



AUSTRALIAN  
PHYSIOTHERAPY  
COUNCIL

**Annual Report  
2024–2025**

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# Acknowledgment of Country

We acknowledge the Traditional Custodians of Country throughout Australia and their enduring connection to land, sea and community. We pay our respects to Elders past, present, and all Aboriginal and Torres Strait Islander peoples.

As an organisation deeply engaged in the Australian healthcare sector, we wholeheartedly acknowledge our pivotal role in championing cultural awareness and safety.

**We are committed to embedding cultural voices and perspectives at every level—within our organisation, throughout physiotherapy education, across the profession, and in the wider healthcare sector.**

This commitment is not only a responsibility but a vital part of our purpose, as we strive to honour the diverse histories, perspectives and experiences of all peoples, especially Aboriginal and Torres Strait Islander communities. Read our [Reconciliation](#) section to learn more.





# Chair message

As the Board Chair since January 2025, it has been my pleasure to contribute to the leadership and oversight of the Council's work throughout the 2024 – 2025 financial year.



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I offer my heartfelt thanks to our former Chair, Melissa Locke for her strong leadership over many years here at the Council, and her supportive transition of leadership. Melissa's compassion and dedication to our physiotherapy profession both within Australia and the international context, provides a wonderful legacy and foundation for the future.

Across the Council's work in education accreditation and assessment of internationally trained physiotherapists, we have demonstrated our strong commitment to high quality, culturally safe and work ready new entrants into Australia's healthcare system.

A number of key strategic projects exemplify this commitment:

1. With the launch of our Reconciliation Journey Framework in March 2025, the Council brought together our First Nations staff, Board Directors, management, staff and stakeholders to reaffirm our commitment to imbedding cultural safety within our organisation and our work in physiotherapy and healthcare.
2. The refreshed Physiotherapy Accreditation Standards were developed in consultation with a broad range of stakeholders across our profession, and provide a contemporary and outcomes-based approach to shaping physiotherapy education for the future.
3. The introduction of the Australian Physiotherapy Entry Pathway (APEP) is a key example of the Council's innovative approach to assessing international physiotherapists seeking to practise in Australia.

During my tenure as a Council Director since 2022 and now Board Chair, I have witnessed the dedication and contribution of the Council to our physiotherapy profession. With a new [Strategic Plan for 2025 – 2030](#), I am confident we are strongly focused and capable to ensure the physiotherapy workforce of tomorrow.

**MICHAEL REYNOLDS**



# CEO message

At the heart of the Council's mission is our commitment to enabling and ensuring the physiotherapy workforce of tomorrow.



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With a confident belief that physiotherapy transforms Australians' lives, and ongoing shortages of physiotherapists across the country, the Council makes a vital contribution to supporting new entrants into the healthcare workforce.

Government and policy makers have continued to identify challenges within the Australian healthcare system. In response, the Council has invested and developed innovative new models to assess international physiotherapists and provide greater access to join our physiotherapy profession.

Through research and innovative development, we established new pathways for internationally trained physiotherapists to successfully complete their Council assessments and demonstrate they meet Australia's standards.

The Australian Physiotherapy Entry Pathway (APEP) is a culmination of research investment, innovation and the development a robust assessment model that enables candidates to complete 80% of their assessments from anywhere in the world.

**Combining our commitment to safety and high-quality entry-level physiotherapists, with our innovative and future-focused ethos, we have demonstrated again our values in action throughout the year.**

Our values are the essence of who we are and my thanks goes to our wonderful staff team who embody and live out our values each and every day.

- Nimble and Brave
- Innovative and Excellent
- An Exceptional Partner
- Our Village

I would also like to express my appreciation to our Board of Directors for their continued commitment to strong governance, effective oversight, and strategic leadership.

The Council's new [Strategic Plan](#) sets out the next five years with a keen focus on strong partnerships with our stakeholders. We acknowledge our local partners including the Physiotherapy Board of Australia, the Australian Physiotherapy Association (APA), and the Council of Physiotherapy Deans Australia and New Zealand (CPDANZ). Along with many other partners and stakeholders we renew our focus and commitment to building a sustainable and effective physiotherapy profession who is responsive to the changing demands of healthcare in Australia.

**ANTON BARNETT-HARRIS**

# The Council

The Australia Physiotherapy Council strengthens the nation's healthcare sector by ensuring highly competent, culturally responsive, and safe to practise physiotherapists enter the healthcare workforce. Through our trusted pathways, we help shape a future where quality physiotherapy care is provided across Australian communities.



