unison

# Annual Report

2025-26



## Acknowledgement

Unison acknowledges and pays respect to the Traditional Owners of the land on which our services and properties are located, the Wurundjeri people, the Boonwurrung people and Wadawurrung people of the Kulin Nation. We pay our respects to their culture, their customs and to Elders past, present and emerging.



*'Unison' by Bianka Carson, a proud Wirangu artist, represents our journey from individuals to connected communities.*

# Message from the Chair & CEO

**Nearly 10 years ago, Unison was born amid an affordable housing crisis. While our services, properties and capabilities have grown significantly since then, so too has the scale and complexity of the crisis.**

This year, we have challenged ourselves to think differently about what it means to keep people housed, recognising that a home is not simply a roof over someone's head, but a foundation from which people can build a safe, connected and meaningful life.

## For our communities

Our 2024 community housing renter survey gave us a clear message: while housing will always be fundamental, hundreds of our renters' voices called for connection, community, safety, health services and supports to thrive.

This year, we took that commitment further and formed a strategic alliance with Wombat Housing Support Services, an organisation whose expert supports give people the best chance of wellbeing and success. We also stood firm in our commitment to bringing housing and supports closer together. By working towards shared goals and outcomes, our teams strengthened earlier intervention, enabled warm referrals and shared capability, creating a more integrated approach to supporting people to sustain their tenancies.

Following a successful evaluation of the alliance, we were proud to formally bring our organisations together under a united governance structure. This is an important step in our evolution and reflects our belief that the challenges facing our communities require us to work differently, think differently and, where necessary, reshape the way we deliver our services.

We also celebrated the first anniversary of Make Room, our award-winning supportive housing service providing wraparound supports and a pathway to stable housing for people experiencing rough sleeping. We are beginning to see the impact of this model firsthand with people moving from rough sleeping into supportive housing, and ultimately into long-term housing. This is what breaking the cycle of homelessness can look like.

Building on the success and collaboration behind Make Room's development, we launched MakeSpace, our client-side project management advisory partnership for affordable housing, social housing and aged care. As MakeSpace commenced work on its first projects this year, it is exciting to see new opportunities to contribute to the supply of affordable housing and strengthen the pathway into stable housing.

## For our people

None of this work is possible without our people. Every day, our teams stand alongside renters and communities, often in complex and challenging circumstances, and we are honoured to stand alongside them. Being an employer of choice therefore means putting safety, wellbeing, belonging and cultural connection at the heart of our organisation, so our people have the support and confidence to do their best work. We have invested more than ever in growing the skills, culture and leadership that our people need to do their best work, and we are pleased to see our workforce initiatives held up as national examples as one of the Financial Review's Best Places to Work in 2026, and as finalists for the Australasian Inspiring Workplaces Awards this year. As one-third of our Strategic Plan, we will continue to invest in the people that join our organisation and build our future success.




## Looking ahead

At Unison, growth is not an end in itself. It is a means to create greater impact. We cannot sit back and hope that more housing alone will resolve a crisis of this scale. We will continue to challenge conventional approaches and create change across housing, homelessness and supports through doing things differently, collaboratively and with a relentless focus on outcomes.

The years ahead will demand courage, resilience and a willingness to keep moving forward when the challenges are greatest. We have demonstrated that we have all three.

We thank the Unison Board, our people, supporters, partners and funders for the contribution each has made this year. Together, we are not simply responding to the housing crisis; we are building a stronger, more connected and more ambitious organisation capable of meeting what comes next.

> Every day, our teams stand alongside renters and communities, often in complex and challenging circumstances, and we are honoured to stand alongside them.



**James King**
CEO



**Lou Panaccio**
Chair

# Year at a glance

## 2025

### September 2025

**Marshall St, Newtown development**

Works commenced on 77 new social housing dwellings in Newtown, Geelong.

### November 2025

**Women in Leadership award winner**

Director of Property, Danni Nash, takes home UDIA Victoria's Women in Leadership Award, in recognition for her achievements in the property development sector.

### December 2025

**Kensington cafe opens**

Where Is My Coffee? social enterprise cafe opens its doors. Created by Unison and managed by VMCH, the cafe is an inclusive community space and pathways for employment for people with a disability.

### October 2025

**The Unison & VMCH coffee van hits the road**

Our coffee van goes live, bringing free, barista-made coffee to Unison sites, creating connections and building friendships one coffee at a time.

