employment services sector by:

- Building, collecting and translating employment-related evidence of what works in achieving and supporting the employment of people with disability
- Converting this to best-practice resources and training
- Disseminating and promoting this knowledge and resources to improve the way employment services are designed and delivered

A central mechanism is the [Online Hub](#) which launched to the public in November, with an APO-based Centre for Inclusive Employment Collection also launched in May.

In its first few months of operation, the Hub received more than 24,000 views with over 4,000 frequent users. The Hub will continue to build across the life of the Centre and be relevant to all employment service sectors, as well as employers, people with disability, their supporters and policy actors.

In 2025, the CIE offered capability building and training to the providers of the newly established Inclusive Employment Australia. An elearn and Lunch and Learn series was delivered from October with more than 2,000 enrolments and attendees.



RESEARCH AND ENGAGEMENT AT CSI FLINDERS



VICE-CHANCELLOR'S AWARD FOR RESEARCH IMPACT

The Food Security team at CSI Flinders received the Vice-Chancellor's Award for Excellence in Research Impact for their ARC Linkage Project addressing household food insecurity in Australia. Their work has helped shift responses from short-term relief to approaches that centre dignity and address root causes such as poverty and social exclusion.

CELEBRATING ARC GRANTS SUCCESS

CSI Flinders also celebrated a number of significant ARC successes. Dr Jung Yoon was awarded an Early Career Industry Fellowship to support the employment of people with cognitive disability through a job-matching navigation model and Dr Melissa de Vel-Palumbo received an ARC Discovery Early Career Researcher Award to investigate ways to reduce reoffending among people serving community sentences.

Additionally, CSI Flinders was awarded an ARC Discovery Project exploring sustainable farming and groundwater use, and two ARC Linkages, one focused on social prescribing and the other working with water agencies to improve freshwater security and water management in the Murray-Darling Basin.

LEADING CONVERSATIONS AT KEY INDUSTRY EVENTS

The team at CSI Flinders contributed to several significant events this year, including co-hosting a sold-out conference on the future of leadership in the for-purpose sector and facilitating the Foundations Group for Impact Investing's Market Information Day in Adelaide.

OTHER HIGHLIGHTS AT CSI FLINDERS

As part of CSI Flinders' ongoing relationship with the Australian Alliance to End Homelessness (AAEH), a funded research collaboration has been formed to develop evidence and insights into ending homelessness across Australia. CSI Flinders was also awarded funding by Minderoo Foundation to evaluate key initiatives as part of the Children in the North (CitN) community development initiative.





RESEARCH AND ENGAGEMENT AT CSI SWINBURNE



'WHAT WORKS' TO SUPPORT THE EMPLOYMENT OF PEOPLE WITH DISABILITY

CSI Swinburne continues to build evidence about effective practices, program design and financing models for disability employment initiatives. In 2025, projects included the 4th year of the WISE-Ability model – an organisational design model for disability enterprises, as well as research on how to grow the employment of people with intellectual disability in the NSW public service. The evaluation of the Evolve program is providing new insights into the nature and strategies of transformation of segregated employment for people with disability.

EFFECTIVE RESOURCING MODELS FOR SOCIAL PURPOSE INITIATIVES

Year 3 of the Payment By Outcomes Evaluation explores the value of the White Box Enterprises' aggregator model in outcomes-based payment approaches. Other research investigated the financial underpinnings of social purpose interventions. This included the Too Critical to Fail report highlighting the precarity of emergency relief services due to the heavy reliance on in-kind resourcing, and research on financial sustainability of disability employment initiatives in the context of NDIS.

OTHER HIGHLIGHTS AT CSI SWINBURNE INCLUDE:

CSI Swinburne received substantial recognition. CSI and Swinburne Edge won the LearnX Platinum award for Learning and Development (Industry Specific) with the freely available elearn 'WISE-Ability Model Learning Program: Unlocking Ability, Opening Pathways to Employment' based on CSI research. The Australian Research Magazine named CSI's Dr Krzysztof Dembek as one of the nation's leading researchers.

Four CSI scholars were awarded their Doctorates in the fields of social enterprise and community service integration, with a further 14 working towards PhD completion.

