



2025 *Annual Report*

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Northgate QLD 4013

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Acknowledge of Country

We acknowledge the traditional owners of the lands on which we walk, live and work. We recognise their living culture and their unique role in the life of the areas in which Mercy Partners ministries are located. We pay tribute to all of those who have nurtured this country over many thousands of years, deriving spiritual and physical needs from the seas, forests, soil, rivers, lakes and streams. We join with our First Nations people in honouring this land as sacred.

Mission and Values

Our Mission

To contribute to the emergence of a world where the healing, liberating and life-giving mercy of God is experienced.

The Expression of Our Mission

1. Conduct ministries in the name of the Catholic Church, that:
 - Offer quality services in Aged Care, Community Services and Disability Services, Education, Health, Social Enterprise and Social Justice.
 - Promote the wellbeing of people, encouraging them to realise their God-given potential.
 - Respect and reverence the interdependence of all creation.
2. Respond compassionately and creatively to existing and emerging needs within communities.
3. Advocate in the public forum on behalf of the poor and disadvantaged and in particular, those associated with our ministries, so that mercy values find expression in policy and practice.
4. Provide a pathway in the Catholic Church for canonical leadership of ministries by laypeople.

Our Core Values

Compassion

Those who show compassion, demonstrate compassion for self and others. By showing compassion, they acknowledge God's presence in all people and honour the dignity of all of God's creation.

Justice

Those who show justice, live and promote right relationships with God, self, neighbour and creation. By upholding human rights, they accept their responsibilities to one another and strive to provide fair access to the world's resources for all people.

Respect

Those who show respect, honour the integrity and diversity of creation. By respecting the unique dignity of every human person, they recognise and see in all people and in the created world the image and likeness of God.

Hope

Those who show hope, live the resurrection story by trusting in the transforming power of God. By cultivating authenticity, a resilient spirit and a focus on gratitude and reflection, they persevere through difficulties, act with integrity, and serve with joy.



Steward/Member Representatives

As required by the Canonical Statute and the Constitution of Mercy Partners, the Steward/Member Representatives of Mercy Partners resolved to approve the Annual Report to be sent to Rome.

The Steward/Member Representatives confirm that the Board of Mercy Partners continues to successfully undertake its objectives to:

- Continue to expand the Aged Care, Community and Disability Services, Education, Health, Social Enterprise and Social Justice ministries entrusted to it within the ministries of the Roman Catholic Church.
- Ensure through its governance policies and practices that each of the works for which it is responsible operates in conformity with the teachings, discipline, and laws of the Roman Catholic Church.
- Continue to build on the charisms and sound traditions of the Steward/Member Representatives within the Roman Catholic Church.

During the last year the Steward/Member Representatives have meet with the Mercy Partners Board three times, one of which included Formation in relation to the Mission of Mercy Partners. These gatherings not only deepened their understanding of the Mission but ensured productive relationships. The Steward/Member Representatives approved the new Formation Policy and Framework for the Mercy Partners Board members and appointed two new Board members.

We welcomed Sr Mary Barbuto nds and Ms Dale Morrow as new Steward/Member Representatives and farewelled Sr Mary Franzmann pbvm and Sr Catherine White mfc who appointed Ms Dale Morrow as their representative. Sr Mary Franzmann and Sr Catherine White have given immeasurable service to Mercy Partners over a significant period of time.

Sr Margaret Endicott rsm

Chair - Mercy Partners Steward/Member Representatives
On behalf of the Steward/Member Representatives of Mercy Partners | 17 April 2026

Steward/Member Representatives



Sr Margaret Endicott rsm

Steward/Member Representative Chair
Representative of the Institute of Sisters of Mercy Australia and Papua New Guinea



Sr Mary Barbuto nds

Representative of the Sisters of Our Lady of Sion (commenced on 10 June 2025)



Fr Paul Cahill O.Carm

Representative of the Carmelite Province of Our Lady Help of Christians, Australia and Timor-Leste



Sr Loreto Conroy rsm

Representative of the Sisters of Mercy North Sydney



Sr Karon Donnellon rsm

Representative of the Institute of Sisters of Mercy Australia and Papua New Guinea



Sr Mary Franzmann pbvm

Representative of the Queensland Presentation Sisters (tenure concluded on 1 July 2025)



Sr Peta Goldberg rsm

Representative of the Sisters of Mercy Brisbane



Sr Margaret Jones rsm

Representative of the Sisters of Mercy Parramatta



Mrs Dale Morrow

Representative of the Queensland Presentation Sisters (commenced on 1 July 2025) and the Missionary Franciscan Sisters of the Immaculate Conception (commenced on 9 July 2025)



Mr Micheal O'Sullivan

Representative of the Institute of Sisters of Mercy Australia and Papua New Guinea



Sr Catherine White mfc

Representative of the Missionary Franciscan Sisters of the Immaculate Conception (tenure concluded on 9 July 2025)

Mercy Partners

As we reflect on 2025, it is evident that the year was defined by action, following a period of review and reflection undertaken in 2024. This work was carried out in support of God's mission, serving all with compassion, justice, respect, and hope.

Mercy Partners recognises that we operate in a continually changing world, requiring us to adapt and evolve in response to the needs of those we serve.

Through their collective expertise, the Mercy Partners Board provided strong operational and strategic guidance during this period of change. The Board also ensured that our Steward/Member Representatives were kept well informed through regular face to face meetings and written communications, enabling updates on all governance matters. In support of this valued relationship, a joint Formation gathering was held under the theme *Partners in Mercy: Carrying One Another to Christ*.

As part of Mercy Partners' annual Board succession planning, several changes were made to our Board membership. This process focused on ensuring the Board continues to retain the key skills and expertise required to support our ministries and fulfil both canonical and civil responsibilities.

In 2025, Mercy Partners was entrusted with two additional ministries: the Mercy Foundation in Sydney and Our Lady of Sion College in Melbourne. As sole member and canonical sponsor, Mercy Partners looks forward to supporting these ministries to nurture their charisms well into the future.

A key focus throughout 2025 was the review of Formation and the implementation of the associated action plan. Phase One involved updating the Mercy Partners Board Formation Policy and Framework through an extensive consultative process. This ensured the Board's Formation needs were met, while also refreshing the Framework to support Mercy Partners' continued growth into the future.

As part of Phase Two of the Formation review, a Ministry Board Formation for Mission Policy and Framework was also developed. This aligns with the Mercy Partners Formation Policy and Framework and incorporates each ministry's charism and mission statement. To further support each ministry's Formation journey, Mercy Partners facilitated induction sessions focused on Mercy Partners, ensuring all ministry boards have a clear understanding of the roles and responsibilities of both Mercy Partners and their respective ministries. Catholic Identity sessions with ministries also continued, with Mercy Partners committing to facilitate one session per year with each ministry.

Mercy Partners values the established relationships it shares with the Bishops of the Dioceses in which it operates. Throughout 2025, Bishops attended key events, received regular newsletters, and were kept well informed about the work undertaken by Mercy Partners.

Mercy Partners also engaged with a range of Catholic communities to strengthen advocacy and amplify the Catholic voice. Recognising that ongoing financial sustainability is essential to the continuation of God's mission, Mercy Partners remains committed to strong and responsible stewardship. Through this stewardship, Mercy Partners continues to sponsor its existing ministries while remaining well positioned to welcome new ministries into the future.

Finally, Mercy Partners acknowledges the hard work and ongoing commitment demonstrated each day across our ministries. Our deepest appreciation is extended to the people who faithfully carry forward the Gospel mission, serving their communities with compassion, justice, respect, and hope.

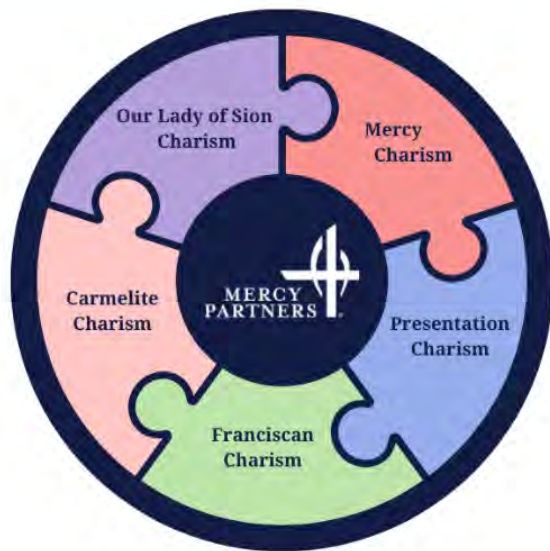
Dr Ricki Jeffery
Chair
Board of Mercy Partners

What is Mercy Partners?



Our mission is to contribute to the emergence of a world where the healing, liberating and life-giving mercy of God is experienced.

Mercy Partners Mission Statement



Mercy Partners is a multi-charism Public Juridic Person PJP first enacted by the Holy See on 17 November 2008. Mercy Partners is governed by its Canonical Statute and its civil Constitution. Mercy Partners canonically sponsors and is the sole member of:

- Nine public and private hospitals in Queensland
- Five residential aged care homes in Queensland
- Two retirement villages in Queensland
- Community and disability services provided in Queensland
- Nine Catholic schools in Queensland, New South Wales and Victoria
- One social enterprise commercial laundry and cleaning service in Queensland
- One social justice ministry in New South Wales
- Trustee of two beneficial trusts that operate nationally.

Our People and Our Services

Our 13 ministries provide employment to over 13,000 people and have over 850 active volunteers.



Mater Health Group

Mater provides over **700,000 occasions of service** to inpatients, day patients, outpatients and hospital-in-home clients.



Mercy Partners Schools

Our schools provide quality Catholic education services to over **9,400 students** annually throughout QLD, NSW and VIC.



Mercy Community Services Group (MCSG)

MCSG provides care to over **440 residents** daily across its five homes, supports over **150 people in independent living** and over **900 clients** through over **80,000 hours of service provision** annually.



