


MISSION AUSTRALIA

ANNUAL REPORT 2025



**Together,
building hope and
possibility for all**

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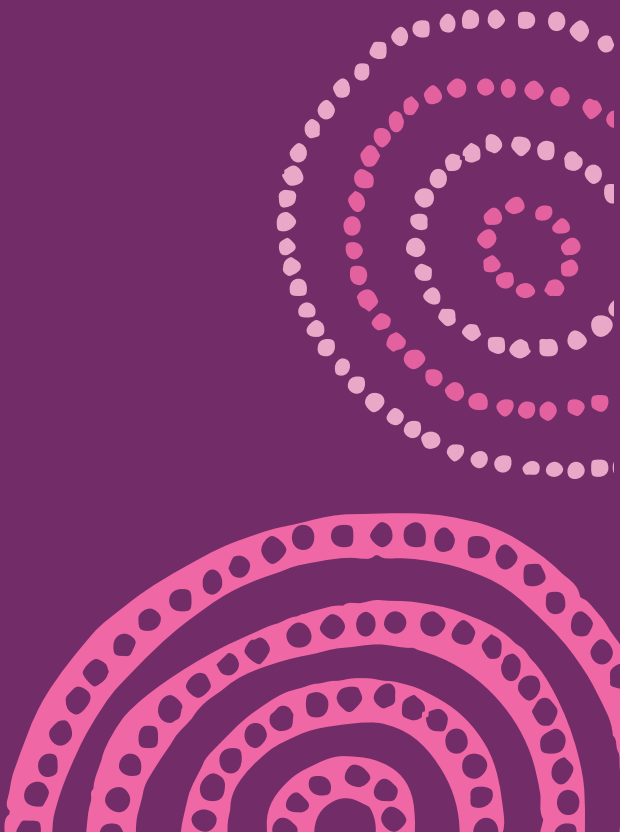
Acknowledgement of Country

We acknowledge the traditional custodians of this Country, and we pay our respects to Elders past and present for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples.

We recognise and respect their cultural heritage, beliefs and continual relationship with the land, and we recognise the importance of the young people who are our future leaders.

Founding Purpose

Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God.





A message from our Chairman, Ian Hammond and CEO, Sharon Callister

As we look back on the past year and wrap up our 2020 to 2025 Strategy, we're humbled by the strength, courage and resilience of the people and communities we work alongside.

Together, we stayed committed to being there when it matters most, at a time when the housing and homelessness crisis, rising living costs and growing pressures are making life tougher for many.

As we mark our 166th year of Mission Australia, our Founding Purpose to meet human need and spread the knowledge of the love of God remains as important and relevant as ever.

This year, we celebrated some important milestones. We opened our first Youth Foyer in Townsville, expanded supported youth housing in Dandenong and welcomed women and

children to a new safe house in Walgett. We broke ground on new homes in Toowoomba and kept building stronger communities through local partnerships and programs.

We also made progress on key priorities. We progressed our Stretch Reconciliation Action Plan for a September 2025 launch, deepened our sustainability efforts and kept advocating for lasting solutions to end homelessness, poverty and disadvantage. We were also honoured to welcome Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of the Commonwealth of Australia.

Over the past five years, we've grown our housing portfolio by more than 50 per cent, expanded tenancy support services and focused more on early intervention, prevention and inclusion. At the heart of everything is our belief that everyone should feel safe, welcome, valued and supported.

To our staff, volunteers, partners, funders, supporters and the people we serve, thank you. Your trust, compassion and commitment drive us every day.

As we begin our bold new Strategy 2030, it will guide our efforts to deliver more safe, secure homes, expand our impact and strengthen our organisation to meet human need in Australia. Our new Vision, *Together, building hope and possibility for all*, unites us in all we do.

Because we know making a lasting positive difference happens when we work together to build a future full of hope and possibility for everyone.

Warm regards,

A handwritten signature in dark ink, appearing to read 'Ian Hammond'.

Ian Hammond, Chairman

A handwritten signature in blue ink, appearing to read 'Sharon Callister'.

