Deliberately Different.

THE INDUSTRY SCHOOL



2025

Annual Report

READING THIS REPORT

Definitions

QCE Queensland Certificate of Education

SAT School-based Apprenticeship or Traineeship

Student A student is any person, regardless of age, who is enrolled at The Industry School. At The Industry School a student is referred to as a 'young person' which is also used throughout this report

Young person (or young people) is any person, regardless of age, who is enrolled as a student at The Industry School (see also Student)

School key

- **GC** Gold Coast
- **RL** Redlands
- **SC** Sunshine Coast
- **TW** Toowoomba
- **IP** Ipswich
- **BNE** Brisbane

Locations

In 2025, The Industry School had six operational schools.

The Industry School – Gold Coast
281 Scottsdale Drive, Robina Qld 4226

The Industry School – Sunshine Coast
170 Horton Parade, Maroochydore Qld 4558

The Industry School – Redlands
233 Middle Street, Cleveland Qld 4163

The Industry School – Toowoomba
1-3 Russell Street, Toowoomba Qld 4350

The Industry School – Ipswich
17 Lowry Street, North Ipswich Qld 4305

The Industry School – Brisbane
Level 2, 88 Leichhardt Street, Spring Hill Qld 4000

RTO Code 31775
ABN 76 115 458 743
For more information and contact details: Please contact the Principal at each school.
Details available on our website: https://theindustryschool.com.au/contact-us/

theindustryschool.com.au
This report is based on the Schools Annual Report template from Independent Schools Queensland.

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POST-SCHOOL DESTINATION INFORMATION (PUBLISHED SEPTEMBER 2026)

We believe it's not about comparison, it's about choice. That's why at The Industry School, we're for young people who seek a deliberately different, industry-driven education.

For those ready to roll up, dig in and get doing, in classrooms, in workplaces, on the job. For those who want to build real confidence, develop real character and step into a real career. Not someday. Now.

Because we don't just prepare young people for industry. We develop high-achieving, self-driven, emerging leaders who are industry-fit and future-focused. Young people who graduate ready for anything.

This is who we are. It's not only how we're different, but how we make a difference.

OUR VISION

TO ELEVATE AND ENHANCE THE VALUE
AND REPUTATION OF INDUSTRY CAREERS.

OUR PURPOSE

TO ENABLE AND EMPOWER YOUNG PEOPLE
TO PROUDLY PURSUE A PATHWAY IN INDUSTRY.

OUR PROMISE

WE PROMISE TO CONNECT YOUNG PEOPLE WITH OPPORTUNITIES
IN INDUSTRY AND INDUSTRY WITH GREAT YOUNG PEOPLE.

OUR VALUES

The Industry School is a values-driven environment with our program designed to build character and enhance citizenship. We inspire and motivate young minds by showing them what's possible, in the classroom and on the job.

We tell our young people that character counts and mindset matters. That's why our students are guided by a key set of values, together with our employability metrics, as they journey into industry and life. It's about practically preparing them for the world of work while developing the character strengths they'll need to succeed.

OUR YOUNG PERSON VALUES

RESPECT
PRIDE
COURAGE
HONESTY

MATESHIP
HARDWORK
SAFETY

OUR EMPLOYEE VALUES

How our staff show up is guided by our values. These values guide the way and shape our interactions with each other. We bring our values to life by ensuring they show up in everything we do.

DEMONSTRATE GENUINE CARE
THINK PROGRESSIVELY
TAKE COURAGEOUS ACTION

ACHIEVE INSPIRING OUTCOMES
CONTRIBUTE AUTHENTICALLY
SUCCEED COLLECTIVELY

2025 at a glance

73% of graduates entered an apprenticeship or traineeship

89.66% young person attendance rate

99.7% young people achieved a QCE

96.9%[1] graduates achieved a positive destination

ACADEMIES OFFERING PATHWAYS INTO SPECIALIST INDUSTRIES
4

EMPLOYERS PROVIDED PLACEMENTS
>3000

EMPLOYERS AT GOLD LEVEL OR ABOVE
453

RAISED FOR THE INTERNATIONAL SERVICE PROJECT, CAMBODIA
>$234,000

BUILT TO SUPPORT CRITICALLY POOR
2 HOUSES

+ All curriculum instruments endorsed by QCAA in 2025

+ **1ST** TV commercial aired during 2025 NRL Grand Final

>4M impressions of our new commercial across five channels

100% CLUB

JOINED BY ONE SCHOOL WITH 100% OF YEAR 12S ACHIEVING A QCE AND POSITIVE DESTINATION

2x 2025 FINALISTS

EDUCATION AND TRAINING CATEGORY AT BOTH THE SUNSHINE COAST BUSINESS AWARDS + IPSWICH BUSINESS EXCELLENCE AWARDS

Female Year 12 participation

286% RISE

SINCE 2020 NUMBERS HAVE GROWN FROM 21 TO 81 STUDENTS WITH POSITIVE DESTINATIONS IMPROVING FROM 81% TO 96.3%

CERTIFICATES COMPLETED

252	Cert I
1260	Cert II
195	Cert III

+22 NPS parent

+23 NPS student

626 ROOKIES

+50 employer NPS achieved

>$184,000 invested in people professional development

62% employee engagement score

3708 industry placements monitored across all schools

TOP INDUSTRY PLACEMENT CATEGORIES

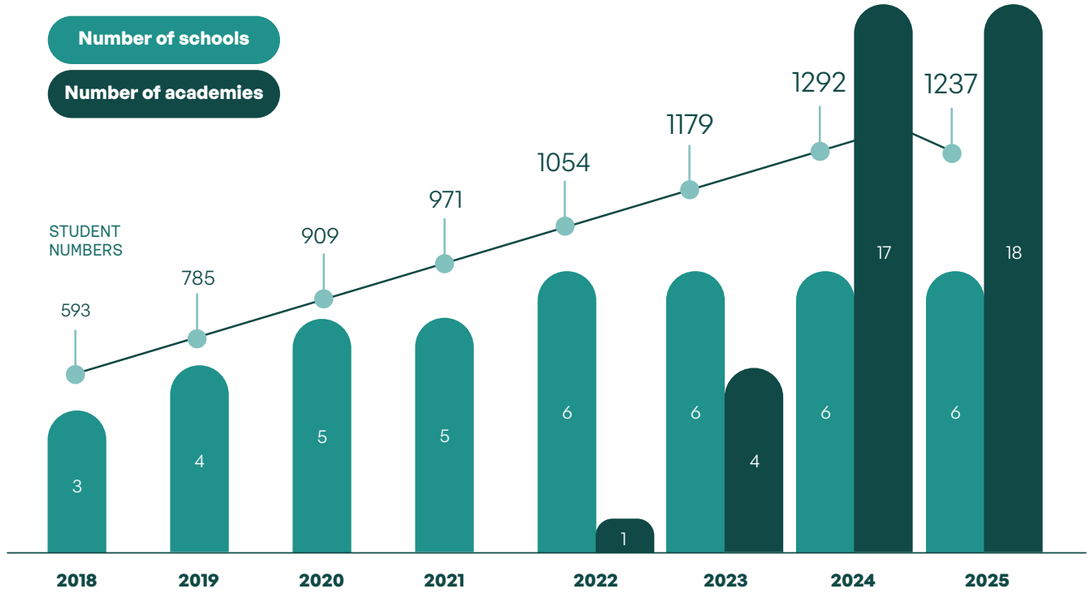
482	16.6%	carpentry/ building construction
407	14%	electrotechnology
279	9.6%	plumbing
275	9.5%	automotive (heavy)
216	7.4%	automotive (light)

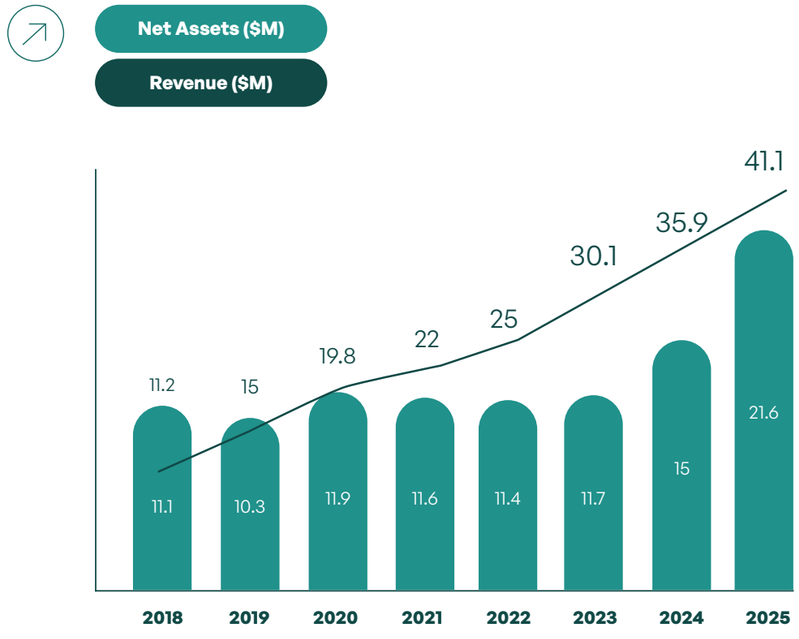
+ **6** SCHOOLS OPERATING ACROSS SE QLD

+ **378** YOUNG PEOPLE ENROLLED IN ACADEMIES

+ **1237** YOUNG PEOPLE AS AT AUGUST CENSUS

By the numbers: 2018 to 2025





[1]BY 31 JANUARY 2026



Chair's Report

It is one of life's great privileges to play a part in shaping the future of young people and in 2025, The Industry School gave us every reason to believe in what is possible.

As I reflect on the year that was, I do so with immense pride in our community; our staff, our young people and their parents, our industry partners, our members and our Board. 2025 was a year defined not just by what we achieved, but by the quality and intentionality with which we pursued it. A number of the significant change initiatives identified and commenced in 2024 were a focus for execution throughout 2025. Under the strong leadership of the new CEO, Lee Smith, the foundations we have laid, and the momentum we have built, position The Industry School with great confidence as we look toward an exciting and ambitious future.

