

Acknowledgement of Country

We are proud to acknowledge, respect, and honour the Traditional Custodians of the lands and nations on which we carry out our work across Australia.

We pay our respect to their Elders, Ancestors, cultures, and heritage. We recognise their deep and ongoing connection to country, water, and culture, and the continued sovereignty of all Aboriginal and Torres Strait Islander Nations.

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I have now been paired with six mentees. For me, each has been a revelation – these leaders are exceptional people, each of them deeply skilled and competent in their field, driven by a deep commitment to their purpose.

They juggle endless demands and needs with always far too little in the way of resources. I have learnt so much from each of them and have considered it a gift to be involved in their lives and contribute by sharing experience and my networks, providing support and looking out for them (for all neglect their own well-being in the process!)

Being involved with Kilfinan has enriched my life immensely and if I have, in any small way, been able to help these leaders grow and fulfil their mission, it has been a privilege to do so.

Nora Scheinkestel Kilfinan Mentor

About Us

Kilfinan Australia creates executivelevel mentorships to spark knowledge, connections and growth.

We match social purpose leaders with executive mentors through a process that begins with genuine empathy and deep understanding.

Our proven matching methodology brings together the <u>best minds of the social, public and private sectors</u>, ensuring long-lasting, impactful, and transformational experiences.

We approach each match with a genuine understanding of the challenges social purpose leaders face and the knowledge of the key levers for success. One-on-one bespoke mentorships do not solely provide theoretical leadership skills but tailored, practical support that directly enhances the work and outcomes of leaders.

Long term, we seek to strengthen social purpose organisations by instilling greater resilience and sustainability. They become even more effective in delivering their missions and achieving outcomes for communities and causes.





Letter from the CEO

Kilfinan is unique.

Our stakeholders and beneficiaries are some of the most accomplished, driven and passionate leaders across Australia. We hear and see the changes that are happening in the social purpose sector. We have grown with the sector and we have set ourselves up to support this change.

Underpinned by our five core values, we launched a new strategic plan that will guide Kilfinan for the next three years. The plan focuses on successful outcomes for all - leaders, charities and the social sector.

For the first time this year, we were able to witness our theory of change at work. Our evaluation framework delivered insights into organisational year on year performance, comparative data for each mentee, and aggregated reports on themes across organisations that are impacting our leaders.

We are deeply humbled by the impact and endorsement of our mentees and mentors. Continual feedback from our community confirms that the voluntary programs we run are respected, valued, and deliver long term benefits.

As the CEO, I'm proud of Kilfinan's legacy and hopeful for our future. I thank our Board for their continued support and trust. I thank our incredible volunteer mentors who generously donate their time, and our dedicated financial supporters without whom we would not exist.

And of course, nothing happens without the tireless effort of our mentees who step up daily to instigate change, deliver outcomes, and create a better world. You are a constant source of inspiration, and I consider it a great privilege to support you.

Warmly,

Beth Weatherly CEO

Chair's Message

We are eight years into the Kilfinan story in Australia. Our founders knew from their own rich experience that there was much benefit to be created in matching the exacting needs of for-purpose leaders with the experience and skills of leaders in business and government. Our well-researched mentorships have proven their worth in the growth of numbers. And, for the first time this year, we gathered data to illustrate the positive change that arises from the work, thought, and insight grown by interaction of mentors and mentees.

Our 200+ volunteer mentors are an inspiration and confirm our faith in generosity and community. Their skills and experience span multinationals, ASX listed companies, family businesses, government enterprises, not-for-profits, start-ups and scale-ups. Despite their different experiences and skills, they are remarkably consistent in their common values linked to for-purpose sector leadership. While our core commitment is to the personalised matching of our mentors and mentees, we are becoming increasingly aware of how organisations and communities are strengthened through this collaboration.

I am grateful to our mentors for their contribution, our mentees for their honesty, the Board for volunteering their time, the team at Kilfinan and our CEO, Beth Weatherly, who have all worked with vigour and tenacity to grow our reach whilst sustaining quality. The impact data shows we have excellent foundations to help more leaders and communities thrive. As the financial year closes, I particularly wish to thank our financial donors, whose investment has enabled what is a great community project of capacity building.

Our organisation's challenge now is to complete the project of enabling a truly national service that reaches those who need it most, especially those in nonurban communities – and to underpin that project with sustainable funding.