The popular Research for Social Impact Podcast entered its 2nd year exploring topics such as Strengthening Financial Wellbeing in Jobs-Focused Social Enterprises.

CSI evidence-building continues to inform supported employment policy development, work on Disability Support Pension reform, and philanthropic investment.





RESEARCH AND ENGAGEMENT AT CSI UNSW



AUSTRALIAN IMPACT INVESTING INSIGHTS

In November 2025, CSI UNSW and Impact Investing Australia released Benchmarking Impact: Australian Impact Investor Insights, Activity and Performance Report. Featured in The Guardian Australia (pictured right), the research revealed a growing \$157 billion market and investor satisfaction levels exceeding expectations.

BUILDING COMMUNITY WEALTH

CSI UNSW secured national Australian Research Council funding to understand how communities can attract inclusive, sustainable investments that boost local economies.

MEASURING CORPORATE SOCIAL IMPACT

Research by CSI UNSW analysed how Australia's largest companies measure and report social performance. The State of 'S' Reporting in ESG found that while social issues are disclosed, approaches remain inconsistent, narrowly defined and poorly aligned with global standards.

SUPPORTING WOMEN'S ECONOMIC EMPOWERMENT

In September 2025, CSI UNSW visited Timor-Leste, continuing its partnership with the President's Economic Empowerment of Women Unit. Their joint work supports women-led enterprises, focusing on the 'missing middle' in entrepreneurial growth, a crucial link for resilient economies.

OTHER HIGHLIGHTS AT CSI UNSW INCLUDE:

- In partnership with Housing Australia, CSI UNSW developed a framework to measure the social outcomes of affordable housing investments funded by social bonds.
- ATO and Financial Vulnerability, CSI UNSW and UNSW Tax & Business Advisory Clinic are researching improvements to the delivery of the tax system for financially disadvantaged groups.
- Shaping Policy, CSI UNSW research insights on place-based strategies and civic wealth creation helped shape NSW's new wellbeing framework, putting people and communities at the centre of decision making.
- CSI UNSW Centre Director, Professor Danielle Logue, received a Commonwealth appointment to Creative Australia's Impact Investing Advisory Committee.
- CSI UNSW Research & Innovation Director, Associate Professor Melissa Edwards, was appointed as Australian Business Dean's Council Inaugural Climate Action Fellow.





RESEARCH AND ENGAGEMENT AT CSI UWA



CELEBRATING RESEARCH EXCELLENCE

Ahead of its 15th anniversary, CSI UWA received the UWA Business School's Research Impact and Innovation Award and was shortlisted for the university wide honour—recognising our diverse partnerships and growing influence in evidence based social change.

CHAMPIONING YOUNG CARERS' MENTAL HEALTH

CSI UWA was awarded a 2025 Healthway grant to investigate the mental health needs of young carers aged 8–25. This work will inform new resources and recommendations to better support their wellbeing.

STRENGTHENING DISASTER RESILIENCE NATIONWIDE

Our partnership with the Financial Counsellors' Association WA earned the 2025 Resilient Australia State Community Award for the Financial Counselling Disaster Framework—a national resource helping individuals and small businesses recover after disasters.

INNOVATING EQUESTRIAN YOUTH SUPPORT

In partnership with CSI UWA, the Australian Childhood Foundation (ACF) won the Sector Collaboration Award at the 2025 WA Youth Awards for their Equestrian Youth Engagement Service (EYES). EYES supports at-risk young people aged 14–23, particularly those disengaged from education or employment, through equine-facilitated interventions and industry engagement. Our CSI UWA team partnered with ACF on their program logic, evaluation framework and capacity building with data collection.

TRANSFORMING FIRST RESPONDER TRAINING ON FAMILY AND DOMESTIC VIOLENCE (FDV)

Evaluated by CSI UWA, St John WA's groundbreaking FDV education initiative received the Council of Ambulance Authorities Award for Excellence in Staff Development. The program has equipped around 3,000 first responders across WA with the skills to better recognise and respond to FDV.



