



Marriott
Support Services

ANNUAL REPORT

2022

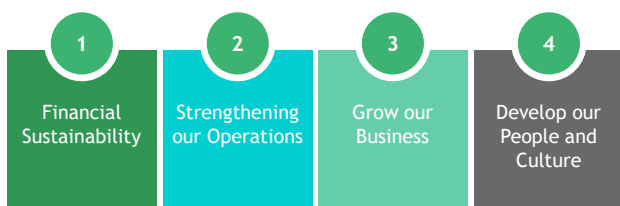


ABOUT US

Marriott is a registered NDIS provider with core business in disability and social enterprises. Key services and supports delivered are:

- NDIS client support coordination, community day services and employment options (training, supported employment and roads to independence)
- Certified social enterprises, including Enviro Management, Industries and Fresh Start, that generate revenue to reinvest into supporting our clients

Marriott's 4 Key Strategic Priorities



Our Vision



To achieve an inclusive community where people living with disabilities thrive by living life on their terms, with purpose and dignity.

Our Mission

Grow our capabilities and navigate possibilities to empower people living with disability

Our Core Philosophy

People living with a disability should have the same opportunities in life that those without a disability have and we undertake our work with compassion, not sympathy.



Contents



Chair's Report	4
CEO's Report	6
Corporate Governance	8
Financial Report	10
Operations Report	13
Social Impact Report	23
Human Resource Report	24
Annual Staff Awards	27
Quality Report	28
Grants and Donations	29
In Memoriam	30

CHAIR'S REPORT



We had all hoped that this financial year would be markedly different from the prior two years of lockdown, but this has not proven to be the case. The on-going impacts of the COVID pandemic combined with economic headwinds of wage and cost inflation, chronic staff shortages and supply chain disruption are reflected in our financial results.

Faced with these pressures your board has been looking to chart the future direction for Marriott and earlier this year commissioned a report, led by an independent consultant, to look at how we might revitalise our service offerings and address our sustainability as an organisation in this new and challenging environment. This study also looked at the current and future market for disability services in our current and surrounding locations.

With respect to our community services, it became apparent that with changes in demographics over the years, Wheatley Road is no longer in a growth area and that our pool of potential day services clients is shrinking. With the administrative and compliance overhead required to operate an organisation such as ours, it is imperative that we increase the number of clients we support. Added to this is the fact that Wheatley Road is an ageing facility with mounting repair and maintenance costs meaning it is not well suited to providing a contemporary range of options for our clients.

On the positive side the report found that,

in contrast to other providers, we are in the fortunate position of being able to offer a range of services from Day Services and Support Co-Ordination to Supported Employment and employment pathways.

So what are we doing in response to all this?

In the area of NDIS offerings, we are re-designing our Community Services with a “Core and Elective” approach and looking to incorporate the latest in technology. These initiatives are all about enhancing our participants’ choice and control and providing services that, based on the survey we conducted earlier in the year, we know are attractive to them. We are now intending to offer Individual Support Packages that are flexible and specific to individual client goals and to extend our Support Co-ordination program to provide specialist services.



We are also looking at the possibility of developing a new site in addition to Wheatley Road in an area with growth potential where we will continue to offer revitalised community-based services in keeping with the Marriott tradition. We anticipate that some existing clients may also prefer to be based at such a new site.

With respect to our social enterprises, we are looking to expand our tender opportunities with both EMS and Industries and actively seeking more supported employees to match business demand. Our social enterprises are also the beneficiaries of the Victorian Government's social procurement policy. But one of the biggest constraints we face is finding a suitable workforce that can take on new and expanded contracts.

This year's AGM sees Graham Ashworth a director and lawyer, retiring having reached his nine year constitutional limit.

On behalf of the board and the Marriott community I would like to thank Graham for his countless hours of voluntary service on behalf of Marriott and will be proposing to the board that he be granted life membership of the organisation.

We have conducted a broad search of people who might be interested in volunteering their time as directors of Marriott and I am pleased to say that the Nominations Committee has recommended the appointment of a minimum of five new Directors to the Board at the forthcoming AGM.

In closing Marriott would not be able to do the work that it does without the tireless efforts of its management and staff, volunteers, commercial partners, and stakeholders. Marriott's 50 year anniversary celebration in March next year will be a great opportunity to thank all past and present members of the Marriott family.

Stephen Creese
Chair



CEO REPORT

COVID has continued to cast a long shadow again this year and Marriott has been impacted in so many ways, but the organisation has weathered these challenges and remained open to provide much valued services. No one could have predicted that there would be continuing lockdowns and restrictions for the first half of the financial year as well as the continuing impacts from new variants continuing throughout the year.



We have experienced diminished numbers in day services and social enterprises in waves, and at the time of this report we are still not fully back to pre-COVID attendance levels. Staffing remains a significant challenge with our teams operating with a high number of vacancies in a difficult labour market overlaid with staff being off work battling COVID, heavy colds and flu with many staff carrying extra duties to carry us through peak periods.

These challenges are not unique to Marriott as the whole disability sector has indicated in sector surveys that over 75% are expecting heavy financial losses for the financial year as well as other impacts to their services. There has not been any financial support from government since Job Keeper ended in May 2020 making it very difficult for disability providers, however the focus has been and will continue to be providing much needed support and services to our people in a rapidly changing and evolving environment.

Despite the challenges and the operating deficit there has been some good news stories with new commercial clients, contract variances and increased sales orders resulting in increased growth in our social enterprises. There has been some great work done in community with an engagement survey on programs and services which has assisted in redesigning, planning and implementing our programs that are centred around client choice and control.



A funding grant from the A.T Marriott Trust has enabled the organisation to purchase a range of robots, virtual and augmented reality equipment, computers and other technology resources to support the popular technology program. This is supplemented with the introduction of STEM programs for participants in partnership with Swinburne's KIOSC centre.

