

aitd.



2024-25 Annual Report

Celebrating
Achievement
and Growth

2025

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National President's Report

Serving as a Non-Executive Director and Chair of the Board has meant being responsible for the strategic direction and governance of our organisation.

In June 2023, we set a new 5-year strategic plan with a clear path for how we would ensure AITD had a sustainable business model; and in May this year, the Board revised that plan with more ambitious goals for the future of AITD. This Strategic Plan can be found on the AITD website, and I encourage you to read this and let me know your feedback.

Our Board this year comprises:

- **Abbie Taylor**, National President, representing members from SA
- **Amy Martin**, Vice President, representing members from QLD/NT
- **Ben Campbell**, CEO and Company Secretary
- **Sandeep Kirpalani** has continued as Treasurer
- **Gerard Grant**, representing our members from VIC/TAS
- **Brad Coumbe**, representing members from WA
- **Mehri Doyle**, representing members from ACT

Our Board Members bring a mix of continuity and corporate knowledge, as well as robust governance. The AITD Board is a diverse team, each bringing their own experiences, strengths, perspectives and communication styles. This has stretched my own skills in influencing, collaborating and communicating across these differences. And yet, we share a commitment to something bigger than ourselves. That's where the magic happens. We've had difficult conversations, made tough calls, and, as a group, we've matured in our governance for the betterment of AITD.

For me, I'd like to share with you some of the wins we've achieved this year. I am immensely proud of what we've accomplished working together with Ben and the team.

We have delivered a new website and member platform, as well as launched our Capability Framework and assessment tool. We've continued to grow our annual Conference and Excellence Awards, and changed our Student Scholarship to be the Emerging Professional Scholarship, opening up this opportunity to a much broader cohort than ever before.

This year has been productive and rewarding for us at AITD. I would like to take this opportunity to acknowledge and thank, Ben and the AITD Team for all their work. Their dedication to our organisation and its members is truly exemplary.

The following report walks you through our progress toward greater financial security and the growth we have achieved.

As a not-for-profit membership organisation, we would not exist without the generosity of our volunteers. These wonderful humans give their time, energy, and love of what they do, and so, I want to take this opportunity to express my gratitude for what they do. I see firsthand the hours they give so selflessly, and on behalf of the Board, I would like to say thank you.

After having served on the AITD Board for four years, this seems like a good time to pause and reflect.

As a not-for profit membership organisation, we would not exist without the generosity of our volunteers.

When I first joined the Board, I was excited to be able to contribute in these ways:

1. I am passionate about AITD and what we do for the Learning & Development (L&D) profession.
2. I wanted to challenge myself to build further capability in leadership and strategy, while connecting with more members.
3. And, I wanted to continue the legacy of Catherine Logue and Jane Calleja (both former National Presidents of AITD from South Australia).

Throughout my career, I have worked in a variety of companies as the only L&D person. It can be lonely at times, and AITD has given me access to a group of peers who love what they do in the world of L&D. We share ideas and inspiration, providing a sounding board and support along the way.

A Taylor

Abbie Taylor
National President, AITD



CEO's report



As we close out another significant year, I want to begin by acknowledging the outstanding contributions of our members, volunteers, facilitators, presenters, judges, and partners. AITD is a vibrant, member-driven organisation, and it is because of your ongoing support that we continue to grow stronger.

This year marked an important chapter in our journey toward ongoing financial sustainability. I commend our dedicated team, who have worked with resilience and commitment to position AITD on a more stable foundation — operationally, strategically, and fiscally. Our progress is a reflection of the shared energy and focus that unites our community.

A key area of focus this year has been enhancing the member experience. The launch of our new website and improved database integration represent important steps toward building a more responsive and data-informed organisation. While there is still work to do, these changes have laid the groundwork for a better-connected and more personalised experience for all members in the year ahead.

It's been a privilege to drive the stage-by-stage implementation of our Strategic Plan. Together with the Board, we've maintained a strong focus on purposeful growth, capability development, and sector leadership. I'd like to extend my thanks to the AITD Board for their consistent support, and to the many colleagues and partners who

Our progress is a reflection of the shared energy and focus that unites our community.

have helped deliver programs and initiatives across our portfolio.

