

Annual Report 2026

Our purpose makes us strong



goodstart
early
learning

**We're for children,
not for profit**

Goodstart Early Learning Ltd
ABN 69 139 967 794

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Acknowledgement of Country

Goodstart Early Learning acknowledges all Traditional Owners across Australia and recognises all First Nations peoples' continued cultural and spiritual connection to the land, sky and waterways that surround us. We pay our respects to Elders past and present.



Goodstart’s national support office is in Murarrie, Meanjin/Magandjin (Brisbane), and we acknowledge the Yuggera and Turrbal people as the Traditional Custodians of the lands. We pay our respect to the Yuggera and Turrbal peoples and their Elders past and present. Goodstart acknowledges that these lands have been places of teaching and learning for thousands of years and are home to the world’s longest continuing cultures on Earth.

Through our work with children, families and communities we seek to listen, learn and deepen our understanding and respect of First Nations cultures, tell the true stories of Australia’s history, and to care for the land on which we live, work, play and learn.



At Goodstart, our Acknowledgement of Country is more than words we say – it is a commitment to listen, learn and walk alongside Aboriginal and Torres Strait Islander peoples every day.

Across our network, educators bring this commitment to life by building relationships with local communities, embedding Aboriginal and Torres Strait Islander cultures and perspectives into children's learning, and creating environments where every child grows with a deeper understanding of Country, culture and connection. It is through these everyday actions that reconciliation becomes something we do, not just something we say.

Goodstart Shailer Park's decade-long reconciliation journey shows what this commitment looks like in practice. Their sustained efforts were recognised in 2025 when they were named one of three national finalists in the Narragunnawali Reconciliation in Education Awards. Read more on page 26.



At a glance

The first five years are the most important period in a child's development, laying the foundations for lifelong learning, health and wellbeing. That's why every child deserves the best possible start in life, regardless of where they live or the circumstances into which they are born.

Evidence consistently shows that high quality early learning helps children develop the skills, confidence and relationships they need to thrive at school and throughout life. For children experiencing disadvantage, those benefits can be even greater.

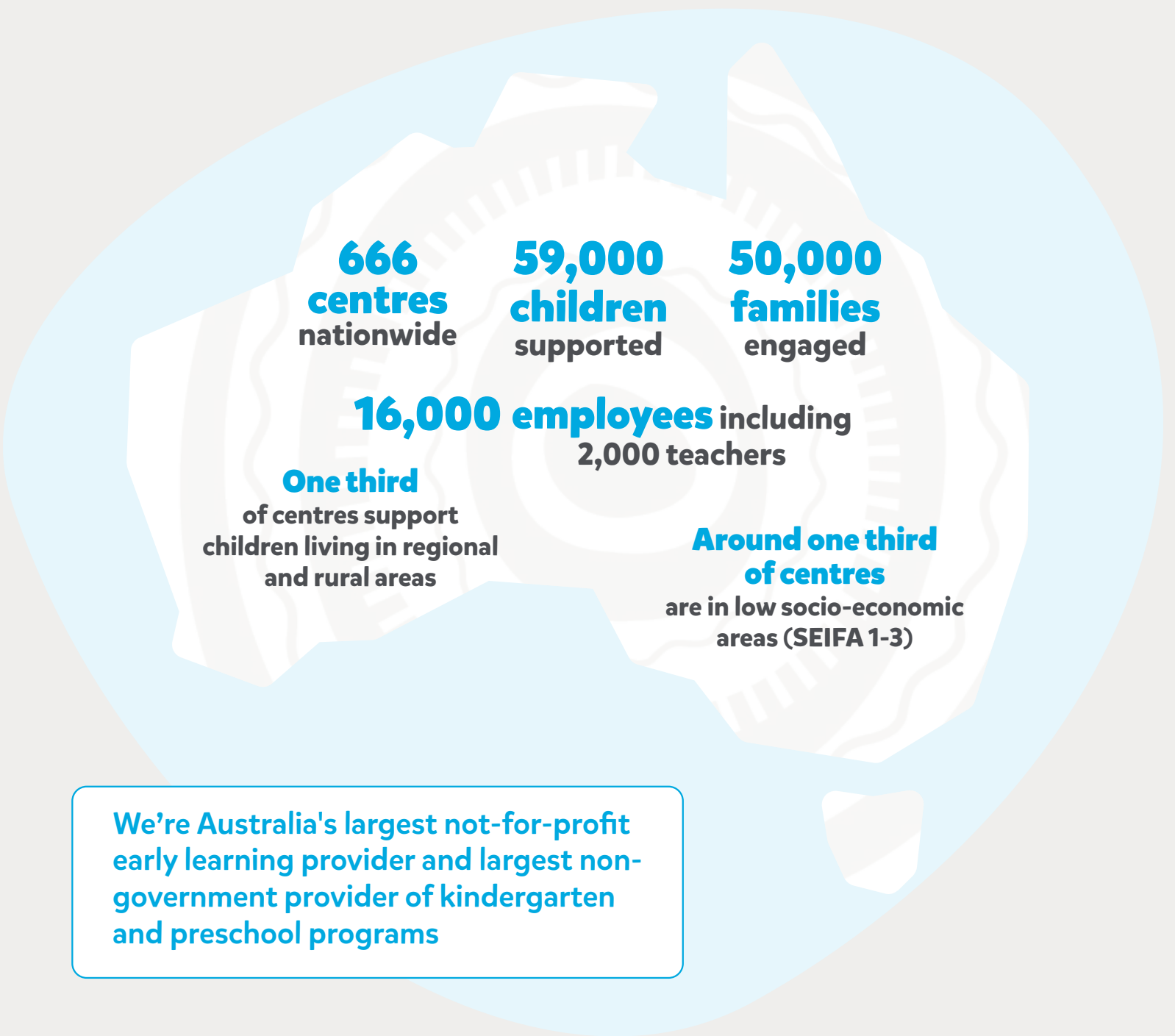
Our vision

For Australia's children to have the best possible start in life

The Goodstart Early Learning Group



Our scale and reach



Turning scale into system-wide impact

Our scale and unique purpose as a not-for-profit social enterprise create opportunities to improve outcomes far beyond our own centres. Working alongside tens of thousands of children, families and educators across Australia gives us unique insight into what helps children thrive. We utilise that data, evidence and our voice to strengthen quality, build capability, drive innovation and contribute to a stronger early learning system that benefits all children.

10.3 million+ child attendances across our early learning, kindergarten and preschool programs

Because we're a not-for-profit ...

Every decision is guided by our purpose.



We reinvest, not distribute

We invest every extra dollar we make to improve quality by supporting our educators, strengthening inclusion and expanding opportunities for Australia’s children and families. It is not distributed as profit to shareholders or owners, or sent offshore.

FY26
\$75.98m
invested in our social purpose



We invest for the long-term

Even in difficult market conditions we continue to invest because improving outcomes for children requires a long-term commitment.

FY26
8 new purpose-built centres are in the planning and development phase to open next year, with half located in low socio-economic communities (SEIFA 1- 3)



We strengthen the entire system

Our scale allows us to connect practice with evidence. Through data and analytics, research, partnerships, policy leadership and practical innovation, we generate evidence that improves practice, informs national reform and strengthens early learning well beyond our own centres.

Long-term investment in data linkage projects tracking children into school, alongside support for two Centre of Excellence research partnerships
Representation on the Expert Panel informing the proposed **National Early Education and Care Commission**



We work with communities where children need us most

A strong early learning system depends on providers prepared to invest where access, affordability or commercial viability can be challenging. As a not-for-profit, we deliberately invest in regional, rural and lower socio-economic communities, helping to ensure more children can access high quality early learning.

Around one in three Goodstart centres are in SEIFA 1 – 3 communities
Not-for-profit providers make up a greater share of centre-based day care services in Australia’s most disadvantaged communities than they do in more advantaged areas, where for-profit providers have a greater share*

Behind Goodstart

Our founders brought decades of experience in social impact and a shared commitment to invest in the early years – changing the course of children’s lives through a not-for-profit model that reinvests in children, families and communities.



*Source: Australian Competition and Consumer Commission, Childcare Inquiry – September Interim Report, 2023

Chair Reflections

Leading with purpose keeps us strong in times of change

At Goodstart, we are disciplined in our strategic decisions so we can be ambitious in our social impact. In a difficult year, we asked more of ourselves across Goodstart in FY26. Our people rose to the challenge, maintaining our focus on children, families and communities.

Vital reforms to the sector's safeguarding policies and procedures rightly demanded a lot of our organisation as we worked swiftly to implement the changes and make time for additional staff training. Whilst new national mandatory child safety training, a national educator register, a new national model code and other reforms have required a significant investment of time and resources over the last 12 months, children's outcomes remained our guiding star. We did not shy away from making the right investments and bringing commercial discipline to our work to enable us to do that. We know the number of children needing a little more support has never been higher. We continued our sector-leading support for all children, with additional inclusion investment in higher staffing levels and the resources required. We also continued to invest even where government funding did not keep pace with rising educator wages or the increasing complexity of children's needs.

This heavy lift was made easier by our clarity of purpose. Being a not-for-profit isn't simply about how we're structured – it dictates how we make all our decisions, and how we spend our money. From safeguarding and operational improvements to educator capability and advocacy, our investment decisions were guided by one question, what is in the best interests of children?

This focus on children is also the reason our occupancy has been so much stronger than other parts of our sector in this tough year. This has allowed us to remain financially strong and sustainable so we can work to improve outcomes for all Australia's children for decades to come. Heartfelt thanks to every family who chose a Goodstart centre for their child in FY26.

During the reporting period our Board has undergone a period of renewal. I sincerely thank our departing Non-Executive Director and Deputy Chair, Natalie Walker, who retired from the Goodstart Board in February 2026. Natalie's wisdom, leadership and unwavering commitment made a lasting contribution to Goodstart, particularly in guiding our reconciliation journey.

Thanks also to Lynelle Briggs AO and June McLoughlin AM, who retired from the Goodstart Board in September 2025 after completing their maximum terms. Their leadership, insight and dedication helped shape Goodstart's growth and impact over many years.



Emeritus Professor Deb Brennan AM and Mark Woodland joined the Board in September 2025. Deb is one of Australia's most respected researchers in comparative social policy and gender and politics. She co-led the Productivity Commission's Inquiry into Australia's early childhood education and care system as an Associate Commissioner and is recognised internationally for her work in this field.

Mark is a technology entrepreneur and business executive with a strong track record of founding and scaling purpose-driven companies, combined with significant expertise in early learning.

In May we were joined by Director Jody Broun. Jody brings deep expertise and lived experience that will further strengthen Goodstart's commitment to Aboriginal and Torres Strait Islander children, families and communities, and improve outcomes for all children.

Finally, I want to acknowledge the extraordinary dedication of our hard working and inspirational people as we asked more of ourselves while wrapping around children, families and our team. Thank you for all you do to ensure children remain at the heart of all that we do.

Paul Robertson AO
Chair

From the CEO

Stewardship in times of change

In a year which saw more than its fair share of challenges across the early learning and care sector, the importance of purpose-led organisations like Goodstart has never been clearer.

Stewardship matters. While some providers experienced significant pressure, reducing investment or exiting communities entirely, Goodstart continued to invest and remained focused on delivering high quality early learning for children and the security of sustainable care for families and communities.

Our scale enables us to positively impact outcomes for tens of thousands of children every year, and support their families and communities. Our purpose and mission drive us to continually reinvest in improving outcomes for children. How does this show up? We know there is no greater investment than in our people, because that is where quality begins. At Goodstart, we invest in developing the skills and qualifications of our educators and teachers, beyond minimum sector requirements. This year, our Thriving Teachers program supported almost 2,000 teachers. Our teacher turnover is now at its lowest in eight years and Goodstarter retention is at its highest in six, providing greater continuity for children and helping improve their outcomes.

Again, this year, we have ensured our impact extends well beyond our centres. Through advocacy, partnerships, research and innovative pilots, Goodstart is helping to strengthen Australia's early learning system, testing new approaches like Goodstart Plus, which is now operating across six centres in communities experiencing higher levels of disadvantage. Each centre, through additional investment in teaching, inclusion, family partnerships and nutrition is helping children find success in their learning, development and wellbeing, while building evidence about what works and could be scaled across Goodstart and the broader early learning sector.

Looking ahead, we welcome the opportunity to work with governments on establishing a national ECEC Commission. Recent allegations of serious child harm have reinforced the need for stronger, independent oversight of quality, safety, inclusion, workforce and supply across the sector. While Goodstart will continue to invest in child safety and safeguarding, a Commission with a strong mandate could provide independent stewardship of the sector, hold governments and providers to account for better outcomes, and address the oversupply and undersupply affecting the system. This would help create a safer, stronger and more coordinated early learning system in which families can have confidence.

Goodstart will continue to play a leadership role, working with sector colleagues and governments to shape a better system for all children – one that ensures a thriving not-for-profit presence in the sector.

The Federal Government's wage subsidy for early childhood workers has been an emphatic success and we welcome its extension. Since the Worker Retention Payment began two years ago, educator vacancies across the sector have halved and we have recorded our lowest turnover of teachers in eight years. Children are the biggest winners from the subsidy, as retaining our highly trained educators and teachers ensures they can build stable relationships with the children they care for – that relationship is the foundation of all high quality early learning.

To all Goodstarters, thank you for the extraordinary commitment and for never losing sight of our purpose and who we're here for. And to our families, thank you for the trust you place in us and for allowing us the privilege of being part of your children's lives.



Dr Ros Baxter
CEO

Financial highlights

FY26 brought a more challenging operating environment for the nation's early learning sector. While our financial performance was under pressure from softer demand and significant investment in reforms to safety and quality, we built on our strong foundations as we continued investing in our people, children and communities to deliver safe, high quality and inclusive early learning.

Purpose-led financial stewardship

This year our sector faced headwinds including declining birth rates, cost-of-living pressures, localised oversupply, child safety concerns and the expansion of state-funded kindergarten and preschool programs. Publicly available data showed sector occupancy declined by almost five percentage points in the year to March 2026.

While Goodstart was not immune to these difficult market conditions, our occupancy outperformed the broader sector, reflecting the strength and reputation of our high quality, inclusive services, the resilience of our national network, our purpose-led model, and our disciplined focus on long-term sustainability. After a strong finish to the second half of 2025, January to June 2026 saw softer occupancy and reduced demand as new services continue to open in already oversupplied communities.

For the reporting period Goodstart, including BFS Children's Services, recorded a net surplus of \$11 million (0.6 percent of total revenue), down from \$28.9 million in FY25. While lower than the previous year, the result reflects disciplined stewardship and deliberate decisions to balance financial sustainability with continued investment in our social purpose, while meeting the additional unexpected regulatory costs associated with safety and safeguarding National Law reforms.

We strengthened our operating foundations by improving workforce planning, operational discipline and further enhanced the effective use of our resources to ensure investment remained focused where we deliver the greatest impact.

