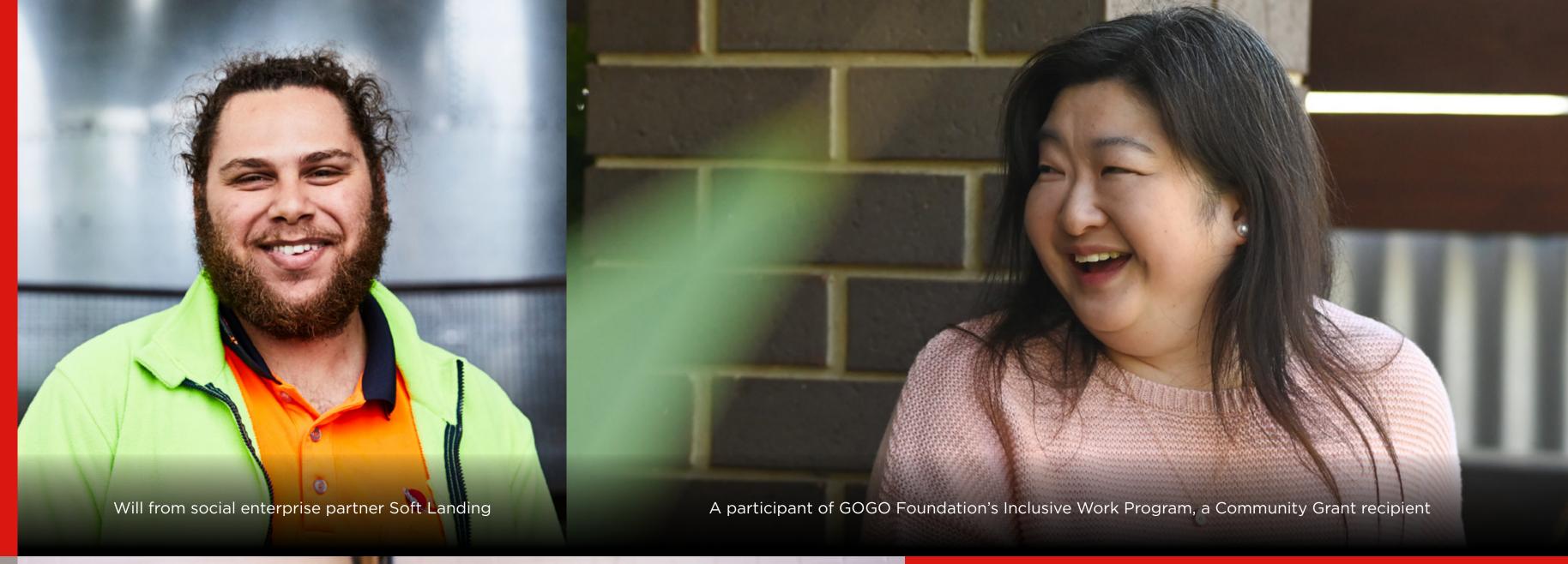
THE TIME FOR SOCIAL ENTERPRISE

Westpac Foundation 2021 Impact Report



HELPING COMMUNITIES ONE JOB AT A TIME





A job is about more than just the money. It's a sense of purpose, a social network, a way to support those we love.

Yet many people across the nation face barriers to finding employment in the mainstream job market, where their skills and talent can be overlooked.

That's why we partner with social enterprises and community organisations who, like us, believe in the power of employment to help build a more inclusive Australia.

WESTPAC FOUNDATION HIGHLIGHTS

Westpac Foundation provides funding and programs to support social enterprises and community organisations creating jobs and opportunities for those who need it most.

Our mission is to help social enterprises create 10,000 jobs by 2030.

Established in 1879, Westpac Foundation has been helping people in need for over 140 years.

Green Connect farm in Wollongong



grants awarded in 2021

\$2.95M

awarded in 2021

4,704

jobs created since 2015²

1. In this document '2021', or 'this year', refers to our financial year, 1 October 2020 to 30 September 2021.

2. Jobs refers to the number of people from the social enterprise's disadvantaged target group that are employed on a full time, part time or casual/contract basis as well as those that transition to another job as a result of the social enterprise's support. Note: It is possible for a person to be counted more than once for being employed at the social enterprise and then if they transition to another job as a result of the social enterprise's support.