Finally, I hope this report gives you a sense of pride in what we've accomplished together. From the growth of our Capability Framework to the success of our national events and awards, every achievement is a testament to the passion and professionalism of our community.

Thank you for being part of this journey.

Ben Campbell

Ben Campbell
Chief Executive Officer, AITD

Continuous Improvement & Digital Transformation

Advancing excellence in learning for a better future continues to be our guiding vision, and we are delighted to report gains in a number of strategic areas during the year.

Guided by the values of leading, connecting and sharing, the Australian Institute of Training and Development (AITD) embarked on a year underpinned by continuous improvement initiatives.

A key milestone was the migration of our website to a contemporary digital platform, HubSpot, featuring a modern customer relations and events system, and integration with the AITD capability framework and assessment system. This upgrade will continue to enhance member experiences in registering for events and accessing resources, laying the foundation for further digital initiatives rolling out in 2025/2026.

Early feedback from members emphasised faster navigation, improved mobile access and easier booking for courses and events.

Member feedback highlight

“The new site is a game-changer — I can register for events on my phone in seconds.”

— AITD Member, NSW



AITD Conference 2025 & Excellence Awards

Reflections on Melbourne.

After a year of planning, the AITD 2025 Conference was held at the Sofitel Melbourne on Collins on 22–23 May 2025, and, based on member feedback, was a resounding success. The program inspired more than 350 learning and development professionals with thought-provoking keynotes, interactive workshops and networking opportunities.

Highlights included:

- **Theme: AI, Adaptability and the People Factor.**

Sessions explored how generative AI is transforming learning design while reinforcing the enduring importance of human-centred practice. Will Thalheimer urged delegates to focus on performance rather than mere retention, reminding us that learning transfer requires decision-making and real-world practice. Amanda Barnard and her panel reframed AI as a creative work partner rather than a threat, stressing the importance of critical thinking and ethical scrutiny. Ryan Powell's case study from Bunnings illustrated how a strong learning culture can scale across 55,000 employees through mentorship, on-the-job learning and local ownership.

- **Leadership and resilience:**

Adventurer James Castrission shared lessons from his Antarctic expedition, emphasising values-based decision-making, psychological resilience and the power of shared purpose.

- **Capability Framework launch:**

A special panel discussion formally launched the AITD Capability Framework, highlighting its development by more than 160 practitioners and its role in setting professional standards.

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The conference would not have been possible without our volunteers, presenters and sponsors. We extend sincere thanks to our Silver Plus

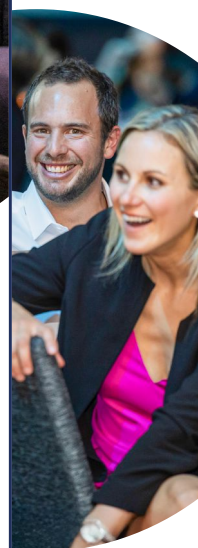
sponsor Peepcoach, Bronze exhibitors (Cliftons Event Solutions, Communication Skills Academy, Crucial Dimensions, Guild Insurance, Pukeko Learning Solutions), charity partner The Smith Family, and catering and promotional sponsors. Their support enabled us to deliver a world-class event. We're looking forward to building on the feedback to further enhance the next AITD Conference held at the Sofitel Brisbane, May 13-15. Visit aitdconference.com.au for more information.



Conference highlight

“The Capability Framework launch was a defining moment — it gives us a shared language for growth.”

— Panel Participant,
Capability Framework Launch



The 2025 AITD Excellence Awards

On Thursday, 22 May 2025, the AITD community gathered at a beautiful gala dinner at the Sofitel in Melbourne to celebrate the 2025 AITD Excellence Awards. Over 150 attendees honoured outstanding achievements across the learning and development sector.