Our people

Our people remain our greatest investment, accounting for almost three-quarters of our operating expenses. In FY26, more than \$25.9 million was invested in educator professional development and qualification uplift beyond minimum sector requirements. Workforce stability continued to improve with lower turnover and fewer vacancies, supported by our above award pay and conditions and the Worker Retention Payment, and the efforts of our centre leaders. These improvements strengthened continuity for children and families and the quality of our services.

Safeguarding and quality

Keeping children safe is our highest priority and requires ongoing investment. During FY26 we further strengthened safeguarding capability, governance, systems and oversight while funding the significant cost of government mandated safeguarding training across our network. This included providing additional staffing so educators could undertake this training off the floor, without compromising children's learning outcomes and the delivery of safe, high quality early learning.

Investing in inclusion

Every child deserves the opportunity to participate in high quality, inclusive early learning, regardless of their circumstances or additional needs. Goodstart supports almost twice the proportion of children with a diagnosed disability or condition as the broader sector (10 percent compared with 5.8 percent) and we are now spending more on ensuring children with additional needs are included in our centres than the Australian Government's Inclusion Support Program contributes. We invested nearly \$17 million of our own funds to provide above-ratio educators in rooms where additional support was needed, alongside \$15.82 million through the Commonwealth's Inclusion Support Program. Our own investment increased by \$4.7 million, or 38 percent, from \$12.3 million in FY25. This increase reflects our commitment to inclusion and underscores the increasing funding gap providers must bridge. Government funding must better reflect the real cost of inclusive early learning and we have prioritised organisational resources to proactively support the Australian Government's Service Delivery Price project to ensure the true cost of inclusion is reflected in this important project.

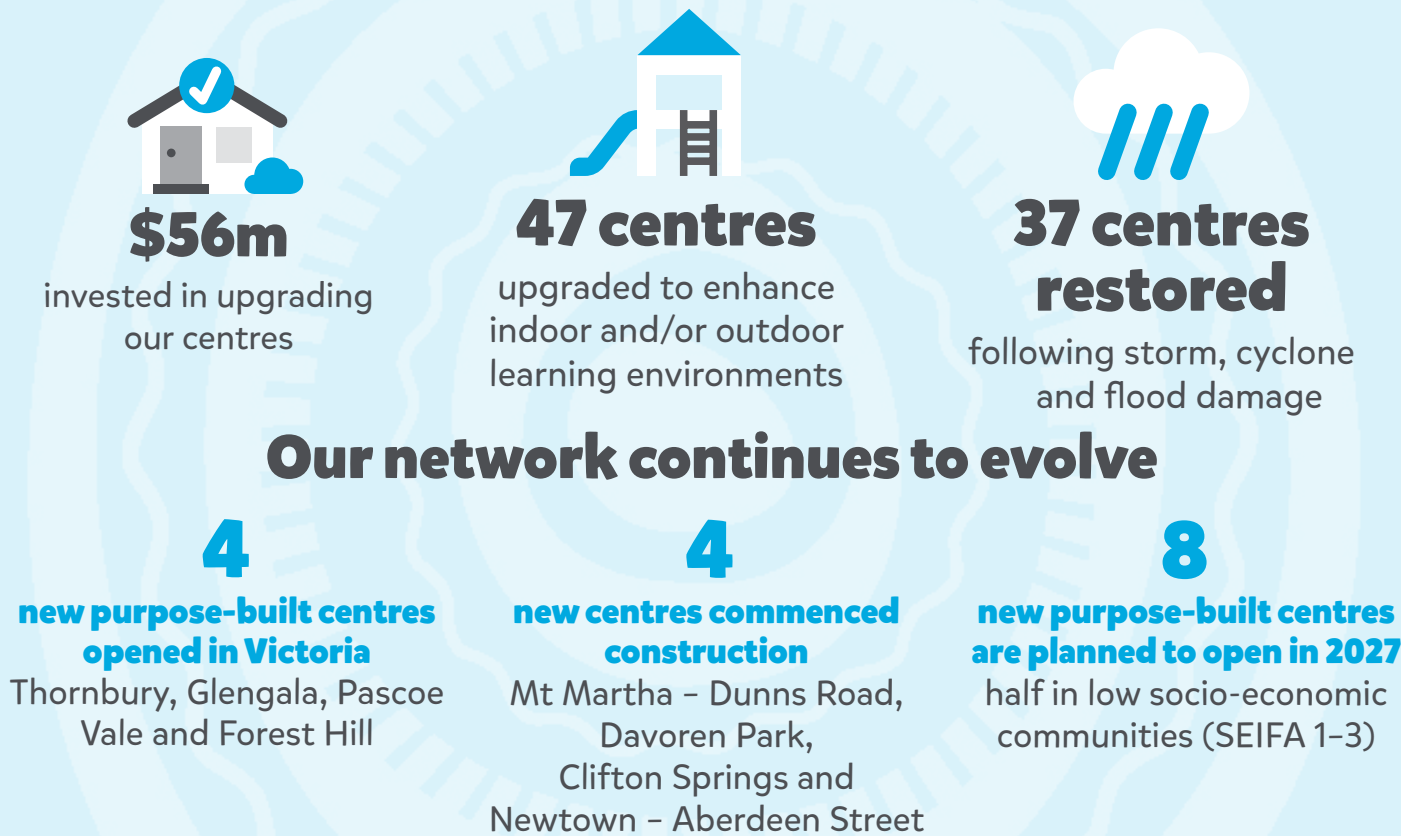
Innovation for the future

Goodstart Plus expanded during the year, providing children and families in communities experiencing high levels of vulnerability with additional support tailored to their needs. From additional educators and family partnership specialists to nutritious meals providing 75 percent of a child's daily nutritional needs, Goodstart Plus is helping more children find success while building evidence about what works. Read more on page 22.

Strengthening our network

Our approach to network management is guided by both purpose and sustainability. During FY26, we continued to seek opportunities for growth in communities where access to high quality early learning is needed most and took the opportunity to purchase centres from landlords as increasing the proportion of centres we own strengthens the long-term sustainability of our network – reducing our exposure to rising property costs and enabling us to invest in greater certainty in centres and communities. We have also made careful and deliberate decisions to close or exit a number of services after carefully assessing the alternatives available for families, the challenges of staff attraction and retention, the suitability of the centre buildings, and their long-term financial sustainability. Where a centre serves a community with limited access to other high quality early learning, we will continue to explore every reasonable option to sustain that service, recognising that our purpose sometimes requires us to operate where the financial case alone may not. We continue to consider opportunities to strengthen and grow our network through additional centre purchases as market and financial pressures on the sector generate increased centre sales.

In focus: centre network



Centre Spotlight

Glengala Kindergarten – Goodstart’s first Kindergarten on School Site (KOSS) in Victoria was open and ready to welcome children for the start of Term 1, 2026. Located on the Glengala Primary School grounds, this 66-place sessional kindergarten was brought to life in partnership with the Victorian School Building Authority providing 15 hours per week of free sessional kindergarten for three and four-year-olds.



Targeted social purpose investments

We invest to improve children’s outcomes.

 \$75.98m* invested in our social purpose	What our investment supports	Year ended 30 June 2026 \$000
	Professional development and qualifications Includes investment in educator professional development and qualification uplift above and beyond minimum sector requirements	25,946
	Above ratio educators for children with additional needs Includes Goodstart-funded educators above required staffing ratios to support children with additional needs	16,995
	Increasing access and affordability Includes fee assistance and support for families so children experiencing vulnerability can access and participate in early learning	10,517
	Evidence based inclusive practice above minimum standards Includes practice uplift for our educators using evidence-based tools and frameworks and measuring children’s outcomes	7,094
	Equity, inclusion and impact enablers Includes allied health support for children, Intensive Individual Support Plans, additional educator development in complex communities and targeted programs for children who need extra support	9,645
	Embedding reconciliation in everything we do Includes First Nations cultural capability development for all Goodstarters, our Reconciliation Action Plan, employment initiatives, partnerships with First Nations businesses, and reconciliation activities across our centres to support children’s outcomes	2,868
Impact for all Australia’s children Includes state and national social policy, advocacy, philanthropy, partnerships and strategic research		2,919
		75,984

*Goodstart’s total social purpose investments are reflected in total expenses in the consolidated financial statements (see page 46).

Investing for impact - for all children, not just those attending Goodstart

At Goodstart, we were founded in the interests of all of Australia’s children. Our focus is on impact – and we know we can have a far-reaching impact by investing in innovation, influence and evidence to improve outcomes for all children, not only the children who happen to attend Goodstart services. Our size and scale means we can place strategic bets that other smaller providers can’t, and take risks that others aren’t prepared to take.

- We incubate investments and approaches in Goodstart centres to pinpoint those things which positively shift child outcomes before school – for example trialling and measuring approaches to encouraging children to attend enough early learning to make a difference and our Goodstart Plus approach, which now supports children across six pilot centres.
- When we find what works, we invest in ensuring reliable implementation at scale – for example, refining and expanding our All Children Communicate! program, which strengthens educators’ ability to support children’s communication and early literacy development.
- When we are confident, we back that investment at scale where it will make the biggest difference – for example, providing professional supervision and additional

resources across our 666 centres to embed these proven approaches in everyday practice.

- We use our platform for influence and work with partners to ensure systems which serve all Australia’s children can benefit – for example we share our packages and programs for free with all other providers once they are tested and proven, and we invest in policy and analytics capability to translate centre-based learning into system proposals and funding tools to shape state and national policy.
- We also take risks to try new innovations and approaches to shape the market – for example pushing the boundaries of our existing campaign capability and using our evidence to give families practical guidance on what quality early learning looks like and what to ask when choosing a provider through our Good Choices campaign.

This stacking of Goodstart action and national action builds on what works, offers more impact by leveraging our strategic capabilities and scale, and compounds our influence on the systems that make a difference for all of Australia’s children.

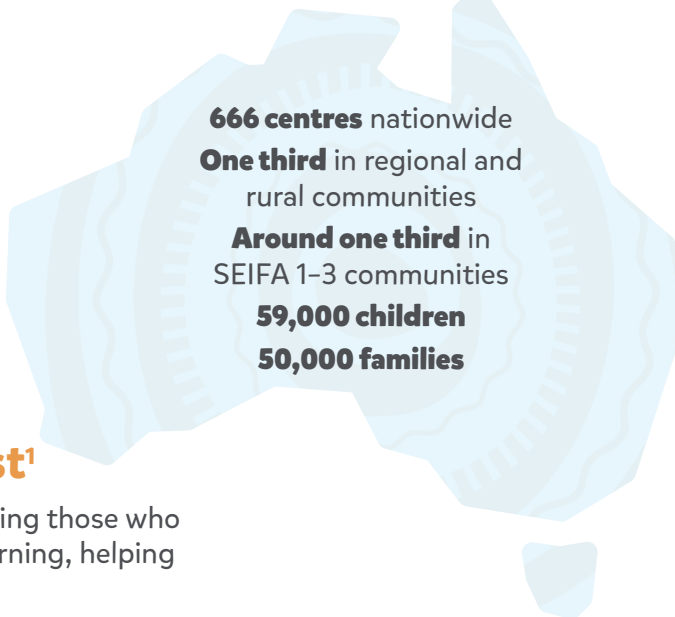
FY26 social impact at a glance

All quality early learning makes a difference. At Goodstart, our purpose, scale and not-for-profit model mean we can extend our reach even further to make a bigger difference for all of Australia’s children.



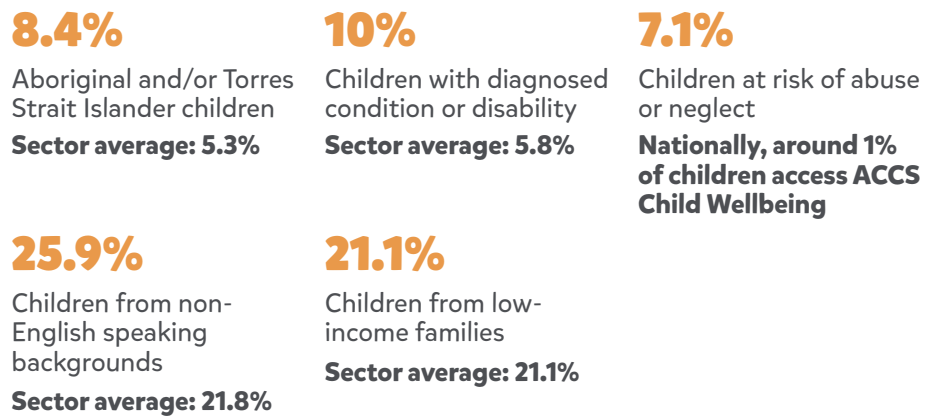
Access where it matters most

Our national footprint means more children can access quality early learning close to home, including in communities where it can make the greatest difference. We are also increasing the proportion of new services we develop in communities facing disadvantage and advocating for greater not-for-profit provision, which consistently delivers higher quality early learning.



Reaching children who benefit most¹

We support all Australia's children while deliberately reaching those who stand to benefit most from high quality, inclusive early learning, helping reduce barriers to participation and improve equity.



Attending often enough to make a difference

Quality early learning has the greatest impact when children attend consistently. We focus not only on access, but also on supporting regular attendance of at least three days each week because the evidence shows that three days provide the greatest benefit for children.

10.3 million+ children attendances

Average days attended is rising
On average children attend 3+ days per week

- Children attend an average of **3.37 days each week** (June 2026)
- Children experiencing vulnerability attend an average of **3.5 days** each week (June 2026)
- Children at risk of abuse or neglect attend an average of **4.1 days per week** (June 2026)

¹Some children are represented in more than one category. Sector averages sourced from ROGS, table 3a.15: Proportion of children attending government CCS approved childcare services who are from selected equity groups. ACCS Child Wellbeing national comparison sourced from Productivity Commission, A path to universal early childhood education and care – Draft Report, Supplementary Paper 6: ECEC affordability (2023), p. 373, based on December quarter 2022 data.



High quality matters

High quality, evidence-based teaching and learning ensures every child builds the foundations for lifelong learning, development and wellbeing.



Providing support where it's needed most

Some children need additional support to participate fully and keep up with their peers. We invest in targeted programs and initiatives that remove barriers and help every child thrive.



Creating better outcomes for all Australia's children

Our impact extends beyond the children who attend Goodstart. By combining evidence, innovation, advocacy and partnerships, we help strengthen Australia's early learning system.

Evidence	Advocacy	Social impact value	Community impact	Partnerships
 5 strategic research partnerships seeking to identify what improves outcomes for children Supported 2 integrated service hub evaluations and published first-year findings from Goodstart Plus implementation	 Contributed to landmark reforms including the Three Day Guarantee, fairer wages for educators and \$1 billion investment to expand access to early learning in underserved communities	 Every \$1 invested in our social purpose generates more than \$5 in social value benefiting children, families and communities 	 Smart Start, Good Choices campaigns and our informative First Five Years website help families make informed early learning decisions – no matter which provider they are considering	 Connected children and families with broader support and opportunities through partnerships from The Smith Family's Learning for Life program to Brotherhood of St Laurence and ANZ's Saver Plus program

Foundations of our impact



Safety embedded in everything we do
→ 2025–2029 Safeguarding Children Strategy driving continuous improvement



Reconciliation embedded in every centre
→ 100% of centres on their Narragunnawali RAP journey; 60% of centres with a published RAP

Our purpose in action

Throughout FY26, we continued investing in the things that matter most for children – high quality teaching, educator capability, safeguarding and inclusion. Together, these create the conditions that help every child learn, grow and thrive.

