



Technology for Social Justice

Infoxchange Annual Report 2025





Contents

Who we are	2
A message from our Chair & CEO	6
Infxchange strategy & theory of change.....	8
Digital empowerment	10
Sector capability	24
Collaborative impact	40
Infxchange crew and culture	44
Finance & sustainability.....	52
Thank you	56

Acknowledgement of Country

Infxchange acknowledges the Traditional Owners of the unceded lands of the Wurundjeri Woi Wurrung people of Naarm, the Kaurana people of Tarntanya, and the Turrbal and Jagera peoples of Meanjin on which we live and work. We acknowledge the importance of Country and our First Nations peoples' connection to it. We pay our respects to Elders past and present.



OUR VISION

Technology
for social
justice

OUR MISSION

We strengthen
communities using
technology to create
positive social
change

IN THE PAST YEAR, WE'RE
PROUD TO HAVE SUPPORTED:



3.5 million+
people in need



38,000+
not-for-profit, community
& government services



\$245 million
worth of technology
products and services were
donated to not-for-profits

A close-up, profile view of a man with short dark hair, wearing glasses and a dark blue t-shirt. He is smiling and looking upwards and to the right. His right hand is resting on his chin, and he is wearing a silver metal-link watch. In the background, another person wearing a brown beanie and a headset is visible, working at a computer in an office environment.

Who we are

Infoxchange is a leading not-for-profit (NFP) social enterprise that has been delivering technology for social justice for 35 years. We tackle the biggest social challenges through the smart and creative use of technology.

We work with community, government and corporate partners to solve issues around homelessness, family violence, mental health and disability, as well as supporting families, women and young people, and First Nations communities.

Our products and services are used by over 38,000 government and community services. We provide the right tools to improve efficiency and deliver greater impact. And through our work in digital inclusion and social innovation, we use technology to empower people experiencing disadvantage, driving social inclusion and creating stronger communities. We believe no one should be left behind in today's digital world.

We are Australia and New Zealand's leading NFP dedicated to using technology to improve the lives of people experiencing disadvantage and the organisations that support them.

Technology for social justice

Our social objectives

Digital empowerment

Supporting people experiencing disadvantage to improve their lives, through the use of technology.

ASK IZZY

Ask Izzy is Australia's leading community support website. It is designed to help people experiencing or at risk of homelessness, family violence, mental health challenges, or emergency relief. It connects them to vital support services and serves as a crucial tool for service providers. The Ask Izzy Connect program also supports frontline workers and hardship teams in better identifying and supporting vulnerable people.

SERVICE DIRECTORIES

Our service directory is Australia's largest and most up-to-date directory of health and welfare services. This directory powers Ask Izzy and is used by thousands of NFP organisations and government departments. We also deliver the SA Community directory, which is supported by the South Australian Government.

CLIENT & CASE MANAGEMENT

More than 6,000 service providers across the country trust our Australian-built, owned and operated client and case management systems to manage client-centred care and referrals. We continue to be the market-leading solution for the community sector.

Sector capability

Building the capability of the for-purpose sector to have greater impact in their communities through the use of technology.

IT SERVICES

We provide IT services tailored for the NFP sector. Our Australian-based IT Helpdesk is supported by dedicated infrastructure engineers and a professional services team specialising in areas such as cyber security and knowledge management.

DONATED & DISCOUNTED TECHNOLOGY

We help eligible NFPs access donated and discounted technology through our Connecting Up and TechSoup New Zealand platforms.

DIGITAL TRANSFORMATION AND CAPACITY BUILDING

We support organisations in building their digital capability through our Digital Transformation Hub, Data Catalyst Network, AI Learning Community, Technology for Social Justice conference, and more.

Collaborative impact

Leveraging our products, data & expertise in cross-sector collaborations to improve outcomes for people experiencing disadvantage.

CROSS-SECTOR PARTNERSHIPS

We facilitate and activate partnerships across the government, corporate, philanthropic, academic and NFP sectors, driving projects and programs focused on technology for social justice. From pioneering projects such as the Find My Way portal addressing homelessness, leading the Australian Digital Inclusion Alliance (ADIA), to our visionary NFP Digital Futures initiative that seeks to address systemic technology opportunities and challenges in our sector.

DIGITAL INCLUSION & EMPLOYMENT PATHWAYS

Our digital inclusion programs ensure vulnerable community members are not left behind in today's digital world. Our partnership with Telstra to deliver the Top Up program addresses affordability, we lead collaborations to develop digital skills in the community and our Tech Ready partnerships enable pathways into employment.

Embracing the land and culture upon which we work

In our work, we are proud to support hundreds of First Nations-led organisations to use technology that amplifies the impact they deliver within their communities.

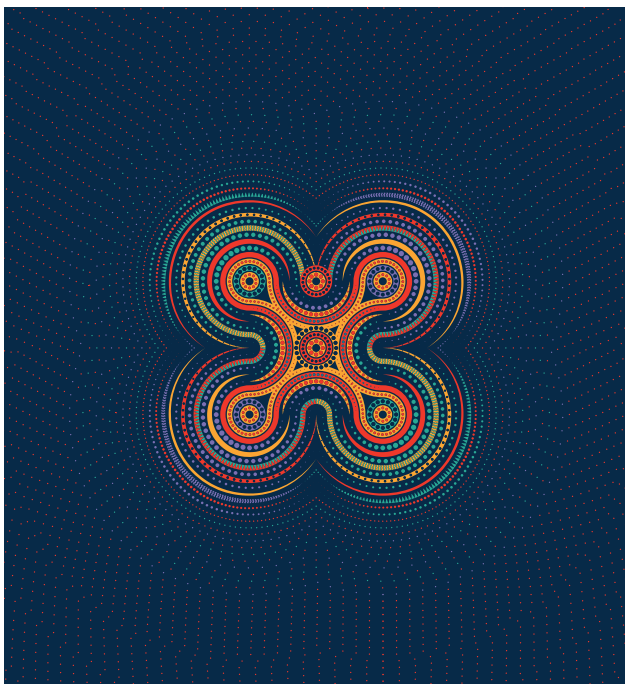
This year, we continued to demonstrate our commitment to reconciliation through events, education, and cultural engagement – including promoting the First Peoples’ Assembly of Victoria in its work towards Treaty, collaborating with the First Nations Digital Inclusion Advisory Group, celebrating First Peoples’ achievements in technology at our annual Australian Not-for-Profit Technology Awards, visually expressing our commitment across our physical and digital spaces, and incorporating local languages into our daily operations.

Looking ahead, and building on our Reflect Reconciliation Action Plan, Infoxchange’s Reconciliation Working Group is proud to soon publish our Innovate Reconciliation Action Plan. Our new RAP will strengthen our cultural engagement, partnerships, and reconciliation activities across the organisation.

This page: NFP Technology Award trophies made by Aboriginal Steel Art.

Opposite page (clockwise from bottom left): Reconciliation artwork by Marcus Lee; Australian Indigenous Governance Institute win First Nation’s category at the 2025 NFP Technology Awards; Welcome to Country at the Technology for Social Justice conference.





A message from our Chair and CEO

The pace of technological change continues to accelerate, driven especially by advances in artificial intelligence (AI). At the same time, the communities we serve face growing pressures from rising living costs, increasing demand for services, and the far-reaching impacts of digital transformation.

These challenges are complex, but they also present new opportunities to reimagine how digital technology and AI can be harnessed to support people in need and strengthen the organisations that serve them. The need to work together has never been more important.

At Infoxchange, we believe that genuine progress is achieved through partnership. By working collaboratively across sectors – bringing together government, philanthropy, technology, corporate partners, and the community sector, and grounding everything we do in lived experience – we can disrupt disadvantage and improve outcomes.

This year, with our partners, we were proud to support more than 38,000 community organisations with technology solutions that enable them to deliver vital services. Through our trusted client and case management system, national service directory, donated and discounted technology, IT services, and capacity building initiatives, we remain steadfast in our mission to ensure that no one is left behind in an increasingly digital world.

Artificial intelligence has rapidly become one of the defining forces of our time. When developed and applied safely and ethically, AI can transform the way community organisations operate and engage with their clients.

Over the past year, our teams have embraced AI and partnered with the sector to build the skills and confidence needed for responsible adoption. Together, we've explored how AI can support everything from grant writing, fundraising, data analysis, and report creation to transforming outcome measurement and program delivery.

We have been pleased to see AI driven innovation emerging across the sector with support from our team including Clean Up Australia, using AI to capture and report environmental impact; Wombat Housing, whose award winning "Wombot" chatbot helps young people experiencing homelessness; and Edufarmers Foundation, addressing child nutrition with the help of an AI chatbot.

We have also continued to advance our commitments to reconciliation, accessibility, and inclusion – foundational pillars of our vision for technology that promotes social justice.

We are encouraged by the collective momentum across the community sector. Despite ongoing challenges, organisations

are responding with purpose, resilience, and innovation. Together, we are laying the groundwork for a stronger, fairer, and more inclusive future.

Looking ahead, our strategy calls on us to lift our gaze and ensure the sector is equipped to thrive in a future shaped by AI and digital innovation. Technology is not an end in itself – it is a means to create communities where everyone has the opportunity to thrive.

