

Annual Report 2025



The One Box: More Than Fresh Food Relief

Food insecurity now affects more than one in three households, with 3.4 million Australian families experiencing food stress in the past year. **What is emerging is not just a lack of food, but a deeper erosion of stability; driven by financial pressure, social isolation and growing disconnect from support systems.** The One Box exists to fill this gap – supporting families experiencing hardship beyond immediate need.

What Makes The One Box Different

Founded in 2017, The One Box is a community-embedded charity helping families build stability, community connection and access to long-term support pathways.

Distributing fresh food boxes through a network of 136 schools and community organisations, The One Box ensures help reaches those who need it most. Embedding support within familiar environments, **our model creates consistent touchpoints that build trust over time – fostering connection, reducing isolation and strengthening wellbeing.**

Designed for consistency and scale, The One Box combines community insight with The Fruit Box Group's national supply chain to deliver reliable support, efficiently. In 2025 alone, 112,000 fresh produce boxes were provided to 2,500 Australian households, creating a consistent rhythm of support. By leveraging existing infrastructure, boxes worth \$25.95 were delivered for just over half that amount, maximising our reach across diverse communities.

A Pathway to Greater Impact

The One Box is a structured pathway from crisis to independence, with fresh food as a starting point. Its effectiveness is grounded in a simple progression: **Consistency builds trust. Trust opens the door to support. Support creates pathways to independence.**



"My mentality, my finances, my confidence – everything, including socialising, has improved. I feel like I can seek help now. Last year, my doctor encouraged me to reach out for support, but I always denied it. I kept saying no because I was worried about groceries and taking care of my kids. But then The One Box came into our lives, and everything started to change."

Beneficiary

Sustainable & Scalable Impact, Delivered Differently

The One Box is uniquely positioned to deliver impact that is both local and nationally scalable. From delivering 25,000 boxes in its first year, The One Box has grown fivefold – supporting families beyond band-aid relief.

Key Impact Areas

 <p>Nutrition and Wellbeing</p> <p>Fresh, culturally appropriate produce supporting nutrition, dignity and healthy meals.</p>	 <p>Community Building and Inclusion</p> <p>Delivered through trusted school communities where support is local, inclusive and stigma-free.</p>
 <p>Financial Resilience</p> <p>Reliable weekly deliveries ease household financial pressure and support meal planning certainty.</p>	 <p>Referrals Pathways and Ongoing Assistance</p> <p>Families connect with health, housing, wellbeing and financial support through school networks they now trust.</p>

Independent research from Monash Business School confirms measurable impact across wellbeing, school engagement and financial stability – validating what communities already know.



Strategic Priorities

As demand increases, **The One Box is focused on expanding its national footprint while preserving the local connections that make our model effective.**

Key priorities include:

- Expanding both our urban and regional coverage across Australia
- Strengthening meaningful school and community partnerships
- Increasing capacity to meet rising demand
- Improving access to referral and support services

Sustained, multi-year support underpins The One Box's next phase of growth. With close to 100 schools on our waitlist – long-term investment enables us to scale nationally while nurturing a more connected and informed community ecosystem.

Together, we can move beyond immediate food relief to deliver enduring pathways to stability, resilience and independence.

Multiplying Impact – Philanthropic Partnership



The Highland Foundation

Established in 2020, The Highland Foundation partners with organisations that improve people's lives in lasting ways; backing initiatives that go beyond immediate relief to create meaningful, long-term impact. This belief underpins The Highland Foundation's ongoing investment in The One Box; with multi-year funding committed through to 2029.

At its heart, The One Box is built on a simple idea: consistent access to fresh nutritious food, delivered through trusted community networks. The Highland Foundation recognised that it is this **simplicity, paired with dignity and respect, that transforms essential support into lasting empowerment.**

By providing consistent weekly fresh food support, The One Box helps shift households from uncertainty to stability. Reduced stress, improved wellbeing and greater confidence in meeting everyday needs create healthier home environments – setting children up to learn, focus and participate more at school.

