Care Alliance Ireland

ANNUAL REPORT

Directors' Annual Report and Financial Statements for the year ended 31st December 2025

11,000+	12	30	100+
family carers directly supported	policy submissions	years in operation	member organisations

Contents

Legal and Other Details

The Directors who served during the year were as follows:

(Denyse) Elen Gebremedhin (Chairperson)

Laura O’Philbin

Elaine Teague

Pierre-Yves Fioraso (resigned April 1st 2025)

Adele Spillane

Carmen Elise Pocknell (resigned November 1st 2025)

Michelle MacDonagh

Ronan Conboy

Sarah Donnelly (appointed April 12th 2025)

Company Secretary:

Michelle MacDonagh

Finance Quality Audit & Risk Committee:

Adele Spillane (Chairperson)

(Denyse) Elen Gebremedhin

Pierre-Yves Fioraso (resigned April 1st 2025)

Elaine Teague

Ronan Conboy

Research Committee:

Laura O’Philbin (Chairperson)

Carmen Elise Pocknell (resigned November 1st 2025)

Sarah Donnelly (appointed April 12th 2025)

Charity Registration No.:	20048303
CHY Number:	14644
Registered Company Number:	461315

Legal and Other Details

Chief Executive Officer:

Liam O'Sullivan

Registered Office:

Care Alliance Ireland Coleraine House Coleraine Street Dublin 7
D07 E8XF

Independent External Auditors:

Strata Financial, 3 Harmony Court, Harmony Row, Dublin 2, Ireland, D02 VY52

Principal Bankers:

Allied Irish Bank Capel Street Dublin 1

Solicitors:

None appointed

Legal Name:

Care Alliance Ireland, a Company Limited by Guarantee and not having a Share Capital

Country of Incorporation:

Republic of Ireland

Website: www.carealliance.ie
LinkedIn: Care Alliance Ireland
Email: info@carealliance.ie

Chairperson's Message

Elen Gebremedhin
Chairperson, Care Alliance Ireland

As Chairperson of Care Alliance Ireland, I am pleased to present the Directors' Annual Report and Financial Statements for the year ended 31st December 2025. This year represents the first full year of implementation of our Strategic Plan 2025–2030 and reflects a period of continued development in the organisation's strategic direction, governance framework and service delivery.

Strategic Oversight

In March 2025, the Board approved the Strategic Plan 2025–2030 following a comprehensive process of consultation and review. The Plan provides a clear articulation of the organisation's purpose, priorities and values, and establishes a structured framework through which performance, impact and accountability can be monitored over the coming years. The Board is satisfied that the Plan appropriately reflects the evolving role of Care Alliance Ireland in delivering direct supports, contributing to policy development, advancing research and strengthening collaboration across the sector.

Policy Environment

The policy landscape for family carers saw several positive developments during 2025, including progress towards the reform of the means test for Carer's Allowance and increases in key income supports. These developments represent meaningful progress in recognising the contribution of family carers.

Notwithstanding these advancements, significant policy gaps remain. The absence of an updated National Carers' Strategy, limited policy recognition of young carers, and ongoing inconsistencies in access to services continue to present challenges. The organisation will maintain its focus on contributing to evidence-informed policy development and advocating for improved outcomes for family carers.

Governance and Compliance

The Board continued to prioritise high standards of governance throughout 2025. A comprehensive programme of policy review was completed, including updates to key governance documents and the finalisation of a revised Company Governance Handbook aligned with the Charities Governance Code. Following formal assessment, the Board confirmed full compliance with the Code during the year.

The organisation remains committed to continuous improvement in governance practices. The Board has strengthened its approach to risk management through updates to the Risk Register and is progressing the development of a formal Risk Appetite Statement, which is expected to be finalised in 2026.

> *"The absence of an updated National Carers' Strategy, limited policy recognition of young carers, and ongoing inconsistencies in access to services continue to present challenges."*

Chairperson's Message

Elen Gebremedhin
Chairperson, Care Alliance Ireland

Financial Oversight

The organisation delivered a strong financial performance in 2025, with income rising by 38% compared to 2024. Care Alliance finished the year with a surplus, a notable improvement on the small deficit recorded the previous year. Reserves reached the equivalent of around five months' expenditure, exceeding the Board's minimum target.

While the organisation continues to rely predominantly on state funding, steps have been taken to enhance income diversification, including through research collaborations, philanthropic engagement and revised membership structures. The Board is satisfied with the organisation's financial position and its capacity to meet its obligations in the short to medium term, while remaining mindful of funding concentration risks.

Board Composition and Succession

During the year, the Board welcomed Dr Sarah Donnelly and noted the resignation of Pierre-Yves Fioraso and Carmen Elise Pocknell. The Board expresses its appreciation for their respective contributions. Attendance and engagement levels remained strong throughout the year.

I have indicated my intention to step down as Chairperson in June 2026. Succession planning is underway, and the Board is committed to ensuring a smooth and effective transition.

Acknowledgements and Outlook

The Board acknowledges the continued leadership of the CEO, Liam O'Sullivan, and the commitment of the staff and volunteers of Care Alliance Ireland. Their work, as outlined in the CEO's report, continues to deliver meaningful impact for family carers across Ireland.

As the organisation progresses into the next phase of its Strategic Plan, the Board will continue to focus on effective governance, financial sustainability and the delivery of its strategic objectives in support of family carers.

Elen Gebremedhin

Elen Gebremedhin
Chairperson, Care Alliance Ireland

38%
Income growth

100%
Governance Code compliant

5 month
Reserves (exceeds target)

CEO Report

Liam O'Sullivan,
CEO, Care Alliance Ireland

As we reflect on 2025, I am struck again by how much our organisation has evolved while remaining grounded in a clear purpose: to enhance the wellbeing of family carers so that they are better able to care for their loved ones. Over the past six years, direct supports to family carers have become an increasingly important part of our work. What began as a necessary and strategic response to the disruption of Covid-19 has become a defining strength of Care Alliance Ireland. Our online interventions are no longer a complement to our work; they are now central to how we support family carers across the country.

In 2025, we directly supported over 11,000 family carers, a 24% increase on 2024. Our Online Family Carer Support Project continued to grow strongly and again far exceeded planned reach. This growth is no accident. Family carers value flexible, accessible and well-moderated supports that meet them where they are, in their own homes and at times that fit the realities of caring. Feedback from participants reinforced this, underlining how much carers value safe peer support, practical connection and opportunities to reduce social isolation. We continue to signpost carers to other trusted and established supports, and we are pleased that more organisations now recognise the value of our online model and refer carers to it. This is collaboration at its best.

Our employment-focused work also continued to develop in 2025. Re-emerge 2, which began participant intake in April, supported 71 family carers during the year and remains on track to meet its broader outcomes by mid-2026. Since 2021, 59 participants across our employment-ready projects have returned to paid work and approximately 132 have progressed to further education. Importantly, our learning in this area has deepened: carers need more than CV support or interview preparation. They also need confidence-building, mentoring, wellbeing supports and practical flexibility. We are increasingly confident that this more rounded model is the right one.

Alongside these direct supports, our policy and research work remained a cornerstone of our purpose. In 2025, we made 12 submissions and exceeded our target in this area, continued to convene the Family Carer Research Group, and strengthened our collaboration with researchers and policymakers. We were also guided by important new evidence. Research published in November 2025 by Healthy Ireland confirmed that upwards of 600,000 people aged 15 and over in Ireland are providing unpaid care – nearly 1 in 7 of the population. It also highlighted the reality that too many carers still struggle to get adequate breaks or to cope consistently with their responsibilities. Findings such as these matter. They give greater visibility to family caring and strengthen the case for better supports and more ambitious action.

We were pleased to contribute to progress on key issues affecting family carers, including significant improvements in eligibility for Carer's Allowance, higher support payments and continued recognition of carers in national policy discourse. Yet challenges remain.

CEO Report

Liam O'Sullivan,
CEO, Care Alliance Ireland

Timely access to health and social care services is still too inconsistent. The National Carers' Strategy urgently requires updating. Too often, government commitments are framed cautiously when family carers need clearer action and follow-through.

Our membership base remains one of our great strengths. Care Alliance Ireland now has 102 member organisations that reflect a wide range of not-for-profit service providers, advocacy groups, family resource centres, condition-specific organisations and others. Following a significant membership development initiative in late 2024, our focus in 2025 shifted towards deeper engagement with members and stronger two-way communication. That work is not always easy, especially in a context where many organisations are stretched and where few have dedicated policy or research capacity, but it remains essential. Our alliance model matters because family carers are best supported when organisations share knowledge, collaborate effectively and reinforce one another's work.

2025 was also the first full year of our new Strategic Plan 2025–2030, approved by the Board in March.

The Plan better reflects the reality of our work today: strong direct supports, continued policy influence, meaningful research engagement, closer collaboration with members and a commitment to being a well-known, financially viable and high-performing organisation. It also articulates more clearly our professional, collaborative and evidence-informed approach.

Good governance does not happen by accident. In 2025, our Board completed an extensive programme of policy review, approved a new Finance Policy, updated the Board Terms of Reference, and finalised a revised Company Governance Handbook. While we were disappointed not to be shortlisted for the 2025 Good Governance Awards, the feedback was useful and has helped sharpen our reporting, particularly around risk. We remain fully committed to transparency, accountability and continuous improvement. These standards matter not only because regulators and funders require them, but because family carers, our members and our wider stakeholders deserve nothing less.

As ever, I want to pay tribute to our staff team, our volunteers and our Board of Directors. Ours is a small organisation, but one marked by deep commitment and agility. The reach and impact of our work in 2025 would not have been possible without their skill, care and perseverance. We enter 2026 with ambition and realism, and with a renewed determination to ensure that family carers in Ireland are recognised and properly supported.

Liam O'Sullivan

Liam O'Sullivan,
CEO, Care Alliance Ireland

> *"In 2025, we directly supported over 11,000 family carers, a 24% increase on 2024."*

OUR MEMBERS

22q11 Ireland

Ability West

Acquired Brain Injury Ireland

ADHD Ireland

Age Action

Age and Opportunity

ALONE

Alzheimer Society of Ireland

Anam Croí

Arthritis Ireland

Avista

Baile Mhuire

Ballinasloe Social Services

Ballyfermot Star

Barnardos

Bergerie Trust CLG

Bloomfield Care Centre

Bodywhys

Breffni Family Resource Centre

Brothers of Charity

Cairdeas

CareBright

Carlow Day Care Centre

Cheshire Foundation in Ireland

Ciúnas

OUR MEMBERS

Clann Resource Centre

Clarecare

Comhchoiste Ghaeltacht Uibh Ráthaigh

Cope Foundation

Cork Cancer Care Centre

Cork Mental Health Foundation and Housing Assoc

CRC

Cystinosis Ireland

Debra

Donegal Carers Association

Downstrands Family Resource Centre

Drogheda Community Services Trust

Dyspraxia DCD Ireland

Enable Ireland

Epilepsy Ireland

Festina Lente CLG

Fethard and District Day Care Centre

GROW

Hand in Hand

Headway Ireland

Hope Cancer Support Centre

Huntington's Disease Assoc Ireland

Inclusion Ireland

IRD Duhallow

Irish Cancer Society

OUR MEMBERS

Irish Heart Foundation

Irish Hospice Foundation

Irish Kidney Association

Irish Lung Fibrosis Association

Irish Motor Neurone Disease Association

Irish Red Cross Society – National Office

Irish Society for Mucopolysaccharide and Related Diseases

Irish Wheelchair Association

Jack and Jill Children's Foundation

Kare Social Services

Kells People's Family Resource Centre

Kerry Respite Centre

Kinship Care Ireland

LauraLynn Irish Children's Hospice

Lus na Gréine FRC

Mental Health Ireland

Migraine Association of Ireland

MS Ireland

Muscular Dystrophy Ireland

Parkinson's Association of Ireland

Polio Survivors Ireland

Prader Willi Syndrome Association Ireland

Purple House Cancer Support

Rare Ireland

Rehab Group

OUR MEMBERS

- Roscommon Disability Support
- Rosses CDP
- Senior Line - Third Age Ireland
- Shine
- Sisters of Mercy
- South Tipperary Autism Support Group
- Special Needs Parents Network Donegal
- Special Olympics Ireland
- Spina Bifida and Hydrocephalus Ireland
- Spinal Injuries Ireland
- St Luke's
- St Michael's House
- St. Aidan's Day Care Centre
- St. Andrew's Resource Centre
- St. Catherine's Association
- St. Hilda's Services
- Stewarts Care
- Sunbeam House Services
- Tabor Lodge
- Cystic Fibrosis Ireland
- The Irish ME/CFS Association
- Tús Nua Artane Family Resource Centre
- WALK
- Western Alzheimers
- Western Care Association
- Westgate Foundation
- Wexford Community Services Council

Directors’ Report

The Directors present their Annual Report together with the Audited Financial Statements of Care Alliance Ireland for the year ended 31st December 2025. The organisation is a registered charity and hence the report and results are presented in a form which complies with the requirements of the Companies Act 2014 and FRS 102. Although we are not obliged to comply with the Charities Statement of Recommended Practice (SORP), the charity has for a number of years prepared SORP-compliant audited accounts and notes.

The main activities of the charity are charitable.

The content of the Directors’ Report is set out under the following headings:

1. Our Origins
2. Our Stakeholders and Service Users
3. The Context for Family Carers in Ireland
4. Why We Exist – Our Purpose
5. Year in Review – Goals and Achievements
6. Achieving Our Objectives
7. Our Staff and Volunteers
8. Developments and Plans for the Future
9. Financial Review
10. Risk Management
11. Structure, Governance and Management

1 Our Origins

Care Alliance Ireland was set up in 1995 by a small number of organisations which felt that the voice of the family carer was insufficiently articulated by existing condition-specific organisations. Over the years we have carved out our niche, increased our membership, and pioneered a number of initiatives in the areas of research, policy, carer awareness, online family carer support interventions and return-to-employment projects. We are delighted to be a go-to organisation for many government departments, researchers and not-for-profit organisations interested in family carer issues.

2 Our Stakeholders and Service Users

Our stakeholders include the following

- **Family Carers**
- **Staff of Care Alliance Ireland**
- **Volunteers/Board of Directors**
- **State Funders**
- **Philanthropic/Corporate Organisations**
- **Government Departments and Agencies**
- **Member Organisations**
- **Collaborators**
- **Suppliers / Contractors**
- **Potential Member Organisations**
- **Non-Governmental Organisation (NGO) Alliances**
- **International Carer Organisations**
- **Third-Level Researchers**
- **Politicians**
- **Carmichael Centre**

Engagement Methods with Stakeholders

- Phone calls
- Newsletters
- Webinars
- Podcasts
- Journal Articles
- Individual Emails
- Postal Correspondence
- In-Person and Virtual Meetings
- Group Emails through Mailchimp
- Press Releases/Media Interviews/Op Eds
- Attendance and presentations at in-person events
- Social Media – LinkedIn, Facebook (NationalCarersWeek)

Success For Us Is

01 When we and other organisations **excel at supporting family carers**

02 When family carer support interventions are **accessible, reach large numbers, and are of high quality and impactful**

03 When family carer support practices and interventions are **backed by evidence-based research**

04 When family carers are **adequately supported financially and otherwise as partners in care**

3 The Context for Family Carers in Ireland

A note on our Operating Environment

To be successful as an organisation, we need to understand the environment that we operate in and what added value and unique role we can play to improve the situation of family carers. As part of a review of our previous Strategic Plan in 2024, key staff and others completed a Strengths, Weaknesses, Opportunities and Threats ('SWOT') analysis. Their feedback helped inform our assessment of risks to the organisation as well as future opportunities. This was complemented by a basic PESTEL analysis.

The leadership of the organisation is charged with ensuring that such risks and opportunities are constantly evaluated, refreshed and considered in the context of overseeing the implementation of the charity's strategy. Scanning the horizon is another key leadership task. This requires constant and open communication with the Board, staff, members, carers and other key stakeholders and requires nurturing important relationships. Failure to do so risks Care Alliance Ireland becoming over time less relevant, less resourced and ultimately less impactful.

The extraordinary economic growth that Ireland has experienced in recent years has arguably made it easier to secure additional resourcing for family carers in nominal, comparative and real terms. We have been successful in this regard. For example, the quantum of specific income support measures for family carers will reach over €2.2bn in 2026; a near tripling in nominal terms since 2010 and a more than doubling in real terms over the same period. Many more families are now in receipt of a specific, albeit still modest, income support that goes some way to recognising their caring. As a percentage of the Department of Social Protection expenditure, these carer income supports have risen from under 4% in 2010 to nearly 8% in 2025. Our relentless ageing demographics, medical advances, rapidly growing population and greater identification of disabilities also play a role in the increased prevalence of these income support entitlements.

Investment in home care has nearly tripled in absolute terms since 2010, but growth in provision has mostly just kept pace with a growing ageing population. The average client received about 7 hours of home care per week in 2025, a modest increase in 15 years. Projections for increases in nursing home admissions have not fully materialised, though this is partially due to the Covid-19 Pandemic and a shortage of suitable nursing home places, and not solely to increased home care provision.

As an organisation we are making the most of technology and AI to reach more family carers. We are trialling the use of ChatGPT for some elements of our work but are also cautious of the risk it may pose to our credibility, to robust research formation and to the delivery of critical policy analysis. We are particularly careful when using AI to protect individuals' anonymity. We must not conflate efficiency with efficacy.

Who Is a Family Carer?

Someone who provides regular, unpaid support for a friend or family member with a long-term illness, health problem or disability

Family caring does not exist in a vacuum from society, politics or economics. Family carers continue to be squeezed; as our society ages and life expectancy continues to increase, these phenomena co-exist with a public narrative that seems to value ever higher levels of formal employment-participation rates. These challenges place further pressures on those who either choose or are forced to provide unpaid family care – out of circumstance, love and/or a sense of duty.

Family carers and organisations that seek to support them need to be strongly represented – by family carer self-advocates, by politicians, by accidental activists, by policy influencers and by non-governmental organisations (NGOs) such as Care Alliance Ireland.

600,000+

Family carers in Ireland

Latest Irish Research on Family Caring

Research published in November 2025 by Healthy Ireland confirmed that upwards of 600,000 people, or nearly 1 in 7 **(c. 14%) of our population** aged 15 and over, are providing unpaid care to a family member with additional needs. The main findings include:

- **Women (17%) are more likely than men (11%) to report that they are carers.** This six-point gap aligns with findings from previous Healthy Ireland reports in 2022 and 2023.
- Women **aged between 45 and 54 (28%) and 55 and 64 (26%)** are the most likely to report being carers.
- **69%** of carers provide **care for a person aged 65 or older**, with **27%** providing **care to someone aged 71–80**, and **38%** providing **care to someone aged 81 or older.**

On coping with caring the research reported:

- **61% of carers feel they regularly get adequate breaks** from their caring responsibilities, with a further 19% saying they sometimes do. However, **21% of carers say they rarely (12%) or never (9%) get adequate breaks** from their caring role.

- **77% of carers feel they can cope** with their caring responsibilities most of the time, while 11% say they can cope sometimes. The remaining **11% indicate they feel they can rarely (4%) or never (7%) cope** with their caring role.

- **Men (13%) are more likely than women (4%) to indicate they are never able to cope** with their caring responsibilities.

Separately, TILDA's 2025 research on family caring reported that high-intensity unpaid caregiving among older adults – especially women – is associated with poorer overall wellbeing and mental health outcomes (quality of life, depression).