I personally wish to comment on Lee's first year in the CEO seat. Lee took the reins from 1 January 2025 to continue steering the company on a course aligned with our 10-year plan to 2033, that will see us achieving our purpose year on year for many years to come. He intentionally is cultivating an organisation that sets culture and quality at its core, builds strong leadership, and sets clear and tangible goals. 2025 saw significant achievements against the Business Plan and I talk more into these below.

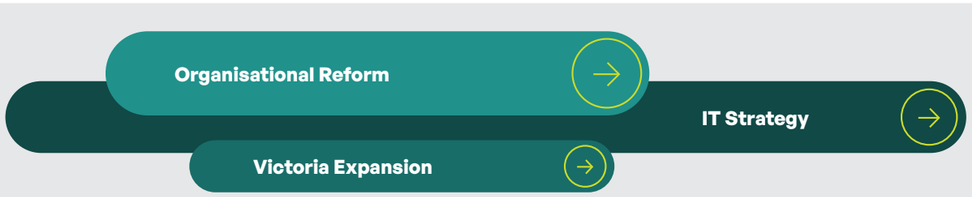
Outstanding Outcomes

Perhaps what fills the Board with the deepest sense of purpose is seeing the extraordinary outcomes our young people achieve. In 2025, 99.7% of our Year 12 cohort graduated with a QCE and 96.9% achieved a positive destination. These are not just statistics, they are a testament to the dedication of our staff, the commitment shown by many of our industry partners, and the resilience of our young people.

For only the second time in our history, we celebrate the "100% Club" congratulating Ipswich for achieving 100% QCE attainment and 100% Significant Positive Destinations. Redlands was the first to achieve this milestone back in 2021; it remains a benchmark that reflects the very best of what we do and is now the target that each of our schools aspire to achieve.

Challenges

The Industry School operates in a competitive market and challenging economic environment that contributed to not all our targets being met. These factors together with



Perhaps what fills the Board with the deepest sense of purpose is seeing the extraordinary outcomes our young people achieve.

the short-term impacts of the change in school name in late 2024 which initially reduced brand recognition in the market, resulted in a flattening of our student numbers at August census from the comparative period. We remain confident the focus on culture and quality initiatives, the recruitment of four new principals and other senior leaders, the enhanced promotion of our new brand on social media and in the market, increased communication to our different stakeholders, and the investment in initiatives described below will collectively lay the platform for our growth ambitions. Pleasingly, we are already encouraged by clear organisation-wide improvement in our in-year retention rates, early evidence that our engagement and quality strategies are genuinely working.

Financial Sustainability

The company continues to be managed with strong financial disciplines supported by proactive, fit for purpose risk management and controls. We are pleased with the company's $6.6million surplus for the 2025 year, which equates to an operating profit (excluding non-recurring capital grant income) of $3.0million. The consistent strong operating cashflows generated and healthy net asset position at 31 December 2025 of $21.6million will enable continued investment in the initiatives outlined below as well as future expansionary activities planned in line with the 2033 growth ambitions.

Organisational Design for operational strength, agility, and optimised for growth and sustainability

Investing in Our People and Organisational Reform

An exceptional school experience is only possible with exceptional people. Throughout 2025, the Organisational Reform was a significant project. The Board recognises that change of this scale carries inherent risk, and we were encouraged by how clearly and consistently the Executive Leadership Team communicated throughout the process. What this reform has delivered, at a structural level, is an organisation better positioned to grow: with greater school autonomy, stronger accountability, and leadership capability aligned to our 2033 ambitions.

Investing in Technology

Underpinning our ambitions to expand into new markets and new communities and recognising both the pace at which technologies and the environment in which we operate and the way we support our people is changing, is the need for fit-for-purpose technology. Our IT Transformation Program progressed well throughout 2025 and continues on schedule. We are building the digital infrastructure, data capability and early introductory AI capabilities that will allow us to operate with greater agility, make better-informed decisions, deliver a consistently high-quality experience for our young people and staff, and have the maturity and scalability to support growth. This significant investment is a deliberate act of preparation, ensuring that The Industry School of the future is as well-equipped operationally as it is educationally.

Academies and the Industry Management Framework
Academies sit at the heart of our strategy to attract, engage and support young people into meaningful pathways. In 2025, we moved from one-off concepts to a scalable, repeatable academy operating model. We anticipate the Automotive Academy, promoted throughout 2025 for a 2026 start at Ipswich school will expand quickly across our other schools and see a rapid increase in the numbers of young people enrolled.

Our Industry Membership Framework continues to deliver tangible results, with Gold and Platinum employer numbers surpassing targets by more than 160%. The strength of these partnerships is a direct reflection of the trust our industry community places in us.

Investing in Our Built Environment
Our commitment to providing exceptional educational environments is reflected in bricks and mortar as much as it is in programs and people. The development of our new company-owned school building at Bloomfield Street, Redlands, represents a significant step forward in our strategic growth agenda. This purpose-built facility has been designed to foster innovation, community engagement and industry partnership, a physical expression of everything The Industry School stands for. The project reflects our long-held belief that environment shapes experience. By investing in purpose-built spaces, we are deepening our roots in that community and strengthening the partnerships that make our model work. It is a proud milestone, and one that speaks to the long-term confidence we have in our Vision.

We acknowledge that such a project cannot be achieved alone and so I recognise the successful receipt of the significant Block Grant Authority grant and the ongoing and unwavering support of the Cleveland Mayor and local members.

The Board looks forward with pride to welcoming the Redlands community into this new home when it opens in Term 3, 2026; a tangible, lasting expression of our confidence in this community's future.

Recognition and Advocacy
In 2026, we will deepen relationships with industry and community. We are planning to introduce philanthropy to expand opportunities for our young people, work experience, mentorship, scholarships and employment pathways. We intend to create vehicles for donors and partners to invest directly in student success through The Industry School Foundation. These efforts will only strengthen our ability to change lives.

Melbourne: Preparing for Our Next Chapter
The Industry School in Victoria is now going ahead. Our accreditation application and curriculum development is well advanced, and I am delighted to share that we have secured an excellent property in the heart of the Melbourne CBD, directly across from Southern Cross Station. Our vision is for a flagship CBD school with strong industry linkages from day one; a school that proudly carries The Industry School philosophy into a new market and a new community. The initial interest and support from industry in Victoria is very encouraging. Subject to receiving accreditation, we anticipate welcoming our first cohort of young people at the commencement of the 2027 year.

Governance and Board Composition
Good governance remains a cornerstone of everything we do. I am pleased to welcome Dr Michael Carroll who joined our Board in 2025 and Sue Johnson who joined in early 2026. Both Michael's and Sue's appointments bring valuable skills and perspectives that strengthen the Board's collective capability and reflect our ongoing commitment to ensuring our Board composition is aligned to the ambitions of our Strategic Plan, and that we continue to hold ourselves to the highest standards of accountability and performance. At the AGM I look forward to introducing both to our members and community.

A number of times in 2025 we welcomed new Company Member and member of our Alumni, Tommy Hosking to our board meetings. Tommy's input was highly valued by the Board and we appreciate Tommy making the time to join us while building his highly successful business.

I take this opportunity to acknowledge my fellow Directors, whose service, wisdom and generous commitment to our cause are deeply appreciated. Volunteering time and expertise in service of young people is a privilege that none of us take lightly.

Looking Forward
As Peter Drucker once said, "The best way to predict the future is to create it." At The Industry School, we have the courage, the clarity and the community to create that future, and we intend to do so boldly.

On behalf of the Board, I extend my sincere thanks to our CEO, Executive, Principals and Senior Leadership Teams, and every member of staff across our schools and professional services. To our members, industry partners and training partners, and families, your support and trust are what make this work possible. And to our young people: you are the reason we show up, and your futures are what drive everything we do.



Ric Roach
Board Chair



CEO's Report

My first full year as CEO of The Industry School was not the year I expected. It was better in some ways, harder in others, and richer for both. That is the honest reflection I want to lead with, because I believe that kind of honesty is what our organisation, our people, and our community deserve.

And if I'm honest, this was the year that I truly understood what this organisation is capable of and what it will take to get there.

2025 was, above all else, a year of building. Not the visible, ribbon-cutting kind of building, though we had some of that too, but the harder, slower, more important work of getting foundations right. Strengthening structures, lifting quality, developing leaders and setting the conditions for growth that are sustainable and real. I stepped into this role deeply committed to those things, and I am proud to say we made genuine progress on every one of them.

Like any year of meaningful transition, 2025 brought its share of challenges alongside its achievements. Where we have faced headwinds, particularly around enrolment growth, we have responded with purpose and structure; reforming how we operate, investing in leadership, sharpening our focus on quality, and building the capability to grow with confidence. That work is already bearing fruit, and it positions us well for what lies ahead.

Importantly, this has not just been about what we delivered, it has been about how we showed up while delivering it. Under pressure, organisations reveal themselves. This year, we made a conscious shift from driving outcomes at all costs to holding both outcomes and behaviour to the same standard. Because that is what sustains performance.

I want to thank every member of our staff. What you do everyday matters, to our young people, to their families, and to each other. I step into 2026 with renewed energy and genuine optimism, because of you.

2025 was a preparatory year, the hard, necessary work that makes everything else possible. 2026 is where we execute.

A Year of Meaningful Transition
The Chair has spoken to the shape of 2025 at an organisational level. Let me go deeper on what it felt like to lead through it. We identified seven "Big Rocks" as our strategic priorities: diversify revenue sources, elevate school performance, execute asset acquisition, drive organisational transformation, increase people impact, invest in technology, and scale our footprint. These were not aspirational categories; they were the work. And across all seven, we moved.

The launch of the Industry Quality Cycle began to demonstrate early, tangible impact. Our IT Transformation Strategy (Horizon 1) established the infrastructure foundations for long-term growth. The Organisational Reform completed Phases 1 and 2, an ambitious target we set at the beginning of the year and delivered on. And there is genuine evidence of a "flick" in quality across the system. Not a spike. Not a one-off. A shift. And once that shift starts my experience is that it compounds.

