



Annual Report

2024/2025



Acknowledgment 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.

At Suncare Community Services, reconciliation is a shared journey built on respect, partnership and learning. Guided by our Innovate Reconciliation Action Plan (RAP), endorsed by Reconciliation Australia, we continue to embed reconciliation into our culture, services and strategic direction.

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Message from the Chair



Mario Pennisi AM
Chair
Suncare Community Services

As Chair of Suncare Community Services, I am honoured to present this year's Annual Report, marking our 55th year of service to communities across Queensland. This milestone highlights Suncare's steadfast dedication to providing care, support, and connection for older Australians and their families.

This year has been one of both progress and reflection. We proudly launched Suncare's Community Hubs, welcoming spaces designed to foster belonging, provide access to local services, and create meaningful opportunities for connection. We also celebrated the introduction of the Heartbeat program, which has brought joy, friendship, and support to many by addressing the impacts of loneliness and isolation.

The passing of our founder and Patron, June Conolly, whose vision more than 50 years ago laid the foundations of Suncare, deeply saddened our community. June's tenacity and compassion are foundational to this organisation, and her legacy is embedded in every act of care we deliver.

The Board has proudly endorsed the 2025–2027 Strategic Plan, a practical and people first blueprint that strengthens Suncare's values led culture and prepares us for aged care reforms.

Suncare is preparing for the new Aged Care Act by focusing on clear rights, high-quality services, safety and person-centred care. We have

strengthened governance, updated policies, and invested in training. We are improving complaints handling, incident management, and risk oversight, as well as upgrading technology systems for better data and continuity of care. These changes build on our culture of dignity and respect, ensuring we meet higher expectations with confidence

Our new Innovate Reconciliation Action Plan has strengthened our commitment to truth, respect, and partnership with Aboriginal and Torres Strait Islander peoples. Celebrations during NAIDOC Week and other key events underscored the importance of inclusion, belonging, and cultural safety in all our initiatives.

The foundation of all our achievements lies in the dedication and commitment of our employees and volunteers. Their compassion, professionalism, and resilience remain the heartbeat of Suncare. On behalf of the Board, I extend my deepest gratitude for their service.

This year marks my ninth year as Chair of Suncare. It continues to be an absolute privilege to witness

the significant growth and transformation of this organisation. I have seen first-hand the strength of our people, the trust of our communities, and the unique spirit that defines Suncare. Reflecting on these years fills me with immense pride and confidence in our future.

Looking ahead, the Board is confident that Suncare is very well positioned to continue delivering exceptional care while embracing innovation and growth. With strong governance, a clear strategy, and the trust of our communities, Suncare faces the future with confidence, care, and connection.

Thank you for your continued support of Suncare Community Services.



CEO Message



Kimberley Attenborough
Chief Executive Officer
Suncare Community Services

It is my privilege to share this message as we reflect on a year filled with collective progress at Suncare Community Services. It has been a great honour to lead our dedicated team in supporting the challenges of ageing across the communities we serve.

The challenges I’m observing across our sector include loneliness, critical staff shortages, and a need for more clinical staff in regional Australia.

Our ageing population data demonstrates that:

- Between 2017 and 2024, the number of people using home care increased by 283%.
- Around 2 in 3 people using aged care services were women as of 30 June 2024.
- Projections indicate Australia will require over 110,000 additional workers by 2030.
- One in five Australians over 75 year’s experiences loneliness.

Suncare continues to be deeply committed to these challenges.

We’ve expanded our reach along the Queensland coast, and deepened our commitment to person-centered care. Our new Heartbeat program is a program which I am particularly proud of. Heartbeat brought people together through simple heartfelt moments; sharing meals, laughter, and stories that combat loneliness and foster greater belonging.

To ensure customers are receiving the very best support at home, Suncare expanded our clinical team to over 80 clinicians from Brisbane to Rockhampton, ensuring full regional coverage and faster, more responsive care for customers. This growth reflects deliberate investment in a multidisciplinary structure whereby we have introduced new roles including Clinical Specialists.

We continue to champion a workplace culture that is safe, inclusive, and grounded in respect. I believe fostering psychological safety is key to a positive work environment, ensuring staff feel empowered to bring their whole selves to work. Throughout the year, we celebrated moments that honour our diverse workforce, including NAIDOC Week, Pride Month, IDAHOBIT Day, and R U OK? Day.

This year, Suncare mourned the loss of our Patron, June Conolly. Her compassion and belief in the community laid Suncare’s foundation more than 50 years ago. Her legacy underpins Suncare’s mission to serve with excellence and dedication. As a team of 800 staff and volunteers, we honour her memory and uphold the values she instilled and lasting impact she created.



Suncare launched our 2025 – 2027 Strategic Plan earlier this year, a people-first blueprint focused on enhancing customer experience, expanding regional presence, and strengthening our values-led culture. I believe our Strategy is responsive and grounded in practicality, purpose, and human connection.

With Australia’s largest Aged Care reform on the horizon, I believe these statutory changes will emphasise the importance of the dignity, voice, and safety of older people – values that have always guided our work. Our goal is to ensure a smooth and positive transition, prioritising clarity, and continuity of care.

This year, Suncare was awarded funding to operationalise the new Single Assessment Service, designed by the Government to streamline access, coordination, and navigation across the aged care system. This new model delivers positive outcomes including reducing duplication, timely assessments,

and a smoother, more supportive experience for clients and carers. This service delivery win reflects our commitment to supporting customers to live dignified lives across their ageing journey.

I am very proud to have also launched our Innovate Reconciliation Action Plan (RAP). Our RAP promises a more inclusive approach to service design, cultural safety, and representation. Deepening connections and acknowledging the importance of voice, history, and identity. During NAIDOC Week, we came together to celebrate and honour First Nations culture through storytelling, music, art, and shared meals, fostering a deeper understanding of the rich heritage and traditions.

As we look to the future, I feel ongoing commitment to the vital role carers play in the aged care landscape. Carers bear immense responsibilities when it comes to the health and wellbeing of their ageing loved ones. In my experience, carers are generally trying to find reliable support and care,

with the hope of keeping their loved one safe, well, and connected. I have found carers often feel guilt, doubt, and fatigue as they contemplate navigating support. I see Suncare as a genuine vehicle which can alleviate the emotional challenges carers and families experience, enabling more room for new meaning in a customer’s life. I feel confident Suncare is attentive to these roles and will achieve even greater partnerships with carers and families, ensuring that every customer receives high-quality, rights-based support.

It is with immense gratitude and pride that I thank everyone for what we’ve achieved together. The trust, commitment, and heart that our customers, families, team members, and volunteers bring to Suncare is truly inspiring. I am excited for what lies ahead and confident that together, we will continue to grow stronger, kinder, and more connected in the coming year.



HONOURING OUR PATRON

Vale June Conolly OAM

This year, we honour the life of June Conolly OAM, our founding member, Patron, and guiding light, who passed away peacefully at the age of 98. June's legacy is woven into the very fabric of Suncare Community Services. Her vision, compassion, and tireless dedication helped shape our organisation into the community cornerstone it is today.

June began her journey with Suncare in 1970, volunteering in the kitchen of the Maroochydore Meals on Wheels service. What began as a small act of service quickly grew into a lifelong commitment. Over the next five decades, she served in nearly every leadership role, from Secretary to President, and was instrumental in establishing the Suncare Community Centre, the Day Respite Centre, and a range of vital services that continue to support thousands of Queenslanders each year.

Her leadership was not only strategic but deeply personal. June was known for her warmth, her tenacity, and her unwavering belief that "you can make anything happen." Whether she was coordinating bingo nights to raise funds, delivering meals to the elderly, or mentoring the next generation of community leaders, she led with humility and heart.

In 2013, June was awarded the Medal of the Order of Australia (OAM) in recognition of her extraordinary service to the Sunshine Coast community. She was named a Suncare Life Member in 1994 and became our Patron in 2012, a role she held with pride until her passing.

Her story was recently captured in the "Life Story Film," which now forms part of our employee orientation program. New team members are introduced to her legacy not just as history, but as a living example of the values we strive to uphold every day.

Though she is no longer with us, June's spirit continues to inspire everything we do. Her legacy lives on in every meal delivered, every smile shared, and every life touched by Suncare. We are forever grateful for her service, her leadership, and her love.

Thank you, June, for showing us what true service means.



