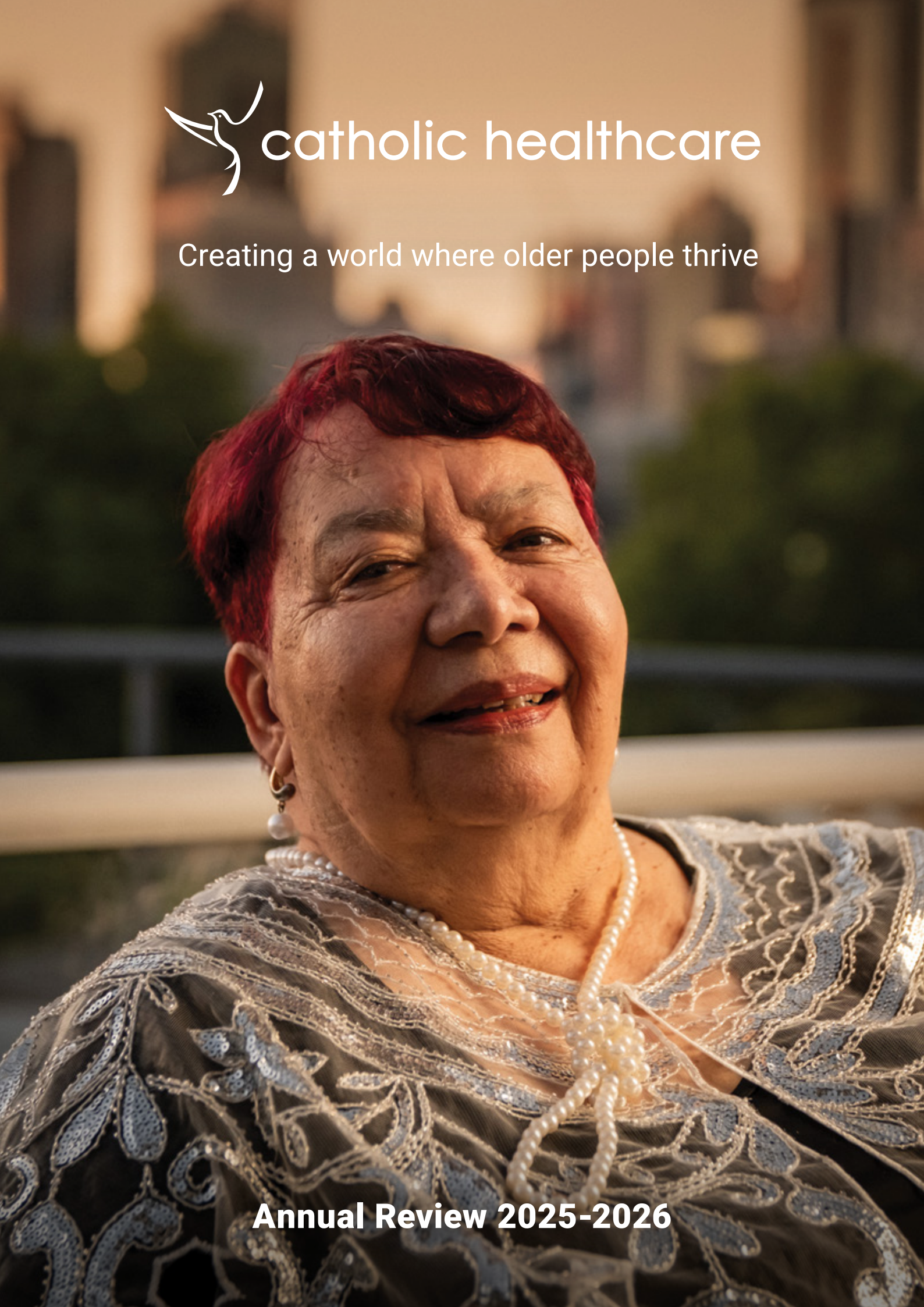
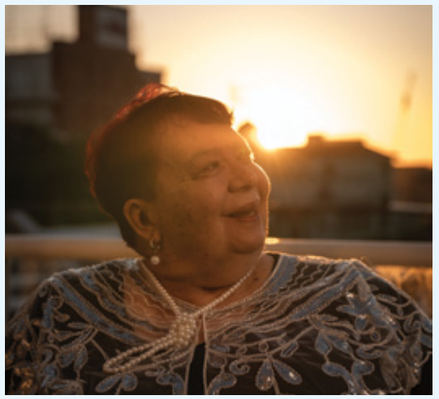

catholic healthcare
Creating a world where older people thrive
Annual Review 2025-2026



Artwork by Jay Hobbs, Smyth Studio

Acknowledgement of Country

Catholic Healthcare acknowledges the Traditional Owners of the lands on which we live, work and provide care. We pay our respects to Aboriginal and Torres Strait Islander Peoples, and to their Elders past and present. We recognise their enduring connection to Country, culture and community, and honour their role in caring for these lands and waterways over countless generations.



Front cover: Catholic Healthcare resident Marlene takes in the city views. Marlene was featured in a campaign by the Department of Health, Disability and Ageing promoting volunteering.

Scan the QR code to watch the video.

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Chair & CEO Report

FY26 was a year of significant change and progress for Catholic Healthcare, as we navigated major sector reform while continuing to invest in the people, services, enabling technology and communities that will shape our future.

Throughout this change, our focus remained firmly on our mission and the people we serve, strengthening care, simplifying the way we work and building a stronger Catholic Healthcare for the future. Our mission theme for the year, *Pilgrims of Hope*, could not have been more apt, and was supported by a strengthened formation program for all employees which received overwhelmingly positive feedback.

Navigating Aged Care Reform

FY26 marked a defining period of reform for Australia's aged care sector, with the new Aged Care Act commencing on 1 November 2025 and introducing a stronger rights-based approach to care, increased provider accountability and significant changes to funding and service delivery.

Catholic Healthcare undertook extensive preparation for the reforms, including Support at Home, while supporting residents, clients, families and employees through the transition. As the changes continue to embed, we remain focused on delivering sustainable, high-quality care and better outcomes for older Australians and advocating for older people who are unable to access the aged care they need.

Voluntary Assisted Dying

We maintained our conscientious objection to Voluntary Assisted Dying (VAD), while meeting our legal obligations and providing ongoing compassionate care to every person in our services. With Catholic Health Australia and other Catholic health and aged care providers, we advocated for retaining existing legislative safeguards in the NSW Voluntary Assisted Dying Legislative Review. We remain very concerned about attempts to weaken those safeguards and extend the operation of VAD, particularly when they would place vulnerable people at risk.

Smarter Systems, Simpler Ways of Working

This year marked the culmination of one of the most significant enterprise transformation programs in Catholic Healthcare's history, modernising our systems across finance, procurement, workforce, asset management, billing, governance, safety, analytics and enterprise integration.

Over two years, more than 200 employees and partners delivered seven major enterprise go-lives across more than 30 interconnected systems, creating a stronger digital foundation that simplifies the way we work, improves decision-making and enables more time to focus on the people we serve.

Innovating to Keep Everyone Safe and Improve Our Services

One of the innovations to emerge from this transformation is ERICS™, our enterprise platform for managing risk, incidents, complaints and safety. Designed to simplify reporting and strengthen oversight, ERICS™ empowers our employees to identify emerging risks, take proactive action and continuously improve safety and care. With 29,172 incidents logged in FY26, the platform is providing greater visibility and valuable insights to support timely, informed decision-making and a stronger culture of safety across Catholic Healthcare.

Caring for Those Most Vulnerable

Our mission calls us to care for those most vulnerable in our communities. This year, Catholic Healthcare continued to grow its impact in this area and supported more than 1,500 people experiencing vulnerability and disadvantage, helping older people live safely and meaningfully in their communities.

Through programs including Hoarding and Squalor, Care Finder, Transitional Housing and Community Corner, we provided practical and compassionate support to people who may otherwise struggle to access the services they need.

We also strengthened community partnerships that promote inclusion and wellbeing, reinforcing our commitment to ensuring vulnerable older people are supported with dignity, respect and compassion.

Continuing to Strengthen Quality and Safety

We strengthened our oversight of quality, compliance and risk during FY26, with no unmet requirements identified across our services during the year.

Our proactive approach to safety also continued to strengthen in FY26, with employees reporting more than 1,200 hazards and a 23.8% reduction in Lost Time Injury Frequency Rate (LTIFR). Employee attrition also decreased, contributing to greater workforce stability and continuity of care for our residents and clients.