Sharon Callister, CEO

Strategy 2020-25 review

Looking back on the last five years, we are humbled by what has been achieved alongside the people and communities that we serve.

As we begin our new Strategy 2030, it's important to reflect on this significant chapter in our 166-year history.

Across every area of our Strategy 2020-25, we have made meaningful progress - progress made possible by the courage and resilience of those we work with, and the dedication of our staff, volunteers, partners and supporters.

Help Australia end homelessness

We achieved more than 50% growth in our housing portfolio, rising from 3,000 to 4,500 homes, including Midtown MacPark, our new mixed tenure community in Sydney's Macquarie Park, and taking on management of social homes in Darwin. Another 1,000 additional homes are in the pipeline.

We opened youth housing models such as Willow House, Duke Street in Coffs Harbour, and the Townsville Youth Foyer, where onsite support is available to young residents.

We more than doubled our tenancy support services from 10 to 24 and showed how effective early intervention is, with 98% of people who received support remaining housed and avoiding homelessness.

Partner to strengthen communities

We developed our flagship Community of Focus initiative with communities in Cairns South, Whyalla, Meekatharra, and

Maddington, to help demonstrate growing community ownership and sustained collaboration.

The launch of the Coffs Harbour Mission Australia Centre (MAC) in 2022, and improvements to the Surry Hills MAC, has established a blueprint for future sites.

Support people in need to thrive

We increased the proportion of people assisted by some of our key services and shifted the balance of programs to prioritise early intervention, particularly for children and young people.

We opened two new alcohol and other drugs residential rehabilitation facilities in Batemans Bay and Mareeba, Far North Queensland.

Our leaders contributed to key government reforms including changes to the National Disability Insurance Scheme.

Drive excellence

A suite of digital tools was implemented to enhance service delivery and support staff, and we shifted toward greater use of longitudinal client data as part of four government-partnered projects.

Our Client Satisfaction Survey was implemented across all services, with 97% of respondents in 2025 reporting they were satisfied with our services. And we achieved more than 85% staff engagement throughout the period.

Our 2030 Strategy was launched

Our three strategic directions give us even greater focus and will ensure we are more efficient and have greater impact as an organisation.



How we support people in need

We welcome and work alongside people and communities who seek our support. We meet them where they are, focusing on their strengths and working together to provide support when going through tough times, so they can lead their best lives.

Our work is centred on six program pillars that shape how we welcome, support and partner with people and communities.



Housing and homelessness

Our aim: Safe, secure and affordable homes for all.

What we do: Provide and connect people to safe, secure homes and support when homeless or at risk of homelessness.



Children, young people and families

Our aim: Safe, resilient and thriving families, children and young people.

What we do: Support, stability and safety so children, young people and families can overcome challenges and build better lives and futures.



Mental health

Our aim: Improved mental health and wellbeing.

What we do: Support people during their mental health journey so they can thrive.



People with disability

Our aim: Inclusive communities and thriving lives.

What we do: Choice, control and access to opportunities, support and community connections for people with disability.



Employment, financial support and community engagement

Our aim: Increased participation and stronger communities.

What we do: Services and initiatives supporting people to fully participate in society and their communities.



Alcohol and other drugs

Our aim: Building healthier lives.

What we do: With the right support, people can manage substance misuse and build healthier lives.

2025 | Our impact

*In 2024-25
Financial Year,
we supported:*

141,552

PEOPLE IN
AUSTRALIA



INCLUDING

7,929

PEOPLE
HOUSED



through:

494

COMMUNITY
SERVICES



4,876

SOCIAL &
AFFORDABLE HOMES



*thanks to
the work of:*

2,584

STAFF



1,078

VOLUNTEERS



Our work in focus



Building 185 new homes for Toowoomba's future

Work has started on an exciting project in Queensland to provide 185 social and affordable housing units in Toowoomba by 2027.

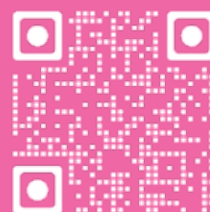
The project is part of our ambitious target to double the number of community homes we deliver by 2030. The Toowoomba development will include four, five-to-six-storey apartment buildings comprising 89 social homes and 96 affordable homes.

