Suncare
COMMUNITY SERVICES

ANNUAL REPORT 2025–26

It’s your life. We’re here to help you live it.





‘Our Caring Heart’ artwork by David Williams of Gilimbaa.

Acknowledgement of Country

Suncare acknowledges the Traditional Custodians of Country throughout Australia and recognises the continuing connection to lands, waters, and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

WELCOME

A message from our Chair and CEO

As we reflect on 2025–26, we do so with gratitude, pride and optimism.



This year brought the most significant reform to aged care in a generation through the introduction of the Aged Care Act 2024 and Support at Home. While the changes have been complex, they have reinforced what matters most: supporting older people to live well, with dignity, independence and choice.

Throughout this period of transformation, Suncare remained focused on delivering high-quality care across Queensland while adapting to new funding models, reporting obligations and service requirements. We invested in our people, systems and capabilities to ensure we remain a sustainable and trusted organisation into the future.

We are particularly proud of our Heartbeat program, which continues to support wellbeing and reducing isolation through creating meaningful community connections while helping people navigate and stay informed about the aged care system.

We also expanded our community presence through new Community Hubs in North Lakes and Hervey Bay, providing welcoming spaces where people can access support, build relationships and remain engaged in community life.

Most importantly, we are proud of our people. Our employees, volunteers, leadership team and Board responded to a year of significant change with resilience, professionalism and care. Their commitment reflects the values that have defined Suncare for more than 55 years.



We thank our Directors, team members, volunteers, community partners, members, customers and their families for the trust they place in us every day.

As we look ahead, we remain confident and optimistic. The opportunities presented by reform, combined with the strength of our people and communities, position Suncare to continue making a meaningful difference in the lives of older Queenslanders.

Thank you for being part of the Suncare story. Together, we are helping shape what ageing well looks like across Queensland.

Kim Attenborough

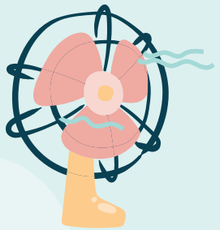
Kim Attenborough
Chief Executive Officer

David Winters

David Winters
Board Chair

WHO WE ARE

Our strategy and values



Staying true while we grow

This year, we set out to stay true to who we are while we adapted to a changing Aged Care landscape across Australia.

As aged care funding programs changed around us, we made sure Suncare was ready for what's next, without losing sight of our purpose to empower our customers, our people and communities to live a meaningful and dignified life across their ageing journey.

We invested in stronger community connections and simpler ways for customers to get the help they need. We improved the systems and tools our team uses every day. Change is rarely easy, and our people met it with energy, resilience and a shared drive to make a difference.



How we Suncare

What makes Suncare special isn't just what we do. It's how we do it. Our values sit behind every decision, every conversation and every visit.

Genuine care and connection

People come first. Whether we're helping a customer, backing up a colleague, working alongside a volunteer or teaming up with a local group, good relationships are the foundation of everything we do.

Customers at the heart

We try to see the world through the eyes of the people we care for. That means listening, learning and always looking for ways to do better.

Make it better, Make it brighter

There's always something we can improve. This year, people right across Suncare brought ideas, solved problems and found better ways to help customers and each other.

Make it easy

Getting help shouldn't be complicated. We keep clearing away barriers and red tape so dealing with Suncare is as simple as it can be.

These values shape how we work together, how we make decisions, and how we look after the people who trust us with their care.

Looking back, we're proud of what we've done. We've strengthened our foundations, grown our impact and built an organisation that's ready for the future, all while staying close to our purpose and values.

In the year ahead, we'll keep working towards more connected communities and an even better experience for every customer, team member and volunteer who is part of the Suncare story.





SINCE 1970

Our story

Suncare started with a simple belief: everyone deserves to age well, with dignity, independence and a sense of belonging.

In 1970, a group of local volunteers on the Sunshine Coast began delivering meals and a friendly visit to older people in their community. What started around kitchen tables and in community halls has grown into one of Queensland's leading community-based aged care organisations, helping thousands of people across the state every year.

We're a lot bigger now. Our purpose hasn't changed.

Today, we offer all kinds of help so people can live life their way: nursing, allied health and help at home, social connection programs, transport and restorative care. It all comes back to one thing: helping people stay connected to their homes, their communities and the things that make life meaningful.

Suncare has always been about its people

Every day, our team and volunteers see the difference connection makes.