We extend our sincere thanks to our staff, volunteers, and community advisory group for their dedication and commitment, and to our Board for their guidance and stewardship.

We are also extremely grateful to our customers and partners across the community, government, philanthropic, academic, corporate and technology sectors. Your trust and collaboration enables us to collectively deliver impact at scale.

Thank you for your ongoing support as we pursue our shared vision of technology for social justice.



Elana Rubin
Chair



David Spriggs
Chief Executive Officer



2025 highlights

We are proud to have supported over **3.5 million** people in need and **38,000** NFP, community and government services over the last year.

- » Ask Izzy and our service directory responded to over **8.5 million** searches for help across the community including emergency food relief, housing, financial assistance, mental health, and family violence services.
- » Our Digital Transformation Hub supported over **11,000** organisations on their AI journey including training, development of policies, and AI certifications for staff and volunteers – as well as supporting organisations to improve their cyber security, use of data, digital marketing, and technology roadmaps.
- » **\$245 million** worth of technology products and services were donated to not-for-profits through our Connecting Up and TechSoup New Zealand platforms.
- » Our client and case management system was used by **6,369** organisations with over **9.7 million** client records. Over **461,000** electronic referrals were sent for people needing support during the year.
- » Over **6,500** sector workers across more than **170** organisations were supported by our IT services team.
- » We hosted **300** delegates at our Technology for Social Justice Conference, with **100%** of those surveyed post-event saying they intend to return in 2026.

Infoxchange strategy & theory of change

For over 35 years, Infoxchange has delivered on our vision of technology for social justice.

Our mission is to strengthen communities using technology to create positive social change.

We aim to scale our impact by supporting the for-purpose sector to better serve people in need and disrupt disadvantage through cross-sector collaborations leveraging our products, data and expertise.

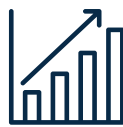


Our social objectives



Digital Empowerment

Support people experiencing disadvantage to improve their lives through the use of technology.



Sector Capability

Build the capability of the for-purpose sector to have greater impact in their communities through the use of technology.



Collaborative Impact

Leverage our products, services and data expertise in cross-sector collaborations to improve outcomes for people experiencing disadvantage.

Our “top five” priority framework

- 1. Scaling our impact** - Forge new partnerships by delivering on our product roadmaps, and establishing sustainable funding models to meet the evolving needs of the for-purpose sector, particularly in data, AI, and cyber security.
- 2. Customer focus** - Empower customer success through innovation, exceptional service, and adaptive solutions that meet their evolving needs. By fostering advocacy, partnerships, and a customer-centric culture, Infoxchange strives to become an indispensable partner in driving positive social change.
- 3. Healthy culture** - Be a learning organisation that empowers employees to grow and innovate, fostering a culture of continuous learning and holistic wellbeing and enabling our teams to fulfil Infoxchange’s mission.
- 4. Working smarter** - Maximise our efficiencies by streamlining our processes, leveraging our tools and sharing our knowledge across the organisation. By working smarter, we will achieve more, increase effectiveness and create a culture of innovation and collaboration.
- 5. Surplus for purpose** - Build the financially sustainable practices that fuel our mission, expand our impact, and drive long-term social change.

Our theory of change

The community sector is not leveraging technology to its full potential to maximise its impact.

Our focus areas



People experiencing housing stress or homelessness



Women, youth and families



Mental health



People with a disability



Disaster relief and recovery

Our core beneficiaries

- » Community organisations
- » Help-seekers
- » Government

What we do

We collaborate with the for-purpose sector, government, technology and corporate partners, as well as our community and team members, to create and implement a cohesive portfolio of products, services, and advisory solutions. Our goal is to strengthen communities through the effective use of digital technology and data.

- » Community
- » Government
- » Partners
- » Funders/Donors
- » Employees & Volunteers

Outputs

- » Sustainable products and services that enable organisations to meet the growing needs of the community at scale.
- » Providing information and education about the use of technology to empower innovative thinking for community organisations.
- » Share our data, insights and learnings to better inform, connect and empower the for-purpose sector.
- » Build partnerships leveraging our expertise, products and data.

Outcomes

SHORT TERM OUTCOMES

- » Vulnerable people can easily access the right services to support their needs, directly and indirectly through community organisations.
- » Affordable products and services that meet the needs of community organisations.
- » Leading a cross-collaborative network that seeks to address disadvantage in our core focus areas.
- » Bringing evidence-based innovation and technology to the sector.

LONG TERM OUTCOMES

- » Our products and services enable the for-purpose sector to be more effective in their work leading to better outcomes for people in need.
- » Build and foster collaborative and collective impact partnerships to disrupt disadvantage across our core focus areas.
- » Alleviating the distress of people in need, enabling them to make informed decisions and initiate action to change the circumstances in which they find themselves.



Disrupting the cycle of disadvantage through cross-sector collaborations leveraging our products, data and expertise.



Digital empowerment

Supporting people experiencing disadvantage to improve their lives, through the use of technology

Disrupting disadvantage

This year, millions of Australians have felt immense pressure from rising living costs, a national rental and housing crisis, and historically high interest rates. These macro factors have tested resilience and pushed many families into vulnerable positions. Foodbank's 2025 Hunger Report found that 1 in 3 Australian households (3.5 million households) experienced food insecurity in the past 12 months. Infoxchange's service directory (Ask Izzy) logged 8.5 million searches for support in 2025, the highest annual searches on record, with food, financial assistance, housing, and mental health as the top four search categories respectively.

The 2025 Australian Digital Inclusion Index (ADII) reports that 9.2% of the Australian population remains 'highly excluded', with over 1 in 5 of Australians digitally excluded. People on the lowest incomes experience the greatest barriers to connectivity, devices, and digital skills. Good Things Australia's 2024 Economic Benefits of Overcoming Digital Exclusion report found that closing this digital divide would contribute \$467M annually in economic benefits.

Digital literacy has become a shifting target, with rapid growth in AI adoption and the creation of a new AI divide across the community.

3.5M

or one in three Australian households experienced food insecurity in the past 12 months



1 in 5 Australians remain digitally excluded

\$467M

annual economic benefit of closing the digital divide



175,000 households are on social housing waitlists across Australia

40.9%

of First Nations people are digitally excluded, compared to the national average of 20.6%, (ADII, 2025)

AI advancements have also fuelled more sophisticated scams, causing a significant impact on communities across Australia. In 2024, Australians reported a combined loss of \$318 million to scams, with Investments, Romance, and Phishing among the top categories (Scamwatch, 2024).

At Infoxchange, we remain committed to ensuring no one is left behind in today's digital world.

Ask Izzy on the frontline of social justice

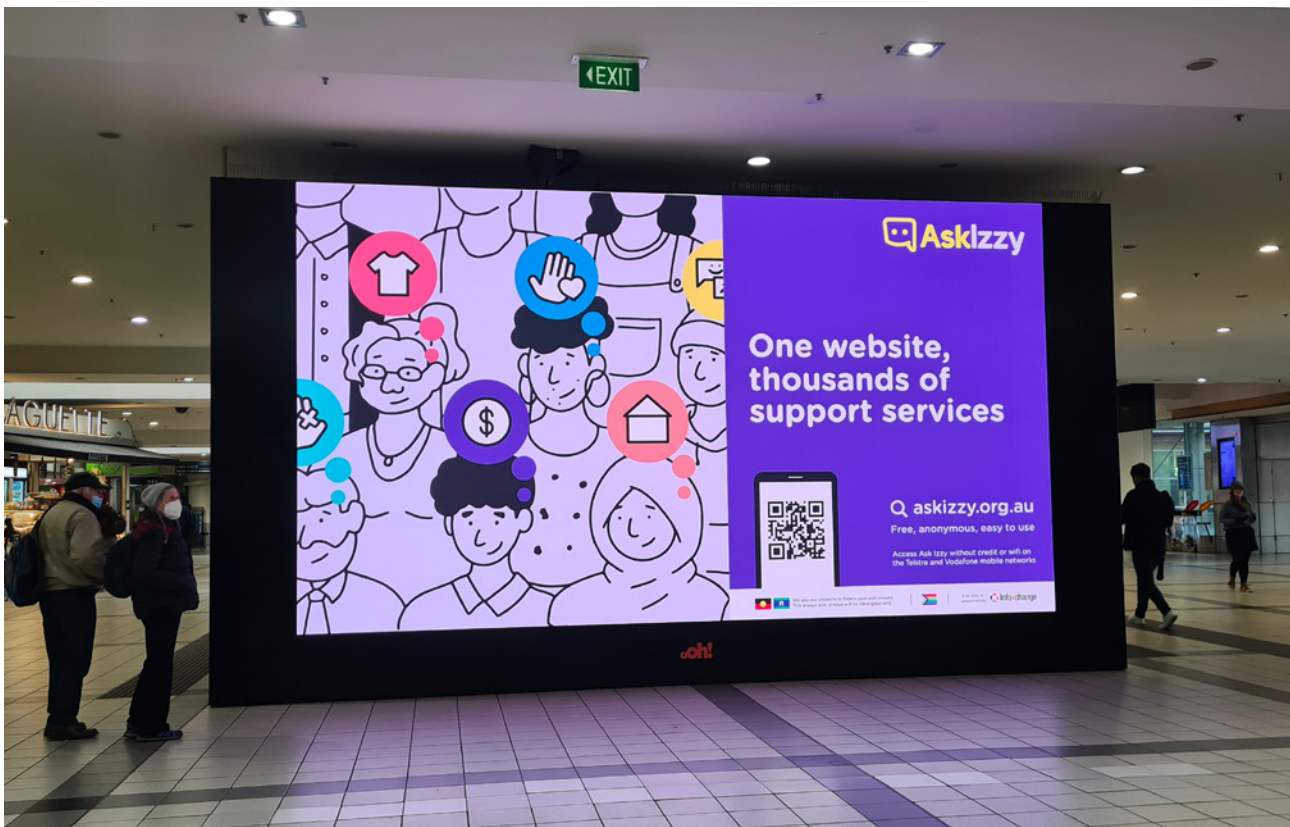
Ask Izzy is Infoxchange’s public website offering easy access to our nationwide service directory. The site connects people in need with local and relevant support for housing, food relief, financial assistance, family violence, counselling, and more. It’s free, anonymous, and accessible without a credit card or Wi-Fi, thanks to our partners at Telstra and TPG Telecom (Vodafone).