THE TIME FOR SOCIAL ENTERPRISE

Message from our CEO

In 2021, like many of our community and social enterprise partners, we have continued to transition to 'COVID-normal'. For some organisations the pandemic has brought opportunity, but for many, the ongoing uncertainty and lockdowns in some states have impeded their ability to operate, placing increasing pressure on resources and services as they strive to provide jobs and opportunities for Australia's most disadvantaged.

This year our goal was to walk alongside our long-term partners, re-investing in them, finding new finance opportunities, providing access to pro bono support and capability building, and more recently, establishing a Resilience Fund to provide emergency funding for our social enterprise partners experiencing financial hardship.

As vaccination rates rise, Australia re-opens and the economy begins to recover, continuing to invest in organisations that empower people to become job-ready will ensure that those who are already facing barriers to work are not shut out of opportunity. We believe our nation holds enough space for all Australians to be included.

This year we have also seen a greater sense of momentum and unification within the social sector — with social enterprise coming more to the fore.

Social enterprise networks now operate in each state, the development of a national social enterprise and strategy is underway creating a pathway for the sector to organise at a national level. We're excited that Australia is hosting the next Social Enterprise World Forum in 2022 and are proud to be supporting the Forum as a Major Partner. We see this as an important opportunity to promote greater understanding of the power of social enterprise.

We are here to support all our community and social enterprise partners as we continue to evolve our approach, including helping to build a supportive ecosystem for them to scale their impact.

Thank you to all our partners in 2021 — our social enterprise and community partners, collaborative funding and pro bono partners, Board Directors, Westpac employees and our donors.

Together, we're helping to create a more inclusive Australia.

Sucan Pannigan

Susan Bannigan
CEO Westpac Foundation



Acting CEO Westpac Foundation³



Susan Bannigan, CEO Westpac Foundation



Amy Lyden, Acting CEO Westpac Foundation

OUR APPROACH

1. Investing for job creation

Funding and programs to help work integration social enterprises (WISE) scale their business and create more jobs and training opportunities for people overcoming barriers to employment.

Initiatives

- Grants to support the long-term sustainable growth of WISE
- Access to diverse funding opportunities
- Support to build investment readiness
- Create profile and storytelling opportunities.



8. Decent Work and Economic Growth

Creating employment opportunities for under-represented groups contributes to SDG 8.

2. Helping local communities

Support for small not-for-profits and social enterprises that are helping people become job-ready in local communities across Australia.

Initiatives

- Grants for community organisations
- Access to Westpac Group networks and pro bono support.⁴



10. Reduced Inequalities

Our \$10,000 grants and programs for not-for-profits supporting local communities contributes to SDG 10.

3. Collaborating for change

Build long-term collaborations to create value for our community partners and support the social enterprise ecosystem more broadly.

Initiatives

- Capacity building support to assist social enterprises recover from COVID impacts
- Pro bono partnerships
- Procurement opportunities and referrals
- Partner to grow and strengthen the impact of the social enterprise sector in Australia.



17. Partnerships for the Goals

Collaborating to create change through our various partnerships contributes to SDG 17.

4. Programs to drive impact

Connecting our community and social enterprise partners to a diverse range of capability building, networking and pro bono opportunities.

Initiatives

- Leadership and peer learning programs to develop and connect leaders
- Board Observership Program
- Changemakers Summit
- Business mentoring and financial health checks.



4. Quality Education

Sharing skills, knowledge and tools to help build the capacity of the organisations we support contributes to SDG 4.



Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. On this page we map how some of Westpac Foundation's initiatives contribute to the UN Sustainable Development Goals (SDGs).

1. INVESTING FOR JOB CREATION

\$1.95M

awarded to nine social enterprises in 2021

1,110 JOBS

created by social enterprise partners in 2021⁵

1,112 EMPLOYMENT PATHWAYS

created by social enterprise partners in 2021⁶

5. Jobs refers to the number of people from the social enterprise's disadvantaged target group that are employed on a full time, part time or casual/contract basis as well as those that transition to another job as a result of the social enterprise's support. Note: It is possible for a person to be counted more than once for being employed at the social enterprise and then if they transition to another job as a result of the social enterprise's support. Jobs created are for the twelve months ended (30 October 2021).