Winners included:

- **Best Blended Learning Solution:**
Leading with Empowerment by Insurance Australia Group, a scalable, co-designed leadership program aligned with IAG's Brimming with Talent Strategy.
- **Best Learning Culture in an Organisation:**
Craft/180 by Versent, a self-sustaining, evolving culture of learning that includes hackathons, peer coaching and tech forums.
- **Best Capability Building Program:**
Best Self Series by Gold Coast City Council, a neuroscience-informed initiative that cultivates constructive behaviours and self-leadership.
- **Best Diversity and Inclusion Program:**
NAWIC ACT Mentoring Program by Wisdom Learning, creating pathways and networks for women in the construction industry.
- **Best Leadership Development Program:**
ACADEME – People Leader Program (PLP) by TFE Hotels, building a talent pipeline of hospitality leaders aligned with company culture.
- **Best Onboarding or Induction Program:**
Operational Development Academy by Sodexo, embedding a zero-harm safety mindset through immersive and practical learning.

- **Best Use of Gamification or Simulation for Learning:**
Blood Processing Centre Virtual Tour by Australian Red Cross Lifeblood, a 360° virtual tour advancing medical registrar training.
- **Best Use of Technology for Learning:**
Project CIVIL by Sydney Trains, an AI-powered de-escalation training tool that builds confidence and reduces risk.
- **Dr Alastair Rylatt Award for L&D Professional of the Year:**
Tom Bailey, founder of Rogue L&D Podcast and NSW Divisional President, recognised for his thought leadership, coaching practice, and contributions to the L&D community.

Award winner reflection

“Winning this award validates the work we’ve done to embed learning into our culture.”

— Versent, Best Learning Culture in an Organisation



AITD Excellence Awards October 2024

The 2024 AITD Excellence Awards took place during a memorable gala at the Hilton in Sydney. With a strong field of finalists and diverse entries from Australia and New Zealand, this year's winners demonstrated excellence in creativity, execution and business alignment:

- **Best Blended Learning Solution:** *Ready for Anything* by Sydney Trains, an agile, customer-facing training program developed in collaboration with Transport for NSW.
- **Best Capability Building Program:** *Manager Foundations* by Coles Group, equipping new leaders with the skills and mindsets to lead effectively in a changing environment.
- **Best Leadership Development Program:** *Commonwealth Bank's Pathways* initiative, supporting Indigenous leaders through culturally grounded and scalable learning solutions.
- **Best Onboarding or Induction Program:** *Project Leap* by Compass Group, delivering operational consistency and improved safety across a high-turnover workforce.
- **Best Use of Technology for Learning:** *Adapt Learning Platform* by BHP, enabling mobile-first, bite-sized learning in remote locations across mining operations.
- **Best Diversity and Inclusion Program:** *Neurodiversity@Work* by Telstra, fostering a more inclusive workplace through tailored onboarding and strength-based performance models.
- **Best Use of Gamification or Simulation:** *Civility VR* by Monash Health, providing realistic patient interaction training through virtual reality to promote empathy and communication skills.

Dr Alastair Rylatt Award for L&D Professional of the Year:
Sally Parrish, founder of the Australian and New Zealand Institute of Coaching and the Board Coaching Institute. Sally was recognised for her influential role in shaping coaching practices and supporting governance and leadership development through accessible, high-quality learning experiences.

“Being named L&D Professional of the Year is an incredible honour — it reflects not just my journey, but the importance of coaching and capability in transforming organisations.”

— Sally Parrish, Dr Alastair Rylatt Award for L&D Professional of the Year

These award-winning initiatives showcase the creativity, impact and forward-thinking approaches being applied across the profession. AITD congratulates all finalists and extends its gratitude to our dedicated panel of volunteer judges.



Volunteer Engagement & Divisional Councils

Much of AITD’s strength lies in its volunteer-led divisional councils. Throughout the year, these councils delivered a full program of networking events and peer-learning sessions, providing opportunities for members to connect and learn from experts across Australia. Members receive free or discounted access to these events, reinforcing the value of membership. We extend heartfelt thanks to divisional presidents, councillors and Cliftons for their generous support in hosting events. Their contributions embody our values of leading, connecting and sharing.