This year we have been able to reconnect and reengage with the Bently Moorabbin Rotary Club who have been part of the rich history of Marriott. Our special thanks to them for the fundraising in providing a large donation for a much-needed mobile sensory projector to support our day services and RTI participants.

It has also been a very special year in celebrating our ten-year partnership in May with Glen Eira Council at Glen Eira Sports and Aquatic Centre where our organisation has worked closely with the Council and their team in making this venue disability friendly across the whole centre which is an exemplary model of community partnership. I wish to express my sincere gratitude and acknowledgement of the tireless contributions made by the staff and Board of Marriott who have invested a great deal of time, resilience and agility in responding to the challenges this year. It is a privilege to be a part of this team at this critical time in Marriott's history.

Ann-Maree Colborne
Chief Executive Officer



CORPORATE GOVERNANCE

Marriott recognises its responsibility to maintain corporate governance practices that are robust, accountable and of a standard that meets the expectation of our stakeholders. The organisation promotes integrity in decision making and demonstrates good corporate practice

Marriott maintains a governance framework that embraces requirements of relevant legislation as well as a corporate charter, governance policies and delegations which is reviewed annually by the Governance Committee and Board. Marriott Support Services is a public company limited by guarantee with members rather than shareholders.

As a registered NDIS service provider our governance structures are aligned with NDIS registration requirements overseen by the NDIS Quality and Safeguards Commission. Our governance standards are also compliant through the range of OHS accreditation along with its social enterprises that are fully certified with Social Traders.

Our Board

The Marriott Board is governed by a volunteer Board of Directors both elected and appointed with a complimentary range of corporate expertise and skills. All Directors volunteer their time in their roles and receive no remuneration. Following the requirements of the constitution the Board meets at least six times per year. Processes and decisions taken at Board and Committee meetings are guided by the Governance Charter, Code of Conduct and Conflict of Interest policies. The majority of Directors have lived experience with a disability as a parent, sibling or close relative supporting or living with a person with a disability which provides them with an understanding of the value and importance of the supports and services aligned to the organisation's mission.

- **Stephen Creese** Chair
- **Mark Bennetts** Deputy Chair
- **Ken Latchford** Treasurer
- **Graham Ashworth**
- **Catherine McGovern**
- **Nichola Lefroy**
- **Shane Armstrong**
- **Linda Bennett** (to 18.11.2021)



Board Committees

To assist in executing its responsibility, the Board is supported by the following Committees.

Governance

This committee assists the Board in relation to corporate governance matters generally across Marriott.

Committee Members:

- **Graham Ashworth**
(Committee Chair)
- **Nichola Lefroy**

Audit, Quality and Risk

This committee assists the Board in financial reporting processes in accordance with relevant standards, compliance with applicable laws and regulations, ongoing oversight of financial, quality and risk management areas.

- **Ken Latchford**
(Committee Chair)
- **Stephen Creese**
- **Mark Bennetts**
- **Shane Armstrong**

Nominations and Remuneration

This committee assists the Board to fulfil its responsibilities in relation to Board related appointments, board performance and assessments along with performance review of the CEO, remuneration of executive and oversight of succession planning.

- **Linda Bennett** (Committee Chair to 18.11.2021)
- **Catherine McGovern** (Committee Chair from 18.11.2021)
- **Stephen Creese**
- **Robyn Campbell** - Independent Committee Member

Strategy

This committee assists the Board in ongoing oversight in matters pertaining to organisational strategy, strategic and operational plans, mergers, acquisitions and property.

Shane Armstrong
(Committee Chair)
Stephen Creese
Mark Bennetts
Nichola Lefroy

Company Secretary

Jennifer Lee to March 2022
Mark Mannix from April 2022

Our Leadership Team

Ann-Maree Colborne Chief Executive Officer

Edward Boghikian Chief Operation Officer

Marg Campbell HR Manager

Mark Mannix Finance Manager

Rosie Chiavaro Quality Manager

Linda Vogt Head of Social Enterprises

Glen Bowen Head of Community Services

Bill Stott Business Development Manager

Kellie Carruthers Customer Engagement Manager

Financial Report

This year's financial performance (a nett deficit \$811k) was materially impacted by the ongoing COVID-19 pandemic particularly through the first three business quarters, then further exacerbated by a very tight labour market.



As has been the case for almost all areas of the economy, the flow-on effects of the pandemic across labour availability, supply chain disruption including vehicles, industrial machinery, computer equipment and general supplies have all combined with variations in demand for our services to make running our businesses very challenging during FY 2022. It is clear many of these effects will persist through the next financial year.

Recognising this environment, during financial year 2023 Marriott management will continue with strategies to streamline administration, review staffing ratios and improve efficiencies, while also taking positive steps to ensure the viability of the organisation into the future.

This result was primarily due to the following factors:

- A significant decline in operating results in Community Services due to decreased and sporadic attendance and revenues, and increased operating costs as a result of COVID restrictions. As COVID persisted, there was also a surge in respiratory illnesses community wide impacting Marriott while residual lockdowns further curtailed normal service delivery.
- Difficulty in being able to recruit sufficient staff numbers to deliver revenue generating contracts
- Increased corporate costs associated with recruiting and replacing staff
- Increased cost associated with the implementation of improved IT systems
- The containment of non-essential operating expenses in response to operational uncertainties imposed by COVID was of assistance