Scan to watch our tribute to June Conolly OAM



WHO WE ARE

Creating a community of care and belonging

From our humble beginnings with the very first Meals on Wheels service on the Sunshine Coast, Suncare has grown into much more than a care provider. What started as a local initiative has become a trusted community organisation supporting thousands of people each year.

At Suncare, we believe it's your life, and we're here to help you live it. For more than 55 years, we have provided practical, personalised support to help older Queenslanders live with dignity, independently, in the homes and communities they love.

Today, our services include in-home care, allied health, nursing, clinical care, transport, social connection, and short-term restorative care. Each service is designed to reflect a person's goals, preferences, and strengths. At the heart of Suncare is connection. For generations, we

have created spaces where people feel they belong through social groups, activities, and community events. From friendships formed over a shared meal, to laughter in a walking group, our history is built on bringing people together.

With more than 800 employees and 200 volunteers, our people bring expertise, empathy, and local knowledge to every interaction, ensuring care is not only high quality but personal and meaningful.

As the aged care sector continues to evolve, Suncare remains committed to delivering person-centered care. This type of care is grounded in connection, informed by evidence, and guided by a clear purpose: to empower our customers, our people, and our communities to live meaningful and dignified lives across their ageing journey.



Suncare's Story

FROM HUMBLE BEGINNINGS TO COMMUNITY CONNECTIONS



1970

Central Sunshine Coast Committee on the Ageing (CSCCA) formed; Meals on Wheels service begins.



1978

Maroochydore Community Hall officially opens.



1987

Maroochydore Day Respite Centre opens.



1991

Crisis Respite Care begins as a volunteer service.



2002

Services expand to Wide Bay and Caboolture.



2004

CSCCA changes its name to Suncare Community Services Inc.



2012

Boronia Cottage Respite Centre, Bribie Island, opens.



2015

Transition to Company Limited by Guarantee.



2020

Suncare celebrates 50 years of supporting people to live well at home.



2021

Launch of Auntie Betty's Memorial Walk, honouring community connection and legacy.



2024

Launch of Suncare's Reconciliation Action Plan, strengthening relationships with Aboriginal and Torres Strait Islander communities.



2025

Social Connections program expands to all regions, helping older people to build friendships, stay active and feel connected.

OUR COMMITMENT TO RECONCILIATION

A journey of respect and understanding



Launching our Innovate RAP

In November 2024 we proudly launched our third Reconciliation Action Plan (RAP), marking a significant milestone in our reconciliation journey. The launch event brought together Elders, community leaders, employees and partners for a day of cultural exchange and reflection.

Guests shared in a Smoking Ceremony, a Welcome to Country from Brent Milla, and a traditional dance performance by the Undumbi Group. An art exhibition and interactive display by the NuunaRon

Art Group and Wiradjuri artist Paul Constable Calcott added further richness, reinforcing the spirit of unity and shared responsibility.

A highlight of the launch was the unveiling of Our Caring Heart, a bespoke artwork created with Gilimbaa and Wakka Wakka artist David Williams. Symbolising compassion at the heart of all we do, the design now features across our RAP, uniforms and cultural collateral as a visible reminder of our reconciliation journey.

Honouring legacy

In May 2025 we honoured the legacy of Aunty Betty McMahon, a long-standing advocate for reconciliation, through the inaugural Aunty Betty Memorial Reconciliation Walk at Dicky Beach, Caloundra. The event brought together employees, community members and Traditional Custodians of Kabi Kabi Country to reflect, share stories and walk together. The morning included a Welcome to Country, cultural storytelling and a moving Gubbi Gubbi/Kabi Kabi dance performance.



Progressing our Innovate RAP

Since launching the Innovate RAP, we have made strong progress in building cultural safety and deepening partnerships. Key achievements include:

- Becoming a registered member of Supply Nation to support First Nations businesses.
- Introducing a First Nations Procurement Policy.
- Embedding inclusive language in recruitment and expanding cultural awareness training across the workforce.

Reconciliation is not a standalone initiative at Suncare. It is integrated into our 2025–2027 Strategic Plan and ESG reporting framework, ensuring it is part of business as usual. We share quarterly updates with employees and leadership, participate in Reconciliation Australia's Workplace RAP Barometer, and build cultural knowledge through community events and education. Looking ahead, we will develop our next RAP in 2026, strengthen local partnerships and expand cultural safety across all services.

Celebrating NAIDOC Week

In July 2025, we proudly celebrated 50 years of NAIDOC Week with a vibrant event at the Maroochydore Community Centre. The national theme, The Next Generation: Strength, Vision and Legacy, resonated strongly with our commitment to reconciliation, cultural safety and intergenerational learning.

The celebration brought together more than 100 people, including Elders, employees, volunteers and customers. The program featured a Welcome to Country by Gubbi Gubbi Elders, reflections from our CEO on the legacy of NAIDOC, creative workshops such as mug painting and jewellery making, and storytelling guided by First Nations leaders.



A bush tucker lunch, prepared by our Meals on Wheels kitchen team, created an opportunity to share food and honour tradition.

First Nations employees also shared personal reflections, encouraging meaningful conversations across the organisation. Their voices deepened understanding and

inspired colleagues to consider how reconciliation can be lived in daily practice. Months of collaborative planning by the RAP Working Group, Marketing and frontline teams ensured NAIDOC Week was embraced as a shared celebration across Suncare.

Looking ahead

The launch of our Innovate RAP, the Aunty Betty Memorial Reconciliation Walk and the 50th anniversary NAIDOC Week celebration have all reaffirmed our commitment to reconciliation. As we continue this journey, we remain focused on embedding cultural learning into everyday practice, creating safe spaces for truth telling and celebration, and supporting the next generation of First Nations leaders.



SUNCARE BRAND REFRESH

A fresh look, the same care

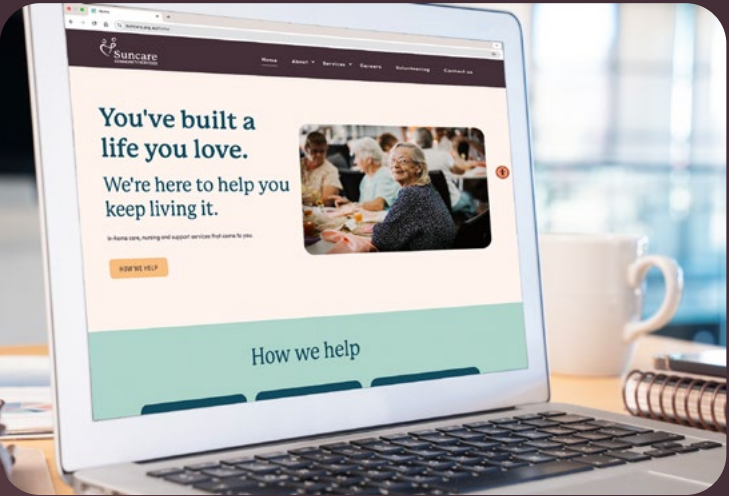
In 2025, Suncare refreshed its brand to better reflect who we are today, a modern, community-focused organisation that continues to grow alongside the people we support.

After more than five decades of service, the time was right for renewal. Our former brand had served us well but no longer fully reflected the warmth, professionalism and sense of belonging that define Suncare.

The refresh was about more than design. It was about clarity, consistency and connection. Creating an identity that continues to build trust, stands out, and brings our brand values of dignity, belonging and care to life. It also meant rethinking how we communicate, simplifying our language to make information easier to understand and more personal, across every touchpoint.

Developed through workshops and feedback with employees, customers, volunteers and community partners, the new brand captures the true voice of Suncare. It features a modern logo formed by two figures: an ‘S’ and a ‘C’ representing care, support and community. Warm colours, friendly typography and our tagline: It’s your life. We’re here to help you live it.

While the look has evolved, our heart hasn’t changed. The refreshed brand honours our history, celebrates our people and strengthens the promise that has guided us for more than 55 years: to help Queenslanders live well, their way.



“It feels like you’ve put words to what we already knew about Suncare.

It’s familiar, but clearer.”

Ken, Customer



Find your people.
Share the joy.

At your local Suncare hub:

- Group activities & outings
- Morning teas & shared lunches
- Arts, games & gentle exercise
- Conversation, connection & community



Come along and see what’s possible.
We’ll save you a seat.



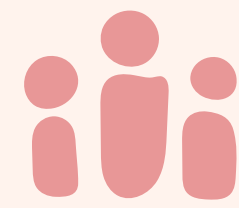
SUNCARE AT A GLANCE

The power of our community in action



7,840
CUSTOMERS

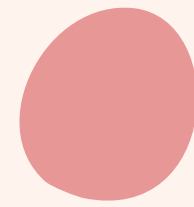
In the past year, 7,840 customers placed their trust in Suncare. Together, we supported them to live independently, stay connected, and enjoy life at home.