Holy Cross Services (HCS)

HCS service the majority of Catholic Health and Aged Care providers in south-east Queensland processing over **5.5m kgs of laundry** in 2025. HCS also provide cleaning to 12 Catholic ministries. Over **50% of HCS staff are people living with disability/social disadvantage**.



The Mercy Foundation

The Foundation provides financial support to charity groups focused on relieving homelessness and modern slavery within Australia.



Nudgee & Missionary Franciscan Sisters Trusts

The trusts provide financial grants to initiatives and support for community benefit programs within our ministries as well as external charities that provide social justice and environmental protection services.



Stewardship

Mercy Partners is called to be effective stewards of over **\$3.1b** of assets which have been entrusted to its sponsorship, and this is achieved by Mercy Partners exercising its reserved powers as set out in the constitutions of its ministries which are all incorporated companies.

Mercy Partners' five Strategic Priorities for 2023-2025 are:

1. Responsible growth and capacity to sponsor ministries.
2. Alignment of capacity and resources to sponsor ministries.
3. Formation leadership capacity for mission and Catholic identity.
4. Identity and relationships with the wider Church.
5. Ongoing financial sustainability.

These Strategic Priorities inform Mercy Partners' decision making processes and activities throughout the year.

Mercy Partners holds the responsibility of ensuring that each of its ministries operates in alignment with the teachings, discipline, and laws of the Roman Catholic Church. This is achieved through its governance structures, policies, and procedures. Mercy Partners fosters a *communion of charisms*, encouraging individuals to embrace their roles within the Church and be inspired by the legacy of the founding Religious Congregations/Orders. It is committed to supporting leaders in continuing this mission, promoting collaboration and nurturing positive relationships across ministries.

Through its work, Mercy Partners advances God's mission by:

- Providing governance, oversight, and support to the incorporated Catholic ministries entrusted to its care.
- Offering Formation in personal spirituality, governance, mission, and Catholic identity for ministry boards and executive leaders.
- Encouraging collaboration among ministries to address both current and emerging needs.

At the start of 2025, the Mercy Partners Board undertook a reflective review of the Strategic Priorities achieved throughout 2024. As part of this process, the Board reaffirmed the relevance of the Strategic Priorities, recognising their continued alignment with and support for God's mission.

Strategic Priority 1: Responsible growth and capacity to sponsor ministries

A key outcome associated with this priority is that Mercy Partners and its stakeholders have a clear understanding of, and respect for, their sponsorship responsibilities, both canonical and civil. The following examples highlight how this outcome was achieved.

Board Succession Planning

To ensure the Mercy Partners Board maintains the skills and expertise required for effective governance, regular succession planning is undertaken.

In early 2025, Board Director Steven Rubic stepped down following his appointment to a permanent position as a Director on the Mater Health Group Board. A recruitment process was initiated to identify a suitable candidate, with a key requirement being health and aged care expertise and Sydney-based representation.

On 1 April 2025, Mercy Partners welcomed Jonathan (Jon) Anderson as a new Board Director. Jon brings over 20 years of experience in the public health sector and more than a decade in aged care, establishing him as a highly respected leader in both fields, and a perfect addition to the Mercy Partners Board.

At the end of 2025, long-serving Board Director Kieran McCarthy concluded his tenure on the Mercy Partners Board. Since joining in November 2013, Kieran dedicated 12 years to providing strong stewardship and governance, making a significant contribution to Mercy Partners' mission.

Following a robust recruitment process, Jenny Parker was appointed to replace Kieran. Jenny brings over 40 years of experience in professional services, including serving as Chair of Catholic Health Australia and Chair of Brisbane Catholic Education. Jenny commenced her role on the Board on 1 January 2026.

New Ministries

On 20 February 2025, Mercy Partners became the sole member and canonical sponsor of the Mercy Foundation. Originally established in 1990 by the Sisters of Mercy North Sydney to advance social justice in Australia, the Mercy Foundation continues its mission under its new governance structure. Sr Loreto Conroy, the current Steward and Member Representative of the Sisters of Mercy North Sydney, will also represent the Mercy Foundation.

On 10 June 2025, Mercy Partners became the sole member and canonical sponsor of the Our Lady of Sion College, a secondary school for girls from years 7 to 12 in Melbourne. The Sisters of Our Lady Sion established the College in 1928 and has appointed Sr Mary Barbuto nds as the Steward/ Member Representative for the College.



Mercy Partners has recently been approached by another Religious Order seeking to transition the ownership of their ministry. While discussions are still in the preliminary stages, the Order is currently undertaking internal preparations to meet Mercy Partners' due diligence requirements. Once these preparations are complete, formal transition discussions will resume.

Ministry Board Liaisons

To foster strong and collaborative relationships between the Mercy Partners Board and each ministry Board, a dedicated Mercy Partners Board Director is appointed as a Board Liaison to each ministry. These appointments are thoughtfully made based on the Director's expertise, interests, and, where relevant, geographic location.

The primary responsibility of the Board Liaison is to schedule regular meetings with the ministry's Board Chair to review ongoing reporting to Mercy Partners, discuss Board meeting minutes, and address any issues or concerns that may arise. In addition, Board Liaisons chair the ministry's Annual General Meeting and actively participate in key ministry events throughout the year.

Formation Review

In 2025, a review of Mercy Partners' Formation services commenced. This review responded to the growth of Mercy Partners ministries, recognition that the existing Formation-on-demand model was no longer effective, and the need to establish a more systemic approach to quality Formation, accountability, and reporting processes.

An experienced Catholic Formation consultant, Julia Trimboli, was engaged for six months to support the development of a future Formation model. Julia worked closely with the Mercy Partners Board and key stakeholders to design systems and structures that will sustain and strengthen Mercy Partners' Formation delivery into the future.

Formation Governance

Through consultation with Ministry Board Chairs, and a review of the Mercy Partners Constitution and Canonical Statute, as well as Ministry Board Constitutions, an agreed Formation Governance model was established. This process clarified Catholic Identity and charism Formation responsibilities, roles, and accountabilities for Mercy Partners as the Public Juridic Person, and for the Ministry Boards.

Ministry Board Directors' Induction

A new Ministry Board Director Induction module was introduced, covering both canonical and civil responsibilities for Directors and Ministry Executive Leaders.

The induction sessions include the history and founding purpose of Mercy Partners, an overview of Mercy Partners' Reserve Powers as the Sole Member of each ministry, ministry reporting obligations, introduction to the Mercy Partners Annual Ministry Planning Guide, governance and Formation principles within Mercy Partners, the role of ministry Boards in supporting Formation within their ministries, understanding ministry charisms, Catholic identity and its expression within ministries and Mercy Partners' Theological Framework.

During the year, induction sessions were conducted with directors from the Mercy Foundation, Our Lady of Sion College, St Patrick's College, and in mixed sessions with new directors from across the remaining ministries.

Annual Ministry Planning Guide

In 2025, Mercy Partners released a new edition of the Annual Ministry Planning Guide, designed to support ministries in fulfilling their governance responsibilities.

This comprehensive resource outlines all governance requirements expected of a Mercy Partners ministry, ensuring clarity, consistency, and alignment along with best practice.



Strategic Priority 2: Alignment of capacity and resources to sponsor ministries

Mercy Partners recognises the importance of continually monitoring and reassessing the alignment between its capacity and resources to effectively sponsor ministries. The following examples illustrate how this alignment is being maintained and strengthened.

Ministry Support and Resourcing

Due to the Formation Review, 2025 served as a transition period in which the Formation staffing model was designed. During this time, ministries were supported by a panel of Formation Consultants. Mercy Moments continued to be published monthly, offering reflections aligned with the seasons of the Church. In addition, the Mercy Partners Ministry Portal was updated with resources to stimulate dialogue about what it means to be a Catholic ministry in contemporary contexts.

Formation for Mission Policies and Frameworks

In July, the Mercy Partners Steward/Member Representatives approved the Policy and Formation for Mission Framework for Trustee Directors (Mercy Partners Board Directors). Core elements of the framework include an agreed definition of Formation expressed within a communal context, principles to guide Formation practice, and six key domains to guide Formation planning.

Ministry Boards adopted the framework, together with recognition of their charism, the traditions of their founders, and their organisation's mission and values. The six core domains in the framework - Mission, Spirituality and Theological Reflection, Catholic Thought and Context, Leadership and Governance, Ministry Context and Human Relations - will be used by the Ministries for future Formation reporting to Mercy Partners.



MISSION	Understanding of and alignment of the mission of Mercy Partners, with a personal expression of mission.
SPIRITUALITY AND THEOLOGICAL REFLECTION	Engaging in personal and communal prayer, discernment using synodal processes, and theological reflection.
CATHOLIC THOUGHT AND CONTEXT	Understanding of Catholic doctrine, practice, and Catholic social teaching within relevant contexts.
LEADERSHIP AND GOVERNANCE	Demonstrating competency in leadership and governance roles.
MINISTRY CONTEXT	Maintaining knowledge and experience of Mercy Partners' ministry context.
HUMAN RELATIONS	Respecting the dignity and diversity of all people and stakeholders.

Formation Staffing

By the end of 2025 Mercy Partners successfully recruited a Director of Formation who will commence in early 2026. Along with the Formation Services Officer, the Mercy Partners Administration Services team and the panel of Formation Consultants, a plan is in place to resource the ministries in the new year.

Education Leaders Gathering

In 2025 Mercy Partners brought together the Principals and Business Managers of their Education ministries for their annual Education Leaders Gathering. The curated program was designed to promote meaningful dialogue, professional learning, and strategic collaboration among the education ministries. The sessions were both relevant and engaging, aligning with the broader goals of Mercy Partners in fostering shared purpose and continuous improvement across its schools.

Nudgee Trust Review

In 2025, the Nudgee Trust undertook a thorough review of its grant application process to ensure it aligns with best practice and remains accessible and transparent for all Mercy Partners ministries. As part of this initiative, a new online application system is being introduced in 2026 enabling ministries to submit grant requests via a dedicated Nudgee Trust microsite, available within the Mercy Partners Ministry Portal.