FY26 highlights

- \$25.9 million invested in professional learning and qualifications
- 90 teaching and learning support specialists support our educators in centres right across Australia
- National Internal Assessment and Rating program introduced to strengthen quality and continuous improvement across our centres
- National shift to centre-facing practice and inclusion support targeted where it's needed most
- More educators and teachers are choosing to stay with Goodstart, with retention remaining stronger than the broader sector – and more children benefiting from continuity with educators and teachers they know and trust
- Invested an additional \$1 million to strengthen safeguarding investigations and \$2 million in system improvements, identifying and responding to safeguarding risks, data science and machine learning, and CCTV roll out

Over the past year, Goodstart continued to strengthen its position as a leader in the delivery of evidence-informed early learning through significant investment in teaching quality, educator capability and practice improvement.

- Supporting children to develop stronger early communication, language, literacy and numeracy skills such as being able to read and write their name and develop relationships with other children, through evidence-informed teaching approaches, including the All Children Communicate! program and the All Children are Mathematicians pilot.
- National leadership and sector influence, with Goodstart making significant contributions to policy reform, research translation and sector capability building through partnerships, professional learning and representation on national advisory groups to ensure we advocate for all children.

These investments are brought together through Goodstart's integrated practice model.

Our practice model

Children thrive when they feel safe, included and engaged in high quality, inclusive early learning. That's why Goodstart brings together safeguarding, inclusion and teaching within a single practice model that places children at the centre of every decision.

During FY26, we introduced a new relational Practice and Inclusion model to better support the unique strengths, needs and aspirations of every child. Teaching, learning and inclusion specialists are aligned with individual centres, building trusted relationships and developing a deeper understanding of the children, families and communities they support. Giving educators ongoing, tailored support to recognise and respond to each child's individual strengths and needs, rather than waiting until challenges arise.

Our national Teaching and Learning Support team helps bring the latest research and evidence into everyday teaching practice through coaching, modelling and professional learning. Using evidence, local data and community knowledge, the team supports approaches to teaching and learning that reflect the children and families each centre serves.

Investing in quality

Quality is the single greatest driver of better outcomes for children in early learning. It is built through sustained investment in people, evidence-based teaching practice and continuous improvement.

During FY26, we continued investing in structural quality, educator capability and inclusion, including almost \$17 million in above-ratio educators to strengthen outcomes for all children, including those with additional needs. This investment means more educator time and support to respond to individual children, utilising nationally consistent curriculum frameworks, specialist coaching, educational leadership and evidence-informed practice. This helps educators create richer learning experiences that reflect each child's strengths, needs and interests.

Our approach recognises that our people build quality. Capability is developed through sustained coaching, professional learning and continuous improvement that strengthens educator confidence over time. These investments help create safe, responsive and inclusive learning environments where children can develop the knowledge, skills and relationships that underpin lifelong learning.

Using evidence to strengthen practice

Throughout FY26, we continued strengthening our evidence-informed approach by looking beyond National Quality Standard (NQS) ratings. Drawing on multiple measures helps us understand what excellent teaching and learning looks like, identify where additional support is needed and, most importantly, ensure quality improvement translates into better outcomes for children.

The internationally recognised Quality Rating Scales (QRS) remain a vital tool to identify teaching and learning quality. More than a self-assessment tool, QRS is embedded as part of Goodstart's continuous improvement approach, helping educators reflect on and strengthen their professional practice throughout the year. For children, this can be seen in the quality of their everyday experiences – how educators build trusting relationships, extend children's language and communication, encourage sustained thinking and exploration as well as supporting their learning and emotional wellbeing. The use of QRS tools are embedded across all Goodstart centres, supporting ongoing improvement in teaching and learning quality, which is associated with positive child outcomes.



Strengthening quality across our network

During FY26, we introduced Goodstart's national Internal Assessment and Rating program, another significant step in strengthening quality across our network. Modelled on the regulatory Assessment and Rating process, every centre will now participate in an annual evidence-based review led by dedicated Goodstart National Quality Standard Partners. Supported by national moderation, the program celebrates excellence, provides meaningful feedback and identifies opportunities for continuous improvement. For children, this means a stronger and more consistent standard of quality wherever they attend Goodstart, with areas for improvement identified and acted on each year.

Highly skilled and capable teachers are central to delivering high quality early learning and strong outcomes for children. During FY26, we continued to invest in our teaching workforce of more than 2,000 teachers through the Thriving Teachers strategy. We embedded the TARGET Phase, providing structured support and guided professional learning for Provisionally Accredited Teachers as they progressed to Proficient Teacher Full Registration. We also launched The Teacher Collective, a professional learning and recognition initiative for Proficient and Advanced Teachers that promotes teaching excellence through peer learning, exemplary practice sharing and targeted professional development. Together, these initiatives strengthened teacher capability, engagement and career progression, creating a clearer pathway from entry into the profession to recognising quality practice and leadership. The impact of this investment is evident in our workforce outcomes, with teacher turnover falling to the lowest recorded in more than eight years.

Delivering sector-leading quality

Our sustained investment continues to deliver some of the strongest quality outcomes in Australia's early learning sector.

- During FY26:
- 27 centres achieved an overall Exceeding rating
 - Nine centres achieved Exceeding in all seven Quality Areas
 - Goodstart Red Hill retained ACECQA's Excellent rating.

Across our sector, only 24 services nationally currently hold an Excellent rating. Goodstart has produced six of them in recent years – more than any other provider.

We know that lasting quality improvement takes time. Rather than focusing on a rating alone, we work alongside centre teams to understand what is working well, where practice can be strengthened and what support will make the greatest difference. Through targeted teaching, leadership and practice support, improvements are embedded into the everyday work of the centre so they can be sustained over time.

While Goodstart has a small number of centres rated Working Towards, we continue to provide these centres with targeted teaching, leadership and practice support, to strengthen quality to ensure they can deliver the best possible outcomes for children.



Sustained investment delivers sector-leading quality

	Exceeding	Meeting	Working Towards
Not-for-profit Goodstart and BFS Children's Services	23%	76%	1%
Long day care sector	16%	75%	8%
Private for-profit managed services	10%	81%	9%
Private not-for-profit services (not community managed)	18%	77%	5%

Source: ACECQA NQS Snapshot, May 2026. Sector percentages reflect ACECQA reporting and may not total 100% due to rounding.

Investment delivering quality outcomes

Growth in Goodstart centres Meeting, Exceeding or Excellent under the National Quality Standard since 2018 (NQS first introduced)

8% quality uplift change	91% 2018	→	93% 2019	→	96% 2020	→	98% 2021-2023	→	99% 2024-2026
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Families place their trust in Goodstart

Despite ongoing cost-of-living pressures and increased public discussion about early learning, family confidence remained exceptionally strong throughout FY26. Families consistently told us they value the trusted relationships they build with educators, the safe and nurturing environments our centres provide, and the learning and development they see in their children every day. Increasingly, they also recognise the difference our not-for-profit model makes, knowing our focus is always on children’s safety, health and wellbeing.

“With the quality of the education through play based learning my child is receiving, I see my child continue to learn and thrive in this environment. The connection my child has with all staff and educators and her peers is having a positive impact on her development.”

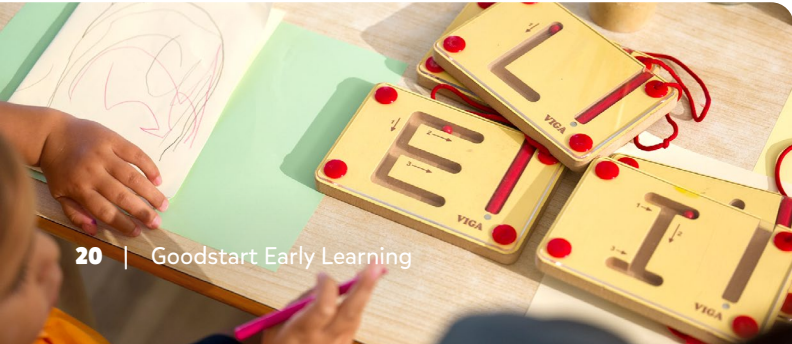
Goodstart family

“What has had the most impact on our child’s learning and growth is the supportive and engaging environment created by the educators. They take the time to understand each child individually and encourage curiosity, confidence, and independence through play-based learning and structured activities.”

Goodstart family

Australia's largest non-government provider of preschool and kindergarten

Goodstart is Australia's largest non-government provider of preschool and kindergarten, educating more than 24,200 children in the two years before school. Throughout FY26, we continued strengthening children's transition to school by investing in teaching quality, supporting families through our new What and When Guide, celebrating children's final year of early learning with Kindy Shirts, and opening our first Victorian kindergarten co-located on a primary school site at Goodstart Glengala. More than 2,000 teachers continued building their capability through our Thriving Teachers program, recognising that skilled teachers create the responsive relationships and intentional learning experiences that help children thrive.



Helping children benefit from early learning

High quality early learning has the greatest impact when children attend consistently. While improving access is essential, ensuring children attend often enough to benefit is equally important. Throughout FY26, Goodstart continued to help more children attend the recommended three or more days each week – either by supporting families to access available government subsidies or through financial assistance from Goodstart’s Early Learning Fund. Regular participation strengthens learning, development and school readiness. Children experiencing vulnerability continued to attend at higher rates than the Goodstart average, reflecting our targeted investment in removing barriers to participation.

Despite this progress, affordability remains a barrier for many families. We continue working with governments to improve access for children who benefit most from early learning.

Inclusion – supporting every child to thrive

Goodstart supports a higher proportion of children from priority equity groups than the broader Early Childhood Education and Care sector. As children's needs become increasingly complex, we continue investing well beyond available government funding because we know the long-term benefits of inclusion far outweigh its cost.

Throughout FY26, we strengthened our specialist support by increasing investment in inclusion and introducing a new Practice and Inclusion model that brings allied health, inclusion and practice expertise closer to centres. Across Australia, child and family practitioners, allied health professionals and practice and inclusion specialists work alongside educators to build confidence, strengthen inclusive teaching practices and respond to the increasingly complex needs of children and families. In practice, this might mean helping educators adapt a learning environment so a child with additional needs can participate alongside their peers, developing strategies to support a child’s communication or behaviour, accessing funded programs to provide additional support, working with a family to understand and respond to their child’s needs, or connecting families with additional services and supports in their community. We also expanded our unique professional and cultural supervision program for more than 227 Centre Directors, recognising the growing complexity experienced by leaders working in communities facing higher levels of vulnerability.

Alongside direct investment, we continue to partner with organisations including the Brotherhood of St Laurence and The Benevolent Society to strengthen integrated services that improve outcomes for children and families experiencing disadvantage.

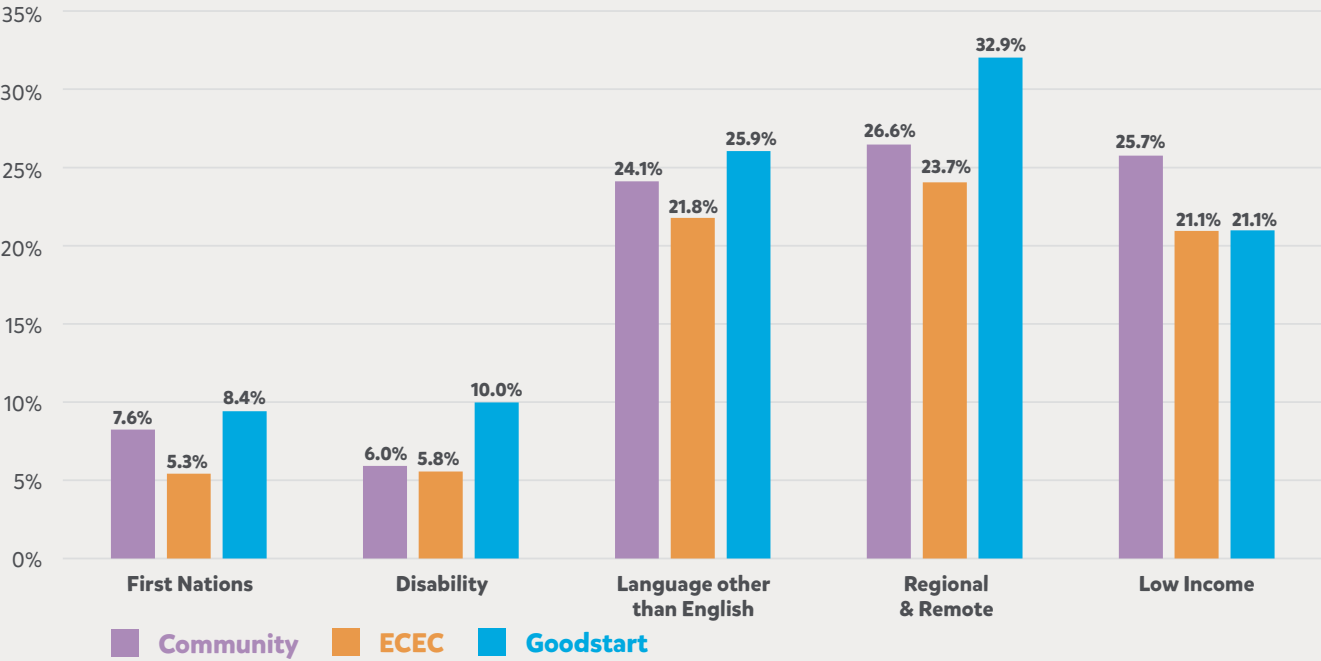
Inclusion at a glance

	FY26 impact
Additional Child Care Subsidy	6,706 children received additional government support to help families experiencing vulnerability and children at risk of abuse or neglect maintain access to early learning
Inclusion Support Subsidy	2,638 children received targeted inclusion funding, up 33% from 1,979 children in FY25
Goodstart's Early Learning Fund	811 children received financial assistance through Goodstart’s own safety net, the Early Learning Fund, after all forms of government assistance had been exhausted, enabling them to attend three days of early learning each week at their local Goodstart centre – up from two days per week in 2025
Individual Learning Plans	3,713 children supported through personalised learning plans
Intensive Individual Support Plans	111 children experiencing trauma and high support needs received tailored, trauma-informed support over 12 weeks from a dedicated key educator working consistently above ratio

Goodstart Child Census

Each year, Goodstart's Annual Child Census helps identify children likely to experience vulnerability, connect families with specialist services and target support where it is needed most. The findings inform our investment decisions and strengthen advocacy for improved funding across Australia's early learning system.