6. Pathways refers to the number of people from the social enterprise's disadvantaged target group involved in unpaid work experience or a training program/qualification delivered by the social enterprise. Note: It is possible for a person to be counted more than once if they have been involved in both unpaid work experience and a training program/qualification. Employment pathways created are for the twelve months ended (30 October 2021).



CREATING 10,000 JOBS BY 2030

Our social enterprise partners

We're proud to invest in social enterprises that have a demonstrated model for job creation for people overcoming barriers to mainstream employment.

We believe we can create greater impact through long-term partnerships, which is why we walk alongside our social enterprise partners, supporting them with funding and non-financial support as they grow, scale and transition to financial sustainability.

Westpac Foundation currently works closely with the following work integration social enterprises:







Supported since 2009



Supported since 2015



Supported since 2017









Supported since 2020





Supported since 2012



Supported since 2014



Supported since 2020



Supported since 2016



Supported since 2016

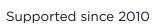


Supported since 2009



Supported since 2013







Supported since 2014



Supported since 2014



Supported since 2018



Supported since 2010



MEET OUR 2021 SOCIAL ENTERPRISE GRANT RECIPIENTS

For over 15 years Westpac Foundation has supported work integration social enterprises to create jobs and training opportunities for people facing barriers to mainstream employment.

In 2021 we awarded a combined **\$1.95 million to nine social enterprises**, helping these organisations sustain operations in their local community, while also supporting them to map their future growth plans.

CareerSeekers

CareerSeekers supports Australia's humanitarian entrants

— who are either currently studying at university or looking
to restart their career in Australia — into professional careers.

Westpac Foundation commitment: \$200,000 over two years

Dismantle

Dismantle enables and empowers vulnerable young people to live their lives in a self-directed way and through their social enterprise ReNew Property Maintenance, connects at-risk young people with hands-on, entry level employment opportunities.

Westpac Foundation commitment: \$350,000 over three years

Free to Feed

Free to Feed assists people seeking asylum to find meaningful employment opportunities using their existing skills and experiences and facilitates community interconnectivity to reduce social isolation for new arrivals.

Westpac Foundation commitment: \$50,000 over 12 months

Good Cycles

Good Cycles is a social enterprise bike shop that reinvests 100% of their profits in empowering young people facing barriers to work.

Westpac Foundation commitment: \$200,000 over two years

Green Collect

Green Collect is a resource recovery and waste minimisation business that aims to care for people and the planet.

Westpac Foundation commitment: \$300,000 over three years

Green Connect

Green Connect creates jobs and employment pathways for young people and former refugees in work that aims to helps the planet and the community — growing food and reducing waste.

Westpac Foundation commitment: \$100,000 over 12 months

\$1.95 million awarded to social enterprises

Hotel Housekeeping

Hotel Housekeeping works with refugee job seekers to create an outsourced housekeeping workforce for Australia's hotel and resorts sector.

Westpac Foundation commitment: \$350,000 over three years

The Bread & Butter Project

The Bread & Butter Project is Australia's first social enterprise bakery, investing 100% of its profits into training and employment opportunities for refugees and asylum seekers.

Westpac Foundation commitment: \$100,000 over 12 months

Worldview Foundation

Worldview Foundation provides holistic programs and employment opportunities for Indigenous Australians overcoming disadvantage and who face barriers to employment.

Westpac Foundation commitment: \$300,000 over three years

Spotlight on CareerSeekers

CHANTAL'S SECOND CHANCE

Chantal Mousad grew up in Syria and, following her passion for finance, graduated with a Bachelor of Economics and a Masters of Banking and Insurance from Damascus University.

As war broke out in Syria, Chantal's marriage ended, and she fled to Australia with her young daughter for the chance of a better life.

Despite her qualifications, speaking five languages and having 15 years' experience, including as a Chief Risk Officer at a bank in Iraq, Chantal couldn't find a job in the industry. For eight months she worked in casual jobs, as a cleaner and convenience store assistant, while completing further study at TAFE.

When Chantal was introduced to CareerSeekers, her life in Australia changed.

CareerSeekers is a social enterprise that supports humanitarian entrants, like Chantal, into professional careers. Westpac Foundation has supported CareerSeekers since 2015 with \$510,000 in funding and additional non-financial support, with a further commitment of \$100,000 next year.

