



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

CREATING A GENERATION OF
UPSTANDERS

2025-26 ANNUAL REVIEW



CREATING A GENERATION OF UPSTANDERS

OUR MISSION: CREATING A GENERATION OF UPSTANDERS

- At Courage to Care, we believe that ordinary people have the power to make a positive difference to the lives of others by being Upstanders.
- An Upstander is someone who chooses to act when they witness discrimination or injustice.
- Taking inspiration from real-life extraordinary acts of courage, our Upstander Programs educate and empower students to stand up against all forms of hate.

Our Story

- Courage to Care Victoria is an independent not-for-profit organisation, founded in 1992 as an initiative of a collaboration between the Jewish Museum of Australia, the Melbourne Holocaust Centre and B'nai B'rith, the Jewish service organisation.
- Proudly apolitical, we are focused on education rather than advocacy, with a universal mission: to educate and empower young people to challenge prejudice and discrimination in all its forms, and to inspire Upstander action in communities across Victoria.
- It is only with the support of our donors and community that we can continue to expand our reach and deepen our impact.

Our Upstander Programs

- Our educational Upstander Programs are delivered by a team of skilled and dedicated volunteers. Students hear inspiring testimonies from Holocaust Survivor Speakers or custodians of their stories, bringing history to life through personal accounts of those who had the courage to care.
- The interactive incursion workshops encourage students to understand the dangers of discrimination and bystander behaviour, to become aware of their potential to make a positive difference, and learn practical tools for standing up safely against all forms of discrimination.
- Our curriculum-aligned Upstander Programs are available free of charge for Years 5-12 students in all primary and secondary schools across Victoria, supported by the Department of Education and our generous donors.
- We're committed to delivering more than 30% of our programs in regional and rural schools each year, ensuring access for students across the state.
- Our digital 'How to be an Upstander' lesson plans, curriculum-aligned for years 9 and 10, are available free of charge.

Our Impact

- In 2025, we reached nearly 22,000 school students across Victoria.
- Over the past 30+ years, we've reached more than 200,000 students statewide, with continued growth annually.
- Our digital lesson plans reached 100,000 Years 9 and 10 students nationally in under two years.
- Evaluations show 93% of participating teachers would recommend Upstander Programs to a peer.

Our People

- Our team of passionate, skilled volunteers bring our Upstander Programs to life, dedicating their time to transform bystander behaviour into Upstander action.
- Holocaust Survivor Speakers, and custodians of their stories, share deeply personal testimonies of the ordinary people who showed extraordinary courage to care. These powerful firsthand accounts demonstrate how individual actions can make a profound difference and inspire others to stand up.
- Our volunteers travel to schools across Victoria, because they believe that empowering young Upstanders today builds stronger, more inclusive communities tomorrow.

FIGHTING ANTISEMITISM

As we go to print we are actively engaged with all key stakeholders in the fight against antisemitism and the decline in our social cohesion. This includes engagement with Jillian Segal AO, the Special Envoy to Combat Antisemitism and a number of taskforces and initiatives. Updates about this engagement will be provided on our website and through CEO quarterly updates.

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Mike Zervos OAM (CEO Courage to Care, Victoria) and Jillian Segal AO (Special Envoy to Combat Antisemitism).

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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.



SABRINA CHAKMAN, CHAIR COURAGE TO CARE (VIC) INC

I took up the position of Chair in July 2025 following the passing of Judy Glick. It is a great honour and privilege to step into this role and I pledge to serve this organisation and its wonderful people with enthusiasm and integrity.

Supported by the Department of Education, our curriculum-aligned programs continue to teach about the dangers of all forms of racism and discrimination. The Department encourages us to include more diversity in future. While addressing the specific and pressing issue of antisemitism in this current moment, the universality of our messaging must not be lost. I would hope that our own experiences encourage us to feel outraged on behalf of others if discrimination happens to them. That is the core of being an Upstander.

Courage To Care reached almost 22,000 students in 2025 and even more remote students have undertaken our online offering through cool.org teacher lesson plans. We continue to grow our student numbers and are pleased to be working even more closely with our colleagues interstate through Courage to Care Australia. All signs show that our growth will continue for the foreseeable future.

My transition into this role has been greatly supported by our exceptional staff. In a difficult time they have shown enormous dedication and compassion and I am truly grateful. In December we farewelled the wonderful Zoi Juvris, who contributed so much over her fifteen years. I wish her much joy on her newfound freedom and hope she will continue to be part of our 'family' for a long time to come.

I want to thank our CEO, Mike Zervos. The challenges of the last two years have added to his workload, and there is a considerable emotional component. Mike has maintained his diligent and forthright approach while also displaying enormous compassion to the community. I have been incredibly impressed by his efforts to position Courage To Care as a key player in the educational arena, advising decision-makers and stakeholders on our initiatives against antisemitism. We are so fortunate to have him as our representative.

I would like to also express gratitude to the Victorian Department of Education, our Principal Partner the Gandel Foundation, our Major Partner the Erdi Foundation and the many other generous donors who enable us to do our important work.

Most importantly it is our dedicated and energetic volunteers who make us who we are. I watch in awe as they engage with students all over Victoria and demonstrate our values of respect, compassion and courage. Thank you all so much.

At our AGM in October 2025 all current Committee of Management members were re-elected and Gary Hearst joined. This group ensures the good governance of Courage To Care, for which I thank them all.

2026 began with a palpable sense of the urgency to act. Courage To Care has already been doing something very important for many years. Today, we are acknowledged as being part of the solution. Stay strong, stay positive, and together let's do whatever we can to create a generation of Upstanders and end hatred.

Sabrina Chakman
Chair, B'nai B'rith Courage to Care (Vic) Inc



RESPONDING TO BONDI BEACH

We were devastated by the horrific atrocity at Bondi Beach on 14 December 2025, which shocked all Australians.

At the time, we extended deepest sympathies to families who lost loved ones and those recovering from injury, their families, and anyone distressed by the senseless attack.

We were mindful of the trauma it inflicted on the Jewish community. Our hearts went out to our wonderful volunteers, many of whom are Jewish, who felt profound hurt and pain. They dedicate themselves to teaching of the dangers of all forms of discrimination and standing against hatred. Yet they found themselves witnessing such violence in close proximity.

We treasure our own Holocaust Survivors and their stories. At Bondi, 87-year-old Holocaust survivor Alex Kleytman died protecting his wife, Larisa. The profound tragedy of Mr. Kleytman's death—a man who survived the Holocaust only to be murdered in an act of antisemitic terror decades later—reminded us of the enduring and deadly nature of hatred.

In those darkest moments, we also witnessed extraordinary courage of first responders running towards danger and ordinary citizens giving shelter and displaying acts of kindness. Ahmed al-Ahmed risked his own life to disarm one of the gunmen, sustaining multiple gunshot wounds in the process. His selfless actions undoubtedly saved countless lives. Sadly, others were killed in their heroic attempts to stop the outrage.

This tragedy demonstrates what our volunteers teach students every week: left unchecked, hate, based on stereotyping and discrimination, escalates. Upstanding, always to be done safely, can circumvent that escalation; Upstanders are powerful.

There is no place in Australia for violence, hatred or terror of any kind. We support strong, principled leadership that unequivocally rejects antisemitism, racism and all forms of extremism, and also affirms the safety, dignity and belonging of every Australian.

Courage to Care programs are part of the accelerated action needed to address rising antisemitism and other forms of discrimination in our country. Education, legislative reform, and unwavering commitment from all levels of government are essential to creating lasting change.

We owe it to those who lost their lives, to the many Upstanders who showed courage at Bondi Beach, to ensure that hatred does not define us—but that courage, care, compassion and collective responsibility do.



IN MEMORIAM: JUDY GLICK

In June 2025 we were greatly saddened by the heartbreaking loss of Judy Glick.

Judy had joined Courage to Care as a volunteer in March 2019 and immediately offered her expertise in fundraising. Her passion was evident from day one, and it wasn't long before she became an integral part of our Marketing and Fundraising team. She joined the Committee of Management at our 2019 AGM, was elected Vice Chair in 2020, and then Chair in 2022, succeeding Dr Tony Weldon OAM FRACP, who had served in the role for 17 years. Judy was not only our Chair but also the inaugural Chair of our national entity, Courage to Care Australia Ltd, a role she accepted with humility and dedication in late 2023.

Judy helped guide our organisation through some of its most challenging and transformative years, including COVID-19. She was instrumental in helping us navigate other difficult times following October 7, always leading with calm, compassion, and unwavering commitment.

What many may not know—because Judy was so modest—is just how deeply she cared. She never sought the spotlight, always putting Courage to Care first. She showed up at every meeting, fully bringing insight, honest feedback, and a quiet but constant encouragement. Under her leadership, our impact tripled in size as we reached more schools and communities.

Judy made our organisation better, and she made our society better. And, by her example, she made us better people. Judy was admired and respected by all who had the privilege of working alongside her. Her loss is hard to comprehend but we hold tight to the saying: 'May her memory be a blessing.'

We will honour Judy's memory through every Upstander we inspire, every young person we reach, and every moment we strive to do good in the world.

HONOURING OUR PATRONS AND AMBASSADOR FOR THEIR PAST SERVICE

As Courage to Care Victoria continues to grow, and with the creation of Courage to Care Australia, our engagement of Patrons and Ambassadors will be considered at the national level in the future.

We still wish to recognise and honour the extraordinary individuals who have served as our Patrons and Ambassador over many years. Their wisdom, leadership and compassion have helped shape our journey and strengthened our mission to build a more caring, inclusive society.

Together, these remarkable individuals have set a shining example for us all. Their contributions will remain a lasting part of Courage to Care's story as we continue to educate, inspire and empower people across Australia to take a stand against prejudice and discrimination.



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

This has been another year of highs and lows for Jewish communities everywhere. We are grateful for the apparent end to the Hamas-Israel war, although the final outcome of that conflict remains uncertain. A devastating low point was the Bondi Beach massacre at a Chanukah event on December 14, 2025. This act of terrorism was the culmination of two years of rising antisemitism in Australia after the October 7 attack in 2023. Courage to Care does of course have a key role to play in the multi-pronged approach to Jew hatred in this country, through education.

B'nai B'rith is a strong supporter of Courage to Care. We provide some financial assistance and we share platforms such as at the B'nai B'rith Australia and New Zealand Triennial Conference which was held in Canberra earlier this year. And Courage to Care CEO, Mike Zervos, and chair, Sabrina Chakman, recently made a presentation to a large audience for B'nai B'rith in the Lamm Library in which they described the continuing growth of their educational services in schools.

The reason for this growth and increasing government recognition and support is easy to understand. Courage to Care plays a very important societal role in the battle against hate and prejudice. B'nai B'rith remains committed in its support of Courage to Care and we wish it even greater success in 2026.

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



Sir Gustav Nossal AC CBE FRS

A towering figure in education and science, Sir Gus has been a tireless advocate for empathy, inclusion and learning. His deep understanding of the dangers of prejudice and his lifelong commitment to education as a force for good have inspired our work through times of change.



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.

2025 saw continued dangerous racism and hate speech in our communities.

Members of the Jewish community, in particular, feel under personal danger with antisemitism continuing as a scourge of our community. This is unacceptable and indicates that the need for education is stronger than ever.

Gandel Foundation is proud to support Courage to Care Victoria as it shares messages of hope and helps 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 2025 it was, once again, able to visit nearly 200 schools across Victoria, reaching almost 22,000 students. There is no reduction in the need, or demand, for Courage to Care.

We are also pleased to see the introduction of free digital Teacher Lesson Plans available to all Year 9 and 10 teachers across Victoria.

Every organisation needs strong leadership and operations to successfully deliver on their mission. We were pleased to support the role of Chief Executive Officer. This was particularly important in 2025 with the sad loss of Chair, Judy Glick. We believe this support has helped strengthen the impact of the organisation.

