



CREATING A GENERATION OF
UPSTANDERS

B'NAI B'RITH
COURAGE TO
CARE (VIC) INC

2024/25 ANNUAL REVIEW



CREATING A GENERATION OF
UPSTANDERS

OUR MISSION: CREATING A GENERATION OF UPSTANDERS

B'nai B'rith Courage to Care (Vic) Inc's purpose is to educate about the dangers of prejudice, racism and discrimination and to promote acceptance of diversity by:

- creating awareness of the dangers of discrimination, racism and prejudice;
- educating to challenge attitudes and behaviours;
- demonstrating that every individual can make a difference;
- transforming "Bystander" behaviour to "Upstander" action.

Each person can make a difference. Never be a bystander.

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- 📧 office@couragetocare.org.au
- 🌐 couragetocare.org.au/home
- 📞 (+613) 9533-0955



Volunteer facilitator Linda Grof engages with students.

COURAGE TO CARE

As a registered not-for-profit organisation, Courage to Care Victoria began in 1992 as an initiative of B'nai B'rith, the global Jewish service organisation. We have reached nearly 200,000 students across Victoria, with continued growth year after year.

With the creation of Courage to Care Australia we are increasingly working with our interstate colleagues looking for synergies and areas of mutual interest.

We believe that ordinary people have the power to make a positive difference to the lives of others by being Upstanders. Taking inspiration from real-life extraordinary acts of courage, our Upstander Programs inspire people to make a real difference in their community by standing up and taking action, creating real change.

We deliver Upstander Programs in schools which use the period of the Holocaust as a vehicle to explore discrimination—including racism and antisemitism—prejudice, stereotyping and bullying.

Highlighting the acts of the 'Righteous Among the Nations' and the heroes of other genocides, the programs inspire participants to be Upstanders, not bystanders.

Delivered by our team of skilled volunteers and featuring inspiring testimonies from Holocaust Survivor speakers and custodians of their stories, we encourage participants to become aware of their potential to make a positive difference, and offer practical tools for standing up against discrimination, racism and antisemitism by empowering participants to take positive action – in the schoolyard, workplaces, and in our communities.

Our Upstander Programs are a dynamic, intensive experience which challenges participants to consider their own actions and attitudes and the meaning of what it is to be an Upstander instead of a bystander. Programs are offered for secondary years students (SYP) and middle years students (MYP). We also offer Upstander training in the workplace.

In 2024 we introduced our free online Teacher Lesson Plans. These resources equip teachers to tackle issues of racism, discrimination, antisemitism and stereotyping with their Year 9 and 10 students. There is a set of six digital lesson plans.

Courage to Care welcomes volunteers from all walks of life with the enthusiasm to make a positive difference.

During these challenging times, our focus continues on education and encouraging Upstander behaviour. In the face of discrimination, we are not an advocacy organisation per se but, when incidents arise, we proactively encourage individuals and organisations to make informed, respectful decisions and take whatever action within the rule of law they deem appropriate.

Our key messages are universal and needed more than ever as we strive to create a generation of Upstanders.

Courage to Care acknowledges the traditional owners and custodians of the unceded land on which we live and work. We honour the strength and resilience of Aboriginal and Torres Strait Islander peoples and pay our respects to their Elders past, present and emerging.



JUDY GLICK, CHAIR COURAGE TO CARE (VIC) INC

In the past year Courage to Care has continued its trajectory of growth. It is gratifying that schools are booking our Upstander Programs in increasing numbers. To enable us to efficiently provide our programs, we have expanded our school coordination team, increased our efforts to engage more volunteers and implemented more comprehensive volunteer training.

We keep in mind, always, that our aim is to provide Upstander education. This is our area of expertise, where we have gained the trust of schools and the support of the Department of Education and our much-appreciated funders.

Two years of our long-term funding contract with the Department of Education has been completed. I acknowledge their support, that of our Principal Partner, Gandel Foundation, and our Major Partner, Erdi Foundation. With such support Courage to Care's work continues to be increasingly known and appreciated in the community.

I continue as the Chair of Courage to Care Australia Ltd which delivers programs in New South Wales, Queensland, Western Australia and the ACT as well as Victoria. Representatives from the different States are working together to more closely align our organisations as we aim to deliver impact at a national level.

My thanks go to our dedicated and hard-working Victorian staff in 2024, Zoi, Lisa, Deb, Karen, Leah, Alexis, Andrea and Nathan. In early 2025 we welcomed Karen (Kaz) and Donna.

Mike Zervos, our CEO, leads the organisation. We are so lucky to have someone with his skills and personal qualities and I am very lucky to have a CEO of his calibre to work with. Mike attends a great number of networking opportunities. He is a most passionate and eloquent spokesperson for Courage to Care and was acknowledged by the Monash Business School with an Alumni Impact award in 2024.

Without volunteers there would be no Courage to Care. Volunteers are essential and we are ceaselessly researching and implementing ways to support them. Volunteers deliver the Upstander program in schools, assist with governance, administration and advice. I thank them all regardless of the role they play.

At the Annual General Meeting in October 2024 committee members were re-elected. In early 2025 Allan Kaufman resigned from the Committee of Management (CoM) after seven years. We thank Allan for his wonderful contribution.

The skills, experience and energy that our committee members bring to our governance is much appreciated. Our good governance is expressed in our strong financial position. Four subcommittees provide expert input into the CoM.

I look forward to the continued growth of the number of students we reach and in the resultant growth of Upstander behaviour in schools. The dramatic increase in racism and antisemitism means our Upstander education is essential.

Thank you to all our partners and supporters. I hope you enjoy reading this Annual Review and welcome your continued support as we strive to 'create a generation of Upstanders'.

Judy Glick
Chair, B'nai B'rith Courage to Care (Vic) Inc



DR PETER SCHATTNER, PRESIDENT, B'NAI B'RITH, VICTORIA

I congratulate Courage to Care Victoria (C2C) for another very successful year.

What started as a small project within B'nai B'rith has grown to become a very major enterprise. You now have more than 18,000 Victorian students booked into your programs, with almost half of them attending primary schools. In 2024, C2C visited 152 schools with 35% being in regional and rural Victoria, and 62% of schools visited were new schools. This amount of activity with Government, Catholic and Independent schools across the state is really quite amazing.

The question of interest to most people must be: What impact does this program have in an era which has witnessed such a steep rise in antisemitism? The answer is complicated and obviously the current crisis needs strong political, legal and policing responses as the highest priority. However, an important contributing factor to our terrible predicament has been the failure of various groups to speak out strongly in the defense of Jews and Israel: the problem of too many bystanders and not enough Upstanders.

Being an Upstander is at the core of C2C's program, and we hope that its message will spread widely so that not only political leaders speak out strongly, but so do other community groups, including faith leaders.

B'nai B'rith remains committed in its support of C2C as it has such an important role to play in our society. We wish you even greater success in 2025.

Dr Peter Schattner MBBS FRACGP MMed MD
President, B'nai B'rith Victoria





GRAHAM GOLDSMITH AO DEPUTY CHAIR, GANDEL FOUNDATION

On behalf of the Gandel family and Gandel Foundation I am pleased to contribute to this Annual Review. We continue to proudly support Courage to Care Victoria as Principal Partner, not just with funding but also with guidance, advice and collaboration.

2024 saw continued dangerous racism and hate speech in our communities. The levels of anxiety and fear are palpable. Members of the Jewish community, in particular, feel under personal danger with antisemitism a scourge of our community. This is unacceptable and it also clearly indicates that the need for education is stronger than ever.

Gandel Foundation is proud to support organisations like Courage to Care which share messages of hope, and which help young people understand how to stand up to racism and uphold human rights.

Face-to-face learning has always been the strong, successful, feature for Courage to Care. It is pleasing to see that in 2024 it was, once again, able to visit schools across Victoria, reaching a record number of students. There is no reduction in the need, or demand, for Courage to Care.

Every organisation needs strong leadership, management and operations to successfully deliver on their mission. We were pleased to support the role of Chief Executive Officer with our second three-year grant. We believe this support has helped strengthen the impact of the organisation.



ALPHA CHENG AMBASSADOR

Courage requires us to address the elephant in the room: we cannot escape the Israel-Hamas war and its continuing devastating impact and consequences locally. It has polarised, traumatised, and re-traumatised communities; further entrenched long-standing resentments; and has reignited ugly antisemitic, Islamophobic, and dehumanising rhetoric. Schools and educators are finding it more and more difficult to navigate the tricky conversations about prejudice, racism and discrimination that are arising.

If you are reading this, you obviously care. Caring is fundamental to our human nature. You recognise the dangers of prejudice, racism, and discrimination, and you believe in the restorative powers of education, human connection, and compassion. You have given your time, resources, and have chosen to embark upon the uphill climb that genuine caring sometimes requires.

In 2024 we were also pleased to recommit to another three-year grant to support Courage to Care expansion plans, aiming to reach even more students in Melbourne and across Victoria with Upstander education programs. The vision to 'create a generation of Upstanders' is worth all our support.

We look forward to continuing our productive partnership and collaboration with Mike Zervos and his leadership team.

Gandel Foundation would also like to once again acknowledge the countless individuals who give their time, energy, funding and wisdom to make Courage to Care as successful as it is. This especially goes for the volunteers, who are truly the lifeblood of this grassroots organisation – you deserve special recognition!

In previous messages our Chair and Co-Founder John Gandel referred to a world that is becoming more challenging with growing racism, prejudice and antisemitism. Sadly – in fact, disturbingly – the situation isn't getting better. If anything, we are witnessing an even more turbulent world, with more acts of racism and antisemitism occurring all too often, becoming more mainstream and almost the 'norm,' in our strongly multicultural society.

That is exactly why we need organisations like Courage to Care, to teach young people and share the messages of hope, of caring for fellow human beings and of standing up for what is right in this world.

Young people need to learn from history, get to know the role models of the past, hear and understand their stories of courage and humanity, and learn to be – and do – better. All of us at Gandel Foundation have faith in organisations like Courage to Care to guide our youth on the right path, the path of becoming a force for good – for all of us.

*Graham Goldsmith AO
Deputy Chair, Gandel Foundation*

Don't give up.

I believe there will be a long journey toward any form of restoration within and between communities. Courage to Care will continue to fill that space, even when it's hard.

Your courage and your care is so important to guiding difficult conversations in schools, focusing on the fundamentals that are positive to the human spirit, and to equip young people with the skills and insights that will help them to say no to prejudice, racism and discrimination.

Thank you for your courage. Thank you for caring.

I commend you on your achievements to date and hope you have continued positive impact.

Alpha Cheng



SIR GUS NOSSAL PATRON

This message is written at a time of a significant upsurge in antisemitism and Islamophobia across Australia and the world. For this to happen in a country such as Australia, which for so many years has prided itself on its success at creating a respectful and tolerant multicultural nation, has been a shock to many. It serves as an unwelcome reminder of how quickly, even in a well-educated, civilised society such as ours, old hatreds can again rise to the surface and erupt.

In light of this, the work of Courage to Care is more important than ever, as it challenges participants in its programs, students in particular, to consider the origins of stereotyping, prejudice and discrimination (in other words, of hate). At the same time, it provides those involved with some suggested tools to take steps to safely counter these malevolent influences – to become Upstanders rather than bystanders in the face of discrimination of any kind.

It is impressive to note the growth of Courage to Care and the increasing number of students with whom its volunteers engage. The fact that so many schools now book programs for their students each year is testament to the value that teachers place on the programs.

It is also reassuring to note the willingness with which the organisation is able to revise and modify its programs in response to the feedback it receives. It is not providing a stagnant product – the programs are constantly re-evaluated, and changes are introduced in the light of the audience and the issues of the day.

The linkage of all of the Courage to Care programs being delivered here in Victoria and in NSW, ACT, Queensland and WA under the banner of Courage to Care Australia is encouraging for the benefits it brings in the sharing of knowledge and resources.

I commend the dedicated work of the staff of Courage to Care (Victoria) and admire the commitment of so many supporters and volunteers with this organisation.

Sir Gus Nossal AC CBE FRS



UNCLE BOYDIE TURNER PATRON

I acknowledge the custodians of the land of my people, the Yorta Yorta where I live, and of the Kulin Nation, where most of your valuable volunteers reside, and pay my respects to our Elders, past, present and future. I also pay my respects to your treasured Elders, including Holocaust survivors, their descendants and all your volunteer educators, for the passionate work of educating the breadth of the Australian community on having the courage to care.

I have seen a lot in my 96 years and, sadly, I know too well what happens in a society of bystanders. I grew up in a country where few had the courage to care for my mob. My family was well aware of discrimination based upon racial prejudice.

I remember, as a 10-year-old, when my grandfather, after years of futile activism for my people's human rights, travelled from Melbourne to conduct Sydney's Day of Mourning on 26 January 1938. And, in November of that same year, as secretary of the Australian Aborigines League, his distress on reading in *The Argus* of the atrocity we now know as *Krystallnacht*. As an Aboriginal man, Grandfather could sadly recognise the fear, desperation, bewilderment and a sense of hopelessness which the Jewish people faced in Europe.

I am so proud that Grandfather fought for what he knew was right, and that the volunteers of Courage to Care put their hearts and souls likewise into educating people to do the right thing—to not be bystanders.

Any new opportunity to achieve greater awareness and understanding of the values my Grandfather, William Cooper, represents, must be nurtured and strongly encouraged. I am delighted that Courage to Care is continuing its growing positive impact and wish you continued success for the future.

Together, we can make a difference!

Uncle Boydie Turner



School Upstander poster

We also received this lovely note from Leonie Drummond, Uncle Boydie's daughter:

"Dad is forever grateful for the friendships shared amongst the Jewish community and knows that it is a true honour to be a Patron of Courage to Care. We often reflect on the occasions we have shared with many Jewish friends over the past 20 years. Courage to Care's work in schools is more important than ever. We admire your determination to continue to share not only William Cooper's story but all of those that stood up when most turned away.

Our love to you all and we hope that the cease fire brings some peace and hope to your community, and all those effected since October 7."



CEO'S REPORT

It is an honour to be contributing the CEO's Report of B'nai B'rith Courage to Care (Vic) Inc for my sixth time.