Significant Positive Destinations, In-Year Retention, Young Person Net Promoter Score, and a meaningful reduction in Late Risk Assessments all moved in the right direction. This is the organisation beginning to reflect the investment we have made.

Elevating School Performance
At the heart of everything we do is the young person in front of us. In 2025, we got to experience what 'good' looks like through our educational outcomes, and they were nothing short of outstanding: 99.7% of graduates achieved their QCE, and 96.9% transitioned to a Significant Positive Destination. These are not statistics; they are young people

"There are individual school outcomes worth celebrating with particular pride. Ipswich achieved 100% QCE attainment and 100% Significant Positive Destinations, every single graduating student both completed their certificate and transitioned to a confirmed pathway."



with futures shaped by the commitment of our staff and the power of our model.

I had a moment this year at one of our campuses where a young person who, in their own words, “wasn’t built for school,” was now talking about their apprenticeship like it was always the plan. That is the work. That is why these numbers matter.

There are individual school outcomes worth celebrating with particular pride. Ipswich achieved 100% QCE attainment and 100% Significant Positive Destinations, every single graduating student both completed their certificate and transitioned to a confirmed pathway. This is an extraordinary achievement that reflects the depth of staff commitment and the quality of our model at its best. This has happened only twice in our organisation’s history, and it represents an extraordinary achievement for that school and community. Toowoomba delivered student retention exceeding 90% across both intakes, alongside outstanding Parent and Young Person NPS results. Sunshine Coast achieved its highest-ever February student numbers. These schools are showing us what our model looks like at its absolute best, and they are setting the standard for what is possible across the system.

A landmark moment for 2025 was the official launch of the Automotive Academy at Ipswich. Industry support has been exceptional. This is what our model looks like when education and industry genuinely co-design a pathway that young people run towards, and it is exactly the kind of bold, purposeful expansion our strategy calls for.

Partnerships for Impact

We introduced the Industry Engagement Manager role at each campus in 2025, a deliberate investment in localised business development and partnership depth that is already strengthening how we connect with industry on the ground. Our partnership with TAFE Queensland as our key delivery partner continues to grow, and The Industry School Foundation was officially registered as a charity this year, opening meaningful new avenues for revenue diversification and philanthropic investment in the futures of our young people.

Our Industry Membership Framework has continued to exceed expectations, with Gold and Platinum employer numbers surpassing targets by more than 160%. These are not simply numbers, they represent employers who have made a genuine, structured commitment to our young people and to the completion of their education. We continue to explore emerging opportunities that could extend our reach and impact further, both within Queensland and beyond.

These partnerships are not transactional; they are a direct reflection of the trust placed in us to deliver for young people.

Growing and Transforming Our Organisation

The Organisational Reform was one of the most significant undertakings of 2025, and one I am particularly proud of. The goal was clear: provide greater autonomy to school leadership, lift accountability, and build the leadership capability needed to sustain our growth ambitions. We completed Phases 1 and 2, and I want to acknowledge the extraordinary effort of both the Executive Leadership Team and the School Leadership Team in making that a reality within the year.

We have also been deliberate about raising the standard, not just of what we do, but how we do it. That has required clear expectations, some hard conversations, and a willingness to prioritise quality over comfort.

In 2025, we appointed four new Principals and two were promoted from within, which matters deeply to me as an internally appointed CEO who believes firmly in growing our own. We also welcomed new Assistant Principals, Industry Engagement Managers, and Business Services Managers embedded within local school leadership teams. The organisation we enter 2026 with is more capable, more accountable, and better structured than the one we began 2025 with. Culture will be a central focus in the year ahead, including an Aspiring Leaders Program to develop the next generation of leaders from within. Because the best organisations don’t just have a culture, they own it.

This is where our values move from statements to behaviours. “Succeeding collectively” has meant real shared ownership across schools and support teams. And “courageous action” has meant making decisions earlier, addressing issues directly, and backing our people to lead.

Building for the Future

The development of our purpose-built campus at Bloomfield Street, Redlands, continues to progress well and remains on track. This is not simply a capital project, it is a permanent statement of intent for the Redlands community: a facility designed to foster innovation, partnership, and belonging for generations of young people to come. All workstreams are progressing to schedule, and early community engagement activity is generating strong local interest ahead of launch.

Our IT Transformation Program is advancing with all workstreams on schedule, positioning us with the systems and capability needed to scale sustainably through the 2026–2028 period. Our Victorian expansion, firstly into Melbourne CBD, is advancing operationally: accreditation and curriculum development are well progressed, our Melbourne site is secured, and the focus for 2026 is completing the regulatory pathway and finalising our go-to-market approach ahead of a 2027 intake. Our ambition to be the industry school of first choice nationally is as strong as ever. The opportunity ahead of us is significant. We are building towards it with intention.

Looking Ahead

Enrolment growth remains our most important focus as we move into 2026. We know where the opportunities lie, and we have spent the past year putting the structures, leadership, and strategies in place to pursue them. Our approach combines system-level thinking with targeted local action: more investment in community engagement, greater campus autonomy in marketing, a dedicated Head of Growth driving our attraction and lead generation strategy, and a leadership team that is energised and ready. We are not simply responding, we are activating. As Ric reflected, this has been a year of building capability. What we are now seeing is those foundations starting to translate into performance.

The Industry School is not limited by bricks and mortar or school gates. We are at a crossroads that both requires and empowers us to think boldly, act courageously, and reimagine what education can be. The opportunity in front of us, to close the skills gap, to elevate the status of vocational careers, to lead a national conversation about the future of industry education, is simply too important to approach with anything less than complete conviction. Therefore, across every school, the task is clear: convert the structural and cultural work of 2025 into measurable growth. That means faster enrolment activation, deeper industry co-design, and holding the quality bar we have worked hard to set.

2025 was about building the platform. 2026 is about performance. We know where growth will come from. We know what good looks like. And we are far clearer on the standards required to achieve it. The opportunity in front of us is significant but it will only be realised if we continue to act with clarity, pace, and discipline. And that is exactly how we intend to approach it.



Lee Smith
CEO/ Executive Principal

Governance

Board Governance Statement
The Industry School Ltd (ABN: 76 115 458 743) is committed to principles of sound governance. The Industry School Board is responsible to The Industry School Members for implementing and maintaining effective, sustainable, value-adding governance practices by improving the performance of The Industry School through strategy formation and policy-making.

The Industry School Board executes this function by:

- promoting ethical and responsible decision-making;
- safeguarding integrity in financial reporting;
- recognising and managing risk; and
- recruiting and overseeing the CEO/Executive Principal and his/her execution of the strategy.

As an unlisted company limited by guarantee, also registered as a charity with the Australian Charities and Not-for-Profit Commission, The Industry School is not required to report against the ASX Corporate Governance Principles and Recommendations. However, The Industry School refers to the Principles and Recommendations as a guide to best practice governance and strives to meet the standards relevant to the organisation wherever possible and appropriate to do so.

The Industry School has recruited its Board Directors carefully to ensure that the Board's collective experience offers expertise across the appropriate areas of The Industry School's Strategic Plan, including: educational delivery, industry leadership, business management, safety and resilience, vocational training and finance.

Funding/income

Refer to the MySchool website for funding/income information:

The Industry School - Gold Coast
https://myschool.edu.au/school/53274

The Industry School - Redlands
https://myschool.edu.au/school/52243

The Industry School - Toowoomba
https://myschool.edu.au/school/52792

The Industry School - Ipswich
https://myschool.edu.au/school/52822

The Industry School - Brisbane
https://myschool.edu.au/school/53103

The Industry School - Sunshine Coast[2]
https://myschool.edu.au/school/53275

[2]INCLUDES TEMPORARY LOCATION: MOUNTAIN CREEK CAMPUS.

Who we are

Not all schools are the same. We're deliberately different.
We are deliberate and intentional in what we do.
We have big ideas with a clear why. We champion curiosity, collaboration and creativity. We do meaningful work that makes a meaningful difference. We are reforming education and transforming futures, and we walk to the beat of our own drum... because no one changed the world by following suit.



The Industry School Profile

The Industry School came into being because young people needed us and Australia did too. Today, we are a collective of six co-educational senior secondary schools across South-East Queensland, where young people in Years 10, 11 and 12 complete their senior secondary education whilst beginning a school-based apprenticeship or sustained pathway towards industry. Our schools are located in Robina, Cleveland, Maroochydore, Toowoomba, North Ipswich and Spring Hill. In 2027, The Industry School intends to open its seventh school, extending our footprint interstate for the first time with a school in the Melbourne CBD.

We deliver a holistic breadth of core and technical education in the senior years of schooling, preparing young people for a confident and sustainable transition into employment. Our model is flexible and accommodates school-based apprenticeships, vocational education, work experience and intensive industry immersion, seamlessly blending senior education and vocational training to engage young people in purposeful learning experiences with real world industry relevance.

Each school is embedded within its local community, working in genuine partnership with local employers and industry to ensure it is seen and experienced as a true community asset.

Our unique program for young people in Years 10 to 12 develops:

- character, values and the confidence to lead
- academic, enterprise and employability skills
- industry readiness and world-class technical capability
- the mindset, skillset and toolset to graduate ready for anything

The Industry Schools continue to be the only schools in Queensland where young people spend half the term in the classroom and half the term in work experience, work placement, training or a school-based apprenticeship or traineeship.

For those young people with a clear direction, The Industry School proudly offers a growing suite of specialist Academy programs, industry-backed pathways that go deeper into a chosen field. In 2025, Academies were in place for Construction, Energy, Equine and Marine, with the new Automotive Academy promoted for launch in 2026.

Our program is designed to progressively develop employability skills and achieve individualised learning goals, whilst meeting the requirements of the Queensland Curriculum and Assessment Authority (QCAA) and the Australian Skills Quality Authority (ASQA). Our promise reflects our commitment to those we serve: We promise to connect young people with opportunities in industry and industry with great young people.