Frontline volunteers, service providers, government agencies, and corporate call centres value Ask Izzy for its quick and relevant support for their clients and the community. We continue to collaborate with corporate and government partners to ensure Ask Izzy remains available to vulnerable Australians.

This year, the Ask Izzy team has maintained and improved the site, exploring AI integration

and chatbot features. To better support call centre staff, our hardship training program, ‘Ask Izzy Connect,’ helps workers and community organisations identify and support customers experiencing hardship.

Thanks again to our media partners News Corp Australia and oOh!media, for their ongoing in-kind support in promoting Ask Izzy across their national advertising network.



In the past year

8,500,000

searches across our national service directory



470,000+ service listings now feature on our directory

55%

of searches came from our website **Ask Izzy**

Top 5 category searches



31%

Food



17%

Housing



14%

Financial assistance



13%

Mental health & wellbeing



6%

Family violence

Breakdown of users seeking housing support via Ask Izzy



23%

Mental ill health/ emotional difficulties



20%

Escaping family violence



19%

Families with children



9%

First Nations

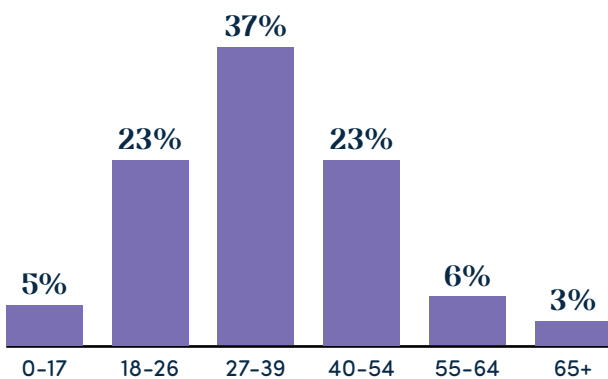


9%

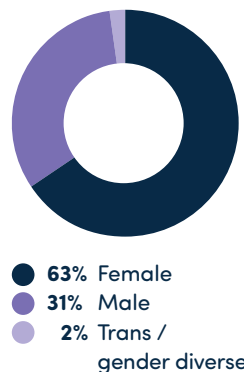
Has a disability

Demographic snapshot

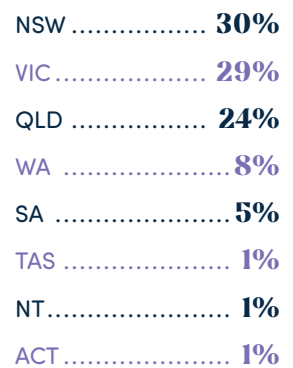
Age



Gender



Location



Connecting Australian communities



Infoxchange's service directory is a dynamic database of over 470,000 health, community and welfare service listings across Australia and is maintained by our dedicated directory team.

Our team provides interfaces to our directory for our customers, who include federal, state, and territory governments, local councils, corporate partners and numerous community organisations.

Our service directory powers Ask Izzy, helping people in need across the community access critical support services.

The data from the directory offers unique insights into service demand and community hardship down to a state, city or suburb level. This year, we generated monthly service directory data and insights for the sector.



Career pathways for volunteers at SAcommunity

Infoxchange's national database includes SAcommunity, an online directory hosting 15,000 community service records across South Australia. For community referrals, this information is often the first approach used to link people to the activities and

support services they need, from mental and community health services to social and activity groups.

Ensuring information remains online and accurate, the directory is maintained by dedicated teams of volunteers and interns mentored by staff members, and guided by their peers, providing valuable career experience for students, graduates and job seekers. We thank all of our incredible SAcommunity volunteers.

Our customers and partners include:





We respect
contributions
of others

COLLABORATION

Partnership

Cold Standard

Technology
for Social
Justice

2024 Annual Report

Infoexchange

Pioneering collaboration for a stronger response to homelessness in WA

Find My Way is a mobile-friendly, 24/7 online portal designed to assist people at risk of or experiencing homelessness to connect with accommodation and support services across Western Australia. At its core, Find My Way simplifies access to support within a system that can often be complex and fragmented. Users can search for available crisis accommodation, securely store their personal information, and choose to share it with support services, reducing the need to retell their story multiple times.

The portal integrates with Infoxchange’s existing platforms, including the national service directory (Ask Izzy) and the Specialist Homelessness Information Platform (SHIP), used by over 1,400 services across Australia.

The WA Department of Communities launched the project to realise its commitment to a “No Wrong Door” approach to homelessness support, part of its 10-year homelessness strategy. In 2021, they appointed Infoxchange as the lead provider through a competitive procurement process. Recognising the need for a holistic solution, Infoxchange assembled a consortium of delivery partners, including Anglicare WA, Third Story, and Anthologie.

Since its launch in March 2025, the platform has shown promising early signs of strong uptake and community engagement. In just a few months, nearly 10,000 searches have been logged on the app.

“This project demonstrates what’s possible when government, community, and digital experts work together with people with lived experience to create real change. We’re proud to be part of a national first – bringing together our Specialist Homelessness Information Platform, our nationwide service directory (Ask Izzy), and this new mobile-first portal into a single, coordinated solution. This is technology for social justice in action”

- David Spriggs, CEO, Infoxchange

Opposite page: Infoxchange proudly accepting the 2025 Shared Value Award as Impact Partner of the Year.

Recognition for Find My Way

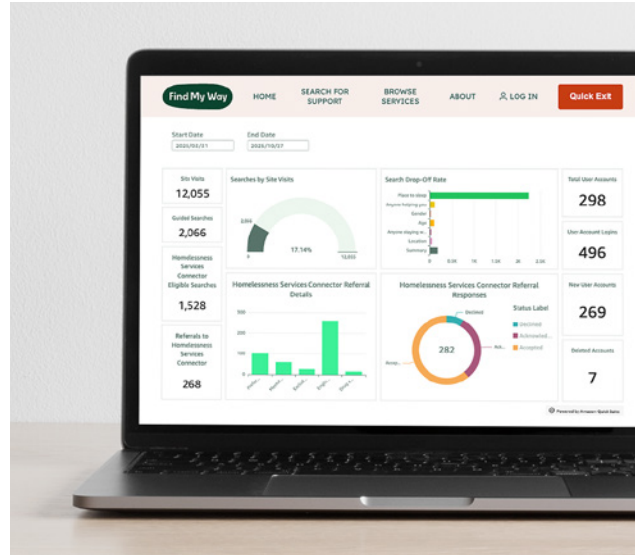
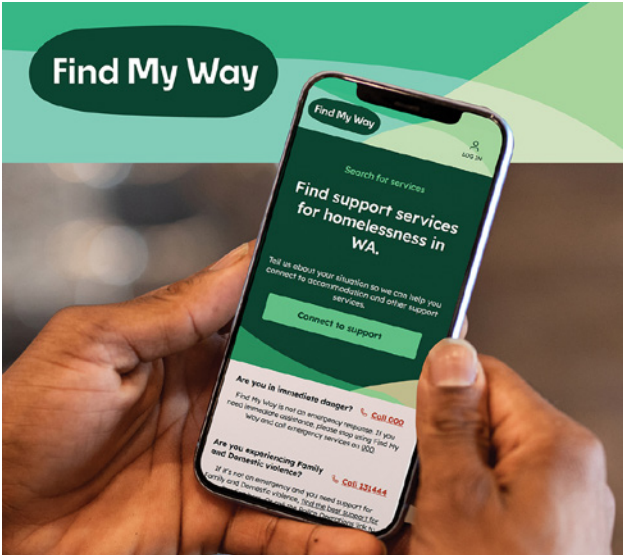
Find My Way was awarded the winner of the Impact Partner of the Year at the 2025 **Shared Value Awards** for innovative use of technology and cross-sector collaboration to improve outcomes for people at risk of homelessness.

From the judges:

“The Find My Way Portal was recognised as a deeply needed, promising new service for those experiencing homelessness. Judges cited the entry’s strong human-centred design, co-creation with lived experience and early evidence of improved service coordination and reduced client trauma as highly promising signs of future impact. Your achievement is a testament to the difference purposeful businesses can make.”