800
EMPLOYEES

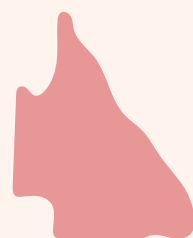


225
VOLUNTEERS



Over
21,000
VOLUNTEER HOURS

Every day, our dedicated team of 800 employees and 225 volunteers work together to support Queenslanders to live well, their way. Our volunteers contributed more than 21,000 hours of their time, adding warmth, connection and community spirit to the care we deliver.



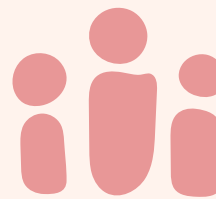
Incredible
480,000
HOURS OF CARE
AND SUPPORT

Across Brisbane, the Sunshine Coast, Gympie, Hervey Bay, Bundaberg, and Rockhampton, these combined efforts delivered an incredible 480,000 hours of care and support, including personal care, nursing, social connection, and transport. This helped thousands of older people feel safe, supported, and part of their community.



31,000+
MEALS

We also prepared and delivered more than 31,500 meals through our Meals on Wheels service, ensuring older people had access to nourishing food, friendly check-ins, and peace of mind.



400+
PEOPLE

Our social connection programs continued to grow, with over 400 people joining the Heartbeat Be Our Guest Free Lunch Series in Bundaberg, Rockhampton, Gympie, and North Lakes. These gatherings created moments of friendship, laughter, and belonging, showing the power of community connection.





CUSTOMER IMPACT

Care that connects us

Listening to understand

At Suncare, we believe the best way to deliver person centred care is to listen closely to the people we support. This year, our customer listening sessions created safe and inclusive spaces for customers to share their lived experiences.

We heard directly from people across diverse backgrounds, including those living in rural areas,

individuals from culturally and linguistically diverse communities, and those living alone or on low incomes.

Their stories and perspectives continue to shape how we deliver care and ensure that our services truly reflect the needs of our communities.



Customer Advisory Board

Our Customer Advisory Board (CAB) ensures that customer voices shape the way we deliver services. The CAB includes customers, carers and community representatives, bringing diverse experience, insight and perspectives.

Meeting several times a year, the CAB provides advice on feedback processes, care planning, communication and financial statements and upcoming changes to the Aged Care Act and Strengthened Quality Standards.

One key initiative was co-designing clearer bills and statements. Customers requested itemised details, supplier names and invoice references, and easy cross checking for Meals on Wheels.

An independent audit confirmed the effectiveness of these changes, reducing billing complaints, especially for Home Care Packages. This initiative shows how customer voices drive improvements at Suncare, supporting dignity, choice, and confidence.

The CAB reflects Suncare's values of inclusion, transparency, and accountability. It strengthens trust between Suncare and the community, ensuring we focus on dignity, respect, and quality in everything we do.



Connecting through social support

Gary, one of our customers, recently began receiving social support services. With the help of his support worker, Tanya, he reconnected with his past and community by exploring his Aboriginal heritage.

Together, they visited the Redcliffe Museum, his grandparents' former home, and other significant childhood places, creating meaningful moments.

For Gary, these experiences have been deeply personal and uplifting.

For Suncare, they highlight the power of social support services to foster belonging and create opportunities for people to not only connect but reconnect with their community and history.

Hey Jude

For Suncare customer Jude Phippen, being part of our Customer Advisory Body (CAB) and Quality Care Advisory Body (QCAB) is about more than attending meetings – it is her way of giving back.

At 78, Jude lives on the Sunshine Coast with her husband and leads a life filled with joy and purpose, but also its fair share of challenges. Although diagnosed with terminal illness some years ago, Jude continues to stay active and engaged with her community. Suncare has supported Jude and her husband with in-home and allied health services that make daily life easier and allow them to remain independent.



“Having the help in the home from Suncare has been wonderfully generous,” Jude shared. “That’s why I was very happy to give back when I was invited to join the advisory groups.”

Jude’s story extends far beyond her recent aged care journey. With more than 50 years in professional theatre, she has studied internationally in the UK, USA and Paris. She managed the Regional Arts Development Fund, founded Creative Regions in the Wide Bay–Burnett area, and today continues to mentor artists and volunteer locally.

It was this combination of lived experience as a customer and her

background in community that made her a natural fit for CAB and QCAB. She believes both groups play a vital role in shaping aged care services. “Both of those groups are absolutely critical. I felt privileged to be part of the discussion about things the organisation needed to look at. I can voice concerns and ideas, and I can speak from my own experience of the care,” she reflected.



Kevin’s story of care and connection

After a hospital stay, Kevin’s family encouraged him to seek some extra support at home. At first he was hesitant, but that changed once he met his Suncare coordinator, Rebecca.

Today, Kevin credits Suncare with helping him feel more connected and less alone.

Kevin’s story took centre stage at the official opening of our Rockhampton office, where he proudly cut the ribbon in front of the gathered crowd.

Born and raised in Rockhampton, Kevin celebrated his 98th birthday in June and has his sights set on living well past 100. With a grin, he shares, “I reckon I’ll make it to 105.”

Kevin began his motor mechanic apprenticeship in 1943 and went on to spend 50 years in the trade, including 22 years with DC Motors, where he rose to the role of manager. He has lived independently since the passing of his beloved wife, Thelma Martha, known affectionately as “Chick,” 24 years ago.

“Once I met my coordinator Rebecca, it changed my mind completely. Suncare feels like family now.”

Kevin, Customer

Kevin’s journey with Suncare is a testament to the power of connection, care, and trust. His resilience, humour, and optimism uplift us all, and we are proud to have him as part of the Suncare community.

Here’s to many more stories, laughs, and milestones together, Kevin. You continue to remind us what living well truly means.

Celebrating our expanding Community Hub network

In 2025, Suncare proudly marked a major milestone in our commitment to service delivery equity across regional Queensland, with the official openings of our new Community Hubs in Rockhampton and Bundaberg. These vibrant, welcoming spaces are anchors of support, inclusion, and wellbeing for older Australians and their families.

The Rockhampton Hub opened its

doors in April, following months of deep engagement with local stakeholders including Indigenous Elders, aged care providers, and community leaders. The launch was a celebration of partnership and purpose, with immediate impact: new customers, new volunteers, and fresh momentum for our mission.



In June, the Bundaberg Hub followed, extending our reach across the Wide Bay region. These hubs are designed to bring services closer to home by offering social support groups, clinical care, and a place where people feel seen, heard, and valued. They reflect our belief that ageing well starts with staying connected.

Looking ahead, we are excited to open our Hervey Bay Hub early in

the new year. These additions will complete a network of six community hubs, alongside our established Gympie Hub, which continues to thrive as a model of community led care.

As we grow, we remain grounded in our purpose: to support people to live the life they choose, in the communities they love. Our hubs are where that purpose comes to life.

Bundaberg Hub opens with Mabel's story

We had the pleasure of celebrating the opening of our new Bundaberg Community Hub with a very special guest, our dear customer and local legend, Mabel Matthews who kindly cut the ribbon for us.

At 103 years young, Mabel is the perfect example of grace, resilience and community spirit. Her story reminds us of the strength that comes from living with purpose and connection.

A former teacher, devoted mother, golf enthusiast, and long time Bundaberg local, Mabel has lived a life full of purpose and positivity. From her childhood riding horses on a farm in Boompa, to marrying the love of her life Noel Matthews, and shaping young minds at Walkervale State School, her life is nothing short of remarkable.

Her secret to a long and happy life? Regular social outings, water aerobics, mah-jong, and a love of golf that still sees her actively involved at the Bundaberg Golf Club!

Thank you, Mabel, for being part of this special day. We're so proud to have you as part of our Suncare community.



ENVIRONMENT, SOCIAL AND GOVERNANCE

Caring about our impact



Suncare Community Services remains committed to responsible and sustainable operations that deliver value to our customers, our people, and the communities we serve. This ESG report outlines the progress we made in this financial year across key areas of environmental responsibility, social impact, and governance integrity.