Following Chantal's 12-week internship with a major bank, she was offered a full-time role. Chantal is just one of the 732

CareerSeekers who have secured paid internships through the overall program. Within the mid-career professional program stream, over 90% have secured paid employment post their internship.

"Refugees and people seeking asylum experience significant barriers to restarting careers in Australia, resulting in high levels of unemployment and underemployment," says Lynn Anderson, Program Director of CareerSeekers, "and it's not for lack of trying."

"They show incredible resilience and commitment to even make it to Australia," Lynn continues, "and these attributes are highly prized in corporate organisations."

Chantal now works at Westpac Group as a Senior Manager of Business Controls and Monitoring, Business Lending, and provides skilled volunteering to Community Grant recipient Happy Brain Education, an organisation that provides learning opportunities to help empower young people to achieve their potential.

"Start by believing that diversity in your company will help you get new ideas, different thinking and solutions. It's what I know I bring to the team."

Chantal Mousad, CareerSeekers alumni



Spotlight on Jigsaw Australia

THE FINAL PIECE OF THE PUZZLE

Westpac Foundation has walked beside Jigsaw Australia for over five years — from their first social enterprise grant in 2016 awarded to help the organisation scale, to supporting them access to diverse funding opportunities and social finance.

Jigsaw provides document digitisation services to businesses and government agencies. The organisation that began as an avenue to provide jobs and training opportunities for people with disability — who experience an unemployment rate double the national average — has now grown into a national social enterprise.

Over the past five years, Westpac Foundation has awarded Jigsaw (and parent company Fighting Chance) \$550,000 in grant funding, facilitated \$1.7 million⁷ in social procurement opportunities via Westpac Group, and provided \$500,000 in social finance to support their recent \$3 million capital raise.

This will help them expand into four new hubs (six in total); create a new pillar of the business to provide disability consultancy to employers and connect them with job-ready Jigsaw graduates; and create 1000 traineeships and 600 award-wage jobs for people with disability.

"Westpac Foundation's support has seen us grow from start-up phase, through our expansion, and helped us arrive at a point of maturity where we are able to attract substantial impact investment, both in grants but also loans," says Paul Brown, CEO Jigsaw Australia.



7. Procurement figure for the period FY18 - FY21

2. HELPING LOCAL COMMUNITIES

\$1M

awarded to 100 local organisations in 2021, helping people become job-ready

8,000

lives estimated to be positively impacted by Community Grant funding⁸

100%

of Community Grant recipients paired with a Westpac Group employee ambassador in 2021

93%

of 2021 Community Grant recipients were previously funded by Westpac Foundation, as we continue to invest in long-term partnerships



OUR 2021 COMMUNITY GRANT RECIPIENTS

In 2021 we awarded a total of **\$1 million in Community Grants** to local organisations helping people become job-ready through education, training and employment opportunities. As our community partners navigated the ongoing impact of the COVID pandemic, we simplified the grant process by reinvesting in existing partners that aim to continue providing opportunities for those who need it most.

\$1 million awarded in Community Grants

NSW & ACT

A Taste of Paradise Organic Farm Autism Advisory and Support Service batyr Australia

Boys To The Bush Bush to Beach Caring for Kids

Catalysr

Dress for Success Sydney

First Hand Solutions Aboriginal

Corporation

House of Welcome and Jesuits Services

Mates on the Move

Milk Crate Theatre

National Indigenous Culinary Institute Newtown Neighbourhood Centre

One Vision Productions

PlateitForward

Hotel Etico

Regional Opportunities Australia

SCARF

StreetWork Studio A

Sydney Stepping Stone Sydney Story Factory

Taste Cultural Food Tours

The Bower Reuse and Repair Centre

The Freedom Hub

The Helmsman Project

The Shift Project Byron

The Social Outfit

Women's & Girls' Emergency Centre
Women's Centre for Health and
Wellbeing (Albury-Wodonga)
Worldview Foundation

QLD

2nd Shot

Australian Spatial Analytics Cape York Girl Academy

Community Spirit Foundation

Creative Regions

Gold Coast Project for Homeless Youth

Happy Paws Happy Hearts

Hotel Housekeeping

MultiSkill Centre

Nundah Community Enterprises

Cooperative

Puuya Foundation

Stepping Stone Clubhouse

The Pyjama Foundation
TRACTION for Young People

Vanguard Laundry Services

workRestart

TAS

Big hART

Disabled Surfers Association of Aust

Rural Alive & Well

Second Echo Ensemble

NT

Enterprise Learning Projects
The Trustee for Karrkad-Kanjdji Trust
Wanta Aboriginal Corporation

WA

ABC Foundation

BikeDr.