2025 was the second year of our current three-year grant supporting Courage to Care's expansion plans supporting the aim of reaching even more students across Victoria with Upstander education programs. The vision to 'create a generation of Upstanders' is worthy of support.

We look forward to continuing our productive partnership and collaboration with Mike Zervos OAM 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!

Gandel Foundation was delighted to host in March an evening that celebrated these volunteers at which we heard from Nova Peris OAM OLY.

In previous messages our Chair and Co-Founder John Gandel AC 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. That is precisely why we need organisations like Courage to Care.

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 Courage to Care helping 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*



Uncle Boydie Turner

As the grandson of the remarkable Aboriginal activist William Cooper, Uncle Boydie has linked us powerfully to the story of moral courage that lies at the heart of both Aboriginal and Jewish experience. His dignity and advocacy have ensured that his grandfather's legacy lives on through the many students who now learn about William Cooper's stand against injustice. We are honoured to continue sharing that story across Victoria.



Alpha Cheng

In the face of personal tragedy, Alpha has exemplified courage, compassion and the healing power of education. His advocacy for understanding across communities, and his steadfast belief in dialogue and kindness, have helped shape our programs and strengthened our message of respect and humanity.



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 seventh time.

I continue to be amazed by the resilience and commitment of everyone involved with Courage to Care. We continue to reach more students than ever before even during these challenging times. The Bondi Beach massacre and antisemitic attacks across our community have shocked us all and strengthened our resolve to offer education and positive actions as Upstanders as part of the solution.

Our Committee of Management (CoM), so ably led by our Chair Sabrina Chakman (who took over following the sad loss of Judy Glick), continues to provide oversight and support. The stability of our leadership has aided our ability to respond to an ever-changing world.

The CoM is a cohesive unit, focussing on the big picture and rising to the challenges that confront us. I would like to express my appreciation to Sabi 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 synergies between states.

We are proud of our gender mix, with 64% of CoM being women and women chairing all four subcommittees.

Everything the CoM does considers our strategic direction, the welfare of our volunteers and staff, 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, 2025 was another year of significant achievements and growth. We are successfully honouring our long-term funding contract with the Department of Education. We embedded 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. 2025 was a record year with just under 22,000 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 offer all programs as incursions (we visit the school and deliver programs in the classroom).

While 2026 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 even more important 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 are setting ambitious targets to reach more students over the 2026-2030 period. Many more students will have access both to face-to-face programs and our digital 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 more influential 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. Our volunteer support will be from a broader cross-section of the community and will be respected for its diversity.
- 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 with our interstate colleagues through Courage to Care Australia.
- 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 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



Our CEO with (from left) Governor Margaret Gardner AC, Deputy Premier and Education Minister Ben Carroll and Opposition Leader Jess Wilson.

OUR 2025 IN NUMBERS

OUTPUTS

11,978

MYP STUDENTS

10,009

SYP STUDENTS

100,000

NATIONAL ONLINE STUDENTS SINCE LAUNCH

SCHOOLS

110

NEW SCHOOLS

193

TOTAL SCHOOLS

VOLUNTEERS

126

ACTIVE & DEDICATED



Facilitator Linda Grof: student interaction is vital.



CoM members: (Standing from left) Sam Rotberg, Lani Brayer, Harry Better OAM, Kay Ronec, Garry Hearst, Simone Markus, David Klein, Kerryn Lowe, Seated: Susan Hearst, Sabrina Chakman and Vicki Lustig.

GOVERNANCE

2025 saw a continued focus on our strategic direction and continued 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 as summarised in the graphic below. Although it may look complex, this structure gives us a solid foundation for growth and a pathway for volunteers to be involved in their areas of interest and expertise.

Members as at December 2025:

- Chair:** Sabrina Chakman
Vice Chair: Kerryn Lowe
Treasurer: Vicki Lustig
Secretary: Simone Markus
Members: Harry Better OAM, Lani Brayer, Susan Hearst, Gary Hearst (joined 21 October 2025), David Klein, Kay Ronec, Sam Rotberg

Our CoM was re-elected at the Annual General Meeting held 21 October 2025, with Gary Hearst joining. Gary has been a member of our Audit Subcommittee for several years and brings a wealth of business and community experience.

Chair, Sabi Chakman: has a background in education. She completed a BA in English Literature at Monash University, a Diploma in Education at Rusden State College and taught academic skills, text analysis and creative writing for twenty years at Swinburne TAFE, where she also helped develop a program for adults returning to study. She completed a Master in Educational Studies (exploring how values are embedded in curricula) and then a Graduate Diploma in Careers Education.

At the end of 2018 she retired from her role as Senior Careers Educator at Deakin University but wanted to find a way to continue being productive.

Sabi joined Courage to Care in January 2019 and has played a pivotal role since then in many areas. Her contributions span facilitating school and adult programs, serving as a Custodian Speaker sharing her father's Holocaust story, chairing the Education Subcommittee, and as a valued member of the Committee of Management.

Sabi became Chair following the sad loss of Judy Glick in July 2025.

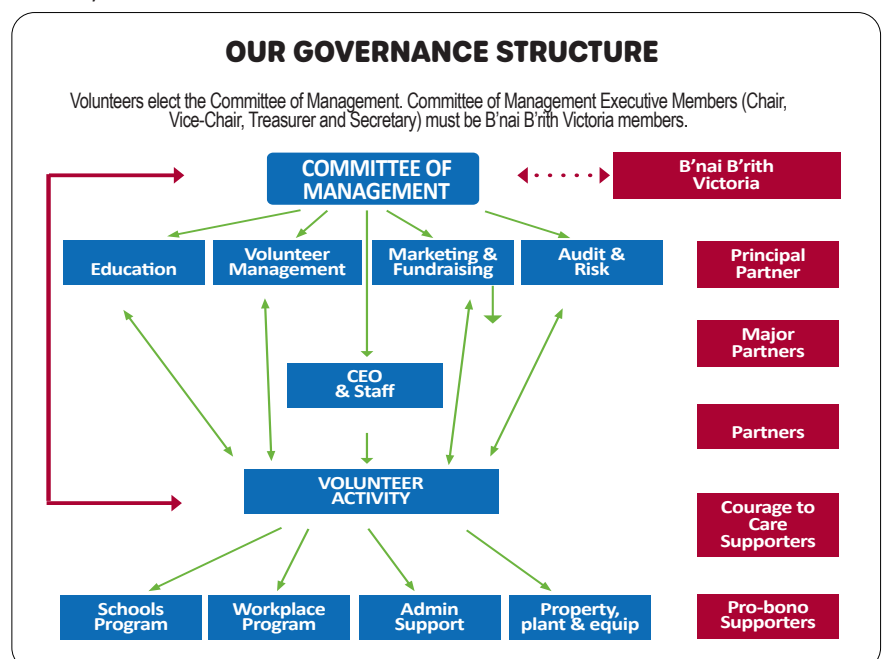
Vice Chair, Kerryn Lowe: Kerryn completed her schooling at Mount Scopus Memorial College before studying Arts/Law at Monash University.

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.

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 discrimination. Raising awareness of the Holocaust is also important to her.

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



OUTCOMES & IMPACT

Our 2025 report to the Victorian Department of Education assesses our performance against five specific Program Outcomes of the Victorian Common Funding Agreement. Our results are based on evaluation questions provided to students and teachers immediately after each school program. Teachers are also then asked to assess program impact after two months. The following is a summary of the results in the report.



Relationships with other organisations

Courage to Care works closely with other organisations to ensure collaboration and to share knowledge and expertise.

- **Courage to Care in Western Australia:** Interaction with our counterparts in other states continues as we look for synergies. Under licence to the Holocaust Institute of Western Australia (HIWA), Western Australian students can experience our programs.
- **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 roof 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 have not been able to visit Yad Vashem in Israel in recent years. We proactively offer our Upstander Program to graduates of this amazing course.
- **Independent Schools Victoria and Catholic Education:** We actively engage with representative groups beyond the government school sector.

SUBCOMMITTEES

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.

- **William Cooper family:** Our continued relationship with William Cooper's extended family remains strong. We have been honoured to have William Cooper's grandson Uncle Boydie Turner as our Patron. Uncle William Cooper (1860-1941) was an Aboriginal activist and leader 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 an Aboriginal delegation to march to the German consulate to present 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 excellent forum ensures 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.

Courage to Care Australia Limited

Founded in 1992, Courage to Care originally existed only in Victoria. In 1999 Courage to Care NSW was formed, 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 formation of Courage to Care Australia offers opportunities to increase efficiency and impact, allowing Courage to Care truly to 'create a generation of Upstanders' across Australia. This has grown in 2025 to include:

- Briefings to the Prime Minister's advisors and advisors to the Education and Multicultural Ministers advisors.
- An active role with Jillian Segal AO, the Special Envoy to Combat Antisemitism as a member of the Education Roundtable.
- Dialogue with the Dor Foundation on education offerings nationally.
- Interaction with UNESCO on education activities.

Reconciliation with First Nations peoples

In 2024, we held an initial workshop with Amanda Maitland-Smith as a first step towards creating a Courage to Care Reconciliation Action Plan (RAP).

Amanda, a Noongar Yamatji woman, is an experienced educator who has filled

leadership roles at Victorian schools. Amanda's approach to the principles of Reconciliation are informed by her experience as a graduate of the International School for Holocaust Studies at Yad Vashem in 2020.

A RAP formalises an organisation's commitment to reconciliation, based around the core pillars of relationships, respect and opportunities. In 2025, we moved closer to our goal of developing Courage to Care's first RAP, by submitting a draft to Reconciliation Australia.

Additionally, we strengthened our commitment through education, by delivering a meaningful Acknowledgement of Country, by continuing to highlight the Upstander actions of Yorta Yorta activist William Cooper during WWII, by continuing to use our Teacher Resources that include First Peoples' history, and sharing National Reconciliation Week and NAIDOC learning materials and resources.

As we move into 2026, we remain committed to deepening this journey and broadening connections with Indigenous communities through ongoing staff and volunteer learning, using powerful Upstander stories both in and beyond the classroom.

Special Volunteer Event Hosted by Gandel Foundation

Nova Peris OAM OLY 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, to be 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 2024 to learn more about our important work and she was the Guest Speaker at a special volunteer event kindly hosted by the Gandel Foundation.



Nova Peris OAM OLY.



Sabrina Chakman, Education Subcommittee Chair.

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 TRAINING

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

EDUCATION

Chair: Sabrina Chakman

Members: Lani Brayer, Sarah Calleja, Mark Kestin, Bev Rosenberg, Barbara Stowe, Tony Weldon, Lorette Brown

Staff: Karen Maclean, Zoi Juvris

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.

Sadly, we begin by acknowledging 2025 was not an ordinary year. It culminated in the worst and most frightening act of antisemitism that this country has seen. As an education organisation now, more than ever, we are tasked with a responsibility to do our part as Upstanders in the fight against the hateful forces that made this, and many other events, a reality we all have to face in Australia today. Education is a powerful tool but it takes time for its effects to be seen and felt. We maintain our enthusiasm and belief that we can enact change. When we go into a school we have a rare and precious opportunity to open students' minds to different and more positive ways of seeing the world.

In 2025 we made significant progress in many areas. We offered our Upstander Programs to nearly 22,000 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.

To achieve this, we intentionally use historical examples, particularly Holocaust survivor

testimony, to create safe emotional and psychological distance. This educational methodology allows students to:

- Engage thoughtfully and critically
- Learn from concluded, well-documented events that provide conceptual clarity
- Focus on universal values such as moral courage, empathy, and Upstander behaviour
- Understand the profound impact of individual choices and reflect on their own behaviour

Our freely available digital Upstander Teacher Lesson Plans are curriculum mapped for Years 9 and 10, and have reached 100,000 students nationally since launched in 2024. These are delivered in partnership with Cool.org.