Making a difference to children likely to be experiencing vulnerability



Proportion of children (0 to 5 years) from selected equity groups attending Goodstart centres (12 months to 31 May 2026), compared with their representation in Australian Government CCS-approved ECEC services and the community (most recent publicly available data: [ROGS, Part B, Section 3A, Early Childhood Education and Care Data Tables, June 2026](#))

Measuring the difference we make

Goodstart is committed to understanding the difference we make for children. As national data continues to show increasing developmental vulnerability among Australian children, measuring outcomes has never been more important. Educators use Goodstart’s practice frameworks – the Birth to Three Guide and Three to Five Years Outcomes Framework – to support intentional teaching, monitor children’s learning and development, and identify opportunities for earlier, more responsive support.

Throughout FY26, we continued to expand our child outcomes research. The All Children Communicate! Progress Monitoring Tool is supporting educators across an increasing number of centres to monitor and strengthen children’s communication development. We also progressed the development of All Children Are Mathematicians!, extending our evidence-informed approach to building children’s early mathematical thinking and confidence. We have also reached a milestone with our SA Data Linkage research collaboration with the Better Start Research Group (Adelaide Uni), with the first Goodstart cohort completing Year 3 NAPLAN, enabling research into the educational outcomes of children who attended Goodstart to commence this year.

At a system level, Goodstart continues investing in large-scale research partnerships linking children’s participation in early learning with school-entry, AEDC and NAPLAN outcomes.

We also share our research, evidence and resources with the broader early learning sector, working with sector partners, researchers and other providers to strengthen practice beyond Goodstart. This includes sharing learnings from our child outcomes research and safeguarding work, contributing resources and expertise, and collaborating on approaches that can help improve quality and safety for all of Australia’s children.

Goodstart Plus

Goodstart Plus is our next step in improving outcomes for children living in communities experiencing higher levels of disadvantage. Building on more than 15 years of experience and informed by the latest evidence from our Thought Leaders Advisory Group, Goodstart Plus brings together enhanced teaching practice, inclusion, family partnerships and community connections into a single evidence-informed model.

Beginning with two pilot clusters across six centres, Goodstart Plus focuses first on strengthening the core early learning experience. The evidence is clear that consistently high quality, inclusive teaching provides the strongest foundation for improving children’s learning, development and wellbeing.

Early results are encouraging. Educators report greater consistency in practice, stronger engagement with evidence-informed programs such as All Children Communicate!, increased confidence supporting children with diverse needs, and improvements in nutrition (with a goal of meeting 75

percent of a child’s daily nutritional needs), wellbeing and children’s daily learning experiences. As Goodstart Plus evolves, we will continue evaluating what works, scaling successful approaches across our national network and contributing evidence that strengthens Australia’s early learning system.

[Read the evaluation report](#) 

“Goodstart Plus is a game-changer for children, families and educators. It provides wrap-around support to ensure children receive the quality care and education that they deserve. Goodstart Plus is bigger than just the centres, it is looking at the bigger picture for children ensuring they and their families are truly part of the communities in which they live, learn and play, not just while they are part of our Goodstart family, but long into their future learning.”

Michelle Acreman, Goodstart Blue Haven Centre Director

Supporting families when circumstances change

When we noticed that participation in early learning by families on a low income was declining across the sector, Goodstart took action. In late 2025, we launched a targeted program of work to support the attraction and retention of children living in families on a low-income. As part of this work, centre directors identify families experiencing financial hardship earlier, help them maximise their Child Care Subsidy by matching session lengths to how they use care, and connect them with other assistance for which they are eligible to reduce out-of-pocket costs. To date, the initiative has helped families save almost \$80,000 in out-of-pocket fees, including one family saving nearly \$3,000 a year, while helping more children remain connected to early learning and supporting their parents to work or study.

Early Learning Fund and the Three Day Guarantee

Goodstart’s Early Learning Fund provides an important safety net for children whose families experience financial hardship. During FY26, the Fund expanded to provide more than 800 families with financial assistance for three days (from two days) of early learning each week, aligning with the Australian Government’s Three Day Guarantee and enabling more children to access enough early learning to make a lasting difference. For many families, the Early Learning Fund provides more than financial assistance. It offers stability during periods of hardship and helps ensure children remain connected to trusted educators, friendships and learning at the time they need it most.

In FY26, Goodstart welcomed a landmark five-year partnership with global facilities management leader City Facilities Management (City) – the largest corporate commitment in the Early Learning Fund’s 10-year history and City’s largest charitable partnership in Australia.

[Watch our feature story](#)



Stories of impact

How an Intensive Individual Support Plan made a difference

When four-year-old Max entered foster care after experiencing neglect and multiple placements, he struggled with emotional regulation, transitions and building relationships.

Through Goodstart’s 12-week Intensive Individual Support Plan, educators focused on building safe, trusting and consistent relationships with Max, while providing personalised routines and support tailored to his experiences and needs. Over 12 weeks, Max formed friendships, participated confidently in group learning and developed strategies to express his emotions and seek support when needed.

Max’s story demonstrates how skilled educators, early intervention and trusted relationships help children build the confidence, resilience and sense of belonging that underpin lifelong learning.

Keeping children connected to early learning

When financial pressure threatened three-year-old Ethan’s participation in early learning, Centre Director Tracy helped his mother, Kerri, access Goodstart’s Early Learning Fund after exploring all available government assistance. Today, Kerri says the support has eased financial pressure, improved her mental wellbeing and ensured Ethan continues to learn, grow and thrive.

[Watch Kerri’s story](#) 

Creating opportunities for every child

At Goodstart Young in regional New South Wales, Centre Director Amy Ryan and her team support children with increasingly complex needs, including a young boy with Cerebral Palsy who requires additional assistance to participate in learning and play alongside his peers.

The Inclusion Support Program helps fund an additional educator, strengthening the teaching team and creating a more inclusive learning environment where children with diverse needs can participate meaningfully while every child benefits.

Like many regional communities, Young faces long wait times for developmental assessments and specialist services, delaying access to the evidence often needed to secure ongoing support. Goodstart complements government-funded support by investing in specialist inclusion capability, professional learning and additional resources, ensuring centres like Young can continue responding to children’s needs while advocating for funding that better reflects the realities facing regional families.

Strengthening connection to Country, culture and community

Since publishing its first Narragunnawali Reconciliation Action Plan in 2022, Goodstart Orange – Molong Road centre has implemented four successive RAPs, strengthened partnerships with local Elders, increased Aboriginal and Torres Strait Islander representation within the team to 15 percent, and embedded Wiradjuri language and culture into children’s everyday learning. In FY26, the centre secured funding for a further four years, ensuring this work continues to strengthen children’s connection to Country, culture and community.

Growing active citizens

Children from BFS Children’s Services’ Wollongong Community Preschool visited Wollongong City Council to meet Lord Mayor Cr Tania Brown and contribute their ideas to the city’s Disability and Inclusion Action Plan.

Sitting in the Council Chambers, the children shared their perspectives on creating a more inclusive community, demonstrating that even our youngest citizens have valuable ideas to contribute. Experiences like these bring the Early Years Learning Framework to life, supporting children to develop a strong sense of identity and belonging while becoming confident, involved learners and active members of their community. By listening to children’s voices and showing that their ideas can influence real decisions, they learn that they can make a positive difference in the world around them.

Not-for-profit BFS Children’s Services joined the Goodstart Early Learning Group six years ago and continues to operate under its own brand reflecting the strength of local partnerships in the Illawarra, operating 34 long day care, preschool and outside of school hours care services across NSW.





Spotlight:

Our ongoing focus on keeping children safe, protected and well

The safety, health and wellbeing of children is Goodstart's highest priority and requires our constant focus and vigilance. It is the foundation on which trust with families, communities and our people is built. In a year when keeping children safe captured national attention, governments, regulators and sector worked to develop new and improved responses to safeguarding and Goodstart continued to learn and improve our own safeguarding tools and approaches.

Safeguarding children

In FY26, we continued to strengthen our approach to safeguarding children through a comprehensive program of cultural, operational and governance initiatives. This reflects our commitment to continuous improvement and to further embed child safety throughout every part of our organisation.

FY26 at a glance

- **Strengthened safeguards for children in our care**, by further tightening the management of visitors and contractors, and how digital devices can be used around children. We implemented several new national child safety requirements ahead of mandated timeframes.
- **Invested a further \$3 million** to expand our specialist safeguarding and investigations team and enhance our Working with Children Check, educator register and visitor management systems. These investments are in addition to the significant investment we make in mandatory training and meeting regulatory requirements.
- **Made it easier for Goodstarters to speak up and report concerns**, by introducing a simpler safeguarding incident form and strengthening the processes used to identify and respond to incidents, concerns and complaints.
- **Strengthened the skills of our people to recognise and respond to signs that a child may be unsafe**, delivering 14 safeguarding webinars and expanding our network of volunteer Child Protection Advocates to more than 140 Goodstarters.
- **Strengthened educators' confidence and capability to respond appropriately to children's sexual behaviours**, developing a new framework with leading experts to distinguish developmentally expected behaviours from those that may require further support or intervention.

- **Helped children build the skills and confidence to recognise when something doesn't feel safe and seek help**, mandating the evidence-based Feel Safe, Be Safe Protective Strategies Kit across our Victorian and Tasmanian centres, with targeted training delivered to 162 centres.
- **Shared what we know beyond Goodstart**, with our free Feel Safe, Be Safe toolkit downloaded more than 1,000 times across the broader early learning sector and its national community of practice growing to more than 250 Goodstarters.
- **Looked beyond policies to what safety actually feels like inside a centre**, introducing a new Safeguarding Centre Environment Review that considers physical risks as well as the culture and everyday practices of centre teams, helping identify risks and opportunities for improvement before harm occurs.
- **Brought our national safeguarding commitment to life locally**, with more than 80 centres developing their own safeguarding pledges during Child Protection Week, building on Goodstart's national safeguarding commitment.
- **Continued working with governments and the broader sector to strengthen child safety beyond Goodstart**, sharing our experience and contributing to reforms, legislation and better safeguarding practice across early learning.



Safety, health, and wellbeing

Safety starts with each of us. In FY26, improved systems, an active Safety Champion network and a range of targeted initiatives all contributed to building safer workplaces across Goodstart.

Over the past year Goodstart significantly increased investment in our national Safety, Health and Wellbeing team to provide greater partnering and support to operational teams across the country. This included 13 new resources spanning psychosocial safety, work health and safety, and injury management. This investment has strengthened the systems, processes and practices that help keep our people safe every day, while enabling greater focus on proactive safety, health and wellbeing initiatives.

FY26 at a glance

- **Strengthened support for children with medical needs**, enhancing Goodstart's Medical Management Framework to support safe and consistent management across our centres.
- **Strengthened our approach to preventing sexual and sex or gender-based harassment**, developing a dedicated prevention plan to support safer and more respectful workplaces.
- **Turned feedback from Centre Directors into practical safety and wellbeing support**, delivering a webinar series with Bupa and TELUS Health focused on the safety, health and wellbeing issues identified as priorities across our network.
- **Strengthened how we identify and respond to psychosocial risks at work**, launching a new evidence-based strategy informed by Goodstarter feedback, engagement and survey data.

- **Made safety learning meaningful for children**, developing the Toybox Talk initiative to involve children actively in age-appropriate learning about safety.
- **Made preventative health support easier to access**, with more than 6,763 Goodstarters accessing free annual flu vaccinations through our partnership with Australian Vaccine Services.
- **Encouraged Goodstarters to get moving and focus on their wellbeing**, with every Goodstarter given the opportunity to participate in the Bupa Healthy Cities Step Challenge.
- **Looked closely at the physical demands of working in early learning**, engaging an ergonomist to review hazardous manual handling and identify ways to better manage the unique physical risks our people experience in their everyday work.

Listening to strengthen safety

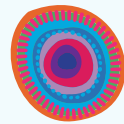
At our 2025 State Conferences, Centre Directors shared close to 60 'big ideas' for improving adult safety, highlighting opportunities to simplify processes, strengthen practical support and address physical and psychological safety risks. Their insights directly shaped our FY26 priorities, including simpler safety inspections, improved resources and a safety webinar series focused on the issues that matter most to our centre teams. By listening to those closest to our centres, we are making safety simpler, more practical and responsive.



In focus: Reconciliation in action

Over the past 12 months, Goodstart completed the second year of its second Stretch Reconciliation Action Plan (RAP), strengthening our organisation-wide commitment to reconciliation. Complementing this commitment, every Goodstart centre is on its own reconciliation journey through Reconciliation Australia's Narragunnawali. We continue to embed culturally responsive practice, build meaningful partnerships with First Nations communities, and help every child learn about and respect the world's oldest continuing cultures. Together, these actions create culturally safe places where First Nations children, families and communities belong while strengthening outcomes for all children.

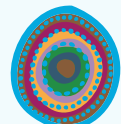
Our progress by the numbers



- ➔ **100% of Goodstart centres are on their Narragunnawali Reconciliation Action Plan journey**, with 60% publishing their 12-month RAP in FY26 – our highest number ever.
- ➔ **8.4% of children at Goodstart identify as Aboriginal and/or Torres Strait Islander**, exceeding our target of 7.2% and the sector average (5.3%).
- ➔ **91.6% of Goodstarters have now completed the Arrilla Cultural Competency Training** to strengthen cultural safety and understanding across the network.
- ➔ **90.6% of Goodstarters told us in our 2025 Voices survey that they were personally committed to reconciliation** and saw this reflected in the organisation's commitment, exceeding our target of 85%.
- ➔ **\$1.98 million spent with Aboriginal and Torres Strait Islander businesses** through our First Nations Procurement Strategy – Grow with Us, up 32% from the previous year.



Acting for reconciliation



Cultural learning

Participation in cultural learning programs remained strong. The Aboriginal and Torres Strait Islander Community of Practice entered its eighth year with 35 participating centres, while 28 percent of Queensland centres took part in the Queensland Government funded Kindy Uplift Embedding Cultural Perspectives program. Both programs support centre leaders and educators to embed authentic First Nations perspectives across everyday practice.

Our Cultural Circle program, facilitated by our National Cultural Liaisons, including our Torres Strait Islander Cultural Liaison, brought together educators from the Northern Territory, Victoria and Far North Queensland to strengthen connection and share knowledge. Through local histories, stories and the lived experiences of Elders, educators deepened their understanding of local cultures and histories and how these can be meaningfully reflected in children's learning, making the Circles a powerful platform for cultural learning.

The Cultural Immersion Secondment Program to Baya Gaway Buga Yani Jandu Yani U Centre celebrated its tenth year, with eight Goodstarters travelling to Fitzroy Crossing, WA, to live and work alongside the local Aboriginal community in FY26. Participants describe their time at the centre as life changing, returning to their own Goodstart services with greater cultural understanding, confidence and agency to strengthen culturally responsive practice and build deeper relationships with First Nations communities.

Garma Festival

CEO Dr Ros Baxter led Goodstart's first delegation to the 25th Garma Festival, bringing together senior leaders, First Nations leaders and external early years professionals. The experience strengthened relationships, deepened cultural understanding and reinforced our commitment to embedding reconciliation throughout early childhood education. The delegation also had the opportunity to listen to and learn from First Nations leaders across Australia, strengthening relationships with organisations and communities that will continue to shape Goodstart's reconciliation journey.