A familiar face at the front door. A chat over morning tea. A lift to an appointment. A group activity where strangers become friends.

Small moments, maybe. Together, they add up to healthier, happier, more connected communities.

With more than 700 team members and 250 volunteers, Suncare is powered by people who genuinely care. Their kindness, skill and commitment turn a service into something that matters.

Whatever changes come next, we'll stay focused on strong communities where older people can live independently, stay connected and keep doing the things they love.

THIS YEAR

In 2025–26, aged care entered a period of big reform. We took it as a chance to strengthen how we help customers, invest in our people and get ready for the future.

We opened our North Lakes Community Hub, a welcoming new place for customers, volunteers and locals to come together. We also kept investing in technology, new ways of delivering services, and programs that help people stay connected as they get older.



Our story so far

1970

The Central Sunshine Coast Committee on the Ageing forms and launches one of the region's first Meals on Wheels services.

1978

Maroochydore Community Hall opens, giving people a place to gather, connect and join in community life.

1987

The Maroochydore Day Respite Centre opens, offering more help to older people and their carers.

1991

Volunteers start running crisis respite services.

2002

We grow beyond the Sunshine Coast into the Wide Bay and Caboolture regions.

2004

We become Suncare Community Services.

2012

Boronia Cottage opens on Bribie Island, giving local families more access to respite.

2015

We become a company limited by guarantee, strengthening our governance for the long haul.

2020

We celebrate 50 years of helping people live independently and well.

2021

We launch the Aunty Betty Memorial Walk, celebrating community, legacy and belonging.

2024

We launch our Reconciliation Action Plan, deepening our relationships with Aboriginal and Torres Strait Islander peoples and communities. We also open our Gympie Community Hub, bringing care, connection and social activities closer to home for older people in the region.

2025

Our social connection programs grow across every region, easing isolation and making room for friendship. We also open our Rockhampton, Bundaberg, North Lakes Community Hubs, a new place for connection and a helping hand. We launch Heartbeat Be Our Guest, free lunches that reinvest in our communities by bringing older people together over a meal and a chat.

2026

We keep evolving alongside reform, building new skills, better customer experiences and new ways to help older people age well at home. We open our Hervey Bay Community Hub, a welcoming place for connection and support on the Fraser Coast, which means we now have a community hub in every one of our regions.



OUR YEAR IN NUMBERS

Our year in numbers

Behind every number is a person: a customer who stayed at home a little longer, a volunteer who made someone's day, a team member who turned up when it mattered.



Our volunteers

283
volunteers giving their time

27,100
hours of help in their communities

36 years
our longest-serving volunteer has been with us

88%
who see themselves still volunteering with us next year

9,147
trips to appointments, the shops and back



Our customers

7,227
older Queenslanders we helped

489,161
hours of care and support

28,067
Meals on Wheels meals delivered

+58
Net Promoter Score

1,700
guests at our Heartbeat lunches



Our people

753
team members across Queensland

16%
of roles filled by internal promotions, above our 15% target

2.6 million km
driven by our team to reach customers

31 years
our longest-serving team member has been with us

82%
engagement score



CUSTOMER IMPACT

Making a difference for our customers

The real measure of our year is what changed for the people we care for.



Suncare has changed my life. When I first moved to Sunshine Coast, I was with another provider. One day, I mentioned I was feeling lonely and I didn't have many social activities. They suggested I needed a psychologist, which upset me. I knew that wasn't what I needed. I was a childcare worker for 42 years, so I like to talk, but I didn't have anyone to talk to.

Then I met a lady who worked for Suncare. I told her about my situation, and she encouraged me to join Suncare. That night, I went home and looked up Suncare's website. I got so excited because I just knew, this is for me. I've since joined Suncare, and it's the best thing that has happened to me.

Before Suncare, I thought aged care providers only helped with cleaning and home maintenance. Now, I see how much they can offer socially, and I think social connection is so important. I don't drive often, but Suncare picks me up and takes me to Social Connections activities, so I can still get out and meet other people.

I've enjoyed paint and sip, Christmas in July, country music events. We all get up and dance, which has always been my passion. Every time I attend Suncare events, I come home happy that I've done something meaningful and had the chance to talk with people my own age.

Doing these things makes you feel so good. I'm not about knowing people on the Sunshine Coast anymore because I've got this group. Everyone at Suncare is so nice. They always receive you with a smile and make you feel like you are somebody. It's like a family.