Since our first graduates completed at Gold Coast in 2010, this commitment has delivered consistently strong outcomes in both QCE attainment and positive post-school destinations, proof that a deliberately different education makes a deliberate difference.

Delivering deliberately different

Futures begin when young people find the right fit: when they are empowered to explore their unique interests, nurture their character strengths and proudly pursue their passions. Our program supports this journey.

At The Industry School we have the privileged responsibility and opportunity to enable and empower young people to find their purpose and proudly pursue a pathway in industry, through the development of character, real world skills and preparation for a future of success.

This connection between education and industry is achieved through our unique delivery model of 5-week Education and Industry Blocks. These blocks divide the term into two distinct focus areas, giving young people the time and space to complete their education alongside work experience, traineeships and apprenticeships.

We take a distinctive approach to education: one that prioritises meaningful, relevant and deeply personal learning experiences. Rather than following prevailing trends toward standardisation, large class sizes or a narrowed curriculum, we believe schooling can be joyful, challenging and connected to the individual. We embrace the belief that character counts and building it benefits both the individual and others. We recognise that practical and technical intelligence is as valuable as academic knowledge, and through thoughtful design and intentional support, we remove barriers and open pathways for young people to grow and thrive.

Our model places a strong focus on industry-driven curriculum, genuine teacher and young person relationships, skilled industry mentors through our Industry Consultants and Education Support staff, active industry partnerships and Project Based Learning (PBL) that is relevant and readies young people for the world of work. This approach has a significant and demonstrated impact on attendance, engagement and retention.

PBL sits at the heart of how we teach and learn. It immerses young people in hands-on, collaborative projects that reflect real industry contexts and develops the critical thinking, problem-solving, communication and teamwork skills essential for modern workplaces. Alongside PBL, we draw on direct instruction for foundational knowledge, inquiry-based learning to foster curiosity and experiential methods that connect theory with practice. This blend ensures our young people are not only industry-ready but well-rounded, adaptable learners prepared to navigate diverse pathways with confidence.

Philosophy and Aims

The Industry School is designed to develop and extend pathways for young people. On completion, young people will be equipped to make informed choices about employment or future pathways in a rapidly changing world. Our holistic program model places young people at the centre of their education, recognising and responding to their varying individual needs.

At The Industry School our aims are to provide the opportunity for all young people to:

- Achieve a QCE
- Attain an apprenticeship, traineeship or other sustained industry pathway
- Develop holistically in character and values
- Grow as a learner and global citizen

Our practices are informed by the Alice Springs (Mparntwe) Education Declaration and we are committed to building a system of impact that provides every young person with the knowledge, capabilities and attributes that will see them thrive throughout their lives.

The implementation of our philosophy and aims is guided through the Strategic Plan. Every opportunity is taken to engage young people in developing their individual character and skills through the stories and symbols that define our schools. The Values Induction for both new young people and staff reflect the importance we place on living our philosophy in every facet of daily school life.

Student Wellbeing and Protection

At The Industry School, character counts and building it benefits both the individual and the community around them. Our student policies and related procedures are guided by our values as well as our legal and regulatory obligations, ensuring a positive school culture that places student safety, wellbeing and resilience at its centre. We work within a clear policy framework that maintains behavioural boundaries, attends to student wellbeing and safety, and reflects The Industry School values, while always providing opportunities to improve behaviour with support and guidance.

Student protection policy and procedures are applied appropriately to best manage the interests of each young person and to meet all reporting obligations. The Independent Schools Queensland (ISQ) Child Protection online training modules are mandatory for annual training of all staff, and the School utilises the recommended templates and resources provided by ISQ.

Quality Cycle

In 2025, the Industry division continued to strengthen its approach to quality through the implementation of Phase 1 of the Industry Quality Improvement Cycle. This work marked a purposeful shift toward a more structured and consistent approach to improvement, aligned with the quality processes introduced by the Education division in 2024 and further embedded in 2025.

The focus was on building shared expectations and stronger alignment across both the Industry and Education domains. Key areas of emphasis included strengthening senior leadership, increasing collaboration between system and school-based staff, simplifying priorities through one-page strategic plans, building the capability of Industry Operations Managers, using data more effectively to inform decisions and monitor progress, and clarifying roles and responsibilities to support improved outcomes for students and schools.

During the year, the Education Quality Cycle continued to evolve to more clearly articulate the inseparable relationship between wellbeing and learning, strengthening a shared language and practice across the School. The cycle is explicitly centred on the young person, positioning wellbeing as foundational to deep learning and meaningful engagement. This evolution reflects a more integrated and sophisticated approach to continuous improvement, where learner voice, evidence of impact, and data-informed insights are used deliberately to refine practice and close the improvement loop. A key development was the introduction of School Improvement Plans aligned to the Independent Schools Improvement Checklist, providing a structured and consistent framework for setting priorities, monitoring progress, and assuring quality. Together, these shifts reinforced leadership accountability for wellbeing and learning, supported collaborative capability building, and ensured continuous, school-wide focus on improving outcomes for young people.

Student Body Characteristics

The Industry School's young people who were enrolled during 2025[3]:

School	Cohort			Gender		Indigenous		
	Y10	Y11	Y12	Total	Male	Female	Aboriginal	Torres Strait Islander	Aboriginal And Torres Strait Islander
GC	**133**	**144**	**87**	**364**	**296**	**68**	**11**	**0**	**0**
RL	66	90	65	221	192	29	13	0	3
SC	**78**	**107**	**70**	**255**	**184**	**71**	**6**	**0**	**0**
TW	35	36	29	100	72	28	3	0	1
IP	**79**	**77**	**69**	**225**	**170**	**55**	**15**	**1**	**0**
BNE	90	91	63	244	198	46	5	0	0
Total	**481**	**545**	**383**	**1409**	**1112**	**297**	**53**	**1**	**4**

Student numbers reported at the annual Non-Government Schools Census in August are based on different criteria to the student numbers presented on this page. These student numbers are calculated to meet the requirements of the School Annual Report.

In 2025, there were 106 (7.5%) young people at The Industry School born outside of Australia. Countries of birth include England, South Africa, New Zealand, Ireland, Vietnam, United Kingdom, United States of America, Taiwan, Republic of Korea (South Korea), Macau, Papua New Guinea, Singapore, Japan, Jordan, Kenya, Ethiopia, Finland, Hong Kong, India, Canada, Cayman Islands, China, Colombia, Thailand, United Arab Emirates, Venezuela.

[3]THESE STUDENT NUMBERS DO NOT ACCOUNT FOR ANY WITHDRAWN OR CANCELLED ENROLMENTS IN THE SAME PERIOD.



Our Difference

Education Insights
Across all our schools, we are accredited to deliver a three-year course of recognised study (Years 10 to 12) with subjects that are carefully selected from:

- Australian Curriculum (ACARA)
- Queensland Curriculum and Assessment Authority (QCAA)
- Vocational Education and Training (VET) qualifications; and
- The Industry School-developed programs.

Our subjects are contextualised to industry and aim to consistently challenge and develop employability skills in our young people. School-developed programs further enhance the whole person through a focus on employability skills, work experience, community service and character development.

As a senior secondary school (Years 10 to 12) unashamedly focused on industry and technical pathways, The Industry School aspires for all young people to attain a school-based apprenticeship or traineeship and a Queensland Certificate of Education (QCE).

The Industry School is a senior secondary school and as such, does not participate in NAPLAN.

Senior Schooling with an Industry Focus
At The Industry School, we prioritise industry pathways alongside the Year 12 QCE, enabling our students to achieve school-based apprenticeships, traineeships or other positive destinations such as full-time employment upon graduation. This is facilitated through our unique 5-week Education and Industry Blocks, which divide the term into focused periods for education and industry experience.

Young people join The Industry School to become confident, skilled and work ready. We are deliberately different.

The Industry School's education program ensures the breadth and depth of programs are aligned to our vision of quality education linked to industry outcomes and external expectations. The program focuses on the young person and their developmental needs across academics, industry education and wellbeing.

In Year 10, young people undertake an educational program aligned to the Australian Curriculum (AC), designed to build the functional skills they will need to succeed in the workplace.

Core Subjects	QCAA Literacy Short Course QCAA Numeracy Short Course Science Mathematics English
Elective Subjects	Design and Technology Health and Physical Education Humanities History
School developed and other programs	Gift of Giving Industry Employment Skills Development Program TAFE Trade Taster Program

In Years 11 and 12, young people study to the Queensland Curriculum and Assessment Authority (QCAA).

Year 11	Essential English Units 1 and 2 Essential Mathematics Units 1 and 2 OR General Mathematics Units 1 and 2 Certificate II in Skills for work and vocational pathways Units of Certificate II in Applied Digital Technologies (integrated into the school program) QSMART Course One (for selected pathways) General Maths Units and 1 and 2
Year 12	Essential English Units 3 and 4 Essential Mathematics Units 3 and 4 OR General Mathematics Units 1 and 2 Certificate III Entrepreneurship and New Business QSMART Course Two (for selected pathways)

Several of The Industry School's campuses also deliver QSMART, a QCAA recognised study that integrates mathematics and science within a STEM curriculum. This directly responds to industry demand for young people with strong applied academic skills, particularly in areas such as electrical trades.

Assessments across all syllabuses are designed with an industry focus, enabling young people to apply their knowledge in practical, real-world contexts.

The curriculum for Years 11 and 12 also incorporates industry-focused certificate courses. Year 11 students undertake a Certificate II in Skills for Work and Vocational Pathways and selected units from a Certificate II in Applied Digital Technologies. Year 12 students undertake a Certificate III in Entrepreneurship and New Business. These certificates build work-ready skills relevant to industry and contribute recognised learning toward the QCE. The Industry School is a School Registered Training Organisation: RTO number 31775.

Employment Skills Development Program (ESDP)
During Industry Block, young people have the unique opportunity to engage in our comprehensive Employment Skills Development Program (ESDP). Through this program, young people participate in informal and formal training activities to prepare them for employment and further training, with the aim of securing a positive destination by being genuinely ready for the workforce.