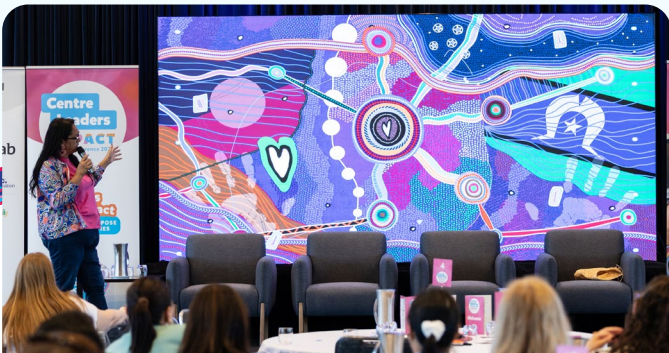
Voices Group and Yarning Circles

Since 2022, the First Nations Voices Group has brought together First Nations representatives from across Australia to connect, collaborate, advocate and share knowledge, helping ensure Goodstart respectfully supports Aboriginal and Torres Strait Islander children, families and Goodstarters. In FY26, the group grew from seven to 15 representatives, strengthening First Nations leadership and influence across the organisation. Quarterly state-based Yarning Circles continued to provide opportunities for connection, collaboration and the amplification of First Nations voices.

In our communities

National Reconciliation Week and NAIDOC Week were celebrated across every Goodstart centre, honouring First Nations voices, histories and cultures. As a Bronze Sponsor of SNAICC's biennial National Conference, Goodstart connected with community and invited delegates to share their wisdom and ideas about how our centres can continue 'Keeping the Fire Burning' for future generations. These voices and perspectives were captured through a vox-pop and shared with our centre leaders to support their reconciliation journeys.

In a major milestone, the Ngurupai Playgroup in the Torres Strait, became community-run and led, with Goodstart transitioning to a supporting role to enable the community's self-determination in creating a strong educational future for the next generation of Torres Strait Islanders.



Growing First Nations leadership

FY26 marked several significant leadership milestones. Proud Yinjibarndi woman Jody Broun joined the Goodstart Board, and Wonnarua woman Rebecca Hutchings was appointed as Goodstart's inaugural Chief First Nations Officer, and National Cultural Liaison Melody Ingra was appointed to Early Childhood Australia's first Aboriginal and Torres Strait Islander Advisory Board.

Over the past two years, First Nations representation in leadership roles across Goodstart increased from 9.8 percent to 12.9 percent. This reflects our commitment to creating meaningful career pathways, with more First Nations Goodstarters progressing into leadership positions, strengthening capability across the organisation and bringing greater First Nations perspectives to decision-making.

Keeping the Fire Burning

Reconciliation took centre stage at Goodstart's 2025 State Conference series, with more than 650 Centre Directors participating in a dedicated Keeping the Fire Burning session. Through the practical, collaborative workshop, leaders reflected on their centre reconciliation journeys and identified new opportunities to strengthen their RAPs and partnerships with First Nations communities. Across Goodstart, 60 percent of centres have published RAPs with every centre on their RAP journey through Narragunnawali.

Goodstart recognised at 2026 CareerTrackers National Gala Awards

Goodstarter and CareerTrackers intern Hannah Cooper, alongside her mentor Donna Matthews, received the Project Excellence Award at the 2026 CareerTrackers National Gala Awards, recognising the outstanding partnership between an intern and manager in delivering meaningful outcomes. A proud Anaiwan woman, Hannah has completed three summer internships with Goodstart's Child and Family Practitioner team while studying a Bachelor of Social Work (Honours) at the University of Newcastle. Since partnering with CareerTrackers in 2016, Goodstart has supported more than 30 First Nations university students through paid, practical internships, helping build career pathways and the next generation of First Nations professionals.

Centre Spotlight

National RAP recognition for Goodstart Shailer Park



Goodstart Shailer Park was recognised as one of only three finalists in the 2025 Narragunnawali Reconciliation in Education Awards, Australia's only national awards recognising outstanding reconciliation initiatives in schools and early learning services. For almost a decade, the centre has embedded reconciliation into everyday practice through its Narragunnawali RAP. Guided by local Elder Uncle Barry and the leadership of Centre Director Kristy Morgan and the team, Shailer Park has demonstrated that meaningful reconciliation is built through consistent, everyday actions that strengthen relationships, deepen respect and create opportunities for children, families and the wider community.

- **Relationships** – The centre has built long-term partnerships with local Elders, Aboriginal and Torres Strait Islander families and community organisations. Families are involved in the RAP Working Group, educators regularly connect with community, and initiatives like Yarns for Jajumms and the annual NAIDOC for Jajumms celebration have strengthened relationships well beyond the centre.
- **Respect** – First Nations perspectives are woven into everyday learning through a daily Acknowledgement of Country, language displays, books, storytelling, music, native gardens and learning environments. Children learn about local histories and cultures as part of everyday play.
- **Opportunities** – Every educator sets reconciliation goals as part of their Professional Engagement Plan, RAP actions are discussed at team meetings, and educators are supported to build their cultural capability through professional learning and community-led initiatives, including the Baul, Dulgo, Dunngunn Conference.

Check out the video profiling the work and team of Shailer Park captured by First Nations production company Wirrim Media.



Goodstart t-shirt with heart of reconciliation

The Heart of Reconciliation, created by proud Wakka Wakka artist David Williams, is woven throughout Goodstart as a symbol of our commitment to reconciliation and keeping children at the heart of everything we do.



Look ahead

Continuing into 2027, Goodstart will build on this strong progress while recognising that reconciliation is an ongoing journey. As we enter the third year of our Stretch RAP, our focus remains on walking alongside First Nations communities to embed truth-telling, cultural knowledge and inclusive practice in every part of our work.

Our change-makers

High quality early learning is shaped by people. Every day, the relationships, expertise and commitment of Goodstarters create the meaningful interactions and experiences that help children feel safe, connected and ready to learn. Our people are at the heart of what we do. That's why we invest in attracting great people, supporting them to grow and thrive, recognising their contribution and creating a workplace where they choose to build their careers.

FY26 highlights

- **More Goodstarters are choosing to stay with us**, with retention at its strongest level in six years and teacher turnover the lowest in eight years.
- **Goodstarters remain strongly connected to Goodstart**, with engagement continuing to outperform sector benchmarks and almost one in five new hires choosing to return to Goodstart.

Our difference

Goodstart invests beyond minimum requirements to attract, develop, support and retain great people.

Competitive pay and benefits

- Educators and cooks receive at least **5% above award rates**
- Assistant Directors receive at least **7% above award rates**
- Centre Directors receive at least **12% above award rates**
- **Teachers receive competitive salaries**, paid on par or above state primary schools, starting at \$94,077 for a three-year Graduate Teacher and \$101,804 for a four-year Graduate Teacher, inclusive of the 15% Australian Government-funded wage subsidy
- **Additional responsibilities are recognised through remuneration** for Educational Leaders, Teacher Mentors and Centre Directors who are also the nominated Teacher
- **Goodstarters also have access to benefits** supporting their physical, mental and financial wellbeing, including childcare fee discounts, wellbeing leave, Fitness Passport, EAP support and other employee offers

Investing in our people

In FY26, our 2025–2029 People Strategy entered its first full year of implementation focused on three priorities: designing a workforce that puts centres first; attracting and retaining the best talent; and building a high-performing, capable and engaged workforce focused on outcomes for children.

More Goodstarters are choosing to join us – and stay with us. Employee-initiated turnover reached its lowest level since 2020, while teacher turnover was the lowest in eight years. Vacancies also remained low despite continued competition for early childhood professionals across Australia. Engagement remained strong compared with sector benchmarks, with our Centre Directors continuing to record the strongest engagement across Goodstart.

Almost one in five new hires were returning Goodstarters, reflecting the strong connection our people maintain with Goodstart and their willingness to return and continue their careers with us.

With women making up almost 97 percent of our workforce, we continued to strengthen Goodstart as a workplace where women can build rewarding, long-term careers. Our average gender pay gap reduced from 12.6 percent in 2023-24 to 6.9 percent in 2024-25, supported by sustained investment in educator wages, fair and consistent salary reviews, improved paid parental leave and new leave provisions including still-birth and pregnancy loss, family-friendly workplace policies and opportunities for women to develop and progress their careers.

Our focus on strengthening the Goodstarter experience continued throughout FY26. We launched the My Goodstart Induction Program, providing new employees with stronger support, information and connection during their first months with us. We also continued to strengthen career development and growth pathways, performance and capability, and reward and recognition.

We strengthened leadership capability across state operations and increased support for centre teams. Our Empowered Leaders Program launched nationally for Centre Directors, Assistant Directors and around centre support leaders. Delivered in partnership with a Registered Training Organisation and tailored specifically to Goodstart, successful participants receive a Diploma of Leadership and Management while developing practical skills in people leadership, centre performance, workforce management and operational decision-making.

Workforce reporting also matured, with enhancements to our People Dashboard providing greater visibility of turnover, vacancies, recruitment, employee relations, diversity and learning.

Diversity and Inclusion transitioned into our People and Culture team following its development within the Social Impact team, bringing workforce strategy, employee experience and inclusion more closely together. Work also progressed on a refreshed Diversity and Inclusion Strategy, targeted for launch in the second half of 2026.

Preparations also began for the next round of Enterprise Agreement negotiations, with bargaining expected to commence in September 2026 ahead of the Agreement’s expiry in November.

Change-makers in action

You make the difference More than 6,000 peer-to-peer nominations were received in the first month of our three-month You Make the Difference recognition program, celebrating Goodstarters making a difference for children and families in centres and across Centre Support Office.

Goodies awards A record year for nominations were received for Goodstart’s Goodies Awards – our national recognition program celebrating best practice and excellence – with more than 80 state winners and 14 national winners recognised for their contribution to children, families and communities.

Giving @ Goodstart Goodstarters raised more than \$300,000 for our charitable cause, the Early Learning Fund, through Giving@Goodstart our workplace giving program.

Pyjama Day Centre teams rallied behind causes that matter to their communities, supporting Children’s Ground’s Wear it Yellow Day, Aspect’s Walk for Autism, Jeans for Genes, Day for Daniel and the World’s Greatest Shave – including raising more than \$42,000 for The Pyjama Foundation’s National Pyjama Day in June 2026.

Early Childhood Educators’ Day was celebrated across our network, with funded morning teas recognising the contribution educators make to children every day.



Discovering ‘next’ Practice in New Zealand

Seven of Goodstart’s 2025 national Goodies Award winners travelled to New Zealand for an immersive Discovering Next Practice professional learning experience, led by Chief Children’s Officer Professor Cathrine Neilsen-Hewett and Program Lead – Teaching, Learning and Support Jo Singleton.

Building on previous study tours to New Zealand and Singapore, the experience reflects Goodstart’s commitment to recognising exceptional people while continually learning how we can strengthen practice for children.

Participants visited BestStart centres and its head office and connected with the University of Auckland’s Early Childhood Education team. They also explored Māori culture and how identity, culture and belonging are embedded in early childhood education.

Daily reflection sessions helped participants translate what they observed into ideas they could bring back to their own centres and share across Goodstart’s national network.

[Read more](#)



800+ centre leaders and support teams came together at Goodstart’s State Conferences across Australia, with 2021 Australian of the Year and advocate for survivors of sexual assault Grace Tame bringing a powerful perspective on safeguarding. Across two days, safeguarding, safety and reconciliation took centre stage, equipping leaders with insights and practical approaches to drive continued improvement across their centres and communities.

Careers that grow with us

Our Grow Our Own strategy continued to create pathways from traineeships through to Diploma, Bachelor and postgraduate qualifications, helping Goodstarters grow their skills and build meaningful careers with us

\$25.9 million	invested in professional development and qualifications – around \$1,800 per Goodstarter – building capability while supporting our stringent safeguarding and safety standards
1,600+ Goodstarters	were supported through our Certificate III Traineeship and Diploma Upskill programs, with 392 completing their studies during FY26
330 Goodstarters	received teacher study support, with 95 graduating with a ACECQA Approved Early Childhood Teacher Qualification (including Bachelor of Education and Master of Teaching)
2,000+ Teachers	supported through our Thriving Teachers program, helping them progress their professional development and achieve and maintain proficient status
160 Leaders	commenced our Empowered Leaders Program, working towards a Diploma of Leadership and Management while strengthening leadership capability across our network

Policy, research and advocacy

In FY26 landmark reforms, including the introduction of the Three Day Guarantee, record levels of investment in improved pay for the ECEC workforce and progress towards a more universal early learning system reflected years of advocacy by Goodstart and others across the sector.

Goodstart's advocacy is grounded first and foremost in what we learn from children, families and educators across our national network. Insights from our centres – including participation, attendance, quality and inclusion – combined with rigorous research help identify emerging challenges and practical solutions. Together, they enable Goodstart to inform policy, strengthen practice and advocate for reforms that improve outcomes for children across Australia.

Goodstart collaborates with peak bodies including the Early Learning and Care Council of Australia and Early Childhood Australia and with other sector leaders and grassroots campaigns seeking reform in the best interests of children and families.

Key issues we've advocated for

- Replacing the 'activity test' barrier to accessing early learning with the Three Day Guarantee for all children, which took effect from 1 January 2026.
- Improving access in underserved communities through the Federal Government's \$1 billion Building Early Education Fund commitment.
- Ensuring early childhood educators and teachers are paid fair wages and supporting the introduction and extension of the Federal Government's \$3.6 billion Worker Retention Payment.
- Welcoming the Federal Government's commitment to develop a national Early Education and Care Commission, and opening discussions with state education ministers and the sector.
- Improving quality and safety by raising standards and increasing workforce investment across the sector.
- Advocating for every child to have access to at least three days of high quality, teacher-led preschool in the two years before school, supported by equitable policy and funding settings across all providers.
- Improving equity and inclusion through state and federal investment.
- Improving affordability by increasing public investment in early learning where it will have the greatest impact.
- Promoting the role that quality not-for-profit providers can play in a universal early learning system.
- Shaping national reform through evidence-based policy, drawing on research, sector insights and Goodstart's own experience across our network.
- Working with sector partners to promote the benefits of quality early learning to policymakers, parents and the broader community.
- Launching the Good Choices campaign to support parents to identify and choose high quality early learning, and revamping our parent-facing First Five Years and SmartStart websites.

Advocacy priorities in the spotlight

Affordability

Cost should not determine whether a child can benefit from high quality early learning. While the introduction of the Three Day Guarantee represents a significant step forward, Goodstart continues advocating for policies that make early learning more affordable and enable more children who stand to benefit most to participate.

Strengthening inclusion support

The Inclusion Support Program helps children with additional needs participate alongside their peers and get the support they need to learn and thrive. With one in four of Australia's children starting school developmentally vulnerable, Goodstart continues advocating for a more sustainable program that reflects the increasing complexity of children's needs and the true cost of delivering inclusive early learning.