Thank you for your support.

Michael Gill Chair



Where We Ended Up: Year in Review

2022 was a decisive year. Beyond creating connections, Kilfinan is entering a period of expansion.

In the history of our organisation, this year represents a turning point where a number of foundational initiatives and decisions were made to support our ambitious strategic plan, positioning ourselves to further strengthen leaders, charities, and the social sector.

We are moving up: we are drumming up support for leaders in underserved sectors and locations; stepping up to expand our networks of mentors; synching up to partner with others; setting up more opportunities for professional and personal development; and, measuring up our social value to ensure we deliver the best possible outcomes.

Setting Up: Self-Investment

Kilfinan has begun a transformation. In 2021 our two founders, Marion Webster OAM and Rosemary Grieve, stepped back from their day-to-day involvement in our organisation while continuing their valued role on the Board of Directors.

We undertook the development of an ambitious strategic plan that envisions a bold future for Kilfinan Australia; one that leverages our unique bird's eye view, creatively connecting leaders across and within sectors to drive social change.

Over the next three years, we plan to grow our impact by supporting more leaders in underserved locations and sectors, including regional Australia. We will expand our network of skilled business mentors. We will partner with others to amplify efforts. And through our array of services, we will create opportunities for professional and personal development, boost innovation, and nurture collaboration.

To enable the plan, our Board approved the investment for three part-time roles, set to begin in FY 22-23, covering marketing, development, and operations. These necessary roles will support our planned expansion to reach more leaders and develop initiatives to drive further impact. It will bring the total Kilfinan staff to 3.7 full time equivalent.

Measuring Up: The Ripple Effect

Thanks to investment in forward-thinking processes and systems, this year we were able to comparatively measure change in our mentees' learning and development. With their honest feedback received, we partnered with independent data scientists to wrangle, analyse, and draw insights from this data.

Going forward, we will be able to produce individual, sector and community reports that track changes and progress, year on year. This feedback loop is unique and represents our commitment to ensuring our mentees and mentors continue to achieve their objectives and that Kilfinan keeps abreast of leadership challenges and trends as they emerge.

Each and every undertaking is a long-term process that has considerable impact on organisations, the social sector, and communities. This year, we were able to start reporting on this collective impact.

Effective teams	95% of mentees were able to positively influence their team and work culture.
More services	Two-thirds have increased their service delivery capacity or introduced new services.
Efficient execution	Over half have been able to streamline their systems and processes, increasing efficiency.
Enhanced outcomes	70% of mentees report improved outcomes from their organisation's programs/services.
Improved governance	Three-quarters of mentees report that their Board has increased engagement and/or investment.
Reduced risk	Two-thirds of mentees report avoiding costly mistakes.
Long-term viability	Over half have developed new funding strategies to address the organisation's sustainability.
Better together	60% of organisations have established new strategic partnerships or collaborations.

Stepping Up: Our Strategy

As a social purpose organisation, we are always considering how our activities and actions move us closer to our vision of seeing leaders, organisations, and communities thrive. This is the thinking that underpins our 22-25 strategic plan. We are creating change by driving initiatives across three distinct, but intertwined, goals.

Growing Leadership Capability

In the last year, we matched three new mentorships every fortnight, inducting a total of 78 new for-purpose leaders into our Kilfinan community.

We held skill building workshops for our mentees focusing on important leadership topics: organisational culture, donor relations, and change management.

We hosted forums for mentors in Sydney and Melbourne, to give them the opportunity to share insights from their mentoring experiences.

Supporting Social Purpose Organisations

Leaders are distributed across all levels, and among them are the people who will be our future chief executives and directors. This year, we commenced a pilot program to match emerging leaders, rising stars within mentee organisations, into mentorships.

To further the support we offer, we are building a team of advisors with specialist expertise and experience that can be tapped into for discrete support.

Strengthening the Social Sector

Networking and peer-to-peer opportunities were attended by over 260 participants.

We welcomed 22 new volunteer mentors to our community and our first mentee from the Northern Territory as we continued to expand our reach.

We experienced 20% growth in mentorships from both the smallest (<\$250k) and largest organisations (>\$5M) in the sector.

Our mentors contributed a staggering \$2.5m in pro bono services in FY22, bringing their total contribution to \$8.6m over the past eight years.