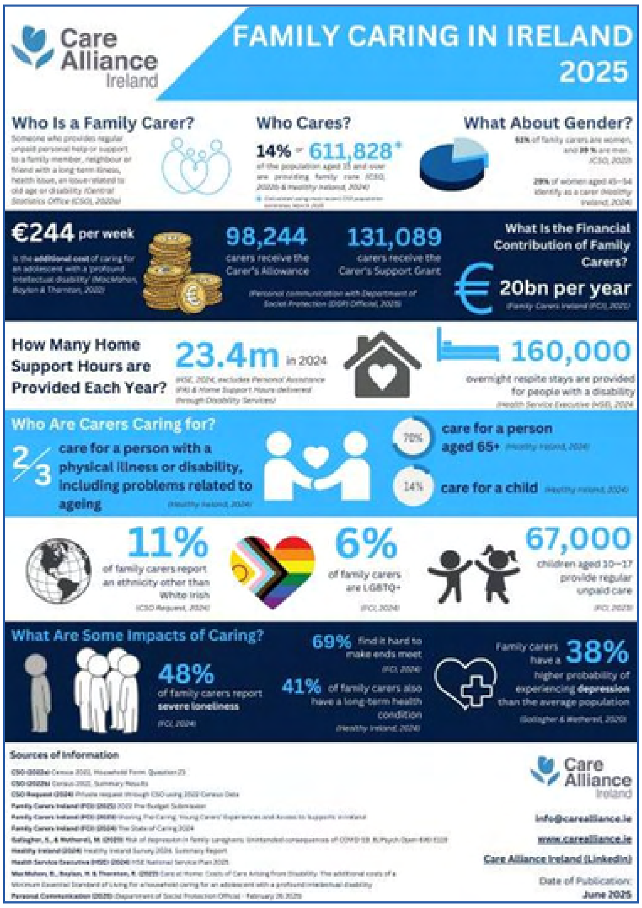
"unpaid caregiving among older adults – especially women – is associated with poorer overall wellbeing and mental health outcomes (quality of life, depression)."

We have large numbers of 'sandwich' carers supporting ageing parents while raising a young family; we also have many juggling paid work with significant family caring responsibilities. Thankfully, employers are increasingly recognising that large numbers of their employees are also family carers.

We detail some of the work we are doing in this area later in this report.

One estimate from Family Carers Ireland puts the value of family caring conservatively at over €20bn per year.

The National Carers' Strategy published in 2012 requires urgent review and update. Unfortunately the new Programme for Government did not commit to such a review.



The Programme includes commitments to the abolition of the Means Test for Carer's Allowance, to the raising of core social welfare payments like Carer's Allowance and Benefit, and to various actions that if delivered would improve the lives of Ireland's disabled community and their families.

In 2025, the commitment around means-testing was progressed significantly, such that by July 2026 a household can have an income of in excess of €104,000 per year and still qualify for the full Carer's Allowance. Many households with income above this figure will qualify for a reduced Carer's Allowance. Our latest analysis of the data suggests that the 2025 increases already in effect have been associated with a very modest increase in recipients. This upward trend is of course also likely to be affected significantly by demographics and carer prevalence. We note that in the latest report (November 2025) from the Parliamentary Budget Office the estimated annual cost of the full abolition of the means test is €259m. Based on the modest (1%) uptick above historical annual trends (5.5%) in recipients since 2024 and 2025, when significant increases in income disregards were introduced, we see this €259m estimate for the full abolition as on the high side and look forward to further real-time data emerging in 2026.

While modest, the additional resourcing announced for 2026 for dementia advisors and dementia assessments is welcome, as are the significant increases in resourcing being provided for disability supports and special educational supports, the fruits of which we hope will appear as 2026 progresses.

The commitment to fully fund the Carers Guarantee remains to be progressed in 2026.

In our 2024 Annual Report, we expressed concerns about the Programme for Government. We remain of the view that the language used throughout the document is not concrete or robust. There are many commitments to 'review' schemes, to 'examine' issues, to 'endeavour' to deliver action items, to 'seek to' make a policy change, etc. This language does not commit to meaningful change, merely to considering it. There is no mention of any actions regarding young carers, which is deeply concerning. There are an estimated 67,000 young carers in the Republic of Ireland.

There are several policy developments that we are seeking to influence – namely the ongoing work of the Commission on Care for Older People, the imminent introduction of home care regulations and standards, and the design of the HSE-led Community Connect ICT system, which needs to see family carers as clients in their own right and not merely a resource for primary care teams to rely on. We also believe that Carer's Allowance and Benefit should be tax-exempt payments, as is the case for Disability Allowance, Children's Allowance and the Foster Care Allowance. We influence through position papers, by reaching out to lead actors in this space and through active participation in the established consultative fora set up.

4 Why We Exist – Our Purpose

Our Why

Family carers are people who provide unpaid help with daily activities or other supports to a family member, neighbour or friend with a disability, long-term illness or issue related to old age. Family carers provide the majority of care within our society.

Family caring can have considerable benefits for individuals, communities and societies as a whole. The intensity and duration of caregiving can create challenges, however. Further progress is required to achieve full appreciation of these benefits and challenges.

Family carers may experience social, health and financial exclusion associated with their caring responsibilities. Not every family carer experiences exclusion in the same way, with minority carers often feeling these impacts more strongly.

We believe unequivocally that all family carers deserve to be recognised and supported in their role.

Our Values

Our work is infused with three core values. We are professional, collaborative and evidence-informed in everything we do. In practice, this means that we will maintain high standards of work; be transparent, open and honest in all our interactions; and value the contributions of all our stakeholders. We will seek to collaborate at all times as we believe this increases our collective impact. The existing and emerging evidence about what actions and interventions are effective in improving the situation of family carers will inform our work.

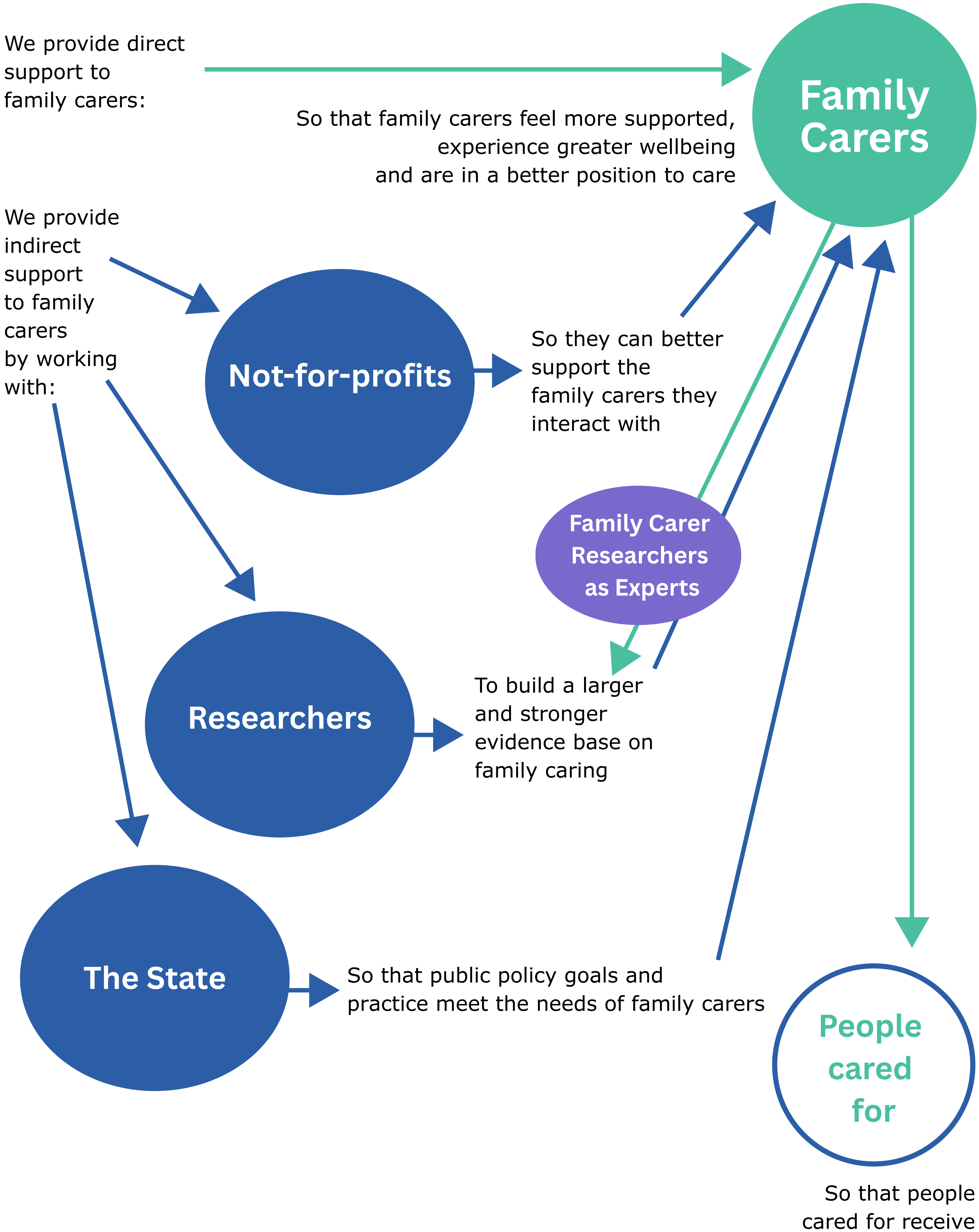
Our Mission

Care Alliance Ireland works to enhance the wellbeing of family carers so that they are better able to care for their loved ones. We provide direct support to family carers as well as indirectly supporting them by working with researchers, statutory actors and other not-for-profits.

Our Vision

An Ireland in which the role of family carers is fully recognised and where family carers are adequately supported.

How We Make A Difference



Theory of Change – Care Alliance Ireland – 2025

Strategic Priorities

We have formulated five Strategic Priorities, reflecting our work with our four primary stakeholder groups (family carers, not-for-profits, researchers and the State). The fifth is an enabling aim, ensuring we as an organisation are in a strong position to undertake our vital work. Each Strategic Priority has equal weighting. During the period 2025–2030, Care Alliance Ireland has and will:

1. Offer responsive and inclusive support interventions to family carers
2. Make meaningful contributions to the family caring research agenda
3. Influence public policy to improve the lives of family carers
4. Work with other not-for-profits to effectively support family carers
5. Be a well-known, financially viable, well-governed and high-performing organisation

Translating the Plan into Action

Each year, we will establish an operational plan that will inform the work of our volunteers and employees. These annual plans will contain targets for each objective, and we will track our performance relative to our Strategic Priorities every year with a summary in our annual Directors' Report.

Reviewing the Plan

We will undertake a mid-term review of the Strategic Plan 2025–2030 towards the end of 2027 and course-correct as necessary. We will then undertake an end-term review towards the end of 2030 in preparation for a new plan.

5 Year in Review – Goals and Achievements

In 2025, we continued to deliver evidence-informed interventions directly to over 11,000 family carers, an increase of 24% compared to 2024. This was done primarily online, through our Online Family Carer Support Project and our bespoke 'employment-ready' intervention, Re-emerge 2. We also delivered on our policy and research objectives through regular submissions, journal articles and specific collaborations.

Our Impact

Our organisation has been proud to contribute to the following impacts for family carers in recent years:

In 2025, we secured the largest ever increases (60%) in eligibility for income supports (through higher income disregards, from June 2026) and higher levels of income support (Carer's Allowance, Carer Support Grant) – and a commitment to the abolition of the means test for Carer's Allowance within the lifetime of this new government. Expenditure on income supports for carers now represents nearly 8% of overall Department of Social Protection expenditure, a doubling over 15 years.	**Strategic Prioity** 3
In 2025, we reached approximately 2,400 (24%) more family carers compared to 2024, with a total of over 10,954 participating in our Online Family Carer Support Project – thus contributing to a reduction in their level of social isolation.	**Strategic Prioity** 1
Our employment-focused project in 2025 continued to demonstrate an impressive positive impact across several domains including participants' employment opportunities, employment skills/employability, and overall wellbeing. At year-end 70 family carers were actively involved.	**Strategic Prioity** 1
Since 2021, 59 participants from our employment-ready projects have returned to paid employment. Approximately 132 participants have pursued further education.	**Strategic Prioity** 1
Our primary research (2016, 2018, 2025) and ongoing representations (through the Home Care Coalition) on home care have helped to achieve an increase in the provision of publicly funded home care support/Personal Assistance (PA), a near doubling in hours delivered since 2012. This a vital lifeline for family carers and those for whom they care.	**Strategic Prioity** 2
We secured significantly more references to Health and Social Care in the new national eHealth Strategy. This is expected to result in a less narrow medically-focused and more holistic/social care/community-focused policy/plan.	**Strategic Prioity** 2 3
Our work in facilitating our Family Carer Research Group has nurtured and progressed a more cohesive and impactful family carer research community across the country. New membership has brought a greater sense of solidarity and peer support. Membership of this research group now stands at 71.	**Strategic Prioity** 2
Our coordination of Carers Week annually raises societal awareness of the contribution made by Ireland's 600,000+ family carers; through this, many family carers feel more included in their communities.	**Strategic Prioity** 4 1

Year-to-Year Comparisons of Key Metrics

Metric	2025	2024	2023	2022
% of KPIs Met/Exceeded	67%	76%	76%	74%
New Members	2	11	1	1
Months of Reserves	5	3.5	4	2.5
Submissions Made	12	7	8	10
Members of Family Carer Support Project	10,954	9,327	7,601	4,816

Devising Key Performance Indicators (KPIs)

The process of establishing annual KPIs is both a qualitative and quantitative endeavour. Funding schemes often begin or end mid-year, thus complicating the preparation of annual organisational KPIs. When we pitch for new projects or draft content in an annual or multi-year Service Level Agreement, we have to strike a balance – to be ambitious but realistic, innovative but reliable – and ultimately to be able to report on our outputs and also on our impact and outcomes (which is much more difficult given the longer-term horizon required for such measurement, but arguably more meaningful).

At an operational level, we have project KPIs, individual staff KPIs and organisational KPIs. We see KPIs less as a north star metric and more as one of many ways that we keep focused on delivering on our mission. An overly KPI-focused approach risks missing other important, less quantifiable, impacts. We value how things are done, how we collaborate with other organisations, how we treat those we serve. These aspects of performance do not easily lend themselves to KPIs. KPIs are a useful measurement tool; however, outcomes for family carers ultimately remains the key focus of our organisation.

Our primary mission is to improve family carers' lives and the supports available to them. We are gladdened to see some funders placing a higher value on outcome metrics which try to measure the tangible results of our activities as opposed to output measurements.

Our 2025 KPIs, however, remain output focused – for example, delivering a number of high-quality publications, submissions and newsletters, together with ongoing and new projects (see Table 1).

Our work on devising multi-year performance targets is continuing and is being informed by many factors, most significantly our new Strategic Plan; meaningful consultation with staff, volunteers and Board members; as well as historical review of targets met/missed and the likely future macro funding environment. We aim to complete this work in 2026.

In keeping with the direction of our new Strategic Plan, we want to see – and to play an active part in delivering – incremental but meaningful improvements in the supports available to family carers. This includes increasing the accessibility of supports, the number and range of supports, and the financial supports provided by the State. We also want family carers to be treated as partners in care not just seen as a resource to be utilised.

Below we report on outputs related to the three main sources of state funding we receive:

- funding under the Scheme to Support National Organisations (SSNO)
- HSE funding and
- Dormant Accounts funding (Department of Social Protection (DSP)

This funding collectively represents over 95% of our income.

2025 KPIs

In summary, in 2025 we fully delivered on 12 of our 18 targets, or 67%. This compares to an average of 75% in the previous three years. This decline is explained by a number of factors, most particularly the unexpected loss of two partners in Carers Week. We have specific actions proposed, as detailed below, to meet these and other targets in 2026 and are confident that we will achieve 75% of our targets in 2026.

Our Online Family Carer Support Project again massively exceeded its planned reach, as people continue to join in large numbers and barriers to entry to the project are low, with no waiting lists. Enhanced public (HSE) funding in 2025 for this project has largely caught up with this significantly increased reach.

An important focus in 2025 was our existing 102 members and seeking out greater opportunities for ongoing engagement with them and other critical stakeholders.

We continue to work collaboratively with others across the research space. In 2025, a significant international/collaborative bid in relation to young carers was made to the prestigious Wellcome Trust. The bid got to the final round but was ultimately unsuccessful. We have recently worked with TCD and others in co-submitting smaller research bids and are optimistic of a successful outcome.

COLLABORATION

Collaboration is at the heart of the work of Care Alliance Ireland

RESEARCH COLLABORATION

- Joint Research Funding Bids
- Academic Papers
- Family Carer Research Group
- Research Consultations with Member Organisations

POLICY COLLABORATION

- Social Policy Network
- HSE National Patient Forum
- Home Care Coalition
- Joint Submissions
- Collaboration on Budget Asks and General Policy Positions
- Indecon Homecare Resarch

In respect of the new Re-emerge 2 project, our back-to-work and other goals are on target to be achieved by the end of the project in late 2026.

Table 1: Selection of Key Outputs

Area of work	Key action	Outputs	Target	Delivered	Explanation	Proposed action to meet this target in 2026 (where relevant)
Advocacy	Coordinate National Carers Week in June 2025	Number of events delivered in collaboration with partners	70	c.50	Loss of two partners reduced overall events. Excludes those delivered by non-partner organisations, c. 150 events delivered in total, c. 67% face to face, c. 33% virtual	Will reach out to member orgs in early 2026 inviting them to become partners in the Week
		Number of family carers receiving merchandise	500	c.400	The loss of two partners in the week resulted in us not being in a position to reach this target. We also made a decision to focus on higher-quality care packs which had a greater unit cost	As above. We will seek to deliver more Carers Week inputs to companies, thus realising more resources for merchandise
	Represent the sector at relevant Fora	Fora	5	5	n/a	n/a

Area of work	Key action	Outputs	Target	Delivered	Explanation	Proposed action to meet this target in 2026 (where relevant)
Compliance	Continue to demonstrate good example in the area of governance	Continue to be fully compliant with Charities Regulator Governance	1	1	n/a	n/a
		Be on Good Governance Award (GGA) Shortlist	1	0	Increasing reporting standards and number of award entrants makes getting onto the shortlist more and more difficult	We will address GGA feedback in the 2025 report
Research and Policy Development	Produce relevant, evidence-informed and analytically rigorous discussion and briefing papers	Publications	3	2	Made an operational decision to shift some focus to podcasts to maximise our reach	We will prioritise publications in Q1 2026, with a target of 1 each quarter. We will actively consider the use of AI to support publication efficiencies
	Make considered and comprehensive submissions to various government departments and statutory agencies involving member inputs		10	12		n/a

Area of work	Key action	Outputs	Target	Delivered	Explanation	Proposed action to meet this target in 2026 (where relevant)
	Collaborative research projects		1	1	Began work with Indecon Economic Consultants assessing the reporting accuracy of home care provision	n/a
Networking	Coordinate Family Carer Research Group	Meetings	3	3	n/a	n/a
	Membership	New members	2	2	n/a	n/a
		Active two-way engagement with membership	50%	45%	Very challenging target noting small available staffing resource. Focus was on more one-to-one with leadership of member organisations	We will have stronger communication and make more phone calls to key contacts in member organisations
Specialist Supports	Provision of expert advice to member organisations and others, including state bodies	Consultation	8	10		n/a

Area of work	Key action	Outputs	Target	Delivered	Explanation	Proposed action to meet this target in 2026 (where relevant)
Information Provision	Produce and disseminate appealing newsletters (Care Alliance Exchange)	Editions	3	3	Maintained readership year on year per Mailchimp data	n/a
Direct Family Carer Supports	Online Family Carer Support Group	Number of family carers actively involved in the project (over 90-day period)	9,000	10,954	Open-door enrolment policy and word of mouth facilitates increased membership	n/a
		Detailed engagement levels (over 60-day period – Q4 2025)	Per 2021 baseline data	569 posts, 6,985 comments, 15,896 reactions	Sustained level of engagement – 98% retention year on year	n/a
		New projects/ initiatives	1	1	n/a	n/a
	Re-emerge 2	No. of participants actively engaged	70	71	n/a	n/a
		No. of participants progressing to employment	6	5	Participants appear more ready for further education as opposed to employment	Focus of the project in 2026 will be one-to-one engagement to support participants to secure employment

2026 Priorities

In 2026, we will continue to support even larger numbers of family carers through our online mediums. Thanks to a successful application to the Dormant Accounts Funds, we will continue in 2026 to deliver another project (Re-emerge2) to support family carers who are considering returning to the paid workforce. We are also currently exploring opportunities to support other specific cohorts of family carers.