A Year of Change Across Residential Care

There were significant changes across our residential care network as we continued to invest in contemporary care environments and respond to the evolving needs of older Australians.

A key milestone was the opening of Holy Cross Kincumber on the NSW Central Coast, our new 102-room home and the first purpose-built to bring together our model of care, Inspirit and the household model. We also made the difficult decision to permanently close St Francis Aged Care Grafton, while St Hedwig Village Residential Care in Blacktown closed to undergo a major refurbishment.

These changes reflect our commitment to delivering sustainable, high-quality residential care in environments where older people feel safe, connected and supported to thrive.

We extend our heartfelt gratitude to the residents, families and employees affected by these transitions for their understanding, resilience and support.

We particularly acknowledge the dedication and exceptional service of our employees, whose compassion and commitment ensured residents continued to be treated with dignity, care and respect throughout this period of change.

In Appreciation and Closing

We are grateful for the leadership, guidance and commitment of our Board Members, our Trustees and our Executive Leadership Team.

We extend our gratitude to outgoing Trustee Sr Loreto Conroy RSM for her dedicated service and valued contribution to Catholic Healthcare. We also warmly welcome Dr Jessica Aitken as a new Trustee and look forward to the contribution she will make to our mission.

We also extend our heartfelt appreciation to our employees, who continue to support our residents and clients through this challenging time of change.

We are also grateful to our volunteers and partners, including Catholic Health Australia, bishops, clergy and congregations. Your commitment, collaboration and ongoing support continue to strengthen our mission and the communities we serve.

As we look back on a year of significant progress and transformation, we are proud of what we have achieved together. We enter the year ahead with a strong sense of purpose and confidence in Catholic Healthcare's future, united in our commitment to creating a world where older people thrive.





Stephen Teulan, Chair

Josh McFarlane, CEO

Year in Review

Key Highlights



Opening of Holy Cross Kincumber

At a Glance

As at 30 June 2026

HOME CARE PACKAGES (SAH): 2,779

RESIDENTIAL CARE RESIDENTS: 2,824

CONCESSIONAL RATIO: 48%

RETIREMENT LIVING UNITS: 512

RETIREMENT LIVING RESIDENTS: 591

1 ERP Program Goes Live

In May 2026, Catholic Healthcare launched its new Enterprise Resource Planning (ERP) system, a major milestone in our technology transformation. The ERP modernised and integrated finance, procurement, supplier payments and asset management, simplifying processes and improving efficiency across the organisation. It provides a stronger digital foundation to support better operations and the delivery of care and services.

2 Holy Cross Kincumber Opens

In December 2025, Catholic Healthcare opened Holy Cross Kincumber, a new 102-room residential care home purpose-built around our model of care, Inspirit. Designed as six smaller households, each with its own dining, lounge and kitchen spaces, the home supports relationship-centred care and creates a greater sense of belonging, connection and community for residents and their loved ones.

3 ERICS™ and Feedback Hub Go Live

In December 2025, Catholic Healthcare launched ERICS™, providing employees with a simple, consistent way to report and manage risks, incidents, complaints and feedback. This was followed in June 2026 by the integrated Feedback Hub, giving residents, clients, families and representatives an easy and transparent way to provide feedback, track progress and make anonymous or whistleblower submissions.

4 Catholic Healthcare Makes the Australian Financial Review's Best Places to Work List

Catholic Healthcare made the Australian Financial Review's BOSS Best Places to Work list in 2026 in the Government, Education and Not-for-Profit category. Our programs 'Live Well@CHL', 'Don't Walk Past It' and 'Speak Up' were all cited as important initiatives, together with our employee engagement score, which hit its highest-ever rate of 85%.



Catholic Healthcare made AFR's 'Best Places to Work' list

5 Support at Home and Aged Care Reforms Introduced

On 1 November 2025, the new Aged Care Act 2024 came into effect, marking one of the most significant reforms to Australia's aged care system. The new Act introduced a rights-based approach to aged care, including an enforceable Statement of Rights, strengthened protections and greater choice and control for older people. It also introduced the new Support at Home program, replacing Home Care Packages and Short-Term Restorative Care, alongside changes to aged care funding, contributions, assessment and provider responsibilities.



Warnervale Wellness Centre reopens

6 Warnervale Wellness Centre Reopens

The Warnervale Wellness Centre on the NSW Central Coast reopened its doors in October 2025 after major renovations. The refreshed centre now offers an expanded range of activities and services designed to promote wellbeing, social engagement and independence for older members of the Central Coast community. Clients can now access a variety of health and wellbeing classes and allied health services such as physiotherapy and podiatry aimed at supporting recovery and functional health.



Construction is progressing well at McQuoin Park Retirement Village

7 Net Zero Plan Launched

As part of Catholic Healthcare's ongoing ESG plan, we have committed to being Net Zero (Scope 1 and 2) by 2039. Scope 1 means direct greenhouse emissions from operations (i.e. company vehicles) and Scope 2 relates to indirect emissions (i.e. emissions produced for electricity consumed).

Key activities included the implementation of emissions monitoring through the Recouple platform, continued development of Catholic Healthcare's emissions data and reporting capability, and planning for future initiatives, including solar energy projects and waste reduction programs.

8 Reflect Reconciliation Action Plan Completed

The completion of the Reflect Reconciliation Action Plan (RAP) has established a strong foundation for the next stage of our reconciliation journey, highlighting the importance of strong governance, shared accountability, dedicated resourcing and genuine partnerships with Aboriginal and Torres Strait Islander peoples and communities.

Planning is underway for the Innovate RAP, with a focus on embedding reconciliation across governance, employment, procurement, service delivery and community partnerships.

9 Work Begins on Final Stage of McQuoin Park Retirement Village in Wahroonga

The construction of the final stage of McQuoin Park began at the start of the FY26 financial year. Once completed, the development's two new buildings will see an additional 79 apartments added to the retirement community, along with communal spaces including a library, arts and crafts room and new gardens.

10 Work Begins on Final Stage of St Hedwig Village Blacktown

Work commenced on the final stage of the St Hedwig Village project in Blacktown NSW at the end of FY26. The major renovations will include a renewed 70-bed residential care home with 12 care suites, a new respite centre, an additional 46 retirement units in the retirement village, a community centre and wellness hub, and a chapel.



Turning of the Sod at St Hedwig Village



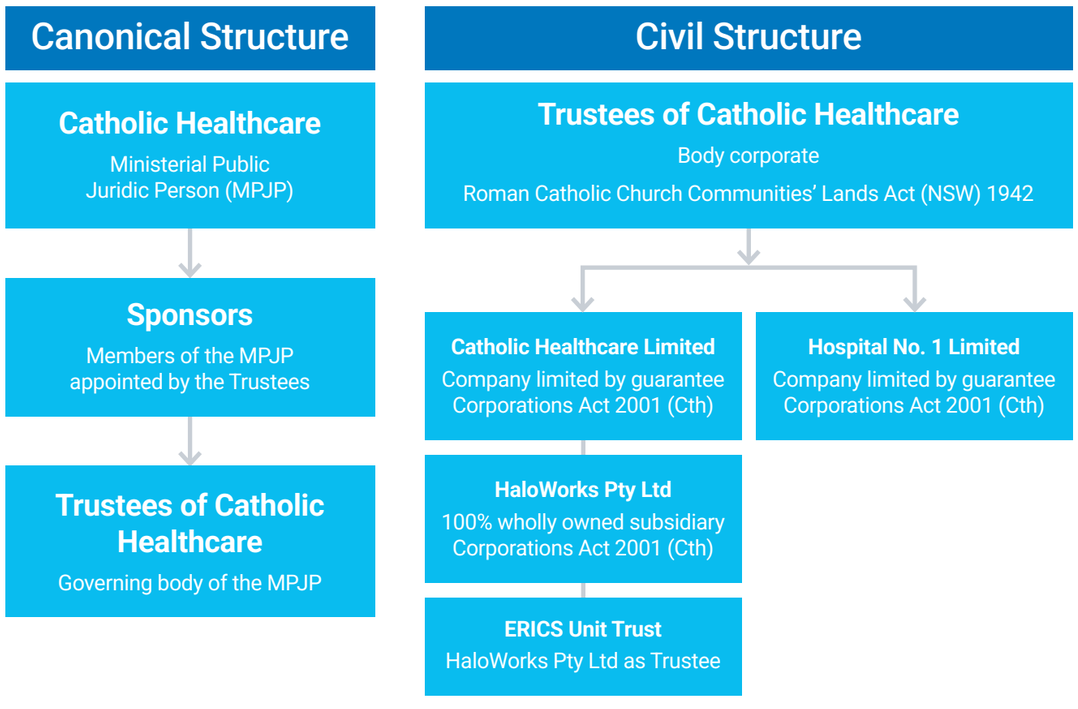
Board Chair Stephen Teulan



Chair of Trustees Patrick Cooper

Governance

Catholic Healthcare's governance structure operates under both Canon Law and Civil Law.