"Mission Australia is proud to partner with the Queensland Government to deliver much-needed social and affordable housing in Toowoomba. These new homes will be available to those most in need, located close to essential services and community connections, with support available for those who seek it."

Addressing Australia's housing crisis must start with increasing access to secure, affordable homes like these."

**Ben Carblis,
Deputy CEO**

Learn more:





Willow House youth housing: A safe start for young people

Australia's housing crisis, the unaffordability of private rentals and other life challenges, is pushing more young people into homelessness once leaving out-of-home care.

Mission Australia purchased units in Dandenong, Victoria, for just that reason; so that we could provide safe and secure housing for young people accessing our Better Futures program.

Opened in September 2024, Willow House has five apartments that are now home to 10 young

people aged 18-21 years. The young residents are being supported in their transition from out-of-home care to independence by our local team.

"Willow House is a transformative place for every young person who lives here. Its purpose is to equip young people with the life skills they need to eventually thrive in the next stage of their journey in the private rental market or affordable housing."

**Sharon Callister,
CEO**

This life-changing youth housing and support is much needed in Dandenong, and we look forward to supporting many more young people who come through our doors.

Learn more:



Culture, creativity and community on show in Meekatharra

In late 2024, Meekatharra's red dirt runway came alive as the community hosted the Barndi Mayu Good Kid Community Fashion Show. Volunteer models of all ages proudly showcased handmade jewellery, clothing, hair and makeup, all created within the community.

Participants were mentored by Noongar woman and model Shannon McGuire from the Kirrikin Foundation, who generously shared her experience and encouragement.

The community's efforts earned Meekatharra the 2025 Shire of Meekatharra Community Contributor Award. The fashion show was developed by the Meekatharra Community Working Group through our Communities of Focus initiative, aimed at increasing a sense of

community and cultural connection, and growing local commitment to volunteering and participation.

We have been actively engaged with the Meekatharra community for almost five years, focusing on supporting and facilitating community-led initiatives. This wonderful event highlights the power of the community, cultural pride, and shows the incredible impact we can make when we work together.

"There was so much happiness, so much laughter, there was so much respect and the community and the children were at the forefront of that – they owned the event. To see them walking down the runway and showcase how much talent they had in a setting that they've never been in before was something really special."

**Shannon Thorne,
National Manager,
Aboriginal and Torres Strait Islander Strategy**



Opening a safe place for women and children in Walgett

This year, the Walgett community welcomed the opening of the Women's Safe House which is a place of safety, support and hope for women and children escaping family and domestic violence. Walgett has one of NSW's highest rates of domestic violence assaults, and this refuge provides critical crisis accommodation and wraparound services when they are needed most.

The safe house comprises five homes, supported by an onsite Mission Australia team offering counselling, legal assistance, and other practical support. A key focus is on Aboriginal and Torres Strait Islander women and children, who can access culturally appropriate services while remaining connected to their community.

From the earliest stages, we worked closely with the local community with Elders invited to give each home a meaningful Aboriginal name,

reflecting the importance of culture, identity and connection in the healing process.

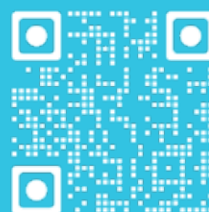
The project was made possible through a \$5.25 million investment from the NSW Government, demonstrating the power of working with governments to create safe, supportive spaces for people in need.

The Walgett Women's Safe House is more than a place to stay. It's a community of care, a source of strength, and a vital step toward safety, empowerment and a better future for women and children in Walgett.

"The combination of housing with onsite wraparound services ensures that women and their children can stay connected to their communities while being supported by Mission Australia staff as they begin to rebuild their lives."

**Ben Carblis,
Deputy CEO**

Learn more:





Townsville Youth Foyer: One year of brighter futures

The opening of Mission Australia's first Youth Foyer in Townsville created a beacon of hope for young people who are homeless or at risk of homelessness.

