



Mercy International Association

11 Adelaide Road, Dublin D02 EH21
Registered Charity Number 10078



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

Registered in Ireland. Certificate Number 20025472. Company Limited by Guarantee not having a share capital.

2022

MIA VISION STATEMENT

Deeply rooted in the Gospel and the legacy of Catherine McAuley, Mercy International Association seeks to gather the inspiration and energies of the Sisters of Mercy, our associates, colleagues and partners worldwide toward the creation of a Mercy Global Presence.

Standing with the displaced, we will model a world of welcome and inclusion.

Actively engaged in the protection of our Common Home, we will witness to the sacredness of all creation.

Through the work of the Association and through the longings and efforts of the entire Mercy family, we will strive for the globalisation of compassion and the recognition of God's Mercy as present and active in our world.

This vision keeps alive the Founding Spirit of Catherine among people of the world most in need of God's compassion and Mercy.

MERCY INTERNATIONAL ASSOCIATION

The Trustees (Board of Directors) present their Annual Report together with the audited Financial Statements of Mercy International Association (MIA) for the year ended 31 December 2022. The Trustees confirm that the Trustees' Report and Financial Statements of MIA comply with the current statutory requirements, the requirements of MIA's governing documents and the provisions of SORP (Accounting and Reporting by Charities: Statement of Recommended Practice) applicable to charities preparing their accounts in accordance with FRS 102 (effective January 2015).

BENEFICIAL OWNERSHIP

The assets of Mercy International Association (MIA) are held for charitable purposes. The Board Directors and CEO are deemed to be the Beneficial Owners for the purposes of compliance with the EU regulation 4AMLD (2015).

Registered Office Address

11 Adelaide Road Dublin D02 TR79

Business Address

Mercy International Centre (MIC)
64A Lower Baggot Street
Dublin D02 EH21

Company Details

Company Limited by Guarantee
not having a share capital.

Company Number 194263
CHY Number 10078
Charity Registered Number
20025472

Independent Auditors

Robert J Kidney & Co, 11 Adelaide
Road, Dublin D02 TR79

Principal Bank

Bank of Ireland, Miesan Plaza,
50 – 58 Lower Baggot Street,
Dublin D02 Y754

Investment Manager

Goodbody Stockbrokers
2 Ballsbridge Park, Merrion Rd,
Dublin D04 YW83

Solicitor

Mason Hayes & Curran LLP
Southbank House, Barrow Street,
Dublin D04 TR29

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MESSAGE FROM MIA

Board Chair: Ron Ashworth



Dear Members,

The year 2022 was impacted by the adjustment happening world-wide as communities, businesses, all aspects of society and ministries reverted to a somewhat more 'normal' way of operating after the long period in which the pandemic placed severe restrictions on what could be achieved. The year began with a high level of uncertainty, but by the end of the year Mercy International Association (MIA) was well on the way to re-establishing a firm basis from which to operate and pursue its vision.

There were a number of significant decisions and actions taken during the 2022 year. In introducing this Annual Report, I want to share some reflections on what has been achieved and what is being pursued.

A new strategic plan, recommended by the CEO and the staff of MIA, was approved by the Board. It is intentionally a short and very focused strategic plan directed toward determining the way forward for MIA. The plan is truly strategic, not operational, and focuses on three key imperatives:

- Continue to position MIA as a dynamic influence in the Mercy world
- Review the sustainability of current governance and organizational structures in order to create channels through which people of Mercy can participate more actively in the life of MIA
- Take necessary steps to ensure future financial viability

The Board gave its support to a key initiative for addressing these strategies when it invited Denise Fox to lead a project entitled "Opening Doors". Sister Denise, a former Chair of the Board of MIA, is well-known in the Mercy world. She is working through a process of contacting and speaking with people throughout the Mercy World, eliciting from them their insights and ideas on how MIA can create additional channels through which people of Mercy can participate more actively in the life of the Association. The Board is following her progress with deep interest and commitment.