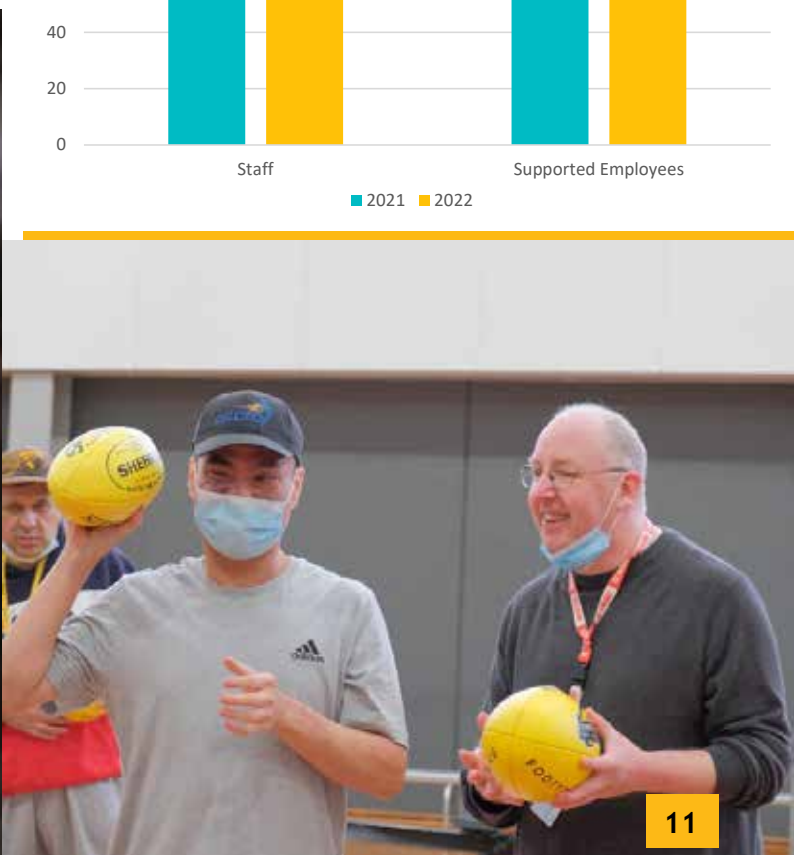
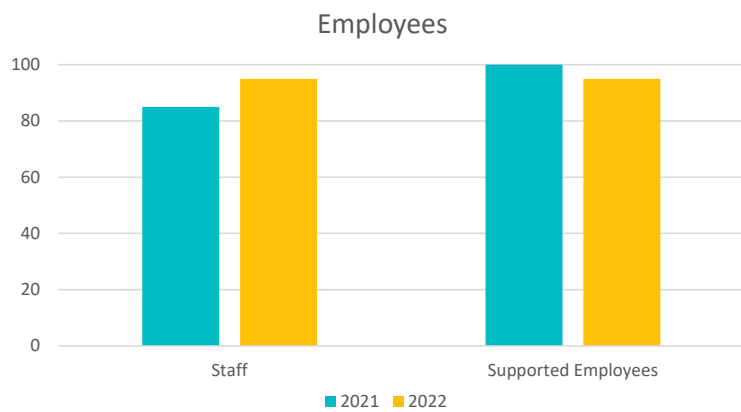
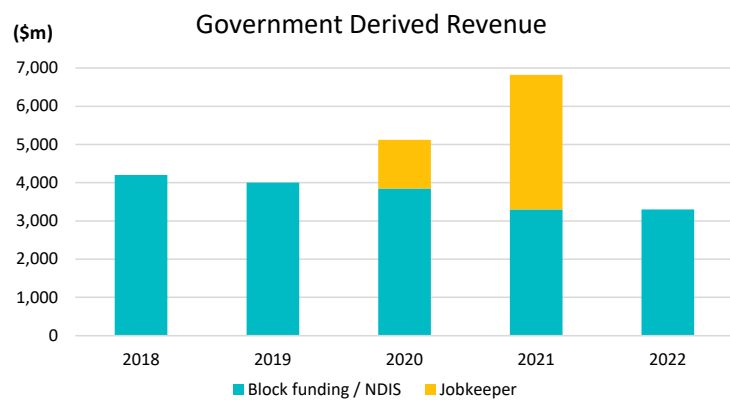
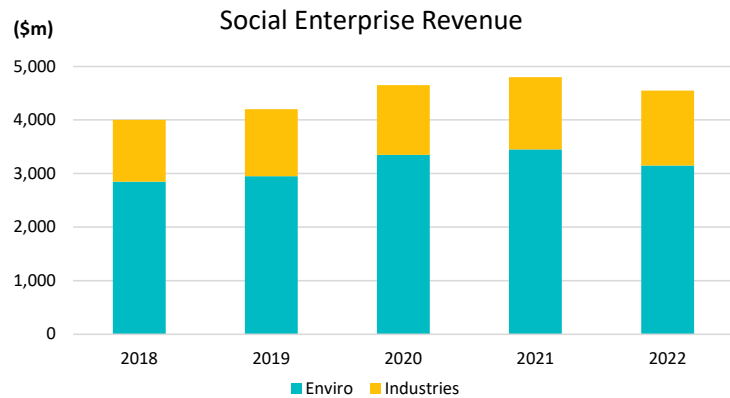
Marriott continues to maintain a strong balance sheet with current assets exceeding liabilities by \$1.46m. The balance sheet has total equity of \$12.2m, decreasing by \$800k reflecting trading losses and no property revaluation this year. Total cash held at year end was \$2.0m. Marriott has significant financial strength within its property holdings, and with the cash retained, to allow us to take steps to improve levels of operations as the ongoing pandemic effects lessen, and as we adjust to what is a changed world for disability services.

Our chair's report makes clear that significant challenges exist to continue to cater to our client needs, most likely with an evolving mix of services and locations. We are in a good position to meet these demands and continue to deliver highly valued services in our industry sector.

The audited full statutory Financial Report for the year ended 30 June 2022 is available as a separate document. The Summary Financial Report is an extract of the audited full statutory Annual Financial Report.