We also look forward to responding to opportunities afforded to us to influence the development of carer-relevant policies and to progress our agenda through submissions, position papers, discussion papers and new collaborations.

Project Focus – Re-emerge 2

The Re-emerge 2 programme commenced participant intake in April 2025 on a rolling basis, with all participants in the project warmly welcomed with a welcome pack delivered to their home.

Welcome Pack Contents

Welcome Packs Packaged

Supports are continuing through to September 2026. The Re-emerge 2 programme is designed to support family carers in their transition back to paid employment or further education, recognising both the practical and personal aspects of this journey.

Since 2021, Care Alliance Ireland has worked alongside family carers seeking to re-enter the workforce. With each iteration, the programme has evolved in response to participant feedback and lived experience. While practical employment supports remain essential, carers consistently report that emotional resilience, mental wellbeing and physical health are equally critical to securing and sustaining employment and successfully pursuing further education. Re-emerge 2 reflects this learning through a holistic, participant-centred model.

Programme Model

Re-emerge 2 delivers a comprehensive suite of tailored online workshops and individual supports that address the practical, emotional and physical needs of carers transitioning to employment or education. Participants also have access to one-to-one mentoring, enabling them to identify personal goals, address barriers and develop an individualised transition plan.

- Tailored Online Workshops
- CV & Interview Preparation
- Mental Health Support
- Phyiscal Health Support
- Individual Mentoring
- IT Training

Programme supports include:

Practical Training
- CV preparation and interview skills
- IT and digital skills training
- Job search and application guidance
- Further and higher education pathways support
- One-to-one mentoring

Mental Health and Wellbeing Supports
- Access to mental health information and signposting
- Stress management and resilience building
- Mindfulness and confidence-building workshops
- Structured peer-engagement opportunities

Physical Health Supports
- Physical health information sessions
- Exercise advice and wellbeing workshops

To ensure ongoing relevance and effectiveness, participants complete assessments at the beginning and conclusion of the programme. This structured evaluation process enables us to measure outcomes, gather insights and continuously refine the programme in line with carers' needs.

Examples of Workshops

The Caring Workplace Initiative

In Q1 2025, Care Alliance Ireland, in collaboration with Acquired Brain Injury Ireland, launched the Caring Workplace Initiative. This national initiative has two core objectives:

1. To raise awareness of the realities and needs of family carers in the workplace.
2. To support employers in developing inclusive, carer-friendly workplaces.

Currently, one in nine employees in Ireland is also a family carer. This figure is projected to rise to one in five by 2030. Managing employment with caring responsibilities without the right supports can lead to isolation, stress and reduced job satisfaction, which in turn impacts retention and workforce stability.

Drawing on our experience supporting hundreds of carers re-entering or remaining in employment, we have developed this free national programme for employers that includes:

- Practical guidance on developing carer-inclusive policies and workplace supports
- Awareness and information sessions for HR and management teams
- Access to research, resources and best-practice insights
- Strategies to improve staff wellbeing, engagement and retention

Through this initiative, we aim not only to advocate for carers' needs, but also to assist employers in attracting and retaining talented employees who balance paid work with family caring responsibilities.

To read more visit: https://www.abiireland.ie/our-services/what-we-do/the-caring-workplace-initiative-recognise-support-retain/

Education Partnerships

During the reporting period, a number of participants progressed to further education across a range of disciplines. Care Alliance Ireland collaborated with the South East Technological University (SETU) to deliver a number of courses to closed groups of family carers. This approach encourages peer support and shared learning among carers with similar experiences, while also enabling academic staff to better understand and respond to the unique circumstances of family carers. The partnership approach strengthens both educational accessibility and learner retention.

Selected Feedback from Participants

"I RECEIVED THE PACKAGE BEFORE I READ THIS EMAIL AND IT WAS LIKE SEVERAL YEARS OF BIRTHDAY GIFTS ARRIVING AT ONCE. THE LIFT I FELT IN MY HEART AT SEEING SUCH THOUGHTFULLY CHOSEN GIFTS IS SO SPECIAL AND THE INFORMATION IN THE PRE-EMPLOYMENT PLANNER IS JUST SPOT-ON. THANK YOU SO MUCH FOR YOUR KINDNESS AND GENEROSITY - YOU HAVE GIVEN ME SUCH A LIFT TODAY"

"IT'S BEEN 26 YEARS SINCE I WORKED OUTSIDE THE HOME. AND IT'S ONLY POSSIBLE BECAUSE OF THE REMERGE PROJECT . THANKS FOR ALL YOUR HELP. I AM NOT GOING ANYWHERE BUT WOULDN'T HAVE ARRIVED HERE WITHOUT YE"

"THE BUSINESS IS GOING WELL AND I AM GETTING MORE CONFIDENT. I HAVE 10 CLASSES A WEEK NOW, MORE OR LESS SOME WEEKS IT'S LESS. I HOPE MY NEWS RE AFFIRMS THE FACT THAT THE RE-EMERGE PROGRAMS WORKS. IT IS A LONG TIME/SLOW PROCESS OR DISCOVERY JOURNEY THAT EVERYONE DOES AT THEIR OWN PACE BUT IT 100% WORKS".

6 Achieving Our Objectives

Throughout 2025, we continued to work with our growing membership base in a range of ways. This included specific collaborations on issues of joint concern, policy submissions, political representations, National Carers Week, signposting members' services, and general relationship development.

Our membership of 102 represents a wide range of not-for-profit service-provider and advocacy organisations. It includes most of the large 'disability' providers, many local family resource centres and most condition-specific organisations. It also includes some local day-centre services, mental health organisations, addiction organisations and home care providers.

In late 2024, we embarked on a significant membership development initiative which resulted in 11 organisations joining our alliance. In 2025, the focus was more on deeper membership engagement. Two organisations did however join our alliance in 2025: ADHD Ireland and South Tipperary Autism Support Group.

We now report in greater detail on how we achieved our objectives, with reference to the five priorities outlined in our Strategic Plan 2025–2030.

Priority 1:

Offer responsive and inclusive support interventions to family carers.

- **Provide a professionally moderated and safe online support group for family carers**
  - As detailed later in this report, this project expanded in 2025 and reached nearly 11,000 family carers. Some feedback from a November 2025 survey of participants is also detailed later in this report.
- **Deliver intensive employability supports to cohorts of current and former family carers**
  - This project (Re-emerge2) welcomed two new staff members to the project and in 2025 engaged with 70 family carers from 19 different counties throughout Ireland. A summary of the project interventions and some participant feedback is detailed in Section 5 of this report.

- **Signpost family carers to relevant resources and opportunities**
    - This work is done largely through the two projects above. We also receive regular phone calls and email enquiries from other family carers. We aim to respond to each and every one of these queries within 24 hours.

- **Coordinate an annual National Carers Week that recognises the valuable role of family carers**
    - We delivered this event for the 19th year running in June 2025. Details provided later in this report.

Priority 2:

Make meaningful contributions to the family caring research agenda.

• Promote the need for ongoing resourcing of family carer research
• Support early-stage researchers with their research
• Be central to the delivery and/or dissemination of high-quality collaborative and accessible primary research that informs policy and service development for family carers
• Produce thought-provoking and analytically rigorous research briefings and discussion documents
• Create opportunities for successful collaboration in family carer research across the academic, statutory and not-for-profit sectors, both nationally and internationally

We are regularly invited to present at various events and contribute our expertise to policy discussions. We recognise that the experts are the people who are providing care; however, through our consultation and engagement with carers and our member organisations we believe that we are able to advocate meaningfully for carers.

Our volume of internal traditional publications was lower than our target, as we continued to reallocate some resources from print to digital media to publish several more episodes of our Caring Researchers podcast. Our podcast highlights the work of researchers in the sector, along with the work of Care Alliance Ireland, and can be found on most podcast provider platforms, and via the Spreaker platform: https://www.spreaker.com/podcast/caring-researchers--6179334

Throughout 2025 we continued to update our research repository through the Wakelet platform, which now has over 450 items: https://wakelet.com/@careallianceireland

At our AGM in September, Zoe Hughes, Senior Policy and Research Officer, presented her ongoing PhD: Queer Caring: A Strength-Based Approach to Family Care in the LGBTQ+ Community. It is available to watch online at *https://youtu.be/iD3d_W4qPV8?si=OKcP23LTackSRCuF* Slides are available to download here.

Project Focus – Carers Week 2025

The Partner Organisations for National Carers Week 2025

The 19th National Carers Week (NCW) took place in Ireland from Monday 9th June through to Sunday 15th June 2025. This brought together eight partner organisations to provide a week of recognition, appreciation and visibility of family carers across the country.

In the region of 150 events took place, a modest decrease of ten from 2024. Approximately 50 of these were online and 100 were face to face. A significant number of collaborative events were organised with almost two-thirds of event organisers reporting being involved in collaborative events. Half of event organisers reported new engagement with family carers, while 47% (up from 33% in 2024) of family carers reported new engagement with support organisations.

Word cloud from a 2025 Carers Week survey of carers inviting them to describe what caring means to them

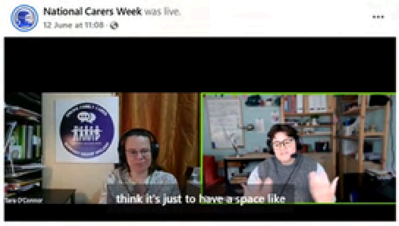
Similar to previous years, merchandise was purchased and distributed through partner organisations, nine non-partner event organisers and Care Alliance Ireland (via postal distribution, primarily for online competitions), to well over 400 family carers across the country. Approximately €9,000 was spent on merchandise in 2025, in line with previous years. Care packs included a wider range of items than before, with new additions such as Post-its, mugs, pen/pencil sets, wireless speakers, flashlights, mouse mats and bookmarks.

Some of the Carers Week merchandise

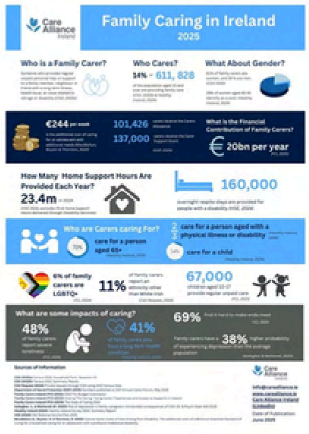
Overall Feedback on Care Packs

Along with our partners, Care Alliance Ireland ran a number of events during National Carers Week. As well as regular posts, competitions and online support events, we also launched a number of communications to mark Carers Week. We facilitated two corporate events with Aviva and Bank of America during the week.

Live Facebook Webinar – detailing the operations of the Online Family Carer Support group, - a group whose membership reached 10,000 on the last day of Carers Week.



Carers in the Workplace; As part of the week, the ReEmerge team in Care Alliance Ireland produced a short video aimed at employers.



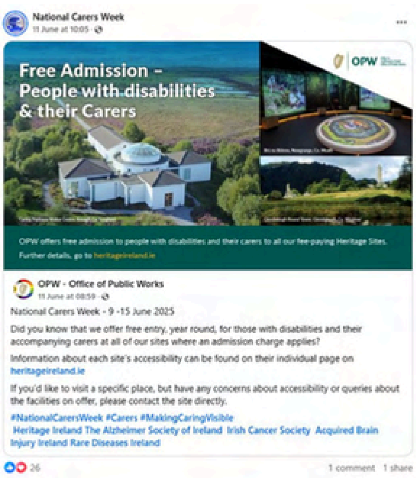
Resources for Former Family Carers Care Alliance also promoted **The Way Ahead** resource aimed at former family carers, with significant requests for hard copies ensuing during the week

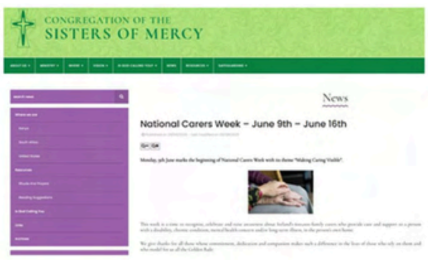
Updated **Infographic** on Family Caring in Ireland

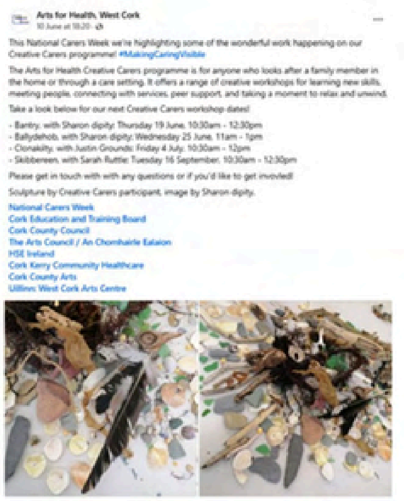
Most partners used the week to put out carer-related promotional videos or posts about their existing resources and activities available to support family carers.

Non-Partner Events

A good number of events were organised around the country by local support and resource groups, pharmacies and family support centres. We were able to support a number of these through the provision of merchandise and promotional material. As in previous years, a wide variety of organisations used the week to publicly recognise family carers and/or to promote existing supports for family carers that they provide.

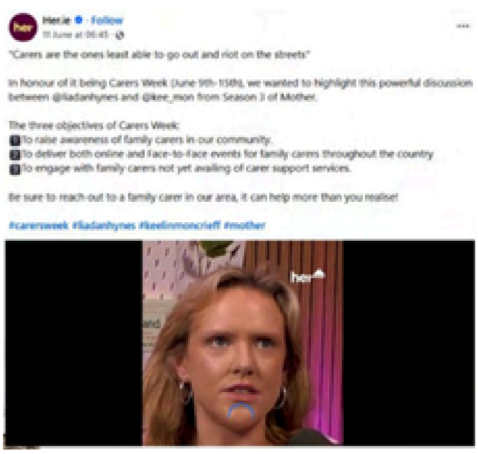


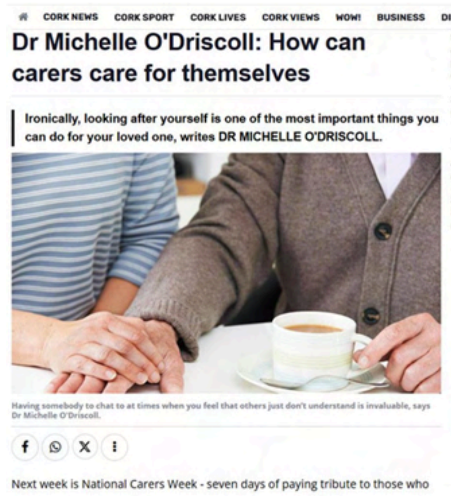




Feedback from Family Carers

Media coverage was strong, with national TV, radio and both national and local print coverage. Local radio also featured syndicated soundbites from Care Alliance Ireland via Newstalk. 83% of partners/event organisers who responded to the survey rated the media coverage for their organisation and for Carers Week in general as 'Very Good' or 'Excellent'.



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Caring for an elderly parent: 'I want to be there, but I'm stretched to the hilt mentally, physically and emotionally'

Galway woman Maura Fahy devotes virtually all of her time to looking after her mother Helena – she is one of over 500,000 people in Ireland who care for an elderly parent

Maura Fahy, who is a full-time carer for her 90-year-old mother Helena, at home in Galway city. Photo: Ray Ryan

Social Media

- High levels of social media engagement were delivered with 28-day reach of:
  - 125k on Facebook (up from 84k in 2024) and
  - 11k interactions (up from 5.7k in 2024)
- Facebook followers up 639 in the week to over 25k now
- €550 spent on Facebook ads overall (down €200 on 2024)
- Launched Carersweek2025 on Instagram and gained 442 followers

Priority 3:

Influence public policy to improve the lives of family carers

- Use policy submissions, national representative opportunities and any other relevant means to influence and inform policymakers and implementers of policy about family caring
- Provide robust up-to-date information about the family carer experience and agitate for evidence-informed solutions to address any associated exclusion

We continued to deliver on our representative function in a number of ways in 2025, most significantly through

- our annual pre-budget submissions to government
- participation in a number of representative fora (for example, the National Patient Forum, the Social Policy Network and the Disability Federation of Ireland (DFI) Policy Officers' Forum) and
- policy-related submissions (on topics such as the Review of the Children's Disability Network Team (CDNT) service model, safeguarding legislation, protection of liberty, the Covid evaluation, various government departments' statements of strategy, further education and mental health)

We also sought to influence EU strategies, including the LGBTQI equality strategy for 2026–2030. We also made a submission to the Priorities and Policy Programme for Ireland's 2026 Presidency of the Council of the European Union.

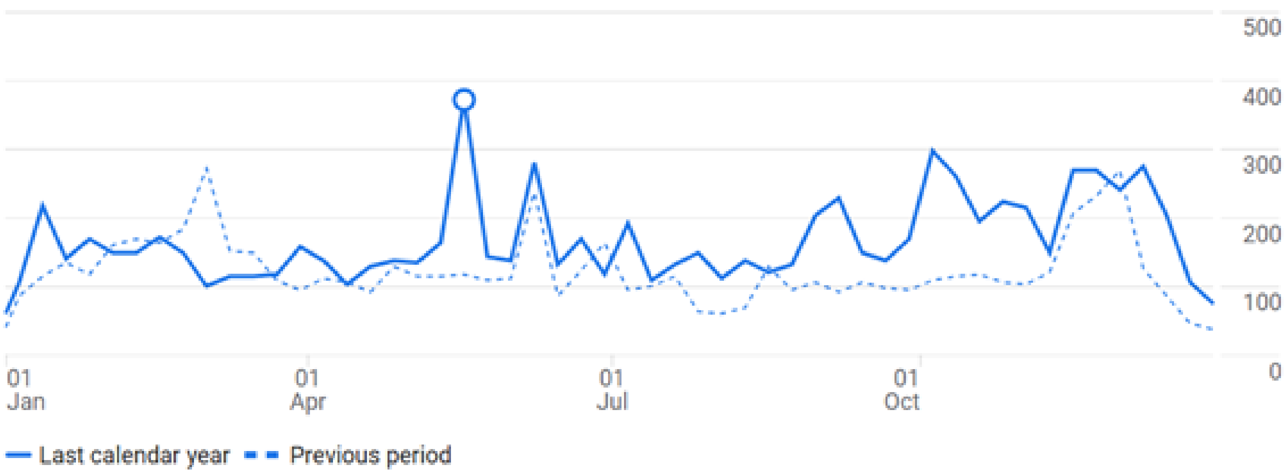
Active engagement by our members on our submissions and policy documents continues to improve. Some of this work includes surveys of members in preparation for broad policy issues (e.g. Budget preparations). Some is the result of informal discussions at interest group meetings and individual email and phone contact with relevant member organisation policy officers. However, it remains a challenge to engage smaller groups and those who see family care issues as somewhat peripheral to their core work.