We are also looking to grow our impact through Teacher Professional Learning and Workplace Training opportunities and are exploring strategic partnership opportunities.

Department of Education (DE) Funding

2025 marked the completion of the third year of our four-year Victorian Common Funding Agreement with the Department of Education. The funding supports our Program delivery to a growing number of 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 over 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 is needed more than ever. Demand from schools is at record levels and with this endorsement we are anticipating funding support through to 2030 so 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 that began 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 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 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.

The program was restructured with refinements based on feedback from teachers, students, educational consultants and experienced volunteer facilitators. One factor was to promote a student-centred approach, through discussion, group-work and scenario-based learning strategies.

Teachers received the revised SYP with great enthusiasm, with 93% of teachers who completed the evaluation recommending the program.

As with all effective educational programs, it is essential to regularly review both content and delivery to ensure ongoing relevance to students and the broader community. The SYP will be updated for the beginning of the 2026 school year to more explicitly strengthen the key message that bystanders are not neutral.

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 discrimination starts
- Survivor or Custodian Speaker
- Bystander behaviour
- Upstander actions

WORKPLACE TRAINING

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

*ONLINE TEACHER LESSON PLAN RESOURCES

- Unit of work (6 lesson plans) for Years 9 & 10 Health and PE
- Partnership with Cool.org
- Available nationally for free

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.

- **MYP Vocabulary List:** A resource to support students with key terms and language that connect to the program. This can be used as a priming activity to focus students on the key messages.
- **Upstander Triangle Poster:** A3 poster for the classroom, summarising the Upstander power triangle to remind students of the safe actions they can take.
- **Upstander Activity Pack:** Based on a selection of stories from Julie Meadow's *Courage to Care* Anthologies (Vol 1 & 2), the free downloadable Activity Pack offers scalable and flexible classroom activities.

Middle Years Program (MYP)

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

From launch in March 2020, the program has been well-received. With minimal promotion, MYP has grown to over 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 around 30% of total activity in 2025 outside metropolitan Melbourne.

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 incursion model offers schools flexibility, promising an increase in regional and rural students in the longer term.

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 from our website.
- **The Power of Symbols:** Integrated into our Secondary Years Program, this is a history of the *Hakenkreuz* (Nazi symbol), differentiating it from the original religious/cultural symbol of well-being, the swastika. This is augmented with a two-page handout.
- **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

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 survey students and teachers to assess their experience immediately after participating in a program. In 2025, we also returned to teachers two months after program delivery to assess the perceived impact of the program on student behaviour.

Feedback over 2025 points to strong endorsement and appreciation from students and teachers. Our key performance indicators are included in this Annual Review.

Gandel Holocaust Studies Program For Australian Educators

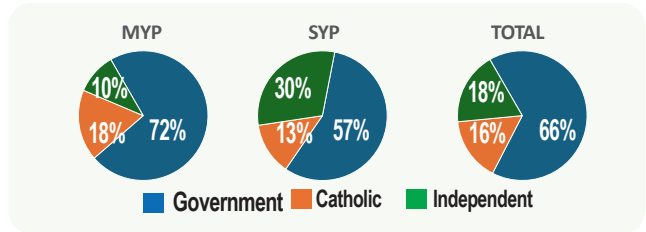
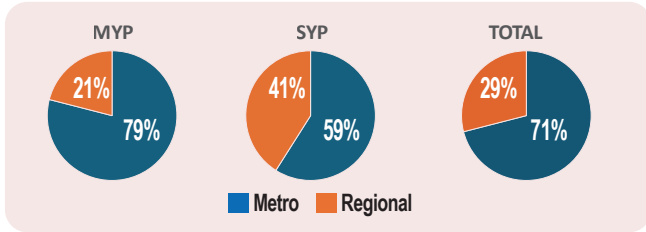
We continue our association with the Yad Vashem Study Grants for the Gandel Holocaust Studies Program for Australian Educators by promoting these grants.



Good teacher engagement is important to support classroom participation. A teacher at King David School.

OUR 2025 VICTORIAN SCHOOL FOOTPRINT

We are proud of our reach across all of Victoria and all schools. Thanks to the commitment of our volunteers, we delivered our Upstander program to the schools listed below.



MIDDLE YEARS PROGRAM

Alberton Primary
 Aspendale Primary
 Auburn South Primary
 Barton Primary
 Beaumaris Primary
 Belle Vue Primary
 Berwick Lodge Primary
 Bialik College
 Birralee Primary
 Black Rock Primary
 Boronia Heights Primary
 Brandon Park Primary
 Brighton Secondary College
 Brinbeal Secondary College
 Buckley Park College
 Carranballac College, Boardwalk Campus
 Carranballac College, Jamieson Way Campus
 Catherine McAuley College, Bendigo
 Caulfield Primary
 Caulfield South Primary
 Chandler Park Primary
 Chelsea Heights Primary
 Clayton North Primary
 Coldstream Primary
 Columba Catholic Primary, Bunyip
 Corpus Christi Primary, Glenroy
 Courtenay Gardens Primary
 Creek Street Christian College, Bendigo
 Croydon Community School
 Don Bosco Catholic Primary

Dromana Primary
 East Bentleigh Primary
 Edithvale Primary
 Elsternwick Primary
 Eltham North Primary
 Forest Street Primary
 Foster Primary
 Gippsland Grammar
 Gladstone Views Primary
 Glen Eira College
 Glen Iris Primary
 Haileybury, Brighton
 Hastings Primary
 Hawthorn West Primary
 Heritage College, Officer
 Holy Trinity Primary, Wantirna South
 Hume Anglican Grammar, Donnybrook
 James Cook Primary
 Kerang South Primary
 Kerang Technical High
 Kerrimuir Primary
 Kew East Primary
 Kilberry Valley Primary
 Kingsley Park Primary
 Kurnai College, Churchill Campus
 Kurnai College, Morwell Campus
 Langwarrin Primary
 Launching Place Primary
 Leongatha Secondary College
 Lyndale Greens Primary
 Lyndhurst Secondary College
 Melbourne Montessori College
 Mitcham Primary
 Moorabbin Primary

Mount Clear College
 Nar Nar Goon Primary
 Northern Bay College
 Oakleigh South Primary
 Our Lady Help of Christians, Brunswick East
 Park Ridge Primary
 Parkdale Primary
 Parktone Primary
 Pearcedale Primary
 Prahran High
 Quarters Primary
 Red Hill Consolidated
 Red Rock Christian College
 Regency Park Primary
 Reservoir High
 Roberts McCubbin Primary
 Robinvale College
 Roxburgh Homestead Primary
 Sale Primary
 Sandringham East Primary
 Sandringham Primary
 Scotch College
 Sholem Aleichem College
 South Melbourne Primary
 Southern Cross Primary
 St Arnaud Secondary College
 St Brigid's, Healesville
 St Christopher's Primary, Glen Waverley
 St Clare's Primary, Thomastown West
 St Dominic's Primary, Broadmeadows
 St James Primary, Vermont
 St James the Apostle, Hoppers Crossing
 St Mary's Primary, Altona

St Mary's Primary, Hastings
 St Mary's Primary Yarram
 St Mary's Primary, Greensborough
 St Michael's Primary, Tallangatta
 St Peter Julian Eymard Primary, Mooroolbark
 St Peter's Primary, Clayton
 St Scholastica's Primary, Bennettswood
 The Basin Primary
 Trinity Lutheran College, Mildura
 Vermont Primary
 Wallan Primary
 Wallaroo Primary
 Wesburn Primary
 Yarrabing Secondary College
 Yarram Primary
 Yeshivah-Beth Rivkah College

SECONDARY YEARS PROGRAM

Beaumaris Secondary College
 Bendigo South East College
 Brighton Secondary College
 Carranballac College, Boardwalk Campus
 Carranballac College, Jamieson Way Campus
 Cheltenham Secondary College
 Cire Community, Yarra Junction
 Creek Street Christian College
 Croydon Community School
 Frankston High
 Galen Catholic College
 Girton Grammar, Bendigo
 Haileybury

Heathmont College
 Heritage College, Officer
 Hume Anglican Grammar, Donnybrook
 Ivanhoe Grammar
 John Paul College
 Kerang Technical High
 Kilvington Grammar
 Koonung Secondary College
 Korumburra Secondary College
 Lynall Hall Community College
 McKinnon Secondary College
 Melbourne Montessori College, Brighton
 Mentone Girls' Secondary College
 Merbein P-10 College
 Mirboo North Secondary College
 Mount Clear College
 Mount Scopus Memorial College, Burwood
 Oakwood School, Frankston
 Red Rock Christian College
 Robinvale College
 Saint Ignatius College Geelong
 South Oakleigh College
 St Arnaud Secondary College
 St Joseph's College Geelong
 St Joseph's College Mildura
 Tallangatta Secondary College
 The Grange P-12 College
 The King David School
 Traralgon College
 Trinity Lutheran College Mildura
 Wallan Secondary College
 Yarrabing Secondary College



Facilitator Evelyn Flitman in Mildura.

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 education organisations. This confirms 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 student classrooms;
- offer the program across all Victoria at no cost;
- may be the first to provide information on the Holocaust and other genocides;
- align 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;
- promote further study and visits to the Melbourne Holocaust Museum and Jewish Museum.

Special Envoy to Combat Antisemitism

On 9 July 2024, the Australian Government announced the appointment of Ms Jillian Segal AO as Special Envoy to Combat Antisemitism in Australia. As Special Envoy, Ms Segal has consulted with Jewish Australians, the wider Australian community and all levels of government on the most effective way to combat the growing problem of antisemitism.

Courage to Care is pleased to be part of the Envoy's Education Roundtable bringing together organisations offering education into schools and the community.

Heritage College Holocaust Remembrance Assembly

In August, Heritage College held their first Holocaust Remembrance Assembly, organised by teacher Sarah Perry, a Gandel Holocaust Studies Program scholar.

Heritage College provides co-educational Christian education from 3 and 4 year old early learning through to Year 12. Their mission is to develop the mind, body and spirit of each student, providing opportunities to expand their skills, develop positive self-esteem and realise their potential.

The school has participated in our Upstander incursions for several years and so Courage to Care was proud to participate.

There were many highlights including the Principal's opening address, numerous school students presenting thoughtfully worded acknowledgements of the Holocaust with Upstander messaging and survivor testimony from Courage to Care volunteer Peter Gaspar OAM. All students and guests were invited to place a memorial stone on the table.



The Education and Training Team

As our program expands its reach across schools and engages an increasing number of students, a growing volunteer base necessitates a comprehensive training syllabus. The Education and Training team plays a central role in facilitator training, content development, and quality assurance to ensure consistent, high-quality delivery.

The Education and Training portfolio was expanded and strengthened by splitting the leadership role, introducing an Education Manager to oversee the portfolio and a Training Manager to deliver our training syllabus. In January 2025, Karen Maclean started in the new role of Education Manager to support Zoi Juvris who embraced the Training Manager role.



Facilitator Naomi Golvan (above left) introducing the Pyramid of Hate, a key concept in our education program. Workshops include presentations from Survivor and Custodian Speakers, such as Eli Raskin (right), who tell the stories of how Upstanders helped their family members survive.



WHAT WE TEACH

THE PYRAMID OF HATE & THE UPSTANDER TRIANGLE

The Pyramid of Hate 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.