Government of **Western Australia**
Department of **Communities**



The client and case management system trusted across the sector

Our client and case management (CCM) systems, including our Specialist Homelessness Information Platform (SHIP) and Service Record System (SRS), are entirely Australian-built, owned, and operated. They have been used by frontline services across the country to assist hundreds of thousands of people in need this past year.

Our CCM systems assist organisations in managing and measuring their program performance and client outcomes, while simplifying compliance with funders' requirements. In the past financial year, our technology has supported over 6,369 community, NFP, and government services.

The CCM Professional Services team has this year not only maintained and expanded the CCM customer base with tailored digital tools for frontline workers, but also strengthened its project delivery capability – improving consistency, visibility, and confidence across engagements. These enhancements support various strategic initiatives and partnerships, internal transformation efforts including squad formation, leadership development, and Quality Assurance improvements.

In FY24/25:

6,369

organisations used our CCM



990,057 individuals were supported through the CCM

9.6M+

client records securely stored on our systems



493,570 electronic referrals were sent via our CCM on behalf of people in need

The team's efforts are further supported by updates to CCM products, making it easier and more efficient to implement changes that better meet the needs of our customers and the communities they serve.

We thank our pilot customers for helping test our upcoming Data Warehouse Service.

This year we strengthened our Professional Services capability, improving consistency, visibility and confidence across engagements, and we developed a new data warehouse service.



Learn more about our CCM systems



Top five service areas

-  Housing & homelessness
-  Women, youth and families
-  Indigenous communities
-  Disability
-  Mental health

Organisations we're proud to provide with case management solutions include:

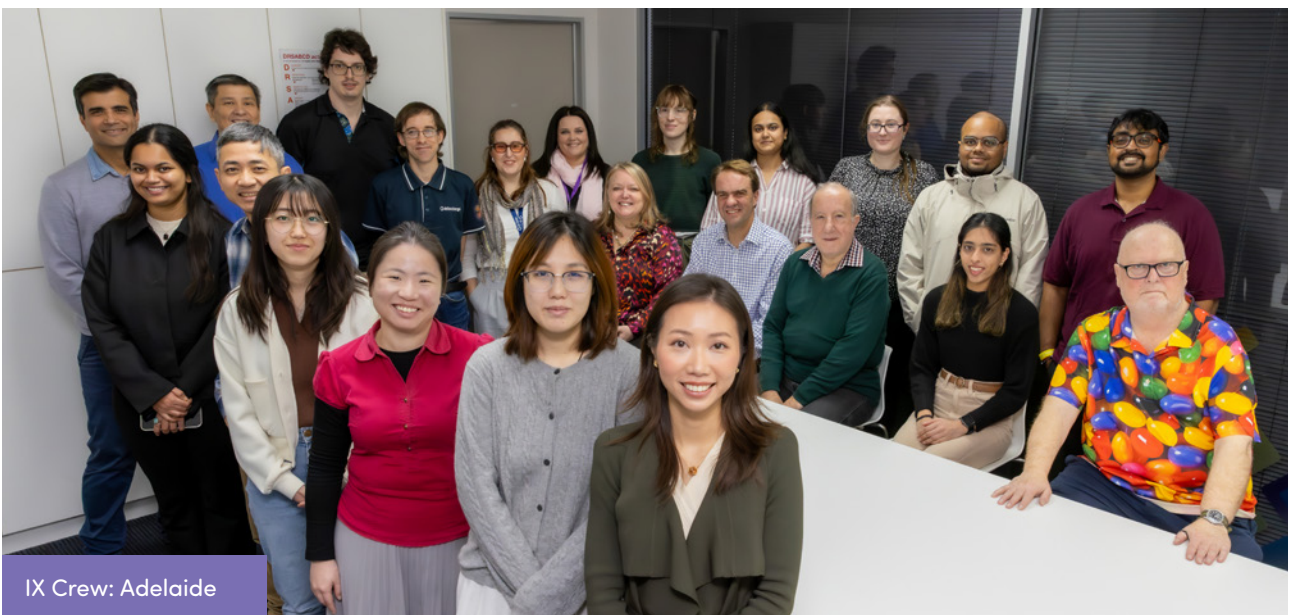




IX Crew: Melbourne



IX Crew: Brisbane



IX Crew: Adelaide

Dedication and collaboration: the heart of impact at scale

This year, our CCM Professional Services team delivered several high-impact projects and enhancements, including the following highlights.

Rapid Response for Northern Beaches Women's Shelter's Crisis Services

Our CCM Professional Services team received an urgent request from the Northern Beaches Women's Shelter organisation on 27 November. They needed to get set up with a CCM solution that would enable them to begin supporting clients ahead of schedule, by 11 December. In just seven business days, our team clarified the needs of the organisation, prepared a quote, and delivered the solution.

Narelle Head, the CEO at the service, shared her thoughts about her experience:

"Northern Beaches Women's Shelter are now up and running as of today. This would not have been possible without all of your incredible support. Words cannot express how grateful we all are. Your team are exceptional, so thank you so much. From step one to completion was A one support ... our experience was the best."

We're proud of this result, which reflects our commitment to collaboration and building technology that empowers frontline workers, strengthens service delivery, and drives better outcomes for communities.

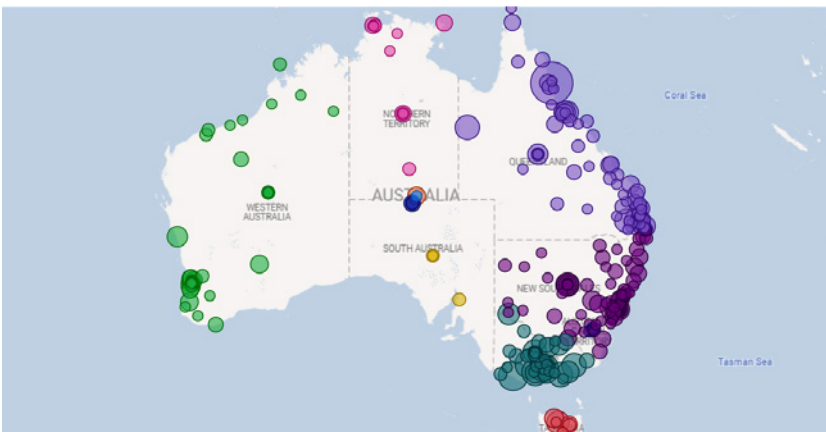


Enterprise-Scale Rollouts for Berry Street

We completed a multi-year implementation for Berry Street, onboarding 925 staff and migrating 125,000 client records. The system now supports Child, Youth and Families services, delivering a simple, intuitive, and reliable platform that's already improving operational insight and client outcomes.



Telstra Top Up program recognised for excellence



The Telstra Top Up program helps vulnerable Australians stay connected to mobile networks and online resources by offering a \$180 pre-paid recharge that includes calls, texts, and 70GB of data.

The program has been running in partnership with Infoxchange since July 2019 and is accessible through Infoxchange’s Client Case Management (CCM) to Community Service Organisations that assist people in vulnerable situations. In the last financial year, Infoxchange facilitated 16,587 mobile pre-paid top-ups through hundreds of NFP agencies, providing support valued at over \$2.8 million.

This year the program was recognised as a finalist in the Telecommunications Industry Excellence Awards.

“More and more Australians are being impacted by the cost-of-living crisis and reaching out for our support.

Every day, we hear about people having to make difficult decisions and sacrifices to stay afloat. Providing our clients with the Telstra Top Up program is helping more Aussies stay connected to loved ones and maintain access to important services and information so they can focus on getting back on their feet.”

- Kasy Chambers, Anglicare Australia Executive Director

The map above shows the distribution of our CCM customers using the solution to help their clients – 895 organisations across metropolitan, regional and remote areas.

16,587

instances of mobile pre-paid top-ups via Infoxchange's CCM System



895 community partners accessing the program via Infoxchange’s CCM System

\$2.8M+

worth of support in FY2025







Sector capability

Building
the capability of
the for-purpose sector
to have greater impact
in their communities through
the use of technology

Stepping up at a critical inflection point in tech and society



Alison Ramsay, Chief Technology Officer

We are at a pivotal point in technological development – where the merging of AI, cyber security, and digital skills is transforming how we work, serve, and prepare for what’s ahead. At Infoxchange, we’re not just watching this change happen – we’re actively shaping our response to it.

Over the past year, I’ve been immensely proud of the extraordinary teamwork across our organisation. From our developers to our service teams, from product managers to cyber security specialists, our people have gone above and beyond to deliver critical services to customers who rely on us every day. This spirit of collaboration is at the heart of Infoxchange’s success, and it’s what drives us to meet rising demand amid geopolitical and socio-economic challenges.

One of the most transformative programs of work underway is our use of AI across the organisation. While some in the industry talk about AI “plateauing,” we see something different. The hype is settling, yes – but what’s emerging is a clearer, more practical understanding of AI’s real capabilities. At Infoxchange, we’re using that clarity to drive real outcomes.

We’re embedding AI into our product development lifecycle, using it to accelerate delivery, improve quality, and unlock new

features that help our customers serve their communities more effectively. We’re also using AI internally to boost productivity, automate repetitive tasks, and free up our people to focus on higher-value work. And we’re doing all of this with a strong focus on governance – ensuring our use of AI is safe, ethical, and aligned with our values.