Strategic Priority 3: Formation leadership capacity for mission and Catholic identity

Mercy Partners understands the importance of providing Formation leadership capacity for mission and Catholic Identity. Throughout 2025, Mercy Partners facilitated the following Formation initiatives.

Joint Board and Canonical Stewards Formation

In July 2025, the Mercy Partners Board and Canonical Stewards gathered for their annual Formation session—a time dedicated to entrusting their work to the life-giving guidance of the Holy Spirit. The session provided an opportunity to reflect deeply on the past, present, and future of Mercy Partners, and to engage in meaningful dialogue about how their actions and relationships embody the Mercy Partners Mission Statement.

The Formation session offered a valuable opportunity to embrace the Synodal way. Together, the group explored what it means to live Mercy in partnership, deepened their understanding of spirituality, and reflected on how the mission of Mercy Partners connects the work of its members to the very heart of the Church.



Mission Leaders

In August, Mission Leaders from Mercy Partners ministries gathered in Brisbane for a two-day event focused on the theme “Partners in Mission: Carrying One Another to Christ”.

The gathering provided a valuable opportunity for Mission Leaders to connect, reflect, and support one another through shared experiences that nurtured, challenged, and inspired. Throughout the two days, participants engaged in a variety of experiences, including sharing memorable mission moments, prayer, reflections on the founding charisms of their ministries, scripture through Lectio Divina, Conversations in the Spirit, and discussion about the significance of partnership, guided by the Mercy Partners Theological Framework.





Ministry Board Inductions

Throughout the year, Mercy Partners conducted an induction session for all newly appointed ministry Board Directors. These sessions offer a comprehensive introduction to key aspects of Mercy Partners governance and mission, providing Directors with valuable insights into their roles and responsibilities.

The induction sessions include the history and founding purpose of Mercy Partners, an overview of Mercy Partners Reserve Powers as the Sole Member of each ministry, ministry reporting obligations, introduction to the Mercy Partners Annual Ministry Planning Guide, governance and Formation principles within Mercy Partners, the role of ministry Boards in supporting Formation within their ministries, understanding ministry charisms, Catholic identity and its expression within ministries and Mercy Partners' Theological Framework.

Mercy Partners also requests that existing ministry Board Directors, attend an induction session once every three-years.

Catholic Identity Formation Sessions

To support its ministries, Mercy Partners delivered a series of Formation sessions throughout 2025. The topics were developed in consultation with each ministry's Board Chair. The session topics included:

- Synodality in the Mercy Partners Journey of Mission and Catholic Identity
- Mercy Partners Mission – healing, liberation and life-giving mercy of God
- In Communion with God and One Another: Synodality in Practice
- The Danger of Mission Drift in Catholic Schools
- Discernment: The Pursuit of Right Understanding

5th Annual First Nations Encounter Day

In May, Mercy Partners again provided financial and administrative support to the 5th Annual First Nations Encounter Day. This gathering saw more than 100 participants from Catholic ministries across Townsville come together with Aboriginal and Torres Strait Islander Elders, leaders, and community members to engage in a powerful day of deep listening, connection, and reconciliation. Bishop Tim Harris and representatives from Mercy Partners, the Mater, Mercy Community Services and St Patrick's College all attended the Encounter Day.

The theme for the Encounter Day was "Passing the Flame: Strength, Vision and Legacy" and focused on sharing stories of local initiatives that are transforming lives and empowering individuals to break cycles of poverty and violence.



Strategic Priority 4: Identity and relationships with the wider Church

Mercy Partners values its distinct identity within the Catholic community and is committed to nurturing strong relationships with the Bishops and the wider Church. The following examples highlight how these connections are actively maintained and how Mercy Partners continues to affirm its Catholic identity.

Relationships with Bishops

Mercy Partners values the strong relationships it maintains with the Bishops of the Dioceses in which its ministries operate.

As a gesture of respect and collaboration, Mercy Partners ensures that local Bishops are invited to events held within their Diocese. Additionally, Bishops receive regular newsletters to keep them informed of the work and developments taking place in their region.

In September 2025, Dr Ricki Jeffery, Chair of Mercy Partners, had the honour of attending the solemn and historic liturgical ceremony marking the installation of Archbishop-Designate Shane Mackinlay as the seventh Archbishop of Brisbane.

Relationship with the wider Church

Mercy Partners maintains strong and collaborative relationships with its ministries, fostering a network built on shared mission and mutual support. In addition to this internal engagement, Mercy Partners actively participates in broader Catholic communities to strengthen advocacy efforts and contribute to a unified Catholic voice. Mercy Partners Catholic connections include:

- Mercy Alliance of Australia and New Zealand
- Association of Ministerial Public Juridic Persons
- Brisbane Catholic Professionals
- Catholic Health Australia
- Australasian Mercy Secondary School Association
- National Catholic Education Commission
- Brisbane Catholic Education Governing Council.



Strategic Priority 5: Ongoing financial sustainability

To ensure the ongoing support of God's mission, Mercy Partners acknowledges the critical importance of long-term financial sustainability. Responsible stewardship is essential not only for continuing to sponsor existing ministries but also for enabling the sponsorship of new ministries in the future. In support of this commitment to sustainability, the following initiatives were undertaken throughout the year.

Operational and Strategic Risk Register

Mercy Partners conducts regular reviews of its Strategic and Operational Risk Register to identify emerging risk factors. In 2025, particular attention was given to financial risk, with a detailed assessment leading to enhancements in reporting processes and updated recommendations regarding cash investments.

IT Systems and Support Mechanisms

Recognising the vital role of technology in today's world, Mercy Partners is committed to maintaining up-to-date IT systems that support both daily operations and the advancement of our mission. Particular focus was given to cyber security.

Regular reviews are conducted to ensure our systems reflect best practice and continue to meet the evolving needs of our ministries and stakeholders.

The Board of Mercy Partners are specialists in their respective fields and are highly regarded by the Church. Nominated to the Board by either the Steward/Member Representative or the Board themselves, the names and backgrounds of our Board Directors in office during 2025 are as follows.



Dr Ricki Jeffery

Mercy Partners Chair (appointed August 2018, elected Deputy Chair in December 2017, appointed as a Board Director July 2014) and Trustee of the Nudgee Trust Prof D (Trans Disc Studies)

Dr Ricki Jeffery is former Diocesan Director of Centacare, Catholic Diocese of Rockhampton and has held director positions on the boards of Family Relationships Services Australia, Central Queensland Medicare Local, and Capricorn Helicopter Rescue Service. Dr Jeffery previously held the position of Chair of the Board of Directors of St Ursula's College Ltd and she currently sits on the Community Services Industry Reform Council and is the Chair on the Community Services Industry Alliance Board.

Dr Jeffery brings to the Board a working knowledge of education, primary health and community services delivery in regional areas, with expertise in building capacity to meet challenges in a conscious and intentional way for ministries operating in regional Australia.



Mr Jonathan Anderson

Board Director (appointed in April 2025) and Trustee of the Nudgee Trust BEC, MMgt

Mr Jonathan Anderson is a highly experienced health and aged care leader having worked in the NSW public health sector for over 20 years. In 2008 Mr Anderson was appointed as the CEO of St Vincent's and St Joseph's Public Hospitals in Sydney.

In addition to the position's responsibility for strategic and operational leadership of one NSW's leading tertiary referral hospitals, the role also included responsibility for developing translational research methodologies with St Vincent's research partners - the Garvan Institute and the Victor Chang Cardiac Research Institute.

In 2014 Jonathan was appointed as the Regional General Manager for Opal HealthCare with responsibility for multi-site Residential Aged Care facilities across NSW. With over 10 years' experience in the aged care sector, Mr Anderson has a thorough knowledge of the primary success factors required to ensure fully compliant, commercially sustainable and resident centred aged care services. Mr Anderson has also served as Board Treasurer for NSW Health Services Association for a number of years and is currently a member of the Chris O'Brien Life House Audit and Risk Committee.



Ms Catherine Bartolo AM

Board Director (appointed in January 2023), Trustee of the Nudgee Trust and Chair of the Formation Committee GAICD, MSocAdmin, BSocSc, DipTeach (Primary)

Ms Catherine Bartolo AM has worked in community services and education for more than 30 years. Ms Bartolo was the previous CEO of YFS Ltd, a community service organisation based in Logan (Brisbane). Catherine led the organisation to support vulnerable and disadvantaged people to build their independence and participation. Catherine's work has included addressing poverty, homelessness, domestic and family violence, child welfare, youth participation, unemployment and financial capacity.

In 2022 Ms Bartolo was awarded a Member of the Order of Australia for her significant service to youth, to social welfare, and to the community of Logan.

Ms Bartolo has held Board positions with Queensland Council of Social Service, Edmund Rice Flexi School Advisory Board and Logan Together as well as collaborative community leadership teams including the Logan City of Choice.



Ms Patricia Bergin

Board Director (appointed in April 2024) and Trustee of the Nudgee Trust BA, Dip Ed, and Grad Dip in Curriculum Studies

Ms Patricia Bergin has qualifications in Behavioural Sciences, Education, Leadership and Curriculum Studies. Ms Bergin taught for many years in Catholic Colleges in Victoria and held senior leadership positions across a range of secondary schools. In 1991, the Catholic Education Office Melbourne employed Ms Bergin as an Education Consultant to work in the areas of leadership and policy development.

In 1999, Ms Bergin established her own management consulting business, Energyforce, to work with Catholic Secondary Schools, Religious Institutes and not-for-profit organisations. She has a particular interest in governance, leadership formation, executive recruitment and organisational renewal and development.