Now, I'm living a life I never thought I could live at this age. For that I thank Suncare.

MARIA PRADO, SUNCARE CUSTOMER

Listening to our customers

In November 2025, we asked customers and their carers a simple question: how likely are you to recommend Suncare to a friend or family member?

The answer was a resounding yes. We scored an excellent +58 on our Net Promoter Score, from both customers and carers. Anything above +50 is considered world class. Seven in ten customers gave us a perfect 9 or 10.

What people valued most was their support worker. Many mentioned team members by name, called them reliable and caring, and said they were "like family."

> Everything Suncare has done for me has saved my life. From care partners to at home support, everything has been exceptional, and without this support, I wouldn't have survived.
>
> PETER, CUSTOMER



Customers at the table

A survey tells us what people think. Our two advisory bodies help us work out why people think that and what to do about it.

Our Customer Advisory Body brings customers and carers together to give us honest feedback before we make decisions. This year, members helped shape our new brand and told us they liked that it was simpler and brighter. They also reviewed our Support at Home booklet and told us plainly where it was confusing. They asked for larger print on our fact sheets, and suggested text message reminders like the ones their GP sends. When government information about reform was slow to arrive, they made sure our Board heard how much worry it was causing customers.

Our Quality Care Advisory Body looks closely at the safety and quality of our care. Customer representatives sit alongside Executive and Senior Leaders to review complaints, incidents and audit results, and they make recommendations directly to the Board. This year, the Board accepted their recommendation to display the Aged Care Statement of Rights in every Suncare location. Understanding those rights is now part of every team member's training.

> I see myself as a voice for others who may not be in a position to share their feedback directly. Through my local community groups, I often hear positive comments about Suncare, and I'm proud to be able to bring those perspectives to the Consumer Advisory Body.
>
> PAUL, CAB MEMBER

> Being part of the CAB means having a voice and being able to speak openly, knowing that our experiences and ideas can help make things better for others.
>
> JUDY, CAB MEMBER

Stronger together in our communities

Suncare started with neighbours helping neighbours, and our communities are still where the magic happens.



Reconciliation in action

This year was the first full year of our Innovate Reconciliation Action Plan (RAP), endorsed by Reconciliation Australia. We set out to move from good intentions to everyday practice, and we've made real progress.

Walking together

Aunty Betty McMahon brought people together through culture, storytelling, learning and connection. She supported local Aboriginal and Torres Strait Islander art and yarning groups, and encouraged everyone to better understand the history, culture and knowledge of Country.

In May 2026, we honoured her legacy at our second Aunty Betty Memorial Reconciliation Walk. Team members, community members and Traditional Custodians walked side by side, shared stories and strengthened the connections Aunty Betty worked so hard to build.

Since the year closed, we've kept that momentum going. In July 2026, we celebrated NAIDOC Week and this year's theme, 50 Years of Deadly, honouring the Elders, leaders, artists and communities who have carried NAIDOC for five decades. Together, we celebrated culture, listened and learned, and kept reconciliation part of everyday life at Suncare.







Changing how we work

Reconciliation shows up in the decisions we make every day, not just on special days. This year we:

- bought from First Nations businesses as a registered Supply Nation member, guided by our First Nations Procurement Policy
- kept building cultural awareness across our team through ongoing training
- used inclusive language and culturally safe practices in recruitment, so more Aboriginal and Torres Strait Islander people can build careers with us
- shared progress with our team and leaders every quarter, and took part in Reconciliation Australia's Workplace RAP Barometer.

Our Caring Heart

You'll see Our Caring Heart across our uniforms, our RAP and our community spaces. Created with Gilimbaa and Wakka Wakka artist David Williams, it's a daily reminder that compassion sits at the centre of everything we do.



'Our Caring Heart' artwork by David Williams of Gilimbaa.

Looking ahead

We'll keep strengthening our local partnerships, make cultural safety part of every service, and make room for truth-telling, celebration and the next generation of First Nations leaders.

Our volunteers

Suncare began with volunteers. In 1970, a group of locals on the Sunshine Coast started delivering meals and a friendly visit to older people in their community. More than 55 years on, volunteers are still woven into everything we do.

5 years
of new funding for our Volunteer Visitor Scheme

1
new region, Caboolture, for volunteer visits

Almost 2x
visitor placements from July 2026



This year, our volunteers drove customers to medical appointments and the shops, delivered Meals on Wheels, visited people living alone or in residential care, and helped bring our social groups and Heartbeat lunches to life. Many are older Queenslanders themselves, giving back to the communities they love. Their kindness reaches people our paid team can't always get to, and it often makes the biggest difference of all.