The Council is the appointed accrediting authority for physiotherapy under the authority of the Australian Health Practitioner Regulation Agency (Ahpra) and the Physiotherapy Board of Australia.

We deliver education accreditation of entry level physiotherapy programs and assessment of overseas qualified physiotherapists seeking to practise in Australia.

## WORKFORCE ENABLER

**Through innovative and trusted pathways for new entrants—whether students or internationally qualified physiotherapists—the Council plays a vital role as a workforce enabler for the Australian physiotherapy profession.**

The Council ensures that Australia's physiotherapy workforce is equipped with the necessary skills, knowledge, clinical reasoning and cultural competence to meet the evolving needs of the Australian healthcare system.

Read about [Accreditation](#) and [Assessment](#) in this report.

## EXCEPTIONAL PARTNER

**The Council is a collaborative partner in the Australian and global healthcare landscape, who serves as a trusted voice in ensuring tomorrow's physiotherapy workforce.**

The Council collaborates with key stakeholders, government agencies, professional organisations, and educators to maintain physiotherapy accreditation standards and assessment processes. These efforts are designed to reflect current developments and requirements in the healthcare workforce and the Australian community.

## INNOVATOR

The Council champions innovation in the Australian healthcare sector through forward-thinking approaches and driving advancements in physiotherapy accreditation and assessment.

Please review the [A history of Innovation](#) and [Innovation over the year](#), which exemplify our commitment to ongoing improvement, responsiveness to emerging trends, and the integration of new evidence into educational frameworks.

# Strategic Plan

### OUR VISION

To be a global leader in physiotherapy assessment and accreditation – a trusted, agile and values-driven organisation driving a safe and effective physiotherapy workforce.

### OUR VALUES

- NIMBLE AND BRAVE
- INNOVATIVE & EXCELLENT
- AN EXCEPTIONAL PARTNER
- OUR VILLAGE



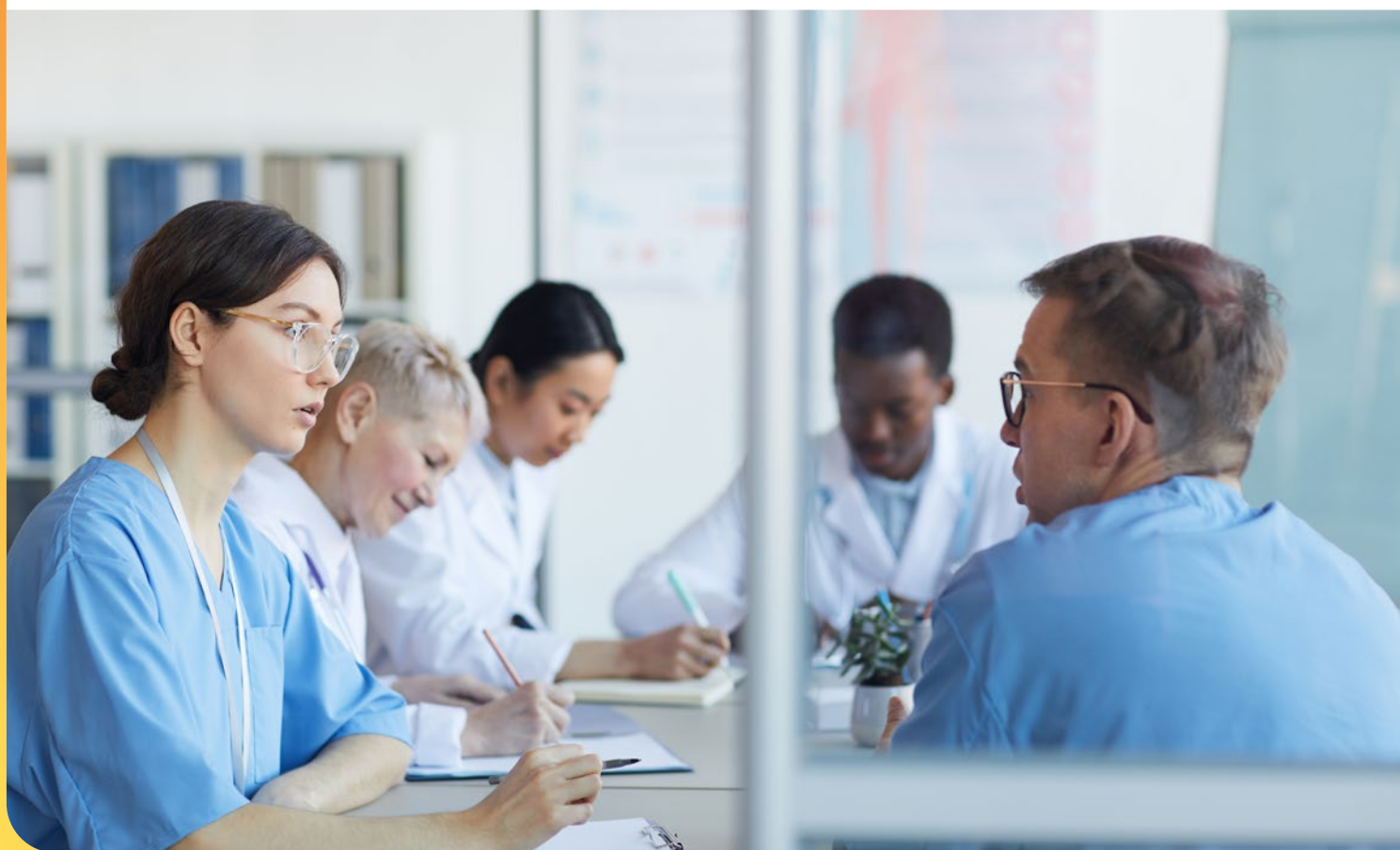
In 2025, the Board implemented a new strategy aimed at enhancing physiotherapy accreditation and workforce development. This Strategic Plan focuses on collaboration, innovation, and stakeholder engagement to keep standards aligned with healthcare requirements and future developments, supporting physiotherapy education and practice throughout Australia.