Ms Bergin has held the position of member, chair, and director of several Catholic primary and secondary school advisory and incorporated boards and was a director on Mary Aikenhead Education Ltd. Ms Bergin is currently a representative of the Daughters of Our Lady of the Sacred Heart for the Catholic Religious Institute and Ministerial Public Juridic Person Victorian Schools Ltd; is a director on Catholic Capital Grants Victoria Ltd and Chair of Good Samaritan Inn Board, a specialist service providing crisis, short-term and transitional accommodation and support for women, children and young people who are experiencing family violence or homelessness.



Mrs Cheryl Caughley

Mercy Partners Board Director (appointed in October 2022) and Trustee of the Nudgee Trust

Mrs Cheryl Caughley, former Manager of the Archdiocesan Development Fund, completed almost 30 years as an employee of the Archdiocese of Brisbane in 2022. During her career she was involved in partnering with customers within the Archdiocese of Brisbane, as well a number of interstate and national Catholic entities to support their financial goal to sustain their mission. Mrs Caughley was primarily working with Catholic service providers in the areas of Education, Health and Aged Care, Social, Affordable Housing and Social Welfare.

In her career Mrs Caughley has held a Board Director role with EREA St James' College and Chair of the Finance and Risk Committee for over 10 years. She has also served on various Archdiocesan committees and Advisory councils and national committees from time to time. More recently, in 2019, Mrs Caughley was appointed as a Director of the Board of Brigidine College Ltd Indooroopilly and serves on their sub-Committees of Finance and Risk, Property and Building and Strategic Planning.

Mrs Caughley is a generalist and brings to the Mercy Partners Board experience working with the existing and emerging PJPs across various industry sectors within the Catholic Church in Australia.



Mr Leslie Jones

Mercy Partners Board Director and Treasurer (appointed in November 2013), Trustee of the Nudgee Trust and Chair of the Finance, Audit, Risk and Insurance Committee

BCOM and ADMIN VICTORIA University of Wellington NZ, CA, MAICD

Mr Les Jones served as a Grant Thornton Audit Partner from January 1985 to December 2009 where he had wide involvement with not-for profit organisations. During his time at Grant Thornton, Mr Jones was head of Assurance Services and was the Office Managing Partner for five years. Internationally, Mr Jones was an active member of the international firm's risk management, client acceptance and audit technology groups.

Mr Jones has been a director of various not-for-profit organisations. He is currently a director of Brisbane Housing Company Ltd and Chair of Mercy Partners Finance, Audit, Risk and Investment Committee.

As a Grant Thornton Audit Partner, Mr Jones has contributed to the Professional Education Program for the Australian Institute of Chartered Accountants as both a group leader and a member of the Institute's Education Committee.



Mr Kieran McCarthy

Mercy Partners Board Director (appointed September 2013), Deputy Chair (appointed August 2018) and Trustee of the Nudgee Trust BA(HONS) LLB (UQ) ACC SPEC (FAMILY LAW).

Mr McCarthy concluded his tenure on the Mercy Partners Board on 31 December 2025

Mr Kieran McCarthy is a nationally recognised Accredited Specialist in Family Law with over 25 years' experience and brings to the Board strong networks throughout the State of Queensland and interstate. He is a Director of Naughton McCarthy Family Lawyers and Mercy Partners representative on the Association of Ministerial Public Juridic Persons (AMPJP). Mr McCarthy also sits on the Board of Brigidine College, Indooroopilly.



Mrs Catherine Parker

Mercy Partners Board Director (appointed in September 2020) and Trustee of the Nudgee Trust

LB (QUT), GRADCERTAPP (CORPORATEGOV), GIA, GAICD, LLM (QUT), MBA (UNISA), GRADCERT PSYCHRISK (ACU)

Mrs Parker is a lawyer, and experienced risk management and governance executive. Her desire to make a tangible difference has seen her engage with a number of not-for-profit enterprises including Lourdes Hill College, where she served as a Director and Chair of the Governance and Risk Committee.

Mrs Parker works with YMCA and has been active in their Youth Parliament program.

Steven Rubic

Mercy Partners Board Director (appointed in February 2023) and Trustee of the Nudgee Trust

Mercy Partners Board Director, Steven Rubic concluded his tenure on the Mercy Partners Board on 5 February 2025.



Prof Lee Anne Perry AM

Board Director (appointed in March 2023), Trustee of the Nudgee Trust and Chair of the Education Collaboration Committee

DUniv, EdD, MEd, BEd (Hons), Dip Christian L'ship, GAICD, JP (Qual)

Professor Lee Anne Perry AM is the inaugural Professor of Practice (Educational Leadership and Partnerships) at Queensland University of Technology (QUT). Prior to commencing in this role in February 2023, Professor Perry was the Executive Director (CEO) of the Queensland Catholic Education Commission (QCEC).

Professor Perry has had a longstanding involvement in school education as a teacher, school and system leader including over twenty-five years as a principal. During that time, Professor Perry held teaching and leadership roles at Mercy, Franciscan and Presentation schools.

Professor Perry has been a member of many state and national associations and committees concerned with school and higher education. She is currently a Director of the Australian Institute of Teaching and School Leadership (AITSL) and an Honorary Professor of the Australian Catholic University.

Professor Perry has been actively involved in many educational reviews including as a panellist for the Review to Achieve Educational Excellence in Australian Schools led by David Gonski AC, a member of the STEM Partnership Forum chaired by the Chief Scientist, Professor Alan Finkel AO, and a member of the Queensland Premier's Anti-Cyberbullying Taskforce.

Professor Perry is a passionate advocate for education from the early years to higher education, including vocational education and is particularly committed to supporting collaboration, partnerships and connections within and between education sectors and systems.

Mercy Partners Board Meetings

The table below shows the number of Mercy Partners Board meetings held during the year and each Director's attendance.

Board Director	Attended	Eligible to Attend
Dr Ricki Jeffery (Chair)	9	10
Mr Jonathan Anderson	7	8
Ms Catherine Bartolo	10	10
Ms Patricia Bergin	9	10
Mrs Cheryl Caughley	8	10
Mr Leslie Jones (Treasurer)	9	10
Mr Kieran McCarthy (Deputy Chair)	8	10
Mrs Catherine Parker	9	10
Prof Lee Anne Perry	9	10

Executive



Mr John Leahy

Chief Executive Officer

DipComm (UK), DipBMan (UK)

Mr John Leahy was appointed Chief Executive Officer of Mercy Partners in October 2019. Mr Leahy was previously engaged as Project Manager, One Mater and played an integral part in the development of the One Mater Project plan. Prior to this Mr Leahy had completed some eighteen years working in the Catholic Health and Aged Care sectors in Queensland, New South Wales and Victoria. His roles have included Director Finance and Administration, Regional Chief Executive Officer Queensland and Chief Executive Officer Aged Care Services. Preceding this, he was with Mayne Health Group in a financial management role.

Mr Leahy has completed studies in finance and commerce in the United Kingdom and has undertaken additional studies in business management and organisational behaviour. He is an Associate Member Healthcare Financial Management Association (HFMA), and is the Deputy Chair of Brisbane Catholic Education Council.

Committees

The Board of Mercy Partners maintains three Committees: Education Collaboration Committee, the Finance, Audit, Risk and Insurance (FARI) Committee and the Formation Expert Working Group Committee. In addition, Mercy Partners also has one Review Group – the Governance and Stewardship Fee Policy Review Group. The Board acknowledges the invaluable contribution of the individuals who generously donate their time and expertise to assist Mercy Partners achieve their Strategic Priorities.

Education Collaboration Committee

The Education Collaboration Committee is responsible for identifying opportunities for the education ministries to work more effectively together for the betterment of all of the schools. The Committee is chaired by Mercy Partners Board Director, Professor Lee Anne Perry, and is supported by Board Directors Mr Kieran McCarthy and Ms Patricia Bergin along with Chief Executive Officer, Mr John Leahy.

Each year, Mercy Partners brings together the leaders of its education ministries for a dedicated gathering aimed at fostering connection, sharing knowledge, and strengthening relationships across the ministries.

The August 2025 gathering saw the Principals and Business Managers come together in Brisbane. The program for the gathering was thoughtfully developed by the Mercy Partners Education Collaboration Committee under the leadership of Committee Chair, Professor Lee Anne Perry with the support of Ms Patricia Bergin. The curated program was designed to promote meaningful dialogue, professional learning, and strategic collaboration among the education ministries. Their efforts ensured the sessions were both relevant and engaging, aligning with the broader goals of Mercy Partners in fostering shared purpose and continuous improvement across its schools.

The gathering began with a dinner where Mercy Partners Board Directors, ministry Principals and Business Managers spent time together in a relaxed and informal setting, getting to know one another and strengthening existing relationships.

A highlight of the gathering was the keynote address by the Hon. Jacinta Collins, Executive Director of the National Catholic Education Commission, who shared valuable insights and updates on key national issues affecting Catholic education.

As part of the gathering, ministries participated in sessions focused on Workforce Planning and Organisational Structure. Each school was invited to prepare a presentation addressing one of these topics. With Mercy Partners schools located across three jurisdictions as well as three Dioceses in Queensland, the different contexts ensured that each presentation provided unique insights as leaders respond to local, state and national imperatives. There was great interest and lively engagement during each presentation.

Mercy Partners also provided attendees with an update on the progress of the Mercy Partners Formation Review, along with an overview of the new financial reporting structure being introduced.

Feedback from the gathering was overwhelmingly positive, reaffirming the value of these gatherings in fostering connection, collaboration, and a shared sense of purpose among the ministries.



Queensland Catholic Education Commission Governance Review

In 2025, the Queensland Catholic Education Commission (QCEC) undertook a comprehensive governance review aimed at strengthening accountability and modernising its organisational structure in line with contemporary standards. A key outcome of this process was the transition from QCEC to Catholic Education Queensland Limited (CEQL), which now serves as the peak body for the sector.

Throughout 2025, the Mercy Partners Education Collaboration Committee (ECC) Chair, Professor Lee Anne Perry, participated in regular information sessions on the governance reforms and provided detailed feedback—including the development of the new constitution and cooperative agreements—to ensure that the interests of Mercy Partners and its education ministries were appropriately supported and advanced.