That stability has a ripple effect. With food costs eased, families can redirect limited income toward essentials like housing, education and bills, strengthening their financial resilience.

The One Box also enables ongoing engagement with school wellbeing teams, helping families build trust and connect with broader support systems like financial and housing services. In turn, this deepens community ties and lays the foundations for independence.

For The Highland Foundation, this partnership is deeply meaningful because of the real, everyday impact The One Box has on people's lives, supported by strong local connections and measurable results.

Together, we reflect a shared belief that effective solutions should empower people and communities, not just respond to crisis. Lasting change doesn't come from a single act of support; it's built through consistency, trust and the opportunity to move forward.



We spoke with Sharon Landy from The Highland Foundation to get their perspective on our partnership.

What resonated with the Highland Foundation about The One Box's mission and approach to addressing food insecurity?

We were very impressed with The One Box's practical, dignified, and community-centred response to food insecurity. Rather than offering short-term relief alone, The One Box addresses a critical gap by providing consistent access to nutritious food for people facing prolonged hardship. Its focus on simplicity and respect for recipients aligns strongly with our belief that effective solutions should empower individuals and communities, not just meet immediate needs.

How does supporting The One Box reflect the Foundation's approach to creating long-term impact?

By investing in an organisation that combines efficient delivery with strong local partnerships, The One Box helps to reduce ongoing food stress and its flow-on effects on health, education, and wellbeing. This approach aligns with our focus on supporting organisations that demonstrate clear outcomes, adaptability, and the potential for lasting systemic impact.

What aspects of your partnership with The One Box have been most meaningful, and what are you most excited to see over the next five years?

The most meaningful aspect of our partnership has been witnessing the tangible difference The One Box makes in people's daily lives, supported by its genuine commitment to those it serves. We value the collaborative relationship and shared focus on impact. Looking ahead, we are excited to see The One Box expand its reach, deepen its community partnerships, and continue to innovate its model so it can support more individuals and families while maintaining the quality and dignity at the heart of its mission.

The Power of Multi-year Funding

Multi-year philanthropic partnerships provide the stability to grow sustainably and deliver consistent support to families. Help create lasting change, beyond immediate relief.

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theonebox.org.au

Where Food Relief Meets Connection

In partnership with schools, families and community groups, The One Box helps cultivate connection, stability and a genuine sense of belonging with each box.

"It is one of the hardest things when you are facing hard times – you feel alone and disconnected. You feel isolated. You feel like you're in a vacuum. And just like that, people start reaching out and helping you in any way they can. Sometimes it is just that little bit of support that makes you feel you can continue."

Beneficiary

"We know that The One Box is arriving, and the difference is knowing that it's there every week, and that's one less thing we have to worry about."

Beneficiary

"The One Box is a very good thing. It's a link between people and acts as a bridge between the people who are here to help and the people needing help."

Community Hub Leader

"Each time I came to pick up The One Box, I met the teachers and people around the school. So, it just allowed me to make that connection and start coming to the hub and make friends. It made me aware of everything that happens in the community and get more knowledge about available services."

Beneficiary



The Fresh Food Project: Scaling Access & Strengthening Communities

As demand for food security grows, so does the need for sustainable and scalable community solutions. To make fresh food more accessible, The One Box launched the Fresh Food Project in 2021 – a social enterprise offering universities, councils and community organisations high-quality fresh produce at approximately 50% off the recommended retail value.

The Fresh Food Project is designed to solve access, not just supply. Working alongside existing food relief efforts, it strengthens the broader ecosystem by addressing a critical gap in reliable access to fresh, nutritious food. With both pre-packed boxes and bulk produce available, communities can respond to local needs while restoring choice, dignity and control.

Most importantly, it creates a circular model of impact. Revenue generated is reinvested into The One Box's core school-based program, expanding the reach of donated boxes and cultivating long-term sustainability.