# A glimpse into the healthcare landscape 2024–2025

Key healthcare priorities include:

- **Workforce reform and development:** A focus on high quality education, improving entry of overseas qualified practitioners, and retention of health professionals, including physiotherapists.
- **Commitment to health equity:** Eliminate racism in healthcare and improve cultural safety sector-wide.
- **Interprofessional integration:** Promotion of team-based models within primary care, supporting more integrated service delivery and encouraging collaboration between physiotherapists, general practitioners, and allied health professionals.
- **Review of Australia's regulatory settings relating to health practitioner registration and skills and qualifications recognition (Kruk Review):** Recommendations to streamline assessment and registration routes for internationally qualified health practitioners, reflecting Australia's ongoing response to an increasingly globalised workforce.
- **Independent review into the complexity of the National Registration and Accreditation Scheme (Dawson Review):** In-depth analysis of regulatory processes to reduce complexity and enable efficient and effective regulation.
- **Unleashing the Potential of our Health Workforce (Scope of Practice Review):** Enhance cross-professional understanding of and practitioner ability to work to full scope of practice, and strengthen multidisciplinary care teams and improve primary care.



# Government & regulatory consultations

The Council responded to a range of government and regulatory consultations, championing the quality and high standards of the physiotherapy workforce across Australia.



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Through our responses to reviews and consultations and engagement with policy makers, we prioritise public safety and patient-centred care, uphold high standards in physiotherapy accreditation and assessment, and seek to influence policy to benefit both practitioners and the wider Australian community.

Through these collaborative efforts, we continue to provide a strong and influential voice, helping to drive positive change and excellence within physiotherapy and healthcare workforces.

This year we responded to the following government and regulatory consultations:

- National Allied Health Workforce Strategy
- Independent review into the complexity of the National Registration and Accreditation Scheme (Dawson Review)
- Physiotherapy Board of Australia national prescribing consultation
- National Health Practitioner Ombudsman (NHPO) review of complaints and appeals processes
- Department of Employment and Workplace Relations Draft Guidelines for Skilled Migration Assessing Authorities
- Emerging Mental Health Curriculum Framework for Undergraduate Health Degrees
- Recency of Practice Registration Standard (preliminary consultation)
- Continuing Professional Development Registration Standard (preliminary consultation)
- Guidance on developing professional capabilities
- Draft principles for the use of outcome-based approaches to accreditation (preliminary consultation)
- Jobs Skills Australia Occupation Shortage List Stakeholder Survey