I continue to be amazed by the passion and commitment of everyone involved with Courage to Care, especially given the challenges over recent years. We bounced back strongly following COVID-19 and continue to reach more students than ever before even during these challenging times. The increase in antisemitic attacks across our community has shocked us all and strengthened our resolve to offer education and positive actions as Upstanders as the solution.

Our Committee of Management (CoM), so ably led by our Chair Judy Glick, continues to provide excellent oversight and strategic direction. The stability of our leadership has aided our ability to respond to an ever-changing world.

The CoM is a cohesive unit, continuing to focus on the big picture and rising to the challenges that confront us. I would like to express my appreciation to Judy, and the Chairs of our four key subcommittees for their guidance and support.

The creation of Courage to Care Australia Limited as a joint venture with our NSW

colleagues continues as a significant step forward, opening up national opportunities and greater synergies between states.

We are proud of our gender mix, with 73% of CoM being women and women chairing all four subcommittees.

Everything the CoM does considers our strategic direction, the welfare of our volunteers, and how we can improve our impact in schools and the broader community. Also, we are very fortunate to have such enthusiastic and capable staff providing such a high standard of work. They continue to amaze me with their positivity and willingness to contribute above and beyond.

Despite the challenges experienced over recent years, 2024 was another year of significant achievements and growth. We have successfully embedded our long-term funding contract with the Department of Education. We launched our six free online teacher lesson plans in partnership with Cool.org. I take great pride in looking back over such a successful year and am honoured to be part of such a positive and productive team. 2024 was a record year with more than 18,000 students booked into programs, the most ever. I said that last year too!

Our commitment to regional and rural schools is unwavering and the schools appreciate that we now offer all programs as incursions (we visit the school and deliver programs in the classroom).

While 2025 will bring new challenges, our operating model is robust, and we continue to have strong demand from schools for our programs. Our evaluations tell us we are making a positive difference.

As we grow, the support of our donors and volunteers is needed all the more to ensure we can meet the demand from schools. Our attitude is one of continuous improvement and capacity building.

Strategic Direction: Creating a Generation of Upstanders

We have set an ambitious target to reach more than 45,000 students over the next two years with our face-to-face programs. Many more students will have access to our online lesson plans.

So, what will Courage to Care look like in the future?

- We will proudly celebrate our achievements and aim for even greater impact.
- Our position within the not-for-profit education sector will be even better understood and respected. Our brand will be much more widely known and appreciated.
- We will continue to live by our values, being an employer of choice and also where volunteers are proud to be involved.
- Alongside like-minded organisations, we will have enhanced the memory of, and learnings about, the Holocaust, particularly for our younger generations.
- We will work collaboratively through Courage to Care Australia.



As a non-political organisation, with an important community message about Upstanding to address discriminatory and prejudicial attitudes and bullying, Courage to Care has strong support. We strive to brief our political leaders on the important bipartisan approach to education. From left, CEO Mike Zervos with new Victorian Opposition Leader, Brad Battin, Premier Jacinta Allen and former Opposition Leader, John Pesutto.



Members of the Committee of Management, together with CEO Mike Zervos. Allan Kaufman resigned from the CoM in early 2025. (Absent: Susan Hearst.)

- Our volunteer support will be from a broader cross-section of the community and will be respected for its diversity.
- We will have significant impact with our Middle Years Program reaching younger students and have continued growth of our Secondary Years Program.
- Our remote online Teacher Lesson Plans will be used widely across the country.
- We will focus on outcomes and impact, evaluating our performance, always looking to improve.
- We will have a commercially viable workplace social enterprise fee-for-service offering, including professional development for teachers, corporates and the broader community.
- We will continue to be financially responsible, respecting the trust donors have given us.

These are ambitious goals, and we have every confidence that, with the generosity of our supporters and the contribution of our wonderful staff and volunteers, we will continue to make real progress.

I look forward to sharing our progress towards creating a generation of Upstanders with you throughout the year.

*Mike Zervos OAM
Chief Executive Officer*

GOVERNANCE

2024 saw stability, focus and significant progress in our strategic outlook and capacity-building as an education organisation.

We are all the more committed to work towards creating a generation of Upstanders!

Our subcommittees are:

- Education
- Survivor & Volunteer Relationships
- Marketing & Fundraising
- Audit & Risk

Our governance structure is unchanged and summarised in the graphic below.

Although it may look complex, this subcommittee structure gives us a solid foundation for growth and a pathway for volunteers to be involved in their areas of interest and expertise.

Committee of Management at December 2024:

Chair: Judy Glick

Vice Chair: Kerryn Lowe

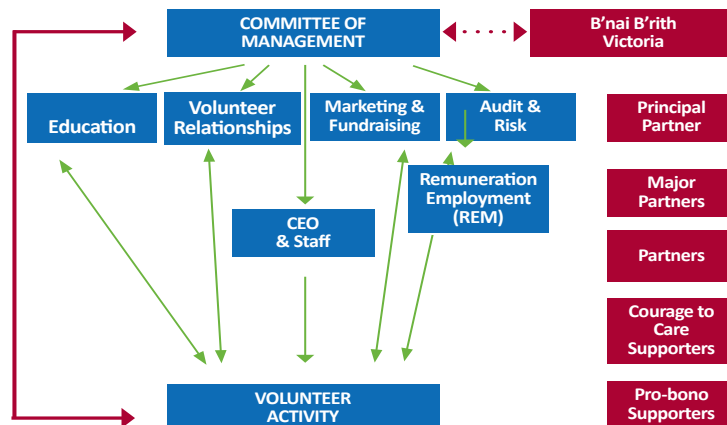
Treasurer: Vicki Lustig

Secretary: Simone Markus

Members: Harry Better OAM, Lani Brayer, Sabrina Chakman, Susan Hearst, Allan Kaufman, David Klein, Kay Ronec

GOVERNANCE STRUCTURE

Volunteers elect the Committee of Management. Committee of Management Executive Members (Chair, Vice-Chair, Treasurer and Secretary) must be B'nai Brith Victoria members.



SUBCOMMITTEES REPORTING TO THE COMMITTEE OF MANAGEMENT

SURVIVOR & VOLUNTEER RELATIONS

- Oversight of volunteer relationships
- Respect and acknowledgement.

MARKETING & FUNDRAISING

- Oversight of marketing, branding, communications and fundraising activity.

AUDIT & RISK

- Oversight of all financial, governance, secretarial matters.

EDUCATION

- Oversight of program content, development, training and subject matter expertise.

“We have completed our first full year of Courage to Care Australia and made good progress. While Victoria and NSW continue to operate independently, we can now share ideas, develop joint venture opportunities and seek national funding support. This will only enhance our strong relationships at state level.”

Judy Glick
Chair, Courage to Care Australia Ltd.

Our CoM was elected unchanged at the Annual General Meeting held 15 October 2024, with our Chair and Vice Chair providing leadership continuity.

Chair, Judy Glick: Judy has an educational background working as a secondary science teacher in both the public and private sectors for over 18 years. Being a passionate environmentalist, she moved to CERES Environment Park, initially teaching and developing programs in the excursion program. Over more than 20 years at CERES, Judy became the manager of the excursion program and progressively was involved in grant writing, strategic planning, fundraising and partnerships.

At the end of 2017 Judy retired from CERES and, after catching up on all those matters that had been waiting for attention, looked for an organisation where she could volunteer her skills and experience.

A friend directed her to Courage to Care. The overlap with Judy's experience was striking. Courage to Care delivers values-driven behaviour change programs, it has a strong clear mission, delivers the programs face to face and at no charge, making fundraising an essential activity.

Judy works on strategy and on gaining resources to support the organisation.

She is a keen gardener, loves reading, coffee with friends and is a curious and adventurous traveler.

Vice Chair, Kerryn Lowe: Kerryn grew up in Doncaster and completed her schooling at Mount Scopus Memorial College before studying Arts/Law at Monash University.

During her university career she was very involved with many clubs and was a student representative on a University Board. During this time, she was also a foundation member of the Dinosaur Softball Club.

Most recently she worked for Melbourne Airport as their in-house legal counsel.

Kerryn was attracted by the schools' program because it teaches and empowers students to stand up to bullies and discrimination. Raising awareness of the Holocaust is also important to her.

Kerryn currently volunteers for a few other community groups and still has time to enjoy time with her family, cooking and planning her next holiday.

Relationships with other organisations

Courage to Care continues to work closely with other organisations to ensure collaboration and synergy, and to share knowledge and expertise.

- **Victorian Department of Education (DE):** We continue to work closely with the DE under our funding agreement. We are a key member of the Department's Antisemitism in Education Consultative Group.
- **Courage to Care in Western Australia:** Interaction with our counterparts in other states continues to be strong and we continue to look for synergies.
- **Ethnic Community Council of Victoria (ECCV):** The ECCV brings the broader community together. As a member, we seek collaboration with this umbrella body and other members.
- **Victorian Multicultural Commission (VMC):** We are a member of the VMC Regional Advisory Council providing input on community matters.
- **Jewish Community Council of Victoria (JCCV):** The JCCV brings the Jewish community together. As a member, we seek collaboration with this Victorian umbrella body and other members.
- **Melbourne Holocaust Museum (MHM):** This is the major centre for education and research about the Holocaust. The Upstander Programs we offer to students are complementary to programs offered by the MHM. Our CEOs frequently discuss areas of mutual interest.
- **Gandel Holocaust Studies Program for Australian Educators:** It is unfortunate that educators were not been able to visit Yad Vashem in Israel in 2024. We proactively offer our Upstander Program to graduates of this amazing course.



The CoM hard at work.

2024: KEY STATISTICS

9,708
SYP
students

8,600
MYP
students

95
schools visited for
the first time

2,240
total
volunteer days

152
total
schools

47,802
students reached
nationally by
online teacher plans

164
adult
participants

15
presentations
to groups

127
active
volunteers

- William Cooper family:** Our continued relationship with the William Cooper extended family remains strong and we are honoured to have William Cooper's grandson Uncle Boydie Turner as our Patron. Uncle William Cooper (1860-1941) was an Aboriginal activist and leader of his community who also saw the injustices of the world around him at a time when his own people were struggling for equality and their place in Australian society. When he read about Kristallnacht in far-off Europe, he led a delegation of Aboriginal men and women to march to the German consulate in Melbourne to present them with a letter condemning the Jewish persecution.
- Jewish Museum of Australia:** We continue cross promoting our respective offerings and look for areas of mutual interest.

Antisemitism in Education Advisory Group

Courage to Care continues to be part of the Antisemitism in Education Consultative Group that meets regularly with senior members of the Department of Education and other like-minded education organisations.

Our aim is to discuss the measures to combat and prevent antisemitism in schools. This is an excellent forum ensuring we all work closely together.

Victoria's first Anti-Racism Strategy

Courage to Care welcomed the release of Victoria's Anti-Racism Strategy 2024-29, which recognises the significant and lasting impacts of racism on our community and the need for action to:

- Reduce racism and discrimination in policing,
- Strengthen appropriate and culturally

safe supports for people who experience racism and discrimination,

- Build the capability of organisations to be anti-racist,
- Build the capability of complaint and oversight bodies to better respond to reports of racism, and
- Deliver anti-racism campaigns in sport to drive behaviour change.

We support the Victorian Government's focus and hope that education initiatives continue to be supported.

A Reconciliation Action Plan for Courage to Care

In 2024, volunteers and staff attended a workshop with Amanda Maitland-Smith as the first step towards creating a Courage to Care Reconciliation Action Plan (RAP).

We are delighted that Amanda will be volunteering with Courage to Care into 2025 to help us to achieve a meaningful and responsive (RAP) which reflects the views and values of our community.



Vicki Lustig speaking at the AGM, October 2024.



Lani Brayer, CoM Planning day, February 2024.



David Klein and Judy Glick, CoM Planning day.



Amanda Maitland-Smith and some of the participants in our first Reconciliation Action Plan workshop, 2024

Amanda will consult broadly and attentively with volunteers and staff to develop a RAP that every member of our organisation can embrace and uphold.

A RAP is a means for Australian organisations to formalise their commitment to reconciliation, and more than 2,700 organisations have done so. RAPs enable organisations to strategically take meaningful action to advance reconciliation. Based around the core pillars of relationships, respect and opportunities, RAPs provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing recognition, economic equity and supporting First Nations self-determination.

Who is Amanda Maitland-Smith?

Amanda is a Noongar Yamatji woman with a life-long commitment to learning, human rights, and equality. An experienced educator for more than 18 years, she has filled leadership roles at a number of highly respected Victorian government and independent secondary schools, creating, implementing and delivering various Wellbeing and Teaching & Learning projects for students, parents, staff and in the private sector.

Amanda is also a graduate of the International School for Holocaust Studies at Yad Vashem in 2020. The lessons from Yad Vashem inform Amanda's approach to the principles of Reconciliation. She has led the writing and implementation of two RAPs across two multi-campus schools, engaging with many stakeholders.

We are looking forward to this journey with Amanda who was also our guest speaker at our Volunteer Morning Tea in May 2024 during National Volunteer Week.

Nova Peris

Nova Peris OAM is an Aboriginal Australian athlete and former Senator. Born in Darwin, Northern Territory she lost contact with her father as a child and was removed from her mother, ultimately being raised in the Catholic mission on Melville Island as one of the Stolen Generations. Sport became a passion and, as part of the Australian women's field hockey (Hockeyroos) team at the 1996 Olympic Games, she was the first Aboriginal Australian to win an Olympic gold medal. She also became the first Indigenous woman to be elected to federal parliament.

In 2024 she became a strong public advocate against antisemitism. She visited Courage to Care in June to learn more about our important work.



Nova Peris with some of our staff.

Courage to Care Australia Limited

Founded in 1992, Courage to Care originally existed only in Victoria. In 1999 Courage to Care NSW was formed, ultimately expanding its operations to include programs in Queensland and the ACT, while Victoria extended its support to Western Australia.

Courage to Care NSW and Courage to Care Victoria exist as independent organisations, offering similar programs but with separate boards, volunteers and operational staff. Courage to Care Australia, incorporated in October 2023, looks for national opportunities.