Environmental stewardship

While our core operations are in community based aged care, we recognise our role in reducing environmental impact:

- **Carbon Reduction Initiatives:** We implemented targeted operational enhancements and strategic initiatives aimed at optimising vehicle usage and reducing emissions. This included route optimisation, and the continued transition to a more sustainable fleet.
- **Sustainable Practices:** Our Community Hubs have introduced recycling programs, reduced single-use plastics, and adopted paper-lite administrative practices where appropriate. They also utilise energy efficient lighting and equipment.

Governance and ethical practice

We take our responsibilities seriously. Good governance is about doing the right thing, being transparent, and making thoughtful decisions:

- **Board Renewal:** This year, we welcomed two new directors, further strengthening our Board's depth of expertise in governance, risk and finance.
- **Risk and Compliance:** We have significantly strengthened our risk management approach by modernising our practices. It keeps us ready

to respond to the unexpected by ensuring risks are considered across all decision making. We actively monitor governance, risk, customer wellbeing, employee safety and sustainability within an improved system reflecting best practice.

- **Customer Voice and Rights:** We've rolled out new ways to hear directly from the people we support. Their voices are helping us shape better, more responsive care.



Katherine Nichols
Head of Risk and Compliance

Leading this work is Katherine Nichols, Suncare's Head of Risk and Compliance. With qualifications in psychology, law and governance, and more than 14 years of experience in health and human services, Katherine brings clarity to complex systems and ensures governance remains practical, transparent and human-centred. She oversees Suncare's risk, compliance and quality functions, including clinical governance, and partners across the organisation to embed a culture of safety, trust and continuous improvement.



Social impact

At the heart of Suncare is a commitment to care, connection, and community. Our focus this year was on deepening our social impact:

- **Heartbeat Program:** We scaled the Heartbeat initiative across more regions, including Gympie, Rockhampton, and Bundaberg. Over 65% of attendees at community lunches were new to Suncare, showing strong outreach and engagement.
- **Diversity and Inclusion:** We launched our first Innovate RAP, supporting First Nations voices and partnerships. Our workforce diversity strategy also prioritised culturally responsive care and equitable opportunity. We offer diversity and inclusion training for all employees to help build a more inclusive and respectful workplace culture.
- **Community Hubs:** We opened new Hubs designed to bring people together through social groups, allied health, and lifestyle activities, reducing isolation and improving wellbeing.
- **Employee Wellbeing:** We expanded mental health support for employees and improved flexibility in working conditions, reinforcing our commitment to a supportive and inclusive workplace.

- **Gender Equality and WGEA Reporting:** Suncare Community Services is a longstanding contributor to the Workplace Gender Equality Agency (WGEA) annual reporting process. We are committed to fostering a diverse, inclusive, and equitable workplace where all employees have equal opportunities for career growth and fair remuneration.

- Women represent 85% of our workforce, reflecting the nature of the aged care and community services sector.
- We are committed to reducing gender based disparities in career progression, leadership representation, and pay equity.
- We support workplace flexibility and career development opportunities that enable employees to balance their professional and personal responsibilities.

Through our policies, programs, and leadership initiatives, we are actively working to improve gender balance across all levels of our organisation. Gender equity is fundamental to delivering high quality, person centred care.



Looking ahead

Suncare will continue to embed ESG principles into our strategy, operations and culture. This includes strengthening our environmental practices, supporting social connection and wellbeing, and ensuring strong governance to guide ethical and transparent decision making.

This approach enables Suncare to:

- Proactively manage nonfinancial risks.
- Enhance trust with customers, funders, and stakeholders.
- Align operational decisions with our values and strategic intent.
- Translate our commitments into measurable, reportable outcomes.

Environmental

We will steward our environmental responsibilities by reducing emissions, managing resources efficiently, and incorporating sustainable practices into procurement and service delivery.

Social

Our Social pillar centres on people, including our workforce, customers and communities. It includes commitments to diversity, equity and inclusion (DEI), psychosocial safety and meaningful community engagement. We will elevate the voices of older people, particularly Aboriginal Elders, culturally and linguistically diverse (CALD) communities and those with lived experience of trauma or transition, ensuring that our services are coproduced rather than prescribed.

Governance

We will strengthen governance maturity through clear accountabilities, ethical leadership, and transparent oversight. This includes formalising how customer voice is integrated into decision making and risk systems, advancing board and leadership diversity, and reinforcing safeguards around fraud, privacy, and cybersecurity.

Heartbeat Program: reinvesting in community

As part of our Heartbeat Program to reinvest in community, Suncare launched the *Be Our Guest – Free Seniors Lunch* series to address the growing need for connection among older community members at risk of social isolation and loneliness.

These community lunches were the first major mission under the program, designed to create inclusive spaces for people over 65 to feel seen, valued, and celebrated.

Each event created a warm and welcoming atmosphere where participants shared meals, enjoyed music and

dancing, and built new social connections. Our Bundaberg event was fully booked within just 72 hours of being announced on social media. By investing into high impact, community driven experiences, we demonstrated how carefully targeted initiatives can foster joy while building the foundation for stronger community ties. The program is already delivering lasting value by promoting ongoing relationships and social participation across Suncare communities.

What's next

Building on this success, new Heartbeat events are planned for Sunshine Coast and Hervey Bay, continuing to bring people together through food, music and friendship.

Heartbeat in numbers



“Today was absolutely wonderful. I feel alive. I feel alive.”
Margaret, Heartbeat Gympie Attendee



Scan to watch a recap of our Gympie Event

Sustainable growth, meaningful change

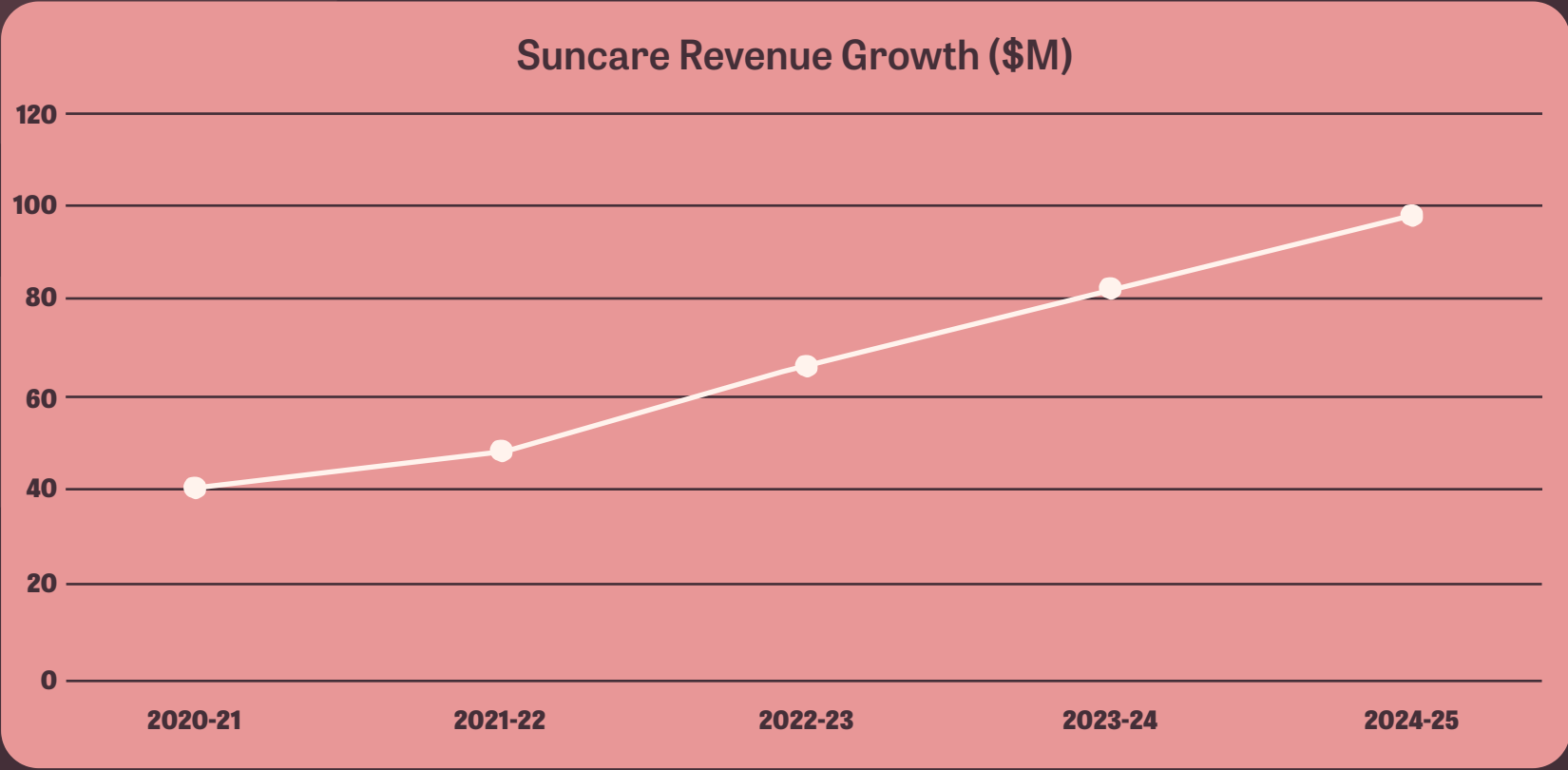
This year we achieved strong financial outcomes that reflect not only our fiscal discipline but also the momentum gained in delivering our long term strategy.