The Board also approved a communications consultation project, realizing that communications is increasingly important for MIA and the Mercy world. This will result in the design of a new website and a focus on key issues such as reporting the findings and ramifications of the “Opening Doors” project. The years of lockdown witnessed some major shifts in communication technology and practice. We intend to respond to these changes.

MIA is a charity and relies on fundraising. With the restrictions of the pandemic behind MIA, this past year saw a renewed focus on ‘friend raising’. In this regard, we welcomed the work of a small group who came together to revisit and renew efforts to maintain contact with those who supported MIA during the endowment and Phase 2 campaigns, as well as to generate plans to pursue future fundraising endeavors in Ireland. MIA owes a debt of gratitude to our generous donors.

Other important initiatives that were undertaken by the staff and reviewed by the Board included important additions/changes to the staff in Dublin and in New York (Mercy Global Action), completion of renovation projects started during the pandemic, and restart of the Mercy Emerging Leaders Fellowship programme (MELF) with another cohort of participants. We also saw a restart of onsite MIA programs with a pickup in participation as the year progressed. It was an active and important year as we transitioned out of the changes made due to the pandemic.

As 2023 begins, Berneice Loch rsm is completing her term as CEO at the beginning of March. Berneice transferred to Dublin from Rockhampton, Australia. In Australia she had served as the Institute Leader of the Sisters of Mercy of Australia and Papua New Guinea. She arrived just two weeks before the impact of the pandemic became evident and has provided MIA with remarkable leadership. Berneice has successfully reassembled a skilled staff to carry out the Mercy mission, led a significant upgrading of Mercy International Centre, and most recently led the development of the new strategic plan. Emanating from that plan Berneice made important recommendations that led to the Board approving the “Opening Doors” project described above. We wish Berneice the very best as she returns to Australia and thank her for the many significant contributions she has made to MIA.

With all the Board members actively participating in an eventful year, I want to express my thanks to the Directors of Mercy International Association. All Directors have made significant contributions to MIA through being deeply engaged in Board meetings, the work of our four Board committees, and all of the related interactions that have taken place. I particularly want to acknowledge the valued contributions of Mary Moorhead who retired as a Director in May of 2022. I thank her for her commitment and service. I also want to welcome Yvonne Comacho who recently joined the Board. Membership of a dynamic board makes significant demands on each Director and their commitment is deeply appreciated.

An important responsibility for the Board in 2022 was to find and appoint a CEO to replace Berneice. We are pleased to welcome Patricia O’Donovan rsm to the position in March 2023. Patricia hails from Cork and has been involved in both Congregational and Provincial leadership. Most recently she has been actively engaged in school chaplaincy, parish and music ministries. She is also the co-founder of MECPATHS, a response of The Congregation to Child Trafficking. We look forward to working with her on the objectives described in our Strategic Plan and actively pursuing the MIA mission.

As MIA looks to the future, we know that we will be challenged to create additional channels through which people of Mercy can participate more actively in the life of the Association. At the same time, we are confident that new, vital, and creative ways will emerge for the Mercy charism and the spirit of Catherine to be present in the world long into the future. The Board and the wonderful staff of Mercy are committed to assuring that future.

Ron Ashworth
Chair of the MIA Board

INTRODUCTION

From MIA Chief Executive Officer, Berneice Loch rsm

As I write this report early in January 2023, I am struck by how much has changed since this time last year. At that stage we were not confident that we would be able to re-open Mercy International Centre for programmes and for visitors, and can only be grateful that, since March 2022, gradual progress towards offering a full range of services in Dublin has been possible. Our Mercy Global Action office in New York has also been able to come back from a serious impact on their normal activities to being very active in 2022 and ready for a full year in 2023. The challenges have been real. They have increased our resilience and capacity to adapt, characteristics that will continue to be essential as we go forward.