The key objectives of the ESDP are to give young people the confidence to pursue meaningful workplace opportunities by:

- improving their knowledge and understanding of the workplace, including workplace health and safety;
- developing employability skills that support effective participation in both the workplace and the broader community; and
- providing practical, work-oriented activities, training and experiences that prepare them for future employment pathways.

Typical elements of each young person's Industry Block include:

- Pre-Employment Training: Before engaging in work placement, young people complete a structured training program at Certificate I or II level, delivered by a registered training organisation, to build the foundational skills needed to participate safely and productively
- Mentoring and Coaching: Industry Consultants work with young people to guide them through the employment process, supporting resume writing, employer calls and interview preparation
- Trade Tasters: Young people have the opportunity to sample a range of trades through partnerships with local organisations
- Work Experience and Work Placements: Young people engage in a range of industry experiences and placements that vary in length, build real-world workplace skills and establish connections that can launch careers
- Employability Skills Training: Based on the Core Skills for Work Framework, this training is embedded across both the onsite and offsite program to build the foundation skills young people need to succeed in the workplace
- School-based Apprenticeships and Traineeships: Once signed with an employer, young people participate in paid employment and training throughout their Industry Block.

Our tailored approach is supported by key school staff including Industry Consultants and teachers, enhancing academic performance and building confidence as young people navigate their career paths.

Supporting Inclusion, Learning Support and Extension
Young people are supported through inclusive learning practices that respond to a broad range of learning needs, strengths and aspirations. This includes differentiated teaching and learning, targeted learning support, assessment access arrangements, reasonable adjustments where required, and Teacher Aide assistance to support individual progress and participation.

Extension opportunities are also provided for young people who are ready to be challenged further, enabling them to deepen their learning, strengthen their capabilities and pursue higher levels of achievement across classroom, workplace and community contexts.

RTO
A comprehensive review against the RTO Standards 2025 has clarified strengths in the Vocational Education and Training component of the program and surfaced opportunities for further sophistication. This includes sharper alignment between qualifications on scope and the Industry Program, ensuring VET delivery is both compliant and intentionally connected to Industry.

Supporting a Strong Start: Rookies
Given the nature of our industry education program and the real-world environments our young people enter, all new students complete a comprehensive induction known as the Rookies Program. This program spans the first semester and covers orientation, induction and transition into The Industry School's model.

The Rookies Program equips students with the essential skills and tools for success at school and in their chosen industry, including workplace health and safety, character and values, employability skills, real-world site tours and the importance of community.

The Rookies Program is mandatory for all new starters and comprises three elements:

- Industry Preparation
- Rookies Challenge
- Industry Ready Training

The TAFE trade taster program for Year 10 students remains an essential part of the experience, offering training across a wide range of trade and career opportunities including construction, marine, sport and fitness, community services and automotive. This broad range supports career exploration while developing valuable life skills to help shape each young person's next steps.

Academies
Complementing our deliberately different education model, our Academies represent a growing and exciting evolution of our offer. Delivered in genuine partnership with industry, each Academy deepens the journey for young people through education linked directly to a specific field, introductions to industry employers and hands-on exploration of career pathways before committing to a direction.

In 2025, established Academies in Construction, Energy, Equine and Marine continue to deliver strong outcomes, with the Automotive Academy promoted for launch in 2026, expanding our reach into one of Australia's most in-demand industry sectors. Industry partners have continued to support the expansion of the Academy model with over 450 Gold and Platinum employers supporting our young people to thrive in both work experience and school-based apprenticeships.

Employability Metrics
Underpinning the ESDP, our Employability Metrics support young people as they transition toward full-time employment from a school-based apprenticeship or traineeship. These metrics complement twenty-first century skills and are explicit across both Industry Block and Education Block.

As measurable indicators, the Employability Metrics help young people identify their strengths and development areas, building self-awareness and strategies for growth through coaching conversations throughout their time at The Industry School. For industry partners, they also provide a clear picture of a young person's readiness and suitability for a given role.

Young Person Values
The Industry School's young people have a dedicated set of values that, together with our Employability Metrics, guide their journey into industry and life. We instil these values to practically prepare young people for the world of work while developing the character strengths they will need to succeed.

Safety – make wise choices to protect yourself and others; follow all WHS procedures.

Respect – be respectful of yourself and others.

Honesty – be honest in all communication and actions.

Pride – take pride in your effort and performance at school and at work; be proud of yourself, your industry and your school.

Courage – be courageous when facing and responding to personal adversity, problems, challenges, consequences, decisions and opportunities.

Hard Work – work hard in all undertakings; strive to improve skills and achieve your personal best.

Mateship – be a mate to other team members and to work colleagues; demonstrate understanding of their needs, tolerate differences and be inclusive.

Community Spirit

At The Industry School, community is not a box to tick. It is built into who we are and how we show up, in our regions, our schools and the wider world.



Our young people are not just students preparing for industry. They are active, caring members of the communities they live and work in. They march on ANZAC Day and stand at dawn services. They attend local community events, representing their school and their futures with pride. They show up, they contribute and they leave their mark.

This spirit of giving and service runs through everything we do.

Gift of Giving
Gift of Giving is woven into the fabric of our Rookies Program and sits at the heart of what it means to be a young person at The Industry School. Through hands-on community projects, our young people put their skills, knowledge and growing character to work for others.

Each project is run like a real job. Young people develop a project framework, manage a timeline, conduct a safety analysis, work to a budget and participate in a closing debrief. The result is not only a meaningful contribution to a community in need; it is a masterclass in employability, teamwork and purpose.

The legacy of Gift of Giving is felt across all six of our regions, in the schools, organisations and communities our young people serve each year.

International Service Project: New Hope Cambodia
Once a year, a group of extraordinary young people from across The Industry School take their commitment to giving back to the other side of the world.

The International Service Project for New Hope Cambodia is one of the most powerful experiences in our program. It is a test of character, resilience and compassion. And year after year, our young people rise to it.

Getting there takes real effort. Young people fundraise across the year, build relationships with sponsors and partners, and commit to a mission that is bigger than themselves. Then they go. And they build. And they change lives, including their own.

The 2025 program saw 33 young people from all six schools travel to Cambodia in two teams alongside staff, industry partners and sponsors, continuing a legacy of impact that began when The Industry School first answered the call.

In 2026, The Industry School welcomed a delegation from New Hope Cambodia and the Cambodian Government to Australia. Together, we will align our strategic futures around improving access to education and creating lasting change for critically poor communities. It is a partnership that grows stronger every year; because when young people thrive, we know our communities, industries and economies do too.

Stakeholder Voice

At The Industry School, listening is not passive. It is deliberate, structured and acted upon. The voices of our young people, their families and our industry partners are not just welcomed; they are built into how we lead, plan and improve.

Stakeholder voice results are set as organisational KPIs, carrying that level of importance right through to each individual school. When our community speaks, we are accountable to what we hear. Our commitment is captured in: *You said. We heard. We did.*

How We Measure It
We engage with our communities and key stakeholders through feedback surveys conducted at different points throughout the year, reflecting each group's unique journey with The Industry School. By listening to concerns, needs and ideas, we can better understand expectations, build genuine trust and foster relationships that last.

One of the key tools we use is the Net Promoter Score (NPS). NPS measures how likely people are to recommend an organisation to others, on a scale from -100 to +100. Any score above 0 is considered good, indicating more promoters than detractors. A score above +50 is considered excellent. It is not the only measure we use, but it is one we take seriously.

Our 2025 Results
The Industry School is proud to report the following NPS results for 2025:

Young Person NPS +23

Parent/Carer NPS +22

Employer NPS +50

What We Do With It
Hearing feedback is only the beginning. Each school takes ownership of its own results, identifying contextual issues and developing targeted strategies in response. What starts at a local level informs whole-school thinking and, where patterns emerge across campuses, shapes decisions at an organisational level.

This is how we ensure that listening leads to action and that every stakeholder who takes the time to share their experience can see the difference it makes.

Stakeholder Engagement

Parents
Reporting to parents occurs at the completion of each term. Terms 1 and 3 are interim reports; Terms 2 and 4 are full Semester reports. Reports encompass both the Education and Industry learnings and achievements of each young person.

Real time reporting of employment metrics can also be accessed through the CONNECT System, via each young person's login.

Parent engagement begins at the point of enquiry and continues throughout the enrolment process, with direct interaction with school leaders, educators, Industry Consultants and current young people forming a key part of the onboarding experience for new young people and their families.

Each school actively creates opportunities for stakeholder engagement through activities built into the annual calendar, including events where young people and their families can connect with key industry partners and supporters.

Parents are also surveyed biannually for their overall satisfaction and brand loyalty. In 2025, the end of year Parent NPS was +22.

Industry and Employers
The Industry School proudly reports that 96.9% of our 2025 graduates continued into positive destinations.

Across the year, our industry team supported young people and worked closely with partners to achieve outstanding results across all six schools:

- 63% of Year 12s (227) transitioned from a SAT into a full-time apprenticeship or traineeship at graduation, with a further 11% (37) being signed up by end January 2026
- 17% of Year 12s transitioned into full-time employment upon graduation
- 3708 industry placements were undertaken
- Over 3000 employers supported industry placements

This represents the continued growth of a network that is not only large but genuinely invested in the futures of our young people.

Industry Membership Framework
Introduced in 2024, the Industry Membership Framework (IMF) has quickly become one of the most significant structural developments in how The Industry School partners with industry. In 2025, membership grew beyond Platinum/Gold target (more than 450), reflecting the genuine appetite from employers to deepen their commitment to our young people and the school completion mission we share.

Employers are recognised across four levels of partnership:

- Platinum — Partners via a consortium or other formal partnership agreement
- Gold — Partners who have committed to supporting the Graduation Guarantee
- Silver — Has supported a SAT in the last 12 months or has one planned in the next 12 months
- Bronze — Has supported work experience in the last 12 months or has placements planned in the next 12 months

The IMF is designed to grow the Gold and Platinum membership base, increasing both the volume of work experience placements and the number of young people signing into school-based apprenticeships and traineeships with committed partners. The shared commitment to the Graduation Guarantee is central to this and when employers are invested in school completion, young people are more likely to finish their education, transition smoothly into full-time employment and build careers rather than simply fill positions.