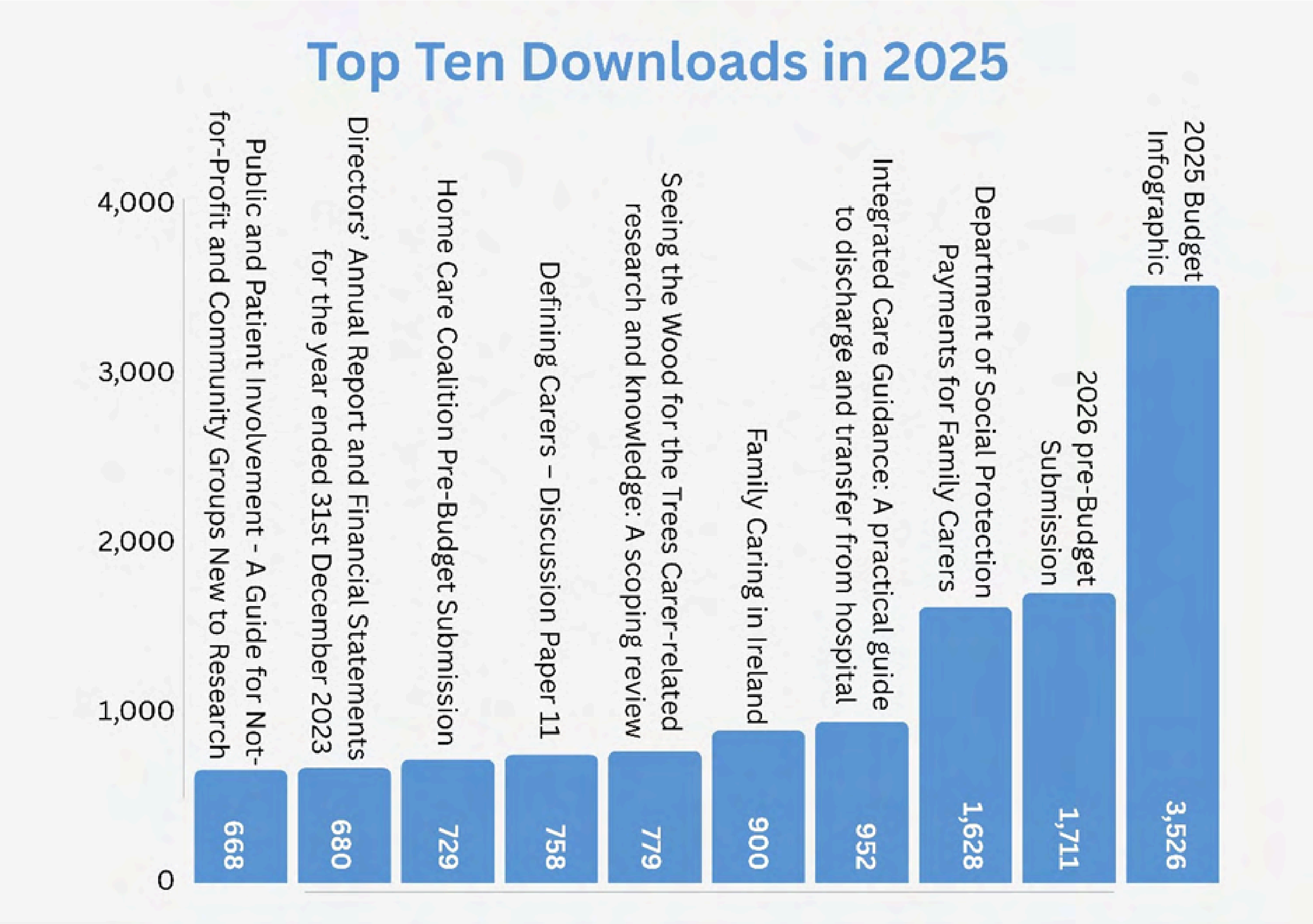
Funders, with the notable exception of the SSNO scheme, are extremely reluctant to resource policy and research personnel, preferring to fund direct services to clients. This can mean that the dedicated resources our member organisations have to meaningfully engage with us on these issues can be very limited. Very few of our member organisations have dedicated policy or research staff. Our role is to make it easy for them to engage and share their knowledge and for us to collectively make considered and impactful submissions. A business case was made in 2025 to the Department of Health in respect of strengthening our policy and research capacity, but it was unsuccessful.

In late 2024 we set up a LinkedIn organisational profile (Care Alliance Ireland) and began strategic posting. This continued into 2025, adding LinkedIn profiles of staff and other individuals to our organisational profile, and our reach and engagement through this platform is becoming material, with 14,289 impressions, 359 reactions, 25 comments and 31 reposts in the year. We intend to continue with this strategy in 2026.

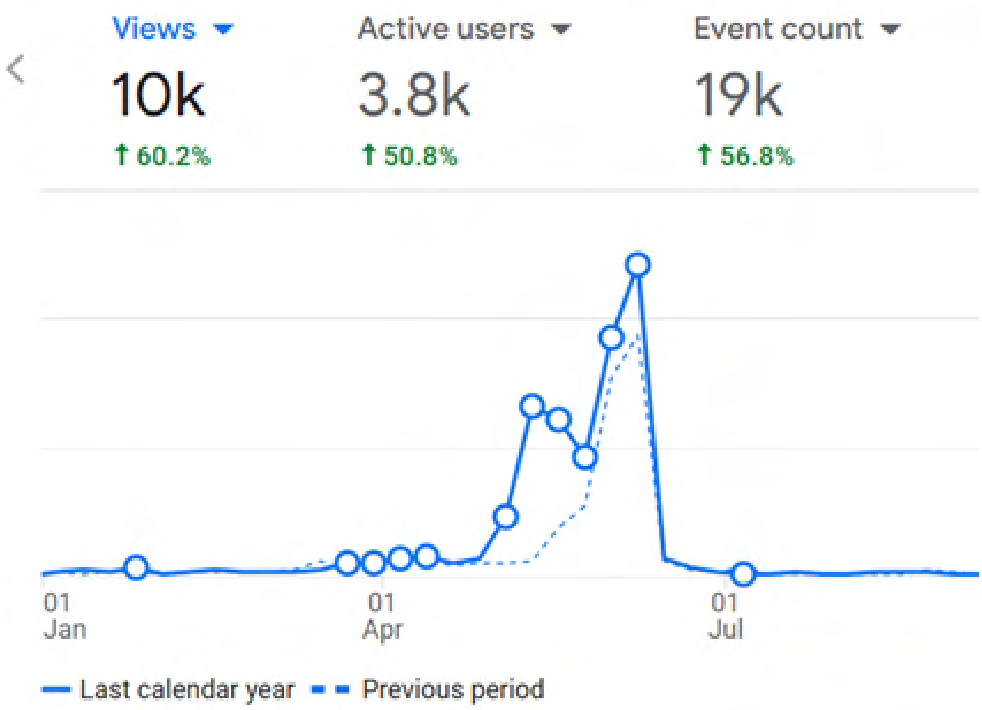
We also have retained our profile on X (Twitter) to communicate with some stakeholders, but it has become much less of a focus for our online communications. Our number of followers remained largely constant over the year (c. 3,480), but our frequency of posting was significantly reduced compared to previous years.

Our main website www.carealliance.ie continues to be a significant medium through which information is accessed and shared. In 2025, we moved away from Awstats as it did not appear to provide accurate numbers of users. Google analytics reports that in 2025 there were over 7,600 unique users on our main website, 34% up on the previous year. We continue to liaise with our web providers and others to better understand the data.





Our Carers Week website reported over 3,800 active users, up 51% on 2024.



Priority 4:

Work with other not-for-profits to effectively support family carers

- Provide opportunities for member organisations to collaborate with each other and with other stakeholders
- Encourage the active participation of member organisations in all aspects of our work
- Share relevant information with member organisations on an ongoing basis, including information about funding opportunities in line with our stakeholder engagement strategy
- Provide guidance to not-for-profits on effectively supporting family carers, with a particular focus on online supports
- Develop international links and participate in international networks to facilitate knowledge exchange

Member Organisations

Following our successful membership development initiative, we met our goal in late 2024 of having 102 members. In 2025 we focused on engaging with key leadership in our member organisations.

Other Stakeholders

In 2025, we continued to collaborate with a range of organisations that operate in the not-for-profit and/or statutory world of health and social care, and family carer support more specifically. This included officials in the HSE, the Revenue Commissioners, the Department of Social Protection and the Department of Health. We also were active in the Home Care Coalition, the Commission on Care for Older People, the Anti-Poverty Policy Network (informal), the HSE Patient Forum and the Social Policy Network.

The Family Carer Research Group continued to grow, with three meetings taking place in 2025. We were delighted to welcome more new participants to the Group, from a wide range of third-level and other institutions. We know from feedback that they value the opportunity to meet up, share worries and challenges and support each other on their research journey. Regular communications and links between researchers continue to encourage collaboration across members.

We continue to assist researchers, students, the media and the general public with queries in relation to family carers, both by email and telephone. We receive occasional calls from individual family carers and we advise and redirect as appropriate. All member organisations and over 400 other organisations and individuals involved in supporting family carers received regular communications from us, primarily in electronic format, on issues relating to support, practice, policy and research.

As always, our Senior Policy & Research Officer dealt with many requests from students for advice and support on family carer-related research topics at both under-graduate and post-graduate level throughout the year. We also make use of our NationalCarersWeek Facebook page to promote many relevant under-graduate and post-graduate research projects.

Care Alliance Ireland continues to be a leader in the sector in considering and addressing research gaps. We have ongoing contact with senior academics across a number of third-level institutions regarding their family carer research proposals and projects. This includes:

- advice and discussion in advance of project planning
- involvement in the Family Carer Research Group
- facilitating joint funding bids between members where research interests align
- reviewing funding bids and applications and other activities as relevant opportunities arise

During 2025 we undertook regular reviews of new international family carer research, policy and practice resources, and disseminated these as appropriate.

We continue to collaborate with the University of Limerick (UL) in the area of evaluating online carer support groups. We use the emerging research into what makes online groups work to inform the delivery of our own online projects, and also to argue for enhanced funding. We were delighted to see the UL PhD publication by Dr Rosemary Daynes-Kearney, which explored the meaning and impact of online carer support groups. We actively supported this PhD by facilitating the recruitment of interviewees.

In 2026, led by our Senior Policy & Research Officer, and with the oversight of the Research Committee, we will explore additional primary research opportunities both in Ireland and internationally.

The sixth European Carers Day took place on October 6th 2025. The initiative is coordinated by Eurocarers and brought together the leading carer advocacy organisations across Europe. The year's theme was 'Informal carers are partners in care'. Care Alliance Ireland engaged in a modest social media campaign.

Priority 5:

Be a well-known, financially viable, well-governed and high-performing organisation

- Continue to build sustainable funding sources and our unrestricted reserves to successfully implement our Strategic Plan
- Implement exemplary governance structures and processes that provide a solid basis for the way we manage and deliver our work
- Support the ongoing development of our staff and volunteers
- Raise the profile of Care Alliance Ireland generally to all relevant stakeholder groups in line with our stakeholder engagement strategy

Our income in 2025 increased by 38%. This was due largely to the 40% annual increase in HSE income to support the development of our Online Family Carer Support Project, under the Carers Guarantee. Modest pay increases were also made possible by the implementation of the Workplace Relations Commission (WRC) pay agreement with not-for-profit organisations. We also received a small amount of other HSE funding for general operations (€30k p/a). We look forward to this level of funding being increased again beyond 2026 in recognition of the significantly increased project reach as well as ongoing and higher project and staffing costs due to inflation.

High-quality project design, evaluation and delivery, and high-quality and timely reporting to funders provide a level of reassurance with respect to the continuity of such funding sources. Regular engagement with key officials together with the submission of robust business cases for additional funds are some of the key actions we take to maximise organisational financial security and sustainability. There is no guarantee, but traditionally, HSE annual funding, subject to satisfactory delivery through a Service Level Agreement, can be reasonably considered to be recurring, even without multi-annual grant agreements. Furthermore, the Scheme to Support National Organisations (SSNO) provides three-year core funding, €91k annually currently, and is key to our operations. We have been a successful applicant under this scheme continuously since 2008, and we repeatedly score highly in the funding assessment process and in respect of the total amount awarded triennially. We also consider this income to be secure and recurring on a tri-annual basis. This multi-annual funding enables us to plan strategically, to offer a level of security to staff and to be ambitious in our activities. The current funding scheme runs to June 2026, and we have recently applied for continued funding under the new scheme 2026–2029. Unfortunately, despite our representations to the Department of Rural and Community Development and the Gaeltacht, the maximum level of funding for each organisation has not increased in the past decade. This is not sustainable in the context of inflation of approximately 24% over this same ten-year period.

In contrast, Dormant Accounts Funds are not considered to be as secure in the long term. We have had some success, through specific representations, in ensuring that these funds are extended to two years' duration. Based on a Dáil statement by ministers, we also have some confidence that these funds to support family carers will continue at least into 2027–2028.

Overall, we have been able to modestly diversify our income in recent years, and are hopeful of securing new streams of income in 2026 and beyond, specifically through current research bids, and through the Department of Health Women's Health Action Fund. Our Board of Directors is satisfied with the short-to-medium-term financial stability of the organisation. Clearly a severe sustained economic shock and/or downturn will likely make it more difficult to further develop services and/or secure increasing state funding. However, from a resilience standpoint, our current level of unrestricted reserves can, if needed, provide a buffer against the impact of such risks.

Board Review of Policies

In 2025 the Board of Directors reviewed and approved many policies and other documents and by December 2025 had met its target of reviewing each and every policy every three years.

Policies updated in 2025 are as follows:

- Volunteer Policy
- Conflict of Interest (and Loyalty) Policy (for Board)
- Recruitment Policy
- Equality and Diversity Policy and Procedures
- Confidentiality Policy
- Environmental Sustainability Policy
- Donations Policy
- Code of Conduct for Directors
- Protected Disclosures (Whistleblowers) Policy
- Finance Policy – which, for the first time, detailed the purpose, use, classification and treatment of unrestricted reserves

The Board Terms of Reference (and matters reserved for the Board) were also updated.

Company Governance Handbook

In late 2024 we began a comprehensive review of the Company Governance Handbook and it was approved in September 2025. The contents of the overall handbook are informed by the six principles and standards of the Charities Governance Code and supporting guidance documents. Updates included creating a separate Board Terms of Reference document, a new policy schedule, Treasurer role definition, new references to Risk Register, business continuity policy, recruiting charity trustees, new legislation (Charities Act 2024), and detailing the process for the use of AOB at meetings.

Each member of the Board of Care Alliance Ireland is understood to commit to:

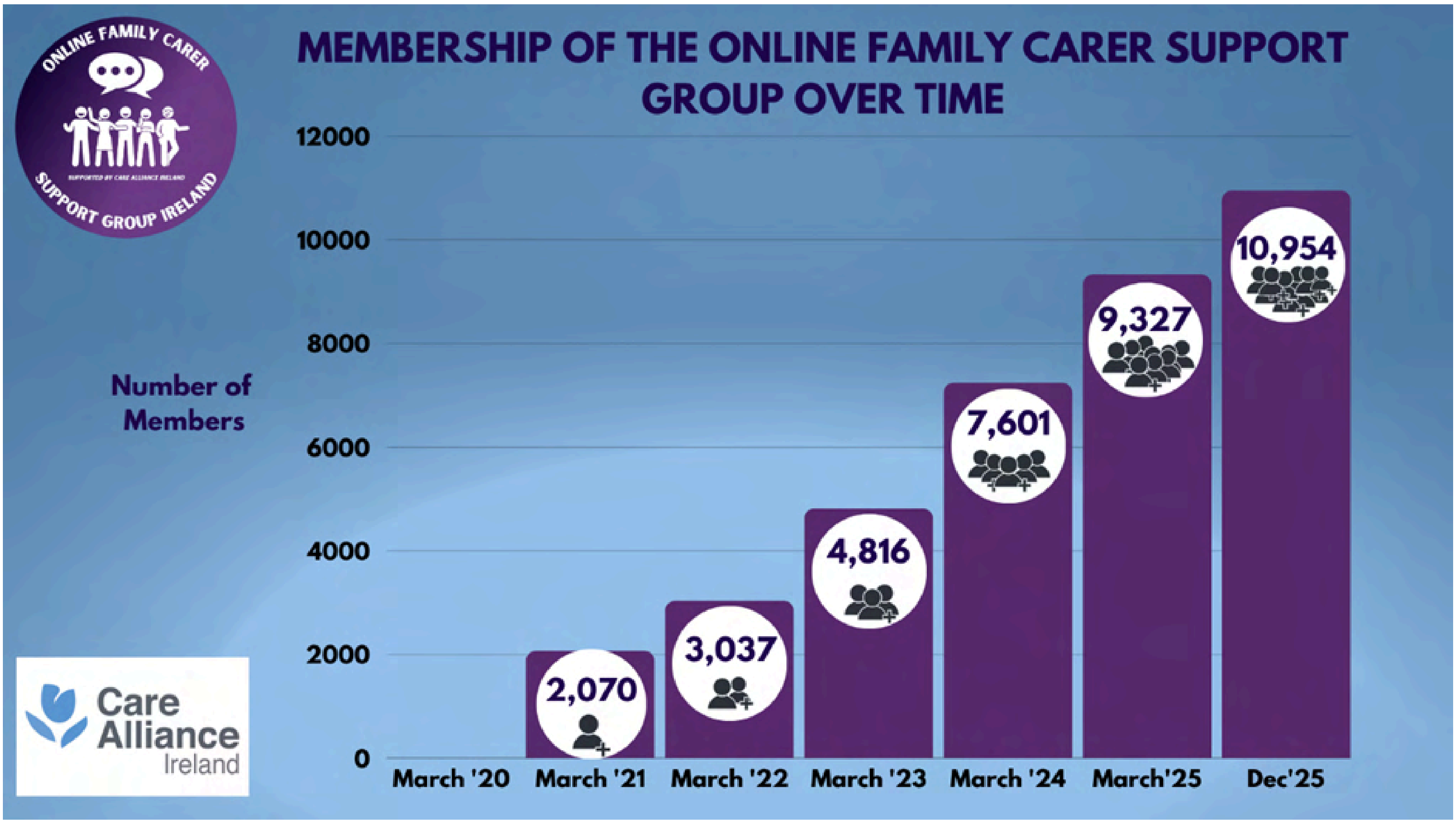
- Advancing the Charitable Purpose of Care Alliance Ireland
- Behaving with integrity
- Leading people
- Exercising control
- Working effectively
- Being accountable and transparent

We are fully committed to being 100% compliant with all regulatory requirements and to following best-practice governance principles. We welcome the opportunity to be fully transparent in relation to all activities of Care Alliance Ireland, to take on feedback and to strive to evolve our business model, risk framework and internal controls to deliver on these objectives as required, with a philosophy of continual self-improvement. As a small organisation, regulatory and funder requirements can place administrative demands on our organisation but we fully recognise this is an issue for all charities in Ireland, and it helps strengthen our governance arrangements.