### November 2025

**Wilkinson St, Brunswick**

Unison partners with Homes Victoria, Merri-bek City Council, Merri-bek Affordable Housing and Treasury Corporation of Victoria to develop 39 new social homes for families, single women, people with a disability, elderly people and people at risk of homelessness in Brunswick.

## 2026

### February 2026

**MakeSpace joins the team**

For-purpose property and development advisory, MakeSpace, is officially launched with the backing of Unison. All profits are reinvested back into the housing sector to fund the next project.

### March 2026

**Graduate program for a sector workforce**

Unison partners with the sector's Community and Social Services Graduate Program and welcomes our first housing and homelessness grad cohort.

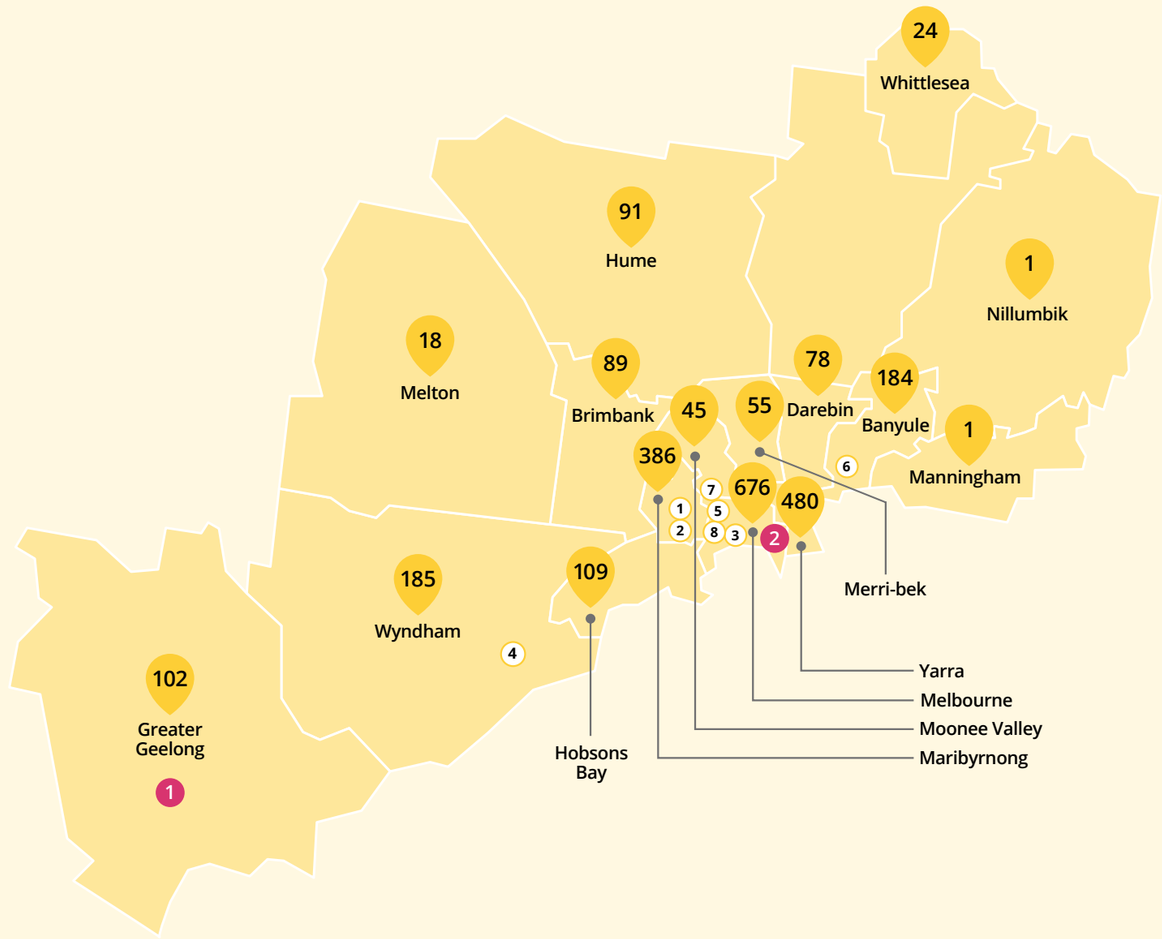
### May 2026

**Wombat Housing**

Following a successful 12-month strategic alliance, the Wombat Housing Support Services and Unison partnership becomes permanent under a united group structure.