Counting Up: Our Year in Numbers

460

Long-term mentorships connected over the past eight years 20% Growth

422

Charities
supported across
Australia
19% Growth

232

Mentorships supported in FY22 2% Growth

78

New mentorships initiated in FY22 15% Growth

216

Trusted volunteer mentors

1% Growth, 91% Retention

261

Event participants 8% Growth

4,430

Hours donated by mentors in FY22

\$2.5_M

In value contributed in FY22

\$8.6_M

In value contributed over the past eight years

Meeting Up: Case Study

Greg Evans, Kilfinan Mentor Ali Ahmed, CEO, Youth Activating Youth

Greg and Ali have been meeting for the last three years, and all the way through the COVID pandemic. Ali is the CEO and Founder of Youth Activating Youth. Greg has had a career leading large consumer products, multinationals, and running his own businesses.



Ali:

I found out about Kilfinan through my networks. I wanted to take the organisation to another level and grow its impact. To do that, I knew I needed to develop skills that I did not have - skills that I couldn't find in a book, skills that needed developing through guided experience.

Kilfinan has genuine people, ready and willing to help. They made a deliberate effort to get the right person for me, and the matching process helped the mentorship become sustainable. It's one of the best investments I've made in my life.



Greg:

I found Kilfinan through a friend who suggested it to me. I was interested in helping develop people after 20 years working for global public companies in the consumer products area. Kilfinan put me in touch with two young people doing incredible things with unlimited potential.

That's one of the great things: I've learned from the people that I'm mentoring as well as them learning from me.







The Relationship

Ali:

Greg and I have been meeting for three years now. We set up meetings monthly or bi-monthly, depending on our workload. We also have ad hoc meetings when issues arise. I was reluctant to engage openly at the beginning, but then we put structure around it, had an agenda, and committed to the time.

Greg was impartial and helped me look at situations differently. He wasn't part of the non-profit space. He gave me independent senior-level advice and taught me to see relationships differently. He encouraged me to approach issues in a business-like way. It changed my perspective and

reframed my views on situations, which goes a long way. Ultimately, he helped me to think more creatively, which increased the organisation's impact. It was a gamechanger for me. It gave me an advantage.

I've also benefited from his technical skills in leading multinationals. His perspective on teething issues in the early stages, like HR issues and finance, helped. These things all impact a small not-for-profit. His experience spurred me to develop more technical skills myself. He was a catalyst for continuing my education and studying for an MBA.

Greg:

My approach was to understand what he was all about. My value was about encouraging balance in his life, achieving his goals, and being an independent sounding board.

We talked about what he has achieved, what he wants, and the milestones in that journey. Sometimes, he doubted if he could achieve the things he set out to. Then we would talk about what he needed

to make it happen by reaching out for the right support. And time after time, each problem was solved, and it gave him confidence to set the bar higher. It was hard, but he did it, proving what's possible to himself and others. Just knowing that there was a potential challenge or problem there and having the confidence to reach out to the right people can help you succeed.



Perspectives and Insights

Ali:

The most profound experience was the process Greg helped me through in finding a successor to make a sustainable organisation. I had been living and breathing the organisation for a decade. I had built it from scratch. My life and the organisation were deeply intertwined and were one at some point during the last ten years. They were the same thing.

Beginning the process of finding a successor for the CEO role also involved untangling my identity from the organisation. That journey has been revealing and insightful for me, the organisation, and Greg. It was a journey of self-discovery for me and finding a way forward for the organisation. Greg has sunk his teeth into the challenge and helped me find what's me and what's the organisation. That's been one of his most significant contributions.

Greg:

With Ali, he's had an inner drive to help people from an early age. He's built an organisation that helps disadvantaged youth, and it's expanding. It's gone from \$250k in funding to \$2M over the years and now he's working on even larger scale government matching projects in partnership with philanthropists.

I've learned so much about the not-forprofit space, and I value the insights that have been shared with me. The organisations are doing such important and valuable work, It's more than interesting, it's inspiring. These CEOs are making a difference - by improving the environment, bettering people's lives, helping people that need extra assistance. Their work is so incredibly well thought out. It is humbling. It's a grounding experience.

Mentoring opens up your mind. When you see what some people's beliefs can create, the power of one idea to change the lives of many is inspirational. When you see a young leader sharing their world view, it all makes you very proud.