Trustees of Catholic Healthcare

Catholic Healthcare was established under Canon Law as a Ministerial Public Juridic Person (MPJP) by the Bishops of the Province of Sydney, with the approval of the Archbishop of Sydney as its ecclesiastical authority on 21 July 1994.

The governance of our MPJP is entrusted to the Trustees, who are elected by the Sponsors.

Our MPJP is comprised of the following Sponsors:

- Trustees of the Roman Catholic Church for the Archdiocese of Canberra and Goulburn
- Brigidine Sisters, NSW Province
- Diocese of Bathurst
- Diocese of Parramatta
- Diocese of Wollongong
- Institute of the Sisters of Mercy Australia and Papua New Guinea
- Maronite Diocese of St Maroun
- Little Company of Mary – Region of the Southern Cross
- Our Lady of Dolours Parish, Chatswood
- Trustees of the Sisters of Mercy North Sydney
- Sisters of Perpetual Adoration
- Sisters of St Joseph (NSW)
- St Raphael's Blacktown Association.

Five principles define the role of the Trustees in Catholic Healthcare:

1. The Trustees give witness to the healing ministry of Jesus, in ensuring human wellbeing is affirmed in the service to those entrusted to our care
2. The Trustees ensure Catholic Healthcare is maintaining and strengthening its Catholic Identity, embracing diversity in faiths and charisms
3. The Trustees act as one body stewarding the purpose and direction of Catholic Healthcare
4. The Trustees are the sole member of the civil entity
5. The Trustees ensure that Catholic Healthcare has the resources it requires.

The Trustees fulfil these responsibilities through the exercise of the powers set out in the canonical Statutes of Catholic Healthcare and the reserve powers contained in Catholic Healthcare Limited's Constitution.

Catholic Healthcare Limited

Catholic Healthcare Limited (Catholic Healthcare) is a company limited by guarantee incorporated in 1994 under the Corporations Act. The Board manages its overall governance and administration, as entrusted by the Trustees of Catholic Healthcare.

The Board is responsible for overseeing Catholic Healthcare's overall performance and the provision of safe and quality aged care services. The Board is assisted by various Board Committees and advisory bodies. Catholic Healthcare regularly seeks ways to listen to the voice of our customers and improve its structures, systems, and processes to fulfil its mission.

Trustees of Catholic Healthcare 2025/2026

Trustee	Status
Mr Patrick Cooper, Chair	Continuing
Ms Anne Walker, Vice Chair	Retired 18/11/2025
Ms Emily Aitken	Retired 18/11/2025
Mr Greg Baynie	Continuing
Dr Mark Buhagiar	Continuing
Sr Loreto Conroy RSM	Retiring 25/11/2026
Ms Helen Delahunty	Continuing
Dr Peter Steane	Retired 18/11/2025
Dr Jessica Aitken	Appointed 18/11/2025

Directors of Catholic Healthcare Limited 2025/2026

Director	Status
Mr Stephen Teulan, Chair	Continuing
Mr Wayne Leamon, Deputy Chair	Retired 30/09/2025
Ms Anne Carroll, Deputy Chair 1/10/2025	Continuing
Ms Larissa Cook	Continuing
Ms Saranne Cooke	Appointed 1/09/2025
Ms Gräinne McCormack	Continuing
Emeritus Prof Dr Margaret O'Connor AM, CF	Continuing
Ms Lynne Robinson	Continuing
Mr Steven Rubic	Continuing

Customer Feedback

Listening to our residents, clients and their families is central to our purpose of creating a world where older people thrive. This year, we strengthened this commitment by working with our customers to co-design and test new ideas and solutions before their implementation. Their needs and experiences help shape our services and continue to sit at the heart of every decision we make.

Feedback and collaboration are how we build trust, improve our services and strengthen the care experience. By bringing customers into the process from the very start, we create environments where every individual feels seen, heard and known.

Our Advisory Bodies

Our Consumer Advisory Bodies continue to play a vital role in shaping the care and services we provide. These forums are key spaces for residents, clients, and their representatives to provide valuable feedback to Catholic Healthcare, and are held across metropolitan, regional and online settings to ensure broad participation.

Consumer Advisory Body

Eight Home and Communities Consumer Advisory Body (CAB) meetings held in March 2026, focused on understanding the experience of those living on their own. Participants praised the dedication of our community workers, recent improvements in having the same care worker consistently assigned to them, and the support of our phone-based customer care team.

Feedback also highlighted areas for continued focus, including the importance of a trusted point of contact, timelier responsiveness to email and phone messages, and clarity around billing and invoicing following the implementation of Support at Home.

Customer Feedback

49,565 responses to Residential Care surveys

3,530 responses to Home and Communities surveys

345 responses to Retirement Living surveys

Eight Residential Care CAB meetings held in November 2025, involved 103 participants, and sought to understand residents' spiritual and pastoral care needs. Feedback commended the care and compassion shown by employees and the quality of engaging activities on offer, while also identifying opportunities to strengthen handover communications and improve the accessibility of activities for residents with lower mobility.

Quality Consumer Advisory Body

Our Quality Care Advisory Body (QCAB) continues to play an important role in reviewing Catholic Healthcare's quality and safety performance and identifying opportunities to strengthen care and services. The forums review performance data and trends and provide recommendations directly to the Board.

The Residential Care QCAB focused on incidents and complaints, food and dining, workforce, compliance and quality indicators. Members welcomed improvements in incident management and supported the continued rollout of buffet dining, which is showing positive early outcomes for resident choice, social connection and nutrition. Catholic Healthcare's homes also continue to perform strongly against quality indicators and compliance requirements, with all homes meeting or exceeding the expected three-star standard. Priorities identified for further action include strengthening support and development for care managers, improving follow-up with residents and families following complaints and evaluating QCAB recommendations.



Scan the QR code to hear the experience of QCAB members, Michael and Abel.

The Home and Communities QCAB also reported strong compliance and quality performance. Members welcomed improved incident reporting and transparency following the introduction of new systems, while highlighting communication and continuity of care as areas for improvement. Falls also emerged as a key priority, with members calling for greater education, practical information and better access to programs that can help clients remain safe, confident and independent at home. The QCAB has recommended working with the CAB to co-design improvements to communication and responsiveness, alongside a targeted approach to falls prevention.

> *"The way these feedback sessions are conducted is a point of difference. I think it's great to have these opportunities to provide feedback, so thank you!"*
>
> *Consumer Advisory Body member*



Scan the QR code to read a heartwarming story from The Brighton.

Our Star Ratings

Residential Care

- **OVERALL: 4.18 (+ 0.3)**
- **COMPLIANCE: 4.98 (+ 0.22)**
- **QUALITY: 3.65 (- 0.28)**
- **RESIDENT EXPERIENCE: 3.83 (+0.07)**
- **STAFFING: 3.69 (+0.67)**

Retirement Living Insights

Feedback from retirement living residents was captured in a survey in December 2025.

Residents praise the community environment and surroundings of their villages with high satisfaction of the gardens and outdoor areas, the quality of maintenance and upkeep, and community centres as a place for connection.

Residents also appreciate the reliable support from their village teams in response to their arising needs. Residents state that safety, comfort, well-kept surroundings and a friendly, mutually supportive community contribute to the positive feeling in their village.

Customer Experience at a Glance

Home and Communities

What we're doing well

87%

Satisfaction with friendly and positive care workers.

'All the employees give excellent service and are polite, friendly and very caring.'

Where we can improve

Faster responses and resolution to client communications.

Scan the QR code to read about a client's decluttering journey.

Residential Care

What we're doing well

97%

Employees in the home are friendly and happy to see me.

'The level of care is very high, friendly employees, caring and knowledgeable. Very good, comfortable and safe place. Very well run.'

Where we can improve

Providing more personalised care with better understanding of individual resident needs.

Scan the QR code to read about how St John's Villa resident is celebrating life at 105.

Retirement Living

What we're doing well

97%

Residents feel safe and secure in their village or community.

'I love the security that we have here. I value interacting with other residents. I wouldn't like to leave here. The plan of the units is excellent. The employees at the office are very friendly and helpful.'