# Unison at a glance




## Key

### Unison Offices:

1. 69 Buckley St, Seddon (Wurundjeri)
2. 229 Barkly St, Footscray (Wurundjeri)
3. 117 Berkeley St, Melbourne (Wurundjeri)
4. 70 Cottrell St, Werribee (Wadawurrung)
5. 95 Wellington St, Collingwood (Wurundjeri)
6. 100 Mount St, Heidelberg (Wurundjeri)
7. 42 Derby St, Kensington (Wurundjeri)
8. 602 Little Bourke St, Melbourne (Wurundjeri)

### 2025–26 Developments:

1. Marshall St, Newtown social housing due for completion late 2026
2. Wilkinson St, Brunswick social housing due for completion early 2028

**Number of properties**

# Strategic plan

We improve housing outcomes by leveraging our culture, partnerships, experience and our approach to innovation to create secure, sustainable homes and facilitate support and choice for people to positively engage in their community.

**Our purpose**

Collaborate to create vibrant sustainable communities by developing, managing and providing access to housing.

**Our vision**

Communities that thrive.



**Our values** People Respect Positivity Accountability

**Our goals**

Unison is an employer of choice and our people are valued and supported to collaborate, realise their potential and deliver positive outcomes.

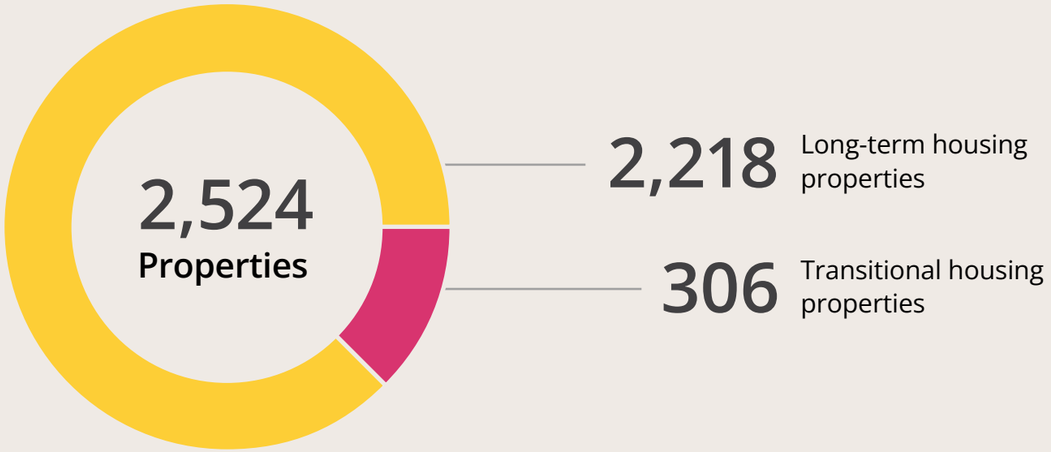
We are known for excellence in service delivery and our renters are proud of their homes and are engaged in their communities

Sustainably grow the organisation to support 6,000 dwellings



# Our organisation

Unison manages 2,524 properties in total across 16 LGAs, with 1,395 of those properties owned by Unison.






**Long-term housing properties**

Long-term housing consists of affordable and social housing, including public housing.

**Transitional housing properties**

Transitional housing provides short-term accommodation with supports to assist people to transition to long-term housing.



**Housing highlights**

**2,292**

Households housed in long-term housing **(up 2% year on year)**

**2,049**

Renters who maintained their tenancy **(up 9% year on year)**



# Housing

## Delivering operational excellence

Our Housing team is not only the engine room of our organisation, this year they went above and beyond to bring our renter experience to life across our sites. In 2025-2026, we continued to strengthen our place-based services across our 2,524 properties.

## Upstream program strengthens wraparound support for renters aged 55+

This year, the rising cost of living meant renters faced increasingly difficult choices when covering essentials such as food, utilities, rent, medical appointments and medication.

In 2025, we launched the Upstream program for renters aged 55+ to help address these challenges. With the support of the Helen and David Hains Foundation, Upstream was established on the philosophy that targeted assistance can deliver outsized impact in stabilising tenancies, improving wellbeing and reducing downstream demand on more intensive cost-recovery systems.

Through a discrete application process, Place Managers worked closely with eligible renters to understand their circumstances and identify where support could make the biggest difference. Where needed, renters were also connected with financial counselling and information services, helping Unison provide a wraparound support approach.

Upstream demonstrated the meaningful difference that timely, targeted assistance can make in the lives of Unison's older renters. By addressing essential needs that might otherwise go unmet, the program helps reduce financial stress, support safer and more stable tenancies, and enable renters to live independently with dignity.