National Reach

6 Divisions
30+ Events
1000+ Attendees

Divisional president highlights

Division	President	2024-25 highlight
New South Wales	Tom Bailey	Hosted a sold out <i>Future of Learning</i> panel and launched a regional mentoring circle connecting members across the state.
Victoria	Hanna Jacobsen	Piloted hybrid events combining face to face and virtual delivery, to help increase regional participation.
Queensland, Northern Territory & Western Australia	Jina Hardy	Introduced <i>L&D in Action</i> site visits, giving members hands on insights into real world learning environments across multiple states.
South Australia	Gina Brooks	Led a series of cross sector roundtables on the future of workforce capability and strengthened partnerships with local employers.
Australian Capital Territory	Andrew Lawson	Collaborated with government agencies to deliver targeted professional development, expanding opportunities for public sector L&D professionals.

Volunteer voice

“Being part of the council has been the most rewarding professional experience of my year.”

— Divisional Councillor, SA

Learning & Development Activities

This year, we offered a broad suite of courses, webinars and in-house training.

Courses covered AI essentials, instructional design, project management, facilitation skills, emotional intelligence and the newly launched Neuroscience for Learning Design and Delivery. Webinars provided timely updates on topics ranging from gamification to data literacy, attracting strong attendance from members and non-members.

Corporate clients increasingly turned to in-house training, enabling teams to build capability aligned to organisational goals.

Our network of facilitators delivered engaging, evidence-based learning experiences. We gratefully acknowledge their expertise and passion, which underpin the success of our professional development programme.

By the numbers

- 500+ course completions
- Top course – Instructional Design
- 100+ registrations for corporate clients engaged with inhouse training
- Approximately 2000 registrations for local events
- 500+ attendees for AITD Conference and Excellence awards combined.



Capability Framework & Assessment

The launch of the AITD Capability Framework marked a transformative step for the profession. Developed with input from more than 160 L&D professionals and validated across sectors, the framework defines 31 capabilities across seven categories. It helps practitioners reflect on strengths, identify development areas, set career objectives and create targeted plans. The framework is aligned with AITD’s values and code of ethics and is included as part of membership. Through the new website, members can complete a self-assessment online and access resources tailored to their capability gaps.

Practitioner perspective

“The framework helped me identify gaps I didn’t know I had — and gave me a plan to grow.”

— L&D Manager, Government Sector

Governance & Policy Updates

AITD's Board implemented several governance improvements during FY 2024-25, including introducing a board nominations committee to help with alignment to strategy and capabilities required for the organisation's future. The Board also adopted an AI policy, promoting ethical and responsible use of generative AI tools in learning and development. Committee structures were refreshed, and meeting frequency increased to help our organisation meet its goals as the peak organisation for L&D professionals. Throughout these changes, the Board remained guided by AITD's values and commitment to integrity.

Governance snapshot

- 2025-2028 strategic plan launched.
- New AI policy adopted.
- Skills matrix updated to aligned with strategic plan along with Board nominations committee.
- Board committee meeting frequency increased by 50%.

Team & Leadership

AITD continues to operate with a lean but effective and service-orientated national office. CEO **Ben Campbell** marked his third year with a focus on culture, sustainability and growth.

Lucinda Carney (Programs and Finance Coordinator) celebrated six years of service, ensuring operational excellence.

Alexandra Macaulay completed her first year as Membership Engagement Officer, driving improvements in member communication and experience. Contractors supplemented our capabilities on key projects, enabling us to scale services while controlling overheads.

Team Reflection

“We’re a small supportive team, focussed on providing great quality learning and networking experiences — and are deeply committed to our members.”

— AITD team

Membership & Community Value

AITD remains a diverse community of corporate, consultancy, government, tertiary, vocational, supplier and international representatives. Membership is open to emerging and experienced professionals, with benefits designed to support every stage of the career journey. Members access a rich set of benefits:

- Networking and community:** divisional events, national conference and online forums.
- Professional development:** courses, webinars, mentoring, and CPD programmes.
- Resources:** the Training & Development magazine, rated as one of the most valuable member benefits, plus access to the EBSCO database, member directory and resource packs.
- Recognition:** through the Excellence Awards and the newly launched capability framework.