Cyber security has become even more critical in this context. As AI capabilities grow, so too does the sophistication of cyber threats – the same technologies that enable innovation can also be exploited to scale attacks, automate breaches, and target vulnerabilities faster than ever before. In response, we’ve launched a comprehensive program of work that spans our internal operations, sector capability building, and a key expansion of our Managed Services offering. We’re now providing critical cyber security support to NFPs, helping them protect their data and operations in an increasingly complex and AI-accelerated threat landscape.

Our Digital Transformation Hub continues to play a critical role in building digital capability across the sector, with a strong emphasis on cyber security, data, and AI. We’re helping organisations build the skills and confidence they need to thrive in a digital-first world.

Looking ahead, our refreshed product roadmap is designed to take full advantage of these advancements: helping us to build faster, smarter, and more securely – and we’re doing it in a way that keeps our mission front and centre.

This is a pivotal time to lead. As technology increasingly intersects with social impact, we have the responsibility to guide its role. Infoxchange is committed to promoting equity, inclusion, and justice through technology.

"we have a strong focus on governance - ensuring our use of AI is safe, ethical, and aligned with our values"

2025 Digital Technology in the Not-For-Profit Sector Report

This year reflects a milestone: a full decade of monitoring how charities and community organisations utilise technology to foster social impact. With 824 responses – our largest group yet – the 2025 report provides new insights and a ten-year trendline to contemplate a decade of leveraging technology to enhance social impact. This important report presents evidence that our sector has made significant progress in adopting new tools and infrastructure. However, as challenges and risks continue to grow, there remains much more to do to achieve further improvements.

The report also provides valuable insights that support our advocacy for the NFP sector, guide policy funding submissions, and foster corporate partnerships.

The NFP sector’s major shift to cloud technology: Over the past decade, the increased adoption and investment in cloud-based technologies have become evident. In 2015, only 24% of organisations were using the cloud in some form, while 52% anticipated they would not transition. Now in 2025, 87% of organisations are utilising a cloud collaboration platform positioning them well for the adoption of artificial intelligence.

This year’s data tells a story of bold experimentation and stubborn risk.

Key insights from our 2025 report:

- » **Artificial Intelligence:** AI is being adopted rapidly with 67% of organisations now using generative AI. Data security continues to be the main barrier for the NFP sector in adopting AI, with half of organisations citing concerns about security, privacy, data sovereignty, or ethical risk as their top issues. The number of organisations with an AI policy or guideline in place is alarmingly low, at just 14%.
- » **IT planning:** Fifty-five per cent of organisations have an IT plan in place, representing a 13% improvement since 2024. When a plan exists, staff satisfaction increases by 34%.
- » **Data and analytics:** Twenty-five per cent of organisations cite a lack of data and analytics skills as their biggest barrier to improving their data and analytics capabilities.
- » **Cyber security:** Only 23% of NFPs have a documented cyber security plan in place, and fewer than half of those with 150 staff or less have effective processes to manage information security risks. Progress towards a cyber-safe sector is stagnating or even regressing.
- » **Priorities and challenges:** Budget pressure remains the top barrier across the sector. Leveraging AI has significantly

increased in importance for NFPs. However, data and reporting for evidence-based decision-making is now, by far, the top priority, increasing from 17% to 44% since 2023.

“I want to acknowledge Infoxchange and the effort involved in producing this report. We are very fortunate to have it. As an advocate, it’s invaluable for engaging with politicians and policy-makers about the sector’s state and the evidence supporting it. I look forward to promoting the clear messages about how the sector needs more support if we are to be as effective as possible.”

- David Crosbie, CEO, Community Council for Australia





Infoxchange



10TH
ANNIVERSARY
EDITION

**DIGITAL TECHNOLOGY IN
THE NOT-FOR-PROFIT
SECTOR REPORT**
November 2025

Digital transformation and training for the NFP sector



The Digital Transformation Hub, launched in 2021 in response to our sector's urgent need to upgrade its capabilities during the pandemic, has since grown into a centre for NFPs seeking digital advice and innovation with low – or no-cost resources, webinars, and tailored advisory services. Through this work, Infoxchange is helping NFPs deliver services more efficiently, quickly, and at scale to support their communities. We thank our new and founding partners for their commitment to our mission and sector.

Moving the dial on cyber and AI

Cyber security remains a key priority. Our Book an Expert consultation service offered tailored one-on-one guidance to help organisations strengthen their defences, implement practical security measures, and build staff confidence in safeguarding sensitive client data.

11,449

NFP organisations visited the Digital Transformation Hub during the year to access essential resources and build their digital capability



35% average increase in digital skills reported by NFPs that access our webinar and self-paced learning programs

40,873

resources have been accessed by NFPs since the inception of the Digital Transformation Hub (2021)

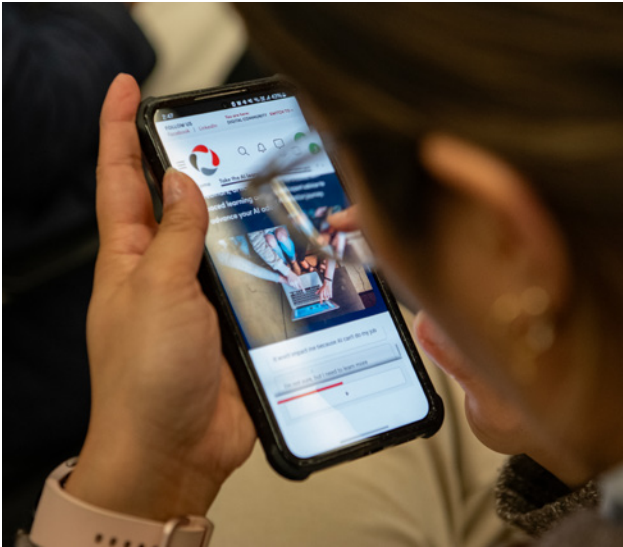


This year, the Hub also launched AI capability-building programs for the NFP sector. These programs now support organisations across Australia and the Asia-Pacific in gaining confidence, knowledge, tools, and frameworks to harness AI responsibly and effectively.

The AI Nonprofit Learning Community

connects frontline organisations across the APAC region through an easy-to-use digital hub that fosters learning, experimentation, and knowledge sharing via guides, regular webinars, and peer forums. NFP staff can engage with AI in a supportive environment through a platform that breaks down barriers and aims to accelerate adoption across different contexts and countries.

Through our advisory services and expert consultation initiative, we also offered direct support and workshops to help translate AI readiness into tangible action. NFPs can access customised action plans, laying the groundwork for a digitally resilient, AI-enabled NFP sector.



We thank our founding donors and those who support with resources and expertise including:



Clean Up Australia: a picture tells a thousand data points



With support from our partners, we have been able to provide consultation to NFPs across Australia exploring the innovation of their services with the adoption of AI technology.

At the APAC Digital Transformation Summit led by Infoxchange in Singapore, Linda Boettcher, Process Improvement Manager of Clean Up Australia, had a light-bulb moment about how AI could revolutionise their data capture processes using AI.

Clean Up Australia has spent over 35 years mobilising volunteers across the country to tackle environmental litter and pollution. In FY24 alone, more than one million people donned gloves and filled bags at over 16,000 registered clean-up sites. Yet behind this success lay a growing problem: data collection.

Until recently, Clean Up Australia asked volunteers to manually sort litter from their bags and complete a detailed 70+ item form, counting everything from cigarette butts to bottle caps. While essential for advocacy and policy influence, this process was labour-intensive and increasingly unsustainable.

"We received some solid feedback from our valued volunteers," Linda Boettcher shared. "They asked us what was the point of relying on people to scabble through smelly rubbish just to fill out a form? It's a waste of volunteers' time to produce statistics that cannot be relied on."

This led to a simple suggestion that would spark their AI journey: *"Wouldn't it be great if you could just take a photo?"* From that idea, Clean Up Australia began developing an AI-powered image recognition tool – which allows volunteers to snap a photo of collected litter and have it

analysed automatically, reducing the need for manual data entry.

"From my perspective, I want to make sure that with over a million volunteers, we can make this tool accessible, fun and easy to engage with."

Accurate data is essential for Clean Up Australia's advocacy work. With funding support from Google.org, during the second phase of the APAC Digital Transformation Program this year, Infoxchange helped bring the AI solution to life. We were able to support the organisation through their vendor selection, and advised on the design and implementation of the new tool.

By integrating AI into their litter tracking, the organisation will be able to gather more reliable and timely insights to produce their annual Litter Report and influence environmental policy in business and at a government level.

"We need this tool to provide us with data and real-time information so we can help influence what's happening in our environment," shared Linda. By removing the friction from data collection and enabling smarter insights, the organisation is ensuring it stays not only relevant but also transformative in the fight against litter and pollution.



IT services for the sector



Infoxchange’s IT services (ITS) services help the sector enhance their skills, stay secure, and focus on their core activities. More than 170 organisations trust Infoxchange for their ITS support.

Our customers trust us to deliver high-quality and reliable IT services. The organisations we serve vary greatly in size, capacity for adoption, and level of IT literacy. No matter their capability, the goal is to utilise our specialised knowledge within the team to help our customers embrace technology confidently.