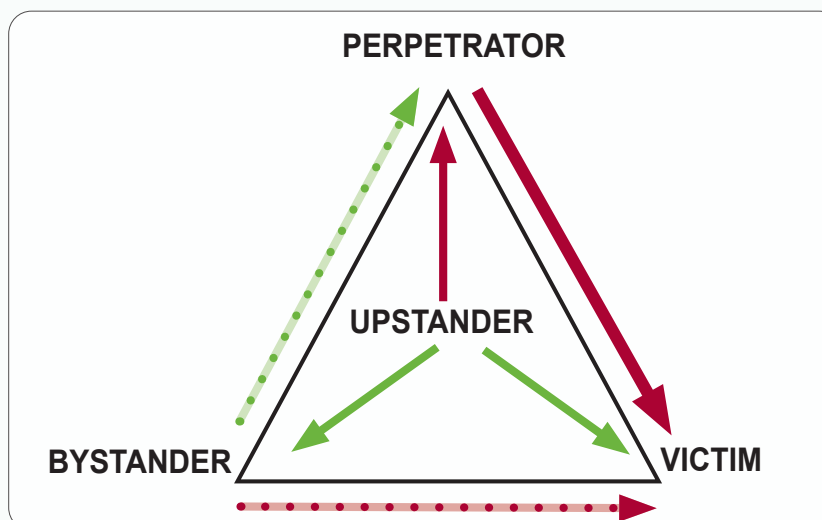
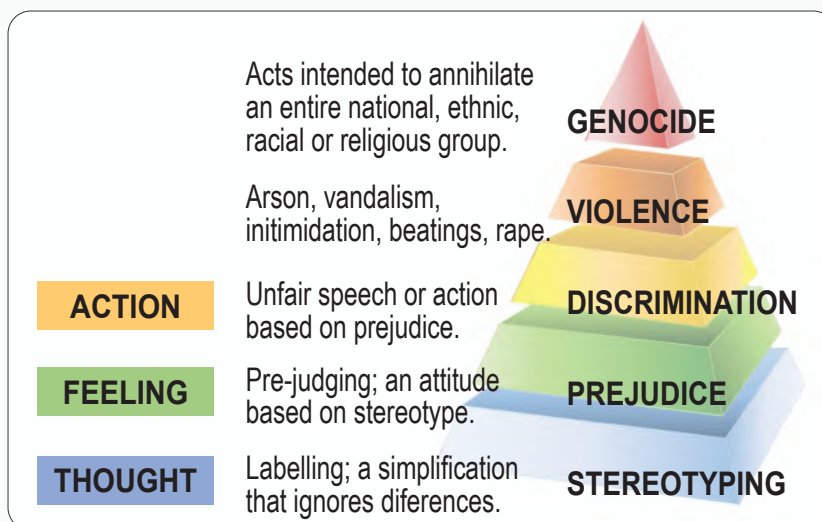
Stereotyping begins in infancy. It gradually builds with additional influences at school and through media, especially social media. Insensitive jokes and names can seem harmless until we understand the pyramid.

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 they are a witness who chooses to allow harm to occur—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 choose to intervene and create change.



2025 also saw a restructuring of the training model with regular face-to-face 'Intensive Training' for trainees over 3 days during each term break. This style of training has been very well received by volunteers as it offers opportunities to workshop the material and delivery with their peers and share experiences.

Our volunteers are equipped to deliver impactful programs that empower students and reinforce key messages around Upstander behaviour.

The Education and Training team has three core functions:

Education:

- Oversee the school program content and educational methodology
- Curriculum alignment
- Develop and review supporting lesson plans and resources
- Enriching and connecting with teaching and learning networks
- Teacher Professional Development and Workplace Training

Training:

- Facilitator Training – supporting trainees through the pathway to facilitation
- Survivor and Custodian Speaker support and training
- Annual refresher training for facilitators and speakers
- Provide leadership opportunities through enhanced roles
- Provide ongoing support and professional development opportunities

Quality Assurance:

- Program evaluation aligned with Key Performance Indicators (KPI) for the Department of Education
- Facilitator observations and feedback



Zoi Juvris facilitating a workshop during development of training materials for the new Secondary Years Program.



Sharyn Goldman facilitating.

After many years of dedicated service and leadership, Zoi Juvris retired at the end of 2025. Zoi played a pivotal role as our first education and training manager, shaping and strengthening the educational programs and the organisations's training framework, confidence, and support needed to deliver the program with impact. Her commitment to volunteer development, thoughtful mentorship, and deep understanding of both content and pedagogy has been instrumental in fostering a strong, connected, and highly capable volunteer cohort.

Zoi's legacy is reflected not only in the comprehensive training structures now in place, but also in the culture of care, professionalism, and continuous improvement she championed over many years. In October 2025, Deb Kalbstein commenced in the Training Manager role, ensuring continuity and stability as the organisation builds on the strong foundations Zoi helped establish.

Our Social Enterprise Model

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 on request from Glen Eira Council 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.

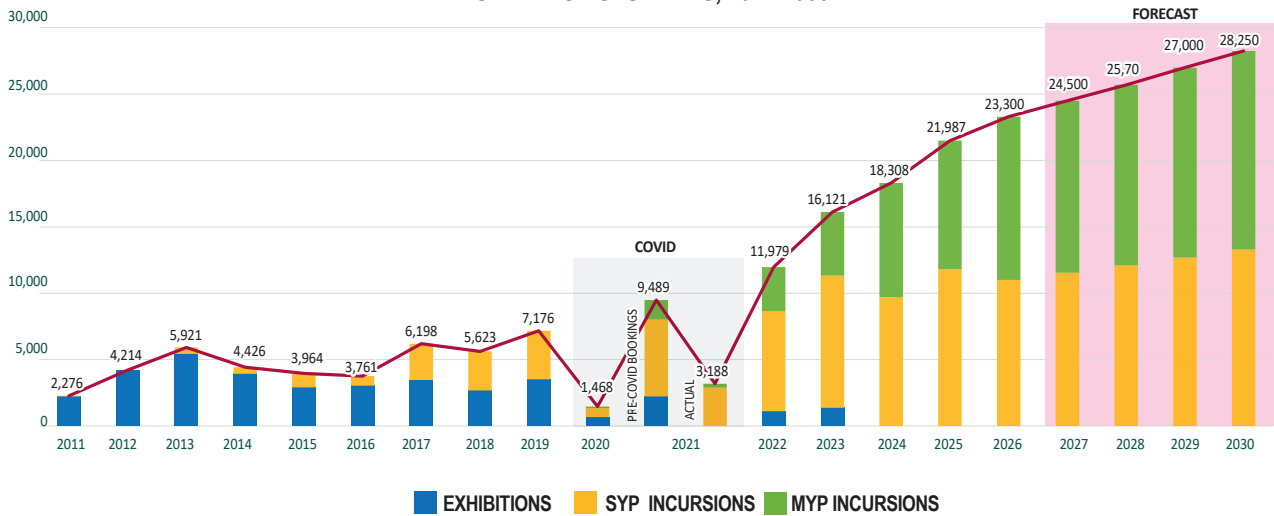
These fee-for-service offerings provide dual benefits of educating adults and generating funds to support our schools programs, which are the cornerstone of our work. We tailor our workshops for both teacher professional learning and workplace learning. This is an important progression and an exciting opportunity for the future.



Training Manager Deb Kalbstein, facilitates a session.

ACHIEVED & PLANNED GROWTH

NUMBER OF STUDENTS, 2011-2030



Cool.Org Online Teacher Lesson Plans

Extending reach to schools and communities where traditional Upstander Program delivery may not be viable, Online Teacher Lesson Plans were launched in March 2024 in partnership with Cool.org (formerly Cool Australia).

The package comprises a unit of work comprising of six lesson plans free-to-download designed for Years 9 and 10 students, aligned with the Victorian and Australian curriculum in Health and Physical Education, Respectful Relationships, and Student Health and Wellbeing.

The lesson plans are designed to be flexible. They can be delivered as standalone lessons or as a sequence, are optimised for Years 9 and 10 but adaptable for other year levels.

The lessons cover core Upstander messages and inspire safe Upstander action and can be used to extend learning for students who have experienced Courage to Care incursions.

Performance Since Launch

In less than two years, the partnership has reached almost 100,000 students nationally. Of the initial school downloads recorded, 53% were from Victorian schools, with many representing new schools that have not yet hosted face-to-face Upstander Programs.

Current Development and Future Expansion

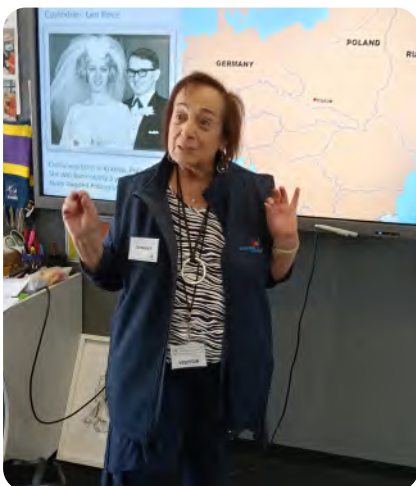
In early 2026 six Year 8 mathematics lesson plans that integrate Upstander principles within the mathematics curriculum (funded by the Telematics Trust), representing the first cross-curricular expansion into STEM subjects are scheduled to be launched.

Building on this proven success, plans are in development through Courage to Care Australia to expand Upstander digital education across all year levels. This national digital expansion would develop approximately 70 new curriculum-aligned Upstander lesson plans, providing comprehensive coverage



for all developmental stages and reaching an estimated 2+ million Australian students over three years, with 100,000+ students benefiting annually thereafter.

Cool.org is a registered charity and certified social enterprise that provides curriculum-aligned teaching resources developed to support educators in teaching challenging topics. Their approach is 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.



Carmella Prideaux introduces the Speaker.



Mark Kestin tells his mother's story.



Judy Dodge explores Upstander impact on victim.

Teacher Professional Learning and Workplace/Community Training

We will continue to grow our impact through Teacher Professional Learning and Workplace Training as a certified social enterprise.

In 2025 we were fortunate to work with a number of organisations including:

- **Office for Zoe Daniel** – developed and led a community education workshop for the Goldstein electorate, with a focus on active social cohesion, not politics.
- **Wodonga Federation of Government Schools** – is a collective of primary, secondary and specialist schools that hold an annual conference. We were invited to run two workshops on Understanding Upstander Behaviour.
- **Australian Council for Health Physical Education and Recreation (ACHPER)** – We participated as both a Gold Exhibitor and a program presenter.

Our adult sessions typically run for 90–120 minutes and are tailored to the needs of organisation and community context. The session is an interactive workshop incorporating small-group discussion and collaborative activities, using case studies drawn from relevant, real-world experiences.

Suggested learning outcomes (flexible and negotiable) include:

- Gaining insight into how unacceptable behaviours become normalised through the discrimination cascade
- Understanding the value of Upstander behaviour and common obstacles to action
- Developing practical, effective, and safe strategies for Upstander responses
- Exploring how an Upstander support framework can contribute to positive culture change in schools and workplaces

We have strong interest from schools seeking Teacher Professional Learning in 2026 to complement the student program, reflecting growing recognition of the value of whole-school approaches to Upstander education.



Education Manager Karen Mclean presenting at the ACPHER Conference, November 2025.



Community participants from the Goldstein electorate, March 2025.



Secondary Year Program team at Gippsland Grammar, March 2025.



Secondary Year Program team at Ivanhoe Grammar, June 2025.



Susan Hearst, Chair, Survivor & Volunteer Relationships Subcommittee

SURVIVOR & VOLUNTEER RELATIONSHIPS

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.

2025 in review

With more programs being delivered than ever before, our volunteers continue to amaze and inspire with their passion and commitment. There have been many early starts for volunteers, in rain, hail and shine.

While our message is a serious one, the camaraderie and friendship that our volunteers share is always on heartwarming display.

We continued to witness antisemitic acts in Melbourne, leaving many volunteers feeling very vulnerable. We supported our volunteers to channel their distress into our work in schools, which is even more vital, as education is essential to tackling and preventing antisemitism and all forms of hate.