As I prepare to complete my three-year term at the beginning of March 2023, I am aware of the privilege it has been to serve as the CEO of Mercy International Association. It is a relief to be able to say that MIA has survived the years of pandemic, and it is a joy to observe that I see MIA poised to make whatever changes will be asked of it so that it can remain a relevant service in the Mercy world. I have greatly appreciated the commitment of the Board of MIA and the fact that Directors are ready to move quickly and decisively in response to new circumstances. Adjusting the MIA staff profile to new times has been a challenge and, just as I appreciate the Directors, I am grateful to staff members who have demonstrated flexibility and commitment and, dare I say it, a great deal of patience.

Our Strategic Plan for 2022 and 2023 is built around discovering what the Mercy world is asking of MIA and is hoping for from MIA. The “Opening Doors” project, led by Denise Fox rsm, is a very significant strategy in this regard and through it we are listening attentively to what is being said. In addition, our staff members are listening to what is being said to them about MIA as they extend hospitality, offer programmes and other activities here at Mercy International Centre in Dublin, and engage in a wide range of justice-related activities through Mercy Global Action in New York.

One positive outcome from the years of pandemic is that the international nature of MIA is increasingly apparent to us all. It follows that communication and honing our skills to use IT as well as possible is significant in planning the future of MIA. The “virtual roof” of MIA is gaining in importance and able to provide some level of participation especially to Mercy people from the Global South. The works of mercy which Catherine McAuley commenced are flourishing in many parts of the globe.

MIA is served by a small but dedicated staff nearly all of whom are new or relatively new. They bring an interesting mix of creative talents and commitment which makes it possible to consider new possibilities as we move step by step into new times. In the words of Catherine,

“Thus we may hope to get on – taking short careful steps, not great strides.”

-Catherine McAuley, Letter to Sr Mary de Sales White in Bermondsey



ABOUT MIA

In 1827 Catherine McAuley, an heiress of considerable wealth, used her inheritance to provide a building and a ministry to address poverty and suffering in the Dublin of her time. Four years later she founded the Sisters of Mercy to serve those in need through education, health care, and social services. The Sisters ministered first in Dublin, then throughout Ireland, and later in other countries. The House of Mercy that Catherine McAuley established opened the door of Mercy to those in need. It provided a home both for those who were poor and those who were committed to an emerging Mercy spirituality.

Growth

For nearly two centuries now, Sisters of Mercy have established foundations across the world. Many of these foundations put in place ministries that now involve large numbers of ministry partners inspired by the work and life of Catherine McAuley. The leaders of these ministries continue the work of responding in new ways to the need for Mercy for their time. Today, Mercy ministry is a fruitful collaboration between the Sisters of Mercy and hundreds of thousands of lay women and men serving together.

MIA was incorporated in the Republic of Ireland on 12 October 1992 as a company limited by guarantee. It is a registered charity. MIA links the Mercy Institutes, Congregations, and Federations throughout the world. While MIA shares a bond with all Mercy organisations, it is separate and autonomous from the governance structures and responsibilities of these organisations.

MIA was established to:

- foster unity among the Mercy communities and to increase awareness and experience of the interdependence of these groups;
- facilitate collaboration among Mercy communities in addressing root causes of needs and injustices experienced locally but with global causation;
- encourage and nurture Mercy values among those who seek to live out these values and to promote the flourishing of the Mercy charism in services operated in the name of Mercy;
- restore and maintain the founding House of Mercy, now known as Mercy International Centre (MIC) which was reopened in 1994 as a Heritage Centre and a central place to support the operations of Mercy International Association.

HERITAGE & SPIRITUALITY

The Strategic Plan approved by the Board in February 2022 has as its first objective:

MIA will continue to position itself as a dynamic influence in the Mercy world.

The Heritage and Spirituality activities of MIA are at the heart of MIA being a desirable and dynamic influence in the Mercy world. In the course of their work the staff members involved in these activities gain valuable insights into how this influence can be enhanced and sustained.