Ken Latchford
Treasurer

Revenue compared to previous years



Financial Performance

	2022	2021
	\$	\$
Revenue		
Grants and NDIS	3,460,475	3,360,095
JobKeeper revenue	-	3,486,750
Sales	5,065,285	4,792,979
Asset disposal	88,018	151,736
Donations	19,273	102,324
Other	71,034	172,864
Total Revenue	8,704,085	12,066,748
Expenses		
Employee expenses	6,738,604	6,250,931
JobKeeper Payments	-	1,638,021
Property costs	345,439	260,579
Repairs	175,942	245,996
Production	586,642	657,776
Motor vehicle	358,895	311,840
Marketing and comms	398,635	316,594
Admin	150,151	136,296
Audit, legal, consultancy	105,615	269,137
Depreciation	609,734	509,327
Interest	45,684	30,297
Total Expenses	9,515,341	10,626,794
Net surplus/(deficit)	(811,256)	1,439,954



OPERATIONS REPORT



The key focus for operations this year has been on executing and delivering the key strategic priorities of Marriott which include strengthening our operations, growing our business, improving our financial sustainability, and developing our people through training and professional development. It has been pleasing to see the rewards of hard work by our team under challenging circumstances in successfully achieving growth in each area of the organisation which augurs well for a more prosperous future.

Marrot NDIS Hub

2022 has seen quite a few changes for Marriott Support Services as we continue to evolve with NDIS changes and the requirements of all of our participants across all divisions.

The year saw the rebranding of the participant support office into the NDIS Hub, which in line with the rebranding now has a focus on all things NDIS and participant related across all of Marriott's divisions.

In 2021 the Support office was focused only on the Supported Employees and their wellbeing at work, however, as part of the transition the focus is now a more holistic person-centred care approach.





At Marriott it is our expectation and driving force that independence comes from working, building capacity and setting goals that move you forward to further independence.

Marriott is family and as such we look for the most effective way in which an individual can build and achieve their dreams successfully. The NDIS hub has been working on many different projects since coming out of COVID all within the guidelines of the NDIS Safeguarding Commission.

Individual Support Programs (ISP) is a program that is set for individuals on a 1:1 support ratio to build capacity and look towards those goals of participants across all divisions. They are not group based, and we have recently commenced the implementation of the ISP program for participants with a number of them

As you can see even with the exit of some participants throughout the year, we have successfully achieved a larger cohort

awaiting in the pipeline for the next round of staff to come onboard.

The intake process has been streamlined and is across all divisions, which has now given every department the ability to look closer at the participants needs and how to support the incoming participants appropriately.

The new Sensory Program has many different features, some that have started with Marriott and others that will be implemented over the next few years. The expansion and diversification of our sensory programs has been made possible through the generous donation received from the Rotary Club of Bentleigh Moorabbin Central towards a new state of the art mobile sensory projector in our community programs. The grant from A.T. Marriott Trust has enabled us to purchase a range of Virtual Reality and other sensory equipment for our range of programs and activities.

Division	2022 participant cohort	2021 participant cohort
Employees with disability	95	91
Roads to Independence	27	24
ISP	3	0
Support Coordination	101	81
Day service	79	73



***Kellie Carruthers
accepting the
donation from
Rotary Club
of Bentleigh
Moorabbin Central***

We launched this program with the sensory room at Glen Eira Sports and Aquatic Centre (GESAC) for their 10th birthday celebrations, showcasing the goal of this program which is to give individuals with disability the ability of inclusion when at events with others in our community.

The sensory spaces are important to our community as they promote inclusion and safety, and ensure continued access to events and other activities. The next phase of this program is to implement the permanent room in GESAC with a funding model to ensure continued success and viability of space. This will then be taken to other areas of our community such as festivals and other major events.

As part of our partnership strategies to enhance the experiences of our participants, KIOSC at Swinburne University is providing a range of technology programs for our RTI participants during their school holiday periods which has attracted strong interest and participation



Community

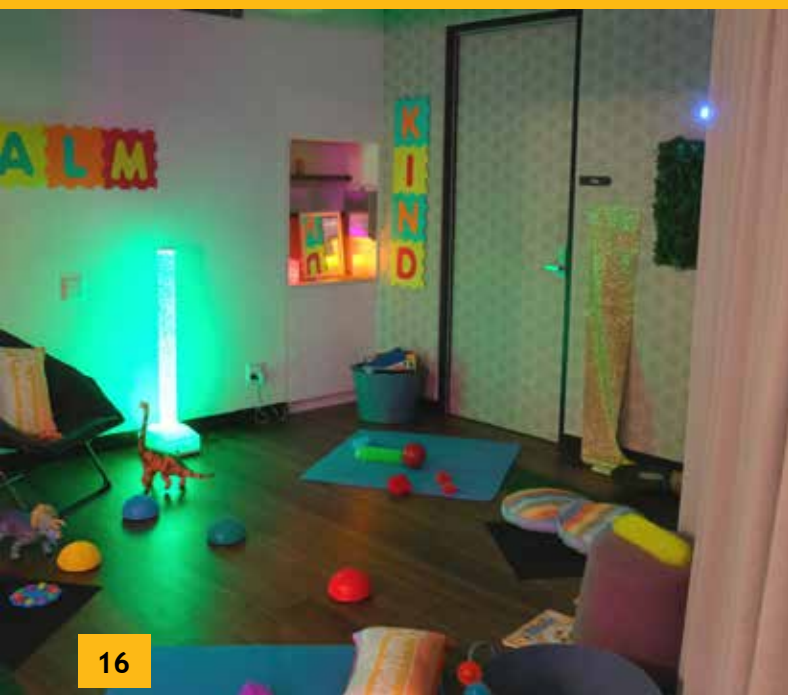
“Networking has also been a strong focus within the Hub, with the inclusion of other departments to bring the focus for wider team on a wholistic approach to the services we provide. This has seen our Support Coordinators, support staff and other team members attending events. This has been a key strategy in decreasing the silo’s that we had in Marriott and increasing the team’s awareness of other important programs we run for those with a disability.”