Not-for-profit providers

As Australia moves towards a universal early learning system, Goodstart continues to build the evidence base and collaborate with fellow not-for-profit providers to support policies that grow high quality not-for-profit provision. Recent national inquiries have found that not-for-profit providers consistently deliver stronger quality outcomes and greater inclusion, making them well placed to improve access and outcomes for children, particularly in communities experiencing disadvantage.

ECEC Commission

Goodstart has long advocated for the establishment of a national Early Education and Care (ECEC) Commission to provide stronger stewardship of Australia's early learning system. A Commission would provide stronger national stewardship of quality, safety, inclusion, workforce planning and service supply, helping ensure all children have access to high quality early learning, regardless of where they live.



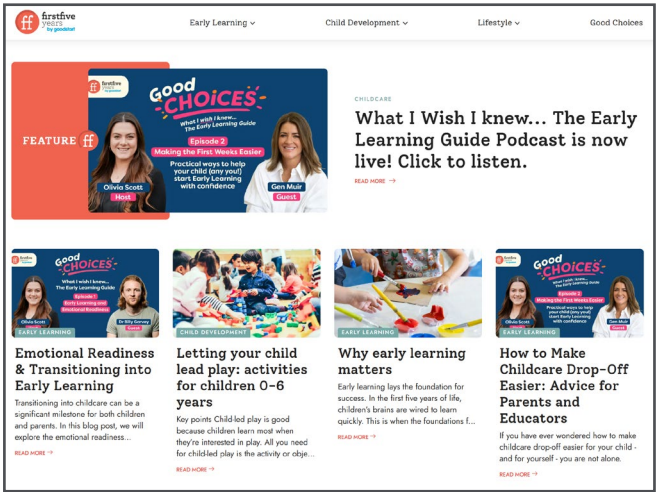
Prime Minister Anthony Albanese announced the Worker Retention Payment extension at Goodstart Hampton Park (Somerville Road).

Supporting a sustainable workforce

The extension of the Australian Government's \$3.6 billion Worker Retention Payment is helping secure a more sustainable future for Australia's early childhood workforce. Goodstart has long advocated for fair wages that attract and retain skilled educators, strengthening the quality of early learning and giving children greater continuity with educators they know and trust, while also improving gender pay equity. Embedding higher wages into the long-term funding of the sector is essential to maintaining a stable, high-quality workforce for the future.

Improving quality through informed choice

Quality improves when families are empowered to make informed choices. During FY26, Goodstart launched the Good Choices campaign and refreshed our First Five Years website to help families recognise safe, high quality early learning and care, regardless of provider. By equipping families with evidence-based information and practical questions to ask when choosing a service, the campaign encourages greater transparency, informed decision-making and a stronger focus on quality across the sector. Smart Start complements this work by sharing evidence-based information about the importance of the first five years and the lasting benefits of quality early learning.



Launched in April 2026, Good Choices quickly built a strong following and social media reach, connecting families with evidence-based advice through the First Five Years website, podcasts and expert content.

Three Day Guarantee: Advocacy reform making a difference

Marnie is a single mother supporting two children on a low income. Since increasing her daughter Sylvie's attendance to three days a week, Marnie says the added consistency has helped to strengthen Sylvie's confidence, support her attachment needs and better prepare her for school. The additional support has also helped ease cost-of-living pressures while giving Marnie more time and flexibility to care for Sylvie's older brother, who has a disability.

Parent Amina says the introduction of the Three-Day Guarantee has allowed her son, Adam, to increase his early learning attendance from two to three days a week. She says the additional support has provided more time to continue her studies in education and disability support, while also balancing family responsibilities at home.

Sophie's family recently relocated from one Goodstart centre to another, following her husband's defence posting. Currently on maternity leave with her eight-month-old baby, Sophie says the Three-Day Guarantee has given her valuable time to look for work that aligns with her career goals and interests, rather than needing to return to work out of financial necessity. She is also planning to enrol her newborn at Goodstart through the Three-Day Guarantee.

*Names have been changed to protect family privacy.



In brief: Research

Goodstart supports several key research partnerships and collaborations to improve Australia's evidence base and deliver better child outcomes. Goodstart acknowledges our research partners including: the Life Course Centre, Adelaide University (BetterStart Group), Macquarie University, University of Wollongong, University of Melbourne, Murdoch Children's Research Institute and Queensland University of Technology.

Tracking long-term outcomes

- South Australian Data Linkage Project**
 Through our partnership with the BetterStart Group at the University of Adelaide, researchers can examine how early learning experiences at Goodstart influence children's long-term educational, development and wellbeing outcomes.
- Life Course Centre (University of Queensland)**
 A seven-year collaboration exploring how early learning shapes life outcomes – particularly for children experiencing vulnerability.
- Australian Children of the Digital Age (ACODA) Study**
 Goodstart is a partner of the Australian Research Council Centre of Excellence for the Digital Child – a national longitudinal study, which is helping to build an understanding of how children develop and learn in a digital world.
- GenV (Murdoch Children's Research Institute)**
 Goodstart is exploring an opportunity to partner with GenV – Australia's largest-ever and most inclusive child and parent research study which will give a more complete picture of child and parent health and wellbeing.

Outside these longitudinal studies, Goodstart is also supporting evaluations of its integrated hub services, including Goodstart Elizabeth Vale (delivered in partnership with the South Australian Government), and Goodstart Morwell Central delivered in partnership with Our Place and the Victorian Government. These evaluations examine how bringing together early learning, health, wellbeing and family support services can improve outcomes for children and families.



Minister for Education Jason Clare visiting our Narwee centre.



Queensland Premier David Crisafulli visits Goodstart Manunda.



Our CEO Dr Ros Baxter and Georgie Dent, CEO of The Parenthood, discuss safety and quality on leading national morning program, the Today Show.



Looking ahead

Our 2025–2029 Strategy is underway, with five strategic goals focused on giving every child the best possible start – no matter their postcode, background or circumstances.

For our people, the strategy provides a clear guide for how day-to-day decisions and actions contribute to our long-term goals. Their leadership, expertise and collaboration will be critical to bringing it to life.

For families and our partners – including governments, philanthropists and sector leaders – it sets out what we are striving to achieve and the important role partnership and collaboration will play in getting there.

As we look ahead, our focus remains clear: children first, always. We know children thrive when the adults around them are supported to thrive too. Attracting, developing and retaining talented educators and leaders will remain a critical priority, alongside ensuring our organisational foundations keep pace with our ambitions.

Strong governance, financial sustainability, capable leadership, effective systems and high-performing teams will enable us to grow sustainably, strengthen our impact and create greater opportunities for children and families. Together, these priorities will help us deliver on our purpose and make the greatest possible difference for Australia’s children.

2025-2029 Strategic Goals



High Quality Inclusive Services

We will uplift quality and inclusion across every service, build greater capability to support children with additional needs and monitor and evaluate the impact of our work to deliver better outcomes for all children



Empowered Teams

We will invest in capability, nurture wellbeing and grow the professionalism of our people in the knowledge that boosting our people strength will have a positive flow-on effect and lead to improved outcomes for children



Strong Fundamentals

We will improve performance across every function and service to strengthen our business so we can invest more into children, families, our people and our social purpose



More Impact

We will develop scalable, integrated approaches for the children, families and communities who need it most, and work with government and partners to build evidence and secure funding to scale impact beyond Goodstart



Extended Reach

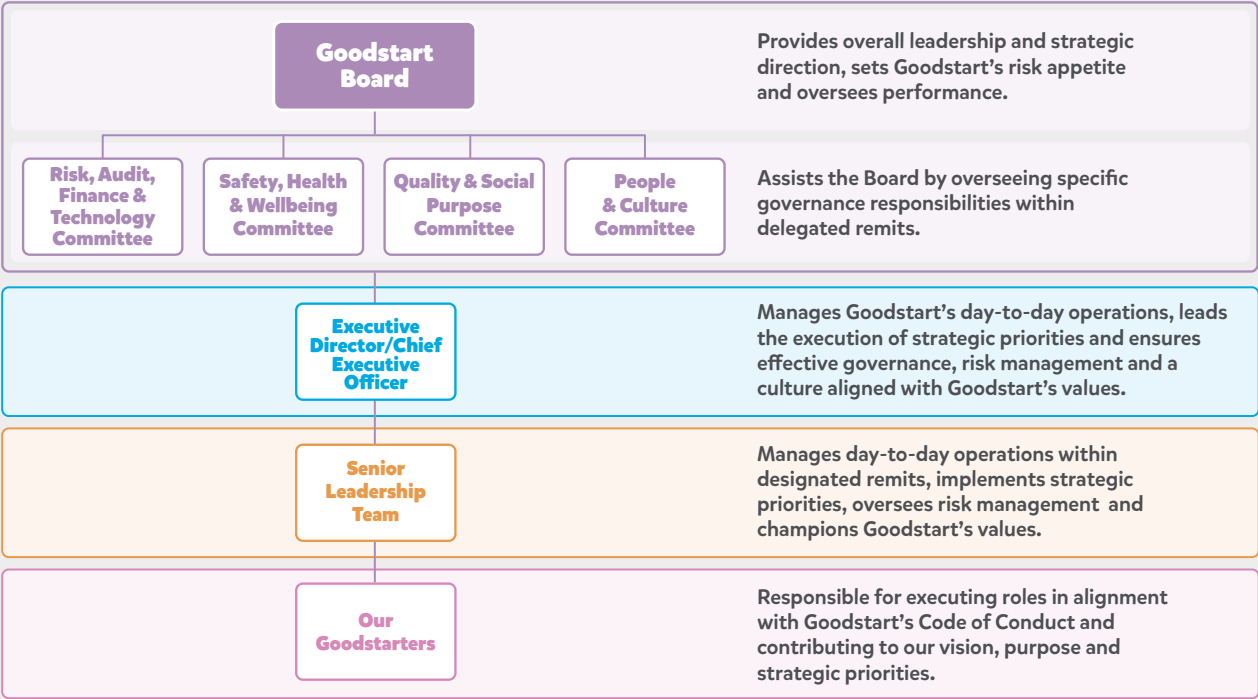
We will ensure more families have the choice of a high quality provider by growing our own footprint in areas of greatest need and advocating for more favourable policy settings that enable broader not-for-profit growth

Our governance

Our corporate governance framework

The Goodstart Board is responsible for overseeing our corporate governance framework. It provides leadership and strategic direction, ensuring strong stewardship, accountability and performance across our organisation.

The Board plays a vital role in monitoring the effectiveness of risk management and ensuring that our performance, direction and internal controls are aligned with Goodstart’s vision, purpose, strategic priorities and risk appetite. It also provides constructive challenge and support to the Chief Executive Officer and senior management.



Direction and control

Throughout the financial year, the Board met five times, comprising of four multi-day Board and Committee meetings and one shorter Board meeting. In addition, Directors participated in out of session briefings, strategic planning sessions, professional development activities, and visits to Goodstart centres.

Directors also attended committee meetings, with each Board Member serving on at least two committees. The full Board sits on both the Safety, Health and Wellbeing Committee and the Quality and Social Purpose Committee.

The Board, either directly or through its committees, regularly receives reports and presentations from senior leaders and managers on strategic opportunities, financial and operational performance, risks relevant to Goodstart, and key measures to track our progress in creating meaningful impact for children, families, communities and our people.

The Board’s work is guided by the Goodstart Constitution and its Board and Committee Charters, which are reviewed annually.

To support its work, the Board is assisted by four specialised committees that provide focused oversight in key areas –Risk, Audit, Finance and Technology Committee, Safety, Health and Wellbeing Committee, Quality and Social Purpose Committee, and People and Culture Committee.

Our corporate governance framework ensures clear accountability, effective controls, and robust oversight. The key components of this framework are outlined below.

Board composition

The Board recognises the importance of a balanced mix of skills, experience, and diversity to support effective governance and decision-making.

As at 30 June 2026, the Board comprised of nine Directors, including eight independent Non-Executive Directors and the Executive Director/Chief Executive Officer. The Board’s composition reflects a breadth of expertise across key areas such as industry knowledge, governance, finance, risk management, and leadership.

During the financial year, the Board acknowledged the retirement and significant contributions of Non-Executive Directors Natalie Walker, Lynelle Briggs AO and June McLoughlin AM, and welcomed Emeritus Professor Deb Brennan, Mark Woodland and Jody Broun, as Non-Executive Directors.

Our Board of Directors

Goodstart’s directors during the financial year are set out below:



Paul Robertson AO

B Comm; FCPA

Chair, Non-Executive Director

Member of People and Culture Committee

Member of Quality and Social Purpose Committee

Member of Safety, Health and Wellbeing Committee

Appointed 1 December 2019

Paul Robertson AO has extensive experience as a non-executive director and chair in a wide variety of commercial and not for profit organisations across Australia. He is the immediate past Chair of Social Ventures Australia, St Vincent’s Health Australia and Alzheimer’s Australia. He was also a Non-Executive Director of Dementia Australia, Sydney Theatre Company Foundation and Telco Together Foundation.

Paul is currently Chair of Humanity Health Group, Better Health Generation UK, Tonic Media Network, Grace Papers and Founder and Executive Director of the Financial Markets Foundation for Children. He has broad experience in finance, including 27 years as Global Treasurer and Executive Director at Macquarie Bank.

Paul was made an Officer of the Order of Australia in 2018 for distinguished service to the community through ethical leadership and management of, and philanthropic contributions to, health, social enterprise, research, education and arts organisations.



Dr Ros Baxter PSM

PhD; LLB; BSW; BA; GAICD

Executive Director and Chief Executive Officer

Member of Quality and Social Purpose Committee

Member of Safety, Health and Wellbeing Committee

Appointed 20 March 2023

Ros Baxter is a leading Australian education executive who has spent the last 30 years working and partnering around the idea that early intervention and education are the keys to addressing intergenerational disadvantage. Since starting her career as a frontline social worker in child protection, Ros has worked across government and with partners in the community and research sectors to maximise understanding, investment and effective interventions for children and families. Before joining Goodstart, Ros was the Deputy Secretary for the Australian Government Department of Education and former First Assistant Secretary, Social Policy Division, of the Department of the Prime Minister and Cabinet.

With a strong background in public policy as both a leader and policy analyst, in addition to consultancy experience, Ros brings a deep understanding of issues affecting children, families and the sector, benefitting Goodstart’s vision and purpose and ongoing focus to deliver on our strategic goals. In designing solutions, Ros is an advocate of partnering closely with families, educators and early learning services who know and understand children the best. With four children of her own, she believes that every person is different and differently capable, and that everyone has the right to a great start in life.

Ros is a Non-Executive Director of the Parkville Institute and the Early Learning and Care Council of Australia (ELACCA). She is also a member of the expert panel informing the establishment of the proposed National Early Education and Care Commission.