# Innovation over the year

- **Purpose-driven innovation:** Aligning every project with the Council's purpose to ensure the future of the physiotherapy workforce, benefiting both the profession and the wider community.
- **Embedding cultural safety in our services:** Embedding reconciliation and cultural safety into all accreditation and assessment frameworks, advancing respect for Aboriginal and Torres Strait Islander peoples.
- **Global pathways expansion:** Accelerating South Africa to the Express FLYR Pathway. Welcoming Sweden and three US states to the FLYR pathway, broadening opportunities for international physiotherapists.
- **Innovating assessments:** Upgrading assessment processes and developing contemporary assessment models which ensure a smooth and accessible pathway into the Australian physiotherapy workforce.
- **Structured learning & professional growth:** Providing robust learning courses to empower international physiotherapists undertaking our assessments to engage in ongoing education and professional development.
- **Continual accreditation enhancement:** Leading the way in developing and refining accreditation standards, in line with emerging best practices.
- **Championing reconciliation in all our work:** Embedding cultural safety across all Council operations and initiatives to foster inclusivity.
- **Exceptional customer service:** Rolling out a user-friendly online portal and streamlined communication channels for a seamless experience.
- **Continuous support and staff development:** Establishing comprehensive support systems and providing consistent staff training, utilising continual feedback mechanisms and emerging digital technologies to facilitate ongoing organisational improvement.





# A history of innovation

## 2025

Australian Physiotherapy Entry Pathway launched  
Reconciliation Journey Framework launched

## 2024

Clinical Reasoning course launched for international candidates  
Australian physiotherapy orientation learning courses released

## 2023

Express FLYR was introduced

## 2022

First Nations accreditation assessors joined every panel

## 2021

Research on remote clinical assessment began  
Included cultural safety across the physiotherapy curriculum

## 2020

Remote written assessment launched  
Cultural Safety Training (CST) program launched

## 2019

FLYR pathway was introduced  
Simulation Lab launched

## 2017

Simulated assessments research project

## 2016

Redeveloped Accreditation Standards to include cultural safety

# Partnerships

The Council's proactive and collaborative partnerships across the physiotherapy sector and the wider healthcare landscape, reflect our commitment to shaping tomorrow's physiotherapy workforce. These vital engagements ensure our purpose-driven innovation, quality, and workforce development in healthcare are aligned with the future workforce.

## CULTIVATING STRATEGIC PARTNERSHIPS

Australia's healthcare landscape is increasingly interconnected, requiring robust partnerships to meet the evolving needs of the Australian community. In the last year, the Council strengthened and expanded its network of partners, working closely with:

- **Australian Physiotherapy Association (APA):** Collaborating on events and advocacy to ensure high quality physiotherapy.
- **Health Professions Accreditation Collaborative Forum (HPAC Forum):** Sharing best practices in accreditation, supporting interprofessional education, and promoting cultural safety in accreditation processes across the healthcare space. Our CEO Anton Barnett-Harris serves as Deputy Chair of the Forum.
- **Independent Accreditation Committee:** As leader of the HPAC Forum, we have consistently played an influential role, actively representing the Forum and providing valuable insights on this committee.
- **Australian Government:** Engaging in dialogue around workforce priorities and policy reform and reducing barriers into Australian physiotherapy.
- **Physiotherapy Board of Australia and Ahpra:** Fostering collaborative conversations to deliver robust and innovative solutions to workforce challenges, while upholding regulatory excellence and professional standards, that ensure the ongoing safety and quality of physiotherapy practice across Australia.
- **Education providers:** Providing contemporary and outcome-based accreditation to ensure physiotherapy graduates are equipped for modern multidisciplinary clinical environments.



HPAC FORUM MEMBERS AT COUNCIL'S MELBOURNE OFFICE



APA CEO ROB LOPRESTI & CHAIR MARK ROUND WITH COUNCIL BOARD DIRECTORS & CEO



- **World Physiotherapy:** Fostering international ties by engaging in global dialogue to promote high-quality accreditation standards and supporting advocacy around access to safe and evidence-based physiotherapy care.
- **International accreditation consultation:** Partnering with international education institutions and government bodies, to engage and share accreditation best practices, thereby advancing the quality of international physiotherapy standards. Our growing partnership with Iceland gives quality assurance to their programs and ensures workforce mobility.
- **UK's Chartered Society of Physiotherapy (CSP):** Strengthened international professional relationships and exchanged innovative ideas to support a resilient, adaptable and mobile workforce.