One year ago, we opened the doors and welcomed our first residents. Since then, we've seen just how life-changing a safe, secure home and the right support can be.

Funded by the Queensland Government, our Townsville Youth Foyer provides 40 young people aged 16–24 with affordable housing and 24/7 wraparound support. More than housing, it's a place where young people can live, study and

work while building independence, confidence and a brighter future.

We're proud to work alongside these incredible young people and celebrate all they have achieved in just one year. This is what building hope and possibility together looks like.

But with youth homelessness on the rise, the need is urgent. That's why we continue to advocate for more Youth Foyers and hope for the opportunity to deliver more across the country.

"Everyone deserves the chance to transition to adult life and follow their dreams, without having to worry about finding a safe place to call home."

**Sharon Callister,
CEO**

Learn more:



A photograph of two women looking at a tablet. The woman on the left has blonde hair pulled back and is wearing a bright pink polo shirt. The woman on the right has dark, curly hair and is wearing a white top. They are both looking down at a tablet that is partially visible at the bottom of the frame.

The Mission Australia Client Advisory Panel

In November 2024, we launched our first ever Client Advisory Panel. Ten people who access our services or live in our community housing have come together to provide advice and recommendations on the work we do.

This group plays an advisory role shaping the future of our services and outcomes.

Panel members have been a client or tenant within the last two years and reflect the diversity of people accessing our support across the country. They provide a direct line of

communication between the people we serve and our leaders, helping us better meet their needs.

We have consulted several times with our Client Advisory Panel, who have provided valuable input into our new Strategy 2030, as well as the refresh of our new Vision.

"It has been inspiring to hear the panel insights and see how these have been incorporated into the strategic plan and organisational frameworks. Members have reported a highly positive experience, they feel heard and value the opportunity to embed lived experience perspectives into our decision making."

Juanita Ford,
Service Design and Innovation Lead



Enabling our people

Mission Australia is a place where our 2,584 staff feel supported, valued and empowered to do their best work. This sense of care and connection is reflected in our voluntary turnover reaching its lowest point on record at just 16.7%.

More people are choosing to stay working with us, thanks to key changes like offering stronger support for new starters, and creating more opportunities for staff to feel connected, included and part of something bigger.

At the end of 2024, we proudly concluded the negotiation of the Service Delivery Enterprise Agreement through a collaborative bargaining process with staff. The new agreement brought meaningful improvements, including enhanced paid parental leave, personal wellbeing days and reproductive health leave as well as salary increases and improved rostering flexibility.

Our commitment to diversity, equity and inclusion remained strong. We established an employee reference group to help guide policy and workplace

practices that foster safety, inclusivity and a sense of belonging. Representing a cross-section of staff, the group plays an important role in ensuring everyone at Mission Australia can thrive.

Wellbeing and psychosocial safety also remained key priorities through a range of internal initiatives. We worked with all employees to develop action plans that support and embed safety across our teams.

These outcomes reflect the strength of our workforce and the impact of our ongoing commitment to staff support, inclusion and engagement. Together, they show that Mission Australia is a place where people are empowered, supported and able to make a meaningful difference in the lives of others.

"Our people are at the heart of Mission Australia's impact. By nurturing a workplace where staff feel valued, included and supported to do their best work, we empower our skilled workforce to deliver high-quality support that transforms lives across the country."

**Ben Williams,
Executive Corporate Services**



Advocating for a fairer nation

With our evidence and courageous voice, Mission Australia continued to advocate for a fairer nation and better outcomes for the people and communities we serve.

With 2025 being an election year, we amplified our engagement with government, policymakers, political candidates and the broader community to ensure critical issues like safe, affordable housing, support for young people, and ending poverty and homelessness remained high on the national agenda.

Our advocacy remains grounded in lived experience, informed by research and practice wisdom, and delivered through policy submissions, public campaigns, media engagement and direct dialogue with decision-

makers. We work in partnership with the community services and housing sectors to put forward practical, long-term solutions - championing policies that increase supply of social and affordable housing, strengthen community services supports, and prioritise the wellbeing of people facing disadvantage.