Where we can improve

Including more social outings, bus trips, and regular exercise classes.

Scan the QR code to read how McQuoin Park resident embraces retirement living.



Our Strategy

Our mission, purpose, values and strategy inspire and guide us as we continue to empower older people with the care and support they want and need.

Our Why

To create a world where older people thrive.

Our Mission

We promote the dignity, life and spirituality of older people through connected and inclusive communities.

Our Strategic Priorities

Products & Services	catholic Connected Communities	Mental & Spiritual Wellbeing	Vulnerable Communities

Our Values

Courage	Compassion	Integrity

Products & Services

As the needs and expectations of older Australians evolve, Catholic Healthcare is broadening the range of services it offers. Our focus is on providing greater choice and more tailored options that help people maintain their independence, support their wellbeing and access services that reflect their individual needs and circumstances.

Residential Care

Therapeutic Ambassador Program Creating Meaningful Connections

The Therapeutic Ambassador Program is transforming one-to-one wellbeing support by focusing on meaningful engagement, individual choice and what matters most to each resident.

Therapeutic Ambassadors spend time with residents doing the things they genuinely enjoy, whether playing chess, gardening, visiting local shops, sharing a hobby or simply going for a walk.

The program enables more residents to benefit from personalised one-to-one engagement, with particular focus on people who may be socially isolated, vulnerable or at risk of disengagement. By tailoring support to each resident's interests, needs and wellbeing goals, the program is creating greater opportunities for choice, inclusion, connection and quality of life.

New Buses Driving Greater Community Connection

Opportunities for residents to stay connected with their communities were expanded through the introduction of dedicated buses across residential care services.

Previously, many homes relied heavily on external transport, which limited the flexibility and variety of outings available. Investing in our own buses has given residents greater choice and made it easier to enjoy more frequent, meaningful experiences beyond the home.

From fishing trips to visiting a local Krispy Kreme to watch doughnuts being made, outings are increasingly shaped around residents' interests, allowing them to pursue the things they enjoy so they can experience greater choice and independence in everyday life.

Sensory Program Bringing Memories to Life

The Sensory Program is creating new opportunities for meaningful engagement for residents who are receiving palliative care, bedbound or chairbound, helping them connect with experiences that bring comfort, enjoyment and purpose while supporting dignity and wellbeing.

Through taste, smell, sight, sound and touch, the program encourages active participation and draws on each resident's memories, interests, culture and life experiences. This might include experiencing the familiar aromas and textures of tomato and basil or exploring delicate white lace that evokes memories of a wedding day, creating moments of connection and reminiscence.



One of our dedicated buses

Residents Shaping Life in Our Homes

Since January 2026, Lifestyle Focus Groups have been introduced across all Catholic Healthcare residential care homes, providing residents a greater say in the activities, outings and experiences that shape everyday life.

Held informally over afternoon tea, the groups provide an opportunity for residents to share feedback, suggest new ideas and help choose upcoming activities, outings, theme days, films and other lifestyle offerings.

The groups are also inspiring greater variety and creativity, with resident-led ideas ranging from talent shows and guest speaker series to new and diverse community outings.

Volunteer Engagement Program Strengthening Connections in Our Homes

The Volunteer Engagement Program was strengthened to create a more consistent, welcoming and supported experience for volunteers across our residential care services.

Improvements included a more streamlined onboarding experience, clearer guidance through an updated Volunteer Handbook, and a new management framework to strengthen oversight and consistency across our homes.

With these foundations in place, the next phase will focus on building stronger connections with local communities and growing volunteer participation. By bringing more volunteers into our homes, we can create additional opportunities for companionship, shared interests and meaningful connections that enrich residents' everyday lives.

Enhanced Services Expanding Choice and Personalisation

In November 2026, Catholic Healthcare is introducing Enhanced Services, our Higher Everyday Living offering, providing residents with more ways to personalise everyday life in their home.

The offering was co-designed with residents and brings together a range of optional extras designed to complement existing care and support, with a focus on comfort, wellbeing and enjoyment. Residents can select what matters most to them, from wellness programs and lifestyle experiences to special outings, pillow selections and other personalised options.

By providing greater flexibility and variety, Enhanced Services support residents to shape their lifestyle around their individual interests, preferences and what matters most to them.

Elevating the Dining Experience

Dedicated hospitality managers were introduced in our larger residential care homes, strengthening oversight of catering, cleaning and laundry services and supporting greater consistency and quality.

The roles also support the delivery of Enhanced Services, premium dining, special events and other improvements, helping ensure residents preferences and feedback continue to shape the experience in our homes.

Buffet dining is now available in 16 homes, transforming mealtimes through greater choice, independence and social connection. Residents can choose what and how much they would like to eat, creating a more personalised and enjoyable dining experience. The initiative has received positive feedback from residents, with early outcomes indicating improvements in mealtime satisfaction, wellbeing and nutritional intake.

> *"I certainly enjoy mealtimes much more and it's obvious that other residents do too, the room now has a stronger sense of communal dining and is more enjoyable."*
>
> *Michael, resident*

Home and Communities

Expanding Home Care in Port Macquarie

In June 2026, we expanded our Home Care services into Port Macquarie, responding to growing demand for support that helps older people remain independent and connected in their own homes.

The new service supports around 70 clients, with six employees providing domestic assistance, personal care and social support, alongside services delivered through Support at Home.



Buffet dining is transforming mealtimes for residents

This expansion strengthens our presence in the Mid North Coast and enables more older people to access trusted, personalised support within their local community.

Helping People Navigate Ageing at Home

From January 2026, we introduced a series of free educational webinars and practical videos to help older people, families and carers feel more informed, confident and supported at home. Topics included Medication Mastery, Understanding Aged Care Funding, Falls Prevention and Understanding Continence.

Falls Prevention attracted the highest registrations, live attendance and recording views, reflecting strong interest in practical ways to maintain mobility, confidence and independence. 'Understanding Continence' generated the most audience interaction, highlighting the value of providing accessible information on topics that can sometimes be difficult to discuss.

Scan the QR code to watch the webinar recordings.

Healthy Ageing Services Expansion

Healthy Ageing Services continued to expand its community-connected wellness model, increasing access to allied health and social programs across our wellness centres. Following a successful physiotherapy clinic pilot at Chantal Cottage Wellness Centre, services will be expanded to Dubbo, Wagga Wellness Centre and St Hedwig Retirement Village.

Our successful Social Outings program, supporting connection, cultural engagement and wellbeing for day respite clients, is also expanding to Dubbo and Warnervale.

Together, these initiatives are increasing access to preventative, relationship-based services that help older people stay active, connected and well in their communities.

Healthier, Active Ageing with Mind+Move

Good mental and physical health are central to ageing well. Our popular health wellness programs such as Mind+Move, and evidence-based Stepping On, continue to support older people to stay active, independent and socially connected through a diverse range of health and wellness activities across more than 40 locations.

Available throughout Metro Sydney, the Central Coast, Hunter Region, Dubbo, Bathurst and Wagga Wagga, the program takes a holistic approach to body, mind and spirit. Frailty screening helps tailor activities to individual needs, with some classes now led by an exercise physiologist, further strengthening the program's focus on safe and effective movement.

Classes including yoga, tai chi, Pilates, dance, resistance training and walking groups provide variety and keep clients engaged, while regular social outings through our wellness centres further support connection, wellbeing and an active life in the community.

> *"The Stepping On program and Mind+Move classes have completely changed my life for the better. It's a feeling I can't explain. When I leave class, I'm just happier."*
>
> *Judy, client*



A Mind+Move class at McQuoin Park

Strengthening Clinical Excellence through Collaboration

Throughout FY26, Catholic Healthcare continued to strengthen clinical excellence, professional development and person-centred care through initiatives supporting our nursing and allied health teams.

In May 2026, we hosted our inaugural Nursing and Allied Health Forum, bringing together healthcare professionals and industry partners to share knowledge, explore innovation and strengthen interdisciplinary collaboration.

Within community nursing, new community nursing kits and regular clinical review meetings enhanced clinical governance, consistency and the delivery of safe, high-quality care in clients' homes.

Our nurses continued to contribute to research and professional development, including participation in the University of Wollongong's Palliative Care Outcomes Collaboration (PCOC) research project, helping inform the development of assessment and outcome tools for community-based palliative care.