Our positive operating result and robust balance sheet demonstrate the effectiveness of our current approach and position us well to continue transforming for the future.

Throughout 2024/25 we have invested in executing our strategy by strengthening systems and capabilities, improving the customer journey, and enhancing the employee experience. These investments are already creating stronger connections, more responsive services, and a workplace where our people can thrive.

Moving ahead, we are preparing for the upcoming Support at Home reforms. With a strong financial foundation and a clear strategic direction, we are well placed to adapt to these changes while continuing to reinvest in what matters most, our people and the communities we serve.

Our focus remains on sustainable growth, ensuring we are ready to embrace new challenges and deliver meaningful, lasting benefits for the people and communities we support.



Profit and Loss

	2025	2024
Revenue from Ordinary Activities	\$98,578,087	\$82,654,753
Other Revenue	\$330,482	\$549,434
Investment Income	\$871,797	\$603,160
Cost of Sales – Meals on Wheels	(\$153,016)	(\$148,022)
Employee Expenses	(\$55,490,749)	(\$47,282,826)
Brokerage Expenses	(\$18,412,527)	(\$13,672,975)
Equipment – Client	(\$11,106,094)	(\$9,251,517)
Administration Expenses	(\$9,660,980)	(\$6,990,949)
Interest Expenses	(\$156,597)	(\$37,279)
Depreciation and Amortisation Expenses	(\$1,122,025)	(\$716,948)
Other Expenses from Ordinary Activities	(\$692,430)	(\$335,664)
NET CURRENT YEAR SURPLUS/(DEFICIT)	\$2,985,948	\$5,371,167
Revaluation of Property Plant & Equipment	\$321,229	\$577,071
COMPREHENSIVE INCOME	\$3,307,177	\$5,948,238



Balance Sheet

	2025	2024
Current Assets	\$22,722,678	\$28,327,442
Non-Current Assets	\$15,636,043	\$5,099,869
TOTAL ASSETS	\$38,358,721	\$33,427,311
Current Liabilities	\$12,163,322	\$13,173,491
Non-Current Liabilities	\$3,170,181	\$535,779
TOTAL LIABILITIES	\$15,333,503	\$13,709,270
NET ASSETS	\$23,025,218	\$19,718,041
Reserves	\$3,675,670	\$3,354,441
Retained Earnings	\$19,349,548	\$16,363,600
TOTAL EQUITY	\$23,025,218	\$19,718,041

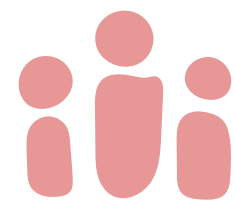


PEOPLE AND CULTURE

Caring about our people

At Suncare, our people make the care we provide possible. We have invested deeply in workforce capability, engagement and wellbeing, building a connected, future-ready team to meet growing community needs. This focus is reflected in our employee Net Promoter Score of 39, showing strong levels of pride, satisfaction and advocacy across our workforce.

Workforce stats and trends



17%
GROWTH

820 total team members



2.5%

Identify as Aboriginal or Torres Strait Islander (20 People)



Over

410,300

SERVICES DELIVERED



91%

CONNECTED & COMMITTED



91%

PROUD TO BE AT SUNCARE



98%

of staff feel we make a **POSITIVE DIFFERENCE**

As Aged Care reforms accelerate, our investment in workforce planning, pay equity, and leadership development is key to ensuring quality, compliant, and compassionate care across Queensland.

Leadership development and career growth

This year we launched a structured workforce pipeline underpinned by:



CAREERS WITH HEART



STAY & GROW



FRONTLINE LEADERS OF TOMORROW

Three flagship programs designed to attract, retain, and elevate care professionals. These initiatives aim to:

- Increase our internal leadership pipeline by 40% over the next two years.
- Reduce leadership skill gaps by 25% through targeted development.
- Achieve 85% satisfaction in leadership development programs.
- Provide clear career pathways across all frontline roles.

While it is early in their implementation, these programs are already generating strong engagement and interest across our teams, and we are on track to deliver these goals.



Employee engagement summary

Suncare achieved a 91% employee engagement rate, indicating a highly motivated and purpose-driven workforce aligned with the organisation's mission and values. This engagement level strengthens readiness for aged care reforms, enhances service quality, and supports workforce retention in a competitive market.

Engagement drives organisational performance, influencing client outcomes, compliance with Aged Care Quality Standards, and cost control through reduced turnover.

Our people our impact

Workforce strategy - a strategy of care.

At Suncare, care doesn't start with a service. It starts with a person.

It emphasises that care begins with the individual, and the strength, stability, and wellbeing of the workforce directly impacts every customer. In a time of significant sector disruption, Suncare's people strategy has become a strategic imperative.

This year, we delivered a whole-of-business workforce transformation aligned to care quality, regulatory reform, and sustainable growth. Our people programs are now deeply embedded across operations, impacting attraction, retention, leadership capability, engagement, and customer outcomes.

“Every care outcome we deliver begins with someone who feels seen, supported, and ready to lead.”

Tijana Lalovic, Chief People Officer, 2025



Strategic workforce programs delivered in 2024-25



Careers with Heart – Attraction with Purpose

Positioned Suncare as an employer of choice through real stories and refreshed branding. Uplifting frontline applications especially in regional locations.



Powered by Purpose – Targeted Acquisition

New geo-targeted recruitment campaigns and inclusive hiring frameworks reduced critical gaps in Gympie, Bundaberg and Rockhampton. Strengthening First Nations engagement and cultural safety in recruitment.



Stay & Grow – Retention through Internal Mobility

Launched structured career pathways, coaching, and blended learning. Increasing internal movement and reducing skill gaps.



Frontline Leaders of Tomorrow – Leadership Pipeline

We introduced a values-based leadership development program to nurture and fast-track our people. Early outcomes show stronger leadership strength and a noticeable lift in capability and confidence among our team leaders.



Wellbeing First – Whole-of-Person Support

Expanded access to resilience tools, mental health support, and leader training. Used data insights to pre-empt burnout and absenteeism trends.



One Suncare – Connected Across Regions

We implemented enterprise-wide engagement strategies to connect mobile and remote teams, creating uplift in staff engagement.

Every outcome we deliver, every standard we exceed, every customer we support begins with a team member who feels valued, equipped, and connected to purpose. In an industry shaped by reform, regulation, and rising complexity, it is our people who provide the only true constant: human connection.

“I feel proud to be part of a team that truly respects where I come from and listens to our communities.”

Suncare Team Member, Gympie

Inclusion and diversity

We have further integrated cultural safety and inclusion across our organisation, aligning these initiatives to our Innovate RAP and our Belong & Empower strategy. Key actions include:

- Delivering cultural competency training and integrating greater inclusion into leadership development.
- Increasing visibility and consultation with First Nations team members and local Elders.
- Celebrating cultural events across teams and regions to foster a sense of belonging.
- Committing to lifting Aboriginal and Torres Strait Islander workforce representation to over 4%.



"I started here as a support worker and now lead a team. Suncare saw potential in me before I did."
Team Leader, Hervey Bay

Celebrating Aged Care Employee Day

Aged Care Employee Day is a reminder that the heart of Suncare is its people.

On Aged Care Employee Day, we paused to recognise the extraordinary dedication of our people who make a difference every day in the lives of older Queenslanders.

This year's celebrations highlighted the diverse roles within our workforce and the shared purpose that unites us. Across regions, employees and volunteers were acknowledged with messages of thanks, morning teas, shared stories, and a small token of appreciation – a packet of Tim Tams as a sweet gesture of gratitude.

We thank every team member for their tireless commitment, empathy, and dedication.