UK'S CHARTERED SOCIETY OF PHYSIOTHERAPY WITH COUNCIL LEADERS



CHIEF ALLIED HEALTH OFFICER ANITA HOBSON-POWELL &amp; COUNCIL CEO



PHYSIOBA CHAIR PAULA HARDING &amp; EXECUTIVE OFFICER ALISON ABUD WITH COUNCIL CHAIR &amp; CEO



## KEY EVENTS

### Australian Physiotherapy Association Conference – Focus 2024

The Council sponsored and actively participated in the APA Focus 2024 conference in Perth, championing workforce excellence and values of empathy, inclusivity and respect. By supporting opening guest speaker Rabia Siddique's inspiring keynote, we celebrated resilience and positive change. Our team exchanged key insights with sector leaders, showcased our commitment to accreditation and professional standards, and strengthened our partnership with the APA—affirming our mission to support Australia's dynamic physiotherapy landscape.



### World Physiotherapy Congress

At the World Physiotherapy Congress 2025 in Tokyo, we joined peers from over 120 nations, reaffirming our commitment to international collaboration and high standards in physiotherapy. We forged new professional relationships and drew fresh inspiration, strengthening our resolve to support a resilient global workforce and highlight physiotherapists' impact on the future of healthcare.



### Prato International Clinical Skills Conference

At the Prato International Clinical Skills Conference, the Council led roundtable discussions on the role of generative AI in clinical education and assessment across healthcare disciplines. Our ongoing focus on research and development ensures we remain at the forefront of technological innovation, enabling us to deliver services that meet the evolving needs of Australia's healthcare workforce.



### Interprofessional Colloquium

At the Australian Pharmacy Council's Interprofessional Colloquium 2025 in Melbourne, the Council participated in insightful discussions centred on 'Education as an Enabler of Trust in Healthcare'. This engagement provided a valuable platform to further strengthen our connections with colleagues across regulated healthcare professions, encouraging deeper appreciation for their contributions and collaborative efforts.



### Indigenous Allied Health Australia

Council leaders attended the Indigenous Allied Health Australia (IAHA) Conference on Kauria land, connecting with allied health professionals committed to culturally safe care. The event enabled meaningful dialogue, fostering a deeper understanding of the strengths and challenges within Aboriginal and Torres Strait Islander communities, and reinforced our dedication to inclusivity, cultural safety, and respect across Australia's allied health sector.





# Accreditation

The Council's accreditation services focused on ongoing improvement and innovation. We increased efficiencies in accreditation processes, and provided additional support to universities undergoing transitions, strengthening the university's adaptability and capacity for change.



## ACCREDITATION STANDARDS REVIEW

The Council led a comprehensive review of the Physiotherapy Accreditation Standards, engaging stakeholders from education providers, the physiotherapy profession, and the public sector through a series of consultations, workshops, and written feedback rounds.

**The Accreditation Standards review process was transparent and inclusive, encouraged open dialogue and collaboration to include diverse perspectives and expertise within the physiotherapy sector.**

Working groups were established to analyse current standards, compare international best practices, and identify areas for improvement in alignment with the evolving needs of practitioners and communities. The development and review process has culminated in the updated Physiotherapy Accreditation Standards 2025.

## FIRST NATIONS INVOLVEMENT IN ACCREDITATION

We deepened engagement with Aboriginal and Torres Strait Islander peoples in physiotherapy accreditation, by an ongoing focus on universities embedding Indigenous perspectives and cultural safety in education. The Council's paper *The Journey to Involvement of Aboriginal and Torres Strait Islander Peoples in Physiotherapy Accreditation* shared the progress made to include cultural perspectives in our accreditation work.

## CONTINUOUS QUALITY IMPROVEMENT

To ensure ongoing excellence, we continued quality assurance initiatives:

- **Annual monitoring:** All accredited programs underwent rigorous annual reviews, focusing on outcomes, curriculum updates, and graduate capabilities.
- **Surveys and feedback:** The Council conducted annual stakeholder surveys to capture perspectives from educators and panel members, with findings directly informing enhancements to the accreditation process.
- **Accreditation training days:** A series of professional development sessions equipped accreditation assessors to uphold consistency and quality in assessments.



# Assessment

In the last financial year, innovation was at the forefront of Council's assessments for internationally trained physiotherapists.