Growing our volunteer family

In August 2025, we launched a Volunteer Growth Plan to attract more volunteers, support them better and keep them with us for longer.

We've also implemented a new volunteer management system to make volunteering with Suncare easier. Volunteers will be able to sign up, pick shifts that suit them and keep their training up to date, all in one place. Less time on admin means more time for what our volunteers and coordinators came here to do: spending time with people.

More friendly visits for more older people

Early in 2026, we had great news to share. We secured five more years of funding for the Aged Care Volunteer Visitor Scheme, which matches volunteers with older people who are lonely or isolated, at home or in residential care.

From July 2026, the program will grow from 253 to 414 visitor placements. That means 161 more people will have a friendly face to look forward to. We're also bringing the scheme to the Caboolture region for the first time, and we're now the largest provider of the scheme on the Sunshine Coast.

"For me, volunteering was always something I had to do in my life. My mother was my driving force; she volunteered for the last 20 years of her life and instilled in us that you always needed to give back to the community. I've been volunteering with Suncare since January 2022, and I don't see it as volunteering, I see it as something I simply do every Wednesday and Thursday.

I've discovered older Australians love sharing what they did in their younger years, the stories of their families, the highs and the lows. They love that someone is sitting there listening to them, someone who shows up every week at the same time.

Once, I was running late to a visit, and when I arrived my customer said to me, "I didn't think you were coming!". I didn't realise that five minutes could make such a difference, but they wait for us. We're the highlight of their week.

When you volunteer, you receive so much more in return than what you give. People don't realise that. Volunteering helps you grow enormously as a human being. You become more empathetic and learn to be more considerate – you become a better person. The love I receive back from my customers, the enjoyment on their faces… they just give it back to you. All my customers make me feel so special, it's a lovely feeling to have inside you, to think that an older Australian has invited you into their world at the pointy end of their life – it's an honour."

CARMEN BISHOP, SUNCARE VOLUNTEER





Looking ahead

In the year ahead, we'll put our new system to work, welcome more volunteers to fill our new visitor placements, and explore new ways to give, such as regular friendly phone calls for people who can't easily get out. However much time someone has to offer, we want there to be a place for them at Suncare.

HEARTBEAT

Heartbeat: making room at the table

Loneliness can creep up on anyone as they get older. Heartbeat is how we reinvest in our communities to do something about it, with free lunches and events where older Queenslanders can share a meal, meet new people and find out what help is available to them.

14
events held since Heartbeat began

1,789
older Queenslanders connected

9.5/10
average guest satisfaction

7 in 10
guests new to Suncare

9
Queensland communities

$19,660
in sponsorship and in-kind support

Connections that last

The real measure of Heartbeat is what happens after the plates are cleared. In Bundaberg, Ingrid and Kim, two Suncare customers who had never met, shared a ride to the lunch and discovered they were both Dutch. They've been catching up regularly ever since.

At North Lakes, one guest bought a new dress for the occasion. She said the day felt as special as a wedding, and she took the microphone to tell the room so. In Caloundra, 100-year-old Thelma came along with her sister. Her favourite part of the day was making new friends over a lovely meal. Four guests from that same lunch went on to become Suncare volunteers.

Guests summed it up in a few words: "sensational", "a cut above the rest", and "very accommodating to everyone's needs".

> **"I really enjoy the Heartbeat Lunches, as it helps me to get out of the house. Meet new people and enjoy good conversations over a nice meal."**
>
> VAL, HEARTBEAT GUEST

Pull up a chair

Be Our Guest lunches are where Heartbeat comes to life. Every lunch is free and local, with good food, music and plenty of conversation. The series started in Gympie, Rockhampton and Bundaberg, and this year we brought it to North Lakes, Caloundra, Hervey Bay and Gladstone. In August, we also hosted a Social Connections movie day for Loneliness Awareness Week.

Guests told us they loved the warm welcome, the food, the music and, most of all, meeting new people. They also valued being able to get clear information about aged care, without any pressure. We added a short talk on navigating My Aged Care so people could leave knowing where to start. Our guests rated their experience 9.5 out of 10, with a Net Promoter Score of 86.