One of our key developments this year was launching the human-risk phishing simulation tool. Since then, the solution has conducted more than 7000 phishing simulation tests, aimed at training sector staff to recognise and avoid falling for real-world phishing scams. Such training significantly reduces the risks linked to phishing. Infoxchange is proud to have expanded access to this tool, which is now available to our non-ITS customers through Connecting Up.

In the past year

6,500+

sector workers supported in over 170 NFPs



Over **7,000** Phishing Simulation Emails tests

3,015

ITS support requests



3,200 hours of infrastructure, SharePoint, security or CIOaaS consulting

The team continues to enhance efficiency through consulting and project delivery services, providing 3,200 hours of consultancy this year. This work ensures the ongoing reliability and security of the services infrastructure and focuses on areas such as networks and servers, refreshes and migrations, CIO as a Service, cyber security, and SharePoint. The SharePoint and Security Consulting program is currently being scaled up to meet increasing demand.

The ITS team also supplied the sector with over 27,000 donated and discounted Microsoft licences and managed the renewal process on their behalf.

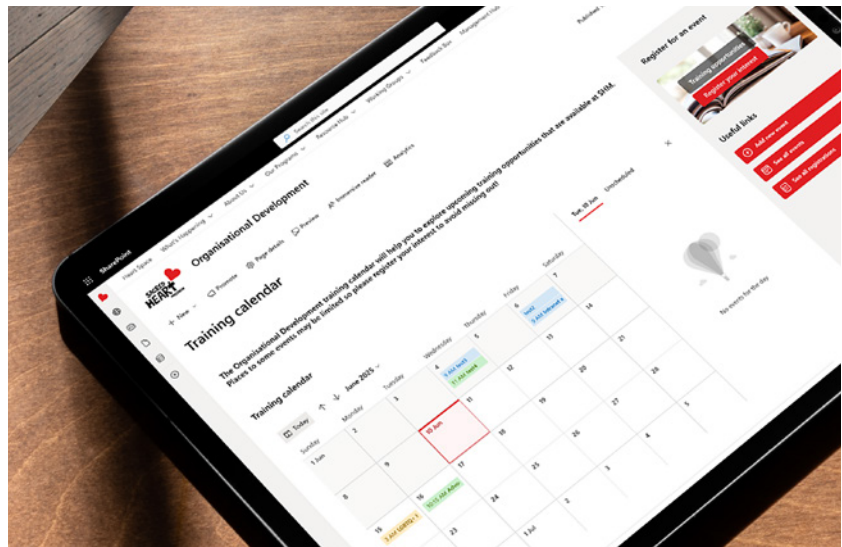
A SharePoint success story for sector-driven transformation

Sacred Heart Mission (SHM) approached Infoxchange with a request to deliver a standalone SharePoint project. Our team embraced the opportunity to support an organisation doing vital work and to evolve our delivery model to better serve the broader needs of the NFP sector.

SHM, with a team of around 450 staff, required a new internal communications and asset management platform. Their existing tool, Workplace from Meta, was set to be retired in August 2025. With Microsoft 365 already used for some document management, SharePoint became a logical alternative.

The project launched in December 2024 and advanced through a series of phases, including weekly project team meetings and stakeholder workshops, guiding SHM through the stages of discovery, design, build, refine, and launch.

The result was a modern, user-friendly enterprise intranet with over 40 dedicated sites for SHM's teams, programs, and working groups. The platform now functions as a lively hub for sharing internal news, policies, events, training resources, and staff communications, all customised to SHM's structure and culture.



Features included:

- » A custom-built staff directory and glossary
- » Events and news hubs
- » A training calendar with approval workflows
- » Policy review and approval tools
- » A centralised register of business tools and forms

This project signified a shift in how we engage: recognising the demand for professional consulting beyond managed services, we introduced a new statement of work and professional services engagement model, enabling greater flexibility and access for organisations like SHM.

“We appreciate the flexibility, care and expertise Infoxchange brought to this project, and we’re incredibly

proud of what we’ve achieved together” said Sonja Schlusche, Internal and CEO Communications Lead, Sacred Heart Mission.

“In just six months since launching our intranet, Heart Space, it has already strengthened internal communication and collaboration across the organisation.”

– Sonja Schlusche, Sacred Heart Mission





The sector's marketplace for discounted and donated technology



Infoxchange's digital technology marketplace supports Australian and New Zealand NFPs in building stronger communities through discounted and donated technology. This vital service enables frontline organisations providing essential services, such as emergency relief, out-of-home care, housing, mental health support, training, and digital literacy, to focus their funding on their communities rather than IT costs.

Over the past year, Infoxchange helped the sector unlock more than \$245 million in value via our network of technology partners – which expanded again this year with the addition of new vendors including Reckon, AthenaBoard, QuestionPro, Springly, and Usecure.

\$1B+

of savings for our members



Over **\$245 million** of discounts, and donated services and products in the last year.

13,351

NFP organisations accessed best-in-market prices on cloud-based products, hardware, software and training

Seventy-three technology partners, including Adobe, Amazon Web Services (AWS), Cisco, Google, Lenovo and Microsoft, support Australian and New Zealand NFPs in reducing their digital technology costs.



Key partnerships



Delivering upgraded tech for adult upskilling with MarionLIFE

MarionLIFE is a small but deeply connected NFP in South Australia, providing a safe and inclusive community hub for people experiencing economic and social hardship.

Among its many programs is an Adult Community Education (ACE) IT class, which serves as a lifeline for adults seeking to develop essential digital skills to reconnect, re-enter the workforce, or navigate life online. However, like many small NFPs, MarionLIFE faced a significant challenge: outdated equipment and limited resources.

Through Connecting Up, MarionLIFE gained access to new laptops, enabling them to deliver practical, confidence-boosting training in a friendly, low-pressure environment.

“Having the right tools has transformed our classes. Giving people confidence in using technology in a supported environment is essential in breaking down barriers to study and employment, and it also makes it easier to facilitate – using innovative approaches. Students can learn together and engage with the digital world.”

Rebecca Wu, ACE Program Facilitator at MarionLIFE

In addition to upgrading devices, MarionLIFE is now exploring cost-saving options by porting internet and mobile services to GoodTel, another Connecting Up partner.

“This gives us the confidence to deliver courses and services without being slowed down by an outdated or slow connection. Additionally, we can redirect resources to train staff or volunteers online,” said Wu.

MarionLIFE





Technology for Social Justice Conference 2025



Held in May at the Telstra Customer Insight Centre in Melbourne, the **Technology for Social Justice Conference 2025** brought together more than 300 attendees across NFPs, government, philanthropy and the tech sector to explore how technology can drive positive social change. This year's conference continued the focus on turning bold ideas into practical solutions.

The three-day event addressed some of the sector's most urgent challenges – from the rise of AI and automation to increasing cybersecurity risks and growing digital inequality. Sessions examined how organisations can incorporate ethical governance frameworks, build digital capability, and strengthen resilience through shared systems and smarter use of data.

100%

of attendees said they're likely to attend again



100% of attendees said they would apply what they learned

91%

of attendees discovered new tools or technologies



Net promoter score of 54 (above 50 is excellent)

This year's program solidified the event's focus on practical skill building. Participants took part in a variety of hands-on workshops covering topics like data planning, AI readiness, digital inclusion, responsible innovation, and tech funding preparedness. A new feature of the program – the Industry Tech Demo Day – provided attendees the chance to try out emerging tools and platforms from major partners such as Microsoft, Atlassian, and Adobe, specifically designed for NFP use.

The conference also hosted the annual **Australian Not-for-Profit Technology Awards**, celebrating innovation and impact across the sector. It was a chance to connect, reflect, and showcase the incredible work happening across communities.

Sponsors



Our Australian Not-for-Profit Technology Award Winners:

- » **Best Achievement by a First Nations Person/Organisation**
The Indigenous Governance Toolkit, Australian Indigenous Governance Institute
- » **Not-for-Profit Technology Innovator of the Year Award:**
Watch on Nature, Wilderness Society
- » **Best Accidental IT Person Award:**
Lenka Brazda, Wombat Housing Support Services
- » **Technology Volunteer of the Year Award**
Graham Grundy, AMaGA Western Australia
- » **Best Use of Data for Community Impact Award**
Embedding Data-Driven Culture, Justice Connect
- » **Technology for Community Impact Award**
ImpactIQ, Enrichd Group





Collaborative impact

Leveraging
our products, data
& expertise in cross-
sector collaborations to
improve outcomes for people
experiencing disadvantage

Advocacy and partnerships for impact

In 2025, Infoxchange continued to advocate for a more inclusive, digitally capable community sector through participation in prominent national and international forums.

- » Our CEO, David Spriggs, delivered a keynote at the **Google.org Impact Summit**, sharing how our AI capacity-building programs are empowering NFPs across the Asia-Pacific. His message on collaboration and ethical “patient disruption” helped position Australia as a leader in responsible, human-centred innovation.
- » At the **Philanthropy Asia Summit in Singapore**, Sophie Souchon and Marcus Harvey launched our AI upskilling initiative funded by Google.org, introducing it to an international network of philanthropic and tech changemakers.
- » Infoxchange was an active partner in the Australian Digital Inclusion Alliance’s (ADIA) national digital inclusion campaign, helping shape a unified policy call for a whole-of-government response to bridging the digital divide.
- » We also engaged in ongoing sector discussions on responsible AI, digital capability-building, and data equity, sharing insights from our work with hundreds of NFPs to advocate for technology that enables, not excludes.