“Despite a couple of further significant lockdowns in 2021 and a decrease in participant numbers, the Community and Roads to Independence programs were still able to provide about 85,000 participant support hours in the 2021-2022 period”

Although a number of participants have chosen not to continue with Marriott, participant numbers have remained stable since March 2022 with some growth in numbers starting to occur.

Given the imminent new 2022-23 NDIS Pricing Arrangements, we undertook thorough reviews and planning of our unfunded NDIS expenditures in our Community and Roads to Independence program budgets. We identified that to remain financially viable to provide these programs into the future, we had to implement changes and structures to bring these program budgets back into balance.

“Marriott’s Support Coordination team provided about 3,500 client coordination hours in the 2021-2022 period”



One of the highlights for the 2021-22 period, was Marriott's participation in GESAC's 10th Anniversary celebrations, through a 'come and try' day for people with disabilities on 4 May 2022.

There was a guest speaker, an exhibition match of wheelchair AFL and people tried out some different sports and even had a sausage sizzle.

Marriott also had its sensory chill out zone available upstairs, which was well patronised for those people that needed to get away from some of the crowds and noise for a little while. The day was a great success, with 30 of Marriott's Community and RTI participants actively involved who thoroughly enjoyed trying out some different sports.

Marriott introduced and launched Individual Support Programs (ISP's) in May 2022. This service offering is where we are able to tailor individual support when and where they are needed, with someone known and trusted and, who is dedicated to making sure the persons goals are met is a key initiative rolled out by Marriott.

Community Day Program



- Activity hours provided = 16,115 hours
- Number of participant support hours provided = 66,780 hours
- As of 30 June 2022, we had 50 active participants which equates to 41.0 FTE

Roads to Independence Program



- Activity hours provided = 4,116 hours
- Number of participant support hours provided = 18,410 hours
- As of 30 June 2022, we had 23 active participants which equates to 12.6 EFT

Support Coordination



- Number of client coordination hours provided = 3,487 hours
- As of 30 June 2022, we have over 100 active clients



Social Enterprises

Another fantastic year at Marriott despite COVID and recruitment challenges we experienced. Our staff and employees with a disability worked tirelessly to fulfil our work and contractual commitments and we are very grateful to have such a supportive and resilient team.

“We currently have 95 employees with a disability working across our Social Enterprises, with support from Marriott contributing a total of 96,965 support hours (increased from 92,600 hours in 2021).”

Our Social Enterprises exist to create meaningful employment opportunities for people with a disability or experiencing disadvantage within a supported and inclusive environment. The true value of our Social Enterprises lies in its ability to foster social and economic inclusion for our people.



Marriott Social Enterprises experienced a restructure to support operationally sustainable and robust operations for future growth and expansion. This new staffing model allows for the agility of new positions to be added into the framework as we acquire more work and expand our services. Within this restructure many long term staff have embraced the opportunity to progress into more senior roles to support their professional development.

Training provided to our staff this year include - First Aid, Fire Warden, Fire Extinguisher, AQF3 Chemical Cert, NDIS Quality and Safeguarding, Social Impact Outcome, Infection Control, Cert IV in Work Health and Safety, Traffic Management, Defensive Driving and Working at Heights. Three employees with a disability attended the Defensive Driver Training at Sandown Park and several employees with a disability have completed competency training and hours for OutFront operations and hedging.

Industries

Marriott Industries has been delivering packing, production, 3PL, warehousing, light assembly re-work, bonded storage, and services for over 25 years. We have experience working with start-ups or established businesses seeking quality services that strive to exceed industry expectation and provide social procurement solutions.

It has been a huge year for the Food packing area of Marriott with the increasing demand for dry and liquid filling in the food packing room continuing to increase. To meet the increasing demand and create better efficiencies we need to stay abreast of new technology and find innovative and creative solutions.

In response to Marriott's strategic growth targets and to address the national labour shortage we have further invested in automation and purchased our first 150kg Flamingo mixing Machine. This investment has allowed us to increase Food Production productivity by 400% and also provides upskilling and training opportunities for our employees.

This year we secured a Victorian Government grant for \$40,000 to invest in automation for our expanding food packing area. Our new dry food packing filling linear equipment will automate our manual packing processes improving productivity, creating better efficiencies and allow us to scale up and meet our contract food packing targets.

During the month of October 2021, we hit an all time sales record of \$172,000 with 168,000 items processed in Marriott Industries

To better economise and save on consumables we also purchased a semi-automatic pallet wrapping machine. This Motorised pre-stretch machine will help us to save on film which is our highest packaging expense. This is a great addition to our warehouse as it provides a saving of up to 30% on film costs and is fun to use! This also provides the opportunity to upskill our workforce and provide training to operate another new machine.

Increasing demand means we are looking into automation solutions which will provide improved efficiencies and opportunities for staff and employees with a disability to upskill and receive training to the use the machinery.



Production Statistics

- ✓ Work completed for 37 individual clients over the course of one year (last year we completed work for 33 individual clients) Growth is 11%
- ✓ 2.9 million items were packed into 227,701 bags for just one of our event customers (2.63 million items were packed into 203,000 bags in 2021) Growth is 11%
- ✓ We filled 443,000 spice jars for a major dry spice customer contract (365,599 in 2021) Growth is 21%
- ✓ Assembled and sent 22,714 sample kits for one of our customers (19,306 in 2021) Growth is 15%
- ✓ Packed 6,270 bags of confectionery for one of our newest customers

New Customers



Our Valued Customers



Enviro

Enviro is a well-established Certified Social Enterprise that boasts over 39 years' experience in delivering professional horticultural, landscaping, and environmental services in the Metro Melbourne area along with the outer East and Gippsland regions.