Stronger with our partners

Heartbeat works because whole communities get behind it. Local councils, Darumbal community groups, Queensland Health, local members of parliament, RSL clubs, local businesses and other care providers all lent a hand, from sponsoring prizes to spreading the word. Together, they contributed $19,660 in sponsorship and in-kind support this year. We also partnered with the Sunshine Coast Seniors Festival and the Sunshine Coast Dementia Network.





PEOPLE IMPACT

Our people

The little things our team does make a big difference. Here's how we looked after them this year, so they could keep looking after everyone else.

87%

of our team say their manager values their contribution

85%

of our Innovate RAP milestones completed for the year

A year of change

Reform changed how we plan and deliver care.

For many of our people, that meant real change in their day-to-day work. Roles were redesigned to fit the new Support at Home model. Frontline teams learned new systems, new rules and new ways of recording care.

We worked hard to support our people through it. Leaders focused on explaining why changes were happening, not just what was changing. We added more support for wellbeing and resilience, and made it easier to get help early. Use of our Wellbeing First support more than doubled during the year, a sign that people felt comfortable reaching out when they needed to.

Through it all, our team kept showing up for customers. June was one of our strongest months of the year for services delivered. Vacancies stayed low, so customers kept seeing familiar faces. More of our team stepped into new roles from within, too, with internal promotions rising above our target.

We're proud of how our people handled a demanding year, and grateful for the care they kept giving while so much was changing around them.

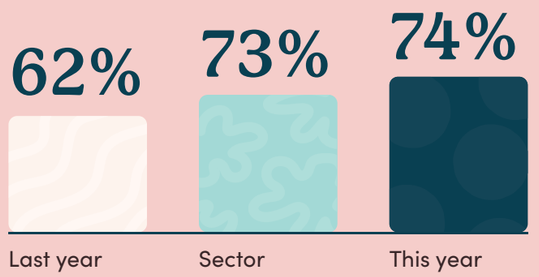




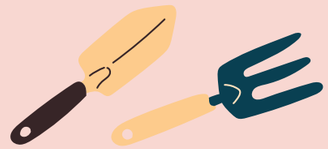
Leaders who make a difference

Good leadership matters most when things feel uncertain. Our leadership score rose to 74%, up from 62% the year before and above the sector average of 73%. In our December pulse check, 87% of our team said their manager values their contribution, and our employee Net Promoter Score held steady at +31.

LEADERSHIP SCORE



Growing our own



We want people to build a career at Suncare. This year, our internal promotion rate reached 16%, above our 15% target. Our Stay & Grow and Frontline Leaders of Tomorrow programs gave team members coaching, clear career pathways and the confidence to step up.

We kept building skills where they matter most for customers. Mandatory training completion rose to 94%, and 98% of required credentials, such as police checks, first aid and driver licences, were up to date. More of our care team completed their Certificate III in Individual Support (Ageing). We also launched a new recruitment system to make it simpler for great people to find us and join.

16%
internal promotion rate

94%
mandatory training completion

98%
required credentials up to date

Safe and well at work

Community care is physical work, and keeping our team safe is part of keeping customers safe. This year, we brought workplace health and safety and return-to-work support in-house, so our people get faster, more practical help when they need it.

Our team logged around 100 hazard reports every month, a sign people feel comfortable speaking up before someone gets hurt. Use of our Wellbeing First support more than doubled during the year. When team members were injured, our return-to-work results compared well with the rest of the industry. Back, shoulder and other manual handling injuries remain our biggest risk, and reducing them is a priority for the year ahead.

Fair, inclusive and respectful

Everyone deserves to feel safe, respected and included at work. The new Aged Care Code of Conduct is part of every team member's orientation and annual training.

We've completed 85% of the milestones in our Innovate Reconciliation Action Plan. Next, we're focused on growing First Nations employment through culturally safe recruitment, community partnerships and clear career pathways.





Building our assessment team

Last year, we were funded to deliver the Single Assessment Service, the first step for older people looking for aged care support. Our assessors meet people at a big moment in their lives. They sit at kitchen tables, listen to what matters, and work out what help will make the most difference. They're often the first face of the aged care system someone meets, so getting this team right mattered to us.

We built a team of nurses, allied health professionals and people with deep experience in community care, based in the communities they serve.

Assessment work asks a lot. Our assessors need clinical knowledge, sharp judgement and the ability to have honest, kind conversations about change. This year, they helped older people and their families understand their options and get connected to the right care sooner. Every assessment ends with someone who now knows what comes next.