As a joint venture between NSW and Victoria, the Board has equal representation from each state. The board of Courage to Care Australia comprises Judy Glick (Chair), Tom Curtis (Vice Chair effective August 2024), David Klein (Secretary) and Abie Greengarten (Treasurer). The board acknowledges the contribution of Kathy Sharp who stepped down in August 2024.

The formation of Courage to Care Australia offers opportunities to increase efficiency and, ultimately, impact, allowing Courage to Care truly to 'create a generation of Upstanders' across Australia.



“Being a bystander can be just as bad as being the person being mean; just the smallest act of kindness can make a big difference.”

**Year 6 student,
Frankston Heights Primary**



Courage to Care representatives from Victoria and New South Wales at dinner.



Sabrina Chakman, Education Subcommittee Chair.

“The Education Subcommittee’s role continues to provide subject matter expertise across all educational matters. In 2024 we oversaw the rollout of the revised Secondary Years Program with very positive feedback from students and teachers. We are delighted with the early take-up of our Teacher Lesson Plans in partnership with Cool.org. I would like to thank each member of the Subcommittee for their insightful contribution in 2024.”

Sabrina Chakman
Chair, Education Subcommittee



School poster.

EDUCATION SUBCOMMITTEE

- Chair:** Sabrina Chakman
Members: Lani Brayer, Amanda Burritt, Sarah Calleja, Mark Kestin, Phillip Lipton, Bev Rosenberg, Barbara Stowe, Tony Weldon

We acknowledge the contribution of Amanda Burritt, who stepped down from this Subcommittee in late 2024.

The Education Subcommittee has oversight of all education-related activities including program development, educational content, and training. The Subcommittee:

- Reports to the Committee of Management (CoM) on all relevant matters
- Provides advice to CoM on specific matters referred to it for consideration
- Interacts with any other Subcommittee of Courage to Care as required.

In 2024 we made significant progress in many areas. We offered our Upstander Programs to more than 18,000 students, the greatest number of students ever reached in a year.

At the heart of all our program delivery is the concept of ‘safely in and safely out’, meaning we ensure students are not exposed to images or stories that will cause harm.

In March 2024 we partnered with Cool.org to offer online education resources for teachers and students to fight against the alarming increase in hate speech in Australia. (See page 15 for more details about this free, online resource which has already reached more than 47,000 Australian students.)

We also reached nearly 200 adults with a growing workplace program.

2024 Snapshot

- We booked 18,308 students into face to face programs in 2024, up 13% on 2023
- Of these, 47% attended our Middle Years Program
- We visited 152 schools: Government 62%, Catholic 22%, Independent 16%
- Regional and rural Victorian students comprised 35%
- We had not previously visited 62% of schools.

Department of Education (DE) Funding

2024 marked the completion of the second year of our four-year funding contract from the Department of Education. The funding supports delivering our Program to more students throughout the state, a continued commitment to regional Victoria, plus a focus on offering Year 9 students additional education for their compulsory Holocaust studies.

Our relationship of twenty years with DE is a wonderful acknowledgement of our lasting impact on students and teachers with whom we engage. The need for the message we deliver is compelling and our work has just begun. Demand from schools is at record levels. With this endorsement we can continue to offer schools and the community programs that make a real difference.

School Incursion Programs

Our Upstander Programs are delivered directly to an individual school during single or multi-day visits. The incursion program, begun in 2013, has been so well-received by schools that incursions are now our service delivery model in both metropolitan and regional Victoria.

There are two complementary programs, the Secondary Years Program (SYP) which was the historical basis of our educational offerings, and our Middle Years Program (MYP) for younger students.

Secondary Years Program (SYP) for Years 8 to 12

The SYP has been carefully developed over many years for students in Years 8 to 12. It explores the dangerous escalation that begins with stereotyping and can lead to hatred and genocide. Our emphasis



With a Middle Years and a Secondary Years school program, Courage to Care engages students at both primary and secondary level. Left: Kay Ronec and right Mark Kestin, recall their mothers' survivor stories.

WHAT DO WE DO? TRANSFORM BYSTANDER BEHAVIOUR TO UPSTANDER ACTION THROUGH EDUCATIONAL WORKSHOPS

SCHOOLS PROGRAM

- Incursions
- Secondary Years Program (SYP)
- Middle Years Program (MYP)
- Online teacher lesson plans

WORKPLACE PROGRAM

- Public and private organisations
- Clubs and societies
- Teacher professional training



Above: Volunteer facilitator Pearl Stock at an SYP incursion.

Below: Custodian speaker Margi Taft tells her mother's story and of the Upstanders who helped her mother.



"We align this with our teaching of Respectful Relationships and find it so valuable in setting up the expectations and school values at the beginning of the year. It's always a student highlight as they are amazed by the stories, make family connections and discuss the messages in their home life!"

**Teacher,
Mitcham Primary School**



Volunteer facilitator Evelyn Flitman with students.



Volunteering all over the state: Phillip Graves (left) visits his old primary school. Pictured with Tony Weldon.

is on the behaviours and learnings from history.

In consultation with the Department of Education (DE), a focus is on reaching Year 9 students to build on their Holocaust education.

In late 2023 we updated the SYP for delivery in 2024. The program was restructured with refinements based on feedback from teachers, students, educational consultants and experienced volunteer facilitators. One factor was to reduce lecture-style teaching while increasing student participation and interaction in recognition of current pedagogical best practice.

Teachers have received the revised SYP with great enthusiasm.

This was a challenging time but one of significance, with volunteers, teachers and students embracing the activity-based learning and focus on practical foundational messaging.

The revised SYP is now well implemented, and we continue to make refinements in response to feedback from all participants.

Middle Years Program (MYP): Years 5-7

Our newer MYP for students in Years 5-7 introduces the acceptance of diversity and understanding of concepts such as stereotyping, prejudice and discrimination.

From launch in March 2020, the program has proved robust. With minimal promotion, MYP has grown to nearly half of all our program delivery. It is extremely well-received by schools and students and is strongly supported by our volunteer facilitators.

Regional and Rural Victoria

Our commitment to regional and rural Victoria is unwavering, with more than 35% of total activity in 2024 outside Melbourne.

With improvements in technology, schools have a strong preference to avoid transporting their students off school grounds (with the associated permissions and travel costs), so incursions are appreciated.

The shift to an incursion model offers schools greater flexibility, promising an increase in regional and rural students in the long term.

CONTINUED ON PAGE 14

OUR 2024 SCORE CARD OF SUCCESS

Courage to Care evaluates five key performance indicators (KPI). Students are surveyed after each program is delivered. Teachers are surveyed after each program and again after three months. We achieved our benchmark of 80% or higher.

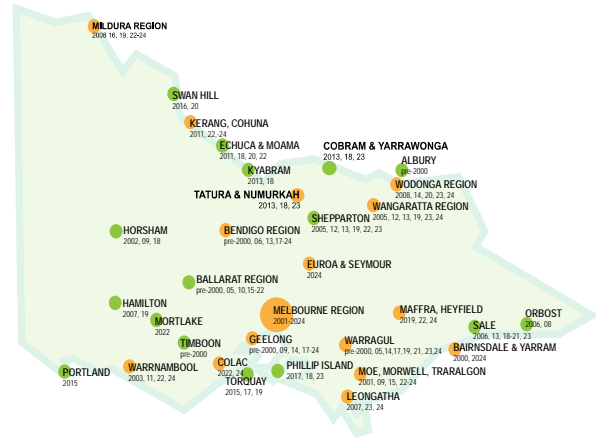
		KPI not met	Can improve	In progress	KPI met
OUTCOME	MEASUREMENT / KPI				
KPI 1 Recognise that a bystander is not neutral and understand the power of the Upstander in responding to situations of discrimination and bullying.	80% of students report improved subject knowledge of bystander/upstander concepts 80% of teachers report improved subject knowledge of bystander/upstander concepts				<input checked="" type="checkbox"/>
KPI 2 Demonstrate increased knowledge of historical and contemporary examples of Upstanders in Australia and internationally, including learnings from the Holocaust.	80% of students report improved subject knowledge of the role of Upstanders in the Holocaust and contemporary examples of Upstanders. 80% of teachers report improved subject knowledge of the role of Upstanders in the Holocaust and contemporary examples of Upstanders.				<input checked="" type="checkbox"/>
KPI 3 Demonstrate understanding of the discrimination continuum and related concepts.	80% of students report improved understanding of the discrimination continuum and related concepts. 80% of teachers report improved understanding of the discrimination continuum and related concepts.				<input checked="" type="checkbox"/>
KPI 4 Identify Upstander language and actions in response to discriminatory attitudes and behaviours.	80% of students identify safe and appropriate Upstander actions in response to situations of discrimination. 80% of teachers identify safe and appropriate Upstander actions in response to situations of discrimination.				<input checked="" type="checkbox"/>
KPI 5 Apply Upstander language and skills, safely and appropriately, in response to situations that call for intervention.	80% of students report improved awareness of how to respond safely and appropriately when aware of situations of stereotyping, prejudice, discrimination and bullying. 80% of teachers report improved student behaviour and attitudes on school grounds.				<input checked="" type="checkbox"/>

SCHOOLS, SCHOOLS, SCHOOLS!

2024 was our busiest year ever, with 152 programs (83 MYP and 69 SYP) across the state and across all sectors: Government (62%), Catholic (22%) and Independent (16%). Of the 83 MYP programs, 61 were in metropolitan Melbourne, and 22 were regional. Of the 69 SYP programs, 39 were delivered in the metropolitan Melbourne area and 30 were in regional schools. The map indicates the history of delivery to schools, with orange dots indicating where programs were implemented throughout 2024. Thanks to the efforts of our volunteers, in 2024 the program was delivered to all of the schools listed below.



Active participation: "Stand up if you know someone who has been bullied?"



MIDDLE YEARS PROGRAM

Aspendale Primary
Barton Primary
Beaumaris Primary
Bentleigh West Primary
Brighton Secondary College
Buckley Park College
Camelot Rise Primary
Carlton North Primary
Cheltenham East Primary
Christ the Priest Primary
Cire Community, Berwick
Cire Community, Monbulk
Cire Community, Yarra Junction
Clayton South Primary
Coldstream Primary
Corpus Christi Primary, Glenroy
Dingley Primary
Dromana Primary
Drouin West Primary
Elliminyt Primary
Elsternwick Primary
Eltham East Primary
Euroa Primary
Frankston Heights Primary
Glen Eira College
Glen Huntly Primary
Heyfield Primary
Jells Park Primary

Kerang Technical High
Kingsley Park Primary
Leongatha Secondary College
Lloyd Street Primary
Longwarry Primary
Malvern Valley Primary
Manchester Primary
Marian College Myrtleford
Marist College Bendigo
Mirboo North Primary
Mitcham Primary
Moorabbin Primary
Moorooduc Primary
Mount Eliza North Primary
Mount Waverley North Primary
Nathalia Secondary College
Oakleigh Primary
Overport Primary
Park Ridge Primary
Pahran High
Red Hill Consolidated School
Ripponlea Primary
Sholem Aleichem College
St Agatha's Primary
St Clare's Primary, Thomastown West
St Francis Xavier College, Berwick
St Francis Xavier College, Officer

St John's Primary, Euroa
St Joseph's Catholic Primary, Chelsea
St Joseph's Primary Malvern
St Joseph's Primary, Warragul
St Louis de Montfort's Primary, Aspendale
St Mary's College, Seymour
St Mary's Primary, Yarram
St Michael's Primary, Greensborough
St Michael's Primary, Tallangatta
St Michael's Primary, Traralgon
St Patrick's Primary, Mentone
St Peter's Primary, Clayton
Tallangatta Primary
Tarneit Rise Primary
The Basin Primary
Toorak Primary
Trinity Lutheran College
Western Heights College
Windsor Primary
Wonga Park Primary
Yarram Primary
Yeshivah & Beth Rivkah Colleges

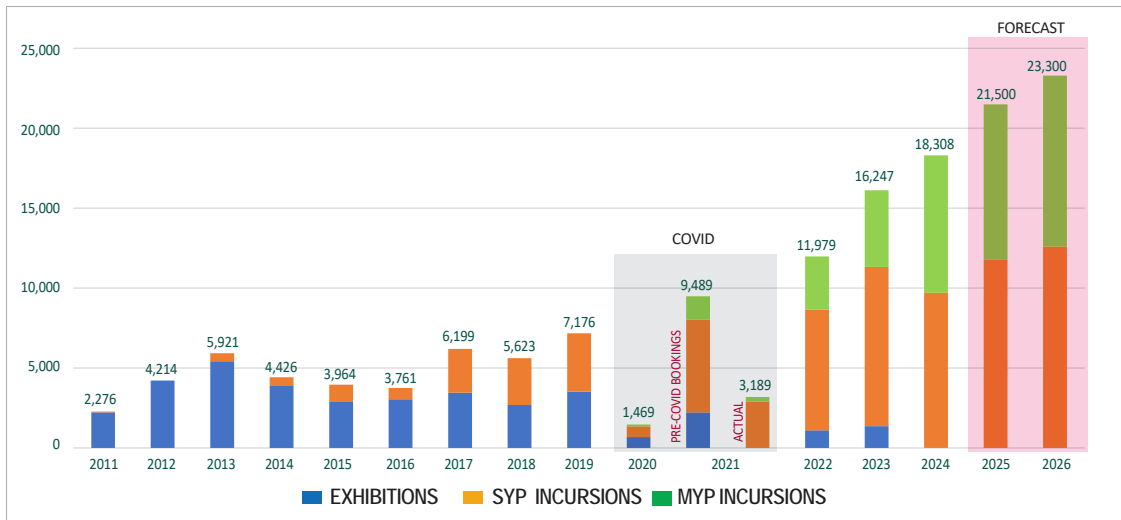
SECONDARY YEARS PROGRAM

Alkira Secondary College
Bendigo Senior Secondary College
Bendigo South East College
Brighton Secondary College
Brunswick College
Carey Baptist Grammar
Chairo Christian
Cheltenham Secondary College
Cire Community, Berwick
Cire Community, Lilydale
Cire Community, Monbulk
Cire Community, Yarra Junction
Cohuna Secondary College
Collingwood College
Covenant College
Firbank Grammar
Forest Hill College
Frankston High
Galen Catholic College
Girton Grammar
Haileybury College
Heathmont College