Volunteers have support services which offer advocacy and guidance, as well as referrals to community-based mental health, legal, or welfare support should they require them.



While our message is a serious one, the camaraderie and friendship that our volunteers share – evident with each bus departure – is always on full display and is heartwarming.

Training and practical resources are also offered by our Education Team to support our volunteers to navigate complex conversations during workshops. These are designed to help our volunteers feel confident and prepared when sensitive topics arise in the classroom. Our role is to deliver education, and not to engage in politics or advocacy.

Our volunteers take the opportunity to become part of the solution in effecting change and creating a more positive and inclusive community.

We took part in the annual In One Voice Jewish cultural festival, and, despite the wet weather, we had many volunteering enquiries from people who are keen to be involved in helping to effect change at a grass roots level.

Committee Changes

After seven years on both the Committee of Management and the Marketing & Fundraising Subcommittee, volunteer Allan Kaufman decided it was time to resign from these positions. Allan was reliable, hardworking, and committed. We miss Allan and his photographic skills.

Amanda Burritt stepped down from the Education Sub-Committee after 10 years of contributing her expert knowledge. Her support through programmatic changes, her common sense and depth of experience contributed enormously to the stability and productiveness of the Education team.

Sam Rotberg and Gary Hearst have both joined our Committee of Management. Sam has been a valuable member of the Audit & Risk Subcommittee for several years, bringing a wealth of experience and wisdom gained in his professional career as an accountant.

Gary brings a depth of insight gained through his professional experience running a successful travel business, and his years on several Boards including The Jewish Museum of Australia, Temple Beth Israel, Emmy Monash Homes, The King David School and First Nation Foundation. Gary and his wife Susan are valuable contributors to Courage to Care, embracing the message that each person can make a difference.

In loving memory

It was with profound sadness that we announced the passing of three Courage to Care stalwarts in 2025.

Judy Glick was not only our Chair but also the inaugural Chair of our national entity, Courage to Care Australia Ltd, a role she accepted with humility and dedication in late 2023. Our tribute to her is on page 2 of this review.

In July, we were deeply saddened by the passing of survivor speaker Peter Barta, and Julie Meadows OAM, the compiler and editor of our *Courage to Care Anthologies*.

WHY OUR BUSY VOLUNTEERS DO IT

RUTH & STAN: JUGGLING GRANDKIDS & VOLUNTEERING

Although very busy and proud grandparents, Ruth Friedman and Stan Taback have also been generously contributing to their Courage to Care family.

Ruth says she really enjoys seeing students interacting and taking in the Upstander message. "I just love it when one of them comes to thank me or tells me they have been moved or inspired by the story I have shared," she beams.

Ruth joined Courage to Care in 2024. She had been increasingly concerned about rising antisemitism and wanted to do something about it. "Evelyn Flitman, a long-term volunteer, told me about the activities. I then remembered that my father-in-law had been involved at the program's beginning," she explains.

At first, Ruth was planning to be a Facilitator but then realised she had some important stories to share. "My father was the only survivor from his immediate family and one of very few survivors from a large extended family which had over a hundred first cousins," she explains. She says that loss immensely influenced her values and life choices.

"So I've started in the program as a Custodian Speaker with firm plans to become a Facilitator in 2026. The story I tell is about my father, Samuel, who survived the war

by changing his identity and 'hiding' in plain view. The story has an amazing twist when it intersects with the courageous upstanding of my grandparents, Ceslawa and Josef Slupczynski, who were my mother's parents".

She says that the benefits of volunteering far outweigh any adversity. "The only challenge is if you have a class that has not been adequately prepared but that has been rare so far. The students are usually very interested in what we have to say. However, we have such a limited time so they would gain much more with some context before and after we do our thing," Ruth says.

Beyond the classroom time which Ruth enjoys there is also the journey to and from the schools. "The people I have met on the team bus inspire me," she says. "I truly love our conversations and always feel like I've grown after an incursion."

As a result of her experiences, she encouraged Stan to join Courage to Care as a bus driver in 2024. "Ruth made all the enquiries, got involved and the next thing I knew I was driving a Courage to Care bus!" chuckles Stan.

He says that he loves interacting with the team on the bus, observing the workshops and the participation of students.



Stan says that he has also been reflecting on his own family history, especially the impact of anti-semitism on his grand parents, who fled Lithuania and went to South Africa. "Courage to Care has given me more context to my own history and has helped me in defining myself," says Stan.

"I hope to instill an awareness of our common humanity and to encourage empathy and compassion in the children we meet," says Ruth. "If just one child is inspired at each incursion it will have been worth the effort."

Peter was a cherished member of the Courage to Care family and leaves a legacy of immense courage, compassion, and hope. For more than 17 years, Peter volunteered as a survivor speaker, generously sharing his deeply personal story of survival. His testimony, marked by raw honesty and profound humanity, touched the hearts of thousands of students across Victoria.

Julie's dedication to documenting stories of courage and humanity is an endowment to the whole community. Across two volumes, she carefully recorded 50 remarkable stories of rescue, preserving the voices of those who risked everything to stand up against injustice. Her work is a powerful and enduring testament to her belief in the mission of Courage to Care.

Volunteer Events and Engagement

While we ask a lot of our volunteers, Courage to Care considers it equally important to give back to our amazing volunteers for their hard work. Despite immense growth as an organisation, we continue to maintain our heart and soul as a volunteer-led organisation.

In March 2025 our volunteers enjoyed a special evening with Nova Peris OAM OLY. Nova is a true Upstander in every sense, having used her voice to stand up against all forms of discrimination for the past three decades.

Our aim was to engage new volunteers as well as reward and celebrate our current volunteers.

Guests included the Principal of Brighton Secondary College Peter Langham, and a Year 9 student leader Grace, who participated in a Q&A about the direct impact of our workshops, proving through their words and actions that change is possible. Over recent

years we have built a strong relationship with the school, delivering Upstander Programs to teachers and students. We returned to Brighton Secondary College in early 2026.

The evening was moderated by Rachel Flitman, a strategic designer renowned for her empathetic engagement and skill in facilitating thoughtful, impactful conversations on complex social issues. Rachel warmly engaged with our speakers and guests on the theme of *'Inspiring Upstander action amid fragile times'*.

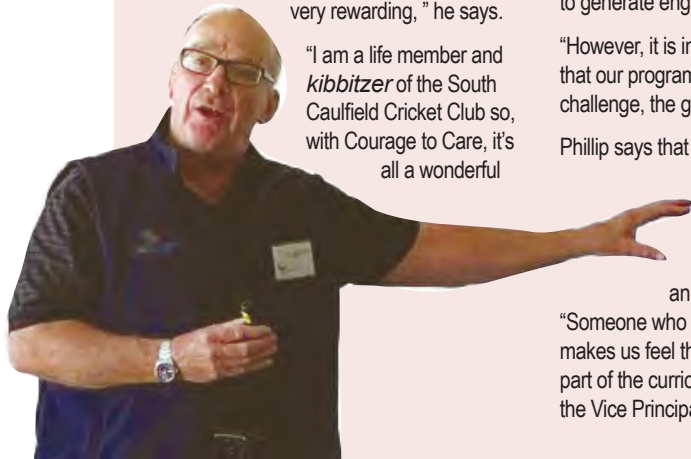
The event was generously hosted by our Principal Partners and long-time supporters Gandel Foundation, and we were honoured and delighted to have both John Gandel AC and Pauline Gandel AC join us for the evening. There was also a big thank you to Graham Goldsmith AO, Deputy Chairman Gandel Foundation, and Nicole Brittain, Senior Grants Manager, Gandel Foundation.

PHILLIP: VOLUNTEERING ENRICHES YOU

Phillip Lipton loves what he does. Golfing, cricket and volunteering with Courage to Care are all enriching. Having been a university academic for 35 years, and now an author updating company law textbooks, Courage to Care is a perfect complementary fit.

"I am really gratified that I can use my experience. The voluntary work is stimulating, challenging and very rewarding," he says.

"I am a life member and kibbitzer of the South Caulfield Cricket Club so, with Courage to Care, it's all a wonderful



part of my retired lifestyle. And long may it continue!" he adds with a warm smile.

Phillip has the air of someone who takes the minor bumps of life in his stride. He brings a flexible attitude with him when he enters a classroom. "Naturally, there is considerable diversity in the schools we visit. In some, students already understand the program objectives, are well-prepared and forthcoming. In others, the students are less aware or it is much more difficult to generate engagement," he explains.

"However, it is in the more difficult environments that our program is most needed. The greater the challenge, the greater the reward."

Phillip says that a program highlight is going into schools where teachers are extremely welcoming, or coming back to schools where there is an enthusiastic champion.

"Someone who brings us back each year and makes us feel that we are providing a vital part of the curriculum," says Phillip. He recalls the Vice Principal of a Wodonga school who

took personal coffee orders for morning break and lunch that he then made on the school's espresso machine.

"Another plus is the friendship and enjoyable camaraderie of the teams that go out on the bus to schools," says Phillip.

That fellowship started some ten years ago, when a neighbour arranged a phone call from Les Kausman (then VP of Courage to Care). "Those who know Les will be aware that he is very enthusiastic and can be very persuasive. I found the ethos of the program to be compelling. It fills a need to foster social cohesion, helping others and standing up for what is right."

Phillip is realistic about program impact. "While we can't expect to change the world in attitudes to bullying and racism, just raising the awareness in some of the kids is a very worthwhile thing to do. We hear plenty about how social media can influence people in undesirable directions. It is uplifting to have an important role in providing better ways of thinking and then to see students respond to our message in a positive way."

Our February 2025 Volunteer Morning Tea featured volunteer and guest Speaker Garry Fabian OAM. Garry, a Holocaust survivor who was imprisoned in Theresienstadt, spoke about his experiences returning to Germany post war and most recently in November 2024. He described how Germany is trying to build bridges and come to terms with its history through engaging with survivors such as himself. Garry imparted a very poignant and positive message about resisting the temptation to hate in order to move forward and surmount the challenges in our lives.

In May we celebrated the incredible commitment of our volunteers during National Volunteer Week (NVW) with a celebratory morning tea. The theme for this year's celebration was *Connecting Communities* and there is no doubt that our volunteers create lasting relationships that enrich lives and strengthen communities. Giving to others fosters engagement, connection and belonging.

Our second morning tea also took place in May featuring the charismatic Eva de Jong-Duldig as our guest speaker. Eva continues 'inspiring creative journeys' through her ongoing

patronage of the Duldig Studio and her community involvement. This was an amazing opportunity to hear both the Upstanders in Eva's story as well as those who saved her late husband Henri.

In September we held our final Volunteer Morning Tea for 2025 with guest speaker

young Upstander Ramona Chrapot who combats antisemitism in the digital space and on university campuses.

Our volunteer events provide a great opportunity for existing volunteers to introduce a friend to the many perks of volunteering at Courage to Care.



From left: Mike Zervos OAM, Nicole Brittain, Nova Peris OAM OLY, John Gandel AC, Pauline Gandel AC and Graham Goldsmith AO.

AMY: FUTURE GENERATIONS FACE REAL CHALLENGES

Amy Adeney is concerned about future generations. Just one of the many challenges they face is the rapid growth of AI, which can be dangerous for young people completely immersed in social media.

"I'd like to think that our Courage to Care program might make them a little bit more aware of their own prejudices and stereotyping," she says. "They need to question the information on which they're basing their opinions. If they are mindful of the dangers of leaving stereotypes and prejudice unchecked, they can carry that awareness with them to make better choices about how to treat people throughout their lives," she says.