"When key expenses such as utilities are covered, it reduces the risk of eviction. This support also eases stress, allowing individuals to focus on health and long-term planning rather than day-to-day survival."
- Belinda, Unison Team Leader

**Upstream highlights**

**79%** of renters reported feeling more confident managing their finances after receiving support

**34%** of funding was provided for medical expenses

**29%** of funding was towards utilities such as water and electricity

**25%** of funding was provided for daily essentials, such as food and fuel

**12%** of funding was provided for household items such as appliances

The strong uptake and positive outcomes of the Upstream program have demonstrated its success in supporting Unison's older renters. In recognition of this, additional funding has been secured to extend the program until mid-2027, enabling more renters aged 55+ to access timely, targeted assistance and strengthening our wraparound approach to renter wellbeing.

## Unison & VMCH coffee van

We launched an exciting new community initiative when our Unison coffee van hit the road in December, designed to create positive and informal moments of connection between renters and Place Managers alike. Thanks to the generous support from the ERDI Foundation and Hansen Little Foundation, the coffee van visited Unison's sites 18 times over our 10-week initiative, serving more than 500 cups of coffee.

Behind the wheel and operating the coffee van was VMCH's Social Enterprise, adding a social impact dimension through their inclusive employment pathways and barista training.

The informal and social setting received overwhelmingly positive feedback and fostered a strong sense of belonging and connection among our renter community.

“The coffee van’s about more than just serving coffee. It’s about building trust and making people feel at home, no strings attached. Once they saw we just wanted them to come out, stand in the sunshine, grab a coffee and chat if they wanted—or not!—it started breaking down those barriers.” - Dennis, VMCH Coffee Van Operator

> “I look forward to the van coming, I always have a cappuccino. It’s good to see everyone and come together and have a good chat.”
>
> **Lily, Unison renter**



## Our Tenant Advisory Group: Championing renter voice

Our Tenancy Advisory Group (TAG) is a collective of renters who worked hard throughout the year to ensure our renters’ voices are heard, valued and reflected in our decision-making. TAG’s members contribute notable skills and experience in advocacy, leadership, community engagement, professional advisory and lived experience.

“It’s a good mix of renters. Someone like a TAG member can listen to people in their community, come to the meetings and show and tell. It’s brilliant how Unison is so open to having us there and listening.” - Unison TAG member

Across 2025-2026, TAG reviewed many of Unison’s communications, policies and procedures, ensuring that our services are accessible and, when issues arise, there are transparent pathways and support for early resolution.

We extend our gratitude to our TAG members for generously sharing their time and expertise:

Ahmed Dahir, Shane Johnston, Belinda Lee, Colin Cook, David Worthley, Garry Liakoureas, Janie Miller and Frank Otis.



**Renter story**

# Janie's story: Finding forever housing

Janie never expected to face housing insecurity. She had worked all her life, raised a family, owned a home, and hit all the milestones that society sets out. But when her marriage ended, she found herself in a precarious position.

Like many women in her age group, Janie found herself in the ‘missing middle’ of renters, earning too much to qualify for social housing, but not enough to afford a private rental.

In 2016, Janie saw an ad for a Unison property. Being approved for the property was a turning point for Janie.

“It’s given me security with my mental health in every way. It’s been fantastic. Your gratefulness goes up in every aspect of your life when you have forever housing. It’s a dramatic change.” - Janie

Now, Janie’s days are filled with music and people. As a nanny, she loves introducing children to music “to open up their world,” she says. Her home reflects this passion: a beautiful piano and guitars are foregrounded in her home and some of her most prized possessions.

> “There are so many women in my age group who are struggling. I hope other women can apply and look at other housing situations to get on that ladder to peace, I call it.”
>
> **Janie, Unison renter**

# Asset management




## Property upgrades and maintenance

We continued to invest in maintaining and improving our properties, ensuring homes remain safe, well-maintained and fit for purpose.

We funded and completed upgrade projects benefiting residents across 580 properties, including refreshing common areas in multi-unit buildings with new flooring and painting. Our 24/7 Maintenance Help Desk managed 10,390 maintenance requests.

## Energy Efficiency in Social Housing Program

We were proud to be awarded funding from the Victorian Department of Energy, Environment and Climate Action to deliver energy efficiency upgrades to up to 512 Unison homes.

The upgrades will include improved and more efficient heating and cooling systems, creating more comfortable living environments, while reducing household energy costs and environmental impact.

We look forward to delivering these upgrades across our portfolio throughout 2026–27.

**178** Inspections completed for asset life-cycle and property quality

## Transforming the shared garden at Church Street, Richmond

Our heritage-listed property on Church Street, Richmond, has been given a vibrant new lease on life.