Catholic Religious Institute and Ministerial Public Juridic Persons in NSW and ACT School Authorities (CRMNA)

Mercy Partners is a member of the Catholic Religious Institute and Ministerial Public Juridic Persons in NSW and ACT School Authorities (CRMNA), representing its education ministries within New South Wales. Mercy Partners is represented on CRMNA by Board Director Mr Jon Anderson, who attended CRMNA meetings and events throughout the year on its behalf.

CRMV Ltd

With education ministries based in Victoria, Mercy Partners maintain membership in the Catholic Religious Institute for Ministerial Public Juridic Persons, which holds governance authority for Catholic schools in Victoria. Ms Patricia Bergin, a member of the Mercy Partners Education Collaboration Committee, serves as the nominated representative and actively participates in CRMV activities throughout the year.

CORMSAA Queensland Chapter

With five education ministries based in Queensland, Mercy Partners was an active participant in discussions led by AMPJP on the formation of a Queensland Chapter of the Committee of Religious Institute and Ministerial PJP School Authorities Australia (CORMSAA), which is a committee of AMPJP. These discussions led to the establishment at the end of 2025 of this Queensland Chapter which has membership from all RI and MPJP Governing Bodies with schools in Queensland. An Executive Committee was elected and includes Professor Lee Anne Perry, the Chair of Mercy Partners Education Collaboration Committee. Professor Perry was also nominated by the Executive to be the Chair. Being an active member of the CORMSAA Queensland Chapter and Executive will help to ensure that Mercy Partners and its five Queensland education ministries are well positioned to engage regularly with the new CEQL and with the CORMSAA national committee and NCEC.

Finance, Audit, Risk and Insurance (FARI) Committee

Mercy Partners Finance, Audit, Risk, and Insurance (FARI) Committee is responsible for providing advice to the Board of Mercy Partners on finance, investment, insurance and risk.

The Committee is chaired by Mr Leslie Jones and supported by Mercy Partners Board Director - Mrs Cath Parker (joined the committee on 27 March 2025) and the Chief Executive Officer - Mr John Leahy, the Mercy Partners Accountant – Ms Michelle Berghan, along with external Committee members, Mrs Gabriele Power West (concluded her tenure on 31 December 2025), Mr Steven Wright and Mrs Jenny Parker (commenced on 1 April 2025).

The FARI Committee supported the Board of Mercy Partners throughout 2025 ensuring financial sustainability by providing advice on the policies, projects and investments.

The Financial Statements for 2025 demonstrate the continued financial stability of Mercy Partners with a cash flow surplus. The audited financial statements confirm that Mercy Partners is able to meet its canonical and financial obligations.

The Committee met twice during 2025 and provided advice to the Board on a number of ongoing matters, analysis of ministry annual financial statements and recommendations regarding risk management, insurance and statutory compliance. The Committee also recommended the operational budget for approval by the Mercy Partners Board. Additionally, the committee provided advice on the following to the Board in 2025.

Strategic and Operational Risk Register

In 2025, the FARI Committee conducted a comprehensive review and update of the Mercy Partners Strategic and Operational Risk Register. This register identifies potential risks across key areas, including revenue, property, reputation, assets, IT, and cyber security.

The Strategic and Operational Risk Register is actively monitored throughout the year, updated as required, and formally reported to the Mercy Partners Board at year-end.

Term Deposits

The FARI Committee reviewed and reaffirmed its recommendation that Mercy Partners invest cash reserves with the Brisbane Archdiocese Development Fund, supporting the broader Church and its initiatives. In line with its Investment Policy, the Mercy Partners Board endorsed this recommendation and resolved to allocate cash reserves to the Archdiocese Development Fund.

Nudgee Trust

Mercy Partners serves as the Trustee of the Nudgee Trust, a capital-guaranteed fund established to support activities aligned with its objectives. Mercy Partners is responsible for administering the Trust in accordance with the Trust Deed.

The income generated by the Trust provides financial assistance to Mercy Partners' ministries for initiatives that meet these objectives. Throughout 2025, the FARI Committee continued to advise and support the Mercy Partners Board on the investment portfolio underlining the Trust.





Formation Expert Working Group Committee

In light of the Mercy Partners Formation Review and with 2025 being a year of Formation transition, the Board decided to suspend the operation of the Formation Committee for an interim period. In its place, it was agreed that a Formation Expert Working Group would be established until the end of 2026.

The Working Group is chaired by Mercy Partners Board Director, Ms Cath Bartolo, and is supported by Formation Consultants Mrs Christine Clarke, Mrs Jenni Hickson and Mrs Lisa McDonald, together with Mercy Partners Chief Executive Officer, Mr John Leahy. Mercy Partners newly appointed Director of Formation, Mrs Kate Garrone, will also join the Working Group upon her commencement in early 2026.

The purpose of the Formation Expert Working Group is to provide specialist expertise and advice to enhance the development and delivery of Mercy Partners Formation, in alignment with phases two and three of the Formation Review.

The objectives of the Formation Expert Working Group are to:

- Ensure Mercy Partners Formation is planned and delivered in accordance with canonical responsibilities, maintaining integrity and quality standards.
- Contribute to the evaluation and continuous improvement of Mercy Partners Formation.
- Provide advice on movements and initiatives within the wider Church and society that impact Formation responsibilities.

The Expert Working Group has commenced its work with a focus on Catholic Identity modules for Mercy Partners ministry Boards. Early in 2026, planning will progress on specific modules and processes that emphasise Formation as central to mission, rather than an add-on. This approach is intended to ensure that Formation meaningfully influences governance and decision-making, is experiential in nature, and is understood as a lifelong process.

Governance and Stewardship Fee Policy Review Working Group

The Governance and Stewardship Fee Policy Review Working Group was chaired by the Mercy Partners Chair, Mr Leslie Jones, and was supported by Mercy Partners Board Directors, Mrs Cheryl Caughly and Mrs Catherine Parker, and Mercy Partners Chief Executive Officer, Mr John Leahy.

In early 2025, the Governance and Stewardship Fee Policy Review Working Group completed its review and tabled their recommendations with the Mercy Partners Board. As immediate action was not required, the recommendations will be retained for potential future implementation.

Upon completion of its review, the Working Group was formally disbanded.



MINISTRIES SPONSORED BY

Mercy Partners

Mercy Partners sponsors ministries across a diverse range of sectors, including Aged Care, Community and Disability Services, Education, Health, Social Enterprise, and Social Justice.

It embraces the rich heritage of five Religious Congregations—Mercy, Presentation, Franciscan, Carmelite, and Our Lady of Sion—whose ministries have been entrusted to its Public Juridic Person (PJP). This communion of charisms brings depth, wisdom, and shared experience to Mercy Partners, enriching its ministries and fostering collaboration.

Ministries sponsored by Mercy Partners

- All Hallows' School Limited
- Monte Sant' Angelo Mercy College Limited
- Mount Alvernia College Limited
- Our Lady of Mercy College Parramatta
- Our Lady of Sion College Limited
- St Patrick's College Townsville Limited
- St Rita's College Limited
- St Ursula's College Limited
- Whitefriars College Limited
- Holy Cross Services Limited
- Mater Misericordiae Limited
- Mercy Community Services North Queensland Limited
- Mercy Community Services SEQ Limited
- Mercy Foundation
- Mercy Health and Aged Care Central Queensland Limited

The Board of Mercy Partners, in addition to their governance role to oversee the Mercy Partners' ministries, also undertakes the role of Trustee for beneficial trusts established by a number of Member Congregations of Mercy Partners. These Trusts have been set up to support the charitable works of the founding Congregations.

Mercy Partners is the Trustee of the following Trusts

- Nudgee Trust
- Missionary Franciscan Sisters Trust



All Hallows' School Limited

All Hallows' School is a Catholic girls' school within the educational and spiritual tradition of the Sisters of Mercy. As Queensland's oldest secondary school, and from its location in the Brisbane CBD, the School continues to offer a faith-based and holistic education to 1,700 students from Years 5–12.

The School's long-standing commitment to service remains central to its identity, reflected through an extensive Mercy Action program. In 2025, Mercy Action continued to engage more than 800 students across 20 invitational and voluntary groups, offering outreach, awareness-raising and appeals-based initiatives inspired by Gospel values and the Mercy charism. Students participated in programs such as Eddie's Van, Jimmie's Van, Peer Tutoring, Eco Justice, Human Rights, Crochet4Care and local immersion opportunities, modelling compassion and leadership through service. The Mercy Action program was again highlighted by Mercy Partners and Catholic education networks as an exemplary mission in practice initiative, forming students with strong social conscience and a heart for justice.

Each year, the All Hallows' community supports a Whole School Project aligned with its Mercy mission. In 2025, the School launched Project THREADS, supporting two Mercy-aligned initiatives: the THREAD program at Mater Hospital and the Mercy Works Livelihoods Project in Kiunga, Papua New Guinea. These initiatives will provide therapeutic support for young people recovering from substance addiction and strengthen sustainable community development for West Papuan refugees and local families. The School community embraced the project wholeheartedly, raising funds and awareness to support meaningful transformation in both communities.

This year also marked significant opportunities for professional learning and Mercy formation. A delegation of senior staff attended the 2025 Australasian Mercy Secondary Schools Association (AMSSA) Conference in Perth, participating in keynotes, workshops and Mercy pilgrimages centred on the theme Community, Connection and Celebration. Principal Mrs Catherine O'Kane and Dean of Mission Mrs Claire Easton contributed workshop sessions, deepening connections across the Mercy network.

The School community also celebrated notable achievements during 2025. The revitalised St Gertrude's playground received a 2025 AILA Queensland Award for Health and Education Landscapes, recognising its student centred and heritage informed design. All Hallows' continued its strong engagement with the International Coalition of Girls' Schools (ICGS) with Principal Mrs Catherine O'Kane appointed to the ICGS Board of Directors, effective 1 July 2025.