Member value highlights

- 30+ networking events across Australia.
- Top-rated benefit: Training & Development magazine.
- New: Capability Framework self-assessment tool.
- Comprehensive and high quality annual conference and excellence awards.

Upholding the code of ethics and values is central to our community. Members are encouraged to lead with knowledge and experience, proactively connect with one another in a safe and inclusive environment, and encourage collaboration and sharing underpinned by integrity and excellence.

Financial Report

Sustainable Growth Achieved

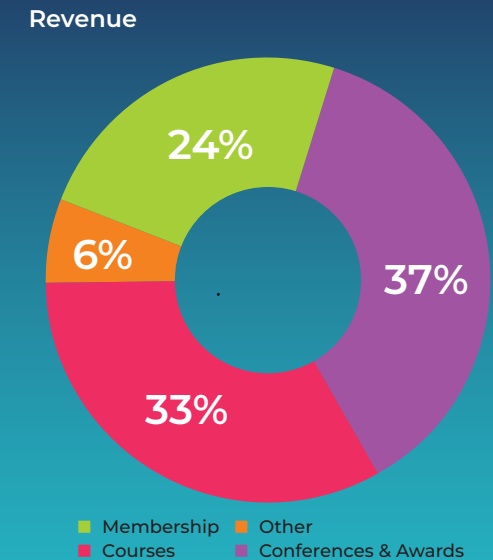
AITD's financial position has continued to strengthen in FY 2024-25, reflecting prudent management and strategic investment aligned with our long-term goals. As of June 2025, AITD has met its primary objective of achieving financial sustainability.

Operating Surplus

- AITD is reporting a net operating surplus, building on the positive trend from FY 2023-24.
- This surplus was primarily driven by improved course and conference revenues, operational efficiencies, and a stable membership base.

Revenue Highlights

- Conference income exceeded budget expectations, attributed to strong attendance and sponsorship at the 2025 AITD Conference in Melbourne.
- Course revenue continued steady growth, particularly through in-house and public programs.
- Corporate partnerships and sponsorship income also performed solidly.



Cash Reserves

- AITD's cash position remains strong, with sufficient reserves to support ongoing operations and future initiatives.
- These reserves provide financial stability while enabling strategic reinvestment into member services and digital systems.

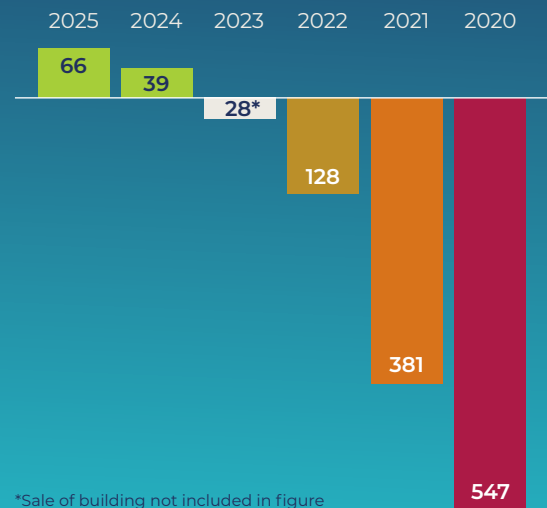
Expenditure Control

- While there were investments in digital systems (e.g. website, capability framework tools), overall expenditure was kept within budget parameters.
- Cost controls and disciplined budget management contributed significantly to the surplus outcome.

Looking Ahead

- The organisation enters FY 2025-26 in a sound financial position.
- Continued focus will be placed on:
 - Diversifying revenue streams
 - Monitoring cost structures
 - Reinvesting surplus into member value and strategic priorities.