Landscape designer Jamie Durie and waste management group Repurpose It, rolled up their sleeves alongside residents to transform the communal garden into a welcoming place where people can connect, relax and enjoy the outdoors.

The project demonstrated how locally sourced, recycled materials can help create positive change. Repurpose It supplied compost, soil and mulch, all made from local food and garden organics. The refreshed garden has transformed the area into a greener, more inviting space for everyone to enjoy.



**Asset management highlights**

**10,390**
Total maintenance requests managed

**94%**
Urgent maintenance requests completed within 24 hours

**Support highlights**

**2,710**
IAP applications received through our new website

**6,685**
households assisted by the IAP team



# Homelessness

This year, we increased our impact across homelessness services by strengthening strategic partnerships, transforming our website through a renter-first approach and continuing to refine service delivery to our Make Room community. In March, we established a new executive portfolio, Director Homelessness and Supports, reflecting the growth and evolution of Unison's work across homelessness, support services and supportive housing. The new portfolio brings greater strategic focus and leadership across these areas, strengthening our ability to deliver an integrated response for people experiencing homelessness, including people with complex and multiple needs.

## Make Room: One year of impact

This year marked 12 months of Make Room, our award-winning, first-of-its-kind partnership between Unison, the City of Melbourne, the Victorian Government and the philanthropic sector. It reflects what can be achieved when housing, support services, government and philanthropy work together around the needs of people experiencing homelessness. By June 2025, the building was fully tenanted. Over the past 12 months, Make Room has supported 68 people to transition from homelessness into safe, stable housing, with tailored support to help them sustain their tenancies and take steps towards long-term housing.

## Strengthening supports through partnership

Strong partnerships were critical to our effective homelessness response. Through assertive outreach and close collaboration with specialist organisations across the sector, we provided coordinated, person-centred support to people with complex needs. These partnerships enabled people to access the right support at the right time, strengthening continuity of care and reducing the barriers to navigating multiple services. Through shared knowledge, case management and strong relationships across the sector, our teams worked together to help people navigate housing, health, wellbeing and other essential services.



The Private Rental Assistance Program (PRAP) team exceeded their target for households assisted by **323%**, resulting in **1,967** households assisted.

## Improving access through innovation

In September, we launched our new website, setting a new standard for how housing and homelessness services can use digital channels to improve access, information and engagement. Developed over 12 months through extensive user research, service design and cross-organisational collaboration, the website is accessible, inclusive and shaped by the needs of our renters, clients and broader stakeholders. One of the most significant innovations is the new Renter Centre, an online hub bringing together tenant resources in one easy-to-navigate place, covering everything from rent and pest policies to how to make a complaint. The website supports more accessible services, greater choice and a more connected experience for the people and communities we serve, reflecting Unison's commitment to continuous improvement and innovation.

Renter story

# The pathway home: How Make Room supported Paul's next chapter

**After experiencing homelessness on and off for many years, Paul knows how stable housing can change a person's life.**



"I was on the streets for a long time, about 12 years straight the first time." - Paul

Paul first experienced homelessness at the age of 26. Over the years, he moved between rough sleeping and temporary accommodation, including rooming houses where he often felt unsafe.

In June 2025, Paul moved into Make Room. Designed for people experiencing chronic homelessness, Make Room offers 50 secure studio apartments with tailored support for renters to achieve long-term housing stability.

After arriving at Make Room, Paul spent the next 12 months working towards his goal of securing long-term housing. Integrated support gave Paul the stability and community he needed to take the next step. Having experienced a range of rough sleeping and housing over the years, Paul says the support available at Make Room stood out.

> "Just keep your chin up and keep moving. Something will happen. You don't know when, but it will."
>
> **Paul, Unison renter**

"Make Room was a lot better because they actually had more help." - Paul

For Paul, Make Room was about more than having a roof over his head. He enjoyed connecting with other renters through shared meals, rooftop BBQs and weekly art sessions. Paul says having support available when he needed it, along with on-site security, helped him feel more confident and settled as he prepared for permanent housing.

After a year at Make Room, Paul has transitioned into long-term social housing, achieving the goal he had long been working towards. Make Room created lasting, positive change, ensuring Paul has the tools and support he needs to thrive in his permanent housing. Reflecting on his journey, Paul knows firsthand that the path out of homelessness can take time, but he hopes others experiencing housing insecurity don't lose hope.