In 2025, the IMF continued to exceed expectations. The growing number of Gold and Platinum partners reflects an industry community that understands the value of this partnership and is choosing to invest in it. When we get this right, everyone wins.

Levels	Number of Active Employers
Platinum	22
Gold	**430**
Silver	885
Bronze	**2103**

Our People

The Industry School is only as good as the people who bring it to life every day. Our teachers, Industry Consultants, support staff and professional services team are not just employees; they are the reason our deliberately different model works.

They build the relationships, make the connections and create the conditions that allow young people to discover who they are and what they are capable of.

We believe that great educators and great organisations share the same quality: they never stop learning. That is why professional growth is not an add-on at The Industry School. It is built into how we operate, how we lead and how we show up for our young people and each other.

In 2025, we continued to invest in our people alongside our key industry partners, celebrating our shared commitment to young person success and the culture that makes this school genuinely different.

Who We Are

The Industry School is committed to building a productive, well-equipped workforce that reflects the diversity and ambition of the communities we serve. We operate within a staffing model that maintains classroom ratios below those of most other schooling systems in Australia, and we actively work to attract, develop and grow our own people.

In 2025, our staffing profile across six schools and our centralised Professional Services team was as follows:

	Full Time		Part Time			
School	**Teaching**	**Non-teaching**	**Teaching**	**Non-teaching**	**Combined total**	**Aboriginal and Torres Strait Islander**
GC	12	14	1	2	29	1
RL	**9**	**12**	**1**	**0**	**22**	**1**
SC	10	13	1	2	26	1
TW	**4**	**7**	**1**	**2**	**14**	**0**
IP	9	11	0	1	21	0
BNE	**6**	**12**	**6**	**2**	**26**	**1**
Professional Services	0	37	0	2	39	1
Total	**50**	**106**	**10**	**11**	**177**	**5**

The Industry School monitors qualifications, attendance and retention of teaching staff for annual reporting.

Teaching Staff and School Leaders Qualifications

School	Doctorate	Masters	Bachelor	Dipolma	Certificate
GC	0	5	15	1	7
RL	**0**	**0**	**14**	**2**	**2**
SC	0	1	16	5	4
TW	**0**	**1**	**8**	**1**	**5**
IP	0	3	13	0	5
BNE	**1**	**1**	**14**	**3**	**3**
Total	**1**	**11**	**80**	**12**	**26**

How We Grow

Investing in our people is not simply a line item. It is a commitment to the belief that the quality of our young people's experience is directly connected to the quality of the people who guide them.

We approach professional learning the same way we approach education: people have different starting points, learning styles and goals. The best development is integrated into real work, not separated from it. And growth should be supported at every level, in every role, across every school.

In practice this means providing flexibility and choice in how people access development, blending formal programs with collaborative and on-the-job learning, and supporting individuals to build plans that benefit both themselves and the school.

All employees and members of the governing body complete compulsory annual training covering Workplace Health and Safety, Child Protection and Disability Standards for Education. Annual policy refresher training is also completed across complaints handling, workplace discrimination, workplace bullying, sexual harassment, evacuation and first response, privacy, whistleblower protection, social media and the Employee Code of Conduct.

In 2025, The Industry School invested more than $184,000 in employee professional development.

Developing Our Teachers

Our teachers are at the centre of the young person experience. In 2025, school leaders supported a range of focused and comprehensive professional learning opportunities responsive to their context and teacher development needs. These were aimed at strengthening inclusive, safe, and high-quality teaching and learning practice. This included targeted professional development in differentiation to better meet the diverse learning needs of students, alongside learning in adolescent development to deepen understanding of the social, emotional, and cognitive stages young people experience. Staff also undertook training in e-safety to promote responsible and safe online behaviours, trauma-informed practice to support student wellbeing, and mental health first aid to build confidence in recognising and responding to mental health concerns.

High quality curriculum and learning design and development ensured teaching programs remained relevant, engaging, and aligned with our education quality vision. Whole-school, year level and unit planning resources and training was delivered to improve young person learning outcomes through appropriately structured, inclusive and industry relevant experiences. A particular focus was on further developing our teachers' capability to attend to inclusive learning requirements. Professional learning in Vocational Education and Training (VET) responded to the new 2025 RTO Standards and strengthened compliance, consistency, and quality of outcomes across VET delivery. Training in the Child Safe Standards reinforced a strong culture of safety, care, and accountability across the school.

School Engagement

Attendance at The Industry School means something different.

Our young people are not just showing up to a classroom — they are showing up to worksites, training facilities, industry placements and campus programs across a 5-week Education and Industry Block cycle. Keeping young people engaged and present across all of these environments is both a priority and a point of genuine pride.

We believe that when young people experience an education that is relevant, purposeful and connected to real industry, they want to be there. Our deliberately different model is itself one of the most powerful drivers of attendance.

In 2025, schools reviewed and refined their strategies for increased student attendance, which has had a positive influence.

At the same time, attendance is a shared responsibility. The Industry School holds itself and all stakeholders accountable through a supportive, thorough and systematic attendance process. We work closely with young people, families and industry partners to ensure that every absence is noted, explained and followed up, and that patterns of disengagement are identified and responded to early.

Average student attendance rate (%)
Below is the average student attendance rate in 2025, school-wide. The rate is calculated as the number of student school days, minus student absentee days, divided by the number of student school days.

School	Year 10	Year 11	Year 12	Total
GC	86.28%	87.84%	87.2%	87.11%
RL	**88.94%**	**90.01%**	**91.92%**	**90.36%**
SC	84.84%	86.81%	88.56%	86.81%
TW	**90.5%**	**91.65%**	**90.4%**	**90.88%**
IP	90.12%	92.12%	91.17%	91.12%
BNE	**89.11%**	**93.96%**	**92.18%**	**91.71%**
Total	**88.29%**	**90.39%**	**90.23%**	**89.66%**

Attendance Responsibilities

Young People	Parents/Carers	Employers and Training Providers	School
Attend the program each day unless there is an acceptable reason for the absence. **Arrive to the program on time each day and attend for the full duration unless an acceptable reason is provided.** Attend the school campus if not required to be at work, training or work experience placement for any reason (e.g. your supervisor has informed you to not attend). **Engage in support strategies to maintain positive attendance when required.**	Ensure their young person attends on every day of the program. **Ensure their young person arrives on time and attends for the full duration.** Provide an acceptable and timely explanation for all absences, preferably in writing and before the day of the absence. **Apply for an exemption for absences between 10 and 110 days.** Work with the school to develop and action an individual attendance plan if the young person is showing patterns of absenteeism.	Notify the school of any absences or changes to their program in a timely manner. **Keep records of attendance.**	Monitor attendance and identify any unexplained absences (daily) and patterns of absenteeism (inc lateness). **Notify parent/carer daily of any unexplained absence for the day.** Record all communication from parent/carer. **Follow all legislation regarding young person absences.** Enforce parental obligation with respect to compulsory school age or compulsory participation phase. **Follow attendance plan processes.** Manage applications and follow processes for exemptions from young person program attendance. **Communicate effectively regarding expectations and processes.** Provide ongoing case management for chronic absentees. **Provide a high-quality, deliberately different education/ industry-blended program that promotes young person attendance.**

Outcomes: Delivering on the Promise

Every year, The Industry School measures itself against a simple but powerful commitment: that our young people will leave with both a Queensland Certificate of Education and a genuine foothold in industry. Not one or the other. Both. This is what it means to deliver on our promise.

We track two annual Education KPIs that we value equally and work tirelessly to deliver:

- Queensland Certificate of Education (QCE), measured at Graduation
- School-Based Apprenticeship or Traineeship (SAT) or Positive Destination, measured at 31 January 2026

We also recognise and celebrate the diverse range of pathways our young people pursue. Full-time employment, service in the Defence Forces, further study and other industry pathways are all meaningful destinations that reflect the breadth of what a deliberately different education makes possible.

School	QCE percentage	SATs and other Positive Destinations
GC	**100%**	**95%**
RL	**100%**	**95%**
SC	**100%**	**99%**
TW	**100%**	**96%**
IP	**100%**	**100%**
BNE	**98%**	**96%**

The Industry School - Ipswich achieved both 100% QCE attainment and 100% Significant Positive Destinations, meaning every graduating student both completed their school certificate and transitioned to a confirmed employment or post-school pathway. This is only the second time in the organisation's history this has been achieved, the first being Redlands in 2021, and represents an exceptional outcome.

School profiles.

Gold Coast + Redlands + Sunshine Coast

Toowoomba + Ipswich + Brisbane

Gold Coast

In 2025, 100% of our Year 12 cohort achieved their Queensland Certificate of Education, and over 95% of graduates secured a positive post school destination through apprenticeships, traineeships, or further study. These outcomes reflect the strength of our deliberately different educational model.

Among our graduates, we proudly celebrate Lachlan Moroney, named Master Plumbers' School Based Apprentice of the Year, and Bronton Dalziel, awarded Apprentice of the Year at The Last Roar. Their success highlights what is possible through strong partnerships between education and industry.

Throughout the year, the school strengthened its partnerships with parents, industry, and the broader community. Engagement opportunities included International Women's Day, R U OK? Day and ANZAC Day, among others. Student achievements were celebrated through our termly Roof Shouts. Eight students participated in the International Service Project to Cambodia, working alongside our partner school, New Hope Cambodia, to assist in building housing for families in need; an experience that fostered empathy and global awareness.

Student leadership remains a core focus. Elected leaders attended a leadership camp in Canberra, building confidence and skills to contribute meaningfully to the school community.

Within our Industry programs, the Rookies Challenge remained a highlight, focusing on character, resilience, and workplace values. Students engaged in a range of industry experiences, including the Paynters Community Build with Construction Skills Queensland, tours of Riviera and the Marine Precinct, and excursions to JJ Richards, GemLife, and the Brisbane Truck Show.