All Hallows' School Board Chair, Ms Ann Maree David, continues in her leadership role, supporting Principal Mrs Catherine

O'Kane and Dean of Mission Mrs Claire Easton as they guide the School's mission in the spirit of Mercy.

Holy Cross Services Limited

Holy Cross Services Limited is a Brisbane-based ministry of Mercy Partners. Its Mission is to provide the dignity of work, with a focus on those who are disadvantaged, thereby contributing to a more equitable and compassionate community. By facilitating meaningful employment opportunities, Holy Cross Services aims to affirm a commitment to the values of Dignity, Respect, and Integrity, inspired by the charism of the Sisters of Mercy and the principals of Catholic Social Teaching.

Established by the Sisters of Mercy in 1889, the Holy Cross Laundry is the longest continuously operating commercial laundry business in Australia. In 2025, Holy Cross Services employed a total of 418 individuals, equating to 370 full-time equivalent positions. Notably, 19 employees have celebrated over 20 years of service demonstrating the long-term commitment to our Mission. At the same time, Holy Cross seeks to provide transformative opportunities for its employees and is always proud when the foundational skills and self-confidence built at Holy Cross enable people to move on to other rewarding career opportunities.

The organisation prides itself on fostering a positive and inclusive employment environment within its commercial laundry and cleaning divisions (commenced in 2018). Staff are recognised through monthly team-building events that celebrate significant milestones and achievements. These events are frequently attended by Board members who continue to show strong support to the team.

Under the leadership of our Board, chaired by Dr John Gilmour AM, and the Management team led by Chief Executive Officer Wendy Tancred, 2025 saw Holy Cross working hard to meet a range of challenges to ensure it can continue to fulfill its Mission. This included a number of changes to key management roles. 2025 also saw a strong focus on financial sustainability as the operating environment becomes more competitive. In support of this, Holy Cross Services is grateful for the generous assistance of the Sisters of Mercy Brisbane Congregation and the ongoing stewardship of Mercy Partners.

In 2025 Holy Cross fully realised the benefits of the previous year's installation of solar panels at the Banyo laundry. This was made possible by a grant in full by Nudgee Trust via Mercy Partners. As well as providing savings of \$60,000 in electricity costs over the year through a 31% reduction in grid-based power consumption, it also reduced associated greenhouse gas emissions by 30%. Further positive environmental savings are anticipated in 2026 as Holy Cross implements an advanced water recycling system.





Mater Misericordiae Limited

The past year was marked by new beginnings, profound impact and key milestones that strengthened the Mater’s Mission in preparation for new opportunities ahead.

Mater welcomed Julia Strickland-Bellamy as Group Chief Executive, ushering in a new era of leadership underpinned by the exceptional contributions of former CEO Dr Peter Steer who guided the organisation with stability and certainty for more than six years.

Late in 2025, Mater acquired Gold Coast Private Hospital and will become the region’s first Catholic hospital and healthcare provider in mid-2026 when they begin official operations at the Southport facility.

This new and exciting chapter of growth follows significant progress on major infrastructure projects across the Mater network throughout 2025. Mater Hospital Springfield started accepting referrals for maternity patients this year with construction of the new facility nearly complete and set to begin operations in early 2026. Other infrastructure projects surged ahead in Brisbane, Townsville, Bundaberg, Redland and Mackay - bringing new theatres, enhanced services and innovative technologies that enable Mater to continue addressing unmet healthcare needs in the communities they serve.

Across their network of hospitals, Mater People worked shoulder-to-shoulder to deliver worldclass healthcare to more than 700,000 patients across Queensland. This included 248,336 inpatients, 441,490 outpatient appointments, and more than 104,000 emergency presentations.

Mater Research continued to be a beacon of hope with clinical trials to start on a ground-breaking ‘seek and destroy’ cancer therapy, and the institute attracting more than \$14 million in grants and external funding.

Mater Education remains a selected provider of the State Government’s free nursing program, enabling 278 students to graduate as enrolled nurses without tuition costs.

Our nation-leading philanthropic and fundraising subsidiary, Mater Foundation, led significant events throughout the year including the 9 Telethon for mater Little Miracles and the International Women’s Day Fun Run, enabling more than \$45 million to be distributed across their hospital and healthcare services to improve equipment, technology and infrastructure.

The Mater’s achievements and milestones have been made possible by the unwavering commitment and resilience of Mater People. Across every ward and clinic, every research lab and training room, Mater People continued to honour the legacy of the Sisters of Mercy in every decision and each moment of care.

As the Mater looks ahead to 2026, their focus and direction will be guided by Mater’s newly created group strategy that sets a bold but achievable agenda to grow sustainably and to scale their services to make an even greater impact.

Importantly, the strategy unites Mater’s core purpose of delivering healthcare with their subsidiaries of research, education and foundation under one shared vision.

Together, they are building a united Mater that is forward-looking, Mission-focused and committed to delivering excellence for generations to come.



Mercy Community Services North Queensland Limited, Mercy Community Services South East Queensland Limited and Mercy Health and Aged Care Central Queensland Limited

At the heart of Mercy Community remains a steadfast commitment to the mission of mercy, grounded in the Catholic heritage and enduring legacy of the Sisters of Mercy. This mission continues to guide their work as they support older Australians and families and young people across Queensland.

During 2024/2025, the organisation moved into a period of renewal, strengthening its focus on delivering compassionate, person-centred services that place people at the centre of every decision.

The completion and opening of Mercy Haven in Rockhampton marked a significant milestone for Mercy Community. This purpose-built, three-storey, 90-bed residential aged care facility represents a major investment in high-quality care, dignity, and comfort for older people in the Capricorn region and reflects Mercy Community’s long-term commitment to meeting growing community need.

Throughout the year, Mercy Community also focused on strengthening its foundations for the future. A new three-year Strategic Plan was developed, providing a clear and shared direction centred on faith, service excellence, meaningful client outcomes, and sustainable financial performance.

Mercy Community was pleased to welcome new team members through the Pacific Australia Labour Mobility scheme, enriching residential aged care services in Rockhampton. These colleagues have already made a valued contribution, enhancing cultural diversity and supporting high-quality, compassionate care.

Amid continued change across the not-for-profit and aged care sectors, Mercy Community has shown resilience and adaptability. Guided by its values, the organisation remains focused on thoughtful transformation that honours its legacy while responding confidently to future challenges.

Mercy Community acknowledges with gratitude the dedication of its employees and volunteers, whose compassion and professionalism shape the lives of those we support each day. Their commitment is central to the organisation's mission and ongoing impact.

Mercy Community also extends sincere thanks to Mercy Partners, Board Directors, and supporters for their leadership, guidance, and continued trust. Together, they move forward with clarity, confidence, and a renewed sense of purpose, committed to serving Queensland communities with mercy and compassion.



Mercy Foundation Limited

2025 was a landmark year for the Mercy Foundation. In February, ownership of the Foundation transitioned from the Sisters of Mercy North Sydney to Mercy Partners, ensuring the continuation of the Sisters' mission and charism for generations to come.

The Mercy Foundation is committed to bringing about a just and equitable society, where all have dignity in God's vision of Mercy. Since 1990, the Foundation has assisted community organisations to strengthen their capacity to drive structural change and bring about greater social justice in Australia.

The Mercy Foundation fulfills its mission through strategic grant making, advocacy, education and research. The Foundation focuses on ending homelessness, especially for women, alongside efforts to address modern slavery and support grassroots organisations responding to entrenched disadvantage.

The Mercy Foundation's Chair, Annabel Senior and CEO, Sue Mowbray, both have extensive experience and understanding of evidence-based methods to end homelessness.

In 2025, the Mercy Foundation's flagship Grants to End Homelessness program funded nine projects to prevent or end homelessness, particularly for migrant women. Grants awarded to the Welfare Rights Centre, Immigrant Women SpeakOut Association, House of Welcome and Cana Communities provided culturally appropriate support to end or prevent homelessness for migrant women.

The Social Justice Small Grants program awarded grants up to \$10,000 to 18 organisations across Australia. Grants supported initiatives such as employment and wellbeing programs for young mothers in rural areas, legal advocacy to assist stateless children secure Australian citizenship, and health education for CALD women and children facing barriers to care.

The Home in a Box program continued to provide practical, dignified support, helping create safe and well-equipped homes for more than 100 individuals and families as they transitioned out of homelessness.

The Foundation's inaugural Modern Slavery Lead delivered nine workshops within Melbourne's Afghan community, raising awareness of forced marriage and informing young people of their rights.

Education and advocacy remained central to the Foundation's work. The Mercy Youth Awards engaged 191 students nationally, encouraging young people to reflect on peace through the lens of social justice. Advocacy initiatives included submissions to the UN Committee on Economic, Social and Cultural Rights on Australia's failure to uphold the right to housing.

The Mercy Foundation Board awarded the Cath Leary Social Justice Award to Yumi Lee, CEO of Older Women's Network NSW, in recognition of a lifetime of championing women's rights.



Monte Sant' Angelo Mercy College Limited

The year 2025 was a year of celebration for Monte Sant' Angelo Mercy College and its community. The College honoured 150 years of Mercy education in North Sydney which was a remarkable legacy of faith, courage, and service that continues to shape and inspire the College community.

From the momentous Sesquicentenary Mass in February to the unveiling of the new sculpture of their Foundress, Mother Mary Ignatius McQuoin, 2025 offered many opportunities to reflect on the extraordinary vision of the Sisters of Mercy and the enduring

mission of Monte. The presence of past staff, alumni, Sisters, and members of the College's extended Monte family at these events reminded them all that they are all stewards of something much greater than themselves, a shared story of learning, compassion, and leadership.

The College's Sesquicentenary theme, *Cherishing Mercy – Lighting the Way*, captured both the essence of the College's tradition and the energy of their future. It draws inspiration from the sanctuary lamp Mother Ignatius brought with her from Liverpool which is a symbol of the light of faith and the words of Catherine McAuley, "Be as shining lamps, giving light to all around you."