**Names and images in this story have been changed for de-identification purposes*



# Our developments



*Construction begins at Marshall St, Newtown in September 2025*

## Marshall Street,
### Newtown

Our $48.59 million Marshall Street redevelopment in Newtown, Geelong, progressed significantly this year, following the commencement of works in September 2025. The project will transform 22 outdated single-storey units into 77 new self-contained apartments, providing high-quality homes for people with diverse needs.

Made possible through our successful application in Round 1 of the Housing Australia Future Fund Facility (HAFFF), and supported by a capital grant from Homes Victoria as part of the State Government's $5.3 billion Big Housing Build, the development includes one, two and three-bedroom homes. The development has been designed with sustainability, accessibility and long-term wellbeing in mind. All-electric apartments, rooftop solar and Gold-level Livable Housing Design will help create comfortable, energy-efficient homes. The design incorporates a communal garden, BBQ and nature play space, secure parking and a tenancy support office.

**77** new self-contained apartments

In June 2026, we proudly welcomed a number of visitors to tour the site, including Deputy Prime Minister Richard Marles MP and Minister for Housing Clare O'Neil MP, as well as Victorian Minister for Housing and Building Nick Staikos MP and State Member for Geelong Christine Couzens MP. The visits provided an opportunity to showcase the nearly completed project and the importance of government and community housing partnerships in delivering much-needed social housing.

Previous renters have been supported throughout the redevelopment and will have the opportunity to return to their new homes when completed in late 2026.

## Wilkinson Street,
### Brunswick

November 2025 marked a new chapter as the Wilkinson Street, Brunswick project formally transitioned to Unison and moved closer to construction. The project will deliver 39 new social housing homes on land owned by Merri-bek Affordable Housing Ltd, following a community-led process that began in 2021 to secure the long-term use of the site for affordable housing.

The project's funding agreement was novated from Haven Home Safe to Unison, making us the developer and long-term manager of the site. During the year, we worked with Merri-bek City Council, Merri-bek Affordable Housing Ltd, Homes Victoria and MakeSpace to progress the project and prepare for construction. MakeSpace will continue to oversee the delivery of the project until completion.

The $25.5 million project is funded by Homes Victoria and Unison, with financing provided by Treasury Corporation of Victoria (TCV). Homes Victoria and Unison will also contribute to the ongoing operation of the development over a 30-year period.

**39** new homes under development

The land, valued at approximately $4.6 million, was contributed by Merri-bek City Council through Merri-bek Affordable Housing Ltd, with $1.5 million to be paid by Unison. In 2021, Council transferred the former Wilkinson Street car park site to Merri bek Affordable Housing Ltd at no cost to support the delivery of more social and affordable housing in Merri-bek. In total, Unison is contributing equity to the project of up to $3.5 million.

The development will provide 20 one-bedroom and 19 two-bedroom homes across six storeys, alongside communal open space and Small Office/Home Office spaces attached to 4 apartments at street level. The development will provide secure, sustainable homes for a diverse community. Wilkinson Street represents our commitment to increasing the supply of social housing in Melbourne's inner north.



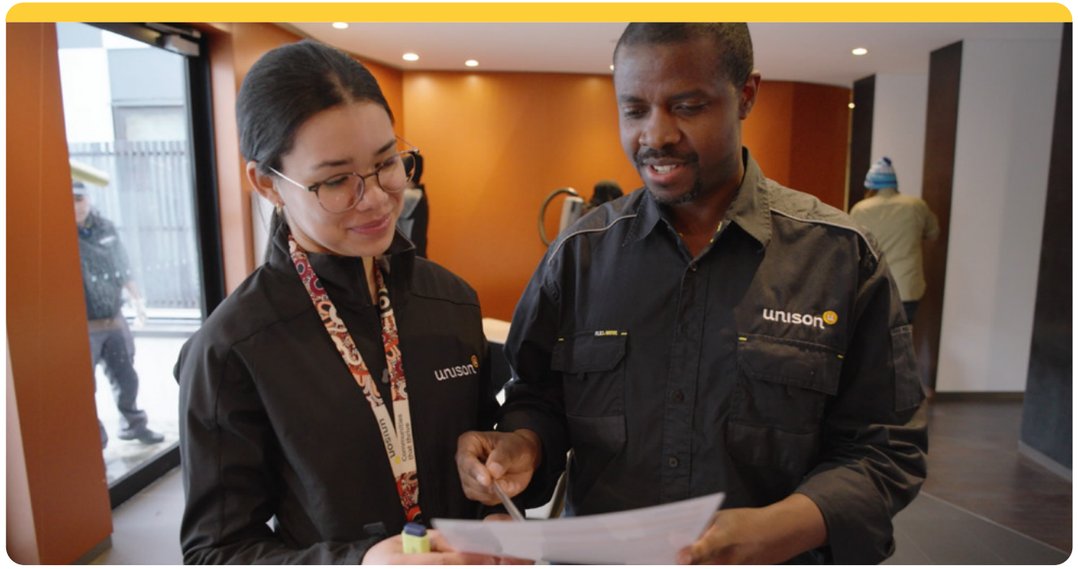
*Artist's impression of the Wilkinson St development in Brunswick*