As a trusted and experienced voice in community services and housing, Mission Australia remains committed to driving systemic change that creates lasting, positive impact for individuals, families and communities across the country.

"Mission Australia has deep knowledge and experience in how Australia's community services and community housing systems should work - it is our responsibility to bring that knowledge to policy reform that better serves our communities."

**Paul Wright,
National Manager, Policy,
Advocacy & Government Relations**

Delicious, nutritious meals enhancing life in our aged care facilities

Strategic partnerships are vital to our work. By collaborating with organisations that share our values, we can achieve greater impact together.

Our partnership with the Maggie Beer Foundation has been a wonderful example of this in action.

At our specialist aged care facilities, food is about more than nutrition — it's about enjoyment, dignity, and connection. That's why our chefs are participating in a one-year program with the Maggie Beer Foundation to enhance the way we provide quality food and meals to our residents.

As part of this mentorship program, our chefs participate in training to develop new menus approved by dietitians and speech pathologists to ensure the food is both nutritious and enjoyable for our residents.

The Maggie Beer Foundation, funded by the Australian Federal Government's Department of Health and Aged Care, are delivering education and training to improve the dining, food, and nutritional outcomes for older people in aged care.

Charles Chambers Court was the first of our aged care facilities to take part in a five-day intensive program with Chef Amanda from the Maggie Beer Foundation.

The program works not only with the kitchen staff but with the leisure and lifestyle teams to discuss how residents feel about the current food options on site.

Our residents enjoyed sampling a new menu with choices such as potato croquettes with parmesan and lemon zest and slow cooked lamb shoulder.

"Participating in the Maggie Beer Foundation training is one more way that Mission Australia is supporting our aged care residents, and we're excited to see the long-term impact of this program on their health and wellbeing."

**Stephen Brooker,
General Manager, Aged Care**



Financial highlights

Thanks to your support, we helped 141,552 people across Australia improve their lives through our services and community housing.

In the 2024–25 Financial Year, 85.9% of our income went directly into delivering community services and housing, while building a resilient, high-performing and forward-thinking organisation — sustaining the people, systems and tools that keep our services running safely, effectively and with heart.

The remainder will be invested in future service delivery, capital projects and organisational capability.

Real change takes real investment in both frontline services and the strong foundations behind them so we can keep growing our impact and serve people and communities in need for years to come.



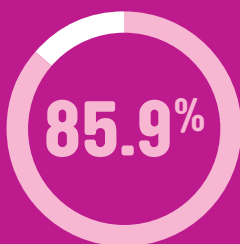
426m

Total operating revenue

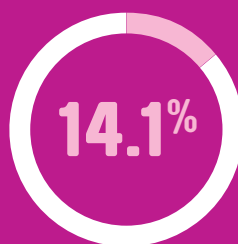


418.5m

Total operating expense

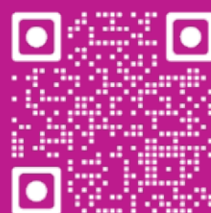


85.9%
of income went back into services and supporting our people, systems and governance



14.1%
will be invested in future service delivery, capital projects and organisational capability

Read our full financial report



With gratitude

Thank you for your generosity and commitment. Together, we're building a future full of hope and possibility for all.





**Ernest Heine
Family Foundation**

**Fairview
Endowment**

**Ficus
Foundation**



**See the full list
of supporters**



Our new patron

During Homelessness Week in 2024, we were honoured to welcome Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of the Commonwealth of Australia as our new Patron.

"I am delighted to accept Mission Australia's invitation to serve as Patron. I look forward to supporting their team and having the opportunity to learn more about the incredible impact they are having on the lives of Australians."

Sam Mostyn AC

Governor-General of the Commonwealth of Australia

Thank you

Support us

- ✓ **Donate now**
- ✓ **Make a regular gift**
- ✓ **Fundraise for us**
- ✓ **Leave a gift in your Will**
- ✓ **Partner with us**
- ✓ **Volunteer with us**
- ✓ **Engage your church**

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