Profit & Loss ('000's)



Our Strategic Focus Ahead

As we look to the future, AITD enters the next stage of its journey with renewed focus, confidence and clarity. Our 2025–2028 Strategic Plan lays out a bold roadmap built around three priorities — delivering member value, cementing our position as the peak body for learning and development, and operating sustainably with purpose.

The year ahead marks the start of Building Foundations, the first phase of this strategy. In this phase, we're laying the groundwork for long-term impact by strengthening our core services, modernising our systems, and deepening our connection to members and stakeholders.

Elevating Member Value

At the heart of our mission is supporting every L&D professional to thrive. We're continuing to evolve our suite of offerings to meet the real-world needs of members across every stage of their career. This means:

- Embedding the Capability Framework across our courses, tools and development pathways.
- Enhancing mentoring access and career support for both emerging and established professionals.
- Refreshing and expanding course content, including in high-demand areas like AI, immersive learning and data evaluation.
- Delivering structured pathways and recognition programs that reflect modern L&D practice.
- Offering rich networking opportunities, expert content and a revitalised digital experience.

These enhancements are built on a foundation of continuous improvement and active feedback from our members and partners.

Amplifying Our Voice

As Australia's national body for L&D, AITD has a responsibility to lead. In the coming year, we will invest in raising our profile and influence through:

- Authoritative research into emerging learning trends and professional standards.
- Strategic media engagement and government outreach.
- Strong partnerships with education, industry and technology leaders.
- Insightful commentary that guides the sector through times of change.
- Promoting innovation through our Excellence Awards, Conference and national initiatives.

This work helps position AITD as the go-to source of insight, benchmarking and leadership in workplace learning.

Building for the Long Term

Behind the scenes, we continue to modernise the way AITD operates to ensure we remain agile, financially strong and fit for purpose. The year ahead will see continued investment in:

- Digital transformation, including upgrades to our member database, website and systems.
- Diversifying revenue through scalable, purpose-aligned offerings and consulting pathways.
- Strengthening governance, through agile planning and robust frameworks.
- Embedding sustainability, both financially and in how we respond to an evolving sector.

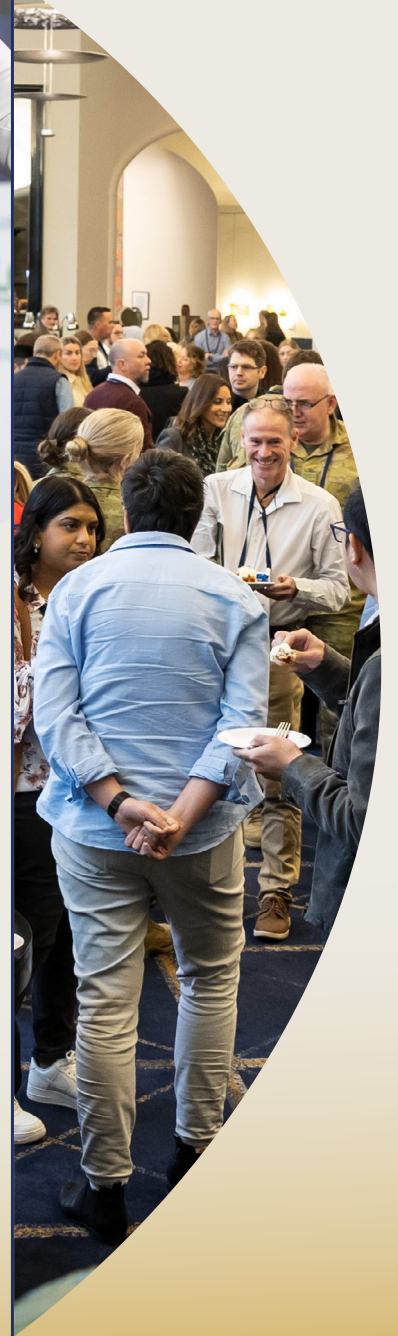
With a strong surplus and growing community, AITD is well-positioned to invest in its future while delivering value now.



From the CEO

“Our people — members, volunteers and partners — are the heart of AITD. Together, we’re shaping the future of learning.”

— Ben Campbell, CEO



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