The launch of our End-of-Life Planning and Support Guide further strengthened support for clients, families and carers, promoting informed choices, dignity and compassionate care during life's final stages.

catholic Connected Communities

Catholic Healthcare is creating integrated communities where older people can access care, lifestyle and wellbeing services in one familiar place, while staying connected to the people, places and community they know and love.

Flagship catholic Connected Communities

Over the next four years, Catholic Healthcare is investing over $600 million to develop five innovative catholic Connected Communities across New South Wales. Each community will bring together residential care, retirement living, home care, and wellness services, creating places where older people can remain connected, prioritise their wellbeing and continue to thrive as their needs change.

These developments are at the heart of our strategic vision and reflect our belief that ageing should be embraced with dignity, purpose and belonging, in environments that are compassionate, contemporary and grounded in our Catholic mission.

St Hedwig Village Blacktown

Catholic Healthcare has officially marked the beginning of the final stage of the St Hedwig Village redevelopment in Blacktown, a project that will transform the site into one of Western Sydney's leading connected communities for older people.

Once completed, St Hedwig Village will feature 117 independent living apartments, a community centre, wellness hub, new respite centre, and chapel.

The final stage also includes a major refurbishment of the residential care home that will provide 70 residential care beds, 12 care suites and upgraded communal spaces. These improvements will create a more modern, comfortable and supportive environment for residents, in line with Catholic Healthcare's model of care, Inspirit.

Originally established by the German-speaking communities of St Raphael and St Christophorus, St Hedwig Village has long been recognised for its strong sense of community, compassion and belonging.



St Hedwig Village artist impression

catholic Connected Communities in Development

McQuoin Park Wahroonga

Current: Residents living in 88 retirement living apartments. The community also includes a 122-bed residential care home and Chantal Cottage Wellness Centre, which offers quality short-term support, social outings and gentle exercise activities.

Future: Additional 79 apartments under construction.



McQuoin Park artist impression

Scan the QR code to check out McQuoin Park's development progress.



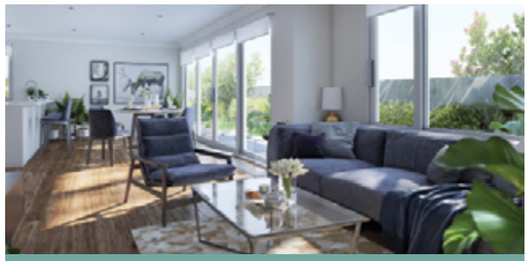
Maroubra artist impression

Maroubra

Current: Ready for construction

Future: 55 contemporary retirement living apartments and a 44-bed residential care home with community and wellness services.

Status: Development Application for construction approved.



Jemalong artist impression

Jemalong Retirement Village Forbes

Current: 19 retirement living villas, community centre, and 130-bed residential care home.

Future: Construction of seven additional villas underway.



Lewisham artist impression

Lewisham

Current: Residential care home with 96 beds.

Future: 124 retirement living apartments, six luxury heritage apartments, and refurbishment of existing residential care home (59 beds).

Status: Development Application for construction approved.

Wellness Centres

Our wellness centres offer clients opportunities take part in a range of activities and build connections in a relaxed yet stimulating group environment. Clients can enjoy building connections in a warm and welcoming day respite centre, join us for a social outing or group fitness activity at a Mind+Move class, or use our allied health services. Following the concept of catholic Connected Communities, we are planning the opening of five new wellness centres that will be co-located with residential care homes.

Wellness centres in development

- Hunters Hill. Development Application for construction approved.
- Surry Hills
- Croydon
- Kirrawee
- Norwest

Connected Communities Development Pipeline



Mental & Spiritual Wellbeing

Formation for Mission

Formation was further embedded across onboarding, leadership development, ethics education and our model of care, Inspirit. Over 5,100 employees engaged with the annual mission theme, while 233 employees participated in the Leading Mission Series, which included topics such as Pilgrims of Hope and Catholic Social Teaching. Core programs achieved an average completion rate of 85% and satisfaction above 95%.

Approximately 300 employees participated in ethics-focused education, building confidence to recognise and address ethical issues in everyday care. Formation also expanded into ESG-related learning, including *Laudato si'*, human rights, modern slavery and Catholic Social Teaching.



Participants in the 2026 pilgrimage

The 2026 Founders' Pilgrimage continued to connect leaders with Catholic Healthcare's founding story and Catholic heritage. The pilgrimage was highly valued by participants with favourability over 97%. Feedback included naming the founders' courage and faith, hearing directly from the various religious congregations, slowing down to understand Catholic Healthcare's purpose and the formation of genuine connection with colleagues.

Spiritual and Pastoral Care

Spiritual and pastoral care was strengthened through improved recruitment, a new capability framework, professional supervision and stronger partnerships with tertiary and pastoral education providers. These partnerships have created new placement and recruitment pathways, including the recruitment of two spiritual and pastoral care coordinators in Home and Communities.

A new Spiritual and Pastoral Care Advisory Group was established to provide strategic guidance, while work continued to expand spiritual care within Home and Communities. In 2027, priorities include strengthening evaluation, exploring measures of effectiveness, and embedding consistent approaches to palliative, end-of-life and bereavement care.

Church and Community Engagement

Relationships with dioceses, parishes, religious congregations and Catholic schools continued to strengthen opportunities for residents to remain connected with faith and community.

More than 30 people completed the Spiritual Care Series, increasing volunteer involvement and building parish capacity to support older people. Intergenerational partnerships also grew, including a new relationship between McQuoin Park and Mount St Benedict College, creating meaningful connections between students and residents.

Together, these initiatives ensure mission remains embedded in how Catholic Healthcare supports its people, delivers care and connects older people with their communities.



Our spiritual and pastoral care graduates



Christmas carols celebration visit from Mount St Benedict College

Inspirit Model of Care

Inspirit, Catholic Healthcare's relationship-centred model of care, is now embedded across 18 residential care homes, with full implementation targeted for 2027. Inspirit is transforming how care is delivered so residents and clients are seen, heard and known, with greater emphasis on relationships, choice and independence.

The opening of Holy Cross Kincumber marked an important milestone for Catholic Healthcare, as our first purpose-built home to fully embrace the household model and incorporate Dementia by Design principles. Designed to create smaller, more familiar and welcoming environments, the home places residents' independence, choice and wellbeing at the centre of everyday life. A new approach to care and service delivery, supported by redesigned roles, brings together personalised care, hospitality and meaningful lifestyle experiences to foster stronger relationships and a greater sense of belonging.

PainChek®, an AI-supported pain assessment tool, was rolled out across Residential Care and Home and Communities to improve pain detection for people with cognitive impairment. BEAT-D (Building Enablement Assessment Tool – Dementia) assessments were completed across Inspirit homes and wellness centres, helping identify opportunities to create more dementia-friendly environments and informing the development of a cognitive impairment framework.

Inspirit's contribution to aged care practice is being shared beyond Catholic Healthcare. The 'Inspirit: Relationship-Centred Care in Residential Care' poster, developed by Dr Margaret O'Connor, Lara McIntyre and Helen Fredericks, was presented at the Oceanic Palliative Care Conference in Brisbane in September 2025. Research undertaken in partnership with the Australian Catholic University was also presented by Professor Joy Parkinson at the SERVSIG 2026 conference in Portugal, showcasing the scaling of relationship-centred aged care through innovative service design.

During Dementia Action Week, Catholic Healthcare hosted a panel, bringing together experts from the Plunkett Centre for Ethics, ARIIA and Sydney Local Health District alongside relatives of residents and Catholic Healthcare specialists. The panel discussed dementia, mental health and contemporary approaches to supporting older people.

Scan the QR code to read about our Inspirit Certified homes.

Vulnerable Communities

The Vulnerable Communities program continued to make a meaningful difference in the lives of people experiencing loneliness, social isolation, housing vulnerability, homelessness risk, and other complex social challenges. Through strong partnerships, targeted outreach, community-based activities, and person-centred support, the program helped individuals build social connections, access essential services, strengthen their independence, and participate more fully in community life.

Safe Accommodation, Practical Support and a Pathway Forward

Through the Transitional Housing Program, delivered in partnership with Bridge Housing, Catholic Healthcare supported men experiencing homelessness or living in temporary accommodation to move into secure housing at Waterloo Towers.

With 10 units available, the program maintained strong occupancy throughout the year, providing residents with safe and secure accommodation while they worked towards securing long-term housing. Our Care Finder team also provided ongoing comprehensive support, helping them access services and strengthening their pathway to a permanent home.

> *You accepted me for who I am.*
> *You never judged me.*
> *You've always been trustworthy,*
> *caring and honest.*
>
> *Eric, client*

Scan the QR code to read Eric's story.