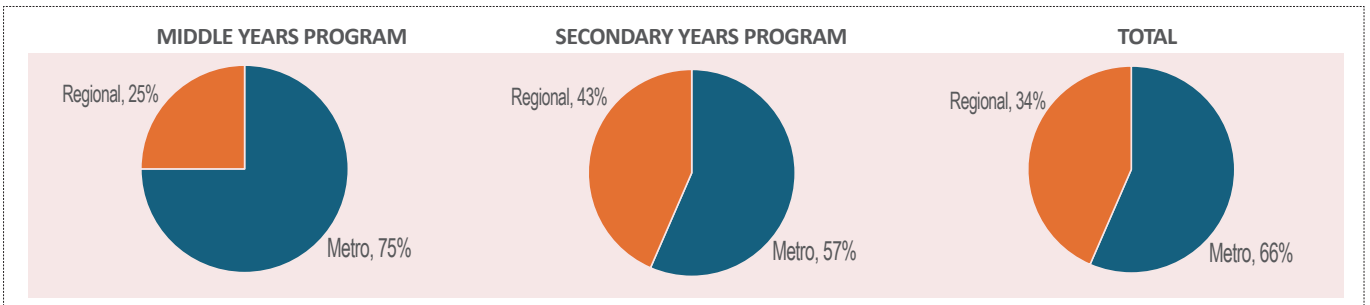
Irymple Secondary College
Kerang Technical High
Koonung Secondary College
Lowanna College
Lynall Hall Community, Coburg
Marian College Myrtleford
Marist College Bendigo
McKinnon Secondary College
Melbourne High
Mentone Secondary Girls College
Merbein P-10 College
Mount Lilydale Mercy College
Nathalia Secondary College
Pahran High
Rowville Secondary College
Saint Ignatius College, Geelong
Sandringham College
St Joseph's College Geelong
Tallangatta Secondary College
The King David School
Traralgon College
Trinity Lutheran College
Warrnambool College
Whealers Hill Secondary College



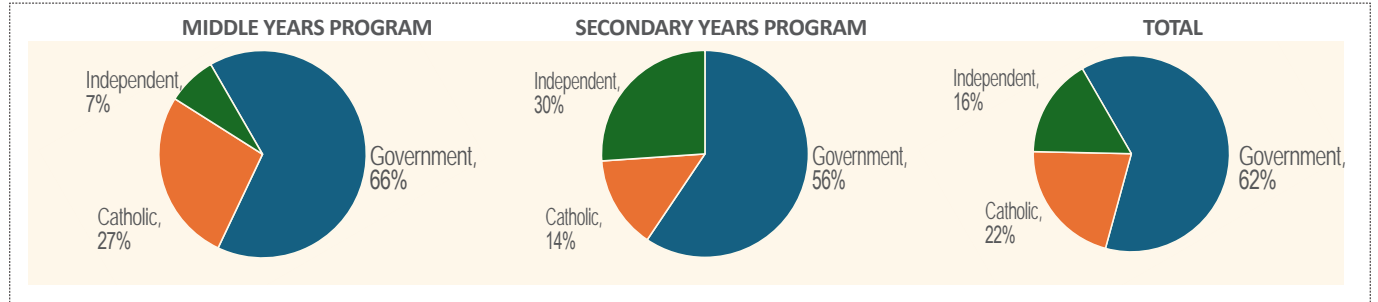
NUMBER OF STUDENTS, 2011-2026



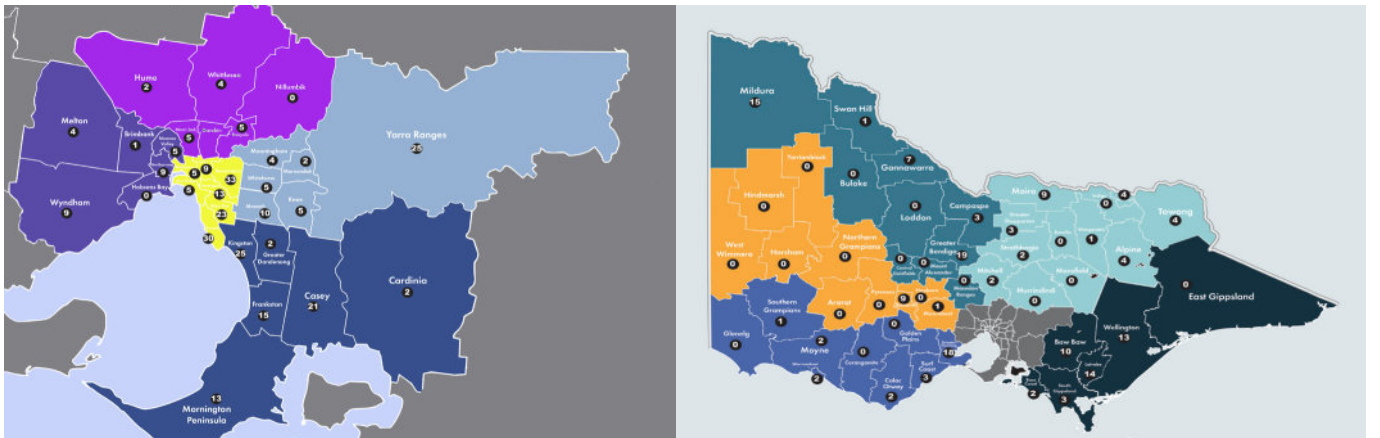
METRO AND REGIONAL VICTORIAN SCHOOLS, 2024



GOVERNMENT, CATHOLIC AND INDEPENDENT SCHOOLS, 2024



PROGRAM DELIVERY BY VICTORIAN LOCAL GOVERNMENT AREA, 2014-24



These maps have been adapted from the Municipal Association of Victoria showing Courage to Care's program reach in each LGA and used for future planning.

HOW WE DO IT

* Offered at no cost

SECONDARY YEARS PROGRAM *

- 100 minutes
- Documentary
- Survivor or Custodian Speaker
- Activity-based learning
- Facilitated discussion
- Upstander Toolkit

MIDDLE YEARS PROGRAM *

- 90 minutes
- Key concepts
- Where hatred leads
- Survivor & Custodian speakers
- Bystander behaviour
- Upstander guidance

WORKPLACE TRAINING

- 120 minutes
- Effective & impactful Upstander Workplace Training
- Fee for service model

ONLINE TEACHER LESSON PLAN RESOURCES *

- 6 digital lesson plans mapped to Years 9 & 10 curriculum
- Partnership with Cool.org
- Available nationally



A deserved break between sessions - a volunteer team in Seymour.

ED. SUBCOMMITTEE CONTINUED FROM PAGE 10

Program resources

In addition to our Upstander online lesson plans distributed through Cool.org, we have developed teaching and learning material available at no cost that teachers can download from our website. These include:

- **Upstander toolkit for students:** A two-page handout with very practical ideas for Upstander action. The toolkit has been integrated into the SYP so all students encounter these key ideas during the program. The handout can be easily sourced and downloaded via QR code from our website.
- **The Power of Symbols:** A two-page handout on the history of the Hakenkreuz (Nazi symbol) and differentiating it from the original religious/cultural symbol of well-being, the swastika.
- **Upstander: A Handbook for Teachers:** Researched, sourced, written and compiled under the direction of our then Education Manager Zoi Juvris with input from educational experts, the Upstander Handbook encapsulates the core concepts for all our programs and is an invaluable teaching resource. It extends the SYP experience to deepen and broaden understanding of contemporary issues, and also offers practical pathways for positive action.
- **Upstander Activity Pack:** Based on a selection of stories from Julie Meadow's Courage to Care Anthologies (vol 1 & 2), the Activity Pack offers scalable and flexible classroom activities. Free downloads are available from our website.

Racist and specifically antisemitic incidents in schools

Our educational work is focused on preventing discriminatory occurrences and we are dismayed when they occur. Given our strong working relationship with the Department of Education (DE), the DE encourages principals of impacted schools that may have experienced an incident to utilise our programs. While this may not mitigate any hurt or damage from any particular incident, we firmly believe our partnership with the school can help prevent further incidents.

Through education, we strive to prevent these incidents and welcome the partnership and relationship with DE and any impacted schools.

Program Evaluation

The importance of evaluation of our programs cannot be overstated. We are pragmatic enough to focus on impact, not just activity.

We continue to ask students and teachers to assess their experience immediately after participating in a program. In 2024,

we also returned to teachers three months after program delivery to assess the perceived impact of the program on student behaviour. In 2025, impact surveys will be requested two months after delivery of the program.

Feedback over 2024 points to strong endorsement and appreciation from students and teachers. Our key performance indicators are on page 11.

Gandel Holocaust Studies Program For Australian Educators

We continue our association with the Raoul Wallenberg Yad Vashem Study Grants for the Gandel Holocaust Studies Program for Australian Educators by promoting these grants.

Many of the teachers who are accepted into the Program have learnt of it through contact with Courage to Care. We endeavour to maintain our connection with the returned graduates, who invariably are enthusiastic proponents of the Courage to Care programs.

Holocaust resources for Victorian schools

Given our strong relationship with the DE, we continue to be a key contributor alongside other like-minded Holocaust education organisations. This confirms



Upstander education programs to all staff at Brighton Secondary College, followed by SYP programs for years 7 to 10.



Heading off on the bus: Volunteers have an enjoyable time while delivering a program with a serious message.

our positioning as an ‘experiential program’ with emphasis on the learnings from the Holocaust.

Courage to Care was a member of the Steering Committee and Expert Working Group that expanded Holocaust education in Victorian schools in 2021. We see our program offerings as complementary to the various Holocaust education organisations involved.

We continue to support a collaborative approach between all key Holocaust-related education organisations.

Courage to Care’s particular contribution includes that we:

- are an outreach program, going to the students
- offer the program across all Victoria at no cost
- may be the first to provide information on the Holocaust and other genocides for students.
- align well with the Victorian curriculum
- have a contemporary message of upstanding, drawing on the legacy of the Holocaust while positioning the lessons in a current context
- can promote further study and visits to the Melbourne Holocaust Museum and Jewish Museum.

Cool.org Online Teacher Lesson Plans

Face-to-face programs are our point of difference and our strong preference. However, we recognise that there are occasions when face-to-face program delivery may not be practicable, so in March 2024 we launched our Online Teacher Lesson Plans (TLP).

We partnered with Cool.org (formerly Cool Australia) to create six professional lesson plans free-to-download for teachers aimed at Year 9 students that align with the Victorian curriculum in English, Ethics, History, and Student Health and Wellbeing.

Cool.org are a registered charity and certified social enterprise dedicated to providing real-world, curriculum-aligned teaching resources developed to support educators in teaching about challenging topics in ways that inspire hope and action whilst ensuring psychological safety. They are grounded in research from positive psychology and Hope Theory, Design Thinking methodologies and critical and creative thinking. Since 2008, more than 175,000 educators have used Cool.org’s teaching resources.

The lessons:

- are stand alone or can be delivered as a sequence
- are optimised for Year 9 and 10 but are adaptable for other year levels
- can be used to extend and deepen the learning for students who have experienced our incursions
- cover our core Upstander messages and inspire safe Upstander action



Cool.org’s marketers and online experts market and manage these resources on our behalf.

The first full year report on lesson plan usage and performance since launch of the TLP in March is very pleasing.

Of the 172 school downloads at that time, 53% were from Victoria schools, and many of these were new schools that have not yet invited us to deliver our face-to-face programs.

Independent research conducted in 2024 revealed that an individual teacher download is taught to 186 students per year, on average. So we could reasonably assume we reached more than 47,000 nationally.



A large volunteer team setting off to deliver a MYP incursion in 2024.

THE PYRAMID OF DISCRIMINATION & THE UPSTANDER TRIANGLE

The Pyramid of Discrimination and the Upstander Triangle are two key concepts in Courage to Care's educational program.

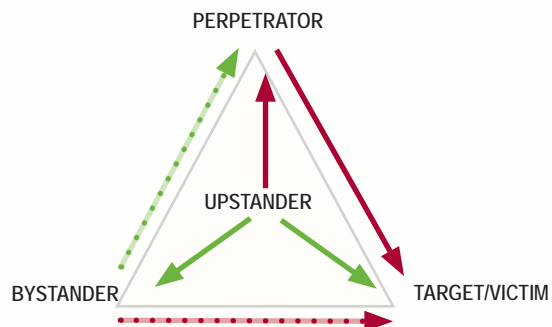
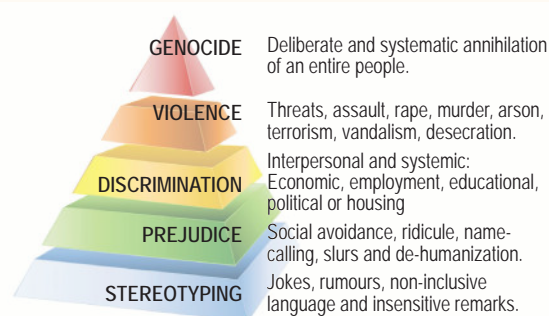
Participants discuss how seemingly harmless stereotyping in the form of jokes and name-calling which, if left unchallenged, can harden into negative attitudes, leading to exclusion, discrimination and, ultimately, even violence.

Stereotyping begins in infancy. It gradually builds with additional influences at school and through media, especially social media. Insensitive jokes and names can seem harmless until we understand the pyramid.

The most effective and easiest place to stop the cascade into violence is at the beginning, by confronting stereotyping before it hardens into prejudice.

Participants also become familiar with the Upstander Triangle, which identifies the relationship between all those involved—the victim, perpetrator, bystander and upstander. A bystander is not neutral because a bystander's mere presence affects all others and their inaction empowers a perpetrator. In contrast, an Upstander supports the victim, reduces the perpetrator's power and encourages others to also become supportive.

Bystanders have great power. By becoming Upstanders, they can intervene and create change.