Our specialist academies continued to grow. The Marine Academy presented its first sponsored Marine Award at The Last Roar. Within the Equine Academy, Harry Cahill became our first Year 10 student signed as a trackwork rider. We also participated in the Lexus Melbourne Cup Tour, strengthening partnerships with Racing Queensland and the Gold Coast Turf Club.

As the Construction Academy expanded, new partnerships were formed with BMD and Fulton Hogan. We also recognised Frizelle Sunshine Automotive Group as Large Employer of the Year and Complete Home Extensions as Small Employer of the Year.

Staff continued to engage in purposeful professional learning, including an Industry Immersion Day at the Gold Coast Turf Club and Riviera. Feedback from Voice surveys supported ongoing improvements in student engagement and program delivery.

The school welcomed Amanda Middleton as Principal in December 2025. Amanda previously served as Assistant Principal and brings strong experience in student wellbeing, staff development, and school culture. We look forward to her leadership in 2026 and beyond.

As we reflect on 2025, we celebrate a school deeply connected to its industries, its community, and its young people, who are building meaningful futures across the Gold Coast.

Graduate outcomes

Results sourced via the QCAA Certification Summary report.

Number of students who received a Senior Education Profile (SEP)	82
Number of students awarded a Queensland Certificate of Education (QCE)	**82**
Number of students awarded a Queensland Certificate of Individual Achievement (QCIA)	0
Number of students awarded an International Baccalaureate Diploma (IBD)	**0**
Number of students receiving a Senior Statement only	0
Number of students awarded one or more VET qualifications	**82**
Number of students who are completing/completed a school-based apprenticeship or traineeship (SAT)	56
Number of students awarded a VET qualification:	
Certificate I	20
Certificate II	**78**
Certificate III	82
Certificate IV	**0**
Diploma	1
Advanced Diploma	**0**









2025

95%	graduates achieved a positive destination by end January	**89**	young people enrolled in Academies
68%	of Year 12s were in a SAT by graduation	**+6**	parent NPS achieved
100%	young people achieved a QCE	**+26**	young person NPS achieved
86.36%	young person attendance rate	**+25**	employer NPS achieved
314	young people as at August Census	**8**	young people joined the ISP Cambodia
169	Rookies	**$48,430**	raised for ISP Cambodia

Certificates completed: **42** Cert I | **236** Cert II | **56** Cert III

Redlands

The Industry School Redlands have continued to see success for our young people in 2025. We continued to celebrate success in their industry careers and classroom, with 100% of Year 12 graduating with their QCE, and 95% with a confirmed industry pathway.

Our Academic program has seen continued focus on theme-based learning and content that is contextualised and reflective of industry practice. Redlands young people have enjoyed diversity in their academic program by getting out of campus and engaging with industry and community engaging in our Gift of Giving Program. Seaworld HOTEL School was part of this and gave extra opportunity for our young people to explore the hospitality and resort industry.

The industry program at Redlands saw continued growth in diverse industry pathways, with growth in health, hospitality, and professional office services. As we grow into the future, ensuring no door is closed and potential university pathways being real options for graduates of The Industry School – Redlands. Our academies saw continued engagement and growth, with Marine becoming one of the largest areas of opportunity at Redlands. We thank our young people for demonstrating our values and promoting the value that Redlands young people can add to our local businesses, in particular marine.

Community engagement was evident in multiple ways in 2025, from supporting breast cancer awareness and the 'pink run' to supporting our local sporting teams, Redland Netball Association, Victoria Point Sharks, Redlands Football Club and Redlands Hockey. We are proud of these relationships and look forward to continuing to engage with these associations into the future.

We are grateful for the support we continue to receive from local Redlands businesses and the Redlands Chamber of Commerce, maintaining an outstanding retention rate for employers committing to young people for work experience and taking on school-based traineeships and apprenticeships.

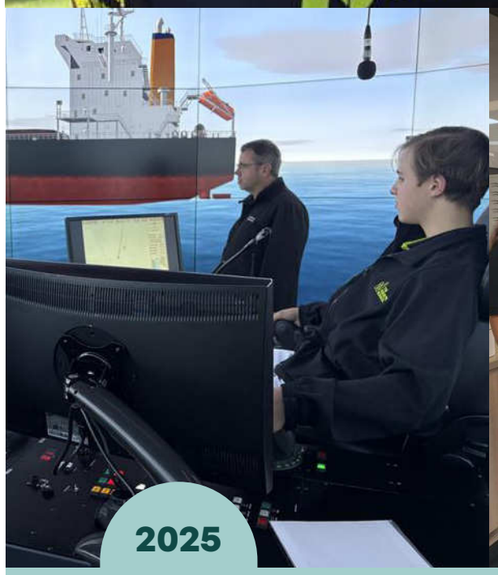
The Redlands school welcomed Kate Mellor as Principal in December. The school will thrive through Kate's strong commitment to student growth, inclusive practices and purposeful, future-focused learning.

2026 will see us move to our new campus, we look forward to the exciting opportunities that will be created for our young people into the future, with The Industry School committed to long term placement in the Redlands education landscape, genuinely offering a 'deliberately different' approach to success for young people in our community.

Graduate outcomes
Results sourced via the QCAA Certification Summary report.

Number of students who received a Senior Education Profile (SEP)	62
Number of students awarded a Queensland Certificate of Education (QCE)	**62**
Number of students awarded a Queensland Certificate of Individual Achievement (QCIA)	0
Number of students awarded an International Baccalaureate Diploma (IBD)	**0**
Number of students receiving a Senior Statement only	0
Number of students awarded one or more VET qualifications	**62**
Number of students who are completing/completed a school-based apprenticeship or traineeship (SAT)	38
Number of students awarded a VET qualification:	
Certificate I	13
Certificate II	**58**
Certificate III	62
Certificate IV	**0**
Diploma	0
Advanced Diploma	**0**









2025

95%	graduates achieved a positive destination by end January	**74**	young people enrolled in Academies
76%	of Year 12s were in a SAT by graduation	**-7**	parent NPS achieved
100%	young people achieved a QCE	**+22**	young person NPS achieved
90.26%	young person attendance rate	**+58**	employer NPS achieved
196	young people as at August Census	**3**	young people joined the ISP Cambodia
87	Rookies	**$16,689**	raised for ISP Cambodia

Certificates completed: **51** Cert I | **237** Cert II | **26** Cert III

Sunshine Coast

Relationships are at the heart of everything we do. Our success is built on the positive connections we form with families, industry partners, staff, and young people. We proudly say, “We connect young people with opportunities in industry, and industry with great young people.” It is these strong, supportive relationships that make such powerful partnerships possible.

2025 began with an unexpected challenge for The Industry School – Sunshine Coast. Significant campus works during Semester One required us to pivot quickly and relocate to TAFE Mooloolaba. Thanks to the generosity and support of TAFE, we were able to operate seamlessly from their campus. Their willingness to accommodate us highlighted the strength and importance of this partnership. Despite the disruption, our focus on nurturing quality relationships, both with industry and with young people, ensured that our students continued to thrive.

Our outcomes this year reflect that commitment. 100% of young people attained their QCE, and 92% completed the year with a positive post-school destination, including apprenticeships, traineeships, full-time employment, tertiary study, and further vocational training.

2025 also marked the launch of our Construction Academy, alongside continued success in our Energy and Equine Academies, with graduates from all academies experiencing engaging programs equipping them for rewarding careers. Beyond these programs, we supported young people across a diverse range of pathways, including fabrication and engineering, automotive and marine, sport and recreation, hair and beauty, health and community services, agriculture and animal care, hospitality, IT, and manufacturing.

A strong community is essential to our school’s success. This year we deepened our partnerships with parents, industry, and the broader community through events such as International Women’s Day, RU OK? Day, workshops, celebrations, and information sessions. Our School House competition brought staff and young people together through friendly rivalry and fun, including the Swimming Carnival, OzTag competitions, and our Trade Olympics.

Young people also contributed meaningfully to the community through a range of service projects. Notably, eight students participated in the International Service Project to Cambodia, building homes for families in critical need and completing renovations and repairs for our partner school, New Hope Cambodia.

Many years ago, I came across the saying, “A school is more than bricks and mortar.” It’s true value lies in its community, its culture, and the opportunities it creates for growth. At The Industry School – Sunshine Coast, the relationships we build are the foundation of that value, and they remain at the heart of who we are.

Graduate outcomes

Results sourced via the QCAA Certification Summary report.

Number of students who received a Senior Education Profile (SEP)	66
Number of students awarded a Queensland Certificate of Education (QCE)	**66**
Number of students awarded a Queensland Certificate of Individual Achievement (QCIA)	0
Number of students awarded an International Baccalaureate Diploma (IBD)	**0**
Number of students receiving a Senior Statement only	0
Number of students awarded one or more VET qualifications	**66**
Number of students who are completing/completed a school-based apprenticeship or traineeship (SAT)	45
Number of students awarded a VET qualification:	
Certificate I	8
Certificate II	**64**
Certificate III	65
Certificate IV	**0**
Diploma	0
Advanced Diploma	**0**









2025

99%	graduates achieved a positive destination by end January	**65**	young people enrolled in Academies
60%	of Year 12s were in a SAT by graduation	**+45**	parent NPS achieved
100%	young people achieved a QCE	**+35**	young person NPS achieved
86.9%	young person attendance rate	**+47**	employer NPS achieved
226	young people as at August Census	**8**	young people joined the ISP Cambodia
111	Rookies	**$45,195**	raised for ISP Cambodia

Certificates completed: **37** Cert I | **181** Cert II | **29** Cert III

THE INDUSTRY SCHOOL

Toowoomba

2025 has been a year of transformation for The Industry School – Toowoomba. Building on the momentum of our August 2024 rebrand, this year has been an opportunity to reset and evolve our approach, with a clear focus on placing the young person at the centre of everything we do.

The year began with a significant milestone: a complete campus renovation over the Christmas break. The upgraded facilities now feature open plan learning environments, larger classrooms, and dedicated lunch and common areas designed to foster collaboration and wellbeing. The campus presents a clean, modern aesthetic that reflects the education we strive to deliver.