Programmes

A review of programmes offered by MIA both online and on-site was ongoing throughout 2021 and influenced a full schedule of new programme offerings in 2022. Challenges due to the ongoing spread of COVID, as well as fears of war in Europe, challenged staff to readjust programmes during the beginning of the year. As participants increased and travel restrictions eased, people became more confident in making commitments, resulting in the number of participants increasing at MIA. Additionally, MIA welcomed the return of several Mercy pilgrimage programmes organised by Mercy Ministries around the world and facilitated by MIA staff.

MIC was pleased to offer the Young Mercy Leaders Programme in Dublin, combining both under and over 18s in order to accommodate those groups able to travel. The programme in July was an invigorating few days with the students who attended, and we look forward to seeing the programme grow again in 2023. MIA is additionally exploring how to extend support to the increasing regional gatherings of young Mercy people around the world.

Another highlight was the month-long Sabbatical programme held in October. Participants enjoyed a valuable time of renewal as guests here in Catherine's house. The programme will be offered again in 2023. Additionally, MIC began to explore programmes and offerings which would appeal to our local Dublin and Irish communities. Programmes including Silent Centering Prayer Retreat, Creative Meditation Weekend, and the Advent Retreat experienced strong engagement from diverse participants both familiar and new to the Mercy World.

Some virtual programmes were offered throughout 2022 especially those focused on Spirituality. A particular highlight was the virtual programme "Catherine as Boundary Breaker" which built upon the "Generative Conversation" session held in 2021.

We hope to see the continuation of opportunities for the wider Mercy community to gather, to learn, and to engage in conversation as MIA plans for the future.

Tours

Over 600 people have joined tours of Mercy International Centre since July 2022. We continue to consider how best to balance this very desirable interest in the house and its story with the demands made on a small staff. Additionally, school groups took the opportunity to visit and learn more about their Mercy connection and Catherine McAuley. This was further expanded with school groups attending Confirmation and Communion Retreats at MIC.

Spirituality

Virtual programmes were offered throughout the year with a particular focus on Lent and Advent. These virtual sessions were recorded, edited, and added to the website as resources in both English and Spanish. This was appreciated by those challenged by global time differences. Special events included:

- Ash Wednesday Prayer Service
- Mercy Day, 24 September, when we were very pleased to welcome about 80 guests to the celebration of Mass in the Chapel and to the hospitality which followed
- The Anniversary of the Death of Catherine McAuley, 11 November
- Foundation Day, 12 December for which a prayer was offered to the Mercy World

Renovation of the Heritage Room

The work of restoring the Heritage display is ongoing as delays continue due to the pandemic. The staff continues to prioritise the completion of the display so that visitors are able to experience the rich collection that is held here.

MERCY GLOBAL ACTION

Mercy Global Action covers those areas of MIA activity which particularly relate to the Mercy commitment to Justice. MGA is therefore positioned alongside Heritage and Spirituality at the heart of MIA efforts to address the first objective of its Strategic Plan:

MIA will continue to position itself as a dynamic influence in the Mercy world.

The following brief report gives some insight into how this is being addressed by MGA staff as they work with and relate to numerous Mercy people involved in action for mercy and justice.

It was several weeks before the Mercy Global Action (MGA) team was able to convert from working in different locations (including different countries) to re-establishing a mode of being office-based predominantly in New York. Work at the United Nations is a significant part of the work, and the UN itself was operating mostly online until recently. Nonetheless, MGA has continued a vital part of MIA's efforts.

Priorities for MGA

The Board-approved, MGA Priorities for 2022 were:

- Water (Degradation of Earth) and
- Migration (Displacement of People)
- Climate Displacement (2022 focus),

Research and Publications

Research continues to be a priority for the MGA team and throughout the Mercy World there is well-placed confidence that positions taken by MIA on global issues of social and eco-justice are based on reliable research.

A major MGA publication entitled *Breaking Boundaries: A Mercy Response to People on the Move* was launched in September 2022. It was presented at a session of the virtual gathering, "Catherine as Boundary Breaker". This document is the culmination of a year-long process that offered the Mercy World an opportunity to reflect on, learn from, and celebrate Mercy's engagement with people on the move. This document has been well received and Mercy communities in various settings have utilised and shared the information.