Connecting People with the Support they Need

Through the Care Finder program, delivered in partnership with Primary Health Networks (PHN) in Central Eastern Sydney, South West Sydney and the Hunter, Catholic Healthcare continued to support older people who face barriers to accessing the care and services they need.

A team of four care finders met people where they were, attending community outreach events, building trusted relationships, and supporting vulnerable members of the community who had limited or informal supports. The team helped clients connect with My Aged Care and access essential health, housing and social support services. This support helps individuals overcome barriers, reconnect with services, and improve their wellbeing and quality of life.

Throughout the year, Catholic Healthcare also worked closely with PHN contract managers and participated in Community of Practice meetings with other Care Finder providers, helping to strengthen local partnerships and improve support for vulnerable older people.

Expanding Community Outreach

Alongside our Transitional Housing and Care Finder programs, we continued delivering a range of initiatives to support vulnerable communities, which included:

- Specialised advocacy and advisory support
- Hoarding and squalor services
- Allied health
- Social support and community engagement activities
- Buried in Treasures workshops
- Meal services at selected locations.

We continued our Community Corner groups in the Hunter and Waterloo, with new and emerging groups in Glebe and Riverina Murray.

Our teams continued to create inclusive, communities where people feel valued, supported and empowered to thrive.

Scan the QR code to learn how Janice Mauganai supports clients to access services and stay connected.



Strengthening Our Community Housing Partnerships

We have continued our valued partnerships with Homes NSW through the Community Corner model and the Housing Relocation Project, and Bridge Housing with our Transitional Housing in Waterloo. These partnerships enabled us to create sustainable community programs, support resident participation, improve access to aged care services, build strong local support networks and foster community leadership and engagement.

We also continued our partnership with Hume Community Housing, providing weekly group activities across seniors hubs in Rutherford, East Maitland, and Raymond Terrace in the Hunter region. Clients benefited from activities such as morning teas, games, gardening, arts and crafts, exercise classes, and social outings.

The partnership with Hume Housing goes beyond the provision of services, creating links in the community. In December 2025, thanks to the generosity of Rotary and our ongoing relationship with them, we were able to deliver 80 Christmas presents to clients in Maitland.

Vulnerable Communities at a Glance

Clients served
1,658

Service hours
41,927



Community Corner groups



Scan the QR code to learn about our partnership with Hume Housing.

Transforming for the Future

Catholic Healthcare's Enterprise Transformation Program represents one of the most significant organisational transformations in our history, modernising the systems, processes and data that underpin the delivery of care.

Over decades of growth, Catholic Healthcare had developed increasingly complex systems and processes, with critical functions relying on disconnected applications, manual workarounds and inconsistent data.

This increased administrative effort and made it more difficult to access reliable, timely information to respond to changing organisational and care needs. To address these challenges, Catholic Healthcare embarked on a coordinated enterprise-wide transformation.

Modernising our Enterprise Systems

Over two years, Catholic Healthcare's Enterprise Resource Planning (ERP) Program transformed the core systems and processes supporting finance, procurement, supplier and contract management, workforce management, billing, asset management and enterprise analytics.

The transformation has simplified and automated processes, improved reporting accuracy and provided leaders with more timely insights to support evidence-based decision-making. For employees, integrated digital tools have reduced administrative complexity, creating more efficient ways of working, supporting greater focus on residents and clients.

The new environment also provides a scalable foundation for future growth, advanced analytics and artificial intelligence.

Designed with Our People

More than 200 people participated in the transformation, bringing together leaders, frontline employees, operational and corporate teams and our technology and delivery partners.

Multidisciplinary teams co-designed solutions around the realities of care and service delivery. More than 40 workshops shaped business requirements, while over 140 frontline employees participated in User Acceptance Testing.

ERP at a Glance

- **7** enterprise production deployments
- **56** enterprise integrations
- **925,992** business records migrated
- **30** enterprise systems connected

This collaborative approach ensured solutions reflected the needs of those using them every day, while strengthening shared ownership and the relationship between technology and operations.



Employees attend an ERP workshop

ERICS™ – Strengthening Safety and Governance

Alongside the modernisation of our core enterprise systems, Catholic Healthcare designed and developed ERICS™ – Enterprise Risk, Incidents, Complaints and Safety specifically for the governance, risk and safety requirements of aged care.

ERICS™ brings incidents, complaints, hazards and risks together in a single system, providing greater visibility and supporting earlier intervention. Customers and frontline employees contributed to its development, ensuring it



Celebrating end-of-design phase for ERP

reflected the experiences of people receiving and delivering care.

Since ERICS™ was introduced, average investigation times have reduced by 87% in Home and Communities and 36% in Residential Care. Increased reporting of hazards and near misses is also helping identify emerging risks earlier and supporting a shift from reactive investigation to proactive prevention.

The average harm score shifted from 3 to 4 during implementation, on a scale where 1 represents the most serious level of harm and 5 represents a hazard, indicating that risks are being identified earlier.

ERICS™ at a Glance

- **1.49 million** user visits
- **29,172** incidents logged
- **25,050** incidents resolved

Feedback Hub – Making it Easier to be Heard

Building on ERICS™, Catholic Healthcare launched the Feedback Hub, providing residents, clients and families with a simple, safe and transparent way to share feedback, complaints, compliments and suggestions. Developed in response to resident and client feedback about visibility and transparency, the Feedback Hub allows people to submit feedback as a guest or registered user, remain anonymous where appropriate, raise a whistleblower concern and, when registered, track its progress.

Scan the QR code to view the Feedback Hub.

The Feedback Hub is directly linked to ERICS™, so submissions are automatically captured for follow-up and analysis. This connection helps identify trends and opportunities for improvement, ensuring the experiences of residents, clients and families directly inform our continuous improvement processes.

Preparing for the Future

The Enterprise Transformation Program has changed more than our technology. It has simplified how we work, strengthened safety and governance, improved access to information and created a more connected organisation.

It has also established a secure, scalable and data foundation that enables advanced analytics, responsible adoption of artificial intelligence and continued innovation, positioning Catholic Healthcare to respond to regulatory change, embrace emerging technologies and continue innovating in support of our purpose to create a world where older people thrive.



Our Impact: ESG in Action

Catholic Healthcare continued to embed Environmental, Social and Governance (ESG) principles across the organisation, reflecting our mission and our responsibility to care for people, communities and the environment.

Key achievements in FY26:

- Committing to achieve net zero Scope 1 and Scope 2 emissions by 2039
- Working with sustainability consultants to establish our emissions baseline and identify reduction opportunities
- Advancing sustainable and ethical procurement, including increased SEDEX-linked suppliers and ethical sourcing
- Progressing waste reduction and resource recovery initiatives, including EPA Food Organics and Garden Organics (FOGO), waste audits and uniform recycling
- Strengthening ESG governance, reporting and accountability through our ESG Framework and ESG Action Plan.

In FY27, we will focus on delivering priority emissions reduction initiatives, strengthening ESG reporting and assurance, advancing sustainable procurement and resource and waste recovery, and building ESG capability across Catholic Healthcare.

ESG in Action ▸

ESG in Action

Environment: Interaction With Nature and the Physical Environment

Waste Management

Goal: Finalise waste audits and implement findings at each home, roll out employee waste training and develop FOGO trial project plan.

HIGHLIGHTS

- Completed ten waste audits in partnership with Wasteflex, implementing tailored action plans that delivered identified cost savings of approximately $113,000.
- Secured participation for three Catholic Healthcare sites in the NSW Government Sustainable Advantage Program's FOGO in Care Initiative.
- Prepared 40 Catholic Healthcare sites for compliance with the NSW EPA FOGO mandate that went live on 1 July 2026.

100% COMPLETE

Energy Efficiency

Goal: Implement an asset register and energy efficiency initiatives.

HIGHLIGHTS

- Asset audits completed across Residential Care, Retirement Living and Home and Communities, establishing a centralised asset register to strengthen asset management, maintenance and long-term planning. Retirement Living went live in September 2025, with Residential Care and Home and Communities scheduled during September to November 2026.
- Nine older residential care homes were assessed for capital improvements, with planned works incorporating energy-efficiency initiatives such as solar PV, water heating upgrades and LED lighting to improve environmental performance and reduce energy consumption.

100% COMPLETE

Goal: Review solar PV systems and roll out monitoring.

HIGHLIGHTS

- Installed a new solar system at George Mockler House Mona Vale.
- The FY27 budget includes new solar PV installations at two additional sites, alongside inverter upgrades and capital replacements to optimise the performance of existing systems.