Marriott work with Tier 1 and 2 companies, including state and local government, major water authorities, community organisations, educational institutions, local councils, corporate clients, big build projects, golf courses and community spaces. These business relationships and ongoing engagement with our commercial clients are highly valued by Marriott in providing our employees with a disability meaningful employment and social inclusion outcomes.

After many years of partnership, we wish to acknowledge the terrific partnership Marriott has had with Melbourne Water in the final year of the field services contract where Marriott has provided grass maintenance, edge treatment and vegetation management to their assets. This has been a highly successful and highly regarded partnership and as we enter a new era, we look forward to working with Melbourne Water with future opportunities as they arise.

Enviro team of 22 staff attended a full day of Defensive driving training at Sandown Raceway. This was a great team building exercise and provided team with an opportunity to learn some new defensive driving skills to assist with manoeuvring their vehicles out in the field.

“ Enviro partnered with LINK Community Transport this year to deliver gardening and mowing maintenance services to recipients of home care packages. This work has provided us with an opportunity to increase our footprint in the Western and Northern suburbs of Melbourne, which included over 1,024 sites visits this year for gardening and maintenance. ”



Our Valued Customers



Families,
Fairness
and Housing



Health
and Human
Services



LLOYD



**South East
Water**



Our tractor and machinery fleet are one of the most modern within our sector. To maintain this position, we invested to upgrade our plant and equipment to better deliver our commercial contracts with improved efficiencies and safety.

Our new remote control Bomford Flail Bot mower will be arriving shortly and will allow us to cut sloped sites safely and provide safe cutting on more challenging terrain to their assets. This has been a highly successful and highly regarded partnership and as we enter a new era, we look forward to working with Melbourne Water with future opportunities as they arise.



Contract Deliverable Statistics

- ✓ Work completed for 21 individual clients in 2022 (19 individual clients in 2021)
- ✓ 28,000 hectares of grass slashed and mowed (26,000 in 2021 and 20,000 in 2020)
- ✓ 2,513 visits to water and sewer sites (2251 visits in 2021 and 1515 visits in 2020)
- ✓ 9,914 site visits for gardening and maintenance (8,890 in 2021 and 5,000 in 2020)

Landscape Plus Fitzroy Gasworks Project - Enviro Team planted approximately 870 plants at the front area of the Fitzroy Gasworks College over 2 days

Fresh Start

Fresh Start is our newest Social Enterprise that delivers a suite of quality cleaning services to businesses, local and state government, and major water authorities. This year we have experienced an increase in the number of employees with a disability working on cleaning contracts.

Our team consists of a diverse workforce who come from a multicultural, socially and economically disadvantaged background. We have strong relationships with Brotherhood of Saint Laurence and not for profit employment providers to ensure that we are providing sustainable long term employment opportunities for job seekers.

This year we have acquired new cleaning work with some of our existing clients from our other business areas, proactively developed new relationships and partnered with corporate supporters in joint bids for council, state and federal government contracts across the Melbourne metropolitan area.

Edward Boghikian
Chief Operating Officer



2,750 working hours contributed by employees with a disability

(1,320 EWD working hours in 2021)

5,472 site visits for cleaning

4638 site visits for cleaning in 2020



Social Impact Report

Marriott is a values driven organisation with a balance of social and commercial initiatives that add value to our customers while creating employment opportunities that provide economic and social outcomes.

Our social enterprises support individuals with a disability and those experiencing social disadvantage working to solve social problems by providing inclusive and supportive through meaningful employment to achieve a range of social outcomes. These individuals are supported to gain real life work experience along with training and gaining skills that builds their confidence that can open future doors to mainstream employment opportunities whilst also meeting their individual goals, choice and control.

Marriott is an experienced operator of social enterprises working in partnerships with government, councils, construction projects and its commercial clients dating back over 40 years when it commenced its first social business enterprise which is now known as Enviro Management Services. Following on some ten years later our Industries social business commenced continuing to build a strong and loyal customer base over thirty years delivering a high level of quality work. Recently Marriott has established Fresh Start to meet the growing demand in facilities management contracts. Our social enterprises are certified with Social Traders and also hold a range of OHS and quality accreditations. In 2022 we had 95 employees with a disability working across our Social Enterprises.

For organisations seeking social impacts, in working with Marriott Delivers

- ✓ Enabling positive social change
- ✓ Meaningful employment outcomes
- ✓ Building capability of people with a disability or disadvantage with training and skills development
- ✓ Providing economic security & financial independence of the people we support

Employment Impacts

Fresh Start

2,750 working hours contributed by employees with a disability (1,320 EWD working hours in 2021)

Industries

69,487 working hours contributed by employees with a disability (73,797 hours in 2021) This figure was impacted by COVID and respiratory virus illness, retirements and Employees with a disability stood down due to non-compliance with mandatory vaccinations)

Environment Management Services

24,840 working hours contributed by supported employees (increased from 9,900 in 2021)

Community

1,440 hours contributed by 1 employee with a disability working in reception/administration. This was the first year of providing employment opportunity in this area



Human Resources Report

COVID-19 restrictions continued to impact Marriott in a number of ways, including the Volunteering programs which has remained in suspension this year. Importantly, ensuring our people are provided with a safe environment included being supported with COVID safety measures, mental health initiatives and ongoing OHS measures remained at the forefront of our decision making in managing our human resources.

Marriott's priority is to support the best possible quality of care, choice and control for Marriott's NDIS participants, and the primary way to achieve this is through Marriott's workforce. To support this, Marriott's key focus area is to cultivate a high performing, productive and growth orientated culture to attract, develop and retain best available people in line with Marriott's strategic goals.

This strategy has three areas of priority. Each priority has a range of objectives and actions that are designed to provide the overarching framework, processes and supports for employees and teams to be functioning at their best.