Professor Sir Kevan Collins

Ed.D

Non-Executive Director and Deputy Chair

Member of Quality and Social Purpose Committee

Member of People and Culture Committee

Member of Safety, Health and Wellbeing Committee

Appointed 1 December 2018

Sir Kevan Collins has had a long career in education and public service. After stepping down as Chief Executive of the Education Endowment Foundation (EEF), he now supports a range of UK and international child and youth-focused organisations. Prior to joining the EEF in 2011 as its first Chief Executive Officer, he served as Chief Executive and Director of Children’s Services for the London Borough of Tower Hamlets. Kevan began his career teaching in east London before going on to lead schools in Yorkshire and London. In 2002, he became National Director of the Primary National Strategy.

Sir Kevan is a Non-Executive Director of the UK Department of Education and adviser on school standards to the Secretary of State, a Non-Executive Director and Trustee of the EEF and HG Foundation, Vice Chair for Learning by Questions, Education Advisor to the South Australia Government Education Innovation Council, and Education Advisor to the Attwood Education Foundation.

Sir Kevan completed his doctorate in 2001 and is a visiting professor at the University College London Institute of Education. He was knighted for his services to education in 2015.



Jody Broun

B Ed; M Phil

Non-Executive Director

Member of Quality and Social Purpose Committee

Member of Safety, Health and Wellbeing Committee

Appointed 25 May 2026

Jody Broun is a visionary Australian leader and celebrated artist, whose career spans more than four decades. Starting her professional journey as a teacher, Jody has consistently demonstrated a deep commitment to education and empowerment.

Her leadership includes serving as Co-Chair of the National Congress of Australia's First Peoples, State Director for Australian Red Cross, as well as holding prominent roles such as Chief Executive Officer of the National Indigenous Australians Agency and senior executive appointments in both state and federal Aboriginal affairs. Throughout her extensive career, she has championed Indigenous rights, policy reform, and social justice.

As an artist, Jody Broun is acclaimed for her powerful storytelling through vibrant visual art. Her works have been featured in leading exhibitions and have earned prestigious art awards, including the Canberra Art Prize and the Telstra National Aboriginal & Torres Strait Islander Art Award.



Philip Coffey

BEc (Hons); FAICD; SF Finsia

Non-Executive Director

Chair of Safety, Health and Wellbeing Committee

Member of Risk, Audit, Finance and Technology Committee

Member of Quality and Social Purpose Committee

Appointed 6 December 2021

Philip Coffey is a highly regarded senior executive leader who has deep financial services experience. For over 20 years, Phil worked at Westpac Banking Corporation including three years as the Deputy Chief Executive Officer of Westpac Group. Prior to this role, Phil held a number of executive positions at Westpac including Chief Financial Officer and Group Executive. A passion for education led to Phil's involvement in the Westpac Scholars program and his appointment as the inaugural Chair. Phil has over 30 years of senior executive experience – from leading significant investment decisions, large technology projects to mergers and acquisitions. Phil began his career at the Reserve Bank of Australia and he has also held executive positions at Citibank.

Phil is a Non-Executive Director of Macquarie Group Limited. He recently retired as a Non-Executive Director of Lendlease Group Limited, and was formerly on the Board of Clean Energy Finance Corporation.



Chris Harrop

MBA (Hons); B Comm (Hons)

Non-Executive Director

Chair of Risk, Audit, Finance and Technology Committee

Member of Quality and Social Purpose Committee

Member of Safety, Health and Wellbeing Committee

Appointed 1 January 2019

Chris Harrop is an Advisory Partner in the Sydney office of Bain & Company where he has worked for over 30 years in the US, UK and Australia. Bain is a global strategy consulting firm with over 14,000 staff across 65 offices in 40 countries. Chris has specialised in the services sector and on projects addressing corporate strategy, customer experience improvement and broad-based transformational change.

Chris is Chair of Tennis Australia, and formerly served on Bain's global Board of Directors. He is also a former Non-Executive Director of Social Ventures Australia and the Australian Brandenburg Orchestra. He is a cofounder of Restacking the Odds, a not-for-profit partnership between Bain, Social Ventures Australia and MCRI working to address inter-generational disadvantage in Australia, and is a strategic advisor to For Purpose Investment Partners.

Chris earned an MBA with Honours from IMD in Lausanne, Switzerland, and a Bachelor of Commerce with First Class Honours in Marketing from Otago University in New Zealand.



Belinda Hutchinson AC

BEcon; FCA; FAICD

Non-Executive Director

Chair of People and Culture Committee

Member of Quality and Social Purpose Committee

Member of Safety, Health and Wellbeing Committee

Member of Risk, Audit, Finance and Technology Committee

Appointed 28 November 2024

Belinda Hutchinson AC is a non-executive director with extensive experience across business, education and philanthropy. She currently serves as a Non-Executive Director of Australian Philanthropic Services, Qantas and Thales Australia, and is a Trustee of the St Vincent's Curran Foundation. In 2020, she was appointed as a Companion of the Order of Australia for her significant contributions to business, tertiary education, scientific research and philanthropic efforts addressing social disadvantage.

Previously, Belinda was the Chancellor of the University of Sydney from 2013 to 2024, and chaired Thales Australia, QBE Insurance Group and Future Generation Global Investment Company. Her board experience includes serving as non-executive director of Telstra Corporation, Coles Myer, Energy Australia, AGL Energy, TAB, Snowy Hydro Trading, Sydney Water, Crane Group and St Vincent's Health Australia. She also held executive positions as an Executive Director at Macquarie Group, Vice President at Citibank and a Senior Manager at Andersen Consulting (now Accenture).

Belinda holds a Bachelor of Economics from the University of Sydney and is a Fellow of the Institute of Chartered Accountants and the Australian Institute of Company Directors. She is a former president of Chief Executive Women and is involved in her family's charitable trust.



Emeritus Professor Deb Brennan AM

BA Syd., MA Macq., PhD Syd., FASSA

Non-Executive Director

Member of Quality and Social Purpose Committee

Member of Safety, Health and Wellbeing Committee.

Appointed 17 September 2025

Professor Deb Brennan is one of Australia's leading researchers in comparative social policy and gender and politics. She co-led the Productivity Commission's Inquiry into Australia's early childhood education and care system as an Associate Commissioner and is recognised internationally for her work in this field.

Deb has held visiting positions at the London School of Economics, Oxford University, Trinity College Dublin and the University of Melbourne. She is the author of The Politics of Australian Child Care, Caring for Australia's Children, and Lifting our Game. She is a former President of the Australian Political Science Association, a founding member of the Work + Family Policy Roundtable and has served on the boards of the Australian Council of Social Service, the Centre for Children and Young People and Community Child Care NSW. She is a Non-Executive Director of the Care Economy Collaborative Research Centre.

For many decades, Deb has worked to promote high quality early childhood education and care, paid parental leave and other policies that support families and children. She has collaborated with researchers and advised governments and community groups in the UK, Canada and New Zealand. A long-standing supporter of the not-for-profit sector, Deb was elected as the Inaugural Convenor of the National Association of Community Based Children's Services in 1982. She was made a Member of the Order of Australia in 2022 in recognition of significant service to social policy research, gender equity and tertiary education.



Mark Woodland

Non-Executive Director

Member of Risk, Audit, Finance and Technology Committee

Member of Quality and Social Purpose Committee

Member of Safety, Health and Wellbeing Committee

Appointed 17 September 2025

Mark Woodland is an Australian technology entrepreneur, business executive, and retired Australian Army NCO (Non-Commissioned Officer). He brings valuable early learning experience as a previous co-founder of an early learning business and as a founder of a childcare management platform that developed innovative tools to streamline daily operations and make childcare services more efficient and manageable.

Mark is currently the Chief Executive Officer of Kismet, an AI-powered healthcare platform dedicated to simplifying access to care for people living with disabilities and aging Australians.

With a background in education, he has built and scaled multiple purpose-driven companies by blending technology, empathy and relentless execution.

Known for his bold thinking and strong operational discipline, Mark is passionate about challenging broken systems and designing solutions that deliver real-world impact. At Kismet, he is leading the effort to modernise the healthcare experience – replacing paperwork, inefficiency, and fragmentation with intelligence, automation, and a human touch.

He is also an advisor to EduGrowth, Australia's Ed Tech Hub, which supports businesses to grow and scale.

Director retirements

Natalie Walker

BA (Psych); LLB

Former Non-Executive Director

Former Chair of Quality and Social Purpose Committee

Former member of People and Culture Committee

Former member of Safety, Health and Wellbeing Committee

Appointed 1 December 2018, retired 19 February 2026

Natalie Walker is the founder and Managing Director, of Inside Policy, a privately held boutique public consultancy and data analytics firm that advises government, corporates and not-for-profits on a range of social and economic policy matters. Natalie is a committed advocate for reconciliation and was previously the Chief Executive Officer of Supply Nation, a start-up greenfields company focused on increasing the participation of Indigenous business in the supply chain of Australia's largest companies.

She is a Non-Executive Director of NRMA, the Paul Ramsay Foundation, Life Without Barriers, and the Climate Council of Australia. Natalie has previously held roles at KPMG Australia, the Australian Human Rights Commission, and in the Queensland Government.

Lynelle Briggs AO

B Econ; GAICD

Former Non-Executive Director

Former Chair of Safety, Health and Wellbeing Committee

Former member of Quality and Social Purpose Committee

Former member of Risk, Audit, Finance and Technology Committee

Appointed 15 December 2015, retired 17 September 2025

Lynelle Briggs AO has held numerous senior leadership and governance roles across the public and not-for-profit sectors. She was a Commissioner on the Royal Commission into Aged Care Quality and Safety, Chair of Maritime Super, Chair of NSW's Planning Assessment Commission, Chair of the General Insurance Code Governance Committee, Councillor of the Royal Australian College of General Practitioners Board, and a Non-Executive Director of the Australian Rail Track Corporation.

She is a former Australian Public Service Commissioner and former Chief Executive of Medicare Australia. In 2013, Lynelle was appointed an Officer of the Order of Australia for distinguished service to public administration.

June McLoughlin AM
M.Ed

Former Non-Executive Director
Former Chair of Quality and Social Purpose Committee
Former member of Safety, Health and Wellbeing Committee
Appointed 15 December 2015, retired 17 September 2025
June McLoughlin AM was formerly Principal Advisor of Our Place, a Colman Foundation Initiative. She has extensive experience in policy and service development, research, and practice within early childhood, family support, and children’s services fi elds. This has given her a broad and deep understanding of issues relevant to the needs of parents and their children. June has managed many state and national projects designed to refocus early years services to provide more integrated support for families with young children, with a particular interest in vulnerable children.
In 2023, June became a Member of the Order of Australia for her significant service to child advocacy and early learning.

Company secretaries

The Company Secretaries are accountable to the Board, through the Chair, on all matters relating to the proper functioning of the Board.

Gavin Bartlett LLB

Gavin Bartlett was appointed Company Secretary on 28 May 2010. Gavin is a solicitor admitted to the Supreme Court in Queensland and Victoria and to the High Court of Australia. Gavin has over 20 years’ experience in legal practice, both in private practice and in managing in-house legal teams across Australia and New Zealand.

Nadine Fiers LLB (Hons); GAICD

Nadine Fiers was appointed joint Company Secretary on 20 May 2024. Nadine has over 15 years’ experience advising senior management and boards on best practice corporate governance. Nadine’s experience encompasses not-for-profit, publicly listed, and government organisations, holding company secretarial and senior management positions.

Our executives

Goodstart’s executives during the financial year are set out below:

Dr Ros Baxter
Executive Director and Chief Executive Officer
PhD; LLB; BSW; BA

See page 39 for complete biography of Dr Ros Baxter.



Peter Gunn
Chief Financial Officer
GAICD, BCom, FCPA, MAppFin
Peter is an experienced Chief Financial Officer who is passionate about working in purpose-driven organisations. As Goodstart’s Chief Financial Officer, he is an accomplished finance and commercial leader with extensive experience across health, aged care, retirement living, not-for-profit, financial services, engineering, construction, projects, mining and energy.

With expertise spanning finance, commercial operations, funding, procurement, IT, property, and governance, Peter has a proven track record of leading strategy, driving transformation and delivering operational excellence. He is recognised for building high-performing teams, leading organisations through complex change and applying deep financial expertise across both listed and privately held organisations.
Prior to joining Goodstart, Peter led finance and corporate services across a distributed network of more than 400 locations, developing a deep understanding of large-scale, service-based operations. Peter’s strategic financial and risk leadership is playing a critical role in shaping a strong and sustainable future for the Goodstart Early Learning Group, supporting the organisation’s long-term growth and its mission to provide high quality early learning to children and families across Australia.



Myra Geddes
Chief Impact Officer
BEd; BBus
Myra oversees Goodstart’s social impact strategy, policy, measurement, research and evaluation and social impact programs and initiatives such as Goodstart Plus (Goodstart’s approach to integrated services) and the Early Learning Fund. Myra and her team amplify the delivery of Goodstart’s social purpose and impact across the country.

Myra brings significant experience to Goodstart, as a driving force of social policy and reform that has helped transform and improve the quality of life of Australians. She has been the senior social policy advisor to two Australian prime ministers and has worked across early childhood education and care, schools, community services and health policy at state and national levels. Myra’s career began as a teacher in the northern suburbs of Brisbane. She is deeply committed to supporting those Goodstarters working closest with children and is a passionate believer in the power of early learning to transform children’s lives. Myra co-wrote Preschool – Two Years are Better Than One with Dr Stacey Fox at the Mitchell Institute which aimed to help compel Australia to pursue a national commitment to ensuring all three-year-olds have access to high-quality early childhood education by offering a second year of preschool. Myra has also been a Goodstart mum, with her children attending Goodstart Kedron.



Lisa Gibson
Acting Chief Operating Officer
BTeach (birth-5); Dip Mgt; Dip Bus; Cert IV (Workplace Training & Assessment)
Lisa has been with Goodstart since its foundation and, as an Early Childhood Teacher, is passionate about inspiring teams to deliver safe, high quality, inclusive early learning. This underpins her work as Acting Chief Operating Officer, where she leads our Operations team to strengthen outcomes for children, families, and teams while balancing organisational performance.

With more than 25 years of experience in the early childhood sector, Lisa has worked across a range of settings with children from birth to 12 years, as well as adult vocational education, giving her a deep understanding of pedagogy and leadership. She has held a range of leadership roles within Goodstart, including State Manager for NSW North and the Northern Territory, leading more than 80 centres, and later General Manager, Performance Improvement, with national oversight of operations, strengthening impact and commercial performance across the organisation – but always keeping children central to everything she does.
Lisa is recognised for combining operational excellence with purpose-driven leadership, consistently placing Goodstart’s mission at the centre of her work. She is committed to creating environments where Goodstarters and centres thrive. Lisa is also a Goodstart mum, with her son attending Preschool in one of our centres.



Rebecca Hutchings
Chief First Nations Officer
BEd (Early Childhood, Birth -12 Years); GradDip Aboriginal Languages
Rebecca Hutchings is a proud Wonnarua woman with more than 20 years of experience across early childhood, schooling, curriculum reform, higher education and public policy. As our Chief First Nations Officer, Rebecca works to drive measurable improvements in First Nations children’s learning, development and wellbeing outcomes within Goodstart centres and beyond.