60% COMPLETE

UN SUSTAINABLE DEVELOPMENT GOALS

- 7 Affordable and Clean Energy
- 11 Sustainable Cities and Communities
- 12 Responsible Consumption and Production
- 13 Climate Action

ESG in Action

Social: Impact on Society and Communities

First Nations Engagement

Goal: Launch Cultural Safety training.

HIGHLIGHTS

- Completed Reflect RAP commitments
- Commenced development of the Innovate RAP
- Piloted cultural learning and continued engagement across services, including 26 workshops with 223 employees to strengthen reconciliation in practice.
- Developed organisational cultural protocols to support culturally respectful care, increase employee confidence and engagement with Aboriginal and Torres Strait Islander communities.
- Embedded reconciliation across clinical governance, quality, workforce, procurement and operations, aligning cultural safety with aged care sector expectations.

✓ 100% COMPLETE

Diversity, Equity and Inclusion

Goal: Hire and onboard a DEI Specialist

HIGHLIGHTS

- Established a DEI Steering Committee and developed a DEI Framework.
- Progressed recruitment for a DEI Specialist.
- Completed workforce data analysis across gender, age and cultural background to inform future DEI priorities and measurable actions.
- Maintained strong gender equity outcomes, with Catholic Healthcare's average total remuneration pay gap at 1% and women well represented across frontline, leadership and Board roles.
- Demonstrated workforce diversity, with employees from more than 84 countries of birth, 10% of employees aged over 60, and 54 employees identifying as Aboriginal or Torres Strait Islander.

80% COMPLETE

Community Engagement

Goal: Connect Community Corner participants with Catholic Healthcare allied health services.

HIGHLIGHTS

- Established allied health physiotherapy clinics in Waterloo, Rutherford and Raymond Terrace through partnerships with Hume Housing and Homes NSW.
- Integrated physiotherapy services with Healthy Ageing and Community Corner programs to support wellbeing, independence and social connection.
- Delivered more than 100 physiotherapy consultations across the three clinic locations during 2026.

✓ 100% COMPLETE

Human Rights and Modern Slavery

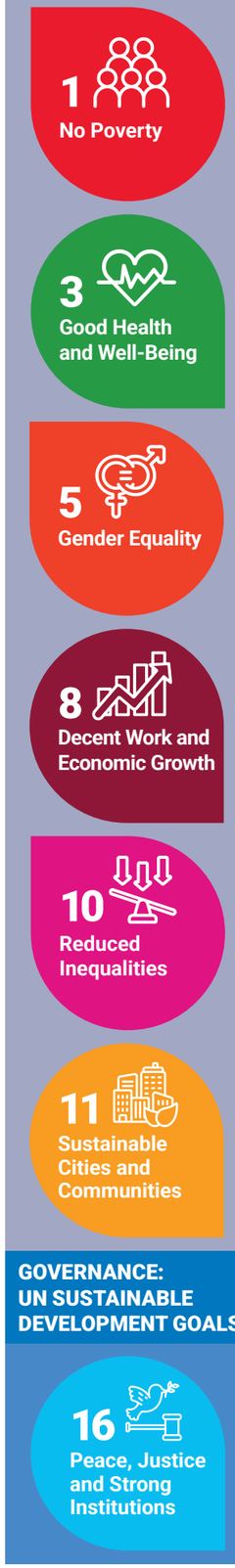
Goal: Increase the number of SEDEX-linked suppliers and reduction in the nurse agency panel.

HIGHLIGHTS

- Five-year Modern Slavery Action Plans developed.
- Uniform supply chain reduced to two SEDEX registered manufacturers for 95% of items.
- The new and reduced panel of 12 nurse agencies was introduced, reducing a 2024 risk score of 11.6 out of 100 to 8.4 in 2025.
- Zipline was launched to enhance the collection and oversight of compliance documents from our labour hire and indirect workforce.
- Ethical sourcing guidelines were incorporated into Catholic Healthcare's Procurement policy.
- Created a new e-learning module: 'Catholic Healthcare Stance on Modern Slavery'.
- The number of SEDEX-linked supplier sites increased from 64 to 115.

✓ 100% COMPLETE

SOCIAL: UN SUSTAINABLE DEVELOPMENT GOALS



ESG in Action

Governance: Organisational Governance

Governing Purpose

Goal: Enhance Catholic Healthcare's ESG reporting.

HIGHLIGHTS

- Adopted a commitment to achieve net zero Scope 1 and Scope 2 emissions by 2039.
- Enhanced emissions measurement, monitoring and reporting to support long-term sustainability planning.
- Registered with the Laudato Si' Action Plans, strengthening Catholic Healthcare's faith-aligned approach to ESG disclosure and sustainability action.
- Continued organisation-wide ESG communications, capability building and stakeholder engagement.

80% COMPLETE

Ethical Behaviour

Goal: Include ESG in Mission Formation.

HIGHLIGHTS

- More than 226 employees participated in formation sessions on Catholic Social Teaching and elective ethics modules.
- Ongoing refinement and consideration of the discernment process for the Discernment Working Group.
- ESG is embedded via Leading Mission Series 2 sessions: Catholic Social Teaching; Care for Our Common Home; The Ethics of AI and The Ethics of Vulnerability.

100% COMPLETE

Risk and Opportunity Oversight

Goal: Incorporate ESG considerations into Catholic Healthcare's decision-making.

HIGHLIGHTS

- Undertook a climate impact assessment to better understand the potential effects of heat, bushfire and flooding on Catholic Healthcare's operations, supporting future planning and resilience initiatives.
- Strengthened organisational governance through the development of a compliance framework that identifies, allocates, monitors and assures compliance obligations across the organisation, including legislation relevant to environmental, social and governance matters.
- Progressed the integration of ESG considerations into risk, compliance and planning activities to support informed decision-making and responsible stewardship.

100% COMPLETE

Our People

At Catholic Healthcare, our people are at the heart of who we are and the care and services we provide. Across every team, employees bring our mission and values to life through their skills, compassion and commitment. This year, we continued to invest in engagement, wellbeing, safety, career development and recognition, helping create meaningful, respectful and relationship-centred experiences for our employees and the residents, clients and communities we support.



Catholic Healthcare recognised as a great place to work in 2026

Employee Engagement

Our employee engagement survey was completed by 87% of our employees, giving us a strong representative view of feedback from our large and diverse teams.

The survey showed that 85% of our team are highly engaged, an improvement from the already impressive result of 83% last year. Following positive results across all key indicators, Catholic Healthcare received the 2026 Best Workplaces Award from XRef, our survey provider.

Catholic Healthcare was also recognised in the 2026 Australian Financial Review BOSS Best Places to Work list in the Government, Education and Not-for-Profit category. The Best Places to Work list showcases organisations that prioritise employee wellbeing, inclusion, and meaningful work, setting benchmarks for workplace excellence.

Supporting our Employees' Wellbeing

Live Well@CHL, our initiative to support employees' wellbeing across mental health, fitness, nutrition and connection, continued to grow this year.

Through a partnership with health insurance company HIF, all Catholic Healthcare employees can receive a 10% discount on any HIF health insurance policy. Our organisations have a strong alignment in values and HIF is the first carbon-neutral health fund, supporting our ESG Action Plan.



Scan the QR code to read about Satyak Jonchhe's journey with Catholic Healthcare.

The impact of the Live Well@CHL program was recognised by Wayahead, with Catholic Healthcare named a Finalist in the Outstanding Achievement in Mental Health Promotion category at the Mental Health Matters Awards.

The nomination recognises the improvements Live Well@CHL created in employee engagement, wellbeing and awareness of support services since its launch in June 2025, highlighting its effectiveness in fostering a psychologically safe and supportive workplace.



Scan the QR code to read about Lyn Hamley's 30 years with Catholic Healthcare.

Investing in Safety

This year we have partnered with a new Injury Hotline provider to strengthen our injury management process and improve the support available to employees after a work-related injury. The new service includes a phone hotline where the triage service provides immediate access to a registered nurse, fast referral to treatment where needed, and support to ensure injuries are managed promptly and appropriately.

Recognising the proactive, employee-centred approach to injury management and return to work, Catholic Healthcare received an award from Personal Injury Education Foundation (PIEF) in the Excellence in Injury & Disability Management category.

Catholic Healthcare's investment in specialist resources, in-house case management, and close partnership with Trinity Insurance has helped create a successful model focused on early intervention, meaningful suitable duties and recovery at work.