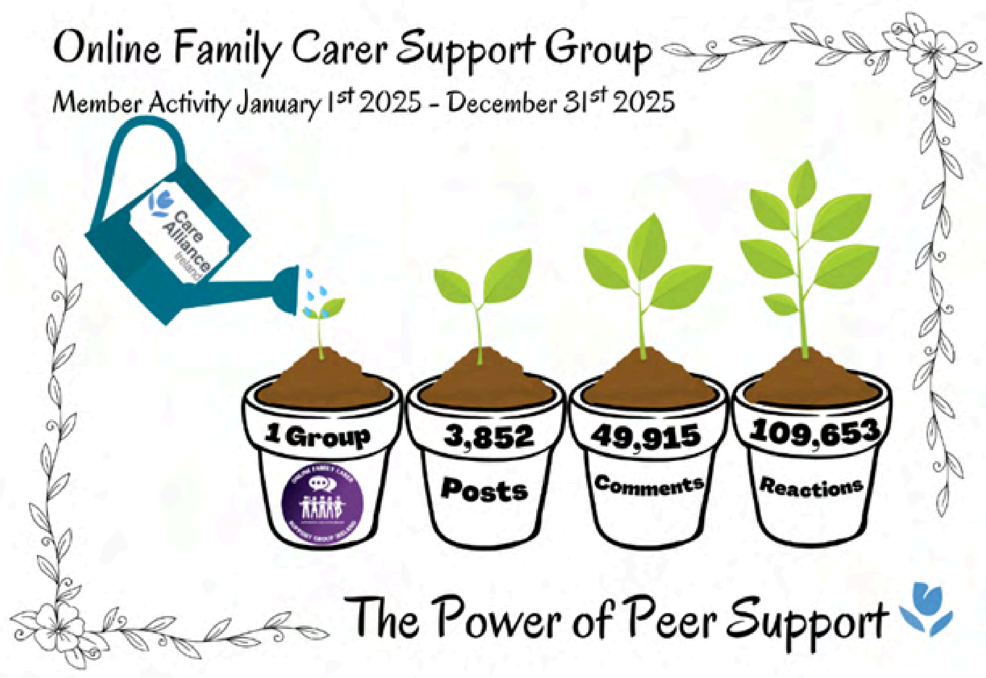
Each year we make regular reports to funders on lobbying activities and compliments and complaints, as well as activity reports.

Project Focus – Our Online Family Carer Support Project

Membership of the Online Family Carer Support Project grew by 21% throughout 2025, finishing up the year with close to 11,000 members.



The power of peer support is evident every day in our online group, where family carers share their experiences and offer one another advice and support. Members were extremely engaged and active throughout 2025, with the number of posts submitted increasing by 88% compared with the previous 12-month period, averaging 11 new posts per day. With a retention rate of 98%, members remain engaged with the group even after their caring has ended, sharing their advice and invaluable experience with fellow family carers.



March 2025 was a busy month as we celebrated both the group's fifth anniversary and reaching the milestone of 10,000 members, which was marked with a series of competitions to win items donated by businesses nationwide.

We were also delighted to welcome a new member of staff in March, with Niamh Hahessy taking up the role of Project Assistant to work full-time on the online support project alongside Tara, the Project Manager. Niamh has very quickly become an essential part of the team and brings new energy to the project.

National Carers Week in June was celebrated with a series of giveaways, during which over 100 family carers received care packs containing a selection of Online Family Carer Support Group & National Carers Week merchandise.

In September, our dedicated volunteer team and staff met in person for bespoke online moderation training from Good Community. The high standards and strict moderation of the online group, 7 days a week/365 days a year, are made possible by the commitment of our volunteer moderators, who work alongside staff to keep this online community a safe space for family carers to connect.

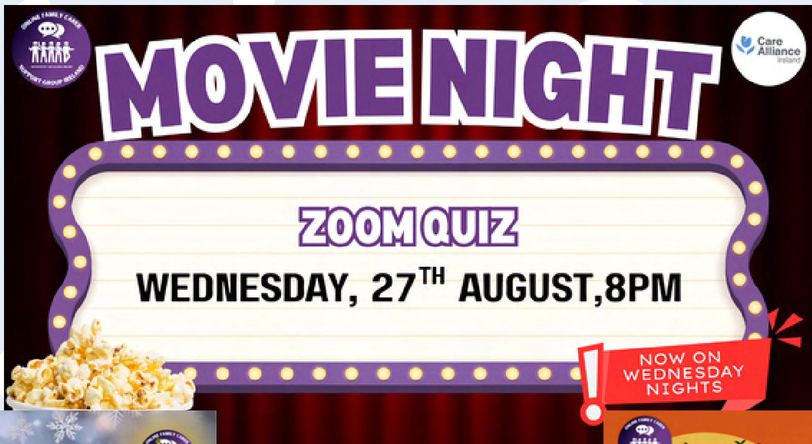
Throughout the year, we run a range of social activities that are 100% online, making them more accessible for family carers to engage with. Some of the regular activities offered throughout the year included our Zoom Quiz Nights, Book Club, Garden Club, Zoom Art Classes, and weekly Coffee Morning, to name a few. A new Poetry Club was formed in 2025, which will continue to meet monthly throughout 2026. Our range of online activities shares the same aim: to provide an opportunity for family carers to connect, wherever in the country they are. Numerous care hampers were distributed to family carers throughout the country in addition to hundreds of packets of flower and vegetable seeds to be planted by our Garden Club members. In Autumn, 150 family carers received a Flower Bulb 'Lasagne' Kit containing a variety of bulbs that flower at different times, leaving a beautiful display that lasts months!

Images of some of these events throughout 2025

From our Garden Club

Art Classes

Monthly Themed Quiz Nights



Book Club

Our new Poetry Club

This year, we expanded our annual calendar to allow members to submit poetry and touching quotes from books, along with images from their gardens or paintings created in the art class. The finished group calendar was sent to hundreds of family carers, just in time for Christmas!

7 Our Staff and Volunteers

Staff, volunteers and board members availed of appropriate training opportunities that arose during the year. Specifically, our Senior Policy & Research Officer is nearing completion of her Doctorate in Social Science (at UCC). Other staff secured further qualifications in Grief and Bereavement Studies. Other courses undertaken include Suicide or Survive Supporters Programme, and Stress Management for Health and Wellness Professionals. One staff member has recently begun a Certificate in Non-Profit Leadership and Management.

Liam O'Sullivan - CEO

Zoe Hughes - Senior Policy & Research Officer

Tara O'Connor - Project Manager - Online Family Carer Support Group

Amy Lavelle - Project Manager - Re-emerge 2 Project

Jacqueline Moore - Project Worker - Reemerge 2 Project

Anne Marie Gillooley - Project Assistant - Reemerge 2 Project

Niamh Hahessy - Project Assistant - Online Family Carer Support Group

The Care Alliance Ireland Staff Team at 2025 year-end

In 2025 governance courses and/or seminars undertaken by Directors included a Charities Regulator seminar on the commencement of new parts of the Charities Act, and workshops on Charity Impact, the Role of State and Role of Charity in Service Provision, Fraud Risk, Cybersecurity, Leading in Governance Conference 2025, Boardroom Leadership, and Board Evaluations. Other Directors undertook Continuing Professional Development (CPD) relevant to their duties and responsibilities as non-Executive Directors. There is an expectation that each Director undertakes at least one training course annually relevant to their role on the Board.

In addition to our Board of Directors, all of whom are volunteers, Care Alliance Ireland was supported by other volunteers, including current and former family carers. These volunteers (approximately 15) support our work through their participation in and active moderation of our Online Family Carer Support Project, our steering groups, publicity events and other fora.

In our Online Family Carer Support Project, we recruit volunteers who, through participation in the group as family carers themselves, have demonstrated real empathy and understanding of family caring. Our volunteers are supported with regular check-ins by the Project Manager, monthly online meetings, training opportunities and occasional face-to-face meetings with other volunteers. We are fortunate to have them.

Staff Profile

Niamh Hahessy
Project Assistant

Hello, my name is Niamh, I am from County Clare and have been with Care Alliance as a Project Assistant on the Online Family Carer Support Project since March, 2025. Like so many people trying to navigate finding our first home, my partner and I recently took a leap of faith, moved from Kildare to Clare, purchased a piece of land and moved in with my Mammy!

My professional background has been extremely diverse. After finishing school, I completed a BA in Early Childhood Care and Education, but I still felt drawn to pursue my passion for singing. In 2016, I returned to college to complete a BA in Commercial Modern Music (Vocals). I joined the Dublin Gospel Choir and had many phenomenal experiences, including performing at President Michael D. Higgins' Summer Garden Party at Áras an Uachtaráin, singing on the main stage at Electric Picnic, and providing backing vocals for artists such as Picture This, Kodaline, Chic, and Nile Rodgers.

During Covid, I wanted to find a role which would have a positive impact in such a challenging time, and I returned to my work with children, working as a Special Needs Assistant. I supported six incredible boys in a newly formed ASD classroom, and to date, being an SNA has been one of my most rewarding roles.

I then moved to a role as Community and Events Fundraising Executive with Barretstown children's charity. I have always been drawn to working with people and building a sense of community, and Barretstown embodied this completely. The charity provides free therapeutic recreational camps for seriously ill children and their families. Working with schools, community groups, college students, and bereaved parents and families who gave their time and energy to fundraise truly restored my faith in humanity. Leaving that role to move back to Clare, I worried about finding another position that felt as meaningful.

Then came Care Alliance. From the interview stage, I immediately recognised the team's passion for supporting family carers across Ireland. Having witnessed my mam and her siblings care for my grandmother until she passed at the age of 98, and through my own work with families as an SNA, I understood just some of the challenges family carers face, and I knew this role was the right fit.

Staff Profile

Niamh Hahessy
Project Assistant

The online support project now includes over 11,000 family carers and is as busy as you might imagine. What stands out most, however, is the humanity within the group – the support, encouragement, and genuine friendships formed by the shared connection of caring for a loved one. My favourite part of the role has to be the online activities, which vary from quizzes to book clubs, gardening to poetry and everything in between. We have the privilege of meeting the people behind the profile and facilitating an evening of light-heartedness and laughter. I also couldn't talk about the project without mentioning our fabulous team of volunteers, who, along with my manager, Tara, have been a constant source of support, guidance, and humour along the way.

While we have settled in well and are enjoying this chapter back in County Clare, we're also looking ahead with excitement and hope to start our house build next year. Similarly, I have settled into my role in the support project as well as the wider team in Care Alliance. I am so looking forward to continuing and expanding the work we are doing. I'd like to take this opportunity to say a massive thank you to my manager, Tara, as well as the broader team for their continued support.

Niamh Hahessy

"My favourite part of the role has to be the online activities, which vary from quizzes to book clubs, gardening to poetry and everything in between. We have the ***privilege of meeting the people behind the profile*** *and facilitating an evening of light-heartedness and laughter."*

"What stands out most, however, is the ***humanity within the group*** *– the support, encouragement, and genuine friendships formed by the shared connection of caring for a loved one."*

Staff Profile

Amy Lavelle
Project Manager

I joined Care Alliance Ireland in October 2021 as Project Worker on the Return Ready Project which aimed to support family carers returning to employment with a specific focus on building IT skills.

This was my first role in the not-for-profit sector. I studied Art & Design in college with the intention of eventually becoming a Child Art Psychotherapist later in life. After completing my degree, I worked in a variety of design roles and while I love creativity, I had an urge to transition to a meaningful, helping role.

Throughout my life, I have supported multiple family members with additional needs in various capacities. Some of my close family members are full-time family carers and I have witnessed firsthand how much sacrifice comes with that role. This life experience diverted my interest away from Child Art Psychotherapy and more towards organisations supporting families. Care Alliance Ireland couldn't have been a better fit for me, and I was lucky that my IT skills and project management experience from my design roles were transferable to the not-for-profit sector.

Care Alliance is an incredibly collaborative, open minded and agile organisation. I have been lucky to have joined when I did and to have witnessed the progression and expansion of the organisation's reach.

My role now is 'technically' Project Manager within the Re-emerge 2 project, but I am grateful to have the opportunity to contribute to almost all other aspects of organisation's activities. Even my art background hasn't even gone to waste as I have been able to host Acrylic Painting classes for members of our Online Family Carer Support Project since 2022.

Care Alliance have been incredibly supportive of my desire to increase my education. In the past four years, with the organisation's support, I have completed training in management, counselling and psychotherapy, mentoring and have recently begun to undertake a Certificate in Nonprofit Management and Leadership.

59	300+	132
Family carers have returned to emloyment	Family carers supported through CAI employment projects	Family carers returned to education

Staff Profile

Amy Lavelle
Project Manager

My core work on the Re-emerge project has been immensely fulfilling. Family carers face additional barriers to accessing employment and education but over the years we have witnessed hundreds of amazing personal accomplishments.

I am looking forward to continuing my work with Care Alliance and being part of the exciting, challenging, impactful work we have planned in the near future.

Amy Lavelle

*"Some of my close family members are full-time family carers and I have witnessed firsthand **how much sacrifice comes with that role**."*

*"**Care Alliance is an incredibly collaborative, open minded and agile organisation**. I have been lucky to have joined when I did and to have witnessed the progression and expansion of the organisation's reach."*

*"**Family carers face additional barriers to accessing employment** and education but over the years we have witnessed hundreds of amazing personal accomplishments."*

Audrey's Story

I joined the Online Family Carer Support Group in 2020, in the early days of COVID, when it was set up. I had been invited to join by a friend and was a bit reluctant, as so many online groups can become nasty places with online bullying. I quickly realised that this group was different; it was supportive and professionally run by Care Alliance. I was quite active, asking for advice when needed, and giving advice myself on topics that I was familiar with.

I regularly participate in the online book club, art class, and love the Zoom quiz. Over the last number of years, I completed the Return Ready and Kaleidoscope courses, which were set up to help family carers who wished to get back into education or return to work. Because of this, I am now in part-time employment, which would not have happened without the support of the Care Alliance staff.

Early in January 2025, I contacted Care Alliance to ask if they needed a volunteer, as I felt that I had gotten so much from the group that I wanted to give something back. The past year has been amazing! It is wonderful being part of a team that helps family carers who are often struggling and looking for advice. I feel supported in my role and am never afraid to ask questions or to ask for help. It is a great experience to see the work that Care Alliance does in the background to ensure that the group is a safe space for all.

"I had gotten so much from the group that I wanted to give something back."

Denise's Story

I have been my daughter's carer for the last 38 years (she turned 38 in February). I joined the Online Family Carer Support Group 2 years ago and it was great to know that there are others out there having the same difficulties as myself. Last year, I was asked to become a Moderator for the group, and I accepted willingly because I felt I could use my skills and help others. Getting unexpected gifts can be extremely uplifting, especially if you are having a hard few days. It is a sign that you as a carer is recognised. Even though I have vast experience in tax matters, I am still learning through this invaluable group. I find the group to be extremely professional in its core values. If one does not know the answer, then there is always another volunteer that can help – you just have to ask! I really appreciate the work that goes into this group, and I am ever so glad that I can say that I am a part of it.

"I find the group to be extremely professional in its core values."

Laura's Story

I initially joined as one of my friends was instrumental in setting it up through covid. I am a carer, along with my husband, for our son who is autistic and tube fed, among other things. It was a very isolating time, and generally caring is pretty isolating anyway. I also struggle with my own disabilities, so things have been tough. The online support group has been fantastic. I fairly quickly ended up becoming a volunteer moderator, and I love it. I feel like I'm giving something back as well. The group facilitates so many wonderful support opportunities, craft, poetry, gardening, book club, quizzes... little prizes and hampers which can absolutely transform how we feel at any given time. It's so wonderful just to know you're thought of, that people are standing in solidarity, and that you are valued.

I also think we cannot overestimate the power of peer-to-peer support. There are so many people in the group with so many different stories, but everyone has common issues and themes, and there is always someone to handhold, advise or just give a virtual hug. The fact that it's an online group also means almost everyone can be involved, even if many carers can't get to in-person support groups (if there are any in their area).

I don't think it can be overstated just how much this group has brought to so many people, and how much it continues to grow and evolve. It's wonderful to see such an uplifting, kind and special space on social media.

> *"We cannot overestimate the power of peer-to-peer support. There are so many people in the group with so many different stories, but everyone has common issues and themes, and* ***there is always someone to handhold, advise or just give a virtual hug****."*

Volunteers' Time

In 2023 we undertook a brief survey among our volunteers, and calculated the financial value of the work of our regular volunteers in 2023 as being at least €93,800. Using similar methodology, we redid the survey for 2024 and estimate their contribution in monetary terms to be in the region of €136,000 in 2024. In 2025 we revisited this data and the assumptions underlying it as well as recommended reporting practice for charities, and decided that rather than reporting a monetary value which requires making hourly wage assumptions, we will instead detail the number of hours our volunteers provide to the organisation, which we estimate to be 3,000 hours.

3,000

Hours our volunteers provided in 2025

Our Staff

Our staff have been with the organisation for between 1 and 21 years. They are highly qualified and skilled at delivering on our objectives. Their skills include project management, analysis, design, communication, report writing, online moderation, mentoring and the facilitation of collaboration. The majority have extensive and ongoing family caring experience. Two of our staff have professional qualifications in Social Work. Other qualifications within the current team include: Social Sciences, Science, Counselling and Psychotherapy, Early Education, Music, Community Development, Social Research, Implementation Science, HR, Group Facilitation and Mindfulness.

All staff positions, roles and brief biographies are published on our website. Collectively our staff have demonstrated an ongoing openness to learning and continued professional development. A culture of sharing and mentoring is encouraged by the leadership of the organisation. Being small and nimble as an organisation requires all staff to be flexible in taking on occasional or temporary tasks that may not necessarily be core to their job description. They all do this with grace and enthusiasm.

Our current (March 2026) staff team numbers seven (5.8 whole-time equivalent). We also make occasional use of talented part-time contractors in discrete but valuable aspects of our projects, specifically for proofreading, support with care pack collation and distribution, evaluation and occasional expert inputs.

All staff undertake annual performance appraisals, are provided with regular support and supervision and partake in monthly virtual team meetings and informal weekly virtual coffees. All staff currently work remotely and meet other staff in person in our offices in the Carmichael Centre occasionally. We provide competitive salaries and dedicated training budgets and offer good employment terms and conditions. Salary increments are not part of any staff employment contracts and levels of and changes to remuneration are based on funds available, performance objectively measured and sectoral norms. Any proposed changes to the CEO's remuneration are considered by the Finance, Quality, Audit & Risk Committee and approved by the Chairperson of the Board.

Our staff have professional qualifications in:

- Social Work
- Social Sciences
- Science
- Counselling and Psychotherapy
- Early Education
- Music
- Community Development
- Social Research
- Implementation Science
- HR
- Group Facilitation
- Mindfulness

8 Developments and Plans for the Future

Our new Strategic Plan 2025–2030, as detailed earlier, sets our roadmap for the next five years and allows us to evaluate our progress relative to our key Strategic Priorities. We will also continue to put more effort into capturing outcomes.

A large part of our work now involves delivering specific online supports to individual family carers. This is clearly reflected in our new Strategic Plan and, in consultation with our stakeholders and the Charities Regulator, will likely inform changes to our Constitution scheduled for 2026.

We will continue to create opportunities for successful collaboration and engagement in research across the academic, statutory and not-for-profit sectors, both nationally and internationally.

Working in and leading a not-for-profit organisation like Care Alliance Ireland is often highly rewarding and offers many opportunities for developing innovative practices. However, time-limited funding can inhibit the development of more secure employment positions and is a risk that we endeavour to mitigate through building unrestricted reserves and proactive workforce planning. Thankfully, the recent Workplace Relations Commission (WRC) pay agreements with charities now means that modest annual increases in salaries can often, although not always, be provided. As an organisation we are actively advocating through various channels that a wider range of state funding schemes (for example, the SSNO scheme 2026–2029) adjust their annual funding upwards in line with pay deals agreed with charities.

Events Since the End of the Year

Activities from January to March 2026 advanced the targets established in our new Strategic Plan and we are confident of meeting the majority of our goals.

Details of all of our activities and projects continue to be communicated through our website/newsletter/social media channels (now including LinkedIn) and reported to our funders at required intervals.