Task Forces have proved a valuable way of engaging with the many people throughout the Mercy world who have particular expertise and interest in a variety of justice topics. MIA staff members, Sisters and Partners in Ministry from around the Mercy world are invited to join these task forces. They play an important part in MGA research.

MIA/MGA Emerging Leaders Fellowship (MELF)

In 2022 it was possible to reinstate the MELF programme fully. The second cohort of fellows who had been participating on-line since 2021, were able to gather in Cambodia for their immersion experience in September. This was very successful in spite of COVID impacting on some of the staff. As had been hoped, the fellows who graduated in February 2021 have indeed benefitted from this innovative and creative programme. They are engaged in many aspects of Mercy life.

MIA is deeply grateful for the ongoing support of the donor who has made this programme possible. The pledge to continue financial support for the next few years will ensure that sixty women will have the opportunity to benefit from what is on offer here. This is a wonderful contribution to leadership of women in the Mercy world.

A further development of this program has been the Women's Leadership Generation Project. The purpose of this project is to explore the long-term sustainability of MELF and to promote the value of women's leadership, education and empowerment. Several dynamic workshops on women's leadership have involved many from the Mercy World. A position paper on this topic is being developed.

Advocacy

Work has also been done on the "Mercy Justice Advocacy Approach" document which has formed the basis for several workshops on advocacy and a publication on this will be made available in June 2023.

Considerable effort went into preparation for COP 27 in Egypt, the conference of Parties to the UN Framework Convention on Climate Change. MIA sent a delegation who joined many others in

advocating for the parties to uphold their commitments to facilitate and accelerate support for a Loss and Damage response for those countries, particularly those in the Global South, who are experiencing more frequent and devastating climate disasters. The MIA delegation is able to bring the stories from areas in which Mercy people are among those experiencing these impacts or who work with others who are impacted.

UN Involvement

MGA staff are very involved in UN Commissions and Committees. One of the strengths of MGA at the UN and in other activities is its capacity to draw on practical experience from Mercy People around the world. They speak and write from knowledge of grassroots realities.

Communicating the MGA Message

Because of their international perspective on justice issues, MGA team members are frequently invited to be guest speakers at conferences. They see this as an extension of their efforts to work collaboratively with other people of Mercy engaged in justice activities and with other groups whose vision MIA is able to share.

Team members have had considerable input into the Communications plan being developed and are looking forward to being able to utilize the website and social media more effectively in the months to come.

Mercy Global Presence

Through its various activities, MIA seeks to make a positive contribution to a world in which God's Mercy is realised and appreciated in the lives of people relating to God, each other, and Earth, our common home. The Vision Statement of MIA which appears earlier in this report commits MIA to "gather the inspiration and energies of the Sisters of Mercy, our associates, colleagues and partners worldwide toward the creation of a Mercy Global Presence".

While the programme entitled "Mercy Global Presence" was concluded by the end of 2021, efforts to develop the concept and reality continue. This initiative of MIA, which was commenced in 2019, fosters a viable theology and spirituality through which to witness to God's Mercy, hence the work can never be at an end. Segments on Mercy Global Presence are embedded in several MIA programmes.



MERCY in photos

Top left: Mercy at COP27 in Egypt, Top right: Young Mercy Leaders at Baggot St., bottom left: MELF Cohort 2 in Cambodia, bottom right: Cecilie Kern presents at UN



FINANCE & ADMINISTRATION

In this area as in all other, considerable change was experienced during 2022. The board, through the reports of the CEO and the work of board committees, keeps in touch with all aspects of Administration and Finance.

Strategic Planning and the “Opening Doors” Project

The Strategic Plan approved by the Board in February 2022 has as its three objectives the following:

Objective 1

MIA will continue to position itself as a dynamic influence in the Mercy world.

Objective 2

MIA will review the sustainability of current governance and organisational structures, in order to create channels through which people of Mercy can participate more actively in the life of the Association.