This approach has achieved return-to-work rates that exceed industry benchmarks.

Our FY26 Achievements

85% Employee engagement rate

273 Internal career movements

80% Management roles held by women

1% Average gender pay gap

91% Safety return to work rate within four weeks

Our People

Catholic Healthcare's Workforce

5,955 Employees

84 Countries represented

TOP 5 Australia, Nepal, India, Philippines and China

4,652 Female employees

1,303 Male employees

Volunteers

Total volunteers	**700**
Phone calls made	**2,208**
Visits (Residential Care)	**5,302**
Visits (Client homes)	**1,452**
Clients and residents matched with a volunteer	**428**

Community Worker Excellence Awards

Southwest NSW region	**Leigh Johnson**
Northern NSW region	**Emma McLeish**
Southern Sydney region	**Kym Wilson**
Northern Sydney region	**Allan Ansell**

2025 Gold Dove Award Winners

Mission Leadership Award	**Fiona Smith, Mission Manager, Spirituality and Wellness**
Living the Values Award	**Jane Davis, Lifestyle Assistant, McQuoin Park**
Innovation Award	**Inspirit team**
Business Partner Award	**Rachel Evans, Learning and Development Specialist**
People Leader Award	**Danny Oakenfull, Regional Manager**
Volunteers Award	**Mark Brett**
Residential Care Home of the Year	**Maranatha Lodge Batehaven**
Home Care Services Region of the Year	**Northern NSW**
Retirement Village of the Year	**St Peter's Green Lane Cove**

Foundation Day

Total milestone employees	**427**
5 years	**265**
10 years	**76**
15 years	**50**
20 years	**21**
25 years	**9**
30 years	**3**
35 years	**3**



Managers attend the first Shine workshop

Pursuing Customer Excellence

This year, Catholic Healthcare launched Shine, a new Customer Excellence Program, designed to strengthen how we support residents, clients, families and each other across our organisation.

Shine brings our service promise to life every day through practical, values based behaviours. The program helps ensure that every interaction reflects the compassion, respect and professionalism that define our mission and values, bringing together the behaviours that help create positive experiences for the people we support and strengthening how we work together to deliver great care and service every day.

Over the next 12 months, all employees will be invited to attend a one-day training workshop that will include real-life scenarios and activities to help teams apply the Shine capabilities in everyday situations with residents, clients, families and colleagues.





Managers reflect on strengthening customer service



Finance

Revenue and Other Income

Service	FY23/24	FY24/25	FY25/26
	$m	$m	$m
Revenue and other income	555.6	594.3	635.3

Highlights

From FY25 to FY26, total revenue and other income increased by $40.9m

Revenue grew robustly in FY26, driven by growth in residential care, home care and single assessment services. This growth reflects Catholic Healthcare's strong brand and position in the market.

Catholic Healthcare continues to maintain strong growth and secure financial foundations, ensuring it can continue to deliver on its purpose of creating a world where older people thrive.

Balance Sheet

Service	FY23/24	FY24/25	FY25/26
	$m	$m	$m
Total assets	1,217.7	1,318.7	1,449.2
Total liabilities	835.2	948.1	964.0
Net assets	382.5	370.6	485.2

Highlights

From FY25 to FY26, assets grew by $130.5m

In FY26, total assets grew by $130.5m, driven largely by increases in the value of land and buildings. Catholic Healthcare maintains a very strong balance sheet, with a property portfolio of $1,279.7m and cash and short-term cash deposits of $149.2m, offset by $744.0m in deposits from residents and $182.8m in payables and short-term liabilities.

In FY26, additions to property, plant and equipment were $85.3m

Catholic Healthcare continued its building program, adding $85.3m to property, plant and equipment in FY26. Key additions included completion of Holy Cross Kincumber residential care home and additions to the McQuoin Park Retirement Village Wahroonga.

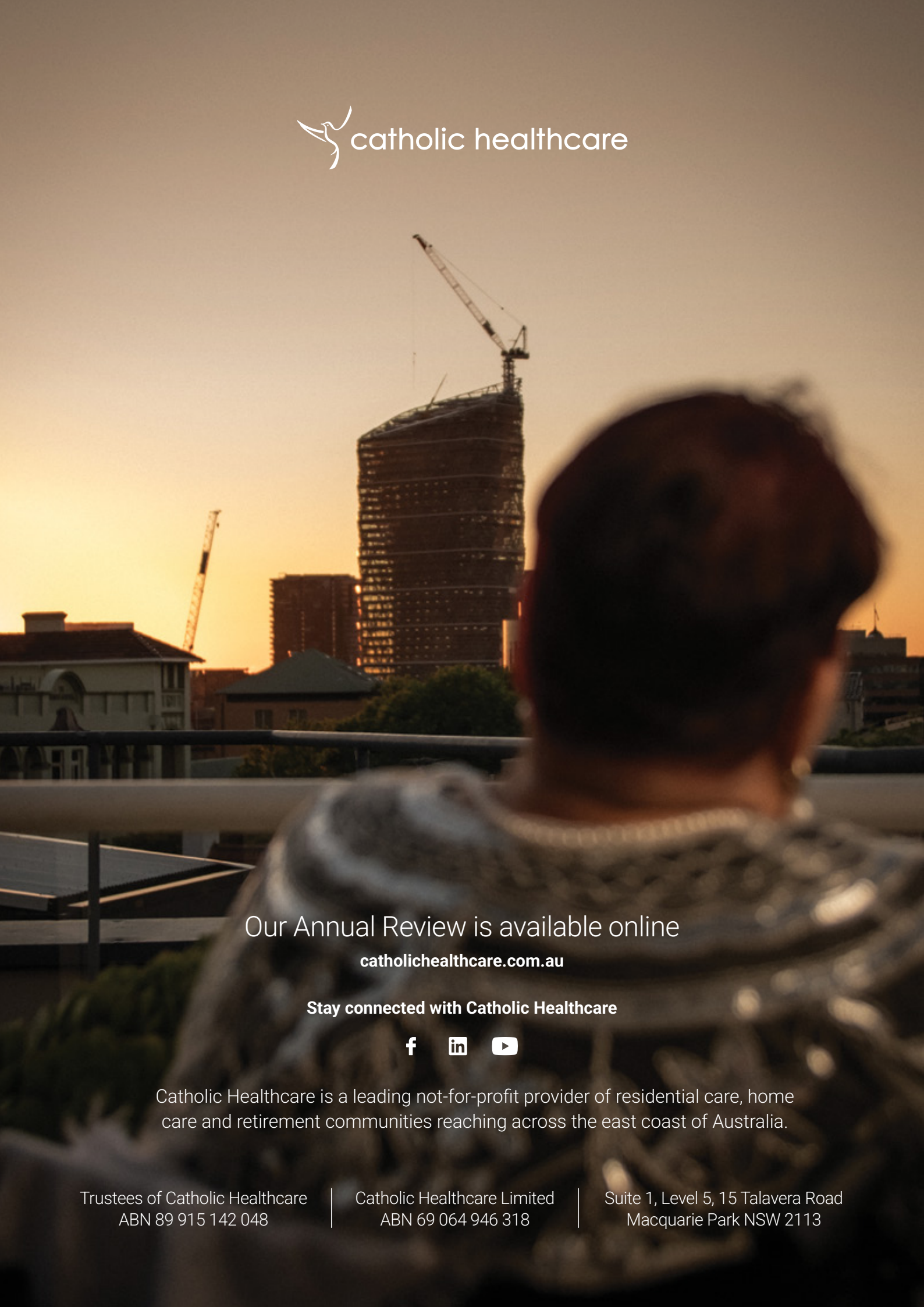
In FY26, results from operating activities were -$5.6m

FY26 was a year of significant investment for Catholic Healthcare, which led to a loss from operating activities of $5.6m. This result is inclusive significant investment inclusive of digital transformation, readiness for reforms included in the Aged Care Act 2024, as well as, commissioning and decommissioning some of our residential care network. These investments highlight Catholic Healthcare's commitment to increased efficiency and to continuing to help older Australians thrive.

CHL	FY23/24	FY24/25	FY25/26
	$m	$m	$m
Results from operating activities	29.1	5.4	(5.6)
Additions to property, plant and equipment	37.4	63.4	85.3

The organisation maintains an ongoing review of its operations to fulfil its commitment to supporting older individuals through inclusive communities, while safeguarding both financial and operational stability to enable future growth.




catholic healthcare
Our Annual Review is available online
catholichealthcare.com.au
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