Our people remain at the heart of our success. In 2025, we welcomed three new teaching staff and two teacher aides. We also saw internal career progression, with staff moving into expanded teaching and industry focused roles. One staff member undertook a Permission to Teach role while completing a Master of Teaching, while another stepped into an industry focused position to ensure continuity of support for our young people. Their contributions have enriched our academic and pastoral offerings.

With a strong emphasis on teaching and learning, wellbeing, industry engagement, and accountability, our team established a clear vision to enhance the student experience. Our ambition is to be the school of choice in Toowoomba for Years 10–12 students seeking an industry driven education.

We have experienced our highest number of enquiries, referrals, and enrolments to date. Feedback from young people, parents, and industry partners reflects this, with Net Promoter Scores rising from -29 to an average of 58 across the year. We have also achieved our highest ever retention rates and increased attendance, clear indicators that our students value both their education and their environment.

Stronger communication and engagement with our local community have further enhanced our reputation. The Industry School Toowoomba is now recognised as a credible education option within the region. Our students have represented the school through a range of activities, including site visits with Construction Skills Queensland to projects such as the new hospital, environmental initiatives with Amaroo Environmental Education Centre and Friends of the Escarpment, and partnerships with organisations including Rotary and the Lions Club. Events such as Farm Fest, Christmas Lights in the Park, and the Carnival of Flowers have provided opportunities for students to contribute to their community.

Our revamped Rookie Program has also played a key role in preparing students for life beyond school. By incorporating industry guest speakers, real world insights, and networking opportunities, the program equips young people with the skills and confidence needed for future success.

As we reflect on 2025, this year has laid a strong foundation for continued growth. We remain committed to delivering strong outcomes for our young people and strengthening our position as a leader in industry focused education within the Toowoomba community.

Graduate outcomes

Results sourced via the QCAA Certification Summary report.

Number of students who received a Senior Education Profile (SEP)	28
Number of students awarded a Queensland Certificate of Education (QCE)	**28**
Number of students awarded a Queensland Certificate of Individual Achievement (QCIA)	0
Number of students awarded an International Baccalaureate Diploma (IBD)	**0**
Number of students receiving a Senior Statement only	0
Number of students awarded one or more VET qualifications	**28**
Number of students who are completing/completed a school-based apprenticeship or traineeship (SAT)	24
Number of students awarded a VET qualification:	
Certificate I	6
Certificate II	**25**
Certificate III	28
Certificate IV	**0**
Diploma	0
Advanced Diploma	**0**









2025

96%	graduates achieved a positive destination by end January	**6**	young people enrolled in Academies
79%	of Year 12s were in a SAT by graduation	**+69**	parent NPS achieved
100%	young people achieved a QCE	**+55**	young person NPS achieved
90.88%	young person attendance rate	**+83**	employer NPS achieved
92	young people as at August Census	**4**	young people joined the ISP Cambodia
48	Rookies	**$11,771**	raised for ISP Cambodia

Certificates completed: **18** Cert I | **94** Cert II | **18** Cert III

Ipswich

At The Industry School we have a clear purpose and identity: to connect industry with young people and great young people with industry. Overall, 2025 has been a year of continued growth and achievement for The Industry School – Ipswich.

2025 saw the introduction of a new School Principal and Industry Engagement Manager by welcoming Andrew Want and Raleigh Wallace. The engagement of these positions will continue to strengthen the position of Ipswich in the local community and grow the industry connections to new levels.

The Industry School – Ipswich continues to demonstrate its position as a deliberately different model of senior education, with 2025 outcomes reinforcing the strength and consistency of its approach. A key contributor to these outcomes is the strength of the school's partnerships with local industry. Students engaged with a wide range of sectors throughout 2025, including excursions to construction, automotive and manufacturing sites. B&R Enclosures, Recar, Drakes, The Centenary Bridge and North Ipswich Rail saw our young people develop their industry readiness in real-world environments. Awesome Women in Construction, Total Tools, Bosch, CSQ and Plus Fitness 24/7 all brought the workforce to the school to support our industry values led career development. These partnerships provide authentic workplace experiences and often lead directly to employment opportunities. Our close connection with training organisations, including TAFE, further strengthens this pipeline, ensuring students are supported in both their vocational education and career progression.

We couldn't be prouder of our young people than in 2025. 100% QCE completion demonstrated the clear commitment to achieving their education and 100% Positive Destinations was a crowning achievement for the cohort and a demonstration of our deliberately different purpose. Ipswich became a member of the coveted 100% Club, a rare and exclusive achievement.

The school also participated in events such as: Safety Week, International Women's Day, NAIDOC, The Truck Show and the Energy Academy Camp by hosting special events, fundraisers and industry panels. These panels were highly informative and well supported by industry partners including, HVIA, AAAA, MTAQ, Carpentry Industry, Quarries, Bio Energy and alumni. These industry partners not only provided career insights they also linked with education by re-telling the personal stories of their journeys.

The Industry School – Ipswich also took to the community by engaging in Community Service Projects at the East Ipswich OSHC and the Ipswich Historical Society. The Base Goodna also provided a great venue to bring education and industry together in the provision of services and projects to enhance the lives of people in need. Our school leaders also organised and facilitated a Community Service Project at Bethany Lutheran State School involving the Year 12 cohort. This truly embodied the "gift of giving" philosophy.

Graduate outcomes
Results sourced via the QCAA Certification Summary report.

Number of students who received a Senior Education Profile (SEP)	66
Number of students awarded a Queensland Certificate of Education (QCE)	**66**
Number of students awarded a Queensland Certificate of Individual Achievement (QCIA)	0
Number of students awarded an International Baccalaureate Diploma (IBD)	**0**
Number of students receiving a Senior Statement only	0
Number of students awarded one or more VET qualifications	**66**
Number of students who are completing/completed a school-based apprenticeship or traineeship (SAT)	48
Number of students awarded a VET qualification:	
Certificate I	17
Certificate II	**66**
Certificate III	66
Certificate IV	**0**
Diploma	0
Advanced Diploma	**0**









2025

100%	graduates achieved a positive destination by end January	**68**	young people enrolled in Academies
80%	of Year 12s were in a SAT by graduation	**+25**	parent NPS achieved
100%	young people achieved a QCE	**+28**	young person NPS achieved
90.99%	young person attendance rate	**+64**	employer NPS achieved
208	young people as at August Census	**3**	young people joined the ISP Cambodia
102	Rookies	**$15,325**	raised for ISP Cambodia

Certificates completed: **55** Cert I | **310** Cert II | **35** Cert III

Brisbane

The Industry School Brisbane remains steadfast in its commitment to delivering quality education that achieves high standards of learning through excellent Modern Teaching Practices.

This Annual Report reflects a year of strong outcomes, purposeful growth, and a continued focus on preparing young people for success in education, employment, and life beyond school.

At the heart of our work is a belief that every student deserves an educational experience that is engaging, relevant, and aligned with real world opportunities. Through contemporary, student centred teaching practices and a clear focus on applied learning, our staff create environments where students are challenged, supported, and empowered to achieve their best. This approach has resulted in outstanding outcomes, with 98% of graduates attaining a Queensland Certificate of Education (QCE) and 96.4% achieving confirmed post school destinations, a testament to the effectiveness of our model and the dedication of our community.

Our deliberate focus on clearly defined cohorts across Years 10, 11 and 12 ensures students receive developmentally appropriate support, targeted pathways planning, and structured preparation for post school transitions. This focused cohort approach enables us to combine academic rigour with strong vocational and industry connections, ensuring learning remains purposeful and future focused.

The wellbeing of every young person sits at the core of our educational approach. Through designated wellbeing programs, targeted personal and educational development topics, and proactive support structures, we place a strong emphasis on supporting students' social, emotional, and mental wellbeing. This is underpinned by strong working relationships between teachers, industry consultants, leadership, and support staff, ensuring students are known, supported, and guided throughout their learning journey. By fostering a safe, respectful, and connected school environment, we enable young people to engage meaningfully in their learning and build the confidence required for future success.

Central to our culture is the continued development of "Will and Skill." We are committed to fostering outstanding attitudes alongside the crucial skills required for personal growth, further education, and industry success. By embedding high expectations, resilience, accountability, and employability skills into daily practice, we equip our young people not only with qualifications, but with the mindset and capabilities that will hold them in great stead for the future.

This Annual Report highlights the collective efforts of our students, staff, families, and industry partners who contribute to the ongoing success of The Industry School Brisbane. Together, we continue to build a learning community that values excellence, embraces innovation, and creates meaningful opportunities for every young person to thrive.

Under the leadership of Peter Foster, who commenced as Principal in Term 4, the school looks forward to continued growth and building a school of distinction within the Brisbane community.

Graduate outcomes

Results sourced via the QCAA Certification Summary report.

Number of students who received a Senior Education Profile (SEP)	56
Number of students awarded a Queensland Certificate of Education (QCE)	**55**
Number of students awarded a Queensland Certificate of Individual Achievement (QCIA)	0
Number of students awarded an International Baccalaureate Diploma (IBD)	**0**
Number of students receiving a Senior Statement only	1
Number of students awarded one or more VET qualifications	**56**
Number of students who are completing/completed a school-based apprenticeship or traineeship (SAT)	39
Number of students awarded a VET qualification:	
Certificate I	9
Certificate II	**54**
Certificate III	52
Certificate IV	**0**
Diploma	1
Advanced Diploma	**0**











2025

96%	graduates achieved a positive destination by end January	**93**	young people enrolled in Academies
82%	of Year 12s were in a SAT by graduation	**+13**	parent NPS achieved
98%	young people achieved a QCE	**-13**	young person NPS achieved
90.14%	young person attendance rate	**+50**	employer NPS achieved
201	young people as at August Census	**6**	young people joined the ISP Cambodia
109	Rookies	**$30,213**	raised for ISP Cambodia

Certificates completed: **49** Cert I | **202** Cert II | **31** Cert III

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