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I found the power of a mentor to be surprising- how much it can push an individual to achieve things they thought were impossible on their own. I thought I couldn't build a million-dollar not-for-profit, and now I have. Being a person of colour, I thought some of these things were impossible. But having someone in your corner telling you to operate as a business, focus on the impact, raising funds. It keeps you centred and focused.

I learned to back myself.
I learned to believe in my
abilities. I've learned to be
more confident in developing
and executing strategy.
Sometimes I thought I was
different; sometimes, I thought
the market was not tolerant of
me because of where I came
from. I look at it in a different
light now. I am no different from
any other CEO.

Ali Ahmed CEO Youth Activating Youth





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The environment that he is working in is so different to my daily life. I didn't have a lot of involvement with young people making a difference in the community before, so I found what he does very inspiring.

I've gained a lot of satisfaction from helping him achieve his goals; to see him transition through this stage of his career. Above that, I value his trust and his friendship. It was really special to me when he said in an interview recently, 'I don't know if we'll have a mentorship like this forever, but I know we'll be friends forever'.

Don't underestimate how powerful mentoring can be, and yet it's easy. You can create change by helping the leaders of these charities. Viewing the world through a not-for-profit is particularly interesting. Their work is important and makes such an impact. It's been great to understand what outstanding leaders of the next generation are trying to achieve.

Greg Evans
Kilfinan Mentor

Teaming Up: Our People

We are registered as a charity with the ACNC, and as a company limited by guarantee with ASIC. We operate nationally with headquarters in Melbourne. Our Board of Directors volunteer their time and skills to govern Kilfinan Australia.

Our team of five part-time staff (2.5 FTE) in Victoria and New South Wales will be eight in the following year (3.7 FTE). This team rallies our community of over 200 mentors and 450 mentees nationally and oversees over 230 mentorships each year.

Our Staff and Governance

Staff		
Beth Weatherly	Chief Executive Officer	
Maree Davidson AM	Mentorship Manager	
Lesley Podesta	Mentorship Manager	
Lauren De Ross	Mentorship Coordinator	
Rosanna Spanio	General Manager, resigned	
Ramyaa Madhan	Salesforce Developer	
Three new roles to commence in FY 2023		

Board of Directors			
Michael Gill	Chair		
Rosemary Grieve	Joint Founding Director		
Marion Webster OAM	Joint Founding Director		
Mike Ihlein	Director		
Georgie Harman	Director		
Sandie De Wolfe AM	Director, resigned		
John Ashby	Director, resigned		

For over five years, our community has benefited from the tireless work of our General Manager, Rosanna Spanio. Motivated by her commitment to social purpose, she was known to most of us as the conduit between mentors, mentees, supporters and partners. She engaged with everyone to keep Kilfinan moving. We are thankful for her time with us and wish her the best of luck in her future endeavours.

We are also grateful for the advice and support provided by Sandie de Wolf AM and John Ashby over many years. Both resigned from the Board in the last reporting period. We look forward to welcoming two new Directors and a Company Secretary in FY 23.

Our Mentors

Our community of over 230 volunteer mentors comes from diverse industries: some from family companies, some from agile start-ups and others from ASX-listed giants. Their industries span everything from mining and retail to finance and technology. Some draw their experience from the halls of government, while others have mastered the skills involved in private-public partnerships. Above all, each and every mentor holds the common value and goal of strengthening our society through leadership.

A-C

Terry Agnew
Patrick Allaway
Peter Allen
Vicki Allen
Rick Allert AO
Suzanne Ardagh
John Ashby
John Atkins AO
Grace Atkinson
Christine Bartlett
Sally Basser
Susan Beling
Fabio Bertola
Penny Bingham-Hall

Penny Bingham-F Barry Bloch Andrew Bousie Cath Bowtell Leigh Bracken Norah Breekveldt Dov Brener

Bruce Brook

Malcolm Broomhead AO

Lara Bruhns
Anna Buduls AO
Alberto Calderon
Dale Calhoun
Anthony Callinan
David Campbell

Elizabeth Carr

Christine Christian AO

Andrew Clark
Cameron Clyne
Steven Cole
Peter Coleman
Tony Concannon
Helen Conway
Frank Cooper AO
Simon Cowen
David Craig
John Craven
Ewen Crouch AM