The original intent of the swastika as an ancient symbol of peace and good fortune in the Buddhist, Hindu, Jain, and other faith communities remains protected.

Courage to Care will do its part in educating about the potency of symbols when used to intimidate or spread hate.

Volunteer Training Team and resourcing

With an expanding volunteer base, a comprehensive training syllabus for volunteers engaged in program delivery is an intrinsic part of education programs.

Therefore, in 2024, we introduced a Training Manager role to strengthen our training support for volunteers. Zoi Juvris, who formerly filled the combined Education and Training role, began the ongoing task of creating a professional, internally consistent, rigorous and streamlined training syllabus.

Training has two purposes:

- to set up our volunteers to succeed in their roles;
- to ensure that we deliver a consistent, high-quality program that our volunteer teams can be proud of, that meets our obligations to the Department of Education, and that schools will continue to value.

In preparation for the 2024 school year, the training team:

- prepared foundation training to smoothly induct volunteers into our organisation and culture;
- created streamed pathways for volunteers training for program delivery of the MYP and SYP;

- developed online training modules to provide cornerstone knowledge for each Upstander program that volunteers can also use to refresh their knowledge in their own time;
- developed interactive in-person workshops to build specific skills required for program delivery;
- restructured the mentoring processes, to lighten the burden on our volunteer mentors.

Ever-vigilant in supporting our volunteers, as Training Manager Zoi Juvris continues to offer on-demand one-on-one training for facilitators and trainee facilitators, as well as formal intensive workshops.

The Training Team will continue to review, develop and refine the syllabus and maintain the training schedule.



In 2024 training videos were produced to bolster volunteer capacity as part of an increased emphasis on professional, internally consistent, rigorous program delivery. Filming underway with Zoi Juvris (above) and Mark Kestin (below).





Building on training conducted 2022, Courage to Care partnered with Glen Eira City Council to deliver Upstander Training to the community in November 2024.

Educating adults as a Social Enterprise

We continue to develop our Upstander Workplace training, and in 2024 were delighted to become a certified social enterprise through Social Traders.

Social Traders certification is world-leading and tailored for the Australian market with the highest standards. Certification connects certified social enterprises with business and government members, by activating the power of social enterprise procurement

With help from the Proven Group and support of both the Besen Family Foundation and Lord Mayor's Charitable Foundation Foote Grant, we have progressed the development of the educational content and business case for how best to expand our Workplace Upstander Education. Teachers, corporates, volunteers, community leaders, sporting clubs and community-minded citizens are all invited to participate in a professional learning opportunity that inspires them to stand up against discrimination and gives them the tools to change the world. For teachers, it will also complement the learning experience of their students.

The programs comprise a two hour face-to-face small-group collaborative workshop founded on the core elements of our program and using case studies

drawn from relevant experiences that help participants to:

- gain insight into how unacceptable behaviours are normalised;
- understand the value of Upstander behaviour and the obstacles to action; and
- develop practical ideas for creating an Upstander support framework to pursue positive culture change for themselves as individuals and for their workplace or community.



In 2024 we conducted a number of workshops for adults.

Glen Eira City Council partnered with Courage to Care to deliver Upstander Training in November for service providers and community organisations. This was part of Council's continued commitment to Together We Stand and their pledge to work together across our communities for Action against Racism and Discrimination.

Our Social Enterprise Model's history

Our foray into workplaces began in 2018, with Transforming Bystander Behaviour workshops delivered to more than 300 members of Police Academy leadership following a request from Victoria Police.

In 2021, we delivered Upstander programming to nearly 200 teachers following an approach from a Department of Education Respectful Relationships unit. Subsequently we were approached by schools for similar programs for their teachers.

In 2022 we ran adult programs in Glen Eira in addition to programs delivered via Zoom to Rotary branch presidents and members of the Diversity and Equity Unit.

Organic growth saw nearly 200 adults participating in workplace learning programs in 2023 under the fee-for-service model, with funds generated helping to cover costs of our school program.

These fee-for-service offerings will provide dual benefits of educating adults and generating funds to support our schools programs, which are the cornerstone of our work. This is an important step forward, and an exciting opportunity for the future.



Facilitator Phil Lipton providing Workplace Upstander Education Training.

SURVIVOR & VOLUNTEER RELATIONSHIPS SUBCOMMITTEE



Susan Hearst, Chair, Survivor & Volunteer Relationships Subcommittee

“Our volunteers are the heart and soul of our organisation and we are amazed at how they have embraced the challenges of 2024 and continue to selflessly give so much to educate students. We do all we can to express our appreciation and provide even greater levels of training support. I would like to thank each member of the Subcommittee for their continued dedication towards the welfare of our volunteers in 2024.”

Susan Hearst



A lovely note from students.

- Chair:** Susan Hearst
Members: Fairlie Nassau
 Barbara Stowe
 Harry Kamien

The Survivor & Volunteer Relationships Subcommittee focuses on matters relating to our volunteers and especially our Survivor Speakers.

The Subcommittee:

- Focuses and assists with the development, management and ongoing review of all survivor and volunteer interactions
- Reports to the Committee of Management (CoM) on all relevant matters relating to this
- Provides advice to CoM on specific matters that CoM has referred to it for consideration and advice
- Interacts with any other Subcommittee of Courage to Care as required.

2024 in review

2024 saw an alarming rise of antisemitism on the streets of our own city. It was evident from the large number of volunteer enquiries we received that individuals are keen to play their part in changing behaviour in the Australian community in fighting all forms of hate.

In the past year becoming a Courage to Care volunteer has provided many individuals with the opportunity to become part of the solution and create a more positive and inclusive Australia during these confronting times.

This feeling of empowerment and proactivity has also been evident in our active volunteers as they head off on the bus, full of energy and enthusiasm for our mission. Purpose and camaraderie is on full display.

We have made a conscious and consistent effort this year to share the feedback received from the teachers and the students who participate in our programs with our dedicated volunteers, ensuring that they know just what a positive impact their volunteering is making.

Volunteer initiatives

Our **Speakers Symposium**, launched in February 2024, provides volunteers with an opportunity to hear how our survivors and custodian speakers present their stories and engage in conversation in a warm, supportive environment. The group is co-chaired by Speakers Jack Borowski and Margaret Taft, and facilitators are encouraged to join in. Held bi-monthly and alternating with our volunteer-led **Courage to Care Conversation** sessions, both continued to be well attended in 2024.

Our long-awaited volunteer newsletter was also launched at the start of 2024. Aptly titled *The Upstander Update*, this monthly email provides all our volunteers the latest on training, operations, events, community

initiatives and even has a been and seen as well as a celebrations and commiserations section. Volunteer profiles are a monthly feature.

Volunteer Recruitment

With high demand for our programs, volunteer recruitment was a big feature of the past year.

We attracted a record 117 enquiries in 2024, with 65 people attending the introductory session offered twice a month by Volunteer Manager, Lisa Lewis. As a result, 27 new volunteers signed up, with most going on to train as facilitators for our Middle Years and Secondary Years programs (MYP & SYP). In 2024 we had a healthy number also train for the important Custodian Speaker role. It has been exciting to see our Custodian Speaker volunteer numbers grow as these Upstander stories are an impactful part of the program and provide our volunteers with an opportunity to honour their families' histories.



Karin Zafir at a Speakers Symposium Friday.



A Courage to Care Conversation group in 2024.

THE VOLUNTEER MANAGEMENT CYCLE



We are proud of volunteers who completed their training in 2024 and are now accredited facilitators. Achieving accreditation continues to be recognised by a Training Completion Certificate, an acknowledgement of hard work for both the new facilitators and their mentors.

Volunteer recruitment will remain a high priority in 2025.

Volunteer training

With the introduction of the revised SYP, we introduced one-on-one training sessions for volunteers with Training Manager Zoi Juvris. This support helped increase their skills and confidence in delivering the updated program. Due to the success of these sessions, we introduced them for new facilitators training for either program.

Volunteer training and professional development is a priority and online learning modules have been developed. Training volunteers and maintaining high delivery standards remain a central focus.

We ensure our facilitators are competent, effective, and fully supported in communicating key messages to students. This is paramount in delivering the powerful experience we promise, and to maintain our reputation for excellence. Beyond this, it builds the confidence and morale of every volunteer to know that they are part of a high-quality service.

Prospective volunteers are offered an introduction and overview of Courage

to Care; for new recruits, induction, and training in fundamental skills of facilitation then follows. Ongoing professional development and annual refreshers for experienced volunteers encourage extension of skills and knowledge, review of innovations and allow discussion of potential problem areas. When available, external experts are invited to assist.

Volunteer events & engagement

2024 was packed with volunteer events. These regular catch ups have become more important than ever as our volunteer and program numbers grow and to keep everyone up to date on volunteer activities. We continue to maintain our heart and soul as a volunteer-led organisation.

In March, Upstander Talya Rotman founder of *Loom for Life* was the guest speaker at our Volunteer Morning Tea. Talya showed us that no one is ever too young to make a positive impact in our community. Talya and her 7-year-old daughter channelled their own sadness and trauma in the aftermath of the October 7 attacks in Israel into raising money for children in Israel's south through the selling of loom bracelets and in the process getting their own community involved as well.

In May, we celebrated National Volunteer Week with guest speaker proud Yamatji-Noongar woman Amanda Maitland-Smith. Amanda is volunteering to help us create a Reconciliation Action Plan (RAP), which will formalise our commitment to Reconciliation. Amanda's moving

presentation left a very deep impression on everyone; thanks to her, the profound importance of truth-telling was absorbed by all who attended.

Our final morning tea in September saw 30 volunteers gather to hear from Upstander Benj Michelson about the extraordinary work *Food Filled* does to combat food insecurity in Victoria. *Food Filled* feeds hungry Victorians 365 days a year and must fill 350 shifts per month with volunteers to make sure excess food is collected and distributed continuously. Like us they have a "volunteer centric" model whereby their volunteers are the lifeblood of their organisation.



Presenter Talya Rotman (right) from *Loom for Life* explains her craft at the March Morning Tea.



CPR training for all staff and volunteers.

VOLUNTEER TRAINING & ACCREDITATION PATHWAYS

FOUNDATIONS	<ul style="list-style-type: none"> • Intro to Courage to Care • Core concepts (online) • Safety protocols (online)
PROGRAM DELIVERY	<ul style="list-style-type: none"> • 3 day intensive workshops • MYP / SYP fundamentals • Development of bias and understanding bystander behaviour • Classroom management and group skills • Team safety and wellbeing
PRACTICALS	<ul style="list-style-type: none"> • Equipment training • One-on-one practical workshopping • Solo practice
LEADERSHIP ROLES	<ul style="list-style-type: none"> • Lead facilitator skills and processes • Team leader fundamentals • Lead facilitators peer sharing
SPEAKERS	<ul style="list-style-type: none"> • Shaping the testimony • Panel feedback and workshopping • Podium skills development and review
REFRESHERS	<ul style="list-style-type: none"> • Annual MYP / SYP refreshers • Annual update: what's new across programs • Workshop recordings (online, on demand) • Facilitation and questioning techniques (online, on demand) • Core concepts and core vocabulary (online, on demand)

Volunteer End of Year Celebration

A highlight of the year is our annual Volunteer End of Year Celebration. Close to 80 volunteers gathered to celebrate another successful year in early December, enjoying a convivial afternoon with delicious food in lovely company, and a roaming photo booth where all enjoyed the opportunity to capture memories of the afternoon. It was a perfect opportunity to thank volunteers for their unflinching commitment and hard work. We have featured a segment on the next page.

Our priceless volunteers

While the contribution of our volunteers transcends time and a dollar value, we do measure the days and equivalent monetary worth of their dedication.

Our amazing volunteers give over 2,240 days of their time every year, and this is growing as we reach more students.

That's a contribution equivalent to more than \$500,000!

Throughout 2024 volunteers returned from schools with wonderfully positive feedback about teachers and students they had met. Likewise, schools express their profound appreciation for what our volunteers give their students.

It is so rewarding when students send thank-you cards and certificates to our volunteers as a show of appreciation.

In May the City of Glen Eira presented its Volunteering Awards. Our wonderful volunteer Chana Shuvaly was nominated for her devoted service to Courage to Care. Chana is both a facilitator in the Middle Years and Secondary Years programs as well as a Team Leader and mentor. At the time Chana was volunteering delivering school programs, so the certificate was accepted on her behalf by Lisa Lewis, Volunteer Manager.

In November, Margaret Taft received a Local Hero Certificate at the 2024 Caulfield Volunteer Awards hosted by local MP David Southwick and the Bendigo Bank Caulfield Park, both great supporters of Courage to Care.

Margaret is a Custodian Speaker, telling her late mother's story of being saved during the Holocaust due to the acts of Upstanders. Margaret also mentors new Speakers and is co-convenor of our Speaker Meeting Group.

Dr Tony Weldon OAM Meritorious Service Awards 2024

At our end of year celebration, Henry Ekert AM, Kay Ronc, and Heidi Hayden were each honoured for their longstanding and tireless contributions as Courage to Care volunteers.

Henry Ekert AM: Henry has willingly, enthusiastically and conscientiously given of himself to Courage to Care over many years. Henry volunteers as a Survivor Speaker. He has bravely given his survival testimony to thousands of students across Victoria. They love listening to his story. The many positive notes and feedback he has received from students over the years is testament to this. Although retelling his story exacts a huge emotional toll, Henry has the tenacity to persevere as he believes in the importance of young people understanding what happened during the Holocaust, how and why it happened and how lucky he was that people showed courage and cared enough to save him.

Kay Ronc: It was a lucky day for Courage to Care when fellow volunteer Tony Weldon "discovered" Kay in the lift of their apartment building in the early 2000s. In the past almost twenty years, Kay has continued to wear many hats including Team Leader, SYP and MYP Facilitator, Chair of the Marketing & Fundraising Subcommittee, mentor and a member of the Committee of Management.

In 2013 Kay convinced her late mother Elizabeth Gorski, that she should share her survival story with students, and Elizabeth became a regular speaker. It was through recording her story then that Kay learnt more about her mother's wartime experiences than had previously been shared with her. Since her mother's death, Kay has taken on the role of preserving this important and relevant story as a Custodian Speaker.