Based on multi-year and annual rolling funding agreements, the successful securing of new project funds and a build-up of unrestricted surplus funds over the past years, the Board is of the view that the organisation will continue to be able to sustain itself, continue to build its reserves gradually and operate solvently in the coming years.

No financial impairments emerged over 2025 and we do not expect any in 2026.

Michelle MacDonagh resigned form the board of directors in April 2026.

Since 2020 we have demonstrated that there is a large pool of family carers who were underserved by existing and traditional supports. We believe such family carers will continue to participate in a range of online supports, and will benefit from these. We are delivering well on this. Online support is largely accessible, more environmentally friendly and suits the needs and preferences of a wide group of family carers.

We look forward to continued government and philanthropic support for our projects into the future.

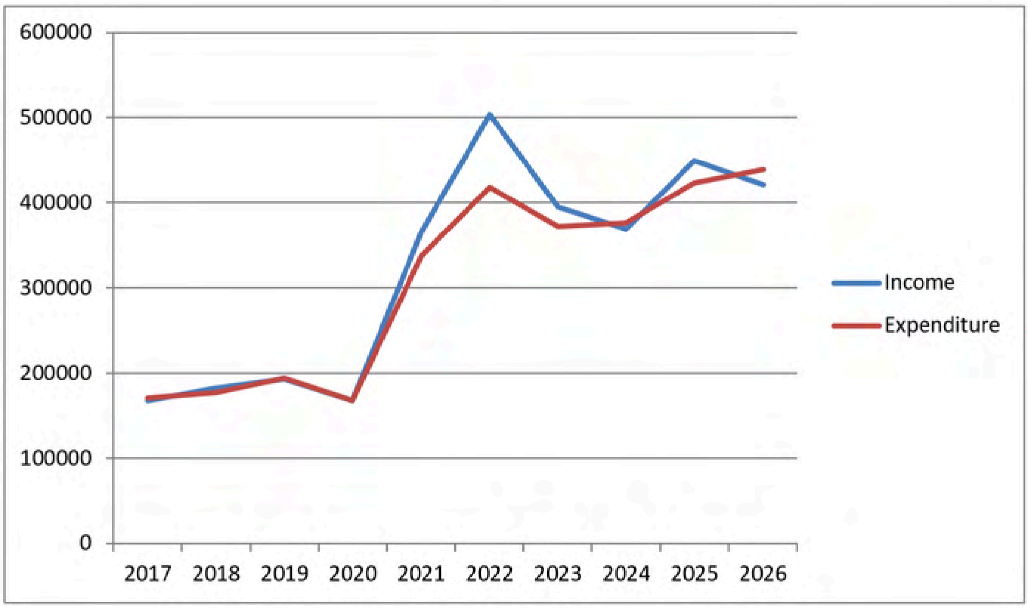
9 Financial Review

2025 delivered a meaningful surplus for the organisation, somewhat ahead of projections, due to good cost control and a build-up of unrestricted income. This has enabled us to enter 2026 with reserves that have met/exceeded our minimum 4 months' expenditure target.

The results for the year show a net operating surplus of €26,067 for 2025 (in comparison to a deficit of €9,308 in 2024). Our organisation's income for 2025 was €449,212 (2024 €324,822) and our expenditure was €423,145 (2024 €334,130).

There were minor year-end variances to the approved 2025 budget. Income was slightly above target by 1.4% and expenditure was approximately 2.5% below target.

A 6% decrease in projected income in 2026 (versus 2025) is almost exclusively due to the scheduled ending of the Dormant Accounts Funds project (Re-emerge 2) in October 2026. We are confident that we will be successful in securing additional funds for any new scheme to be announced later in 2026. A modest budget deficit of €17k for 2026 was approved by the Board in December 2025.



Ten-year financial summary –
Income and expenditure 2017–2025, and 2026 projections

Funding Diversification and Risks to Future Funding

In 2025 our three biggest funders were:

- The Health Service Executive (HSE) 46% (44% in 2024)
- The Department of Rural and Community Development and the Gaeltacht (DRCDG) (via Pobal) 20% (24% in 2024)
- The Department of Social Protection (Dormant Accounts Carers Measure) (via Pobal) 31% (24% in 2024)

Based on how long we have been in receipt of this funding, stated government priorities, relationships with funders and our very high scoring in regular funding bids, each of these three funding sources are considered secure (>90% chance of recurring annually) and are included in our 2026 budget. Thanks to the 2025 WRC agreement with not-for-profits, we are also confident that modest annual increases in funding will be secured. We have also taken specific actions to further diversify our income sources – primarily through collaborative research bids, philanthropic sources and service development proposals to a number of government departments.

Like 2025, 2026 will represent another year of moderately successful diversification of our income streams. While funding is already somewhat diversified through having three main funders, the Board is acutely aware of our dependency on state agencies for funding, currently at approximately 95%. Our continued assessment is that there is little opportunity to secure meaningful amounts of trading income without a significant change to our business model. For us to engage in direct public fundraising would require a significant initial outlay, is unlikely to generate material surplus funds, risks diverting our focus, and could undermine our relationship with our member organisations. In 2025 we actively engaged in discussions with a potential significant corporate sponsor, but ultimately we were unsuccessful.

Other sources of income in 2025 included the Carers Week partner contributions, consulting fees and membership subscriptions.

Member subscriptions were reviewed in early 2025. We looked at how other alliances in Ireland and internationally set their fees, having maintained our annual fee of €25 since our establishment in 1995. The Board subsequently approved a tiered fee structure based on our members’ turnover, which resulted in a tripling of our incoming membership fees for 2025, one year ahead of our target. The fees still represent less than 2% of our income, but do provide a level of unrestricted funding that is valuable nonetheless in building our financial resilience.

On the expenditure side, in 2025 staff costs were the biggest outlay (74%), followed by project expenditure (16%).

Deferred income at the beginning of 2025 was nil, having been significant (€53k) at the beginning of 2024 due to time-limited projects overlapping into two calendar years. At 2025 year-end, deferred income was a modest €9k, representing income received in 2025 for the Dormant Accounts Fund (DAF) Re-emerge2 project that will be spent in 2026.

10 Risk Management

The Board recognises and regularly reviews the major risks to which we could be exposed.

Our Risk Management Policy has five objectives and a clear process. The objectives are to:

- **Promote a risk-aware culture:** Encourage all staff, volunteers and stakeholders to identify and report potential risks.
- **Protect CAI's assets:** Safeguard CAI's financial and intangible resources, reputation, members and stakeholders.
- **Ensure sustainability:** Enhance CAI's ability to achieve its goals and strategic objectives and deliver sustainable value.
- **Improve decision-making:** Integrate risk considerations into strategic planning and operational activities.
- **Comply with legal and regulatory requirements and industry best practices:** Meet all relevant legal and regulatory obligations and ensure that CAI operates in accordance with practices prescribed by the Companies Act 2014 and Charities (Amendment) Act 2024.

Identifying and ranking our risks encompasses a four-stage process including risk identification, risk assessment, developing risk response/mitigation strategies, and risk monitoring and review.

The culmination of this process allows us to rank our risks with the largest residual risk score (that is, after their control effectiveness is taken into account), which allows us to take a risk-proportionate approach and focus our attention on those largest (residual) risks that might impact the strategic, operational or financial resilience of our organisation.

1. Risk identification
2. Risk assessment
3. Risk response/mitigation strategies
4. Risk monitoring and review

In 2025, the Board focus was on the risks assessed as having a residual risk score of medium–high and medium. (There were no residual risks assessed as being high.) Additional mitigants and controls that were put in place during the year included review and further refining of our online moderation practices, as well as an updated Conflict of Interest (and Loyalty) Policy (for Board members), Code of Conduct for Directors and Protected Disclosures (Whistleblowers) Policy. Achieving our goal of reviewing/updating all policies by 2025 year-end also provided the Board with more reassurance in respect of overall risk mitigation.

We are also developing a Risk Appetite Statement, which will be completed in 2026, as we continue to evolve our risk management framework. The Board will continue to review and refresh the composition of our Risk Register on an annual basis, at minimum, and continue to challenge ourselves that we are focusing on the key current and emerging risks within the organisation and implementing the appropriate strategies to reduce our residual risks.

Overall, the Directors are satisfied that we have a comprehensive risk management framework that reflects the nature, scale and complexity of our business. This includes strong governance, a robust internal controls environment, a comprehensive set of policies and procedures, and an embedded risk culture, to mitigate exposure to the charity's major risks.

1. Updated Conflict of Interest (and Loyalty) Policy — for Board members
2. Updated Code of Conduct for Directors
3. Updated Protected Disclosures (Whistleblowers) Policy

The Directors are satisfied that we have a comprehensive risk management framework that reflects the nature, scale and complexity of our business — underpinned by strong governance, a robust internal controls environment, and an embedded risk culture across the organisation.

Reserves Policy

The Board of Directors has set a Reserves Policy that seeks to target reserves at a minimum at four months' expenditure based on the previous year's audited accounts. As of 31st December 2025, Care Alliance Ireland had reserves of €137,801 (just under 5 months of our 2024 audited expenditure).

As an organisation we are committed to continuing to build up unrestricted reserves over the coming years by securing a modest level of additional unrestricted income from a range of sources. Restrictions placed by some funders make this a challenge, as does our practice of not seeking public donations.

The purpose of building such reserves is to maintain resiliency and deliver on our objectives going forward in a sustainable manner. We believe this is in line with best practice, demonstrates financial responsibility and accountability, and will improve the long-term stability of our organisation.

In June 2025, the Board updated its Reserves Policy (within our Finance Policy) to provide more detail on the purpose and use of our reserves, as well as the classification and treatment of such reserves in our management accounts. We are also considering whether we can allow a modest percentage of grant income from certain funders to be classified as unrestricted income in order to support our financial resiliency.

For more detail, please refer to CAI's updated Reserves Policy, which can be found within our Finance Policy here (https://bit.ly/3Nc3Qrp) on our website.

*With reserves of **€137,801** — just under five months' expenditure — we remain ahead of our Board's four-month target, reflecting our ongoing commitment to financial resilience and sustainable delivery of our objectives.*

Investment Policy

In 2025 we earned interest on a portion of our cumulative unrestricted funds that were placed in medium-term deposit accounts to earn a better return on a portion of those assets. In early 2026, a portion of these reserves were reinvested in a two-year fixed term deposit account, ensuring a sufficient amount was retained in our short-term accounts – a minimum amount of six weeks of the prior year's annual expenditure per our Finance Policy, to ensure adequate and liquid working capital was retained to conduct our day-to-day operations.

The Board does not consider it prudent to place its surplus funds in other asset classes beyond medium-term deposits.

Donations and Legacy Income

We do not currently have a legacy income policy, as we do not typically receive legacy income.

Donated Facilities/Goods/Services Policy

The level of donated facilities and goods is minimal and does not warrant a policy.

As detailed earlier, we do estimate the contribution of our volunteers; the assumptions we use and the methodology utilised to generate these estimates is available on request.

Deferred Income Policy

The charity recognises deferred income where the terms and conditions have not yet been met (so for example, a multi-year project runs past the organisation's financial year-end) or uncertainty exists as to whether the charity can meet the terms or conditions otherwise within its control. Income is then deferred as a liability until it is probable that the terms and conditions imposed can be met. Some of the grants received are subject to performance-related conditions or time periods. When these performance-related or other conditions are met, the deferred income is released to income in the Statement of Financial Activities. As previously reported, there was no deferred income carried over in 2024 into 2025. A small amount (€9k) of deferred income was carried over from 2025 into 2026.

Membership Fees

These are recognised in the Statement of Financial Activities of the year in which they are received. We do not treat unpaid membership fees as bad debts, as the overall amount is not material, and within our annual budget-setting process we forecast a conservative level of membership fees will be collected each year.

Environmental, Social and Governance (ESG)

Our Environmental Sustainability Policy, updated and reviewed in 2025, seeks to actively reduce any negative impacts our activities have on our planet. This policy addresses issues such as carbon footprint, and specifically promotes online service delivery, virtual meetings, the use of public transport, remote working, minimal flight travel, use of ICT, sustainable Carers Week merchandise, reduction of paper use, and vegetarian refreshments as the default for meetings.

One action we took in both 2024 and 2025 was to purchase carbon offset following flights undertaken by a staff member. Following our assessment we were happy to engage the services of Green Sod Ireland by way of an agreed donation to them, following their own assessment of our credentials. We are aware that carbon offsetting is somewhat controversial and not a true solution to the climate emergency. It represents an initial effort, while collectively as a society we seek to identify and operationalise more robust ways of mitigating our environmental impact.

It is also significant that our two direct family carer support interventions are delivered almost exclusively remotely. While not necessarily comparable to face-to-face supports, it is reasonable to assume that the carbon footprint of delivering these virtual services is significantly lower, for both the organisation and the service user.

As reflected in our updated Strategic Plan, how we deliver services is not a values-free issue. We endeavour to be professional, collaborative and evidence-informed in everything that we do. For example, we try to pay suppliers, in particular small ones, as soon as possible, and almost always within 30 days. We treat our staff and volunteers well and we try to be transparent in all that we do. We continue to enhance the overall governance of our organisation year after year, and believe in the philosophy of continual improvement. We have become clearer about who our stakeholders are, and our new Strategic Plan better reflects the work we currently do.

Appointment of Solicitors

In light of the small size of the organisation and its low risk profile, the Board has taken the view that there is no need to have named solicitors appointed at this stage. Should there be a need in the future, the Board will appoint appropriate solicitors accordingly.

11 Structure, Governance and Management

We are registered as a charitable company limited by guarantee. We are a public benefit entity. In the event of Care Alliance Ireland being wound up, the liability in respect of the guarantee is limited to €1 per member. Care Alliance Ireland has a constitution and is a registered charity (CHY 14644, Charity Registration No: 20048303). Care Alliance Ireland's goals and approaches are guided by its charitable objectives as laid out in these documents.

Our Board of Directors met six times in 2025, entirely remotely. Our AGM in September was also held remotely, with high attendance levels.

The Board of Directors, elected and co-opted under the terms detailed in the Company Governance Handbook, has overall responsibility for overseeing the design and implementation of the company's strategy, in close liaison with the CEO. Elen Gebremedhin is the Board Chairperson. Adele Spillane is the Treasurer. Michelle MacDonagh is the Company Secretary. Liam O'Sullivan, the CEO, is responsible for implementing the company's strategy and managing its operations on a day-to-day basis within the authority delegated to him by the Board. Liam is not a member of the Board.

There is clear division of responsibility between the Board and the CEO, with the Board retaining control of major decisions under a formal Schedule of Matters Reserved to the Board for Decision.

The Board is responsible for providing leadership, overseeing the strategy and overseeing the effective control of the organisation. It comprises seven independent non-executive Directors. Currently, three of the Directors have been nominated to the Board by our member organisations. The four others have been recruited through Board Match Ireland and other avenues. The majority of our Directors have direct experience as family carers.

The Board's Directors are drawn from diverse backgrounds in not-for-profit organisations, business and the professions. They bring to board deliberations the significant business and decision-making skills developed in their respective fields, together with a broad range of experience and views.

One new Director (Dr. Sarah Donnelly) was appointed in 2025 bringing with her an additional range of skills. Demonstrating transparency, and having been on the Board for the longest period, both Elaine Teague and Laura Philbin were formally re-elected at the September AGM. Sarah, having been co-opted early in 2025, was formally elected, also at the AGM. Elen as Chairperson since 2023 brings extensive experience from her career in financial services in regulated entities, and her skills lie particularly in risk management, governance, compliance, IT, project management, and diversity and inclusion. Adele as Treasurer brings skills in financial analysis and reporting, and corporate governance as an experienced independent non-executive Director. Elen announced her intention to step down as Chairperson from June 2026 but remain as a Director as she has relocated to Germany. She is currently sourcing a suitable candidate to act as Chair.

Board of Directors

(Denyse) Elen Gebremedhin (Chairperson)

Elen joined the board in May 2023 and was appointed as Chairperson in June 2023. Elen is an accomplished financial services professional with a focus on Risk Management, Compliance, IT and Project Management over the past 17 years. She joined Gemini Payments Europe Limited in August of 2023 as the Head of Risk. Prior to this, she was Director in EY's Financial Services Business Consulting practice. She joined EY Dublin in January 2018 after completing her Master's degree in International Public Policy and Diplomacy from University College Cork. Prior to living in Ireland, Elen resided in New York City for 12 years, where she spent almost 6 years at EY in their FS Consulting practice. Elen holds a Bachelor's degree in Mathematics and Statistics from Concordia University in Montreal, Canada. She has built extensive experience alongside C-suite executives on strategically important risk and regulatory programmes. As an experienced leader, she has sponsored, managed and led many D&I events and initiatives over the course of her career. She is an exercise enthusiast, marathon runner and a proud dog mom to Lexi, her golden retriever. Elen is both a Canadian and Irish Citizen.

Adele Spillane, CFA, CDir (Treasurer)

Adele joined the Board in September 2023 and is our Treasurer and chairs our Finance, Quality, Audit & Risk Committee. She is a Chartered Director, and with close to 30 years' experience in financial services, as well as significant governance experience, Adele brings a wealth of knowledge to her Non Executive Director ('NED') roles, leveraging her institutional sales and investment background.

She currently serves as an NED and chairs the Investment committee of the largest management company (ManCo) in Ireland, as well as sitting on their Audit Committee. Adele is also Chair and NED on an Irish MiFID firm, as well as NED on both an Alternative Investment Fund's ManCo and large UCITS Fund Company. In her executive career, Adele was Managing Director and Head of BlackRock's Institutional Client Business in Ireland from 2011 to 2023, as well as serving as an Executive Director on their ManCo. Adele's roles in sales and distribution at BlackRock date back to 1995, including her years with Barclays Global Investors in San Francisco up to 2002 and London to 2011. She became a CFA charterholder in 2000 and a Chartered Director in 2023.

Laura O'Philbin

Laura joined the board in February 2022 and serves as Chair of the Research Committee. As the Research & Policy Manager at The Alzheimer Society of Ireland, she brings extensive expertise in both academic and applied dementia research. Laura holds a PhD from the Dementia Services Development Centre at Bangor University, Wales, and a BA in Psychology from University College Dublin. She has led and contributed to numerous national and international dementia research initiatives and campaigns, publishing several influential reports on the experiences of caring for and living with dementia in Ireland.

Michelle MacDonagh

Michelle joined the board in May 2024. She has been CEO of Intelligent Enterprises for the past 5 years. Michelle has over 18 years' experience advising clients on their digital transformation journey with a focus on AI, Data, Analytics and Enterprise Performance Management solutions for finance. She has extensive experience working in an advisory capacity, delivering strategic direction and leading large transformation programs. Michelle holds a BSc in Computer Science and has keen interest in using technology to make positive changes.

Elaine Teague

Elaine Teague has worked across a wide range of disability and mental health services. Elaine has an honours degree in Social Care, a postgraduate qualification in Training and Education from DCU and a Corporate Governance qualification from DCU Ryan Academy. Elaine also has a qualification in Quality Management and is a graduate of Trinity College with a postgraduate certificate in Implementation Science. Elaine was appointed as the Chief Executive Officer of The Disability Federation of Ireland in May 2024. Elaine commenced her role on the Board of Care Alliance Ireland in August 2022.

Ronan Conboy

Ronan was co-opted onto the board in August 2024. An accomplished C-Suite Executive with 25 years of experience in the Financial Services Industry, Ronan has held a number of C-suite roles during his career including 12 years as CEO.

Ronan has spearheaded multiple Transformational and Change Management Projects during his career. Given the roles held to date he holds extensive experience in engaging with government and regulatory agencies and stakeholders across Europe.