Festivities continued with the spectacular Sesquicentenary Luminous Concert, which beautifully united the College's past, present, and future. The College also came together for *The Sound of Music Musical*, a production that showcased the extraordinary talents and teamwork of their students, and for the *Cherish Art Exhibition*, a vibrant celebration of creativity within the College community. The joyful spirit of Mercy Day reminded the College once again of the enduring relevance of their mission and values in today's world.

The College's long-standing commitment to Project Timor deepened, with a focus on providing nutritional support to girls at Colegio and celebrating the opening of the Teacher Professional Learning Centre in Timor-Leste, a decade-long effort now bearing fruit.

Throughout the year, the College had the privilege of engaging with parents and carers at various College events, including the Year 7 Welcome Mass and Dinner, Open Day, Coffee Connects, and the International Women's Day Breakfast.

The College enjoyed a successful second year of its Blue-Ribbon Bursary Appeal in 2025. The sale of blue-ribbon pins and record contributions from the annual Rugby Lunch attendees further strengthened this initiative, providing vital bursaries for young women facing financial and personal challenges.

The students have embraced the opportunities of a Mercy education with creativity, ambition, and compassion. The College is privileged to witness the student growth academically, socially, and spiritually throughout this historic year. The graduating Class of 2025 led with grace, courage, and confidence, embodying the Mercy values in all that they do.



Mount Alvernia College Limited

Mount Alvernia College is an independent Catholic school for girls, educating over 1,000 students across Years 7–12. As the College celebrates its 70-year anniversary in 2026, it continues to be enriched by the spirituality of the Catholic tradition: the Gospel of Jesus, the theology and sacramental life of the Church, and the Franciscan charism of the Missionary Franciscan Sisters of the Immaculate Conception (MFIC).

The College honours three patrons – Saint Francis of Assisi, Saint Clare of Assisi, and Mother Mary Ignatius (Elizabeth) Hayes, founder of the Missionary Franciscan Sisters – each of whom discerned the presence of Christ in their own time and place. Inspired by their example, Mount Alvernia College's guiding values of Courage, Joy, Respect and Service challenge students to do the same in today's world.

Students are encouraged to recognise their responsibility as changemakers, working towards a more socially just and ecologically sustainable future. This commitment to action is an authentic expression of the College motto, *Deus Meus et Omnia – My God and My All*.

Mount Alvernia College has established a strong reputation as a welcoming and inclusive community, dedicated to nurturing the capacity and potential of every student. With a consistent history of strong academic performance, the College offers a broad curriculum of 30+ senior subjects, including VET Certificate and Diploma pathways. Students are further enriched through an extensive range of sporting, academic and cultural co-curricular opportunities, alongside more than 35 leadership programs and clubs. The College is also proud to have a clear and forward thinking response to modern educational challenges through *The Human Edge* – a suite of intentionally designed, on site programs that support students to develop future skills, engage confidently with technology, prioritise wellbeing, and experience human centred learning. This approach places the whole student at the centre of learning.

In 2025, the College celebrated a number of significant achievements:

- **Outstanding Academic Outcomes:** Year 12 students at Mount Alvernia College achieved impressive results, showcasing their unwavering commitment to educational excellence. With a median ATAR of 90.85 and a record-breaking 76 diplomas awarded, these outcomes continue to position Mount Alvernia College among Australia's top-performing secondary schools.

- **New Building Project:** Mount Alvernia College was proud to break ground on its new building project, The Canticle. This purpose-built space will house a new library, general learning areas and breakout spaces, a senior study hub, and a lecture theatre. Developed in consultation with students and staff, The Canticle is guided by four core principles: Connection, Country, Collaboration and Curiosity, reflecting a deep commitment to people, place and purpose.
- **Franciscan Spirit in Action:** The College experienced another outstanding year of service and generosity, marked by record-breaking charitable contributions and service hours. With over \$40,000 raised for charitable organisations and 1,860 service hours completed, Mount Alvernia looks ahead with confidence to what will be achieved in 2026.
- **Sporting Excellence:** Sporting participation increased by a further 13%, alongside the achievement of 23 premierships, representing a 54% increase from 2024.
- **Staff Recognition:** Mount Alvernia College proudly celebrated staff excellence, including College Principal Ms Samantha Jensen, who was named on the 2025 Educator Hotlist: Best Educators in Australia.



Our Lady of Mercy College Parramatta

Our Lady of Mercy College Parramatta is a leading Catholic independent girls' school, founded on the Mercy Charism. Established by the Sisters of Mercy in 1889, OLMC has been dedicated to excellence in education, respect for the dignity of every individual, and the formation of young women with a strong sense of justice and social responsibility.

The College's vision is to provide a contemporary Mercy education that empowers young women to lead with courage and act justly, inspired by the spirit of Venerable Catherine McAuley. The College is committed to nurturing each student's growth by developing her unique gifts and talents.

As one of the oldest Catholic girls' schools in NSW, the College have a long tradition of excellence in girls' education in a safe, supportive and joy-filled environment. The College's renowned success stems from staff who deeply understand the developmental needs of young women, enabling them to grow, learn and strive to become courageous advocates with limitless possibilities.

In 2025, the College experienced a 1.3% growth in student enrolments, making it the fourth straight year of increased student numbers. This positive trend reflects the outstanding academic results and exceptional educational opportunities on offer at OLMC.

Ms Kerrie Walshaw serves as Chair of the Board, with Ms Lucie Farrugia as Principal. Under Ms Farrugia's strong and purposeful leadership, the College community continues to flourish, with a clear focus on delivering an authentic Mercy education for students in Western Sydney. The spiritual life of the College is guided by the College Leadership Team, in partnership with the Sisters of Mercy Parramatta and College Chaplain, Fr Walter Fogarty.



Our Lady of Sion College

Our Lady of Sion College is a Catholic secondary school for girls from Years 7 to 12 with a long and proud history of educating young women in the Box Hill and surrounding areas.

In their inclusive community, every student is named and known, a differentiating factor that sets them apart. From the moment the students join the College, they feel a strong sense of belonging and are encouraged to achieve.

Our Lady of Sion College is a Catholic College where young women are encouraged to live in fidelity to the Word of God known in the Scriptures and the life of Jesus. These young women inherit the tradition of the Church and the Sisters of Our Lady of Sion, which calls them to actively seek to transform the world.

The tradition calls them to be:

- creative and contemplative,
- passionate and compassionate,
- concerned always for justice, truth, reconciliation and peace, and
- people who build bridges with others and remain open to change.

These young women will be offered opportunities that will enable them to become individuals filled with hope, who speak to the divine within themselves and beyond their imagining.

They will become young women who will always strive to:

- discover the presence of God,
- discern,
- have the courage to speak the truth, and the energy to act for change, and
- bring the gifts of healing and nurturing in places of discord.

Our Lady of Sion College imbues in their young women:

- a sense of belonging to a tradition,
- a hunger of achieving what is right, and
- calls them in all things, to speak the truth in love.

In 2025, the ministry of the Sisters of Our Lady of Sion was entrusted to Mercy Partners on Tuesday 10 June.

2025 also saw the launch of Our Lady of Sion College Strategic Plan which provides focus and clarity as they embrace the future possibilities for their students and the staff who support them. The Plan represents the commitment and actions the College will undertake to enrich the learning experiences for all students and staff so they may confidently and skilfully contribute to our world as informed, compassionate, positive and life-giving agents of change.

The year has seen the completion of the STEAMD and Administration buildings from the College's Masterplan, along with the finalisation of the surrounding ground works. This ongoing development of the College into a dynamic and incredible school environment aims to allow the students and staff to thrive. The Board is now excited for the final stage of this Masterplan with the establishment of the new Learning Resource Centre and associated buildings.

The Our Lady of Sion College Board Chair is Mr Christopher Gebbie and the College Principal is Mrs Tina Apostolopoulos. The Faith and Mission Leader at the College is Ms Anna Gionfriddo in her role as Deputy Principal - Faith and Mission and she is supported by Mr Mark Walsh the Director of Formation and Mission for the Sisters of Our Lady of Sion - Australia.



St Patrick's College Townsville

St Patrick's College Townsville is an independent Catholic secondary day and boarding school for young women, founded in the Mercy tradition of the Sisters of Mercy and inspired by the vision of Catherine McAuley. For more than 120 years, the College has supported young women to grow academically, personally and spiritually in a caring and values-based environment.

In 2025, the College proudly celebrated its 120-year anniversary. This significant milestone was marked by a series of events across the year, including a major anniversary festival that welcomed hundreds of alumni, former staff and families back to the campus. The celebrations provided an opportunity to reconnect with past students, honour the College's history and celebrate the strong community that continues to shape St Patrick's College Townsville.

The College's core values of courage, compassion, respect, hospitality, integrity, joy, justice and love, remain central to daily life. Set on Townsville's oceanfront, the College offers a close-knit and supportive learning environment, complemented by strong academic programs and a wide range of cultural, service and sporting opportunities.

Following extensive consultation, the College Board and Leadership Team launched the new Strategic Plan in 2025. The 2025 - 2027 Strategic Plan sets a clear direction for the College, with a strong focus on sustainable growth and meaningful community connection, guided by key priorities to ignite, innovate, connect, empower and thrive. Excellence remains central to the tradition of a Mercy education, and the Strategic Plan reinforces this commitment. Students and staff are encouraged to strive for excellence and continuous learning, supported to develop their individual gifts, talents and the skills needed for lifelong learning and the achievement of their full potential.

In 2025, Ms Kathleen Little commenced as Principal, bringing renewed energy and leadership, with a particular emphasis on strengthening student pathways and engagement with families and alumni.

The College is governed by the Board of Governance. In 2025, Sister Helen Mary Peters RSM concluded her service as Board Chair, and the College acknowledged her outstanding leadership and long-standing commitment. Josephine Gabriellie was appointed Board Chair, with Stephanie Naughton taking on the

role of Deputy Chair. The College is confident that their leadership will continue to support the College's mission and future direction.