D-F

Diana D'Ambra Eric d'Indv Gerard Dalbosco Mark Daniel Maree Davidson AM Patricia Davison Alison de Groot Sandie de Wolf AM Jennifer Douglas **Judith Downes** Vicki Doyle Jayne Dullard **Tonianne Dwyer** Erica Edmands Graham Elliot Greg Evans Jim Eve Joanne Farrell

Christine Feldmanis
Jane Fenton AM
Karen Fifer
Joan Fitzpatrick
Nancy Fox
Andrew Friars

G-I

Andrea Galgoczi-Kratochvil Jann Gardner Nicholas Gavnor Michael Gill Anne Giugni John Gleeson Debra Goldfinch Dennis Goldner AM Beth Gordon Matt Graham Julie Green Rosemary Grieve Scott Grimley Dr Vanessa Guthrie AO Daniel "Pancho" Gutstein Tim Hammon Leisa Hart Margaret Haseltine David Hayward Michaela Healey Dr Michael Henry AM Paul Hill Kathy Hirschfeld AM

Peter Hodgett
Evelyn Horton
Graham Hubbard
Trevor Hunt
Angela Hutson
Tony Hyams AM
Michael Ihlein
Launa Inman
Shirley In't Veld

J-L

Lynne Jensen
Paul Jensen
Greg Johnson
Jane Keating
Joanne Kirker
Daniel Kleijn
Marius Kloppers
Maha Krishnapillai
Mark Laidlaw
Peter Lamell
David Larocca
Matthew Lickwar
Deanna Lomas
Anne Loveridge

M-O

Heith Mackay-Cruise
Silvio Marinelli
Dav Mather
Arturo Mauleon
Dawn McAleenan
Phillipa McCaffery
Louise McCann
Alison McClelland AM
Marie McDonald
lan McGill
Rebecca McGrath
Bruce Miller AO
Patricia Montague

Tass Mousaferiadis
Paul Mulraney CSC
Steven Munchenberg
Anne Myers
Alistair Mytton
Helen Nash
Jane Nash
Michael Neilson
Dr Robert Nethercote
Tony Noonan
Nicole O'Connor
Shane O'Hare

P-R

Karen Penrose Sonia Petering Tim Poole John Poulson Sanjay Prasad **Andrew Price** Geoff Price Brian Purdy **Inarid Puzev** Alison Quinn Chris Raine Ashley Reid Grea Ridder Geoff Roberts Sue Robertson Peter Rohan Elana Rubin

S-U

Rachel Sansom
Bob Santamaria
Dr Nora Scheinkestel
Dr Ruth Shean AO
Mark Sinderberry
Jane W Smith AO
Dr Erica Smyth AC

Marion Stanway **Debra Stirling** Karen Stoffels Dr Natalia Streltsova Matthew Stubbs Jane Stuchberry Meredith Sussex Gregory Sutherland Annette Swann Paul Sweet Lindsay Tanner Paul Takac David Thodey AO Janet Torney Jonathan Tribe **Judith Troeth**

V-Z

Mark Valena Gary Veale Karen Vella Mary Verschuer Mario Villa Trudy Vonhoff John Warburton Robyn Watts Alistair Webster Marion Webster OAM Michael Webster Sue West Rosalie Wilkie Richard Wilson Penny Winn Nicholas Wormald Lotty Wright Russell Yardley Heather Zampatti Wayne Zekulich Prof. Gianin Zogg

SPECIALIST MENTORS

Winsome Bernard
Cara Campbell
Amitabh Das Gupta
Stephen Feneley
Glenn Garnaut
Michael Georgeff
Susan Harry
Jac Phillips
Catherine Sherrington

MENTOR ALUMNI

Patty Akopiantz Rick Allert AO Tzipi Avioz **Grant Bailey Chris Barlow** Peter Bazzani Chris Bell Fiona Bennett Michael Bisset Barry Bloch **Duncan Boyle** Hon Steve Bracks AC Anne Brennan Mr Bruce Brook **Rob Brooks** Kerrie Burgess Pamela Catty Nicola Chanen Leigh Clifford Dame Diana Crossan Ken Dean Roger Dench Ted Evans