Marriott is an inclusive employer endeavouring to provide meaningful employment opportunities for a diverse workforce across all areas of the organisation. Our teams consist of people from all walks of life, many with a disability, some from social disadvantage or different ethnic heritages, all with varying range of backgrounds, abilities and skills that make up our workforce. This is also reflected in our employee demographics.

In alignment with the exit from the ADE block funding model to the NDIS individual funding, as well as further changes to the NDIS pricing, has resulted in significant changes across Community and our Social Enterprises. This required the redesign of our staffing structures, staff-to-client ratios and a major realignment of the workforce which was a large undertaking that took place during the year.

On top of this, the organisation has faced difficulties with recruitment in a tight labour market to recruit into vacancies or fill new contract funded roles. Over this year the HR and Recruitment team has worked tirelessly to adapt our recruitment processes to accommodate these challenges of to meet our business and growth needs, while still maintaining our commitment to safeguarding participants. This remains a constant focus moving into the new year where we will continue to review our processes to increase efficiencies and find solutions to workforce challenges.

The priority areas are:

1. Ensuring a safe and healthy workplace
2. Implement and embed competence framework for recruitment, induction, supervision and training
3. Ensure methods of recruitment and selection attract a wide pool of applicants suited to required roles

Staffing Numbers

During the reporting period there has been some employee movements which has seen some shifts in staffing in part time and casual roles to align with revenue and NDIS funding, however the overall headcount numbers for each area remains virtually unchanged.

With regards to our employees with a disability, the staffing numbers have remained steady with some moving onto new roles in an open employment balanced out with recruitment of new personnel.

Overall Marriott experienced very low rates of turnover during the reporting period with an overall 2.1% turnover. At the end of the year, we had 198 staff consisting of 52 full time, 116 part time and 30 casual staff. This year Marriott employed 99 people living with disability across three divisions for a total of 2,067.9 labour hours provided by the supported workforce.

Supported Workforce

96 part time staffs working a total of 2,067.90 hours fortnightly and 2 casual staff

Total 54.42 FTE across Marriott Services

Average supported employee productivity rate of 30% equates to 16.22 FTE unsupported staff

Supported Staff per Division

Marriott Enviro Services 28 staff for a total of 692.75 hours per fortnight totalling 18011.5 hours per annum

Marriott Industries 70 staff for a total of 1,343.90 hours per fortnight totalling 34941.4 hours per annum

Marriott Community 1 staff for a total of 31.25 hours per fortnight = 812.5 hours per annum + 627.50 hours open employment



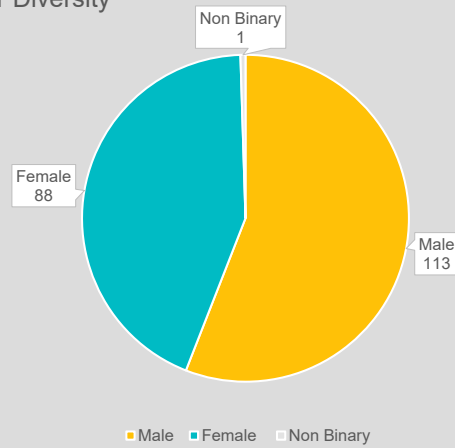
Health and Wellbeing

With the ongoing issues and impacts of the global pandemic throughout the year causing operational uncertainty, our employees conducted themselves in a safe manner committed to continuing to provide a high level of services. Despite these challenges our people overcame significant obstacles to deliver disability services and our commercial contracts.

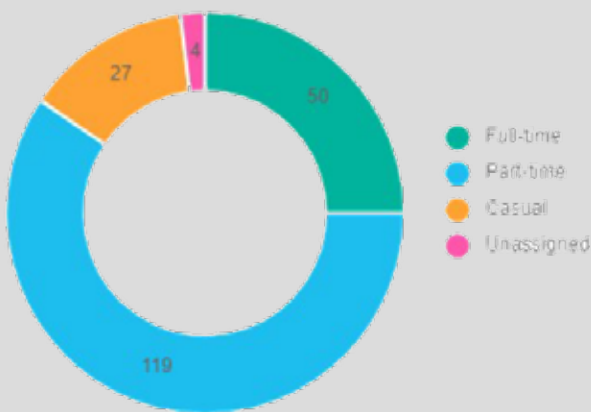
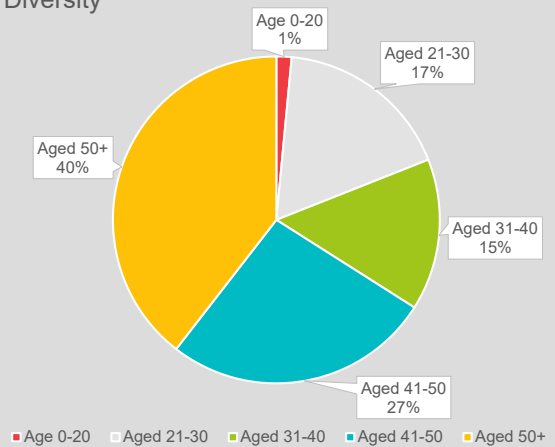
The ongoing pandemic has continued to provide many challenges to provide a safe operating environment for employees, customers and visitors across all of our operational sites. Safety is a key value of Marriott where all employees are expected to work continuously in improving our workplace processes, having a work life balance and ensuring that there is a focus on health and wellbeing at all levels.

To support our workforce to better manage their mental and physical wellbeing, Marriott increased the number of Employee Assistance Program sessions available to all staff also implementing other initiatives such as Mental Health First Aid training for staff, pet therapy visits, the organisation of safe socially distanced activities and supporting staff with during the pandemic, sickness and isolation.