“We’re proud to work alongside Homes Victoria and Housing Australia to deliver this important project and increase the supply of social housing in the growing Geelong community.”

**James King, Unison CEO**

*Artist’s impression of the Marshall St development in Newtown*

# Unison Property Corporation (UPC)



## UPC and Social Enterprise

As part of the Kensington community estate, Unison Property Corporation (UPC) plays a central role in the provision of professional owners corporation and cleaning and gardening services.

Encompassing 3 groundskeepers, 32 cleaners, 2 owners corporation and business support staff, 82% of the team joined UPC under the Victorian Social Procurement's Framework in creating opportunities for people with traditional barriers to employment.

**34%** of the UPC workforce is culturally and linguistically diverse

**13%** were facing long-term unemployment before joining UPC

**10%** of the workforce are refugees or recently arrived migrants

As a social enterprise, the team reinvest their profits back into community housing and community services. This year saw the team grow their services across Melbourne and surrounds.

## Kensington cafe

In December, we expanded our partnership with VMCH and worked with them to refurbish a vacant space into a social enterprise community cafe called Where Is My Coffee? The opening of the cafe represents more than just coffee. It provides people with a disability an opportunity to learn skills and take steps towards paid employment, in a permanent space that is welcoming and inclusive for everyone.

By supporting the 450 public housing households at Kensington Estate, which Unison manages, and opening employment pathways for people with a disability, the cafe has made a lasting positive impact for the neighbourhood and beyond.





**Renter story**

# Abuk: Home and work create a stronger future for family

When Abuk thinks about what has changed most over the past 3 years, the answer is simple. She feels calm in her new home. For a long time, calm felt out of reach.

Abuk is a refugee who moved to Australia from Egypt when she was 18, living in NSW for a time, then relocating to Melbourne with her young family.

A single mother of three, Abuk was working night shifts while trying to keep up with school drop-offs, childcare and caring for her son, Doong, who has high support needs. When she could no longer keep up with rising rental costs, Abuk turned to moving between motels and hotels.

In 2023, Abuk and her family was connected with Unison's emergency housing program, then subsequently introduced to the UPC Social Enterprise Team through her new Place Manager, Michelle.

UPC offered work that could fit around caring for her family. Instead of overnight shifts or inflexible hours, Abuk now works in her role as a cleaner, allowing her to meet her family commitments.

> "I was going through being homeless... it's quite hard with rentals when you have children, especially when one has a disability. They just keep rejecting you."
>
> **Abuk, Unison renter**

Today, Abuk and her children have stability. Her son, Doong, attends a specialist school nearby, and remaining in the local area means he can continue learning in an environment that understands his needs. As her children grow, Abuk's caring role will continue with supporting Doong. But today she feels more confident about the future than she has in years.

"Don't give up. Keep trying. Nothing comes easy. But if you keep pushing and asking for help, one day you can help other people too." - Abuk



# Our people

## Employer of choice

Since launching our strategic plan in 2024, we have made significant progress towards achieving our employer of choice strategic goal: Where people feel valued and supported, realise their potential and create positive outcomes. Our people are passionate about offering human-centred practice and keeping connected with our renters, even throughout the complex and challenging situations that arise in front line housing and homelessness work.

Our people reflect the communities we serve and as a result, unique cultures are celebrated across our different offices and sites. We're proud of the unique differences of our teams, and the strengths this brings to our inclusion and diversity of thought and problem-solving.

As a result of our initiatives this year, our people report feeling more connected and aligned to the organisation with 82% engagement. 82% of people feel genuinely cared for as a person. 88% of people feel supported by their teams and 90% of people feel supported to ask for help when they need it.

Our people initiatives were acknowledged nationally through achieving the Australian Financial Review Best Places to Work List 2026 and being named as a finalist for the Australasian Inspiring Workplaces Awards.