Camera Story

Enterprise Partnerships WA

Girls from Oz

Green World Revolution

Southern Aboriginal Corporation
The Underground Collaborative

Working Spirit

SA

Catherine House GOGO Foundation

Iwantja Arts and Crafts

MarionLIFE Community Services

Nature Foundation

Operation Flinders Foundation

Youth Opportunities Association (SA)

VIC

Ability Works Australia

Black Duck Foods

Castlemaine State Festival

Christie Centre

Conscious Creative

Cottage By The Sea Queenscliff

Cultivating Community

Down Syndrome Association of Victoria

Eat Up Australia

Free to Feed

Ganbina

Go Girls Foundation

Groomed to Go

Happy Brain Education

Health Futures Australia

Indigenous Employment Partners

Kaiela Arts

Kinfolk Enterprise

LifeChanger Foundation

Little Dreamers Australia

Lively

SheWorks

SisterWorks

Society Melbourne

The Cerebral Palsy Education Centre

Incorporated Association

The Reach Foundation

Western Bulldogs Community

Foundation

Western Chances

WomenCAN Australasia trading as The

Placement Circle

Zoe Support Australia

Spotlight on GOGO Foundation

A SAFE, SUPPORTIVE ENVIRONMENT

GOGO Foundation's Inclusive Work Program was created to help women with complex barriers to employment get back into work.

The program, co-designed with vulnerable women and community program partners in Adelaide, offers wellbeing and work skills training, work immersions, mentoring and supports them into meaningful work. The team at GOGO harness the power of collaboration, existing services and their understanding of the value of confidence and wellbeing, to facilitate a program that is tailored and responsive.

"Some of the women in our pilot program had been unemployed for over five years, and 88% told us they experience mental ill health — many due to past trauma," says Sarah Gun, Founder of GOGO Foundation.

"It's been so incredible to see them build connection and confidence over the program and for 62% to now feel job ready."

The Inclusive Work Program pilot, completed in June 2021, was partly funded by a Westpac Foundation Community Grant and of the eight participants who completed the program, five have already secured meaningful work.



"I feel brighter and braver and more confident in my ability to face the world," said one participant at the end of the program.

"I no longer feel so isolated or alone in facing challenges."

Above: Founder of 2021 Community Grant recipient GOGO Foundation Sarah Gun (third from right) with participants of GOGO's Inclusive Work Program. Image courtesy of Cath Leo.

3. COLLABORATING FOR CHANGE

50%

of all social enterprise partners supported through our funding collaborations with other philanthropic organisations

101 SOCIAL ENTERPRISES

supported to date through the RISE program, in partnership with Paul Ramsay Foundation and Social Impact Hub⁹

97%

of RISE participants report being in a better position to navigate and survive challenges associated with COVID¹⁰

100%

of social enterprise leaders said the Action Learning Program pilot, in partnership with White Box Enterprises, was a positive experience¹¹

\$200,000

in goods and services procured by Westpac Group from our community partners in 2021

\$1M

in pro bono legal support provided to our community partners by MinterEllison in 2021 "Our RISE mentor was responsive, understood our issues and came up with easily implementable ways and long-term solutions.

The input and assistance

The input and assistance was invaluable."

Shaun Christie-David,

CEO of 2021 Community Grant recipient PlateitForward and RISE participant.

Spotlight on the Action Learning Program

THE POWER OF PEER LEARNING

In 2021, Westpac Foundation partnered with White Box Enterprises to run a six-month Action Learning Program pilot for work integration social enterprise (WISE) leaders.

Throughout the eight independently facilitated sessions, participants were encouraged to create space to come together, share challenges with their peers, and co-create solutions.

Program facilitator May Miller-Dawkins says, "Action learning programs are a simple and powerful way for individuals to learn from each other and identify new approaches to the challenges or opportunities they face."