Gender Diversity

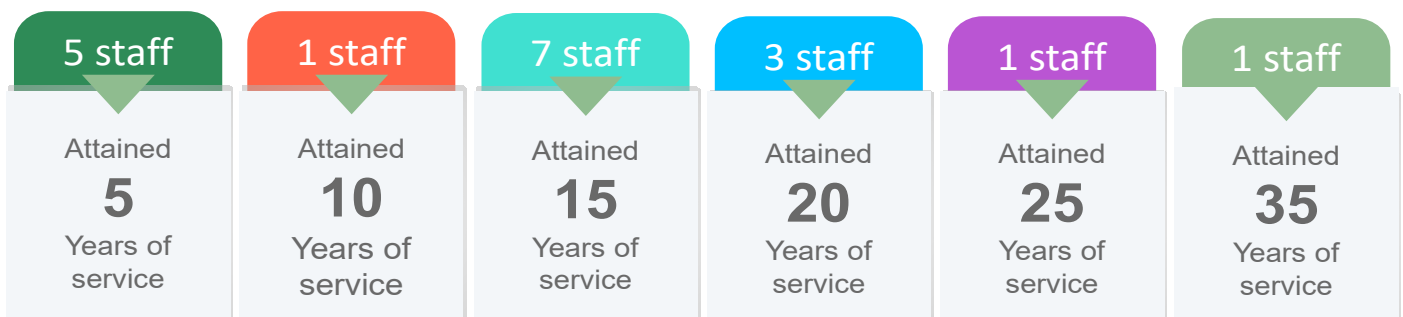


Age Diversity



Workforce Development

Our workforce strategy is centred on developing the capacity of our people to continue to build a skilled, healthy and safe workforce which Marriott has invested considerable resources during the year. Integral to this was equipping our staff with the training needed relevant to their work areas, along with a focus on succession planning at all levels which has been implemented to minimise the potential for disruption to services.



ANNUAL STAFF AWARDS AT DECEMBER 2021



Allan T. Marriott Achievement Awards

Philp Astone Community
Bill Gibbs Industries
Jason Conder EMS



Value Awards

Leigh Priggen EMS
Gabriel Norris HR
Ben Swann Industries
Beau Gunning EMS



Safety Awards

Cheryl Jackson Industries
Clelia Scattolin Fresh Start



Pam Rivers Volunteer Award

Rodney Davis
Winner
Carolyn Ritchie
Highly Commended



CEO Award for Excellence

Jienny Albrey EMS
Winner
Richard Goth EMS
Highly Commended

Quality Report

Continuous quality improvement is key to our operations. When it all comes together and works, we can make a real difference to people's lives.

A strong emphasis again this year has continued through the strengthening of our quality systems and driving improvements. This has been achieved through monitoring, improvement planning and re-designing to meet operational priorities and alignment to relevant standards and other compliance requirements.

Our consultation structures and processes were refined, and our reporting systems improved the way we evaluate our performance and future changes for effectiveness. This was achieved through committed leadership, team work, continual reviewing, along with participant and staff engagement.

Marriott has taken all practical measures to comply with its obligations under the National Disability Insurance Scheme Act 2013 (NDIS Act), the NDIS Standards and all relevant statutory compliance requirements. The successful NDIS certification as an Approved NDIS Provider is significant because it means that Marriott has successfully proven its commitment to delivering high quality and safe disability supports and services.

Moving forward, in the next cycle of accreditation audit Marriott is seeking to extend the scope of our NDIS registration to include Specialised Support Coordination Level 3 which will allow us to deliver supports



Marriott is also independently certified by Global Compliance Certification (GCC) for our compliance with: ISO 45001:2018 OHS Management System Standard which occurs annually. This was achieved with a great deal of hard work and effort from all. Our staff very ably demonstrated through the process how focused we all are on providing high quality disability supports within a safe work environment.

We have also maintained a steady focus on establishing processes and systems to include Environmental Management and Quality Management. This involves a significant investment made this year in technologies in implementing Lucidity software and resources to support our transition to an Integrated Management System (IMS) for Health, Safety, Environment and Quality (HSEQ). This will enable us to attain a combined certification for three ISO Standards; Quality 9001:2016, Environment 14001:2016 and OHS 45001:2018, and in turn strengthen our practice and further our commercial opportunities.



Grants and Donations

Commercial Clients & Partners

Here at Marriott, we are committed to providing meaningful employment opportunities and ongoing training for people living with a disability or experiencing social disadvantage which support their employment and social outcomes. Our diversity of services provided by our social enterprises and commercial relationships allows us to partner with many companies or organisations to provide social procurement solutions which are individually tailored.

Marriott takes enormous pride in having strong working relationships with our customers, many of whom have been with us over many years. This year we have welcomed a number of new customers to our growing family of customers and look forward to continuing providing services to these businesses and organisations.

Corporate Partnerships

- Bunnings
- Chubb
- Conekter
- Eziway
- Markstone Group
- McPhail
- AB
- Procurement Australia
- Promentor
- Social Traders
- Telstra
- Techware
- Windsor Management Services

Our sincere thanks to the following individuals and organisations who have supported and partnered with Marriott throughout the year.

- Bequests, Donations & Trusts
- Don and Yvonne Baird
- Stephen Creese
- Lewis Eishold
- Ken Latchford
- Citshela Ndlovu
- Walter and Eliza Hall Holdings
- Rotary Club of Moorabbin & Bentleigh
- Equity Trustees - A.T. Marriott Trust
- Pay Pal Giving Fund

We would like to thank the Baird family for their generous donation which enabled us to purchase the following items for the participants:

- Replace the inground trampoline mat
- Replace the TV in the Common Room
- Provide two more effects wheels for the projector in the Sensory Room
- Three all-in-one computers
- Six iPads

IN MEMORIAM

It is with sadness that we acknowledge the passing of much loved members of our Marriott family who have been with us for many years. Our sincere sympathies to their families and many friends.

Laura Campbell Community

Chris Dadiras Industries

James Oswald EMS



Marriott
Support Services