Lisa Lewis, Volunteer Manager, congratulating Chana Shuvaly for her Glen Eira Volunteering Award.



Margaret Taft receives a Local Hero Certificate at the 2024 Caulfield Volunteer Awards from local MP David Southwick.



Heidi Hayden: Heidi joined Courage to Care as a volunteer in June 2008 where she coordinated the Courage to Care office as a “super woman”, in charge of, and the “go to” person, for everything. The myriad of different volunteering roles that Heidi has undertaken since is outstanding and inspiring. This includes Deputy Secretary and Member of the CoM, Volunteer Liaison, Publicity Officer, Team Leader and Facilitator. “Heidi has worn so many hats in her various roles that one would need a very large hat stand to take them,” says Lisa Lewis Volunteer Manager. “She remains as committed today as she was initially.”

Heidi’s efforts helped establish our reliable reputation and helped lay the foundations of the organisation we see today.



Dr Tony Weldon OAM (rear left) and Judy Glick, Chair, with the three recipients of the 2024 Meritorious Service Awards: Heidi Hayden (seated left), Henry Ekert AM, and Kay Ronec.



Volunteer end-of-year celebration.

THANK YOU VOLUNTEERS

SURVIVOR SPEAKERS

Peter Barta | Harry Better OAM | George Deutsch OAM | Henry Ekert AM | Peter Gaspar OAM | Charles German | Ken Hamer
Judy Kolt | Henryk Kranz | Regina Lipshut | Louis Roller AM | Richard Rozen OAM | Sarah Saaroni OAM

CUSTODIAN SPEAKERS

Marcel Alter | Jack Borowski | Ann Cebon-Glass | Sabrina Chakman | Leigh Fein | Ruth Friedman | Annette Goldberg
Eva Gross | Susan Hearst | Harry Kamien | Anita Kaminski | Mark Kestin | Andrew Kostanski | Andy Kranz
Stephen Lindner | Ronnie Ptasznik | Eli Raskin | Ros Rogers OAM | Kay Ronec | Fran Sondheim
Margaret Taft | Frank Tisher | Miriam Tisher | Tony Weldon OAM | Karin Zafir

VOLUNTEERS

Sally Abromwicz | Amy Adeney | Danny Adler | Esther Alter | Lorraine Basist | Ancsi Berkovits | Claudine Berman | Jenny Better
Guy Blay | Mara Bron | Eva Borowski | Lani Brayer | Yvonne Bresley | Liane Briner | Lorette Brown
Malcolm Brown | Pamela Bruder | Amanda Burritt | Sarah Calleja | Frank Carew | Hazel Chait | Sylvia Cher | Judy Dodge
Lesley Douglas | Michelle Eisen | John Eisner | Barbara Ekert | Carole Fabian | Garry Fabian OAM | Janie Fixler | Evelyn Flitman
Malcolm Flitman | Lesley Gaspar OAM | Mary Gingold | Sam Ginsberg | Judy Glick | Edmund Goldman | Sharryn Goldman
Josh Golshevsky | Naomi Golvan | Sandra Gordon | Jenny Gorog | Philip Graves | Linda Grof | Randi Grose | Max Hampel
Heidi Hayden | Gary Hearst | Janice Huppert | Leora Jacks | Gary Kagan | Allan Kaufman | Leah Kausman | Les Kausman OAM
Barbara Kessel OAM | Nicola King | Carmel Klein | David Klein | Doris Klein | Esther Krause | Betty Lederman | Donald Lelah
Phil Lerner | Abby Levy | Clive Lipshut | Phillip Lipton | Sandra Littmann | Kerry Lowe | Vicki Lustig | Harry Marget
Simone Markus | Karen McCarthy | Tony McCartney | Boruch Moshel | Eric Mowbray | Annabella Nachumow | Fairlie Nassau
Harry Pose | Lena Pose | Carmella Prideaux | Caroline Rose | David Rose | Bev Rosenberg | Rhona Rosenberg
Natalie Ross | Sam Rotberg | Marion Samuel | Ronnit Schreiber | Barbara Shalit | Alisa Shohat | Chana Shuvaly | Gordon Silverman
Ari Singer | Marilyn Snider | Lorraine Stabey | Raymond Stabey | Pearl Stock | Barbara Stowe | Renee Super | Michael Taft
Ruth Waisberg | Viv Weldon | Lesley Wise | Sigal Witkin | Barbara Wolfson | Lana Zuker

IN MEMORIAM

Susie Ehrmann | Allan Goodrich

WHY OUR VOLUNTEERS DO IT

Marcel and Esther Alter began volunteering with Courage to Care within a year of each other – Marcel in 2022 and Esther in 2023. Marcel is a Custodian Speaker and Esther is a facilitator.

“In today’s world, it is more than ever, important that young adults are taught to be Upstanders and not be bystanders, and to respect each other,” they say. Teaching these important concepts through the experience of the Holocaust, even to young adults who have no connection with the Holocaust, is a way of making it real.

“We are involved because both of us are the children of parents who were Holocaust survivors. We therefore felt it was important to be able to impart to students not only the horrors, but also the lessons, from our parents’ lived experiences and the actions of Upstanders who helped them survive.”

Marcel felt that, with survivors becoming fewer and fewer, as a custodian, retelling his mother’s story is important. “The value of imparting a real story face-to-face is more real than a version over a media,” he says.

As a facilitator, Esther felt, that by getting students involved she could make a positive contribution.

“We were drawn to Courage to Care’s mission to educate young people, the message that everyone can play a part and that doing nothing is not acceptable. By sharing our family’s story, we hope to inspire future generations and prevent such atrocities from ever happening again.

“One of the most significant challenges we’ve faced is conveying the profound impact of history in a way that resonates with young people today. It’s important to strike a balance between historical accuracy and emotional engagement. Using these ideas we can turn bystanders into Upstanders.”

The rewards of volunteering with Courage to Care are immeasurable. Marcel and Esther believe that witnessing students’ interaction, insightful reflections and increased empathy is incredibly inspiring.

“Sharing our personal experiences has been a cathartic journey, and we’re grateful for the opportunity to contribute. It reinforced our belief in the power of education to shape positive change.



MARCEL & ESTHER'S STORY

“By participating in Courage to Care, we believe we will inspire young people to become citizens who can face up to injustice. We aim to cultivate empathy, critical thinking, and a sense of responsibility to create a more just and equitable world.

“We believe it’s crucial to continuously adapt our presentations to the evolving times. By staying informed about current events and incorporating relevant historical perspectives, we can ensure that our message remains impactful and relevant.

“We also wish to awaken a desire in each of the young adults to go home and listen to their parents and grandparents’ stories. Everyone has a name and a lived experience.”

WHY WE DO IT



LINDA

Linda Grof was a primary school teacher and educator for almost forty years. Towards the end of her career, she focussed on student wellbeing. "I had to deal with incidences of bullying, discrimination and racism, among other issues, and all students have the right to feel safe, cared for and confident," she says. "I believe all of us have a role to play in supporting this, by guiding and nurturing our children in the right direction."

It was no surprise that a Courage to Care stall at the *In One Voice* festival peaked her interest in 2021. She hadn't heard of the program previously, but found out about the model and the ethos behind it from Lisa Lewis, the Volunteer Manager. As it happened, a few months later, Courage to Care came to do some sessions at St Kilda Primary

School where she worked. "I sat in and listened to the presentations, and the message delivered to the students really resonated with me," she says. At that moment she knew that when she retired, it was something she wanted to get involved with. Now she is a regular facilitator working in schools, mainly in the Middle Years Program.

Linda says that the impact she wants to see is that students have the knowledge to become Upstanders in their communities. "They can all relate to bullying or discriminatory incidences they have witnessed or been involved in," says Linda, "so giving them the skills and tools to deal with uncomfortable situations should they arise will support them in the future". Linda likes the message that it takes only one person to stand up to a bully or perpetrator or to support a victim, which gives the next person the power too, which leads to a community of Upstanders. "Everybody can make a difference, even if only in a small way."

Linda really appreciates visiting various schools and meeting students from all backgrounds. "The messages

and presentations seem to make an impact on students and teachers alike," she says. "I think it gives the students a chance to speak up or think about personal incidences they have encountered or witnessed, and it also makes them feel more empathetic to others who have experienced victimisation."

Linda believes that the need for the program has compounded, evidenced by the increasing number of schools booking Courage to Care visits. She has really appreciated the support, mentoring and training and the excellent learning modules to make the journey of becoming a facilitator smooth and enjoyable. There are lots of bonuses to the volunteering she does.

"I really like meeting like-minded people who are passionate about helping students make the best choices in our everchanging and difficult world," says Linda, "and the stories that the survivors and custodian speakers share, are so fascinating and inspiring. They make the message of being an Upstander even more powerful. Even one small act can help someone."

A friend told Eva Gross that she "should be doing Courage to Care". She hadn't heard of it, so looked it up, and felt it was very much to her liking. "I then went to an information session and signed up there and then," says Eva enthusiastically. "I found the program inspiring and in-line with the positive influence I sought to bring to others throughout my social work career," she says. Eva has been a dedicated Courage to Care volunteer ever since joining in 2023.

Eva believes that we are all given certain skills, and it is incumbent upon us to use them. "I feel I was born to be in a helping profession," she says, "or, maybe, I got inducted into that pathway very early in my life due to family circumstances," she adds thoughtfully. "My parents were Holocaust survivors and came to Australia with my brother, then a baby, on the hell ship *The Derna*. He arrived sickly. My mother worked very long hours, there were stresses in the wider family. I was 20 months younger than my brother, but quickly took on a carer and support role. Somehow, I projected that I was responsible and capable. Even during

kindergarten, I was given adult roles and responsibilities."

"I realized long ago what joy giving brings. My professional work has also helped give me perspective on my own life. I have seen what people have to endure and contend with. Consequently, I have a positive attitude and consider my life blessed."

That energy is on display all the time. Eva is an accredited Secondary Years Program (SYP) facilitator, a Custodian Speaker for two family Holocaust histories – her own mother's and her son-in-law's grandfather's – and is currently training to be a Middle Years Program (MYP) Facilitator. Lisa Lewis, Volunteer Manager, says that Eva is also a wonderful source of referrals for new volunteers. "She is always the first to put up her hand to fill a spot on the team at the last minute or to facilitate and speak at a workshop. She is a gem!"

Eva says that she hasn't really found any major challenges in her Courage to Care volunteering. She is keen to complete all the training available and there is definite payback for her efforts. "The benefits of volunteering at Courage



EVA

to Care are getting to use skills I have developed over the years to impart very valuable information and the great feeling I get from making a difference," she says.

Eva thinks that one of the program's highlights is the awareness that it encourages. "It prompts students to think and question, not just take in unqualified and unconsidered information," she says.

As a Courage to Care volunteer she is keen to make an impact. "Hopefully I am helping to reduce bullying and other forms of discrimination. I also want the students to see that they have the power to make positive differences in others' lives, doing it in a safe way."

OUR STAFF TEAM

We have a very dedicated team of professional staff that support and coordinate our volunteers and all the activity to ensure we achieve our ambitious targets. The team continued to grow in 2024, reflecting our increased activity.

CHIEF EXECUTIVE OFFICER: MIKE ZERVOS OAM



Mike is the inaugural CEO, who commenced over six years ago with oversight of all activity. We are delighted that Mike's not-for-profit career has been recognised with a Monash Business School Alumni Impact Award in 2024.

Mike has extensive experience in the not-for-profit sector, having spent many years in leadership roles at Make a Wish Foundation, Alannah and Madeline Foundation and Guide Dogs Victoria before joining us. He was pivotal in the creation of Alannah and Madeline Foundation's eSmart programs in schools. He is a qualified CPA with a corporate career both in Australia and internationally before moving into the NFP sector.

ceo@couragetocare.org.au

EDUCATION MANAGER: KAREN MACLEAN



Karen joined us as our Education Manager in January 2025. She has a Graduate Diploma of Education (Secondary) and a Bachelor of Applied Science. Karen has extensive school experience as a classroom teacher and performed leadership roles as PE Faculty Coordinator, Sports Coordinator, and Year 7 Wellbeing Coordinator.

For the last six years Karen has been the education specialist within Road Safety Victoria for the Department of Transport and Planning. Her role included recruitment, training and mentoring

road safety educators; curriculum/content strategic reviews; educational professional development for teachers; policy and program development and school support. All this experience aligns very well with our offering into schools and the wider community.

education.manager@couragetocare.org.au

TRAINING MANAGER: ZOI JUVRIS



Zoi, our longest serving staffer, joined in 2011. She managed the development of our school and adult programs, the development of educational resources, and the volunteer training program. Zoi has now stepped into the vital role of

Training Manager. Zoi's focus has turned to ensuring our volunteers, both new and existing, are well supported with all their training needs. She will be spending more time attending school incursions ensuring programs run smoothly and program standards are maintained.

training.manager@couragetocare.org.au

VOLUNTEER RELATIONSHIPS MANAGER: LISA LEWIS



Lisa cultivates the relationships with our volunteers, offering consistent support at each stage of the volunteering journey. Lisa's focus is on growing our volunteering community whilst at the same time engaging with our existing volunteers to create a warm and inclusive environment. Although Lisa has a professional background in Law it has been in Volunteer Management over the past 11 years that she has found her passion. Lisa was drawn to the role at Courage to Care due to her own volunteering experiences as well as her personal family experience with an Upstander during the Holocaust.

volunteer.manager@couragetocare.org.au

OPERATIONS MANAGER: DEB VAN DER ZEE



Deb joined in mid-2023 as our inaugural Operations Manager and has made an enormous impact. Deb ensures all aspects of our school programs are well managed. Deb holds a Master of Environmental Studies, Graduate Diploma in Education and a Bachelor of Science degree. Deb spent many years as a classroom teacher including Head Teacher-Welfare, as well as managing retail stores, and running her own family business. Our growing team of school coordinators report to Deb.