Kylie Flament, General Manager of Green Connect, was one of the seven social enterprise leaders who participated in the pilot.

"Having an open space to talk through our biggest challenges with peers who understand the complexities of WISE was incredibly valuable both personally and professionally," she says.

"You don't get this kind of learning from a university classroom (yet!)" continues Kylie, "because the textbook for what we do is still being written.

"It also helped me to feel like we're not alone in what we do and the difficulties we face."

The program proved to be a positive experience for the leaders¹², many of whom faced similar challenges, including negotiating the sustained disruption to business brought about by the COVID pandemic, and making business decisions that were both aligned to purpose and commercially viable.

Plans are underway to continue to partner with White Box Enterprises to expand the program in 2022.

"The textbook for what we do is still being written."

Kylie Flament, General Manager of Green

Connect, a social enterprise that creates jobs and employment pathways for young people and former refugees in work that helps the planet and the community — growing food and reducing waste.



4. PROGRAMS TO DRIVE IMPACT

100%

of community organisations involved in the Board Observership Program agreed that their observer was able to add value by bringing skills and perspective to the organisation¹³

100%

of Group Leadership Coaching participants reported the program created meaningful opportunities to engage with and learn from others¹⁴

97%

of Changemakers Summit attendees reported the event helped them gain knowledge and expertise¹⁵

100%

of Changemakers Summit attendees rated their experience as excellent or good¹⁵

358

Westpac Group employees volunteered their time and skills across our programs in 2021

7,337 HOURS

of Westpac Group pro bono support provided to social enterprise and community partners in 2021

93%

of our community partners said the pro bono support helped them be more effective¹⁶

"The group coaching felt like a safe place to explore what good leadership looks like and to share challenges and successes through a very rough year. I feel focused for the year ahead and can see a great path forward for myself and the organisation as we recover from COVID."

Jodie Wainwright,

CEO of 2021 Community Grant recipient Milk Crate Theatre and Group Leadership Coaching participant.

Spotlight on the Board Observership Program

A FRESH PERSPECTIVE

Westpac Foundation's Board Observership Program, developed in partnership with legal and consulting firm MinterEllison, is a unique capability offering for our community partners providing the opportunity to invite senior corporate professionals to attend their board meetings as an observer for 12 months.

Community Grant recipient Indigenous Employment
Partners (IEP), an Aboriginal operated social enterprise
with a mission to provide culturally appropriate employment,
recruitment and training services for Aboriginal and Torres
Strait Islander people, joined the program to assist in
building the capacity and skill levels of their board.
IEP was experiencing significant growth and Executive
Director Dennis Batty says the board felt it could benefit
from additional experience while at the same time providing
someone with an opportunity to understand more about
the issues which impact an Aboriginal organisation, charity
and social enterprise.