TEAM MEMBER STORY

As Allied Health Team Leader at Suncare, I lead a multidisciplinary team of physiotherapists, occupational therapists, exercise physiologists and allied health assistants while continuing to practise as a physiotherapist.

One client I was fortunate to work with was experiencing frequent falls but was adamant he didn't want support from a physiotherapist. Early on, I discovered his greatest goal was to remain living independently at home. By reframing our role as helping him maintain that independence, rather than taking it away, we found common ground.

He committed to his exercise program, made remarkable progress, and today continues to live safely at home without further falls. Moments like this make me think, Geez, I'm pretty lucky with what I get to do.

MATT GILLIMAN,
TEAM LEADER – ALLIED HEALTH



Looking ahead

In the year ahead, we'll act on what our team tells us in Your Say 2026. We're investing in a new employee management system to make onboarding, performance conversations and development simpler. We'll also keep preparing for the likely registration of aged care workers, so our team is ready for whatever reform brings next.

ESG

Environment, social and governance

How we look after the planet, each other and the trust people place in us.

100%
of critical reform actions in place by 1 November 2025

ISO 27001
information security certification maintained

74%
of fleet vehicles are Hybrid/EV

Our approach

We want to look after the world our customers live in, as well as the people we care for. In August 2026 we put in place our first Environmental, Social and Governance Policy. It sets out what we're committing to, who is accountable, and how we'll report progress. Our approach is practical. We're focusing on the things that matter most for older people and our communities, and we'll keep improving as we progress.



Environment

Our biggest environmental footprint is the cars our team drives to reach customers across Queensland. Today, 74% of our fleet is hybrid or electric, and we're getting more use out of those cars than ever. Through better scheduling and smarter use of our fleet, we increased vehicle use from 42% to 55% this year, so fewer cars sit idle. It's a simple principle that's good for the planet and for our customers: do more with what we have, and make every trip count.

We also moved more of our paperwork online. Supplier invoices are now handled digitally, which means far less paper and fewer manual steps for our team. Next, we'll measure our energy use, emissions and waste with greater accuracy so we can set realistic targets. We continue to strengthen our climate and extreme weather risks into our emergency plans, so the older people we support stay safe, connected and cared for when they need us most.

Social

Our social impact runs right through this report: the customers we support, our people, our communities and Heartbeat. Behind all of it sit the protections that keep people safe. The new Aged Care Code of Conduct is part of every team member's training, and our Customer Advisory Body and Quality Care Advisory Body give customers and families a direct say in how we work.

Governance

This was the biggest year of regulatory change in aged care in a generation. By 1 November 2025, we had completed every critical action for the new Aged Care Act, the Strengthened Quality Standards and Support at Home. When we assessed ourselves against the Commission's audit evidence tool, we found no material gaps. We had no adverse regulatory findings or sanctions, and we lodged every required report on time.

Protecting information matters more than ever. We kept our ISO 27001 information security certification, and had no known data or privacy breaches. The Board has also endorsed an Enterprise AI Strategy, supported by an AI Governance Policy that protects our customers and team by making sure new tools are used responsibly and information stays safe.

We ensure that people can speak up safely. We have whistleblower arrangements under both the Corporations Act and the new Aged Care Act, a register to manage conflicts of interest, and clear ways to raise concerns.

How Suncare is governed

Suncare is a not-for-profit company limited by guarantee, led by a Board of non-executive directors. The Board sets our direction, oversees how we're performing and holds management to account for safe, high-quality care and a sustainable organisation.

Changes to our Board

This year brought a change of Chairperson. Mario Pennisi AM retired in November 2025 after nine years leading the Board, and David Winters, previously Deputy Chair, became Board Chair

We welcomed Marlene Elliott to the Board in September 2025, while Jeff Watson concluded his service as a Non-Executive Director in March 2026. We sincerely thank Jeff for his leadership, insight and significant contribution to Suncare throughout his time on the Board.

COMMITTEES · WHAT IT OVERSEES

Customer Care and Clinical Governance

The safety and quality of care, clinical governance and customer experience, including advice from our Customer Advisory Body and Quality Care Advisory Body

Finance and Investment

Budgets, financial performance, investments and major spending decisions

Risk and Assurance

Risk management, internal controls, audit and compliance

Governance and Remuneration

How the Board works, director recruitment and evaluation, executive pay and, from August 2026, our ESG Policy

FINANCIAL INFORMATION

Our finances

A year of reform, adaptation and improving performance

2025–26 was a year of change and resilience for Suncare. Like many aged care organisations, we worked through major reform and shifting operating conditions, and we kept investing in the services, people and systems our customers rely on.