EDUCATION

WE EMPOWERED SOCIAL PURPOSE LEADERS

Throughout 2025, the Centre for Social Impact deepened its commitment to equipping changemakers with the knowledge, skills and confidence to drive positive social change.

This is reflected across our growing suite of education programs, spanning undergraduate learning through to executive education, designed to build capability across the sector.

IN 2025



3,619

total student admissions and subject enrolments across the CSI network



\$126,000

in postgraduate scholarships awarded



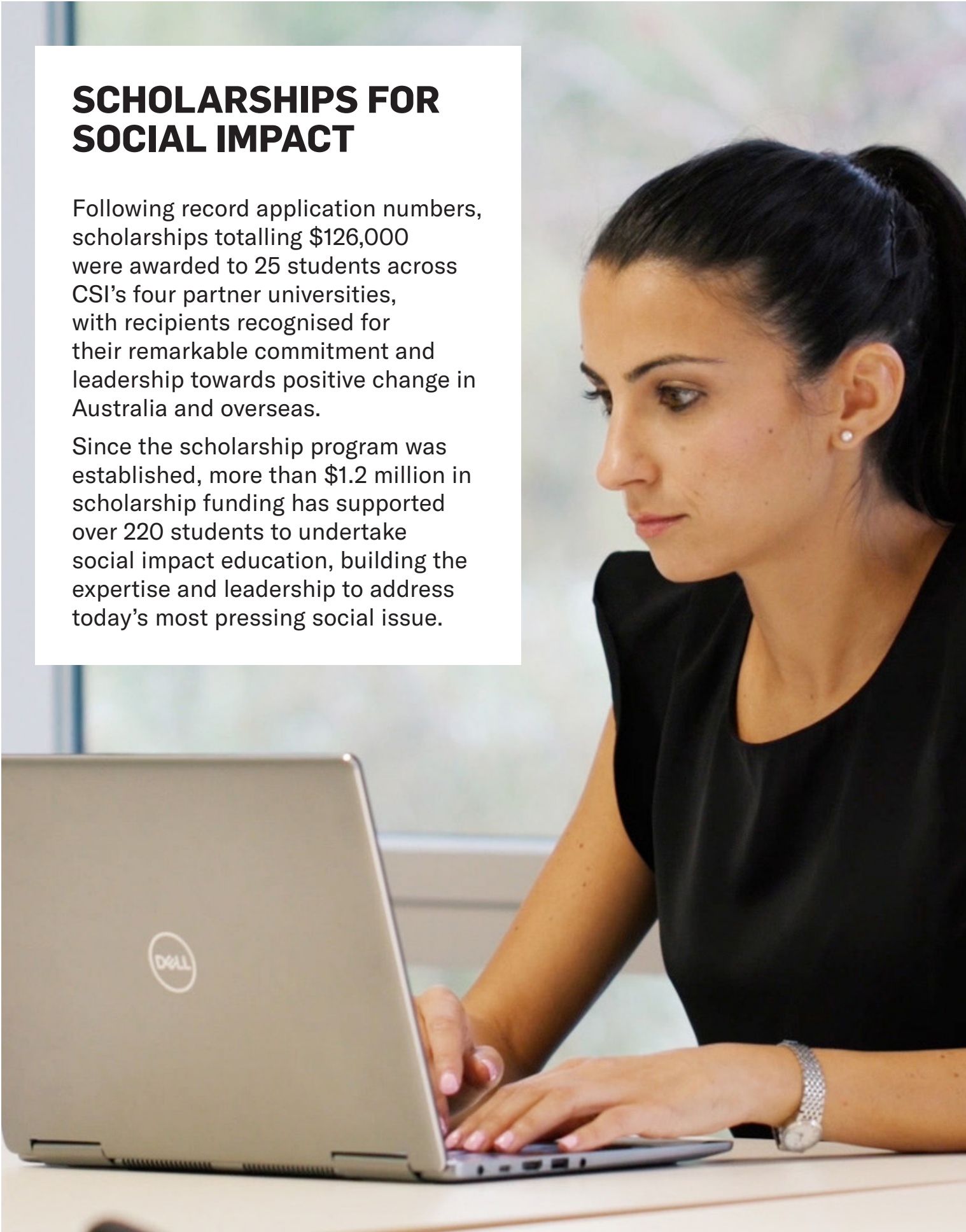
CSI ENROLMENTS

	UG SUBJECT		PG SUBJECT		PG DEGREE	
	2024 FY	2025 FY	2024 FY	2025 FY	2024 FY	2025 FY
 Swinburne University of Technology	N/A	N/A	57	54	10	9
 UNSW	882	965	1620	2179	38	47
 UWA	122	115	56	56	9	4
 Flinders University	N/A	N/A	75	127	46	63

SCHOLARSHIPS FOR SOCIAL IMPACT

Following record application numbers, scholarships totalling \$126,000 were awarded to 25 students across CSI's four partner universities, with recipients recognised for their remarkable commitment and leadership towards positive change in Australia and overseas.

Since the scholarship program was established, more than \$1.2 million in scholarship funding has supported over 220 students to undertake social impact education, building the expertise and leadership to address today's most pressing social issue.



CSI UNSW

Embedded within Australia's top business school, CSI UNSW recorded a 21% increase in postgraduate enrolments. Over 2,100 students also chose to study a postgraduate social impact subject - up 34% on 1,620 in the previous year. Student satisfaction also remained exceptionally high at 96%.

"The postgraduate course has given me the tools to integrate our cultural ways of doing things into formal structures, ensuring our organisations can endure"



Kimberley Peckham - CSI UNSW Graduate

In 2025, CSI UNSW enrolled the first cohort of students into its new undergraduate major in Business Sustainability & Social Impact, within the Bachelor of Commerce, one of the largest programs at UNSW. The program and growth strategy is led by our Major Coordinator, Dr Octavio Barrientos Arriaga, who explains, "We are positioning the skills gained in the program as both essential for any business and organisation, and a solid complement to more traditional disciplines for students pursuing double majors and double degrees."