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Rigorous research and growth alongside strong stakeholder engagement, made way for the launch of supportive streams that enable international physiotherapists to seamlessly join the Australian physiotherapy profession with confidence.

## RESEARCH AND DEVELOPMENT OF THE AUSTRALIAN PHYSIOTHERAPY ENTRY PATHWAY (APEP)

The Council's previous research had investigated why international physiotherapists face challenges in Clinical Assessments. This informed our development of the new APEP assessment model which is rolling out late 2025.

**Physiotherapy experts were an integral part of the developing APEP, ensuring close collaboration and engagement with the profession.**

## LAUNCH OF CLINICAL REASONING COURSE

This year, we developed and introduced the Clinical Reasoning course to help international physiotherapists grow their clinical reasoning skills.

Clinical reasoning is a vital competency within the Australian healthcare system. This course aims to support international physiotherapists to advance their clinical reasoning abilities and improving their employability.

## INTRODUCTION OF NEW COUNTRIES TO EXPRESS FLYR & FLYR

South Africa was selected as an Express FLYR country through a strategic, risk-based evaluation process. This facilitated expedited assessments for South African physiotherapists while maintaining the rigour and quality of assessment standards. In addition, the FLYR Pathway has been extended to several US states—California, Texas, Massachusetts—and Sweden, thereby supporting the global recognition of physiotherapy qualifications and promoting increased professional mobility.

## SUPPORTING CANDIDATES INTO AUSTRALIA'S HEALTHCARE WORKFORCE

New learning courses offered to candidates provide user-friendly, clear, concise information and practical knowledge. Tailored to meet the needs of international physiotherapists, these courses offer an efficient and effective way to prepare for Council assessments. Developed by experienced Australian physiotherapists who understand the unique challenges and requirements of the assessment process, these courses cover important aspects of assessment preparation.



**By fostering a culture of innovation and collaboration, we recognise our current accomplishments while positioning tomorrow's physiotherapy workforce to be empowered, prepared for the future, and equipped for continued success.**

# Impact

## ACCREDITATION



57

Physiotherapy programs  
accredited across 31  
universities in 2024-5



2257

Physiotherapy students  
graduated in 2024



3745

First year physiotherapy  
students enrolled in 2025

## ASSESSMENT

Completions in 2024-25



550

Express FLYR Pathway



96

Standard Assessment Pathway



688

Assessments for  
Skilled Migration



531

Written Assessments



604

Clinical Assessments



1263

Cultural Safety Training



# Reconciliation Journey



## CELEBRATING THE COUNCIL'S RECONCILIATION JOURNEY WITH STAKEHOLDERS

In March 2025, the Council united staff and partners to celebrate progress and contributions made to its Reconciliation Journey and launch the Council's [Reconciliation Framework](#). The event fostered meaningful connections, reflection and candid dialogue, strengthening partnerships for our ongoing reconciliation journey.

## DEVELOPING THE COUNCIL'S RECONCILIATION FRAMEWORK

The Reconciliation Journey Framework was collaboratively led by the Reconciliation Working Group, with First Nations staff alongside an external Reconciliation Advisory Group. The Framework was created to embed reconciliation, integrate Indigenous perspectives in physiotherapy, set measurable goals, and commit to equity, inclusion, and cultural safety across the profession.

## COUNCIL'S LEADERSHIP GOES TO DARWIN

As part of our efforts to deepen cultural understanding, the Council's Board and executive team embarked on a cultural awareness trip to Darwin. This immersive experience included participation in community-led activities, visits to local health and education organisations, and engagement with Aboriginal and Torres Strait Islander communities. The trip provided valuable insights into the unique health challenges and strengths of these communities, fostering greater empathy and informing the Council's approach to ensuring cultural competence in physiotherapy education and accreditation.

## VIDEO SERIES SHOWCASING THE COUNCIL'S RECONCILIATION JOURNEY

To give voice to our First Nations staff and partners and share our reconciliation journey, the Council produced a video series. The videos shared staff and ally reflections, spoke of the Council's deep and authentic commitments and restated our ongoing commitment to reconciliation across physiotherapy, healthcare and education.

We are thankful for all who contributed their voices, knowledge and reflections for this important initiative.