Changes to funding, legislation reforms, increased requirements on how services were delivered all which placed pressure on our budget. We responded with a rigorous program of improvements to put Suncare on a sustainable footing, without compromising our quality of care.

Working smarter

We focused on putting our time and money where they do the best for customers. We simplified how our workforce is organised, improved how we scheduled so our team's hours go further.

Seeing the results

The payoff showed up as the year went on. Our operations improved, customers utilised more of their funding for services, and our monthly results started heading in the right direction. Productivity rose in many regions, and we kept growing both our customer numbers and our capacity to help.

KEY FIGURES – Results improved significantly in the second half of the year.

REVENUE
$102.9M
2024–25: $99.8M

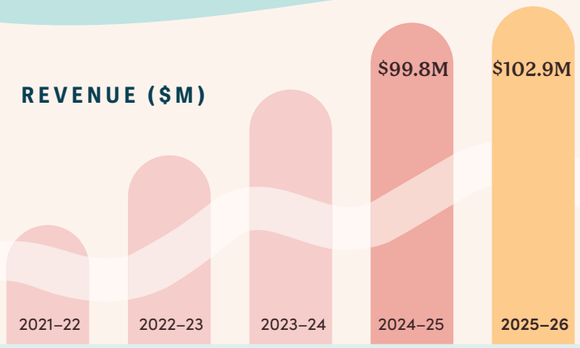
OPERATING RESULT
($2.9M) loss
2024–25: $3.3M profit

NET ASSETS
$20.1M
2024–25: $23.0M

Suncare made a loss this year. But our performance improved significantly in the second half, as our changes took hold. That turnaround comes down to our people's commitment, careful management of every dollar, and a clear focus on outcomes that work for customers and for Suncare.

Through it all, we kept a strong balance sheet and healthy cash reserves. That gave us stability during a period of change, and it means we're well placed to keep investing in new ideas, better services, our team and our communities.

REVENUE ($M)



Looking ahead

We look ahead with confidence. The groundwork we laid in 2025–26 means we're better able to respond to reform, grow sustainably and keep helping people live independently and well in their communities. The stronger results at year's end are a good sign for the years ahead, and for everyone who is part of the Suncare story.

LEADERSHIP STRUCTURE

Our leadership

BOARD



David Winters
Board Chair
Non-executive Director



Dr Zaana Jaclyn
Non-executive Director



Dr Brad Bowes
Non-executive Director
Chair, Risk and Assurance Committee



Melanie Woodward
Non-executive Director
Chair, Finance and Investment Committee



Marlene Elliott
Non-executive Director
Chair, Governance, Remunerations and Nominations Committee



Dr Rosalind Crawford
Non-executive Director
Chair, Customer Care and Clinical Governance Committee



Alanna Geary
Non-executive Director
Appointed September 2026



Dr Kate More
Non-executive Director
Appointed September 2026

EXECUTIVE LEADERSHIP TEAM



Kim Attenborough
Chief Executive Officer



Sara Walker
Chief Operations Officer



Andy McDonald
Chief Financial Officer



Tijana Lalovic
Chief People Officer



Phil Lew
General Manager Customer and Community Experience





Thank you, Mario

For nine years, Mario Pennisi AM led our Board with steady judgement and a deep belief in what Suncare stands for.

Under his leadership, Suncare experienced significant growth and transformation. Revenue rose from around $40 million in 2020–21 to $99 million in 2024–25, and our team grew to more than 800 people. Mario saw us open Community Hubs in regional Queensland, launch Heartbeat, adopt our Innovate Reconciliation Action Plan and set our Better & Brighter strategy. He also guided the organisation through COVID-19 and the early stages of the biggest aged care reforms in a generation. And in 2025, he helped our community farewell our founder and Patron, June Conolly OAM.

> **“Mario leaves Suncare stronger, better and more deeply connected to the communities we serve. That is a legacy he can be incredibly proud of, and one for which we are deeply grateful.”**
>
> DAVID WINTERS, BOARD CHAIR

On behalf of our Board, team, volunteers and customers: **thank you, Mario.**





Suncare
COMMUNITY SERVICES

It’s your life.
We’re here to help you live it.

www.suncare.org.au

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