Data-driven: stronger & more collaborative



The Data Catalyst Network (DCN) is led by the Digital Transformation Hub team and continued to grow as a trusted space for collaboration and shared learning about data capability. This year we have worked to strengthen ties between NFPs, researchers, funders, and policy advocates, to find more efficient ways to use data for social impact.

Throughout the year, our Community of Practice hosted engaging webinars and learning sessions, combining expert insights, sector case studies, and strategies for improving outcomes and driving systems change.

Expanding the network to raise sector-wide capability

With new funding from the Paul Ramsay Foundation, the DCN has entered a new phase of impact. We broadened our support to include more organisations, with a renewed focus on those earlier in their data capability journey.

Insights from our **2025 Digital Technology in the Not-For-Profit Sector Report** reinforced this focus, revealing that only 31% of NFPs rate their organisation's data capability as "strong". Participants in the

200+

individuals/representatives across NFPs, universities and government representatives are now in the community



100% agree the webinars have been valuable. 75% have learnt from successful use cases from others

25%

of the Community of Practice see the biggest barrier to using external data is knowing how to combine their own data, 18% don't know where to start, and 10% lack the in-house skills



network stressed they wanted to explore innovative uses of data, so Infoxchange increased its efforts on education and training in data literacy, collection, analysis, and data capability foundations.

What's next

In the coming year, the DCN will launch a new online community platform, providing members with a space to connect with peers, access resources, revisit recorded webinars, and more, following the successful model of the AI Not-for-Profit Learning Community.



Building data confidence to support families with disabilities



Community Living Association Inc (CLA) provides essential parenting support to parents with intellectual disabilities. When funding changes threatened that program, CLA needed a stronger data story to demonstrate its value and better advocate for the families they assist.

Through the Data Catalyst Network, Infoxchange partnered with CLA to co-design a practical outcomes framework, develop an easy-to-use dashboard, and deliver customised data training to enhance staff capability.

“We knew we needed to improve how we use data – not just for reporting, but to make better decisions and strengthen our case for support. Working with Infoxchange gave us a co-designed framework, a dashboard we can actually use, and training

that’s built our team’s confidence. It’s been a genuinely collaborative process,” shared Tania Lawrie, Coordinator at CLA.

Together, we helped CLA shift from ad hoc reporting to a clear, evidence-based impact narrative – making it easier to demonstrate outcomes to funders and influence systemic change.

“We needed a stronger data story to show the importance of our parenting support program. Partnering with Infoxchange helped us collect and share meaningful data – so we can better advocate for families.”

With increased confidence and effective tools, CLA is now well-placed to use data for informed decisions, stronger funding applications, and sustained long-term impact.



Read the full story here





**Infoxchange
crew and
culture**

A healthy, innovative workplace for all



As Chief People Officer at Infoxchange, I am proud to reflect on a year marked by genuine progress, vibrant collaboration, and a shared commitment to making Infoxchange a great place to work. Our people, now united under the banner of the “IX Crew”, are the heart of everything we do. This year, we’ve celebrated significant milestones, driven innovation, and strengthened our culture of care and inclusion.

Recognition and Certifications

We were thrilled to be officially certified as a Great Place to Work, achieving an impressive 81% employee score. Our culture is built on the pillars of Justice (93%), Intimacy (87%), and Personal Job fulfilment (84%). These results reflect the trust, mutual respect, and strong bonds our team members nurture each day. Additionally, we were recognised as one of the Best Places to Work for Women, an award that highlights our continuous efforts to create a workplace where everyone feels valued and empowered.

“It is a remarkable honour for Infoxchange to be recognised, not only as a Great Place to Work but also as one of Australia’s Best Workplaces

for Women. This achievement highlights our commitment to advancing social justice through technology while creating an inclusive and supportive environment where everyone can succeed.”

- Jo Davies, COO, Infoxchange.

Innovation and Collaboration

This year, we’ve seen a surge in the adoption and creative use of AI in our everyday work. Our IX Crew has enthusiastically embraced new tools and approaches, experimenting and sharing knowledge across teams. This spirit of innovation and curiosity is helping us work smarter, deliver better outcomes for our customers, and unlock new opportunities for personal growth.

Health and Wellbeing

Supporting the health and wellbeing of our people, especially mental health, remains a core priority so that every member of the IX Crew feels valued and supported, both at work and outside of it. We’ve shared practical tips and tools, encouraged open conversations, and made sure everyone has access to resources that build resilience and support.

Progress on Closing the Gender Pay Gap

We continue to take meaningful action to close the gender pay gap across all levels of our organisation. Over the past year, we’ve observed positive progress: the gap for Non-Managers improved by 2.1 points to 5.8%, Other Managers improved by 1.45 percentage points to 3.7%, and for Senior Managers, a significant improvement of 4.5 points to -6.3%. These results demonstrate our commitment to fairness and equity for everyone.

Refreshing IXcel: Uplifting Reward & Recognition

This year, we also refreshed IXcel, our Reward & Recognition program. The revitalised IXcel now highlights our core values more strongly with targeted criteria for our main award categories, making recognition more meaningful. Our Employee Engagement Working Group – a representative committee of all IX Crew – played a key role in shaping these updates. These changes aim not just to recognise individual excellence, but to promote a culture where everyone is inspired to live our Values daily.

Our values



Commitment



Inclusion



Collaboration



Innovation



Accountability



Culture at Infoxchange

140

staff



Plus 30 volunteers, 3 trainees, 3 interns and 7 Community Advisory Group members

A little more about us:



14%

live with a disability or chronic illness



18%

identify as neurodiverse



43%

born outside of Australia



32%

are fluent in a language other than English



21

languages spoken (not including programming!)

How we identify:

43%

Female

54%

Male

1%

Non-Binary

Where we work and live:

70%

VIC

18%

QLD

10%

SA

2%

NSW

Fun facts



45%

choose tiramisu over baked cheesecake



28%

play a musical instrument



49%

wear a smart tech device



7

babies born!





Executive leadership team

Infoxchange is led by dedicated professionals passionate about using technology to drive social change and foster stronger communities.

2024-2025 EXECUTIVE LEADERSHIP TEAM (L TO R):

- » **Kate Hickman:**
Chief People Officer
- » **Jo Davies**
Chief Operating Officer
- » **David Spriggs:**
Chief Executive Officer
- » **Alison Ramsay:**
Chief Technology Officer
- » **Tomer Ginel:**
Chief Financial Officer

Our board



Elana Rubin AM, Chair

Elana has over 20 years' experience as a non-executive company director across diverse sectors. Her career reflects a deep understanding of corporate social license to operate and a commitment to diversity, social equity and participation. Elana is currently a director of listed companies Dexus and Telstra. She is also Chair of the Australian Business Growth Fund, and a Director of the Reserve Bank of Australia Governance Board and several unlisted entities. Previous board roles covered the property, financial services, insurance, infrastructure, innovation, public policy, professional services and NFP sectors. Elana received a Member of the Order of Australia in 2021 for services to corporate governance and community and was granted a Life Fellow by the AICD in 2022.



Linda O'Brien, Deputy Chair

Linda is a senior executive, Board director and consultant who has successfully delivered operational, transformational and strategic initiatives within the academic and community sectors. Professor O'Brien brings a unique breadth and depth of experience to her roles. Her passion is to unlock the power of data to create public value, in research and education and across government and the community sectors, driving innovation, productivity improvements and improved policy outcomes.



Martin Sheppard, Director and Chair of Finance and Risk Committee

Martin is the National Chairman of KPMG Australia with responsibility for the firm's overall governance and strategic positioning and member of KPMG's Global and Asia Pacific boards. Prior to becoming National Chairman, Martin served on KPMG Australia's National Executive Committee and has worked across the firm's audit, transaction services and advisory practices. Martin also has listed company executive experience, serving as CEO and Managing Director of Spotless Group Ltd. Martin is a fellow of the Institute of Chartered Accountants Australia.



Krithika Hansen, Director and Chair of People Committee

Krithika has over 20 years' experience across marketing, human resources and organisational development drawn from various industries globally and locally. Within Australia, her career has spanned within iconic Australia businesses both globally and nationally in HR, culture, leadership and change management roles and she is now the Chief People Officer at TelstraSuper.



Carol Austin, Director

Carol is an experienced investment professional with a strong interest in public policy and social justice. She is currently Chair of Housing Australia and a Director of the Grattan Institute. Carol has served on the Future Fund, State Super and the HSBC Bank Australia boards as well as several advisory boards. She is a Fellow of the Australian Institute of Company Directors and a member of Chief Executive Women.



Katherine Boiciuc, Director

Katherine Boiciuc (KB) is the EY Chief Technology and Innovation Officer for the Oceania region. Prior to joining EY, KB held senior leadership roles at Telstra, Viva Energy, and Maximus, where she advised Australia’s next generation of CXOs. With over two decades of experience, she is widely regarded as one of Australia’s leading voices in technology and innovation. KB holds an MBA and Master of Leadership from Deakin University, is a graduate from of the London Business School where she studied Managing the Company of the Future, and is an accredited Futurist with the Institute for the Future in California.