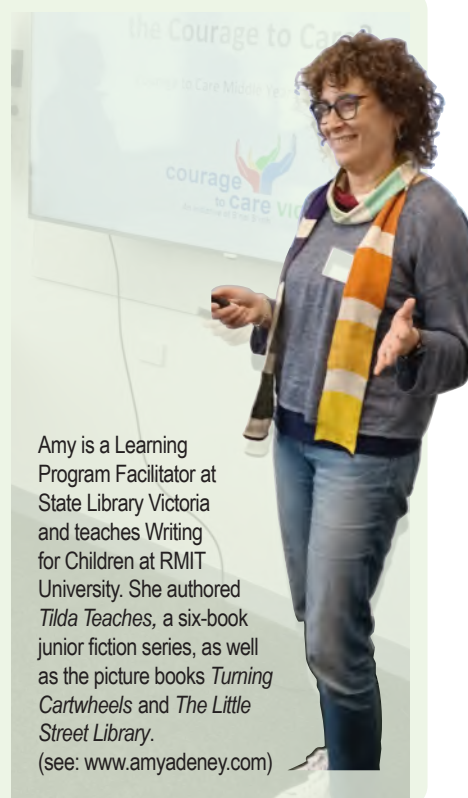
"Amy is extremely warm and friendly and also super professional and committed," says Lisa Lewis, Volunteer Manager. "She has a wonderful ability to connect with primary school-aged kids when delivering our program."

With a background in primary teaching and an author of nine children's books, volunteering with Courage to Care seemed a natural fit. "I'd been

looking for a volunteer role which would suit my skillset and first heard about the program through family friends who were involved with the organisation," explains Amy.

Amy enjoys the benefits and highlights of working in the program. "I feel incredibly lucky to hear the testimonies of all the speakers I've been partnered with when we go into schools," says Amy. "I'm always happy when I'm partnered with someone I've never been with before. It feels like such a privilege to hear all these amazing stories of survival, and to see the students' reactions to them."

"Since I began facilitating the MYP (Years 5-7 workshops) I can really see the effect that our presentations have on the students. The level of engagement is always fantastic, and the students enthusiastically take on board the upstander message. In addition to being really enjoyable, and a great way to get to know all the other lovely volunteers, I feel like we're making an important difference in the lives of students, which is what first drew me to teaching, many years ago."



Amy is a Learning Program Facilitator at State Library Victoria and teaches Writing for Children at RMIT University. She authored *Tilda Teaches*, a six-book junior fiction series, as well as the picture books *Turning Cartwheels* and *The Little Street Library*. (see: www.amyadeney.com)

We continued to hold monthly events for our volunteers. Our bi-monthly *Courage to Care Conversations* and *Speaker Symposium* sessions are volunteer led. These monthly events promote stimulating discussion and help volunteers to build stronger connections within our volunteer family.

Cohesion is further enhanced by our monthly volunteer email newsletter *The Upstander Update*, which provides the latest on training, operations, events, community initiatives and as well as a celebrations and commiserations section. Volunteer profiles are a monthly feature.

Volunteer Recruitment

With high demand for our programs, volunteer recruitment is always critical. Volunteer Information Sessions are offered twice monthly by Volunteer Manager, Lisa Lewis giving prospective volunteers a first taste of the volunteering journey at Courage to Care.

In 2025 we saw a record number of volunteers 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.

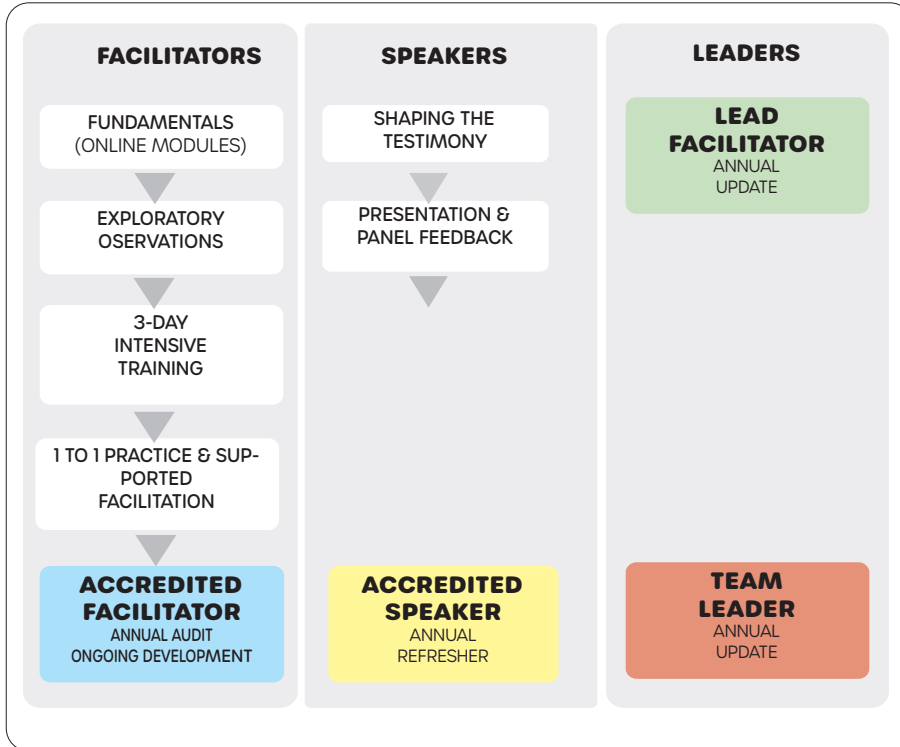
We are proud of volunteers who completed their training in 2025 and are now accredited facilitators. Achieving accreditation continues to be recognised by a Training Completion Certificate, an acknowledgement of hard work for both the new facilitators and their mentors.

Volunteer recruitment will remain a high priority in 2026, and we are excited to see how some new methods such as a greater presence on social media and expanding our digital marketing will yield results.



Ramona Chrapot explains how she combats antisemitism in the digital space during the September 2025 Morning Tea.

HOW WE SUPPORT VOLUNTEERS



One of the regular monthly Conversations.

Volunteer support and training

For the first time our Education and Training team held facilitation training for new volunteers in both the MYP and SYP Programs in an intensive format.

The intensive training workshops were scheduled during each term break and volunteer feedback proved this highly successful. The benefits of in-person training were clearly evident through the unmistakable connection and engagement of participants.

The added benefit of catching up over morning tea and lunch to share experiences and get to know each other. Participants also had the opportunity to participate in a workshop held by teachers and facilitators, Tony McCartney

and Lesley Douglas on facilitating group work and classroom management strategies.

The in-person training Intensives are now an ongoing fixture for MYP and SYP facilitators, each term break throughout the year.

While the intensives are structured to cater for new volunteers, all sessions are also open to accredited facilitators who may wish to freshen their knowledge or skills.

Prospective volunteers are offered an introduction and overview of Courage to Care; for new recruits, induction and training in fundamental skills of facilitation then follow.

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.

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.



Ongoing training for facilitators and speakers, combined with mentoring, sharing tips and experiences, providing feedback and annual audits support volunteers and ensure program delivery is of high quality.



Speaker Symposium, November 2025.

THANK YOU VOLUNTEERS

SURVIVOR SPEAKERS

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 | Frieda Shapiro

CUSTODIAN SPEAKERS

Marcel Alter | Jack Borowski | Ann Cebon-Glass | Sabrina Chakman | Sylvia Cher | Leigh Fein | Ruth Friedman | Annette Goldberg | Eva Gross
Susan Hearst | Harry Kamien | Anita Kaminski | Mark Kestin | Andrew Kostanski | Stephen Lindner | David Mendelovits | Hannah Mendelson
Eric Mowbray | Ronnie Ptasznik | Eli Raskin | Ros Rogers OAM | Kay Ronec | Len Rose | Marilyn Snider | Fran Sondheim | Aviva Sztrajt
Margaret Taft | Frank Tisher OAM | Miriam Tisher | Tony Weldon OAM | Karin Zafir

VOLUNTEERS

Sally Abromwich | Amy Adeney | Danny Adler | Esther Alter | Leslie Atlas | Emanuel Augustes | Lorraine Basist | Shireen Benson
Karen Bentata-Grimm | Ancsi Berkovits | Claudine Berman | Jenny Better | Guy Blay | Eva Borowski | Lani Brayer | Liane Briner | Mara Bron
Lorette Brown | Malcolm Brown | Gary Bryfman | Amanda Burritt | Sarah Calleja | Frank Carew | Hazel Chait | Judy Dodge | Lesley Douglas
Michelle Eisen | Barbara Ekert | Carole Fabian | Garry Fabian OAM | Debbie Faifer | Rosy Fetter | Janie Fixler | Evelyn Flitman | Malcolm Flitman
Lesley Gaspar OAM | Mary Gingold | Sam Ginsberg | Edmund Goldman | John Goldman OAM | Sharryn Goldman | Naomi Golvan
Sandra Gordon | Jenny Gorog | Philip Graves | Helen Greenberg | Jak Grimm | Linda Grof | Randi Grose | Judy Hacker | Max Hampel
Heidi Hayden | Gary Hearst | Janice Huppert | Leora Jacks | Gary Kagan | Allan Kaufman | Leah Kausman | Les Kausman OAM
Barbara Kessel OAM | Carmel Klein | David Klein | Doris Klein | Esther Krause | Donald Lelah | Phil Lerner | Abby Levy | Bev Lewi
Clive Lipshut | Phillip Lipton | Sandra Littmann | Kerry Lowe | Vicki Lustig | Simone Markus | Tony McCartney | Fairlie Nassau
Carmella Prideaux | Helen Rawicki | Bev Rosenberg | Rhona Rosenberg | Natalie Ross | Sam Rotberg | Marion Samuel | Warren Sapir
Ronit Schreiber | Barbara Shalit | Danny Shavitsky | Chana Shuvaly | Gordon Silverman | Ari Singer | Marilyn Snider | Lorraine Stabey
Raymond Stabey | Pearl Stock | Barbara Stowe | Renee Super | Stan Taback | Ruth Waisberg | Viv Weldon | Murray Witkin | Sigal Witkin |
Barbara Wolfson | Lana Zuker | John Zeleznikow | Lisa Zeleznikow

IN MEMORIAM

Peter Barta | Judy Glick | Julie Meadows OAM

Volunteer End of Year Celebration

A highlight of the year is our annual Volunteer End of Year Celebration.

More than 100 volunteers gathered to celebrate another successful year in early December, enjoying a convivial afternoon with delicious food, music and in lovely company.

We also honoured and reflected on Zoi Juvris tremendous contributions over the last 15 years with a wonderful video tribute compiled by our Schools Coordinator Karen Lutchner. Zoi has been integrally involved with our volunteers. It was a perfect opportunity to thank volunteers for their unflagging commitment and hard work.

Our priceless volunteers

Throughout 2025 volunteers returned from schools with wonderfully positive feedback about teachers and students they had met. Likewise, schools consistently expressed their profound appreciation for what our volunteers gave 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. Three outstanding Courage to Care volunteers were honoured by the Glen Eira Council for their extraordinary

commitment. Barbara Stowe and Pearl Stock were both acknowledged for over 10 years of service and Sigal Witkin for 2,000 hours.

In November, Dr Harry Kamien received a Caulfield Volunteer Award hosted by local MP David Southwick and the Community Bank Caulfield Park, both great supporters of Courage to Care. Harry was the outright winner of the Spiritual Engagement Category, winning \$1,000 for Courage to Care.

Harry is a Custodian Speaker, telling his late mother's story of being saved during the Holocaust due to the acts of Upstanders. Harry is also a member of our Survivor and Volunteer Subcommittee.



Training intensive, January 2026.



Part of the large turnout at the Volunteer End of Year Celebration in December 2025.



Chair, Sabrina Chakman and Dr Tony Weldon OAM with the 2025 Meritorious Service Awards recipients (seated front, left to right) Susan Hearst, Louis Roller AM, and Sharryn Goldman.