### People initiatives

**5 weeks** annual leave

**18 days** personal/carer's leave

**5 days** paid cultural/ceremonial leave

**5 days** paid reproductive care and gender affirmation leave

**Gender-free** paid parental leave

## Housing and homelessness graduate program

We launched a new graduate program, with a goal to respond to critical capability and long-term workforce sustainability gaps across the housing and homelessness sector. Delivered in partnership with the Victorian Government's Community and Social Services foundation program and Community Housing Industry Association Victoria, we welcomed 4 new graduates into our Housing and Initial Assessment and Planning Teams. Graduates participate in shared cross-agency learning and work through structured learning programs during their 12 months at Unison. While the program is still in its early days, we have already seen a shared learning and development culture building momentum at Unison.



## Reconciliation Action Plan (RAP)

We continued into our second year of delivering against our Reflect RAP, with a focus on new partnerships with Aboriginal Housing Victoria in our property development space, and our supportive housing services with Ngwala Willumbong Aboriginal Corporation.

We implemented meaningful and practical employment offerings by increasing our cultural and ceremonial leave from unpaid to five days of paid leave. We tackled traditional barriers to employment by providing information to job seekers applying to Unison about what our employment process looks like, what recruitment adjustments may be available, and referring any self-identified Aboriginal and/or Torres Strait Islander applicants directly to interview.



### Our people highlights

**-4%** gender pay gap, indicating women are paid more than men

**15%** culturally and linguistically diverse employees

**17%** of employees are aged 50+ years

# Our board



### Lou Panaccio, Chair

Lou Panaccio, our Board Chair, brings a wealth of leadership experience across finance, business, and healthcare services. He has held senior executive and non-executive director roles at prominent organisations including Avita Medical Ltd, Sonic Healthcare Ltd, and Rhythm Bioservices Ltd. A chartered accountant by training, Lou combines deep financial expertise with strong management capabilities.



### Barry Shepherd, Deputy Chair

Barry has been in the property industry for more than 40 years and is critical in guiding Unison's asset management and developments.



### Yvonne Turner

Yvonne shares her board experience in healthcare and NFPs. Her expertise includes business management, strategic planning, strategic marketing in public sector, commercial and NFPs.



### Peter Weatherby

Peter is passionate about the community housing sector and brings a solid real estate skillset, commercial acumen and a strong strategic focus to Unison.



### Bettina Sheeran

Bettina is a Partner and Head of Innovation at Maddocks Law Firm where she provides property development legal advice to a variety of public and private, listed and unlisted clients. She has been a Board Member of the Urban Development Institute of Australia, Victorian Division, for over eight years.



### Alice Hanna

Alice Hanna has over 20 years of experience in creating outstanding workplaces and helps organisations embed their vision and values to foster exceptional cultures. Alice advocates for gender equity in male-dominated industries and serves on the Property Council of Australia's Diversity, Equity, and Inclusion Committee.



# Our financial summary

**The Unison Group achieved an operating surplus of $2.3 million in 2026.**

This was supported by the establishment of Unison Consultancy Ltd, the addition of Wombat Housing Support Services Limited, and strong performance across key operating metrics, including vacancy rates, rental arrears and operational efficiency. The Group also progressed a pipeline of housing developments and capital projects that are expected to support future earnings growth and long-term financial sustainability.

## Operating Income 2025–26

| Income source | Amount | Percentage |
|---|---|---|
| Rental income | $25,670,022 | 58.53% |
| Grant income | $15,014,462 | 34.24% |
| Management income | $2,102,178 | 4.79% |
| Other revenue | $1,067,881 | 2.44% |
| **Total** | **$43,854,543** | |

## Operating Expenses 2025–26

| Expense | Amount | Percentage |
|---|---|---|
| Staff expenses | $17,937,897 | 43.13% |
| Housing program expenses | $14,664,031 | 35.26% |
| Organisational operating expenses | $2,954,354 | 7.10% |
| Brokerage program expenses | $5,640,486 | 13.56% |
| Bad and doubtful debts | $393,975 | 0.95% |
| **Total** | **$41,590,743** | |

# Thank you

## Government Partners

Homes Victoria

Housing Australia

City of Melbourne

Treasury Corporation of Victoria

## Philanthropic Partners

Hansen Little Foundation

Erdi Foundation

Helen and David Hains Foundation

## Support Partners

cohealth

Ngwala Willumbong Aboriginal Foundation

Victorian Aboriginal Child and Community Agency (VACCA)

Uniting

Melbourne City Mission (MCM)

Latitude

Good Shepherd

Kids First Australia

Reaching Out in the Inner West

Alex Makes Meals

Repurpose It




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Interpreter

If you need support from an interpreter please let us know