Joost de Kock, Director

Joost has over 25 years’ senior leadership experience across private and public sectors, focusing on strategy, digital transformation, and technology innovation. His roles have included Managing Director and Partner at Boston Consulting Group and Deputy Secretary, Customer Strategy and Technology at Transport for NSW. Currently, he serves as a non-executive director at Aruma Disability Services and the Raise Foundation. Joost is passionate about leveraging technology and data analytics to deliver meaningful, positive change in communities.



Dan Lloyd, Director

Dan is CEO of the Space Industry Association of Australia (SIAA) leading policy and commercial work for the nation’s space sector. With global executive, board, and government experience – including senior roles at Vodafone, TPG Telecom, and as a technology law firm associate – Dan has driven innovation in communications, digital transformation, and AI. He has chaired industry foundations and champions digital inclusion, particularly for regional, rural, remote, and First Nations communities across Australia.



Vanessa Wolfe-Coote, Director

Vanessa Wolfe-Coote is a senior executive and non-executive director with over 20 years’ global experience in customer-centric transformation, strategy, digital product development and innovation. She is currently VP of Healthcare and NSW Public Sector at Capgemini Invent and has held senior roles at KPMG and BCG Digital Ventures, leading high-impact projects across Australia, the UK, and Asia. Vanessa is committed to advancing digital inclusion and empowering the not-for-profit sector, drawing on her international perspective to help organisations thrive in a dynamic, digitally enabled world.

Farewell & thank you!

We are incredibly grateful for the contribution of Partha Nag and Amy Orange to Infoxchange’s Board. They each played a critical role in our growth to become a leading social enterprise with impact at scale across the communities and organisations we serve and we wish them well in their next chapters.



Partha Nag made an outstanding contribution to Infoxchange as a Board member since 2014 and Chair of the Finance and Risk Committee, enriching the organisation with expertise and dedication.



Amy Orange made a valuable contribution to Infoxchange as a Board member, bringing extensive experience in social enterprise and community services to support our mission and impact.



**Finance &
sustainability**

Finance and sustainability report



In a year when AI accelerated change, collaboration turned resilience into readiness – evidenced by stronger recurring revenue, greater liquidity, and a surplus for purpose.

Infoxchange’s commitment to collaboration and innovation enabled us to maintain a strong and resilient financial position despite a challenging fundraising environment and lower cash donations. Our diversified revenue model proved its value, with growth in products and services offsetting softer donations. Most notably, recurring revenue grew by over 18 per cent to nearly \$13 million, now making up more than a third of our total revenue – a testament to the trust our customers and partners place in us and the enduring value of our solutions.

Momentum in our revenue pipeline was clear, with deferred income – representing future contracted work – growing by over 40 per cent. This reflects the strength of our partnerships and the confidence our customers and supporters have in our ability to deliver impact at scale. We also saw significant growth in grant and in-kind donations revenue, thanks to deeper collaboration with corporate, government, and charity partners.

The conclusion of major transformation projects, such as the refresh and enhancement of technical and digital capabilities for Aboriginal Land Councils across New South Wales and the WA Government’s *Find My Way* homelessness portal, transitioned professional services revenue and trading income into recurring revenue. This shift to sustainable, long-term partnerships is a positive evolution, positioning Infoxchange for greater stability and impact in the years ahead.

To future-proof our operating model, we grew our investment in technology, including cybersecurity, cloud platforms, AI, and productivity tools. These investments not only safeguard our operations and those of our partners but also lay the foundation for an operating model where people and AI work together to deliver better outcomes. As AI continues to reshape the world, we have evolved our financial management practices and operating model to ensure agility and readiness for the opportunities and risks ahead.

The strength of our balance sheet is evident, with another year of healthy growth in reserves and accumulated surplus, and a marked improvement in liquidity. By shifting managed investments into more flexible asset classes, we balanced the need for capital preservation and liquidity with the imperative to reinvest in innovation and adaptation.

Our current ratio – a key measure of liquidity – improved significantly, enhancing our ability to respond quickly to emerging challenges and opportunities.

Looking forward, Infoxchange remains committed to investing in the capabilities, partnerships, and technologies that will drive social impact at scale. The financial results this year are not just numbers – they are the foundation for our continued evolution as a collaborative, adaptive organisation, ready to harness the power of AI and collective action for the benefit of the communities we serve.

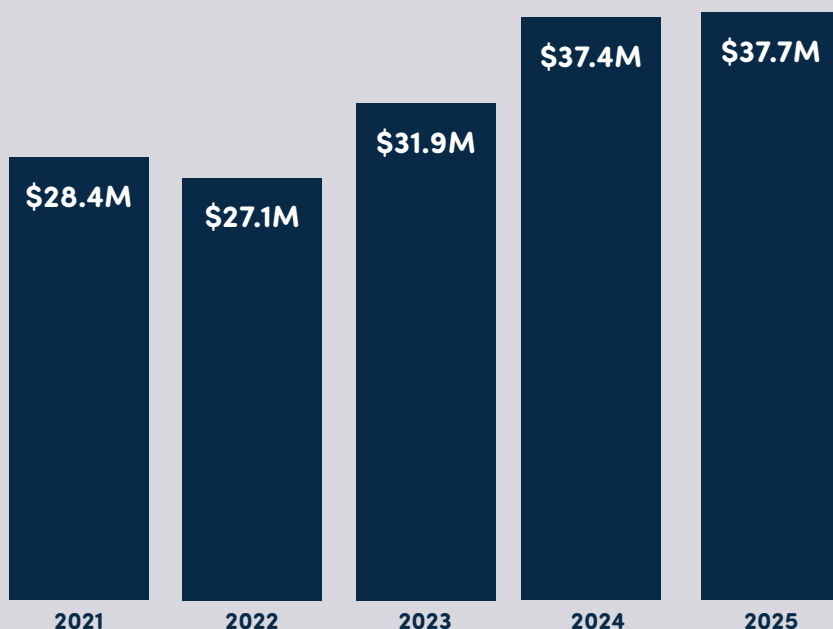
Key financial metrics are enclosed on the following page, and the full audited statements are available via the ACNC (QR code below).



View our full audited statements

	FY25 (\$)	FY24 (\$)
Revenue	36,994,235	37,074,407
Investment income	677,462	278,878
Other income	4,006	30,321
Total income	37,675,703	37,383,606
Cost of sales	(14,954,373)	(15,147,609)
Contract labour	(69,132)	(141,383)
Employee benefits expense	(15,257,847)	(15,333,384)
Depreciation and amortisation expense	(983,149)	(1,183,284)
Property expenses	(392,909)	(364,624)
IT and Telecomms expense	(2,718,795)	(2,172,951)
Other expenses	(794,211)	(868,893)
Total expenses	(35,170,415)	(35,212,129)
Surplus for the year	2,505,288	2,171,477
Other comprehensive income	64,053	80,052
Total comprehensive income for the year	2,569,341	2,251,529
Reserves (including accumulated surplus)	5,569,993	3,000,652
Current Ratio	1.35	0.81

Income growth over the past 5 financial years



33%

Increase in income since 2021

18%

growth in recurring revenue in the last year to nearly \$13 million

Climate action at Infoxchange

At Infoxchange, we believe we have a responsibility to reduce or remove our impact on the environment. We have many initiatives embedded into our operations, including accurately measuring and offsetting our carbon emissions, providing NFPs access to refurbished hardware, an e-waste diversion program that reduces landfill waste, and more.

This year, Infoxchange was awarded 'carbon measured' status by Trace, confirming that our carbon emission measurements have been verified as accurate. This milestone enables us to target our decarbonisation efforts and purchase carbon credits to offset our remaining emissions more precisely as part of our efforts to reduce our environmental impact.

Our refurbishing partner is PonyUp for Good, a certified social enterprise providing a sustainable collection of decommissioned technology, secure data erasure and re-marketing across Australia. PonyUp donates 50% of its profits to our friends at SecondBite, a charity that rescues many tonnes of fresh food each year and redistributes it to food programs nationally.



8 tonnes of refurbished hardware diverted from landfill provided to the NFP sector this year (234 tonnes since 2014)

100%

carbon neutral for the 2025 financial year, reaffirming our commitment to environmental responsibility and sustainable operations



1284 trees living in the Infoxchange forest as of the 1st July 2025

In partnership with TreeO2, Infoxchange has planted 266 trees this financial year: 98 trees recognising the major milestones of service reached by our team members, and for our Technology for Social Justice Conference, we purchased an additional 200 trees to offset travel emissions.



Our sustainability partners:



Thank you

Thank you to all our incredible contributors and supporters who have worked with us to achieve positive social change through the innovative and creative use of technology.







Photos by Hamish Appleby

Check out this report online:
2025.infoxchange.org



Contact us:
+61 3 9418 7400
info@infoxchange.org
www.infoxchange.org

Follow us:



Gold Standard

Infoxchange is proud to be 100% carbon neutral for the 2025 financial year.



Printed by Printing with Purpose, an Indigenous female-owned and operated social enterprise.