His leadership philosophy emphasises fostering a positive corporate culture, promoting inclusion, diversity, and a profound sense of belonging within teams. Ronan is also a member of the Compliance Institute of Ireland Diversity and Inclusion committee.
Ronan holds a Bachelor of Arts in Management and a Master's in Leadership & Management from UCD; is a qualified Chartered Director from the Institute of Directors Ireland; as well as holding Insurance and Compliance qualifications.

Dr. Sarah Donnelly

Dr. Sarah Donnelly is an Associate Professor of Social Work at the School of Social Policy, Social Work and Social Justice, University College Dublin and Chairperson of UCD's Ageing Network. Before this, Sarah worked as a senior medical social worker at Tallaght University Hospital for 15 years in a variety of clinical areas including Age-Related Healthcare and Neurology. She is a graduate of Trinity College Dublin, where she completed her Batchelor of Social Work and Doctor of Philosophy degrees.
Sarah has sat on a number of national policy advisory boards. She has acted as co-convenor of the European Network for Gerontological Social Work 2018-2023 and is an Academic Advisor on adult safeguarding to the Irish Association of Social Workers. Sarah's research interests include ageing, dementia, human rights, capacity and decision-making, carer harm, adult safeguarding and homecare robotics.

Board Recruitment

The Chairperson manages a thorough director-recruitment process, which includes review of CVs, a number of interviews and both written and verbal follow-up of references. The role of Chairperson and CEO are separate. The Directors are committed to maintaining the highest standards of corporate governance and believe this is a key element in ensuring the proper operation of Care Alliance Ireland's activities. Conflicts of interest and loyalty are considered through statements of interests and through standing items at board meetings. All Directors are required to sign a Conflict of Interests Compliance Statement in which they state that they are aware of their obligations as a member of the Board of Directors of Care Alliance Ireland. The Conflict of Interest and Loyalty Policy was reviewed and updated in 2025.

Directors also undertake to make transparent their outside interests, and notify any changes to these, which include their employment, all business interests and community involvement, including voluntary work for charities that might involve a conflict of interest or might materially influence them in relation to the performance of their functions as a member of the Board or influence their partiality.

In June 2025, following a detailed review, the Board confirmed our organisation's full compliance with the new Charities Regulator Governance Code. It is intended that, following a further thorough assessment, full compliance will be re-confirmed in 2026.

Matters Reserved for the Board

The Schedule of Matters reserved for the Board forms part of our Terms of Reference and encompasses key matters around the strategy and safe stewardship of our business. This includes, but is not limited to, critical decisions around the purpose and mission of our business and strategic focus, risk management and internal controls (including financial controls and the appointment of auditors), operational and financial resilience, the employment and remuneration of senior staff, as well as all matters around Directorship, Governance and membership criteria.

The Board will ensure sufficient resources are in place to execute its plans. It will carry out a regular review of both Board and Operational performance. This will include a review of its vision, mission, objectives and Strategic Plan implementation. Any proposed changes will also consider operational resources, to ensure the actions are achievable.

Occasionally, a decision may require board authorisation between scheduled meetings. The Chairperson, at their absolute discretion, may look for a decision to be made by way of email/phone calls. A majority decision will be accepted and will be formally ratified at the following Board meeting. The Chairperson may call an extraordinary Board meeting to discuss highly critical issues.

Applications for Membership

The Board considers applications for membership of Care Alliance Ireland using five criteria.

These are:

- Are the applicant's Mission/Values/Aims/Objectives in keeping with those of Care Alliance Ireland?
- Does the organisation support or intend to support Family Carers?
- Is the organisation not for profit?
- Has the organisation supplied the following: Aims and Objectives (or equivalent), Recent Independent Accounts, Annual Report?
- Is the applying organisation likely to attract negative attention to itself and/or the sector?

Care Alliance Ireland has a comprehensive process for reporting management information to the Board. This includes the Directors receiving a Board pack at least five business days in advance of each board meeting.

The pack includes at a minimum the meeting agenda, draft minutes of the previous board meeting, minutes of any committee meetings, and the CEO report. The latter details high-level organisational activities, with reference to the strategic objectives, key risks and opportunities, as well as updates on projects, staffing, client feedback, issues requiring decisions and horizon scanning. The pack also includes the latest management accounts tracking performance to budget and suggested revisions to policies for board consideration. While the focus at board meetings is on stewardship, governance, financial reporting and risk, the Board also invites staff members/speakers to present on occasions.

On appointment to the Board, Directors receive a formal induction programme and are provided with comprehensive briefing documents designed to familiarise them with Care Alliance Ireland's operations, management and governance structures. Our Corporate Governance Handbook stipulates that at the AGM those Directors who have served a three-year term shall retire from office. It also stipulates that all retiring Directors shall be eligible for re-election, provided that no Director shall serve more than two consecutive terms of three years.

There was one appointment to the Board in 2025 and two resignations. The average tenure on the Board is now just over two years, with a range between one and three years. We thank those Directors for their time and dedication to our organisation.

No current Director will have served a full six-year term until 2028. Board attendance averaged 79% over the course of 2025 (in 2024 it was 89%, in 2023 70%). Occupying key roles, both the Chair and the Treasurer can report 100% attendance at meetings. The intention is to recruit at least two new Directors to the Board in 2026, at last one of whom would also be suitable to sit on the Research Committee.

The approach to recruitment will be sensitive to the need to ensure the Board continues to be representative of our member organisations, has a strong independent and objective voice and is cognisant of the benefit of board diversity and inclusion while being small enough to remain nimble. Individual skills, experience and commitment are also very important considerations.

Board Attendance Rates 2025

Name	Joined the Board	Feb	Mar	June (1)	June (2)	Sept	Dec	Total	Max Possible	Attendance Rate (%)
Elen Gebremedhin	Appointed May 2023	1	1	1	1	1	1	6	6	100%
Elaine Teague	Appointed July 2022	1	0	1	1	1	1	5	6	83%
Pierre-Yves Fioraso	Appointed July 2022, Resigned April 2025	1	1	-	-	-	-	2	2	100%
Adele Spillane	Appointed September 2023	1	1	1	1	1	1	6	6	100%
Laura O'Philbin	Appointed Feb 2022	1	0	0	0	1	0	2	6	33%
Michelle MacDonagh	Appointed May 10th 2024	1	1	1	0	0	0	3	6	50%
Carmen Elise Pocknell	Appointed April 18th 2024, Resigned Nov 2025	1	1	1	0	1	-	4	5	80%
Ronan Conboy	Appointed August 8th 2024	1	1	1	1	0	1	5	6	83%
Sarah Donnelly	Appointed April 2025	-	-	-	1	1	1	4	4	100%
Totals		**8**	**6**	**7**	**5**	**6**	**5**	**37**	**47**	**79%**

79% overall Board attendance rate in 2025

6 meetings held in 2025, ensuring regular governance and oversight

Committees of the Board

We have two standing board committees, namely the Finance, Quality, Audit & Risk Committee (FQARC) and the Research Committee.

Both have clear terms of reference and their chairs report at each board meeting.

The role of the Finance, Quality, Audit and Risk Committee is to:

- Provide leadership and direction and oversee the risk management approach of CAI.
- Ensure that there is an ongoing review of the material risks facing the organisation and actions are taken to manage, and mitigate where possible, those material risks identified by the Committee.
- Ensure the implementation of robust financial management controls for CAI including the raising, collection, investment, borrowing and outlay of all monies required (including fundraising of monies raised for CAI).
- Oversee and monitor key risk indicators pertaining to Complaints/Compliments, Quality Measures, Staffing, HR, and Succession Planning. Quality measures include (but are not necessarily limited to) client feedback, pre and post intervention client surveys and response times to member applications.
- Monitor standards in protecting and promoting the health and safety of employees and volunteers including oversight and management of CAI's Health & Safety Statement & Policy and mandatory training.
- Receive and verify assurances that the following are being managed effectively:
    - Serious incidents/ accidents
    - Serious complaints.
- Review, approve (where authorised to do so), monitor and oversee the implementation of a subset of company-wide policies, practices and procedures relating to the control, monitoring, management and documentation of employee, health and social care risk.
- Approve non-budgeted expenditure on a single item between €2,001 and €5,000 in line with the Finance Policy.

The Committee met six times in 2025. Chaired by the Treasurer, it has three other members, including the Chair of the Board, who is an ex-officio member.

The CEO attends meetings. Attendance averaged 85% over the year.

Finance, Quality, Audit & Risk Committee (FQARC) Attendance 2025

Name	Feb	Mar	May	June	Aug	Nov	Total	Percentage Attendance
Adele Spillane (Chair)	1	1	1	1	1	1	**6/6**	100%
Elen Gebremedhin	1	1	1	1	1		**6/6**	100%
Elaine Teague	1	0	1	0	1	1	**4/6**	67%
Pierre-Yves Fioraso	1	1	1	-	-	-	**3/3**	100%
Ronan Conboy	1	1	0	1	1	0	**4/6**	67%
Total	**5**	**4**	**4**	**3**	**4**	**3**	**23/27**	**85%**

In 2025, the Committee reviewed the contents and quality of the 2024 audit and recommended the Audited Financial Statements to the Board. In addition, the Committee reviewed and recommended to the Board an updated Reserves Policy, Donations Policy and Whistleblower Policy. Further updates to the Risk Register were made and an updated Finance Policy was also recommended to the Board. In November the Committee also recommended to the Board a draft 2026 budget.

Research Committee

The role of the Research Committee is to support Care Alliance Ireland's Strategic Priority 'Supporting primary and applied research on family caring and the role of family carers'. The Research Committee, with a membership of three Directors, is consulted regularly by the CEO on matters within its terms of reference. In 2025, the Committee met four times, with 100% attendance. The CEO attends the meetings. The work of the Committee was also conducted through occasional email exchanges. The Committee received a report in advance of each meeting, with a particular focus on the research functions of the organisation. Topics discussed included research proposals, the Strategic Plan, a business case around a new junior policy and research role, survey design for the online projects, podcasts, and possible pro-bono research on home care delivery.

A report on the Research Committee's deliberations is presented at each board meeting. Any items that the Chairperson judges to require further full board consideration are considered at the next board meeting.

Research Committee Board Attendance 2025

Name	Feb	Mar	Sept	Nov	Total	Percentage Attendance
Laura Philbin (Chair)	1	1	1	1	4/4	100%
Carmen Elise Pocknell (Resigned Nov. 1st 2025)	1	1	1	-	3/3	100%
Sarah Donnelly (appointed April 12th 2025)	-	1	1	1	3/3	100%
Total	2	3	3	2	10/10	100%

Directors' Responsibilities Statement

The Directors (who are also Directors of Care Alliance Ireland for the purposes of company law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and Irish/UK Accounting Standards (Irish/UK Generally Accepted Accounting Practice) as modified by the Statement of Recommended Practice 'Accounting and Reporting by Charities' effective January 1st 2019.

Irish company law requires the Directors to prepare financial statements for each financial year. Under the law the Directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and accounting standards issued by the Financial Reporting Council, and promulgated by Chartered Accountants Ireland, including FRS 102, the Financial Reporting Standard applicable in the UK and Ireland (Generally Accepted Accounting Practice in Ireland). Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the charitable company as at the financial year-end date, and of the surplus or deficit of the charitable company for the financial year, and that they otherwise comply with the Companies Act 2014.

In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect of and reasons for any material departure from those standards.
- Prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Directors are responsible for ensuring that the charitable company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the charitable company; enable at any time the assets, liabilities, financial position and profit or loss of the charitable company to be determined with reasonable accuracy; enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014; and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Declaration of Interests

All members of the Board declare relevant interests on an annual basis. At the beginning of each board meeting, all Directors are invited to declare any conflicts of interest or loyalty in respect of agenda items as well as any updates to the Register of Interests.

Thanks

We are very grateful to all our funders for both new and continued support. The following organisations and supporters provided grants and/or contracts that contributed to our success in the last year: the Department of Rural and Community Development and the Gaeltacht (via Pobal), the Department of Social Protection and the Health Service Executive. We also thank Carmichael Ireland for their continued support and specifically for the provision of mentoring and shared premises.

Independent External Auditor

The auditors, Strata Financial (incorporating Duignan Carthy O'Neill) Statutory Audit Firm, have expressed their willingness to continue in office in accordance with the Companies Act 2014.

Accounting Records

The measures taken by the Directors to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of appropriately qualified accounting personnel with appropriate expertise, the provision of adequate resources to the financial function and the maintenance of computerised accounting systems. The company's accounting records are maintained at the company's registered office at Coleraine House, Coleraine Street, Dublin 7.

Statement on Relevant Audit Information

In the case of each of the persons who is a Director at the time this report is approved in accordance with Section 332 of the Companies Act 2014:

- So far as each Director is aware, there is no relevant audit information of which the company’s statutory auditors are unaware, and
- Each Director has taken all of the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company’s statutory auditors are aware of that information.

This report was approved by the Directors:

Elen Gebremedhin
Director
Date: 23/06/2026

Adele Spillane
Director
Date: 23/06/2026

Independent Auditors' Report to the members of
Care Alliance Ireland

Opinion

We have audited the financial statements on pages 85 to 111 of Care Alliance Ireland for the year ended 31 December 2025, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Changes in Funds, Statement of Cashflows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the Company's members as a body in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters that we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2025 and of its result for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA) , and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information
The directors are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2014
Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and

- in our opinion, the Directors' Report has been prepared in accordance with the applicable legal requirements.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception
Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities

Respective responsibilities of directors for the financial statements
As explained more fully in the Directors' Responsibilities Statement on pages 78-79, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Independent Auditors' Report to the members of
Care Alliance Ireland

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: https://www.iaasa.ie/Publications/Auditing-standards. The description forms part of our Auditors' Report.

Elizabeth Murphy

Elizabeth Murphy

for and on behalf of
Strata Audit
Statutory Audit Firm
3 Harmony Court
Harmony Row
Dublin 2

Date: 26 June 2026

Care Alliance Ireland

Statement of Financial Activities
(Including Income & Expenditure)
for the year ended 31 December 2025

Income and Expenditure

Income From	Notes	Restricted Funds 2025 €	Unrestricted Funds 2025 €	Total Funds 2025 €	Restricted Funds 2024 €	Unrestricted Funds 2024 €	Total Funds 2024 €
Donations and Legacies							
Donations and fundraising Income	**2.24**	-	-	-	-	-	-
Income from charitable activities							
Revenue Funding Grants	**7**	432,287	-	432,287	232,018	-	232,018
Projects	**7**	6,690	-	6,690	87,825	-	87,825
Other Income	**7**		10,235	10,235	-	4,979	4,979
Total Income		**438,977**	**10,235**	**449,212**	**319,843**	**4,979**	**324,822**
Expenditure On							
Expenditure on Charitable Activities	**3**	423,145	-	423,145	334,130	-	334,130
Total Expenditure		**(423,145)**	**-**	**(423,145)**	**(334,130)**	**-**	**(334,130)**
Surplus/(Deficit) on ordinary activities before interest		15,832	10,235	26,067	(14,287)	4,979	(9,308)

Care Alliance Ireland

Statement of Financial Activities
(Including Income & Expenditure)
for the year ended 31 December 2025

Income and Expenditure (continued)

	Notes	Restricted Funds 2025 €	Unrestricted Funds 2025 €	Total Funds 2025 €	Restricted Funds 2024 €	Unrestricted Funds 2024 €	Total Funds 2024 €
Surplus/(Deficit) on ordinary activities		15,832	10,235	26,067	(14,287)	4,979	(9,308)
Net Income/(Expenditure) for the year		15,832	10,235	26,067	(14,287)	4,979	(9,308)
Net movement in funds		15,832	10,235	26,067	(14,287)	4,979	(9,308)
Reconciliation of funds							
Total funds brought forward		(14,287)	126,021	111,734	59,588	61,454	121,042
Transfer between funds	**14**	-	-	-	(59,588)	59,588	-
Total funds carried forward	**15**	1,545	136,256	137,801	(14,287)	126,021	111,734

Statement of Financial Activities
(Including Income & Expenditure)
for the year ended 31 December 2025

Income and Expenditure (continued)

All activities are in respect of continuing operations.

There are no recognised gains or losses other than the results for the above two financial years.

The financial statements were approved by the Board of Directors on 26/06/2026 and signed on its behalf by:

(Denyse) Elen Gebremedhin
Director

26/06/2026

Adele Spillane
Director

26/06/2026

Care Alliance Ireland

A Company Limited by Guarantee and not having a Share Capital

Balance Sheet
as at 31 December 2025

	Notes	2025 €	2024 €
Fixed Assets			
Tangible assets	**9**	1,266	989
		1,266	989
Current Assets			
Debtors	**10**	5,378	6,462
Cash at bank and in hand	**11**	156,112	114,157
		161,490	120,619
Creditors: amounts falling due within one year	**12**	(24,955)	(9,874)
Net Current Assets		136,535	110,745
Total Assets Less Current Liabilities		137,801	111,734
The Funds of the Charity			
Restricted Funds	**14**	1,545	(14,287)
Unrestricted Funds	**14**	136,256	126,021
Funds	**15**	137,801	111,734

The financial statements were approved by the Board of Directors on 26/06/2026 and signed on its behalf by:

Denyse Elen Gebremedhin
(Denyse) Elen Gebremedhin
Director

26/06/2026

Adele Spillane
Adele Spillane
Director

26/06/2026

Care Alliance Ireland

Statement of Changes in Funds
for the year ended 31 December 2025

	Funds account €	Total Funds €
At 1 January 2025	111,734	111,734
Retained surplus for the year	26,067	26,067
At 31 December 2025	137,801	137,801

In respect of prior year:

	Funds account €	Total Funds €
At 1 January 2024	121,042	121,042
Retained surplus for the year	(9,308)	(9,308)
At 31 December 2024	111,734	111,734

Care Alliance Ireland

Statement of Cash Flows
for the year ended 31 December 2025

	2025	2024
	€	€
Cash flows from operating activities		
Net income/(expenditure) for the year	24,290	(11,039)
Depreciation	412	1,171
(Increase)/Decrease in debtors	1,084	(5,068)
Increase/(Decrease) in creditors	15,071	(59,403)
Net cash flow provided by/(used in) from operating activities	40,857	(74,339)
Cash flows from investing activities		
Interest received	1,787	1,741
Capital Expenditure	(689)	(892)
Net cash flow provided by/(used in) from investing activities	1,098	849
Change in cash & cash equivalents	41,955	(73,490)
Cash & cash equivalents at the beginning of the reporting year	114,157	187,647
Change in cash & cash equivalents in the year	41,955	(73,490)
Cash & cash equivalents at the end of the reporting year	156,112	114,157

Notes to the Financial Statements
for the year ended 31 December 2025

1. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities SORP (FRS 102) and the Companies Act 2014.

Care Alliance Ireland is incorporated in the Republic of Ireland. The Company is a company limited by guarantee and was incorporated in Ireland on 21 August 2008. The Company's registered number is 461315 and its registered office is located at Coleraine House, Coleraine Street, Dublin 7, D07 E8XF. The nature of the Company's operations and its principal activities are set out in the Directors' Report.

2. Accounting Policies

2.1. Basis of preparation of financial statements

The financial statements have been prepared in accordance with accounting standards generally accepted in Ireland and Irish statute comprising the Companies Act 2014, and the Charities SORP (FRS 102). Accounting Standards generally accepted in Ireland in preparing financial statements giving a true and fair view are those published by Chartered Accountants Ireland and issued by the Financial Reporting Council.