In partnership with the City of Melbourne, The One Box delivers fortnightly fresh produce to community organisations including Kathleen Symes Library, Lady Huntingfield Early Learning and Family Services Centre in North Melbourne and West Melbourne Baptist Church – supporting residents' holistic wellbeing.

"For many recipients, this produce is not just a supplement but their main source of fresh, healthy food. The impact goes beyond nutrition. The One Box represents dignity, care, and connection to a supportive community. It reassures families that they are valued and not alone during difficult times."

Community Centre Manager, West Melbourne Baptist Church

The Fresh Food Project demonstrates what's possible when innovation meets intent. By integrating commercial capability with grounded community knowledge, it extends The One Box's impact at scale – without compromising on quality or reliability.



Macquarie University receives 1,000 fresh snacking fruit pieces weekly, helping alleviate financial stress and supporting focus.

"Some days I'm on campus all day and don't have time or money to buy food, so being able to grab a piece of fruit makes a difference. Uni can get expensive, so even something small like this takes a bit of pressure off."

Student Activation and Belonging Officer, Macquarie University

Multiplying Impact – Corporate Partnership



Toyota Fleet Management has provided ongoing support to The One Box since 2023 – a contribution that plays a meaningful role in delivering weekly fresh food and hope to families in need.

Aligned with Toyota's philosophy of care, responsibility and continuous improvement, this partnership reinforces a model built on trust and reliability. For The One Box, that reliability translates into providing weekly support families can depend on. Over time, this continuity creates steadier households, stronger connections and lasting change that can be sustained.

What led Toyota to support The One Box?

We have a trusted, long-standing working relationship built over time with The Fruit Box Group (TFBG). The partnership was established through TFBG supplying fresh fruit to our office locations. This then progressed to a strong leasing and fleet management relationship.

We were approached by TFBG team to support their charity, The One Box, in which we recognised a close alignment with our shared values and community focus. This gave Toyota Fleet Management (TFM) the opportunity to extend and deepen the partnership beyond our operational services.

TFM has a strong commitment to giving back and supporting meaningful community initiatives and this partnership gave us the opportunity to contribute to a program delivering real impact to those in need.

What role do partnerships like this play in creating long-term, sustainable impact?

Partnerships like this are critical to creating long-term, sustainable impact because they bring together shared purpose, capability and reach in a way no single organisation can achieve alone.

By working together, we combine our strengths whether that's operational support, funding, logistics or community knowledge to deliver consistent and scalable outcomes. In the case of The One Box, it's not just about a one-off contribution; it's about building a model that can support families week in, week out across the full school year.

These partnerships also create deeper, more meaningful relationships. They move us beyond transactional interactions into something more purposeful where we are aligned on values like respect for people, community connection and creating accessible solutions.

Importantly, sustainable impact comes from consistency and commitment over time. Partnerships like this allow us to embed that support into how we operate as a business, ensuring we're not just reacting to need, but actively contributing to long-term improvements in food security, wellbeing and community resilience.

Ultimately, it's about showing up together, with intent, and creating impact that lasts well beyond the initial contribution.

How does The One Box align with Toyota's values, mission and approach to community impact?

• Here to Move You

Our purpose is to move people, physically and emotionally and The One Box does exactly that. By providing consistent access to fresh food, it relieves stress, supports wellbeing and helps families move forward with greater stability and confidence.

• Creating Accessible Solutions

We are focused on making solutions simple and accessible. The One Box aligns by removing barriers to healthy food, ensuring families in need can access fresh fruit and vegetables without financial strain.

• Challenge, Develop and Empower Our People

We strive to empower our people to create meaningful experiences. Supporting The One Box gives our teams the opportunity to contribute to something bigger, strengthening engagement and purpose while delivering real community impact.

• Bringing Connection to What Matters Most

Our mission centres on connection to people, communities and what matters most. The One Box strengthens these connections by supporting families, building community networks and creating a shared sense of care and support.