CSI UWA

Demand for the Graduate Certificate in Social Impact at UWA surged in 2025 with applications increasing 77%, alongside growth across all enrolment stages. CSI UWA's alumni network also remains highly active, with graduates maintaining strong connections through events, mentoring and ongoing engagement.

"Studying in person, on campus, was a rich and rewarding experience. It was full of challenge, insight, and connection. Through this course, I deepened my understanding of how we demonstrate impact, drive innovation, and lead for social change,"



Ali Martin - CSI UWA Graduate

WORKSHOPS AND MASTERCLASSES

In 2025, CSI UWA hosted three Outcomes Measurement Workshops in Perth and Adelaide (in collaboration with CSI Flinders). We also introduced our inaugural Masterclass on Program Logic, which laid the foundation for the Social Impact Masterclass series in 2026. Close to 100 participants attended CSI UWA short courses designed to build capability in measuring and showcasing impact.

CSI SWINBURNE

In 2025, there were 54 enrolments in social impact units at CSI Swinburne, with excellent student satisfaction scores reflecting the high quality of teaching and sector-specific course content. A new Course Advisory Committee was established, featuring leaders from across the social impact sector, to help ensure the ongoing relevance and impact of CSI Swinburne's educational offerings into the future.

"The best thing about [it] was the diversity in the classes and guest lecturers. I just can't believe how many amazing people are connected to the Centre for Social Impact... My mind has just been blown from doing the course. I highly recommend it. It's definitely worth it"



**Alice Leake -
CSI Swinburne
Graduate**

CSI FLINDERS

In its third year, CSI Flinders continued its upward trajectory, recording 63 degree admissions in South Australia's only dedicated postgraduate social impact offering. Student satisfaction reached 100%, with 127 enrolments in CSI Flinders units - almost double 2024 levels.

"Within six months of completing the course I progressed into a CEO role so I'm pretty stoked!"