Deb's focus is on marketing to schools to increase our reach across Victoria and building operational systems that improve our efficiency and effectiveness.

operations.manager@couragetocare.org.au

SCHOOLS PROGRAM COORDINATOR: KAREN LUTCHNER



Karen joined in 2016 and coordinates communications with schools. She oversees bookings from first contact to confirmation, takes care of the logistical details and makes sure all the resources are ready for each program. In earlier years Karen "did it all" and is so pleased that we now have a team of coordinators to share the ever growing number of schools we interact with.

karenl@couragetocare.org.au

SCHOOLS PROGRAM COORDINATOR: ALEXIS POLLARD




Alexis joined us in early 2024 and brings a wealth of organisational skills and attention to detail to her role, constantly juggling the need for skilled facilitators with the availability of our volunteers. Alexis

is primarily focused on rostering our programs but also manages a portfolio of school incursions.

roster@couragetocare.org.au

SCHOOLS PROGRAM COORDINATOR: DONNA BRYFMAN



Donna joined us in early 2025 after many years as a primary teacher. Donna's insights into the school environment will be invaluable ensuring our interactions with schools when arranging incursions is efficient and effective. Donna will also be assisting our volunteers out in the field.

program.coordinator@couragetocare.org.au

EQUIPMENT CUSTODIAN: NATHAN LUTCHNER



Nathan has the important task of ensuring all computers and allied accessories are maintained and ready for the next program, a key challenge given multiple teams taking out and bringing back equipment with each school incursion.

SCHOOLS PROGRAM COORDINATORS: LEAH NIVEN AND ANDREA GOLSHEVSKY

During 2024 both Leah and Andrea assisted us as additional School Program Coordinators, sharing the rapidly increasing workload with Karen. Leah returned home to the UK in July and Andrea finished up in December ahead of starting her counselling career in schools.

DRIVERS

We also express our appreciation to our drivers: Danny, Evelyn, Marc, Phil and Yigal.



Staff and volunteers had some fun at the annual volunteers celebration event in December 2024.



Kay Ronec, Chair, Marketing & Fundraising Subcommittee

“Raising awareness of who we are and what we do, and in particular fundraising, can be challenging. I would like to express my appreciation to the Subcommittee members for their tireless efforts ensuring we are well supported. 2024 was a demanding but successful year. I would also like to thank our many donors for their continued support and belief in us.”

Kay Ronec, Chair, Marketing & Fundraising Subcommittee



Community Bank Caulfield Park Manager Jignesh Jasani (right).

MARKETING & FUNDRAISING SUBCOMMITTEE

- Chair:** Kay Ronec
Members: Judy Glick,
 Allan Kaufman
 Natalie Pryles
Advisor: Liane Briner

Another successful year!

Although 2024 was a very successful year as a program, with growing social unrest, the need to communicate our universal education message was paramount.

We emphasised that our role is not as an advocacy organisation but to promote our mission—to educate about the dangers of prejudice, racism and discrimination and to promote acceptance of diversity by transforming bystander behaviour to Upstander action.

With continued growing demand for our programs, and our commitment to offer our programs to schools at no cost, our need to raise funds has grown exponentially. We don't want finances to be a barrier to education but do invite schools that can to make a donation. We have acknowledged those schools that have donated to us.

Multi-year funding support means we can commit to schools well in advance. We appreciate the long-term support of our Principal Partner the Gandel Foundation and the multi-year commitment of Major Partner, Erdi Foundation. The Department of Education has supported us for many years and we are currently midway through our four-year funding contract.

We continue to build on this support by expanding our level of grant applications and new fundraising opportunities being mindful of minimising fundraising costs.

We are well-known and supported by the Jewish community and our marketing and public relations activities ensure our Upstander messages keep this community informed. In 2024 we emphasised the education role we can play to combat antisemitism relative to what other organisations are doing.

We continue to reach diverse audiences wherever possible, endeavouring to expand our Upstander message to a wider support base. Our marketing uses many channels including social media, commentary, newspaper and radio interviews and presentations to organisations such as Rotary and Probus.

Annual Review

Each year this Annual Review highlights our activities and achievements during the year and also sets out our plans for the future. This is available on our website and provides a great first impression for those that do not know us and a valuable update to those that do.

Annual Fundraising Appeal

Once again, with the generosity of our donors, we were able to hold a successful fundraising campaign in June 2024. We acknowledge there are increasing demands for the “donation dollar” and see our obligation to communicate how supporting Courage to Care will have a positive impact.

Our donors continue their financial and pro bono support and demonstrate their true spirit of partnership with us. We are truly grateful for the loyalty of the donor community for their generous support.

Community Banking Caulfield Park

We were pleased to join the 20-year anniversary celebrations of our friends at Caulfield Park Community Bank. They are supporters of many community organisations, and we value our continued association.

A community bank invests in its community to support and enhance the lives of people. The community banking model provides individuals, businesses and organisations with the opportunity to nominate an organisation to benefit from the profit their banking. We do not solicit business for the bank but invite all to check what is on offer.

Marathon Mike was back racing against racism!

Congratulations to Mike for completing another Melbourne Marathon. Mike has *Raced Against Racism* for the past four years, running the marathon and raising funds for Courage to Care. Our supportive community has rallied around Mike who this year raised over \$6,000 to support our programs.

Pillars of Light – Chanukah

Pillars of Light, held in Federation Square in celebration of Chanukah, provides Melburnians with the opportunity to come together in a multicultural celebration. This is a wonderful unifying initiative by Rabbi Gabi Kaltmann and the Ark Centre, Hawthorn.

The celebration is well-supported by community leaders.

Interaction with like-minded organisations

The Upstander education programs we offer have a universal message, so we continue to look for opportunities to engage with a wide range of like-minded organisations and community groups.



Pillars of Light in Federation Square



Pictured: Mike and VMC Chair Vivienne Nguyen AM.

Victorian Multicultural Commission

We are delighted that our CEO Mike Zervos OAM has been appointed to the Victorian Multicultural Commission Southern Metro Regional Advisory Council for 2024-2026. This is an opportunity to interact with leaders from a diverse range of community groups looking for areas of common interest for constructive and respectful discussion.

We were pleased that Vivienne Nguyen AM, VMC Chair, visited us to discuss how we can positively contribute to greater social cohesion across our community.

Regional Advisory Councils inform the Victorian Multicultural Commission about the issues that matter most to diverse Victorians. Regional Advisory Councils (RAC) are the grassroots connections that keep VMC Commissioners informed about issues that matter to multicultural communities.

Together For Humanity

Together For Humanity (TFH) is a not-for-profit provider of educational services that works with schools and their communities to combat prejudice and to advance belonging and inclusion.

TFH offers a range of short curriculum-linked presentations, intensive small group programs for students, and professional development courses for

teachers. Courage to Care continues to liaise with their leadership to discuss areas of mutual interest and collaborative opportunities.

Connecting With Communities

Media

Our Chair, Judy Glick was busy spreading the word about us on J-Air Radio's *Talking to the Max* and with her HeraldSun Letter to the Editor which emphasised the importance of education.

Our media statement following the Josh Frydenberg documentary was also well received and again emphasised education. Our CEO Mike was interviewed on *L'chaim* about our Upstander programs and influencing the behaviour and thought processes of young Victorians during these challenging times.

J-Air

Volunteers Kay Ronc and Sabi Chakman spread the word about our Upstander education workshops on J-Air Radio *Talking to the Max* and on tv program *The Shtick*. Thank you, Kay and Sabi for all your amazing efforts.

Aboriginal Cultural Awareness Workshop with VMC

Courage to Care was represented by CEO Mike Zervos at the Aboriginal Cultural Awareness workshop hosted by the Victorian Multicultural Commission that was so ably led by elder Uncle Don.

Mike commented how refreshing it was to be able to ask any question in a safe and non-judgemental environment.

Lord Mayor's Charitable Foundation Youth in Philanthropy Grant

We were granted over \$5,000 from the LMCF Youth in Philanthropy Grantson the recommendation of Strathcona Girls Grammar School.

This grant supported digital learning materials upgrade for Upstander education. While the grant is financially helpful, the other benefit was that students had the educational opportunity to meet with us and ask questions about Courage to Care.

Holocaust Remembrance with Council of Christians and Jews (CCJ)

Volunteer Louis Roller AM was the keynote speaker at the CCJ Holocaust Remembrance Service held at Wesley College. Initiated by the Anglican Diocese of Melbourne, the Catholic Archdiocese of Melbourne and the Uniting Church Synod of Victoria and Tasmania, the 2024 theme was *Christians Remember*.



Our CEO Mike (seated left) represent us on the VMC Regional Advisory Council.



Assoc. Professor Louis Roller AM keynote speaker at the CCJ Holocaust Remembrance Service 2024.



Mike Zervos with JCCV President Philip Zajac.

Jewish Community Council Victoria (JCCV)

Courage to Care continues to liaise with the JCCV, ensuring we are well informed of community activities and that our voice is heard. We attended their session on Antisemitism on Campus.

Melbourne Holocaust Museum

Under the leadership of Dr Steven Cooke, our communication with MHM continues to strengthen as our CEOs meet to discuss areas of common interest.

We have shared targets to reach as many Victorian students as possible and are both seeing strong impact from our upper Primary programs.



Right: Dr Steven Cooke – CEO, Melbourne Holocaust Museum

Raoul Wallenberg Remembrance

We were honoured to be invited to speak at two important events acknowledging Raoul Wallenberg, a Swedish diplomat who saved thousands facing Nazi extermination in Hungary in 1944. and these events marked the 80th anniversary of his arrest, then disappearance.

The first event was a remembrance ceremony marking the 80th anniversary of his arrest, held at the Raoul Wallenberg Monument, Kew Junction. The second was the annual B'nai B'rith Memorial Day to mark Wallenberg's disappearance. Mike Zervos was invited to speak at the event hosted by the City of Port Phillip, joining Keynote Speaker Mike Kelly AM, the former Minister for Defence Industry & Capability.



THANK YOU PARTNERS

Without the continued generosity of our key partners Courage to Care could not offer our Upstander Programs to schools at no cost. All donations are appreciated and we have been fortunate to have significant support from these generous donors over time. We consider that the spirit of partnership goes well beyond vital funding support. We welcome interaction with our partners to continue to be challenged to be even more efficient and effective.

In particular we acknowledge the twenty-year relationship with the Department of Education, the continued support of our Principal Partner, Gandel Foundation and Major Partner ERDI Foundation, and the ongoing support of B'nai B'rith.



The City of Port Phillip hosted the annual B'nai B'rith Vic Raoul Wallenberg Memorial Day and oration. From left: Jacqui Dinor (B'nai Brith), Simone Markus (MC at event and Courage to Care volunteer), Mike Kelly (former Minister and keynote speaker), Mike Zervos, with Mayor Louise Crawford.

THANK YOU PARTNERS, SUPPORTERS & SCHOOLS

We gratefully acknowledge the support of all recent donors and supporters. We have endeavored to be comprehensive in these acknowledgements of donations over \$500 and apologise to anyone whose support has been inadvertently omitted. We are proud to offer educational Upstander programs to schools at no charge, to ensure all students can have access to our important messages. We welcome any financial support schools can make.

All donations are greatly valued and help in covering our costs.

PRINCIPAL PARTNER

Gandel Foundation

MAJOR PARTNER

Victorian Government,
Department of Education
ERDI Foundation

PARTNERS

B'nai B'rith Victoria
Jakob Frenkiel Charitable Trust
Marquill Foundation
Loti & Victor Smorgon Foundation

MAJOR SUPPORTERS

Gerry & Lillian Pearce
Besen Family Foundation
B'nai B'rith Foundation
David & Lily Harris
Eldon & Anne Foote Trust
(Lord Mayor's Charitable
Foundation)
Gary & Susan Hearst
Jack & Robert Smorgon Family
Foundation
Les & Leah Kausman
Pizmony Family Foundation
The Dodge Family Foundation

C2C5000 SUPPORTERS

Australian Communities
Foundation
V & H Boon Foundation
Caulfield Park Community Bank
Terrence Cleave
Joel Cohen
Judy & Leslie Glick
Halasz Family
Evelyne Perks
PSN Family Trust
Kay Ronec

C2C2000 SUPPORTERS

Anonymous donor
Ann Cebon-Glass
Trevor & Heather Cohen
Peter & Lesley Gaspar
Paul & Helen Gardner
City of Glen Eira
Ken & Gerry Hamer
Alan Goodrich (dec.)
The Leg Up Foundation
Ros & Richard Rogers
Neil & Marion Samuel
Peter & Judi Schiff
The Silberscher Family Foundation
Skyled Foundation

C2C1000 SUPPORTERS

Rosetta Bloom
B'nai B'rith Melbourne
Mitzvah Lodge
Lee Centra
George & Eva (dec.) Ermer
Justin Foundation
Sid & Sara Gaddie
Deborah Glass
George & Hani Greenberg
Robert Hain
S & D Hain Foundation
Daniel & Sally Herbst
Janice Huppert
Liora & Udi Jacoby
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Michael & Ruth Taft
Michelle Trebilcock
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SCHOOL DONATIONS

Baumaris Primary School
Bendigo Senior Secondary College
Brighton Secondary College
Teacher PL
Carlton North Primary School
Chairo Christian College
Coldstream Primary School
Dromana Primary School
Eltham East Primary School
Frankston Heights Primary School
Galen Catholic College Wangaratta
Haileybury College
Heathmont College
Irymple Secondary College
Koonung Secondary College
Leongatha Secondary College
Malvern Valley Primary School
McKinnon Secondary College
Melbourne High School
Mount Lilydale Mercy College
Pahran High School
St Francis Xavier College Teacher PL
Saint Ignatius College Geelong
St Mary's College Seymour
St Patrick's Primary School Mentone
Toorak Primary School
Wonga Park Primary School

IN-KIND/PROBONO

Danny Adler, Test & Tag
Alkira Secondary College
Joey Borensztajn & Jessica Wills,
Arnold Bloch Leibler
Australian Jewish Funders
Australian Jewish News
Liane Briner
Samuel Burmeister
Catchafire (Australian Jewish
Funders)
Ckaos Ink
Gustavo Cristofaro, Graphic design
Max Denishensky
DiffuzeHR
Flying Fox
Ron Freilich
Vedran Drakulic, OAM & Nicole
Brittain, Gandel Foundation
Google
Justin Art House Museum
Allan Kaufman Photography
Robert Kaplan
Marc Kron
Langham Hotel
Darren Lutchner, 365 Assist
Robert Masters & Associates
Melbourne Theatre Company
Benjamin Michelson
Michael Naphtali
Natalie Pryles Consulting
Gary Peer Real Estate
Nicole Postan, LDB Audit Services
Proven Group via Jenny Boyman
Norman Tendler & Simone Markus,
Raoul Wallenberg Commemoration
Talya Rotman
John Rosenberg
Sam Rotberg
Neil Samuel
Amanda Maitland Smith
Bradley Smith
Sofitel on Collins
Ben Spitalnic, FSIT
Tall Books Pty Ltd
Madeleine Lambert & Felicity
Simpson, Tisher Liner FC Law
Aaron Zajonc Photography

PRINCIPAL PARTNER



MAJOR PARTNERS



Department
of Education



PARTNERS & SUPPORTERS

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B'nai B'rith Victoria
Marquill Foundation
Jakob Frenkiel Charitable Trust

L & L Kausman
Lord Mayor's Charitable Foundation
Jack & Robert Smorgon Family Foundation
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Treasurer Vicki Lustig

TREASURER'S REPORT

2024 once again saw program delivery into schools at record levels. Accordingly, our direct expenditure on school programs was higher than 2023. This is a good thing as it means we are delivering Upstander Programs across Victoria, knowing that we are reaching schools in regional and rural areas even though this requires higher travel and accommodation costs.