• Respect for People (Core Value)

Our commitment to respect is reflected in The One Box's impact:

- **Food Security** Supporting access to nutritious food
- **Financial Relief** Easing cost-of-living pressures
- **Improved Living Standards & Wellbeing** Promoting healthier lifestyles
- **Community Connection** Strengthening local communities
- **Time Back** Giving families more time to focus on what matters

Overall, The One Box is a natural extension of our values in action delivering practical support, strengthening communities, and creating positive, lasting impact for those who need it most.



Research & The Future



MONASH
BUSINESS
SCHOOL

Since 2020, The One Box has partnered with Monash Business School to evaluate the impact of its innovative food relief model. Led by Professor Ralph Kober, Associate Professor Paul Thambar and Dr Zhiyun (Maleen) Gong, the latest research is a three-year Longitudinal Community Study (LCS) focused on primary schools in Melbourne's Dandenong region.

Through surveys and interviews with recipient families and school hub leaders, the study explores how The One Box supports families' physical, social and wellbeing needs over time.

Emerging insight from this research:

- Reliable, ongoing food relief improves the physical and mental wellbeing of families
- Children's emotional and social development, mental health and wellbeing are strengthened, cultivating positive social values and improving school performance
- Families can build a sense of 'place' in the community, developing social connections and practical life skills that extend beyond program participation
- The 'anchoring' role of school community hubs is strengthened, enhancing capacity to identify and support vulnerable families while delivering lasting social outcomes

The research reinforces a clear insight: **deeper impact is built through connection.** Detailed findings will be published in our fifth research report, due in late 2026.

A Word From Monash

Our partnership with The One Box has led to research with real world impact, helping understand and measure the effect of the food relief program on families facing food insecurity in Australia. Food insecurity is a growing social issue affecting diverse households, including refugee families, and is often exacerbated by rising living costs and broader global economic and political pressures.

Our research insights demonstrate that The One Box has delivered financial, health and social benefits for families and children. The research also shows that primary schools partnering with The One Box are better able to support these families within their school communities.

The research has received both international and national awards in recognition of the real world impacts it has produced. We are greatly encouraged that this work is helping to improve the lives of some of the most vulnerable people in our communities, and we hope to continue our research partnership with The One Box in the future.

Professor Ralph Kober, Associate Professor Paul Thambar and Dr Zhiyun (Maleen) Gong
Department of Accounting, Monash Business School

Your Community. Your Schools. Your Impact.

The One Box works because it is community-driven. Schools reach out seeking critical support for their families. The One Box responds to the need. The strength of The One Box model lies in its ability to respond; leveraging existing infrastructure and established networks to expand quickly, nationally.

Our place-based fundraising approach builds the supporter base within the communities where recipient schools are located; connecting local businesses, philanthropy and families and strengthening their community.

We work across defined local regions, partnering with over 30 donors and clusters of schools to deliver reliable and dignified support. As new partners come on board, these networks grow into enduring ecosystems – expanding reach, deepening impact and community resilience.

Turning Intent into Action

Your postcode, your impact

Businesses can sponsor schools near their offices, sites or service areas – creating a direct and meaningful connection with local families.

You'll know exactly what your money does

Sponsorship directly funds weekly fresh food deliveries – with a clear line of sight between your contribution and the difference it makes.

See the difference for yourself

Where appropriate, we facilitate opportunities for supporters to engage more deeply – through school visits, impact updates and beneficiary stories.

How it works

1

We match you with local schools

We connect your support directly to schools near your offices, sites or service areas – so the impact is local and visible.

2

Fresh food reaches families every week

Your contribution funds weekly deliveries throughout the 40-week school year – a consistent rhythm of support families can count on.

3

We keep you connected to your impact

Receive impact updates, stories from beneficiaries and visibility over the difference your support is making on the ground.



Ready to support schools in your area?

Get in touch and we'll match you with schools near you. Help create real, measurable impact from day one.

The One Box is a registered charity and Deductible Gift Recipient (DGR).