Recognising Pride Month

We believe everyone deserves to feel safe, respected, and included, no matter their age, background, or identity.

During Pride Month, we joined communities across Australia in recognising the diversity of the LGBTIQ+ community and their ongoing journey toward equality. Pride is a reminder of the importance of acceptance, visibility, and belonging, values that deeply align with our purpose.

Throughout the month, our teams shared messages of support and

reflected on the stories of older LGBTIQ+ Australians. Many older members of the community have lived through times when being themselves was far more difficult, and we are proud to play a role in creating environments where all clients feel valued.

At Suncare, we remain deeply committed to building inclusive aged care services, diverse workplaces, and communities where everyone feels they belong.



SUPPORT AT HOME

What Support at Home means

Support at Home is a major national reform of Australia's aged care system, designed to give older people more choice, flexibility, and control over the care and support they receive in their own homes.

For Suncare, this reform represents both an exciting opportunity and a significant

responsibility. It means ensuring our customers continue to receive safe, high quality services while adapting to new models of care, funding, and reporting. For our customers, Support at Home means more personalised services, better alignment with individual goals, and continuity of care that allows people to live independently for longer.

How we have prepared

Suncare has invested heavily in preparing for the introduction of Support at Home. A Board led Strategic Delivery Office has guided this work, ensuring governance oversight and alignment with our strategic goals. Dedicated project teams have been established across

service delivery, systems, workforce, and customer engagement. Readiness activities have included detailed planning, risk reviews, and aligning internal processes to ensure a smooth transition for customers and employees alike.

Key Milestones in 2024 - 25

During the year, we achieved several important milestones, including:

- Developing an organisational transition plan with clear priorities and timelines.
- Updating our systems to align with future funding and reporting requirements.
- Delivering education sessions and resources for employees to build confidence and knowledge.
- Mapping services to ensure they meet customer needs under the new framework.

Our readiness for Support at Home

Through disciplined planning and collaboration across every part of Suncare, we've delivered the foundations needed for a smooth transition to the new Support at Home program.

Key organisational achievements:

- ✓ Major initiatives aligned under one strategic plan.
- ✓ 60 change champions leading engagement across the organisation.
- ✓ Governance and reporting streamlined.
- ✓ Core systems mapped and integrated with new funding requirements.

Next steps:

- Building workforce capability and digital tools.
- Enhancing customer experience through data and system integration.

The result:

Suncare is well positioned for the November 2025 transition, ready to deliver more connected, personalised and efficient care for older Queenslanders.





THE SUNCARE SCOOP

Keeping our people informed and ready

In 2025 we launched The Suncare Scoop, a fortnightly staff newsletter designed to keep everyone at Suncare informed and prepared for the upcoming Support at Home reforms.

Each edition brings together updates, short videos, leader talking points and resources in one place. This approach has helped staff know where to find the latest information and given leaders practical tools to share updates with their teams.

The Scoop has become a reliable way to keep everyone informed. It explained program changes, supported role-specific training and helped staff adjust to shifting timelines. It has also reinforced important quality and safety practices,

connecting policy with everyday care.

By reducing confusion, tailoring content for different roles and responding quickly to change, the Scoop has played a key role in strengthening Suncare's readiness for Support at Home.





COMMUNITY AND CLINICAL CARE

Innovation that puts people first

Suncare continues to innovate in delivering high quality, person centred support across both community and clinical care settings. By aligning innovation with customer needs, Suncare is shaping a more responsive,

inclusive and sustainable model of care for older Australians.

New models of integrated care are improving health outcomes, enabling people to live independently and remain connected to their communities.

Highlights include:



EXPANSION OF WELLNESS

based programs that promote social connection and preventative health.



ENHANCED INTEGRATION

between community services and clinical supports, ensuring timely and coordinated care.



EARLY-INTERVENTION

embedding early-intervention and wellbeing approaches to help people stay healthy and independent for longer.



Growing connections through social support

At Suncare, we believe ageing well means staying connected and engaged. Our Social Support Group (SSG) programs expanded significantly in 2024-25, reinforcing our commitment to wellbeing, connection and independence for older Australians.

New SSG hubs were launched in Gympie, Rockhampton, Bundaberg, and North Lakes, with further Hervey Bay to follow in the new year. Each shaped by local input to reflect community needs. These hubs offer centre based activities, community outings and culturally relevant experiences, from tabletop gardening and craft to movie days and regional excursions such as the Mary Valley Art Festival.

Highlights included the launch of the Gympie Social Connections Program and our Be Our Guest community lunch series, which brought people together across several regions as part of our Heartbeat initiative. Participation grew strongly, supported by an expanding team of dedicated volunteers and new hybrid models combining centre based and community activities.

Feedback from participants shows that our programs reduce loneliness, improve wellbeing and create lasting friendships. Suncare's Social Support Groups are more than activities, they're places of connection, joy and belonging, and a lifeline for many in our community.



Strengthening care through clinical excellence

In 2024 to 2025, Suncare achieved important milestones in expanding clinical services across Queensland, reflecting our commitment to person centred care, regional equity, and operational excellence.

The rollout of our Clinical Growth initiative reshaped service delivery in Gympie, Rockhampton, Wide Bay, and North Lakes, with services brought in house to strengthen quality and sustainability. Allied health specialties

including physiotherapy, occupational therapy, and nursing were expanded, with further opportunities identified in regions such as Gladstone.

To support this growth, Suncare welcomed new clinical specialists and regional team leaders with expertise in palliative care, wound care, medication management, cognition, and falls prevention.

These appointments enhanced leadership structures and strengthened

engagement across Brisbane, Sunshine Coast, Gympie, Hervey Bay, Bundaberg, and Rockhampton. Clinical governance was also strengthened through new procedures in areas such as continence care, falls prevention, cognitive impairment, and behaviour support, aligning with the Strengthened Aged Care Quality Standards and Support at Home reforms.

The expansion of clinical groups has improved access for regional customers and enhanced holistic care experiences. Initiatives such as the Dementia Training App and new end of life care pathways

were integrated into our broader strategy, while clinical activity grew by 13 per cent, supported by increased assessments, internalisation of exercise physiology, and the opening of new Community Hubs.

Looking ahead, Suncare will continue to build on this progress by expanding personalised and preventative care, strengthening dementia support, and using data to optimise service delivery.

Allied health and clinical care innovation

Suncare expanded its allied health and clinical care offerings in FY25 to further support the health, wellbeing, and independence of older Australians.



Exercise Physiology Services

Suncare launched our new Exercise Physiology service. This program supports Home Care Package (HCP) and Short Term Restorative Care (STRC) clients through personalised and group based interventions, including hydrotherapy and functional exercise classes.

Key benefits include improved strength, balance, mood, cognition, and a reduced risk of falls.



Strength & Balance Groups

Physiotherapy led group classes continued at the Suncare Community Centre, focused on enhancing strength, coordination, and mobility to reduce falls and promote independence. Designed for all ability levels, these sessions support our commitment to best practice falls prevention.



Cognitive Stimulation Therapy (CST)

Suncare delivered CST programs tailored for HCP participants with mild to moderate dementia. The structured sessions use mental exercises, discussions, music, and games to support cognition, communication, mood, and social connection.



PD Warrior Partnership

PD Warrior Partnership Suncare continues its strong partnership with PD Warrior, a globally recognised exercise program for people with Parkinson's Disease. Many physiotherapists are PD Warrior trained, with more employees trained in June 2025, enriching the program with new engagement activities and volunteer opportunities.

Governance and quality

Suncare has strengthened its governance and clinical quality framework with the introduction of new procedures focused on key areas of client wellbeing and safety.

In FY25, the following governance procedures were developed and implemented:

- Falls Prevention and Management
- Continence Care
- Cognitive Impairment and Behaviour Support
- Food, Nutrition and Hydration
- Mental Health and Pain Management

Each initiative was supported by targeted training and internal audits to ensure confident application across the organisation. This proactive approach has delivered strong compliance outcomes. Most notably, a 100% implementation rate of referral and prevention strategies following falls incidents.

These enhancements reflect Suncare's ongoing commitment to continuous improvement, clinical excellence, and person centred care.





INNOVATION IN SERVICE DELIVERY

Smarter systems, stronger support

Modernising our security

To further enhance safety and operational resilience, Suncare introduced a new cloud-based security platform across multiple sites. This modern system consolidates access control,

video monitoring, and intelligent analytics into a single, user-friendly interface. The upgrade improves site protection, simplifies management, and positions our infrastructure for future growth.