Dr Tony Weldon OAM Meritorious Service Awards 2025

At our end of year celebration, Louis Roller AM, Susan Hearst, and Sharryn Goldman were honoured for their longstanding and tireless contributions as Courage to Care volunteers.

Dr Louis Roller AM: As a Survivor Speaker Louis relates his and his family's experiences in France during the war in a highly engaging manner. The feedback we have received from both teachers and students have reflected that. It is no secret that he loves Courage to Care and he particularly loves the response of the students and teachers who are exposed to our programs. Louis is a real gentleman, always helps with the setting up, is always positive and enthusiastic, is enjoyable company on the bus and is most supportive and encouraging. He has an excellent rapport with students, some of whom approach him at the end of his session to shake hands or ask a question.

Susan Hearst: Susan is a Custodian Speaker for her late mother Maria's story of survival which was enabled by acts of an extraordinary Upstander. Susan's empathy and generosity is exemplified by her role as Chair of our Survivor & Volunteer Subcommittee and as a member of our Committee of Management. The almost two decades of commitment to Courage to Care given by Susan and her husband Gary (also a volunteer), her passion and support, show no signs of slowing.

Sharryn Goldman: From the day Sharryn joined Courage to Care as a Facilitator she has exemplified commitment and reliability.

Her 'can do' attitude makes her very special to work with. Always professional and measured, always supportive of other team members, Sharryn is a quiet achiever who strives constantly to improve. Her creativity has contributed excellent new tools for facilitators, including role play to take students on a deeply meaningful learning journey that remains with them long after the session is finished.

Unflappable in any situation, Sharryn is calm, supportive, helpful and reassuring but always with a sense of humour.



Deputy Opposition Leader, David Southwick MLA presents a Caulfield Volunteer Award to Dr Harry Kamien.



(From left): Lisa Lewis with Pearl Stock and Barbara Stowe, recipients of Glen Eira volunteering awards in May 2025.



Sigal Witkin (centre), recipient of a Glen Eira volunteer award with husband Murray (left) and Mike Zervos OAM.

OUR STAFF

We are very fortunate to have such a dedicated team of professional staff to support our volunteers and organise all the activity to ensure we achieve our ambitious targets. Our team continued to grow in 2025, reflecting our increased activity.

CHIEF EXECUTIVE OFFICER: MIKE ZERVOS OAM

Mike is our inaugural CEO. He commenced in 2018 and has had oversight of all activity.

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.

ceo@couragetocare.org.au

EDUCATION MANAGER: KAREN MACLEAN

Karen joined us 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. She had been the education specialist within Road Safety Victoria for the Department of Transport and Planning. Her role included training and mentoring road safety educators; curriculum/content strategic reviews; educational professional development for teachers; policy and program development and school support.

education.manager@couragetocare.org.au

TRAINING MANAGER: DEB KALBSTEIN & ZOI JUVRIS

Deb Kalbstein joined us as our new Training Manager in late October 2025. Deb brings a background in primary school teaching, facilitation, and program management, with experience spanning education, community development, and business leadership. She is passionate about inclusion, social impact, volunteerism and enjoys working with both children and adults in dynamic learning environments. In addition to her Bachelor of Teaching, Deb holds a Bachelor of Arts (Sociology & Holocaust Studies), equipping her with an excellent foundation to train our facilitators and support them on their learning pathway and in the classroom. Deb takes on the training role with the retirement of Zoi Juvris.

Zoi, our longest serving staffer, joined in 2011 and retired at the end of 2025. At the outset, the sole staff member, she managed all operational and educational activities involving volunteers. As our staffing grew, she initially managed the development of our school and adult programs, the development of educational resources, and the volunteer training program. In 2024-25 she turned to ensuring that our volunteers, both new and existing, can deliver quality programs because they are well supported with all their training needs. She spent time ensuring school incursions and programs run smoothly and that high program standards are maintained. In 2025 Zoi transitioned the education portfolio to new staff, including the training portfolio to our incoming Training Manager, Deb Kalbstein.

training.manager@couragetocare.org.au

VOLUNTEER RELATIONSHIPS MANAGER: LISA LEWIS

Since 2020, Lisa has cultivated the relationships with our volunteers, offering consistent support at each stage of the volunteering journey. Lisa's focus continues 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 that she has found her passion. Lisa was initially 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 continues to make 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. Deb spent many years as a teacher including Head Teacher – Welfare, moved on to managing retail stores, and running her own family business. Our growing team of school coordinators report to Deb. Deb continues to focus 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 COORDINATORS: 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.

karen@couragetocare.org.au

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

DONNA BRYFMAN

Donna joined us in early 2025 after many years as a primary teacher. Donna's insights into the school environment are invaluable ensuring our interactions with schools is efficient and effective. Donna also assists our volunteers and delivers programs in schools.

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 take out and bring back equipment with each school incursion.

DRIVERS

We also express our appreciation to our drivers, Danny, David, Evelyn, Marc, Murray, Phil, Stan and Yigal, for ensuring our volunteers get to the schools safely and with a minimum of fuss.



Our staff celebrating the end of a busy year.



Kay Ronec, Chair, Marketing & Fundraising Subcommittee is also a Custodian Speaker and Facilitator.



In One Voice festival, March 2025: Sharryn Goldman, Sally Abromwich, and Leigh Fein at the Courage to Care stand.

MARKETING & FUNDRAISING

Chair: Kay Ronec

Members: Judy Glick (part year),
Natalie Pryles

Advisor: Liane Briner (part year)

Another successful year!

2025 was a very successful year for Courage to Care, even if sometimes overshadowed because of social and political division. In that context, communicating our universal education message was more important than ever.

We emphasise that our role is not to be an advocacy organisation but to implement 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 growing demand for our programs, and our commitment to offer programs to schools at no cost, our need to raise funds continues to grow.

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 discussing an ongoing funding contract.

Multi-year funding support means we can commit to schools well in advance.

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

We are well-known and supported by the Jewish community and our marketing and activities ensure our Upstander messages keeps this community informed.

We continue to strive to reach diverse audiences, endeavouring to expand our Upstander message to a wider support base. Our marketing uses many channels including social media, presentations, newspaper and radio interviews and organisational presentations. Some highlights of the past twelve months of fundraising, marketing and broader community engagement are provided here.

Annual Review

Each year this Annual Review summarises our activities and achievements and also communicates our plans for the future. It is available on our website and provides a great first impression for those who do not know us and is 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 2025.

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. Their contribution is acknowledged on the following pages.

Community Bank Caulfield Park

We were delighted that Community Bank Caulfield Park donated a 12-seater bus to us in the last term of 2025.

Having our own bus will save us significant rental costs each year. Travelling to incursions

together allows our volunteers to relax and focus on what matters most, sharing their stories and delivering our Upstander education program.

Community Bank Caulfield Park returns up to 80 percent of its profits to the community and all our banking is through the Caulfield Park branch, not just in the spirit of partnership but because it is a good deal.

During the formal presentation ceremony Gary Hershan, Director Community Bank Caulfield Park, commented: "Supporting the work of Courage to Care aligns with our values of inclusion and empowerment. We believe that by supporting this important education organisation we are helping create a more respectful and cohesive future. With support from the community, using our financial and banking services, we can continue to support Courage to Care and many organisations in our community."

In One Voice

In March 2025, Courage to Care had a promotional stall at the *In One Voice* festival. We always look for opportunities to promote Courage to Care to the community.

'Marathon Mike' Races Against Racism

In October, our CEO laced up his running shoes once again for another 'Race Against Racism' raising funds and awareness for Courage to Care Victoria.

Mike completed the 42km Melbourne Marathon, raising over \$17,000 and awareness for Courage to Care Victoria.



Caulfield Park Community Bendigo Bank Director Gary Hershman and staff present Mike Zervos with a very big cheque representing the value of the bus. It had a makeover with its new Courage to Care logo ready for the first incursion of 2026 to Glenferrie Primary School.

Donation from students of Strathcona Girls College

In 2024 Strathcona Girls College donated money to Courage to Care via the Lord Mayors Youth in Philanthropy Program. In March 2025 the students attended the Order of Australia event as did CEO Mike Zervos. The encounter led their teachers to express great interest in pursuing an ongoing relationship.

Kew High School International Women's Day

Mike was pleased to return to his old school, Kew High School, to attend the International Women's Day breakfast.

Duldig Studio visit

A Courage to Care group was pleased to visit with Eva De Jong-Duldig and her team at her studio.

It's always good to know what education offerings are available to students and the community. We were delighted that Eva was a guest speaker at our Volunteer morning tea.

Freemasons

We were delighted to thank the Freemasons Middle Park Masonic Lodge Chapter in person for their continued generous support.

Connecting With Communities

We continued to engage with like-minded organisations looking for areas of mutual interest wherever we can. Here's a little of what we were up to in 2025.

Courage To Care Across Australia

Through Courage to Care Australia Ltd, we look for national opportunities and greater synergies across the states.

Our NSW colleagues deliver programs in NSW, Queensland and the ACT. In March they ran a very successful event with Jillian Segal AO, Special Envoy to Combat Antisemitism, as keynote speaker.

We also have a relationship with the Holocaust Institute of WA (HIWA) who deliver our Upstander programs in the west. We have agreed standard communications principles ensuring we speak with one voice across the country.

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.

Victorian Multicultural Commission

We were delighted that our CEO Mike Zervos OAM was appointed to the Victorian Multicultural Commission Southern Metro Regional Advisory Council for 2024-26. 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.

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

The VMC structure will be reorganised in mid-2026, which is an additional opportunity to interact with a diverse range of community groups.

Solidarity for Humanity Iftar Dinner

In March, Courage to Care attended the Solidarity with Humanity Iftar Dinner hosted by Advocates for Dignity and the Asylum Seekers Resource Centre.

Courage to Care was represented by CEO Mike Zervos and his wife Roslyn, and four volunteers - Peter and Lesley Gaspar and Sharryn and Johnny Goldman. The event was an opportunity to share what we do at Courage to Care with a wider audience and to meet the Chair of Sirius College and discuss the possibility of offering our Upstander education programs.



Felix Pintado, Worshipful Master, and John Rosenberg OAM, of the Middle Park Masonic Lodge presenting a donation to Courage to Care CEO Mike Zervos OAM.



Farah Farouque, CEO of the ECCV, with Naomi Levin CEO of JCCV & Mike Zervos.

Jewish Community Council Victoria (JCCV)

Courage to Care continues to liaise with the JCCV, ensuring we are informed of community activities and that our voice is heard.

We are particularly pleased to be part of the Education Taskforce that brings together all the organisations currently involved in providing education.

Ethnic Community Council of Victoria (ECCV)

Courage to Care is a member of the Ethnic Communities Council of Victoria (ECCV). We greatly value opportunities to share ideas, common concerns and plans with the various ethnic communities that contribute so much to society.