Objective 3

MIA will take the necessary steps to ensure future financial viability.

The Board Chair has made reference to the work of Denise Fox rsm and the “Opening Doors” project as a key strategy in achieving these objectives. The three are seen as closely linked, each necessitating the others.

It is the expectation of the Board that the consultation being conducted will lead to changes to the current governance and organisational structures. The virtual gatherings held in 2021 and 2022 provide evidence of the need for this to happen.



Communication

As indicated by the Chair of the Board and the CEO in their introductions to this report, Communications has been a particular focus in 2022. This led to the decision to engage the services of a consultant to assist in drawing up a comprehensive plan for how to address the many needs perceived in this area. The Board is committed to a revision of the website, hopefully to be launched by September 2023. The expectation is that this will facilitate improvements being made in all of the activities of MIA including administration and finance.

Mercy International Centre

By May 2022 it was possible to reinstate the full-time position of Receptionist at MIA, greatly to the relief of all. The Oratory has been re-opened as a consequence and is appreciated by many passers-by. The shop is now functioning well in the reception area and online. These areas of activity are important in the Centre being able to offer the welcome and services so central to its purpose.

The Sacred Garden was opened in September 2019 but numerous difficulties were experienced in bringing the project to completion. It is good to report that all was finalised in December 2022.

Volunteers

The work of MIA in Dublin was greatly enhanced through the efforts of very generous volunteers who came from several countries to assist. We are most grateful for their efforts. Volunteers play a key role in the functioning of Mercy International Centre (MIC).



GOVERNANCE & LEADERSHIP

Governance

The Board continued to give considerable attention to Governance in 2022 and was pleased to be able to report compliance with the Charities Good Governance Standards.

The Members of Mercy International Association

The twelve Members of MIA are the Leaders of the Mercy Congregations, Institutes, and Federation from around the world. Members appoint a Board of Directors to direct and manage the business of Mercy International Association.

Powers reserved to the Members are:

- appointment and removal of the CEO;
- appointment and removal of the Trustees;
- ratification of the appointment of the Chair of the MIA Board of Trustees;
- ratification of the Strategic Plan and Annual Budget for MIA;
- consideration of the Financial Statements of MIA at the Annual General Meeting;
- consideration of the Auditor's Report for MIA at the Annual General Meeting;
- review of the affairs of MIA at the Annual General Meeting;
- appointment of Auditors at the Annual General Meeting;
- the winding-up of MIA.

Geraldine Lawlor rsm, Congregational Leader, The Union of the Sisters of Mercy of Great Britain

Colette Cronin rsm, Institute Leader, The Institute of Our Lady of Mercy (United Kingdom)

Loreto Conroy rsm, Congregational Leader, Sisters of Mercy North Sydney Congregation

**2022 Changes of Leadership: Sisters of Mercy North Sydney Congregation elected Jennifer Ryan rsm*

Diane Smyth rsm, Congregation Leader, Congregation of the Sisters of Mercy of Newfoundland

Susan France rsm, Congregational Leader, Nga Whaea Atawhai o Aotearoa Sisters of Mercy New Zealand

Patricia McDermott rsm, Institute President, Institute of Sisters of Mercy of the Americas

Mary-Louise Petro rsm, Congregation Leader, Sisters of Mercy Parramatta Congregation

Catherine Reuter rsm, Congregational Leader, Sisters of Mercy Brisbane Congregation

Marian Ladrera rsm, Superior General, Religious Sisters of Mercy, Philippines

Paula Thomas rsm, Federation President, The Federation of the Sisters of Mercy

Marie Louise White rsm, Congregational Leader, Congregation of the Sisters of Mercy