Financial statements are audited each year to 30 June as part of our governance practices and detailed income and expenditure statements are available upon request.

This report is based on unaudited figures for the 2024 calendar year to align with the school year.

Our aim is typically to have a modest operating surplus; in 2024 we did even better recording a surplus of \$264,657. This is higher than anticipated, reflecting our conservative financial management and strong cost control. This does help boost our cash reserves. We are budgeting for a modest surplus in 2025.

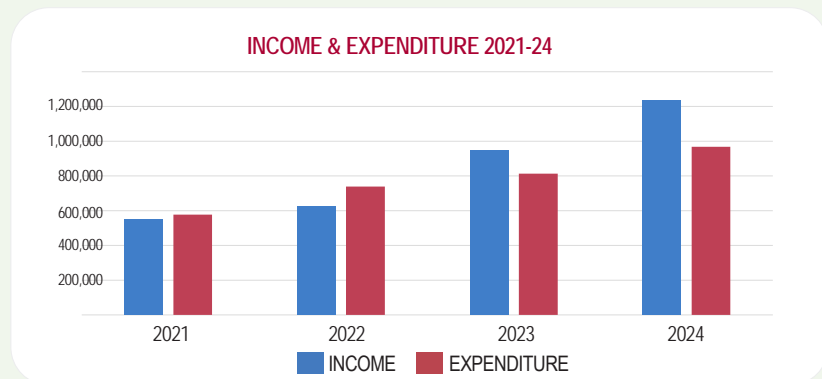
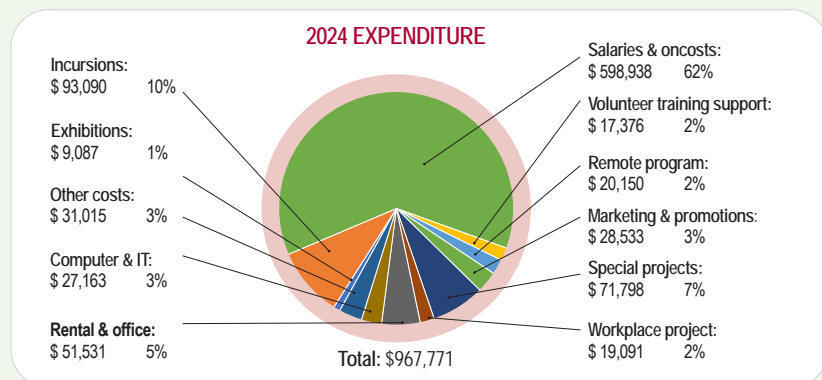
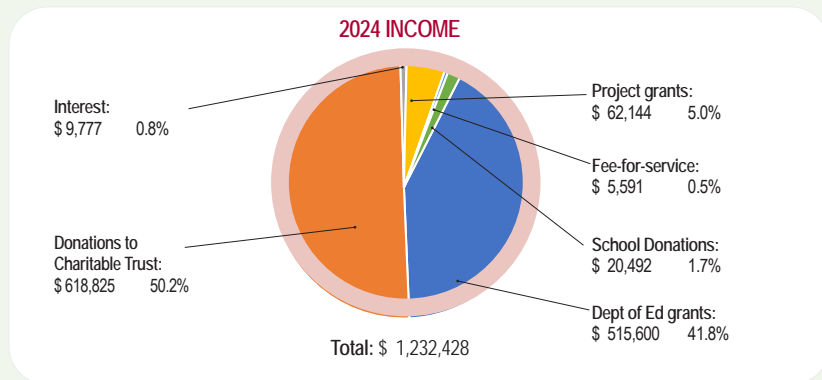
Our major expense continues to be salaries for our small but growing professional team that coordinates our organisation, including inducting and training our many volunteers, liaising with schools and organising program delivery. We have a Remuneration Committee specifically to review salary costs and have engaged external book keeping expertise to assist.

Expenditure on Special Projects covers a range of initiatives including preparation for our online teacher lesson plans launched in March 2024, fee-for-service business plan development and consultancy, marketing and communications and advancing national opportunities.

We continue to invest in volunteer relationship and support costs ensuring training, engagement, celebration and working-with-children compliance. Our priority is to ensure the wellbeing of, and due respect for, our volunteers.

Courage to Care continues to finance most of its operations with donations to the Charitable Fund.

Donations of all sizes are valued. They come from a wide range of sources, including support from our Principal





AUDIT & RISK SUBCOMMITTEE

Chair: Kerryn Lowe
Members: Vicki Lustig (Treasurer), Gary Hearst, David Klein, Sam Rotberg

During 2024 the Audit & Risk Subcommittee continued to meet monthly to fulfil its governance responsibilities.

The Remuneration & Employment Management (REM) subcommittee, which is a subgroup, also met focusing on employment and salary matters, seeing it is our largest expense.

The Audit and Risk Management Subcommittee continues to assist the CoM to fulfil its oversight responsibilities by monitoring and advising on Courage to Care’s governance and compliance matters. As we grow, these become even more complex and important for a well-managed organisation.

These responsibilities include:

- **Plans and budgeting:** Short- and long-term financial targets are set, and performance is monitored closely every month. This covers income, expenditure, cash management and, where necessary, limited capital expenditure.
- **Processes and management reports:** Processes and procedures are in place for constant monitoring and review of financial performance and compliance requirements. During late 2024 it was deemed prudent to engage an external bookkeeping firm to assist with the ever increasing demand for accuracy and compliance in all financial matters, particularly payroll.
- **Risk management matrix:** An organisation-wide risk matrix analyses the likelihood and consequences of adverse events. Importantly, accountability and action plans to mitigate risks are established and

“ We are a growing organisation so governance, risk management, compliance and financial management are increasingly important. These areas may not be the highest profile, but they underpin our growing reputation and positive impact. I would like to thank the Subcommittee members for their dedication and expertise during 2024. I would also like to thank our many pro bono/VIK supporters who are always so willing to assist us with specific technical advice. ”

Kerryn Lowe
Chair, Audit & Risk Subcommittee

reviewed periodically. With our growth, contract management is also a major focus now. In particular, performance against our four-year Victorian Common Funding Agreement with the Department of Education is regularly reviewed.

- **Independent audit and external reports:** External independent auditors conduct their review annually with documents lodged with all applicable authorities including the Australian Charities and Not for Profit Commission (ACNC).
- **Investments:** A conservative risk adverse capital protection strategy continues for all investments.

It is pleasing to note that, due to the well-established governance practices and processes outlined above, Courage to Care had a very successful 2024. We enter 2025 in a strong financial and governance position.

Kerryn Lowe,
Chair

Partner Gandel Foundation and other significant partners, right through to many individual donors. We were delighted to receive their continued support in 2024.

We are also delighted that the ERDI Foundation, our Major Partner, have agreed to multi-year funding support at increased levels.

Courage to Care completed the second year of the Department of Education (DE) four year Common Funding Agreement contract worth \$2 million in total. This is our largest contract and is a testament to the confidence shown in our ability to educate students. Increased funding results in greater program delivery and does not diminish our other fundraising efforts. Since the first DE grant was received in 2000, the Department remains a major source of income and complements our efforts to diversify our financial supporter base.

It has been a firm and long-standing decision of the Committee of Management not to charge schools, which is why we need to fundraise. We do invite schools that can afford to do so to make a donation towards our operating costs. The CoM continues to develop other longer term income sources such as a fee-for-service program offering.

We continue to refine our financial management to ensure appropriate cost control and program delivery. I would like to thank the Audit & Risk Subcommittee for their contribution to our ever-improving good governance. The Subcommittee will continue to carefully monitor our income and expenditure to enable Courage to Care to continue to grow and fund its splendid work.

Vicki Lustig,
Treasurer

OUR TIME CAPSULE



1992: The inaugural exhibition at the Jewish Museum of Australia initiated by Dr Helen Light AM, then-Director of the Jewish Museum, together with Jewish Holocaust Centre and the Raoul Wallenberg Unit B'nai B'rith.

As the daughter of a Holocaust survivor, Dr Light became aware that the bravery of individuals who had saved her mother, as well as the stories of the heroism of many others, were not widely known or sufficiently acknowledged. This inspired her to tell these stories in honour of the Righteous.

Photo: Helen Light, inaugural exhibition.

1993–1999: Exhibitions travelled to regional centres in Victoria, arranged and supported by members of B'nai B'rith Raoul Wallenberg Unit. *Photo: original static exhibition.*



1992

1999: Raoul Wallenberg Unit launches the The Pauline Glass Yad Vashem Study Grant. Now known as the Gandel Holocaust Studies Program for Australian Educators, the program remains closely associated with Courage to Care. *Photo: Pauline Glass.*



2000-2025: Victorian Department of Education financial support began and has been ongoing and bipartisan ever since through back-to-back grants.

Photo top, left to right: Our then-Chair, Dr Tony Weldon OAM and Jennifer Huppert, at the launch of the new exhibition with David Southwick MP. Below: With then-Minister for Education James Merlino.

2000: With assistance of the Australian Centre for Jewish Civilisation, Monash University, a formal educational program was developed. Regional and metropolitan Exhibition programs were organised every year from 2000. Schools and communities attended the Exhibitions and participated in workshops.



2000



2013: Introduction of the incursion program. Volunteer teams deliver programs to students in their own school, eliminating the need to transport students to an external venue. The response was so positive that the incursion program became a fixture alongside exhibitions.

Photo: A group of students at an exhibition.



2014-25: The continuing financial support and expert guidance of the Gandel Foundation is gratefully acknowledged as it was pivotal in the capacity building of Courage to Care. This includes the appointment in 2018 of the inaugural CEO, Mike Zervos, through support from many donors and a major grant from then Gandel Philanthropy.

2015: Courage to Care professionally interviewed and filmed the personal testimony of Survivor Speakers. The resulting video clips became an important element in multimedia presentations and serve as an archive for posterity.

Photo: Jan Kostanski's great grandson, Charlie Coulski, watches the filmed testimony of his grandfather's Righteous story.





2016/17: Launch of the interactive exhibition. Gandel Foundation played a key funding and supporting role in this major redevelopment.
Photo: Multimedia touch screen showing William Cooper, Aboriginal elder, who led a march in 1938 to Melbourne's German consulate to protest the treatment of Germany's Jews.



2018: Workplace Upstander training for Police Victoria. This fee-for-service model continues to support the core school Upstander programs, which are offered at no cost to schools.
Photo: Acting Superintendent Steve McRae introduces the Courage to Care presentation.



2023: Establishment of Courage to Care Australia Limited.
Photo: Victorian and NSW representatives.



2022: We celebrated the 30th Anniversary of Courage to Care in style at the Ark Centre, Hawthorn, acknowledging our successes and launching plans for the future.
Photo: Former Deputy Chair, Les Kausman OAM, addressing the audience.

2024: A successful and fun school program during a year which saw the largest number of students learning to be Upstanders.



2016: Publication of *Courage to Care: 28 Remarkable Stories of Rescue*, edited by Julie Meadows, pictured above. The book features the stories of survivors highlighting the courage of those who rescued them. A second volume was published in 2019.



2022: Successful leadership transition when Judy Glick became Chair with handover from Dr Tony Weldon OAM FRACP. Dr Weldon had been Chair for 17 years. The transition occurred in a year where there was confirmation of continued funding from the Department of Education at increased levels, which allowed for greater reach and impact of the program.

2024: Online Teacher Lesson Plans launched nationally in March. In partnership with Cool.org our free set of six online lesson plans equip teachers to tackle issues of discrimination, including racism and antisemitism with year 9 and 10 students. In the first year, more than 47,000 Australian students were reached. Our commitment to face-to-face programs is unwavering, with this online resource a wonderful enhancement.



2016

2024





HOW TO SUPPORT COURAGE TO CARE



DONATE

We use donations ethically, efficiently and effectively.

Support us with:

- a one-off donation
- monthly giving, which enables us to deliver our programs with funding certainty
- creative fundraising (on special occasions in lieu of gifts)



DONATE IN MEMORY

Donating in memory of a family member, friend or colleague is a one way to celebrate their life.



WILLS/BEQUESTS

After considering your family and friends' needs, leaving a bequest to Courage to Care (Vic) will be a lasting legacy.



IN-KIND OR PRO BONO SUPPORT

If you have expertise, goods or services, we are happy to discuss how this can help deliver our Upstander Programs.



VOLUNTEER

We could not exist without our wonderful volunteers. As we grow, there are more opportunities to deliver our Upstander Programs, including in support roles. Full training is provided.