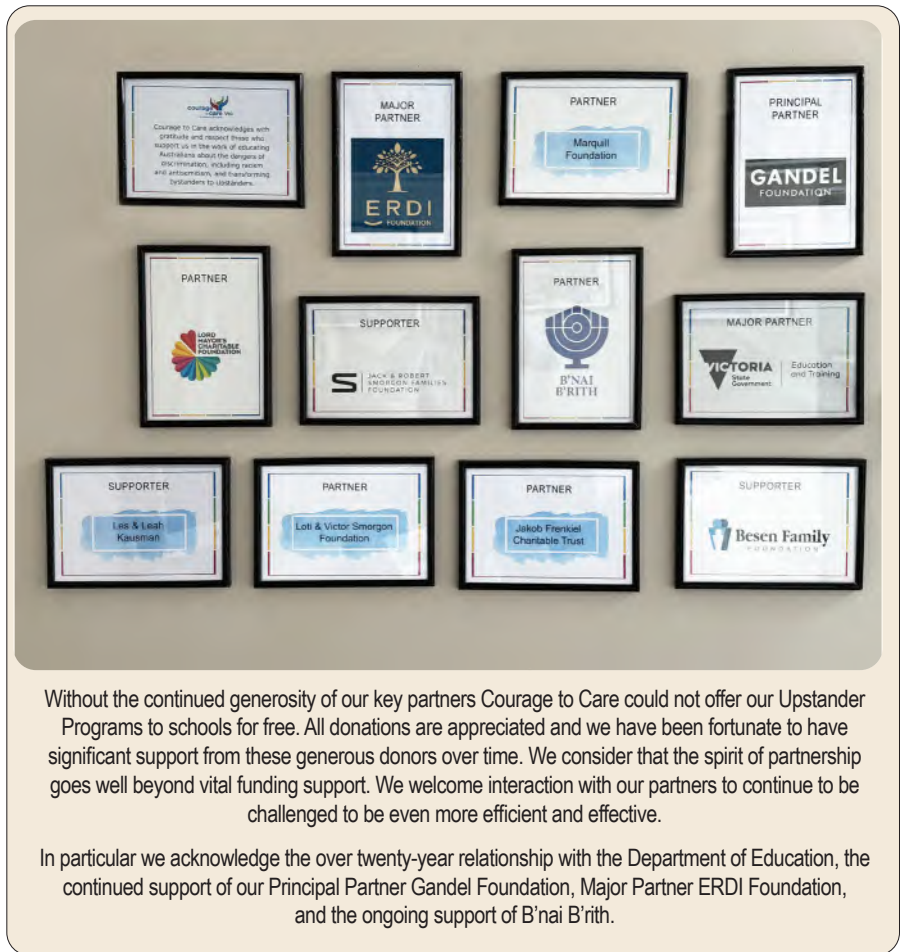
Farah Farouque, CEO of ECCV, visited the Courage to Care offices to better understand our activities and educational impact on the community. We were delighted to then arrange a meeting with Naomi Levin CEO of JCCV. All organisations recognise the importance of communicating and discussing shared interest in fostering a more cohesive Victoria.

Victorian Multicultural Commission Premier's Gala Event

Our CEO Mike Zervos OAM with his wife Roslyn represented us at the 2025 Premier's Multicultural Gala. Many community leaders and politicians attended, demonstrating their commitment to multiculturalism.



Courage to Care was represented at the June 2025 Victorian Multicultural Commission forum on racism.



Without the continued generosity of our key partners Courage to Care could not offer our Upstander Programs to schools for free. 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 over twenty-year relationship with the Department of Education, the continued support of our Principal Partner Gandel Foundation, Major Partner ERDI Foundation, and the ongoing support of B'nai B'rith.

Together for Humanity (TFH)

We continue our collaborative dialogue with Together for Humanity. Our programs are complementary and together deliver a comprehensive educational pathway.

TFH exposes students to diverse faiths and cultures, promoting empathy and respect through intercultural understanding. Building on this foundation, Courage to Care challenges prejudice and empowers students to become Upstanders, providing practical tools for standing up against racism and antisemitism.

The combination of TFH's intercultural understanding foundation and our action-oriented Upstander training addresses both essential components of knowledge and behaviour for lasting social change.

Scanlon Social Cohesion Conference

We were well represented at this conference with our CEO, Education Manager Karen Maclean and Operations Manager Deb van der Zee attending.

Council of Christians and Jews (CCJ) 40th anniversary celebration

We were pleased to be invited to the 40th anniversary celebration of the Council of Christians and Jews. CCJ promotes understanding and harmony in our society, something which Courage to care applauds.



Together For Humanity, December 2025: Tom Curtis, Mike Zervos OAM, Annette Schneider, Zalman Kastel AM, Ed St John.

THANK YOU PARTNERS, SUPPORTERS & SCHOOLS

We gratefully acknowledge the support of all recent donors and supporters. We have endeavoured 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 and in 2025 several schools generously supported us, as listed below.

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Estate of Otto Kohn

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Aaron Zajonc Photography
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Treasurer Vicki Lustig

TREASURER'S REPORT

Once again, we saw program delivery into schools at record levels in 2025. Accordingly, our direct expenditure on school programs was higher than in previous years. We see this as positive because it means we are delivering Upstander Programs across Victoria, and reaching more 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 2025 calendar year to align with the school year.

Our aim is typically to have a modest operating surplus. As in 2024, in 2025 we did even better, recording a surplus of \$301,632 (2024: \$264,657). This is higher than anticipated, reflecting the generosity of two bequests and our conservative financial management. This helps boost our cash reserves. We are budgeting for a modest surplus in 2026.

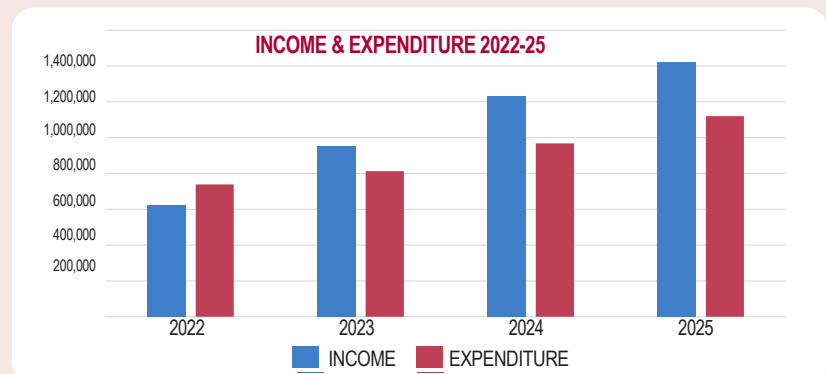
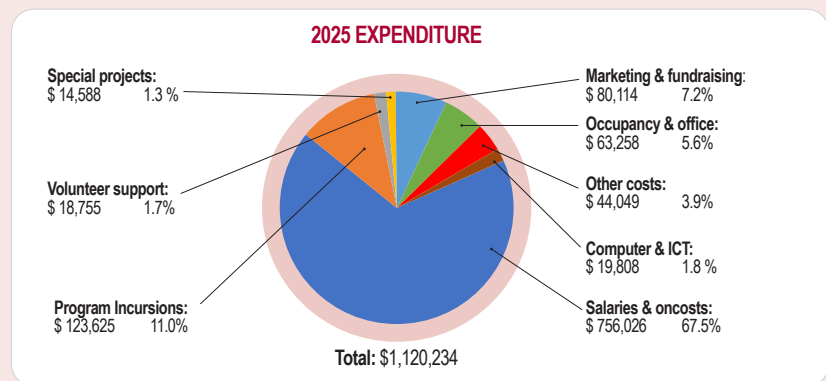
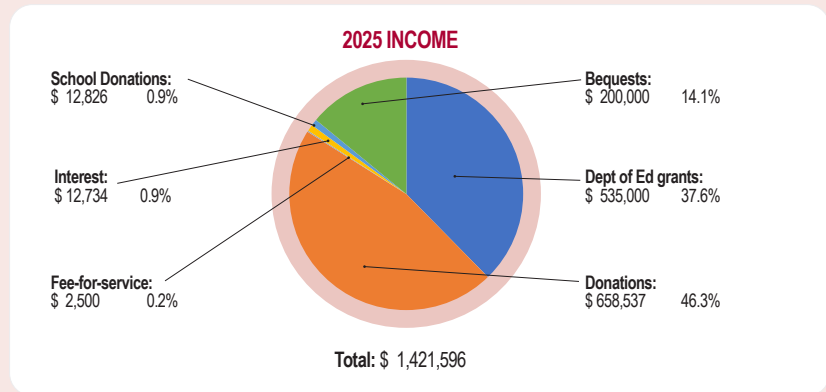
Our major expense continues to be salaries for our growing professional team that coordinates our organisation, including inducting and training our many volunteers, liaising with schools and organising program delivery. We have a Remuneration Committee specifically to review salary costs and engage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

We continue to invest in volunteer relationships and support to ensure training, engagement, celebration and working-with-children compliance. We now have a full time Training Manager. Our priority is to ensure the wellbeing of our volunteers so that they feel well equipped to deliver our programs in classrooms across Victoria.

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 Partner Gandel Foundation and

other significant partners, right through to many individual donors. We were delighted to receive their continued support in 2025.

We are also delighted that the funders such as Gandel Foundation and the ERDI Foundation lead the way by offering multi-year funding support.



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

It has been a long-standing commitment of the Committee of Management not to charge schools for our programs. This is why we need to fundraise and to seek community support. We do invite schools that can afford to do so to donate towards our operating costs. The CoM continues to explore other longer term income sources such as a fee-for-service program offering.

We continue to refine our financial management to ensure strong cost control and efficient 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 important work.

**Vicki Lustig,
Treasurer**



AUDIT & RISK

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

During 2025 the Audit & Risk Subcommittee continued to meet regularly to fulfil its governance responsibilities.

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

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

These responsibilities include:

- **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.
- **Management reports:** Processes and procedures are in place for constant monitoring and review of financial performance and compliance requirements. We have engaged 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 reviewed periodically. With our growth, contract management is a major focus. In particular, performance against our four-year Victorian Common Funding Agreement with the Victorian Department of Education is regularly reviewed.

“ In 2025 we faced significant challenges with the loss of our Chair Judy Glick and the pressure on social cohesion. Our strong governance, risk management, compliance and financial management helped us meet these challenges. These areas underpin our growing reputation and positive impact as an education organisation. I would like to thank the Subcommittee members for their dedication and expertise during 2025. I would also like to express our appreciation to the many pro bono/VIK supporters who are always so willing to assist us with specific technical advice. In particular, I'd like to thank our auditor, Nicole Postan at Postan Miller and Associates and both Jess Wills and Joey Borensztajn at Arnold, Bloch Leibler. ”

**Kerryyn Lowe
Chair, Audit & Risk Subcommittee**

- **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. Recent bequests have been set aside and not used for operational expenditure.

It is pleasing to note that, due to the well-established governance practices and processes outlined above, Courage to Care faced the challenges of 2025 and had a very successful year. We enter 2026 in a strong financial and governance position.

**Kerryyn Lowe,
Chair**

Our history



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.

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.



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.

1993-1999: Exhibitions travelled to regional centres in Victoria, arranged and supported by members of B'nai B'rith Raoul Wallenberg Unit. Humanoid cardboard cutouts had individual Survivor stories for students to explore.

Photo: original static exhibition.



2000: With assistance from the Australian Centre for Jewish Civilisation, Monash University, a formal educational program was developed. Regional and metropolitan Exhibition programs were organised every year. Schools and communities attended and participated in workshops. The cardboard cutouts were replaced with digital media by 2017.



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.



1992

2000



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.



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 during which we received 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. To date, more than 100,000 Australian students have been reached. Our commitment to face-to-face programs is unwavering, with this online resource a wonderful enhancement.



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.



2025: Through Courage to Care Australia Ltd, we look for national opportunities and greater synergies across the states. Our NSW colleagues deliver programs in NSW, Queensland and the ACT. They ran a very successful event with Jillian Segal AO, Special Envoy to Combat Antisemitism, as keynote speaker. The Holocaust Institute of WA (HIWA) deliver our Upstander programs in the west. We have agreed standard communications principles ensuring we speak with one voice across the country
 Pictured: Mike Zervos OAM, Special Envoy Jillian Segal AO, NSW Courage to Care CEO Ed St John.



2018: Workplace Upstander training for Victoria Police. 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.

2025: Celebratory cake when we reached a milestone of 20,000 students in November, towards a final tally of close to 22,000 students for the year.



2016

2025





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 continue to grow, there are more opportunities to deliver our Upstander Programs.

Full support and training are provided.