Having started her career in early childhood education as an early childhood teacher, Rebecca believes high quality, culturally strong early learning is foundational to Closing the Gap. Her career has been shaped by a deep commitment to creating systems, cultures and opportunities where children, families and communities can thrive, particularly through work that advances equity, cultural integrity and creating better outcomes for Aboriginal and Torres Strait Islander peoples.
Over the past decade, Rebecca has led complex reform across government and education settings, working at the intersection of strategy, policy, governance and cultural leadership including – securing major investment, leading statewide Aboriginal early childhood reform and embedding Aboriginal priorities into curriculum. At the heart of her leadership is a strong belief in community partnership, cultural authority and the power of shared purpose. She is especially passionate about growing people, creating culturally safe and inclusive workplaces, and supporting teams to do meaningful work that has a real impact in people’s lives.



Meegan McLauchlan
Senior Executive Officer
Ass. Dip (Social Science)
Meegan brings over two decades of experience in early learning and leadership at Goodstart. Beginning her career as a student in a regional Western Australia early learning service, Meegan has built a diverse skillset across roles – from operations, including Centre Director, to acquisitions management and critical incident management. She now serves as a trusted advisor to the Senior Leadership Team (SLT).

As Senior Executive Officer, Meegan is known for her strategic insight and deep understanding of Goodstart’s social purpose, focused on delivering positive social impact for Australia’s children, families, and communities. She plays an invaluable role in uniting and guiding the SLT, strengthening its focus on Goodstart’s vision and purpose. Known as the “beating heart and brains” of the team, Meegan amplifies Goodstart’s social impact by ensuring SLT remains aligned with Goodstart’s long term goals, championing a culture of reflection, proactive decision making and continuous improvement across the organisation.
Passionate about advancing outcomes for children, families, educators and the broader community, Meegan is committed to Goodstart’s vision and purpose. She works closely with leaders to navigate challenges and drive initiatives that bring Goodstart’s strategy and vision to life across more than 650 communities.



Professor Cathrine Neilsen-Hewett
Children’s Chief Officer
PhD (Early Childhood); BA (Hons) (Psychology and Educational Psychology)
Cathrine leads initiatives that bring our ambition to be a world leader in early years pedagogy and practice to life, working closely with educators, the sector, academics and national and international thought leaders to translate evidence into everyday practice.

Professor Cathrine Neilsen-Hewett is an internationally regarded educator and researcher in early childhood education, known for leading innovative teaching programs at the University of Wollongong. She is highly respected by governments, industry, philanthropy and the research community for her high quality, field-leading teaching-related research, which continues to influence educational practice and workforce development in Australia and internationally.
Cathrine has made significant contributions to early childhood pedagogy and practice at a national level, including through her membership on the national Early Childhood Development Council. Her expertise spans areas such as children’s self-regulation, child assessment, early childhood pedagogy, trauma-informed practice and the integration of technology in early learning. Her work in these fields has impacted programs and policy, and she has been appointed as an advisor on key projects in Victoria, New South Wales, Singapore and Hong Kong.
Throughout her career, Cathrine has been deeply committed to elevating the professional status of early childhood educators, ensuring they have the pedagogical knowledge and tools needed to support high-quality and inclusive practice.



Barbara Shapland
Chief Family and Centre Services Officer
BEc

Barbara is a strategic leader dedicated to ensuring Goodstart delivers high quality early learning experiences for children and families while creating a great place to work for our people and teams.

As Chief Family and Centre Services Officer, she plays a key role in shaping and executing Goodstart’s strategic plan, ensuring the organisation’s vision and purpose are brought to life across its national network of centres. Barbara oversees critical areas including marketing, talent acquisition, workforce planning, procurement, and centre readiness, ensuring Goodstart’s people, resources and operations are aligned to support success.

With a strong background in change management, transformation and operational leadership, Barbara has led large scale projects and business improvements across early learning, transport and media. She is known for her ability to drive positive change, strengthen teams and create impact at scale.

Passionate about making a meaningful difference, Barbara is committed to helping Goodstart’s people and centre teams thrive – so every child can benefit from the best possible early learning experience.



Natalie Townsend
Chief People & Culture Officer
BBus; MAICD

Natalie excels in maintaining a great balance between organisational requirements and nurturing an exceptional employee experience to support our people to thrive.

Natalie leads our people and learning teams which maintain an unwavering focus on ensuring Goodstart provides an inclusive and thriving environment for both Goodstarters and the children we serve. Natalie brings significant HR expertise to Goodstart, with her career spanning across several roles within the Queensland Public Service, including Queensland Treasury and Queensland Audit Office. Prior to joining Goodstart, Natalie served as the Chief People Officer, leading a major HR transformation at Residential Tenancies Authority, where she also held acting positions as Chief Executive Officer and Chief Customer Experience Officer.

Our controlled entities

As at 30 June 2026, our 100% controlled entities include ACNC-registered BFS Children’s Services Limited and Goodstart Early Years Limited, both of which provide early learning and childcare services.

BFS Children’s Services Limited

BFS Children’s Services (BFS) has been part of the Goodstart Group since June 2020. Originally established in 1981, BFS has a long-standing commitment to driving positive, lasting change – advocating for the rights of families to access affordable, high-quality care. Today, it operates a network of long day care centres, term-only preschools, and outside school hours care services (known as ‘Fun Clubs’) across the Illawarra and the New South Wales South Coast region.

The BFS Board provides overall leadership and strategic direction, ensuring effective management, oversight, and sound governance. Goodstart is the sole member of BFS and holds specific decision-making powers, including for director appointments.

BFS’ financial accounts are audited by Goodstart’s external auditors and consolidated into Goodstart’s annual financial statements.

Directors’ meetings

The table below outlines the number of meetings held by the Goodstart Board and its Committees during the financial year, along with attendance by each Board member.

	Board of Directors		Committees							
			Risk, Audit, Finance and Technology		People and Culture		Quality and Social Purpose		Safety Health and Wellbeing	
			A	B	A	B	A	B	A	B
Paul Robertson	5	5	2	2	4	4	4	4	4	4
Ros Baxter*	5	4.5	5	5	4	4	4	4	4	4
Kevan Collins	5	4			4	3	4	4	4	3
Jody Broun	1	1								
Philip Coffey	5	5	5	5			4	4	4	4
Chris Harrop	5	5	5	5			4	3	4	4
Belinda Hutchinson	5	4	5	5	3	3	4	3	4	3
Deborah Brennan	5	5					4	4	4	4
Mark Woodland	5	5	3	3			4	4	4	3
Natalie Walker	4	4			2	2	3	3	3	3
Lynelle Briggs	2	2	1	1			1	1	1	1
June McLoughlin	2	1					1	1	1	1

Column A Number of meetings held while the director was a member of the Board or Committee.

Column B Number of meetings attended by the director while the director was a member of the Board or Committee.

*The Executive Director and Chief Executive Officer is a member of the Quality and Social Purpose Committee and the Safety Health and Wellbeing Committee, and attends the Risk, Audit, Finance and Technology Committee and People and Culture Committee.



Consolidated financial statements

Goodstart Early Learning

ABN 69 139 967 794

For year ended 30 June 2026

Our consolidated financial statements are an authorised extract from our audited accounts, providing a high-level summary of our financial performance. The full version of Goodstart’s consolidated financial statements are available on the Australian Charities and Not-for-profits Commission Charity Register.

Goodstart Early Learning

Income Statement	2026	2025
For the year ended 30 June 2026	\$000	\$000
Revenue from early learning centres	1,523,733	1,514,290
Government grants and other income	233,149	154,880
Total revenue	1,756,882	1,669,170
Employee costs	1,273,515	1,176,395
Property expenses	129,513	125,822
Depreciation of right of use assets	80,439	77,392
Catering and consumables expenses	74,464	69,749
Depreciation and impairment expenses	69,204	78,370
Net finance costs	57,304	57,674
Other expenses	61,447	54,887
Total expenses	1,745,886	1,640,289
Net surplus for the year	10,996	28,881
Net surplus (% of revenue)	0.6%	1.7%

The above reports are an authorised extract from the audited accounts.

Goodstart Early Learning

Balance Sheet	2026	2025
For the year ended 30 June 2026	\$000	\$000
Assets		
Cash and cash equivalents	95,396	86,259
Trade receivables and other assets	64,027	62,874
Property, plant and equipment	430,113	393,798
Financial assets	55,800	55,800
Right of use assets	677,841	657,866
Total assets	1,323,177	1,256,597
Liabilities		
Trade and other payables	108,482	99,038
Loans and borrowings	14,262	15,082
Lease liabilities	914,730	878,079
Employee benefits	149,124	137,548
Provisions	53,489	49,458
Contract liabilities	51,254	56,552
Total liabilities	1,291,341	1,235,757
Net assets	31,836	20,840

The above reports are an authorised extract from the audited accounts.

Goodstart Early Learning

Cash Flow	2026	2025
For the year ended 30 June 2026	\$000	\$000
Cash flows from operating activities		
Receipts	1,756,234	1,690,280
Payments	(1,519,771)	(1,421,955)
Net cash from operating activities	236,463	268,325
Cash flows from investing activities		
Net purchases of property, plant & equipment	(112,115)	(137,026)
Payments to term deposits	-	(10,000)
Net cash used in investing activities	(112,115)	(147,026)
Cash flows from financing activities		
Proceeds from borrowings, net of borrowing costs	-	(33,000)
Payments of lease liabilities	(57,306)	(66,142)
Net interest paid	(57,905)	(56,995)
Net cash used in financing activities	(115,211)	(156,137)
Net increase/(decrease) in cash and cash equivalents	9,137	(34,838)
Cash and cash equivalents at 1 July	86,259	121,097
Cash and cash equivalents at 30 June	95,396	86,259

The above reports are an authorised extract from the audited accounts.

**Ruth Briggs**

Educator – Goodstart Innisfail

Marisa De Vizio

Teacher – Goodstart Payneham

Noemil Flores

Educator – Goodstart Oakhurst

Yvonne Johnson

Senior Educator – Goodstart Byron Bay

Janine Ludwig

Centre Director – Goodstart Gawler South

Julianne Pearson

Teacher – Goodstart Kincumber

Sonya Taylor

Centre Director – Goodstart Green Point

Melissa Verity

Senior Educator – Goodstart Lara

Karen Wallis

Centre Director – Goodstart Berowra

**Cassandra Baker**

State Manager – Regional QLD

Brenda Blight

ICT Product Owner – Dimensions

Melissa Butvila

Centre Director – Goodstart Brighton – Brighton Road

Michelle Cameron

Assistant Director – Goodstart Parkwood – Woodlands Way

Ruth Creed

Senior Educator – Goodstart Labrador – Olsen Avenue

Roslyn Goodman

Senior Educator – Goodstart Mount Martha – Craigie Road

Belinda Hilston

Centre Director – Goodstart Bayswater North

Melissa Howells

Teacher – Goodstart Tallai

Rachel Jones

Centre Director – Goodstart Thorneside

Chi Wai Fong

Senior Educator – Goodstart Carlton

Jodie Smart

Educator – Goodstart Benowa

Anne Smith

Teacher – Goodstart Pacific Pines

Elizabeth Stansbie

Centre Cook – Goodstart Middle Ridge

Sandra Gutteridge

Teacher – Goodstart Hurstville – Millett Street

Angela Mery

SA State Performance Lead

Kim Morris

Senior Educator – Goodstart Golden Square

Kathryn Murison

Senior Educator – Goodstart Ballarat – Creswick Road

Julie-Anne Parsons

Senior Educator – Goodstart Dalby

Lisa Raggett

Teacher – Goodstart Corowa

Magda Youssef

Senior Educator – Goodstart Narre Warren – Pound Road North

Dianne Weissenbock

Assistant Director – Goodstart Linden Park

Annette McGeown

Educator – Goodstart Springfield Lakes

Behind Goodstart

Goodstart was created by a partnership of organisations who saw the potential of early learning to transform Australia. They wanted to address one of the key sources of many future problems – poor early childhood experiences. It made perfect sense for these groups to pool their energy and investment in early learning to fix the root cause of so many social problems.



The Benevolent Society

Formed in 1813, The Benevolent Society is Australia's first charity. It is a not-for-profit and non-religious organisation that helps people, families and communities achieve positive change through support and education.



Brotherhood of St Laurence

The Brotherhood of St Laurence

The Brotherhood is a not-for-profit organisation that works to alleviate and prevent poverty through research, services and advocacy. It is a non-government, community-based organisation that supports people experiencing disadvantage at all stages of life to build a better future for themselves and their families.



Mission Australia

Mission Australia is a non-denominational Christian community service organisation that aims to reduce homelessness and strengthen communities across Australia. It works to help people secure jobs, receive an education, find housing and develop important life skills.



Social Ventures Australia

Social Ventures Australia is a non-profit organisation established to improve the lives of people in need. It focuses on keys to overcoming disadvantage including great education, sustainable jobs, stable housing and appropriate health, disability and community services.

Thank you from Goodstart ...

Goodstart would like to acknowledge the funding and support provided by Governments and organisations including:

- Australian Government
- Australian Capital Territory Government
- New South Wales Government
- Northern Territory Government
- Queensland Government
- Government of South Australia
- Tasmanian Government
- Victorian Government
- Government of Western Australia
- Australian Government Department of Education National Indigenous Australians Agency (NIAA)
- NSW Department of Communities and Justice
- SA Office for Early Childhood Development
- Tasmanian Department for Education, Children and Young People
- Victorian Department of Education
- Abbot Point Bulkcoal Pty Ltd
- Australian Council for Educational Research Limited
- Boggabri Coal Operations Pty Ltd
- Brisbane City Council
- Cancer Council Queensland
- Charter Hall
- City Facilities Management
- City of Gold Coast
- Coaxial Foundation
- Coles for Business
- Educating Kids
- EducationAll Australia
- Employers Mutual Limited
- Gateways Support Services
- Giving at Goodstart (Goodstarter workplace givers)
- Greater Shepparton City Council
- Kids Gourmet Food
- Kimberly-Clark Australia
- Latrobe City Council
- Modern Teaching Aids
- National Australia Bank
- Optus
- Paul Ramsay Foundation
- Pinarc Disability Support
- Scope (Aust) Ltd
- Social Ventures Australia
- The Benevolent Society
- The Salvation Army
- Transgrid Community Partnerships Program
- Uniting (Victoria and Tasmania) Limited
- Winc Australia Pty Limited
- Woolworths
- Yooralla Kindergarten Inc



About the artwork

'The Heart of Reconciliation' by David Williams, a proud Wakka Wakka man and Executive Director of Gilimbaa, was commissioned to celebrate Goodstart's Stretch RAP 2024-2027. The artwork reflects children at the heart of everything we do - growing stronger and prouder when stories and culture are shared. At its centre is Harriet's Heart, created by Goodstart alumnus and the artist's daughter, Harriet Williams, symbolising that every child can find a welcoming heart at Goodstart.