Key benefits:

Centralised, real-time visibility across all locations.

Seamless integration with Microsoft Azure AD for secure identity and access management.

Reduced dependency on external maintenance providers, improving responsiveness and cost-efficiency.

Accelerating AI adoption with Microsoft CoPilot

Suncare's Information, Communication and Technology (ICT) team are leading the introduction of AI-powered tools to support staff across service and support areas. The initiative focused on helping teams make

better use of existing digital platforms, establishing an internal AI Working Group to promote responsible use, and delivering training programs to build confidence and capability in using AI safely and effectively.

ARIIA Accelerator Grant

In 2025, Suncare was honoured to be selected as one of just 10 recipients nationwide of the **Aged Care Research & Industry Innovation Australia (ARIIA) Accelerator Grant**.

Through this grant, and in partnership with the University of the Sunshine Coast and international collaborators, we are delivering **Homeara+**, a pioneering smart home monitoring project. By applying machine learning technology, Homeara+ supports older Australians to age safely and independently at home while also strengthening the capability of our

regional aged care workforce.

This initiative reflects Suncare's commitment to innovation and forward looking solutions in aged care. Homeara+ is designed to improve safety, independence and wellbeing for older people, ensuring they can continue to live well where they belong.

The project is supported by the Australian Government Department of Health, Disability and Ageing through the ARIIA Accelerator Grant, reinforcing national efforts to transform the future of aged care.



Harnessing data to improve care

Suncare launched its Data and Analytics Centre of Excellence to strengthen how we manage and use data, improve decision-making, and support better outcomes for customers, employees, and the organisation.

The Centre was established to consolidate all Suncare's data into a single, trusted source, ensuring it is managed consistently and reliably. This approach helps us meet compliance requirements, work more efficiently,

and deliver higher-quality care.

Over the past year, we have continued to evolve our data security framework, aligning with ISO 27001 standards to reinforce best practice in information security. These enhancements safeguard sensitive data and underpin the integrity of our analytics environment.

Our analytics capability has expanded with tools that predict risks, support care planning, and track aged care

quality indicators such as safety, governance, and customer satisfaction. Collaboration across teams has increased, with shared tools and streamlined processes reducing manual work and producing more consistent results.

These improvements are already making an impact. Care planning is now supported by timely insights, and employees have greater confidence in the information they use each day.

Training programmes have also built data skills across the organisation, enabling more employees to use self-service analytics to drive continuous improvement.

Looking ahead, the Centre will continue to grow as a hub for data excellence and security. It will play a key role in future investments in digital platforms, ensuring best practice, compliance, and innovation remain at the heart of Suncare's transformation.

Better & Brighter 2025-2027

Suncare's strategic direction for the years ahead is captured in our Better & Brighter strategy. This strategy sets a clear course for how we will continue to lead in customer experience, be recognised as an employer of choice, and deliver genuine connections and end to end excellence in community aged care services.

Our Vision

We aim to be leaders in customer experience and an employer of choice, delivering care that combines excellence with genuine connection, where every interaction is personal, meaningful, and centred on the needs of our customers.

Our Purpose

We are here to empower our customers, our people, and our communities to live meaningful and dignified lives throughout their ageing journey.

Our Mission

Our mission brings together three interconnected commitments:

Our Customers: We provide inclusive, person centred care services in the home and community, supporting the physical, social, psychological, and spiritual needs of those we serve.

Our People: We foster a culture of genuine care, respect, and safety,

creating the foundation for how we care for customers and community.

Our Community: We remain proud of our role as an independent organisation that leads the sector by improving community outcomes and advocating for healthy ageing and strong social connections.



Our Values

Our values underpin everything we do.

GENUINE CARE AND CONNECTION

We listen, understand and build meaningful relationships so that every person feels valued, supported and connected.

CUSTOMERS AT THE HEART

Every choice we make is guided by what best serves our customers, ensuring dignity, independence and quality of life.

MAKE IT BETTER, MAKE IT BRIGHTER

We embrace feedback and new ideas to improve the way we deliver care, creating positive and lasting impact.

MAKE IT EASY

We remove barriers and simplify the journey so people can find the right support at the right time with confidence.

Together, these commitments form the foundation of Suncare's strategy and guide our work every day. They ensure that as the aged care sector evolves, we remain focused on what matters most, helping people live with dignity, independence, and a sense of belonging.



VOLUNTEERING

Giving time, creating connection

Volunteers are at the heart of Suncare's mission to support older Queenslanders to live independently, stay connected, and feel part of their community. Our volunteers have made an extraordinary contribution across programs including Community Transport, the Aged Care Volunteer Visitor Scheme, Meals on Wheels, and community activities.

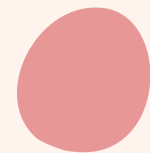


225 ACTIVE
VOLUNTEERS



5,700
TRANSPORT SERVICES

This year, over 200 active volunteers provided nearly 21,000 hours of support. Together, they delivered more than 5,700 transport services, conducted over 9,000 home visits, and ensured that nutritious meals and meaningful social activities reached those who needed them most. With a median age of 67, our volunteers reflect the strength of older Queenslanders' contribution to their communities, while also highlighting



21,000
HOURS OF SUPPORT



Over
9,000 HOME
VISITS

the importance of attracting younger generations into volunteering.

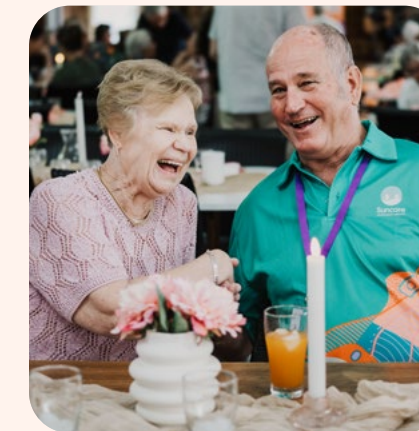
Our Volunteer Experience Survey confirmed the deep impact of this work. Ninety per cent of volunteers reported positive experiences, with 100 per cent gaining a sense of accomplishment from their role. Almost all felt proud to represent Suncare and confident that their contribution makes a positive difference in the community.

The survey also provided important insights into opportunities for improvement, particularly in training, orientation, and communication, which will guide our focus in the coming year.

The estimated replacement cost of Suncare's volunteers is over \$1 million annually, underscoring the economic as well as the social value of their contribution. Yet their true

impact is measured not in dollars, but in the connections built, the isolation reduced, and the joy they bring to customers every day.

Suncare remains committed to recognising, supporting, and strengthening our volunteer workforce, ensuring that their generosity and dedication continue to enrich the lives of older Queenslanders well into the future.



"I really appreciate Suncare's Transport to and from my many medical appointments this year. All drivers have been so very kind and helpful, I don't know how I would have managed without such a wonderful service."
Chris, Customer



A new chapter, a community enriched

In 2018, John and Lyndal made a significant life change by moving from Blackwater to Gladstone. Since moving, Lyndal has spent two years volunteering with Suncare, John joined in 2024 and found joy in giving back to their new community. In that time, they've provided companionship to residents in their home.

Lyndal says it was these cherished interactions, which brought them closer to the people they served and enriched their lives with stories and laughter. As they now settle into retirement, they discovered that volunteering was not just a way to stay active but also a source of enjoyment and less stress compared to their

previous work lives. "It's rewarding," John often said, "to make a difference in someone's day". Lyndal echoed his sentiments, adding that the friendships they formed with fellow volunteers and clients made their time spent volunteering even more meaningful.

Despite stepping back from full time work, John and Lyndal were determined that their commitment to volunteering would continue. They embraced the flexibility of their roles at Suncare. John and Lyndal are an example of how life can be filled with purpose and connection, proving that even in this new chapter of life, their hearts remained open to serving others.

OUR LEADERSHIP TEAM

Strong governance, informed leadership



Suncare Community Services is guided by a dedicated Board of Directors who provide strategic oversight, risk management, and ethical leadership. Our governance framework has been crucial in navigating the sector reforms, strengthening organisational resilience, and ensuring continued quality outcomes for customers and communities.

Led by Chair Mario Pennisi AM, the Board combines expertise in aged care, finance, clinical governance, and strategic transformation. This year, the Board endorsed the 2025–2027 Strategic Plan and launched our Innovate Reconciliation Action Plan, reflecting a strong commitment to inclusion, cultural safety, and community partnership.