1300 294 466

info@theonebox.org.au
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With Thanks to Our Community

Note from our CEO

With enormous gratitude, thank you to the many who make The One Box. Partner schools located all over the country enable us to have an ongoing connection to families in need. Our donors unconditionally provide the means to support with fresh produce and research through Monash Business School (for over 5 years now) has been critical in helping us get better.

Our findings and driving objectives of the program are very simple. Food relief is just that, relief. But through collaboration and innovation, we achieve a pathway to connection which opens the possibilities for solutions that will have lasting community impact.



Martin Halphen
CEO, The One Box

Our School Partners

We thank our schools and community organisations for supporting The One Box across Australia. Our program is community-identified and led, ensuring support is delivered where it's needed most, in a way that is consistent, dignified and trusted.

- VIC** Ardeer Primary School
Albion Primary School
Bell Park North Primary School Hub
Bendigo Special Development School
Broadmeadows Valley Primary School Hub
California Gully Primary School
Carlton Primary School
Coolaroo South Primary School Hub
Dallas Brooks Community Primary School Hub
Dandenong North Primary School
Dandenong Primary School Hub
Dandenong West Primary School Hub
Deer Park North Primary School Hub
Dinjerra Primary School
Doveton Primary School - Our Place
Footscray North Primary School
Glengala Primary School
Glenroy Central Primary School
Hampton Park Primary School
Heatherhill Primary School
Holy Eucharist Primary School
Mooroopna Park Primary School
Mount Ridley P-12 College Hub
Northern Bay College - Family Centre (Goldsworthy)
Northern Bay College - Henty P-8 Campus
Northern Bay College - Peacock Hub
Northern Bay College - Tallis P-8 Campus
Northern Bay College - Wexford P-8 Campus (Our Place)
Quarry Hill Primary School
Spring Gully Primary School
Springvale Rise Heights Campus
Springvale Rise Primary School Hub
St Albans Heights Primary School Hub
St Albans Primary School Hub
St Anthony's Primary School Hub
St Peter's Primary School
Stevensville Primary School Hub
Sunshine Christian School
Sunshine Harvester Primary School
Westall Primary School - Our Place
Woodville Primary School
Wyndham Park Primary School

- QLD** Acacia Ridge Early Learning Centre
Bundamba State School
Goodna Special School
Inala State School Hub
Ipswich West State School
Kruger State School Hub
Leichhardt State School
Picnic Creek State School
Richlands East State School
Riverview State School Hub
Staines Memorial College Hub
Tivoli State School

- WA** Bramfield Park Primary School
Clayton View Primary School
East Maddington Primary School
Forrestdale Primary School
Gosnell Primary School
Lockridge Primary School
Midvale Primary School
Moorditj Noongar Community College
Swan View Primary School
Winterfold Primary School

- SA** Brahma Lodge Primary School
Burton Primary School
Craigmore South Primary School
Elizabeth Downs Primary School
Elizabeth East Primary School
Elizabeth Grove Primary School
Elizabeth Vale Primary School
Hampstead Primary School
Ingle Farm Primary
Karrandi Primary School Hub
Mark Oliphant B-12 College
Northfield Primary School
Para Vista Primary School Hub
Paralowie R-12 School
Playford College Hub
Salisbury Primary School - Salisbury Hub
St Augustine's Parish School Hub
St Brigid's School Community Hub
St Mary Magdalene's School Hub
Wandana Primary School

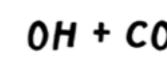
- ACT** Calwell Primary School
Gilmore Primary School
Isabella Plains Early Childhood School
Monash Primary School
Namadgi School
Queanbeyan East Public School
Queanbeyan South Public School
Queanbeyan West Public School
Richardson Primary School
Wanniassa School