**Jason Wallace
- CSI Flinders
graduate**



PROFESSIONAL DEVELOPMENT

WE DELIVERED WORLD-CLASS PROFESSIONAL DEVELOPMENT PROGRAMS

As Australia's leader in social impact education, we deliver best-in-class programs to sector leaders through our professional development portfolio, including;

- Governance for Social Impact
- Social Impact Leadership Australia
- The Giving Academy (pilot phase)
- Outcomes Measurement Workshops (delivered by CSI UWA)

GOVERNANCE FOR SOCIAL IMPACT

In 2025, Governance for Social Impact (GSI) reached a major milestone, with more than 1,000 board directors and senior leaders now having completed the short course since 2018.

Designed to equip boards to move beyond compliance and govern for mission-driven, systems-aware impact, the course continues to strengthen leadership across the social purpose sector.

After supporting 72 Tasmanian board directors and executives through Governance for Social Impact in 2024, the Tasmanian Community Fund (TCF) extended its commitment in 2025 by funding two additional course deliveries. This renewed investment will support a further 48 Tasmanian not-for-profit board directors to participate in the program, bringing the total number of Tasmanian leaders supported through the partnership to 120 across five cohorts.

In addition to the short course, GSI also continued to support organisations through tailored masterclasses. In 2025, Adjunct Associate Professor Shamal Dass delivered a bespoke session for the Board of Directors at Aruma in Brisbane, exploring beneficiary-centric governance and social impact.

Looking ahead, a substantial new philanthropic investment in the governance program is set to expand access in 2026, ensuring more leaders can benefit from this transformative short course.



TESTIMONIALS



"This governance training program is world leading in equipping board members to help their organisation live its mission"

- Governance for Social Impact Alumni

SOCIAL IMPACT LEADERSHIP AUSTRALIA

In 2025, a \$16.4 million philanthropic reinvestment marked a significant expansion of Social Impact Leadership Australia (SILA), the nation’s foremost leadership development program for the for-purpose sector.

Delivered by the Centre for Social Impact, SILA is a 10-month, world-class program designed specifically for CEOs from for-purpose organisations across Australia.

Commencing in 2021, over 120 CEOs have now completed SILA, with this new phase doubling the program’s reach to support an additional 120 CEOs, their 120 step-up leaders and hundreds of their board director counterparts.

Valued at an estimated \$100,000 per delegate, SILA is made possible through the generous support of our visionary philanthropic partners including The Myer Foundation, Sidney Myer Fund, the Vincent Fairfax Family Foundation, the Paul Ramsay Foundation and Snow Foundation.

SILA'S SUCESS



1 Unprecedented Investment A total of \$26.8million invested in the social purpose sector over ten years through SILA 	2 Expanding Reach SILA program to support 240 CEOs and organisations 	3 Leadership Impact Boosts capabilities of leaders addressing entrenched social & environmental issues 
4 Addressing Gap Helps address the gap in professional development investment between corporates and for-purpose organisations 	5 World Class SILA program rated world-class with an average Net Promoter Score of 90 	6 Around Australia In 2025, SILA returned to NSW and ACT, commencing a second lap around the country. 

TESTIMONIALS

☆☆☆☆☆

“It was truly life-changing for me, and I’m still grateful for what it gave me as both a CEO and as a person.”

“Everyone involved should be commended on how this program and investment has and will continue to impact for-purpose leaders. I feel so refreshed and valued to continue to keep going.”

- SILA Alumni

THE GIVING ACADEMY

2025 was a foundational year for The Giving Academy, laying the groundwork for its national launch in 2026.

As Australia’s flagship learning program for the philanthropic ecosystem, The Giving Academy has been created hand-in-hand with sector leaders, setting a new benchmark for practical, real-world philanthropic education.

Throughout the year, the program entered its pilot phase, delivering both in-person and online courses across two core offerings: Effective Giving and Giving in Complexity.

A total of 73 participants completed four pilot courses, generating critical insights to refine the program and ensure a best-in-class learning experience ahead of its launch.

Support from Minderoo Foundation and Equity Trustees was secured to expand access to The Giving Academy through scholarships to be rolled out in early 2026.

This will be complemented by strong sector uptake with several leading philanthropic organisations - including Minderoo and the Paul Ramsay Foundations - enrolling their own staff in the short courses, positioning the program as a core component of their professional development pathways.