Jack Goodacre Leigh Harry Jane Harvey Sean Henaghan Victoria Hickey Carrie Hillyard Craig Keary Michael Kennedy Susan Macken Jenny Macklin Sandra McComb Marie McDonald Simon McKeon AO Jennie McLaughlin Peter McVean Patricia Montague Mark Mullington Mick O'Brien Wayne Osborn Tony Osmond Matthew Percival Jane Perry Alan Plumb Tim Poole Matthew Quinn Paul Reid Alastair Robertson Tony Robinson Brian Scullin Margie Seale Julie Simon Erica Smyth AC Debra Stirling Giam Swiegers **Chris Thomas David Timm** Michael Wachtel Craig Wallace Anne Ward Leanne Ward David Williamson **David Wills**



Anthony Fasso

Anne Flanagan

Jann Gardner

Glenn Garnaut

Saskia Goedhart

Mark Ford

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My mentor is clear and kind. She doesn't shy away from giving feedback in an honest but respectful way. She challenged me to be uncomfortable and step into challenge. She helped me become a more structured leader, navigate a lot of very tricky situations, become more assertive, and have better boundaries than I did in the past. She helped me find my voice and believe in myself and my intuition.

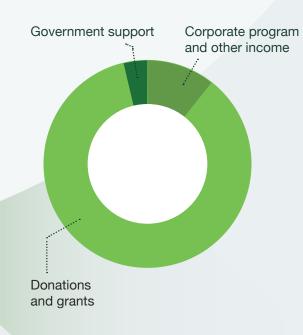
It's an amazing program and I am so privileged to have been a part of it. My mentor was an excellent and considered match for me and we developed strong and honest rapport quickly. She went over and above to make herself available and I learnt so much from her experience and expertise. I am so grateful to have had this opportunity.

Annabelle Chauncy,
CEO School for Life Foundation



FY 21-22 Financials

These accounts are an extract from our audited annual financial statements for FY 21-22. The full report is available on our website: www.kilfinanaustralia.org.au





	2022\$	2021 \$
Revenue		
Donations	16,044	14,684
Grants	250,000	275,000
Interest Income	-	141
ATO Cashflow Boost	-	21,209
JobKeeper Subsidy	-	27,000
Victorian Government Support	20,000	10,000
Corporate Program	24,544	32,000
Total Revenue	310,588	380,034
Operating Expenses		
Accounting Fees	3.410	1,320
Audit Fees	450	450
Bookeeping Fees	4,845	6,945
Computer & Software Expenses	1,320	6,883
Consulting Expenses	76,927	29,806
Filing Fees	46	87
General Expenses	600	836
Insurance	2,170	1,921
Marketing & Communications	2,520	19,200
Postage, Printing & Stationery	-	32
Recruitment Expenses	_	5,819
Subscriptions	5,714	4,284
Superannuation	21,142	14,747
Travel	512	
Wages & Salaries	182,295	156,370
Workcover	451	563
Total Operating Expenses	302,402	249,263
Surplus	8,186	130,771
Equity	471,331	463,145

Acknowledgements

Kilfinan would not exist without the efforts of our mentors who volunteer their time. In the last reporting period, our mentors contributed the equivalent of \$2.5M in services to the social purpose sector. We are also indebted to our partners and sponsors, who together ensure we can deliver this important work into the future.





























▼ Velocity Legal





FENELEY+ ©

Joining Up

We rely on the generous support of our community to provide our services. There are several ways to get more involved.

Make a Donation

If you are inspired by our vision and purpose, and would like to contribute to help more leaders, we welcome your donation. We accept regular as well as single donations via our website. Every cent goes to support existing and future mentee leaders as they work tirelessly to serve their communities and causes.

Become a Mentor

Our incredible mentors originate from many fields, but their common connection is a breadth and depth of experience, an open-mind, and a commitment to support the leaders of charities and for-purpose organisations. We welcome expressions of interest from individuals wanting to be considered as mentors. We would be happy to receive your enquiry and begin a discussion to assess your suitability to join the mentor community.

Partner with us

Our partnership opportunities are bespoke and varied. For many organisations, we can help meet their community and social goals. Please <u>contact Kilfinan directly</u> for a confidential discussion about partnership.

www.kilfinanaustralia.org.au

admin@kilfinanaustralia.org.au ABN: 81613660174 Lvl 6 432 St Kilda Rd, Melbourne VIC 3004