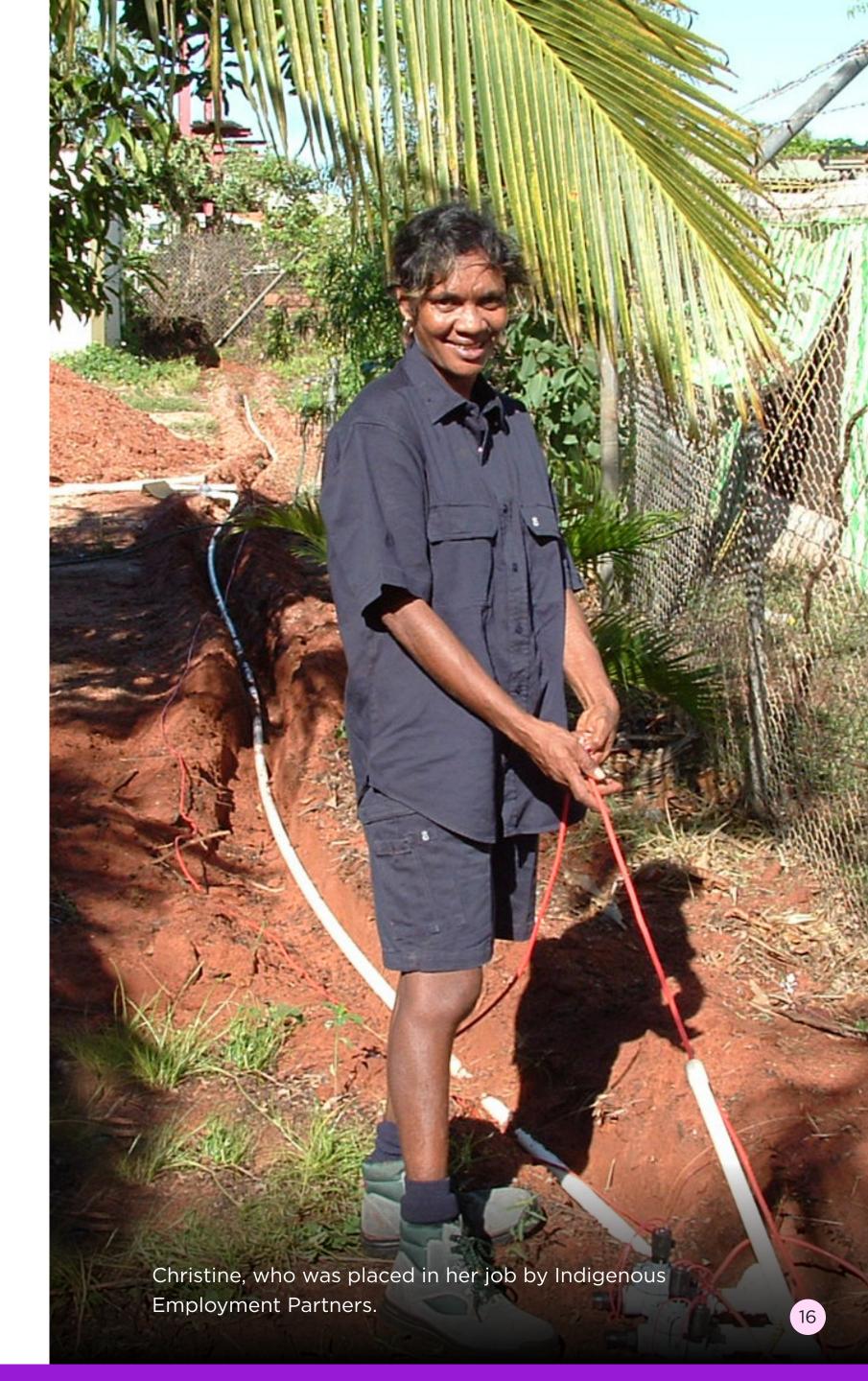
In 2021 IEP was paired with Westpac Group Head of Transformation Excellence Lavinia Rarinca, who signed up to gain board exposure and be part of an organisation where she could help. Lavinia brought to the boardroom deep expertise in risk management.

"Lavinia was a great match for the current board, bringing insights into ways we could improve what we were doing and skill sets we did not have," says Dennis.

"During the observership Lavinia developed a risk management framework for the organisation and supported the updating or development of policies and procedures to reflect the strategic requirements of a rapidly growing organisation."

Lavinia is one of 115 Westpac Group employees to act as a Board Observer since 2017, 100% of whom report they've gained professional development through the experience. Like 60% of observers to date, Lavinia was invited to join IEP's board as a director following the program.

"IEP openly welcomed me to the table," says Lavinia. "They were very transparent about all facets of their organisation, which provided me an incredible opportunity to learn. Not just about the board environment, but about the challenges and opportunities facing Indigenous Australians."



WESTPAC FOUNDATION BOARD



JIM TATE

Chair



DISTINGUISHED PROFESSOR JO BARRAKET *Director*



GANESH CHANDRASEKKARDirector



KEITH ROVERSDirector



JANE WATTS

Director

THANK YOU

Throughout 2021, people from across Westpac Group and the wider community have supported Westpac Foundation to help create a more inclusive Australia. We thank you.

Support us

With your contribution we can continue to help create jobs and opportunities for those who need it most. 100% of donations go straight to Westpac Foundation's grant programs and all donations over \$2 are tax deductible.

Westpac Group shareholders are able to donate a portion of their dividend to Westpac Foundation through the **Dividend Donation Plan.**

Westpac Group employees have many opportunities to support Westpac Foundation through volunteering, donation matching, payroll giving or becoming part of our Changemakers program.





LI Foundation

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