TESTIMONIALS

☆☆☆☆☆

“This was a thoughtful and meaningful program – stretching, challenging and sometimes a little confronting but only in ways that spark growth. This course is an absolute must for all working to improve philanthropic practice!”

“The learnings were extraordinary and really shifted the way I think about giving and impact.”

- The Giving Academy Alumni

ACKNOWLEDGING OUR SUPPORTERS

We extend our deepest gratitude to our donors, advisory council members, board members, partners and funders. Their invaluable support empowers us to deliver a diverse array of educational initiatives, research projects, capability-building programs, scholarships and tools. Our achievements are made possible by the time, investment and dedication of these individuals and organisations. Without them, our work to drive meaningful social change would not be possible.



CEO Arminé Nalbandian with Acting CEO, Rosemary Conn

ACTING CEO APPOINTED

During 2025, the Centre for Social Impact planned for a leadership transition as CEO Arminé Nalbandian prepared for parental leave. Respected for-purpose leader Rosemary Conn was appointed Acting CEO to lead the organisation during this period.

Rosemary brings extensive leadership experience from senior roles at Deloitte, the Beacon Foundation and Australian Schools Plus, alongside a proven track record of working across the not-for-profit, business and philanthropy sectors.

OUR BOARD OF DIRECTORS

Greg Hutchinson AM (Chair)
Stella Avramopoulos
Tom Dawkins (Served 2019 - 2025)
Professor Michael Gilding
Professor Peter Robertson
Professor Nick Wailes (served 2010 - 2025)
Professor Frederik Anseel
Professor Nicki Wragg (served 2023 - 2025)

OUR EXECUTIVE TEAM

Arminé Nalbandian, CEO
Dr Lyndsey McKee, National Industry Director
Professor Paul Flatau, Director CSI UWA
Professor Ian Goodwin-Smith, Director CSI Flinders
Prof Danielle Logue, Director CSI UNSW
Professor Erin Wilson, Director CSI Swinburne

OUR NATIONAL FINANCES

The Centre for Social Impact is a unique collaboration among the Business Schools of four leading Australian universities: Flinders University, Swinburne University of Technology, the University of Western Australia and UNSW Sydney. As CSI is not a separate legal entity, the following financial report pertains to ‘CSI National,’ which encompasses the management accounts maintained by UNSW Sydney. UNSW Sydney acts as the Administering University for CSI’s collaborative activities.

For detailed financial reports of UNSW Sydney and the other partner universities, please refer to their respective websites, which are linked below:

[Flinders University](#)

[Swinburne University of Technology](#)

[The University of Western Australia](#)

[UNSW](#)

PROFIT AND LOSS 2025

	FULL YEAR 2025 ACTUALS*	FULL YEAR 2025 BUDGET	VARIANCE \$	VARIANCE %
Philanthropic funding (inc Scholarships)	440,155	599,075	158,920	26.53%
UNSW, UWA, SUT & Flinders annual node contribution	855,126	855,126	-	0.00%
Other income (exec education, recoveries)	3,015,260	2,832,234	-183,026	-6.46%
Total Revenue	4,310,541	4,286,435	-24,106	-0.56%
Scholarship Expenses	97,500	110,000	12,500	11.36%
Contract & Consulting Services	889,898	1,052,440	162,542	15.44%
Marketing	113,247	99,219	-14,028	-14.14%
Other costs (incl travel, software, staff expenses and SILA capacity grants)	1,463,373	1,472,954	9,581	0.65%
Non-People Costs (Total)	2,564,018	2,734,613	170,595	6.24%
People Costs (Total)	2,167,408	2,260,737	93,329	4.13%
Total Expenditure	4,731,426	4,995,350	263,924	5.28%
Surplus/(Deficit)	-420,885	-708,915	-288,030	40.63%

* The above financial information is unaudited.

BALANCE SHEET 2025

DEC 2025 (\$MILLIONS)

ASSETS

Cash & Equivalents	2.874
Receivables	0
Total Assets	2.874

LIABILITIES

Sundry Creditors & Provisions	0
Equity	2.874
Total Liability	2.874

Note: These financial tables include CSI National finances only.