# Board of Directors & Committees

## BOARD OF DIRECTORS



Associate Professor Michael Reynolds *(Chair from January 2025)*



Associate Professor  
Belinda Lange



Mr Peter Tziavrangos



Ms Catherine Arlove



Ms Liz Dixon



Mr Luke Meeve



Dr Kurt Lackovic

## ACCREDITATION COMMITTEE

Dr Roma Forbes (Chair 2025)

Mr Toni Andary (Chair 2024)

Dr Robyn Fary

Associate Professor Nicole Freene

Ms Danielle Manton

Mr Curtley Nelson

Associate Professor Ben Weeks

Professor Gisela Sole

## ASSESSMENT COMMITTEE

Associate Professor Belinda Lange (Chair)

Ms Catherine Arlove

Ms Narelle Dalwood

Ms Taryn Jones

Mr Francis Nona

Ms Shihoko Pearson

Ms Shakira Simon

Dr Penny Moss

## AUDIT & RISK COMMITTEE (ARC)

Dr Kurt Lackovic (Chair)

Mr Luke Meeve

Associate Professor Belinda Lange

Ms Liz Dixon

## NOMINATIONS & REMUNERATIONS COMMITTEE (NRC)

Mr Luke Meeve (Chair)

Mr Peter Tziavrangos

Dr Kurt Lackovic

Ms Rochelle Bibby



Melissa Locke

*(concluded as Chair and Director December 2024)*

# The Village

At the core of the Council lies the culture of our Village—a community woven from shared values and a powerful sense of purpose.



We each bring unique experiences and perspectives to the Village, united by a common desire to create meaningful impact. Together, we foster an environment where every person is welcomed and encouraged to thrive, focused on ensuring tomorrow's physiotherapy workforce.

This commitment is reflected in our high levels of staff engagement, our growing numbers, and consistent staff retention. We believe when people are empowered, celebrated and supported, the entire organisation flourishes.

Ultimately, our greatest strength is our people—because in the Village, people truly matter.

We are dedicated to building a workplace that is inspiring, deeply engaging, and where every stakeholder, customer and partner receives outstanding service.

## OUR VALUES

### NIMBLE AND BRAVE

Quick to change direction when it's needed

### INNOVATIVE & EXCELLENT

Thinking differently to achieve the highest quality outcomes

### AN EXCEPTIONAL PARTNER

A compassionate, people-focused organisation

### OUR VILLAGE

An empowering, fun and collaborative culture

# Environmental, social and governance (ESG)

## OUR VISION FOR ESG

**'As a people-focused organisation we share an authentic commitment to promoting an inclusive and caring society, upholding excellence in governance and supporting a sustainable environment for future generations.'**

## KEY ACHIEVEMENTS FOR 24–25

In October 2024, we unveiled our first [ESG Framework](#)—a significant step forward in weaving sustainability, ethical governance and social responsibility across our organisation.

This year's milestones showcase our commitment to making a meaningful impact across every ESG pillar.



### ENVIRONMENTAL

#### Sustainable office operations

In 2025, our office relocation set a new benchmark for environmental responsibility. Every stage was guided by sustainable design principles—resulting in an impressive 91.7% of waste recycled during the fit-out and reused furniture where possible. The new office location also provides easy access and public transport options, which supports sustainable commuting.

#### Carbon emissions

The new Australian Physiotherapy Entry Pathway model was designed requiring candidates to travel to Melbourne just once, instead of three separate visits. This change will reduce travel-related emissions and makes the assessment process smoother and more convenient for everyone.

Council partnered with Blue Halo to offset the majority of business travel emissions from flights, hotels, and hire cars, which was implemented from August 2025.



### SOCIAL

#### Workplace culture and engagement

This year, our 2025 engagement survey revealed excellent results—96% of our people would recommend our workplace, while 98% rated us highly for Diversity, Equity and Inclusion. Our first Gender Equity Report to the Workplace Gender Equity Agency—revealed a 0% median gender pay gap. These results reflect a workplace where everyone can feel valued, respected and empowered.

#### Assessment innovation and customer experience

The new Australian Physiotherapy Entry Pathway, alongside enhanced learning systems, has not only elevated the candidate experience but also helped strengthen the profession and support a future-ready workforce.



### GOVERNANCE

#### Strategic integration and oversight

We're taking governance to the next level by embedding ESG principles into our decision-making and Board oversight. This year, we rolled out forward-thinking policies on AI ethics, sustainable and ethical purchasing, and ethical investment.





AUSTRALIAN  
PHYSIOTHERAPY  
COUNCIL

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