We extend our heartfelt gratitude to Peter Isdale AM and Anne Marie O’Callaghan for their dedicated service over the past nine years. Their leadership and insights have significantly shaped Suncare’s journey through periods of transformation and growth. We thank them sincerely for their time, expertise, and unwavering support, and wish them all the best in their future endeavours.

Board oversight is supported by five standing committees: Governance, Finance & Investment, Risk &

Assurance, Customer Care & Clinical Governance, and Strategic Delivery. Each committee has met regularly and reported directly to the Board, ensuring robust decision-making.

Governance practices have been further strengthened through updated policies and frameworks in areas such as falls prevention, cognitive support, and nutrition, reinforced by internal audits and training.

Directors undertook additional training in governance, ESG, and reform readiness, and Suncare achieved strong outcomes in clinical audits while maintaining alignment with aged care quality standards and ISO certifications. Importantly, governance systems were updated to include direct customer feedback, ensuring the voices of those we support continue to shape services and strategy.



Mario Pennisi AM
Non-executive Director
and Board Chair

With over four decades of leadership in the life sciences and healthcare sectors, Mario is passionate about community wellbeing. As Chair, he guides strategic direction, strengthens relationships with our partners, the community, and stakeholders.

Mario is committed to supporting Suncare grow sustainably while supporting people to live independently and well. He champions the needs of older Queenslanders and ensures Suncare’s services reflect the trust placed in them by customers, carers, families and community.



David Winters
Non-executive Director, Deputy
Board Chair and Chair of the
Strategic Delivery Committee

With over 35 years of experience in business transformation, David brings global insight and local care. David provides strategic oversight and governance expertise, balancing bold ideas with thoughtful execution.

David achieved the Company Directors Award and is a Graduate of the Australasian Institute of Company Directors (GAICD). Previously a Partner at Deloitte Consulting Asia, he is recognised in the Out50 Top Leaders in Australia. David also serves on the Pinnacle Foundation Committee and the Audit, Risk, and Compliance Committee for the Queensland Residential Tenancies Authority.



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

Rosalind is dedicated to helping older Australians live well at home. With a background as a Emergency Medicine Physician and Emergency Medical Administration, she has strengthened governance and promoted personalised care at Suncare. Rosalind established the Quality Advisory Body and contributed to the Clinical Care and Customer Governance Committee.

Her leadership has enhanced customer outcomes, enabling greater hospital avoidance and independent living. She holds a Master of Business and is a Graduate of the Australian Institute of Company Directors.



Dr Brad Bowes
Non-executive Director and Chair
of the Governance Committee

Brad brings a wealth of experience in corporate governance, risk management, and compliance, fields he's worked in across both the public and private sectors. With a sharp commercial mindset and a strategic approach, Brad has helped lead business transformations in complex, regulated environments.

He's passionate about using good governance practices to support better outcomes for people and organisations, not just processes, ensuring decisions are guided by both risk awareness and human impact. Brad has chaired the Risk and Compliance Committee of a major regional transport infrastructure entity, was chair of the State Council for the Governance Institute of Australia, and has contributed to tertiary and professional education in the governance space.

At Suncare, Brad helps shape the frameworks that keep our services safe, effective and future-ready.



Jeff Watson
Non-executive Director and
Chair of the Risk and Assurance
Committee

Jeff is a seasoned CFO and Director with extensive experience in improving systems, processes, and governance across multiple industries and regions. His strategic approach and deep understanding of financial systems and change management ensure Suncare's sustainable growth.

Jeff has served on various board committees, including as Chair of the Audit and Risk Committee for a national not-for-profit. At Suncare, he supports long-term planning and strengthens the foundations that help our people and services thrive.



Melanie Woodward
Non-executive Director and
Chair of the Finance and
Investment Committee

Melanie is a passionate finance and governance leader with a 30-year career spanning health, disability, employment, financial services, charities, and sporting organisations.

Known for turning big picture ideas into impact, she combines sharp financial acumen with a commitment to diversity, inclusion, and opportunity.

Melanie also serves as a Non-Executive Director for Workways Australia and Skill360 Australia. She holds a Bachelor of Business (Accounting), a Graduate Diploma in Corporate Governance



Dr Zaana Jaclyn
Non-executive Director

Zaana brings extensive knowledge in customer experience, organisational transformation, and leadership development from a 20-year career spanning industry, academia, and international advisory work.

A former Junior Partner at McKinsey & Company, she led large-scale transformations across health, social, and public services. With a PhD in Human Centred Design, and an Information and Knowledge Management Masters, alongside qualifications in counselling and ICF-accredited executive coaching,

Zaana supports Suncare's continuous improvement helping shape a better future.



Dr Peter Isdale
Former non-executive Director
and Chair of the Governance
Committee

During his time on the Board, Peter played a key role in strengthening Suncare's governance and supporting long-term sustainability. As Chair of the Governance Committee, he championed accountable decision-making and community-focused work.

With experience on over 35 boards across various sectors and a background as a scientist, innovator, CEO, and ASX150 executive, Peter was a strong advocate for community-led organisations. His leadership helped Suncare maintain its social licence, foster strong relationships, and build a future-focused organisation grounded in care, integrity, and inclusion.



Anne Marie O'Callaghan
Former non-executive Director
and Chair of Finance and
Investment

Anne Marie was very dedicated to supporting aged and vulnerable community members, contributing to Suncare's mission with care, integrity, and strategic oversight.

During her time on the Board, she focused on financial sustainability, strong governance, and exceptional customer outcomes.

With over 25 years of experience in the not-for-profit sector, her expertise in taxation, investment, and financial management continues to influence our work.



Kimberley Attenborough Chief Executive Officer

Kimberley leads with heart. As an Occupational Therapist with two decades of experience in community services and healthcare, she's seen how good support can truly change lives.

Before joining Suncare, Kimberley founded and led her own Allied Health company, building a reputation for innovation and personal connection. Now at the helm of Suncare, she brings that same energy and empathy, guiding our team as we continue to grow and support Queenslanders to live well at home.

With a rare blend of clinical insight, entrepreneurial thinking and people first leadership, Kimberley is passionate about shaping an aged care system built on trust, dignity and genuine care.



Andy McDonald Chief Financial Officer

Andy makes the numbers meaningful. As a Chartered Accountant with more than 20 years of experience across financial services, resources, and healthcare, he brings clarity, strategy, and calm to complex decisions. At Suncare, Andy leads our finance team and delivers accurate, timely insights that support sustainable growth and smart choices.

His expertise spans financial management, business systems, procurement, and performance reporting, ensuring our services remain effective and people centred. Andy's thoughtful approach helps turn data into direction, so we can keep doing what matters, well.



Sara Walker Chief Operations Officer

Sara makes things happen. As our COO, she leads operations across all regions, making sure our teams are supported, our services are connected, and our customers feel truly cared for.

With a Bachelor's in Social Science and over 20 years of experience in the community sector, Sara brings practical leadership, strategic thinking, and a deep belief in the power of people. She is known for her steady hand, her team-first mindset, and ability to turn big ideas into everyday actions that make life easier for customers and staff.



Tijana Lalovic Chief People Officer

Tijana brings heart and strategy together. With more than 20 years of experience in HR and organisational transformation, she is passionate about building a workplace where people feel valued, heard, and supported.

At Suncare, she is focused on empowering our workforce, using technology to enhance the way we work, and championing a culture of inclusion and belonging. Tijana sees the current reforms as an opportunity to do better, to innovate and adapt. Her vision is a workforce that is not just prepared for the future, but proud to shape it.



Steve Reeves General Manager, Information and Communication Technologies

Steve keeps us connected. With more than 20 years of experience in ICT, he leads our tech systems and digital tools, making sure they are secure, smart and designed for great care. From cyber security to mobile-first support tools, Steve ensures our teams have the tech they need to work efficiently and stay focused on what matters: our customers.

His approach is collaborative and forward-thinking, with a strong focus on emerging technologies like Power BI, Power Apps, and BYOD. Steve's goal is simple: use technology to strengthen human connection.



Phil Lew General Manager, Customer and Community Experience

Phil brings ideas to life. A creative strategist with a background in design and community services, he is driven by one goal: to make the experience of care feel easy, personal, and empowering.

Phil leads our innovation and customer experience work, helping us think differently, listen more closely, and co-design services that truly work. Recognised by the Australian Good Design Awards, he has also taught at the University of Queensland and University of Canberra. At Suncare, Phil shapes aged care through better design and deeper empathy.



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

Contact our friendly team

Suncare Business Support Office

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