In 2026, the College will progress strategic planning for boarding, focusing on long term sustainability, student wellbeing and the future needs of a contemporary boarding community.



St Rita's College Limited

St Rita's College is a Catholic day school located in Brisbane's inner north, providing education to 1,225 girls and young women from Years 5 to 12. Established in 1926 by the Sisters of the Presentation of the Blessed Virgin Mary, the College honours its namesake, St Rita of Cascia, canonized in 1900. Guided by the spirit of Nano Nagle, founder of the Presentation Sisters, and St Rita, students are encouraged to live out Christian values in their daily lives.

St Rita's offers a contemporary learning environment enriched by a proud tradition of academic and sporting excellence, cultural diversity, and a steadfast commitment to social justice. The College embraces change, sets high expectations, and fosters lessons that endure well beyond the classroom. Through teaching the courage to stand alone and the strength of standing together, students are challenged to become women of action, not just words – *Virtute non Verbis*.

This year, the Board focused on developing a strategic plan to guide the College over the next four years, laying the foundation for their centenary celebrations. Together with the Leadership Team, the Board is charting a course to ensure strong stewardship and to maintain St Rita's as an integral part of the Clayfield community.



St Ursula's College Limited

St Ursula's College, Yeppoon, an independent Catholic Boarding and Day Secondary College located in Central Queensland, is a ministry of Mercy Partners. Founded in 1918 by the Sisters of the Presentation of the Blessed Virgin Mary (PBVM), St Ursula's offers an education for young women of the future based on gospel values and Nano Nagle's vision.

The College's dynamic culture produces strong, confident young women, capable of forging a positive path for themselves by embracing the College motto of "*Perfice Gressus Meos*" (Perfect My Steps).

In the pursuit of excellence, continuous growth, and empowerment of staff and students, St Ursula's College embarks on a purposeful journey guided by a strategic plan built upon four foundational pillars: Live, Love, Learn, and Lead. These pillars represent the College's commitment to fostering a holistic and dynamic educational experience that prepares students for an ever-changing world and instils in them a sense of purpose and community. Live, Love, Learn, and Lead are a reflection of our College Values, deeply embedded in the Catholic and Presentation traditions, and supporting the mission:

- The promotion of, and education for, justice;
- The development of leadership;
- Encouraging students to strive towards reaching their potential; and
- Preparing students to participate fully and responsibly in society.

Mrs Ann Marie Pawsey is the appointed Chair of the Board and Mrs Deborah Ryan is College Principal. The College continues in the Presentation tradition under the guidance of Mrs Ryan and her leadership team and the St Ursula's College Board.



Whitefriars College Limited

Whitefriars College was established on Wurundjeri land in 1961 as a secondary school for boys through the vision of the Carmelites, a Catholic order of priests and brothers. The unique and expansive natural bushland environment purchased by the Carmelites has provided the context for rich and extensive learning programs for over six decades.

In the peace and tranquillity of the College grounds, the Carmelites promote being aware of the presence of God in the still and silent moments of the everyday and walking in allegiance with Jesus. This has remained a constant within the life of the College.

Similarly, Our Lady of Mount Carmel, as the patroness of the Carmelites holds a treasured place in the College community as an inspiration for finding and knowing Jesus through her example of care and devotion. Within this Marian quality, the spiritual, intellectual, emotional and physical growth of students has always continued to be at the centre of Whitefriars' educational philosophy.

2025 saw the continued implementation of the Whitefriars College Board Strategic Directions Document. The document presents the purpose of Whitefriars College as a school which provides a quality education for young men grounded in the Carmelite tradition that emphasises critical thinking, the search for meaning and how to contribute to the common good of society. Key achievements for 2025 include the launch of the Whitefriars Instructional Model of Learning, a review of Child Safety practices and procedures resulting in the development of a new Child Safety team, the review and launch of the Whitefriars "Collegial conversations" staff Professional learning model and Middle Leaders Formative Review Process, launch of the Whitefriars Student Commendations Initiative and the continued redevelopment and refurbishment of existing buildings with a particular focus on learning spaces.

The College supports every student to seek and achieve excellence in their learning, their relationships and their participation in the community. Students are invited to appreciate the Christian worldview and see the goodness of God in themselves, all others and the natural world.

Following two years of discernment and development by a committee of students, parents and staff the College launched its Reconciliation Action Plan which recognises and celebrates our indigenous heritage with an emphasis on education, reconciliation and justice. Whitefriars continues to reach out to those most in need in their community through such initiatives as our annual immersion to Carmelite schools and centres in Timor Leste, support for Rosies Street mission and fund raising for Carmel impact.

The Whitefriars Board Chair continues in this role led by Board Chair Margaret McKenna. The College Principal is Mark Murphy. The spiritual life of the College is led by Deputy Principal of Faith and Strategy Jacinta Johnston.

Nudgee Trust

Established on 8 October 1869 by the Sisters of Mercy Brisbane Congregation, the Nudgee Trust continues to support ministries sponsored by Mercy Partners through its annual grant program. These grants empower ministries to deepen and expand their mission, providing vital assistance to those most vulnerable in our communities.

In 2018, the Sisters of Mercy Brisbane Congregation successfully sought approval from the Courts to transfer the Trustee role to Mercy Partners. Since then, the Trustees have reviewed and approved grant applications submitted each year by Mercy Partners ministries.

In 2025, the Trust undertook a thorough review of its grant application process to ensure it aligns with best practice and remains accessible and transparent for all Mercy Partners ministries. As part of this initiative, a new online application system is being introduced in 2026 enabling ministries to submit grant requests via a dedicated Nudgee Trust microsite, available within the Mercy Partners Ministry Portal.

The Nudgee Trust has set up a Grant Review Committee to review the annual grant applications.

Missionary Franciscan Sisters Trust

In 2023, the Board of Mercy Partners were appointed as the Trustee of the Missionary Franciscan Sisters Trust. The Trust was founded by the Institute of the Missionary Franciscan Sisters of the Immaculate Conception.

The Trust supports the Formation of mission leaders and spiritual leaders through Mercy Partners, along with providing funding to support charities that respond to international and Australian natural disasters and emergencies, provide support for refugees, bursaries for Franciscan schools, and a defined list of charities that focus on homelessness, rural healthcare, human trafficking and the protection of animals and the environment.

Mercy Partners is responsible for administering funds to the list of grants and disbursements as defined in the Trust's Deed.



Conclusion

Throughout 2025, Mercy Partners has remained steadfast in its commitment to serving the mission of the Church through the sponsorship of ministries in Aged Care, Community and Disability Services, Education, Health, Social Enterprise and Social Justice. The Board of Mercy Partners expresses deep gratitude for the trust placed in it by the founding Religious Congregations and Orders and reaffirms its dedication to continuing their legacy and the profound care they hold for their ministries.

All ministries remain united in their commitment to the mission of Jesus—serving all people with compassion, justice, respect, and hope.

Mercy Partners continues to experience steady growth, responding to invitations from Congregations and Orders seeking to transition their ministries. The Board is fully aware of the responsibilities that come with the governance of these ministries and takes great care to preserve their Catholic identity and ensure ongoing stewardship.

Significant achievements and events in 2025 included:

- Board succession planning remained a key focus, with two Directors retiring or resigning and two new Directors appointed.
- On 20 February 2025, Mercy Partners became the sole member and canonical sponsor of the Mercy Foundation, a Sydney-based social justice ministry.
- Mercy Partners Ministry Board Liaisons fostered and strengthened collaborative relationships with ministries.
- A review commenced to develop future focused Formation services to support Mercy Partners' ministries now and into the future, underpinned by extensive consultation with ministries to ensure the best outcomes were achieved.
- The 2025 edition of our Annual Ministry Planning Guide was produced and shared with our ministries, outlining all governance requirements expected of a Mercy Partners ministry.
- In May 2025, Mercy Partners again provided financial and administrative support for the 5th Annual First Nations Encounter Day – a day focussed on deep listening, connection and reconciliation.
- On 10 June 2025, Mercy Partners became the sole member and canonical sponsor of Our Lady of Sion College, a Melbourne secondary schools for girls.
- The Mercy Partners Board and Steward/Member Representatives gathered for their annual Formation – a time dedicated to entrusting their work to the life-giving guidance of the Holy Spirit.
- As part of the Formation review, the Mercy Partners Board Formation Policy and Framework was updated along with the Ministry Board Formation for Mission Policy and Framework.
- The Formation Expert Working Group was established to guide the development of the new Formation model.
- In August 2025, the Education ministries Principals and Business Managers gathered and engaged in meaningful dialogue, professional learning and strategic collaboration.
- August also saw our ministry Mission Leaders come together for a two-day gathering focussed on connecting, reflecting and supporting one another through shared experiences that nurtured, challenged and inspired.
- Throughout 2025, the Nudgee Trust undertook a thorough review of its grant application process to ensure it aligns with best practice and remains accessible and transparent for all Mercy Partners ministries.
- Throughout 2025 saw the roll out of Mercy Partners revised induction sessions detailing the roles and responsibilities of both Mercy Partners and their ministry boards.
- Mercy Partners sustained and strengthened its established relationships with Diocesan Bishops, demonstrated strong engagement with its ministries, and actively participated in Catholic communities to enhance advocacy and the Catholic voice.
- Mercy Partners remained committed to responsible stewardship, ensuring sustainability now and into the future.

As 2025 came to a close, Mercy Partners was pleased with the progress made throughout the year toward fostering a world where the healing, liberating, and life giving mercy of God is experienced. As we move into 2026, Mercy Partners looks forward to building on this work, continuing to uphold our canonical and civil responsibilities in support of God's mission, and serving all with compassion, justice, respect, and hope.





142 Flower Street, Northgate QLD 4013
Telephone: 07 3267 5840
Email: info@mercypartners.org.au
Web: www.mercypartners.org.au