- NSW** Auburn West Public School
Bonnyrigg Heights School
Canley Heights Public School
Chifley Public School
Emerton Public School
Erina High School
Fairfield West Public School
Gawura School
Gosford East Public School
Granville South Public School
Hilltop Road Public School Hub
Hornsby South Public School
Lakemba Public School
Minto Public School
Parramatta West Public School Hub
Prairievale Public School
Redfern Jarjum College
Regents Park Christian School
Rooty Hill Public School
Rydalmere Public School Hub
Sarah Redfern Public School
Smithfield Primary School
St Therese Catholic Primary School
Telopea Public School
Villawood East Public School
Westmead Public School Hub
Woodport Public School

Our Corporate Partners & Donors



The One Box gratefully acknowledges The Fruit Box Group for its continued support as our primary sponsor. We also thank all our corporate and philanthropic partners, whose generosity helps build a more connected and food-secure future.



The One Box Group Limited (Limited by guarantee) statement of profit or loss and other comprehensive income for the year to 31 December 2025

	Note	12 Months ended 31 Dec 2025 (\$)	12 Months ended 31 Dec 2024 (\$)
Revenue	3	1,396,124	1,308,375
Expenses			
Cost of goods		760,904	718,256
Advertising and promotion expense		35,044	35,043
Personnel expense	4	447,559	427,399
Other expenses		231,103	308,177
Total expenses		1,474,610	1,488,875
Surplus/(deficit) before income tax expense		(78,486)	(180,500)
Income tax expense		-	-
Surplus/(deficit) after income tax expense for the year attributable to the members	6	(78,486)	(180,500)
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income/(loss) for the year attributable to the members		(78,486)	(180,500)

Statement of cash flows for the year ended 31 December 2025

		12 Months ended 31 Dec 2025 (\$)	12 Months ended 31 Dec 2024 (\$)
Cash flows from operating activities			
Donations and revenue received (inclusive of GST)		1,404,876	1,312,016
Payments to suppliers (inclusive of GST)		(1,472,841)	(1,338,610)
Bank fees		(1,646)	(2,379)
Net cash from (used in) operating activities	11	(69,611)	(28,973)
Net increase/(decrease) in cash and cash equivalents		(69,611)	(28,973)
Cash and cash equivalents at beginning of the financial year		157,572	186,545
Cash and cash equivalents at the end of the financial year		87,961	157,572

Visit theonebox.org.au for the full version of our audited financial report and notes.

Close to 100 Schools Are Waiting. Your Support Helps Us Say Yes.

Demand for The One Box is growing, and it's currently outpacing available funding. The One Box model is built to scale; leveraging existing infrastructure and established networks to expand quickly and nationally.

Every new partner directly enables us to reach schools on our waitlist, providing not just dignified fresh food support, but tangible, lasting change within local communities. What we need now is local support to make that happen.

A traceable, community based investment – independently validated by Monash Business School.

The One Box fosters connection, reduces isolation and strengthens wellbeing in communities near you. Every partnership directly funds weekly fresh food deliveries through trusted school networks – with measurable outcomes your organisation can report against ESG commitments.

Consistency builds trust. Trust opens the door to support. Support creates pathways to independence.

Choose Your Level of Impact



\$600
per year | \$15 per week

1 family supported throughout the school year

A simple but powerful act, providing one family with reliable access to fresh food throughout the school year and the consistency they can count on.



\$9,000
per year | \$225 per week

15 families in one school community

A complete and tangible commitment. One school supported with dignity and care while giving you the opportunity to hear directly from the families you help.



\$45,000
per year | \$1,125 per week

75 families across 5 connected schools

A transformational, place based commitment, strengthening families and building an enduring ecosystem of support across your local area.

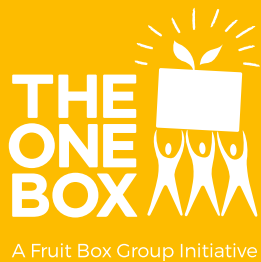
The One Box is a registered DGR charity, delivered over a 40-week school year.

Ready to Make an Impact?

Your contribution starts working immediately. Get in touch and we'll connect you with schools in your area.

1300 294 466
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*It's surprising how far
one box can go*



theonebox.org.au

Our Team

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