Care Alliance Ireland is constituted under Irish company law as a company limited by guarantee and is a registered charity and has adopted and reported its performance in accordance with the format provided for in the Charities SORP and in particular reports its performance for the financial year in the format of the SORP's Statement of Financial Activities (SOFA).

The Companies Act 2014 became effective in law on 1 June 2015 and from that date applied the format and content of financial statements requirements appropriate for a company trading for the profit of its members to a company that is a not-for-profit organisation. In order to provide information relevant to understanding the stewardship of the directors and the performance and financial position of the charity, Care Alliance Ireland has prepared its financial statements in accordance with the formats provided for in the Charities SORP (FRS 102) consistent with the prior year.

The directors consider the adoption of the SORP requirements is the most appropriate accounting to properly reflect and disclose the activities of the organisation. Had the Companies Act format and content of financial statements requirements suitable for a company trading for the profit of its members been presented instead, a profit and loss account with related notes showing items such as Turnover and Cost of Sales would have been reported along with a "profit" on ordinary activities before taxation.

Care Alliance Ireland is a non-profit organisation and involved solely in running a charity at Coleraine House, Coleraine Street, Dublin 7.

.... continued

2.2. Judgements and key sources of estimation uncertainty

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The directors have prepared budgets and cash flows for a period of at least twelve months from the date of the approval of the financial statements which demonstrate that there is no material uncertainty regarding the Company's ability to meet its liabilities as they fall due, and to continue as a going concern. On this basis the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the Company was unable to continue as a going concern.

2.3. Company name

The Company received approval under section 1180(1) of the Companies Act 2014 to omit the word 'Company Limited by Guarantee' from its name.

2.4. Functional and presentation currency

Items included in the financial statements of the company are measured using the currency of the primary economic environment in which the Company operates ("the functional currency"). The financial statements are presented in euro, which is the Company's functional and presentation currency and is denoted by the symbol "€".

.... continued

2.5. Tangible fixed assets and depreciation

Tangible fixed assets under the cost model are stated at cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Company. The carrying value amount of the replacement part is derecognised. Repairs and maintenance are charged to income or expenditure during the period in which they are incurred.

Depreciation is provided on all tangible fixed assets at the following annual rates calculated to write off the cost less residual value of each asset over its expected useful life on the straight-line basis, as follows:

Office Equipment	-	20% Straight Line
Computer Equipment	-	25% Straight Line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other operating income' in the Statement of Financial Activities.

2.6. Going concern

Care Alliance Ireland is reliant on continuing support from government bodies in the form of annual recurring grants, multi-annual grants and once-off project grants to ensure that the Company remains in operation for the foreseeable future.

The directors are satisfied that the organisation will continue to receive these grants, and secure other sources of income, and have prepared a budget for 2026 which show that the Company will continue as a going concern.

.... continued

2.7. Trade and other creditors

Trade and other creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

2.8. Financial instruments

A financial asset or a financial liability is recognised only when the Company becomes a party to the contractual provisions of the instrument.

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

Debt instruments like accounts receivable and payable are initially measured at present value of the future payments and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables and receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received.

Cash consists of cash on hand and demand deposits. Cash equivalents consist of short-term and medium-term highly liquid investments that are readily convertible to known amounts of cash that are subject to an insignificant risk of change in value.

.... continued

2.9. Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.

2.10. Government grants

Grants are accounted for under the performance model as permitted by FRS 102. Grants under this model are recognised in income as follows:

(a) A grant that does not impose specified future performance conditions on the recipient is recognised in income when the grant proceeds are receivable.

(b) A grant that imposes specified future performance conditions on the recipient is recognised in income only when the performance conditions are met.

(c) Grants received before the revenue recognition criteria are satisfied are recognised as a Liability and usually referred to as deferred income.

2.11. Pensions

Pension benefits for employees are met by payments to defined contribution executive pensions.

The regular cost of providing retirement pensions and related benefits is charged to the Statement of Financial Activities over the employees' service lives on the basis of a constant percentage of earnings. The benefits are made into a defined contribution plan. The assets of the fund are held separately from the Company in independently administered funds.

.... continued

2.12. Income

Income represents the total of grants and donations, as well as membership fees and other small miscellaneous income items related to the year.

Income is received by way of donations, gifts, grants and fund-raising events and is included in full in the Statement of Financial Activities as soon as received. Income collected from fund-raising events is included in the Statement of Financial Activities as soon as it is credited in the bank. Donations, legacies and gifts are shown as other income in the Statement of Financial Activities.

2.13. Taxation

The Company is exempt from taxation due to its charitable status, charity number 20048303 (CHY number 14644).

2.14 Deferred Income Policy/ Income Recognition

The charity recognises deferred income where the terms and conditions have not yet been met due to timing issues, or uncertainty exists as to whether the charity can meet the terms or conditions otherwise within its control. Income is then deferred as a liability until it is probable that the terms and conditions imposed can be met. Some of the grants received are subject to performance-related conditions or time periods. When these performance-related or other conditions are met the deferred income is released to and recognised as income in the Statement of Financial Activities.

2.15 Investment Policy

The Board's Investment Policy is to keep surplus cash in short- and medium-term deposits the latter of which are defined as being fixed deposit accounts that are 3 months or greater. The Board does not consider it prudent to place its surplus funds in other asset classes.

2.16 Research and Development

For the purposes of reporting, no material research and development, as understood under accounting rules, has taken place in 2025.

2.17 Other matters

No political donations were either made or received in 2025. No financial or other fiduciary transactions with directors took place in 2025.

.... continued

2.18 Expenditure

Expenditure is recognised when a legal or constructive obligation exists as a result of a past event, a transfer of economic benefits is required in settlement and the amount of the obligation can be measured reliably. Expenditure includes any VAT which cannot be recovered and is reported as part of the expenditure to which it relates. All expenditure is recognised on an accruals basis.

- Cost of charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries together with related support costs.

- Support costs are those functions that assist the work of the charity but do not directly constitute charitable activities. Support costs include finance, IT, administration and governance.

2.19 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.20 Cash and cash equivalents

Cash and cash equivalents are represented by cash in hand and short- and medium-term deposits with financial institutions. These are highly liquid investments that mature in no more than six months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

2.21 Employee Benefits

The charity provides paid holiday arrangements to employees. Holiday pay is recognised as an expense in the period in which the benefit is received.

.... continued

2.22 Fund Accounting

The following funds are operated by the charity:

- Restricted Funds

Restricted funds include grants and other income which can only be used for specific purposes. Such purposes are within the overall objectives of the charity.

- Unrestricted Funds

Unrestricted funds are general funds that are available for use at the Board's discretion in furthering any organisational objectives and have not been designated for other purposes. Such funds may be used to finance working capital or capital expenditure requirements.

2.23 Donations and Legacy Income

It is the Company's view that they are unlikely to receive significant donations or legacy income in the near future. For this reason, the Company does not currently have a donations and legacy income policy.

2.24 Donated Facilities/Goods/Services Policy

It is the Company's view that the level of such services is small overall, and as such does not warrant a policy. The Company will keep this under review as one of the projects does currently involve intensive volunteering by a large number of people.

.... continued

3. Expenditure

This includes:

	2025	2024
Project Expenditure	**€**	**€**
Carers Week	13,961	11,743
Online Family Carer Support Project	35,456	23,565
DAF - Family Carer Training	17,670	27,962
Admin Contractor Support	-	165
Publications	670	455
Research & Evaluation	1,304	4,465
Website Costs	561	720
Total Project Expenditure	69,622	69,075

Legal, Professional, Administration & Employment Costs

Wages & Salaries	268,631	198,091
Employer's PRSI Contributions	29,674	21,859
Staff Pension Costs	13,991	10,545
Board Development & Governance	869	954
Meetings	479	208
Rent	7,504	7,216
Insurance	1,746	1,860
HR Partnership Programme	2,856	2,448
Printing, Postage & Stationery	477	1,732
Telephone & Fax	1,167	954
Computer Costs	1,325	1,026
Death in Service	1,230	1,088
Travelling and Subsistence	2,817	535
Accountancy & Payroll Fees	9,058	6,993
Audit & Other Professional Fees	4,363	4,172
Bank Charges	143	142
Staff Development	3,885	448
Office Supplies	920	1,698
Subscriptions	1,976	1,915
Depreciation	412	1,171
	353,523	265,055

.... continued

Total Expenditure	423,145	334,130

Care Alliance Ireland is a small organisation with limited public fundraising activity. Direct costs are charged to the activity to which they relate. Shared support and governance costs are reviewed by management and the Board, and are analysed or apportioned where this is material to the readers' understanding of the financial statements. The Board considers that further disaggregation would not provide materially useful additional information. As the organisation grows the board of directors will reconsider this approach.

4. Interest receivable and similar charges

	2025	**2024**
	€	**€**
On bank balances	1,787	1,741

.... continued

5. Employees

Number of employees

The average monthly numbers of employees (excluding the directors) during the year were:

	2025 Number	2024 Number
All employees	7	5

Employment costs	2025 €	2024 €
Wages and salaries	268,631	198,091
Employer's social insurance contributions	29,674	21,859
Pension costs	13,991	10,545
	312,296	230,495

The Board of Directors' renumeration for 2025 was €Nil (2024: €Nil).

The Board of Directors' expenses for 2025 was €161 (2024: €Nil).

The most senior staff member is the CEO. He was paid a whole-time equivalent salary of €81,118 (€64,895 based on four day per week employment in 2025). His total remuneration including Salary and Pension in 2025 was €69,038 (2024: €65,826). This excludes Employer's PRSI costs.

Employment benefits breakdown (including Employer Pension, excluding Employer PRSI)

Up to €60,000 - 6 employees
From €60,000 - €70,000 - 0 employee
From €70,000 - €80,000 - 0 employee
From €80,000 - €90,000 - 1 employee

Total employer pension contributions were €13,991 in 2025.

.... continued

6. Auditors' Remuneration

	2025	2024
	€	€
Statutory Audit Fee	4,363	4,172
	4,363	4,172

.... continued

7. Grant Funding

	2025	2024
	€	€
HSE - Core Funding and CFI Online Carers Support	205,287	141,017
Pobal - Scheme to Support National Organisations (SSNO)	91,000	91,001
Pobal - DAF Family Carer Training	136,000	78,235
	432,287	310,253

The HSE core funding of €30,462 is an annual recurring grant for the delivery of specific services (information, representation, research support, submissions, collaboration) detailed in a service agreement.

€174,825 in other HSE funding relates to supporting the work of the Online Carer Support Project (Carers Guarantee), also detailed in a service agreement.

The Pobal grant is a three year (2022-2025) grant for the delivery of specific services (advocacy, research and policy development, networking, specialist support, information provision) detailed in a grant agreement.

Other Projects	2025	2024
	€	€
Carers Week	6,690	9,590
	6,690	9,590

Membership Fees, contained in other income, are recognised in the Statement of Financial Activities of the year in which they are receivable

Expenditure
All expenditure is charged in the period to which it relates.

.... continued

8. Pension costs

Pension benefits for employees are met by payments to individual defined contribution Executive Pensions. Pension costs amounted to €13,991 (2024 - €10,545). The assets of the fund are held separately from the Company in independently administered funds.

9. Tangible assets

	Fixtures, Furniture & Fittings	Office Equipment	Computer Equipment	Total
	€	€	€	€
Cost				
At 1 January 2025	896	89	8,926	9,911
Additions	-	-	689	689
At 31 December 2025	896	89	9,615	10,600
Depreciation				
At 1 January 2025	896	89	7,937	8,922
Charge for the year	-	-	412	412
At 31 December 2025	896	89	8,349	9,334
Net book values				
At 31 December 2025	-	-	1,266	1,266
At 31 December 2024	-	-	989	989

All tangible fixed assets are unrestricted.

.... continued

10. Debtors: amounts falling due within one year

	2025	2024
	€	€
Income Receivable	-	5,000
Prepayments and Other Receivables	5,378	1,462
	5,378	6,462

Income receivable and prepayments have been stated at their recoverable amount.

11. Cash at Bank and in Hand

	2025	2024
	€	€
Current Account	74,269	34,101
Deposit Accounts	81,843	80,056
	156,112	114,157

12. Creditors: amounts falling due within one year

	2025	2024
	€	€
Pension	1,392	1,253
Other taxes and social security costs	7,266	3,434
Accruals	7,297	5,187
Deferred Income (a)	9,000	-
	24,955	9,874

Other taxes and social security costs include:

	2025	2024
PAYE & PRSI	7,266	3,434

(a) The above deferred income comprise of monies received in respect of specific projects where the performance-related tasks have not been completed at year end. See breakdown on note 16.

.... continued

13. Financial Instruments	2025	2024
	€	€
Financial Assets		
Financial assets that are debt instruments measured at amortised cost	-	-
	-	-
Financial Liabilities		
Financial liabilities measured at amortised cost	(16,297)	(5,187)
At 31 December 2025	(16,297)	(5,187)

Financial assets measured at amortised cost comprise accrued income.

Financial liabilities measured at amortised cost comprise accruals and deferred income.

No transaction costs have been deducted.

.... continued

14. Reserves

The Board of Directors currently has a reserves policy that seeks to target reserves at a minimum of four months' expenditure based on the previous year's audited accounts. As of 31 December 2025 Care Alliance Ireland had reserves of €137,801 (five months' expenditure).

As an organisation the Company is committed to continuing to build up the reserves over the coming years by securing a modest level of additional unrestricted funding from a range of sources. Restrictions placed by many funders make this a real challenge, as does the practice of not seeking public

The Board of Directors, following careful consideration of the matter, and seeking independent advice, have made a once-off adjustment to the historical reserves of the company, effective 31 December 2024. This adjustment redesignated reserves from the restricted reserves fund to the unrestricted reserves fund. This decision followed a detailed quantitative analysis of the charity's management accounts, which led to the Board's view that the classification of reserves, over time, has not been treated consistently from 2015 through to 2023. Consequently, amounts in restricted reserves have been overstated, with unrestricted reserves understated. In 2025, the Board updated its Reserves Policy to provide more detail on the purpose and use of our reserves, as well as the classification and treatment of such reserves in our management accounts. This adjustment is further detailed below in Note 15, and has been reflected in the charity's audited financial statements within the Balance Sheet and Statement of Financial Activities.

.... continued

15. Reconciliation of movements in funds

Closing Reserves allocated as follows:

	Opening Surplus 01/01/25 €	2025 €	Closing Surplus 31/12/25 €
Restricted Funds	(14,287)	15,832	1,545
Unrestricted Funds	126,021	10,235	136,256
	111,734	26,067	137,801

	Opening Surplus 01/01/24 €	Transfer between Reserves	2024 €	Closing Surplus 31/12/24 €
Restricted Funds	59,588	(59,588)	(14,287)	(14,287)
Unrestricted Funds	61,454	59,588	4,979	126,021
	121,042	-	(9,308)	111,734

The Board of Directors, following careful consideration of the matter, and seeking independent advice, have made a once-off adjustment to the historical reserves of the company, effective 31 December 2024. Further information is contained in Note 14.

.... continued

16. Deferred Income

This includes:

	2025	2024
DAF - ICT RET	9,000	-
	9,000	-

Deferred income at year end comprises of €9,000 (2024: €Nil) representing income received in 2025 for the DAF ReEmerge2 project, that will be spent in 2026.

17. Capital commitments

The company had no capital commitments at 31 December 2025.

18. Contingent liabilities

As outlined, the company has received government grants for revenue purposes. Should these grants not be used for the purpose specified, the grants will become repayable in whole or in part.

As at 31 December 2025 Care Alliance Ireland estimates that there is no amount due for repayment.

19. Related Party Transactions

The company has a policy of reimbursing directors for travel and other approved and legitimate expenses incurred during the course of carrying out their duties. During the year ended 31 December 2025 the total expenses reimbursed to Directors amounted to €161 (2024: €Nil). €1,759 was reimbursed in 2025 to the CEO of Care Alliance Ireland.

No other related party transactions took place during the year.

20. Ultimate parent undertaking

The company is controlled by its Members and the Board of Directors.

.... continued

21. Post Balance Sheet events

There have been no significant events affecting the Company since the year-end.

22. Key management personnel compensation

The CEO is considered to be Key Management. The total employment costs of the CEO including Salary, Pension, and Employer PRSI in 2025 was €76,318. (2024: €72,704).

23. Analysis of changes in net funds

	Opening balance €	Cash flows €	Closing balance €
Cash at bank and in hand	114,157	41,955	156,112
Net funds	114,157	41,955	156,112

24. Details of Grant Funding

Care Alliance Ireland received restricted grant funding from the Department of Rural and Community Development, administered through Pobal, for the Scheme to Support National Organisations (SSNO). The 2022-2025 grants awarded will be up to €273,000 of which €91,000 was awarded in respect of 2025. The grant has been awarded to assist with staffing and core overhead costs and is not capital in nature.

Care Alliance Ireland received grant funding from the Department of Social Protection, administered through Pobal, for the period from 1 January 2025 to 31 December 2025. The grant is for the Dormant Accounts Funds 2024-2026 Supporting Family Carers. The total monies that was awarded in respect of the grant was €250,000 of which €136,000 was in respect of 2025. The grant was awarded to assist with staffing, project and core overhead costs and is not capital in nature.

Care Alliance Ireland received grant funding of €205,287 from the Health Services Executive, for the period from 1 January 2025 to 31 December 2025. The grant is for Core Funding (Older Persons Services), and to deliver an Online Family Carer Support Project (Carers Guarantee) The grant was awarded to assist with staffing, project and core overhead costs and is not capital in nature.

Care Alliance Ireland is compliant with relevant Department of Public Expenditure and Reform circulars including 13/2014.

Care Alliance Ireland

Detailed Income and Expenditure Account
for the year ended 31 December 2025

Supplementary information relating to the financial statements,
not forming part of the audited financial statements

Care Alliance Ireland

Detailed Trading Income and Expenditure Account
for the year ended 31 December 2025

	2025	2025	2024	2024
	€	€	€	€
Income				
HSE - Core Funding and CFI Online Carers Support		205,287		141,017
Pobal - Dept of the Environment (SSNO)		91,000		91,001
Pobal - DAF Family Carer Training		136,000		78,235
Carers Week		6,690		9,590
Membership Fees		5,625		1,750
Research Income		-		1,000
Other Income		2,823		488
		447,425		323,081
Expenditure				
Wages and Salaries	268,631		198,091	
Employer's PRSI Contributions	29,674		21,859	
Staff Pension Costs	13,991		10,545	
Board Development & Governance	869		954	
Meetings	479		208	
Rent	7,504		7,216	
Insurance	1,746		1,860	
HR Partnership Programme	2,856		2,448	
Online Family Carer Support Project	35,456		23,565	
DAF - Family Carer Training	17,670		27,962	
Printing, Postage and Stationery	477		1,732	
Evaluation/ Research Bids	1,304		4,313	
Publications	670		455	
Death in Service	1,230		1,088	
Policy and Research	-		152	
Telephone	1,167		954	
Website Costs	561		720	
Computer Costs	1,325		1,026	
Office Supplies	920		1,698	
Carers Week	13,961		11,743	
Travelling and Subsistence	2,817		535	
Accountancy & Payroll Fees	9,058		6,993	
Audit Fees	4,363		4,172	
Bank Charges	143		142	
Staff Development	3,885		448	
Admin Contractor Support	-		165	

Care Alliance Ireland

Detailed Trading Income and Expenditure Account
for the year ended 31 December 2025

	2025	2025	2024	2024
	€	€	€	€
Subscriptions	1,976		1,915	
Depreciation (Computer Equipment)	412		1,171	
		(423,145)		(334,130)
		24,280		(11,049)
Bank Deposit Interest	1,787		1,741	
		1,787		1,741
Net Surplus for the year		26,067		(9,308)