BOARD OF DIRECTORS

The MIA Members appoint the Directors. As specified by the MIA Constitutions, the Board can have up to nine Directors with the majority of Directors being Sisters of Mercy. Employees are not eligible to be Board Directors. The Board is responsible for the governance of the Company which is a Company limited by guarantee, not having a share capital. They therefore have all of the responsibilities for MIA as determined by law and the Constitutions. Directors ensure that the mission of MIA is safeguarded and carried out and are responsible for determining the specific values and standards for the organisation, building on the core values. The Directors are collectively responsible for the business of MIA and are the trustees of its assets. They are also responsible for ensuring that the funds of MIA are applied for the purposes for which they have been provided. Individual Directors are expected to show leadership by promoting the values and standards of the organisation. The Directors, all of whom are non-executive, perform their roles voluntarily. They cannot, under the organisation's constitution, receive remuneration for services to MIA and may only be reimbursed for incidental expenses claimed, which for overseas Directors includes travel and accommodation to attend Board meetings and the Annual General Meeting (AGM).



Ron Ashworth (USA) - CHAIR

Ron is currently serving as Chair of the Board and is a member of the Finance Committee. He previously served as the President/CEO of Mercy Health System based in St Louis, Missouri and he subsequently served as Chair of the Mercy Health System Board of Directors. While Ron spent the majority of his professional career serving in the health care industry, his career includes approximately ten years of service as the National Health Care Director of KPMG.



Yvonne Camacho (USA) *Appointed as a Director in September of 2022.

Yvonne has spent her career as a finance and accounting executive, primarily in the multi-family housing industry. Yvonne retired in 2016 as Executive Vice President, Finance and Administration from Simpson Housing LLP. She is currently involved in several non-profit boards, including Mercy Housing, Inc's National Trustee board; Mercy Community Capital, (Vice Chair); Mercy Investment Services, the "family office" for the Sisters of Mercy.



Sheila Carney rsm (USA) - Vice-Chair

Sheila Carney is a member of the Institute of the Sisters of Mercy of the Americas. She brings extensive experience of the life and activities of Mercy in the Americas and in Mercy Education. She continues to lead several pilgrimages of youth and partners in ministry to MIC and is very familiar with the priorities and expectations of these groups. Sheila is Special Assistant to the President, Mercy Heritage and Service at Carlow University, Pittsburgh.



Susan Clarke (GBR)

Susan brings the experience of working as a laywoman in a Mercy ministry in England. As well as her skills in School Leadership and Management, she brings the experience of formation work with Staff and Students in Mercy ethos. In this role, she has led adults and young people to programmes run by MIA. Susan brings a range of skills especially from the position she held as Head Teacher at Broughton Hall Catholic High School in Liverpool.



Kevin Hoy (IRL)

Recently retired as Chair of the law firm, Mason Hayes & Curran, Kevin is now a consultant with the firm. Kevin holds a civil law degree and a canon law degree. He has experience in a broad range of legal issues, including corporate, regulatory, commercial, banking and property matters. He is a member of the boards/executives of schools, sports bodies, and an approved housing body.



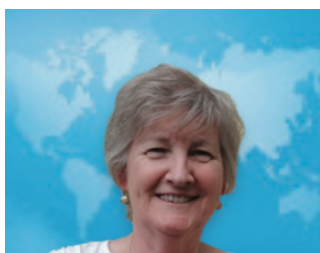
Maria Lawton rsm (AUS)

Maria is Vicar and Bursar of the Sisters of Mercy Parramatta Congregation, Australia. She brings the experience of life and activities of Mercy in Australia, and personal experience of ministering in a variety of settings in clinical and education roles in her Nursing ministry. She has served in leadership and governance roles on Boards for the Parramatta Congregation and other organizations.



Mary Moorhead (IRL) *Retired as a Director in May of 2022

Born in Tanzania and brought up in Lebanon, Mary is Chief Executive of the Mater Foundation, Dublin (Fundraising). Trained in marketing, she has experience in the NGO sector in England and experience of NGO work in Africa. Mary has worked across Africa from Somalia to Swaziland, Kenya, Tanzania and South Africa. She brings the experience and skills acquired in these roles and in particular her experience and skills in fundraising.



Suzanne Ryder rsm (IRL)

Suzanne is a member of the Western Province of the Congregation of the Sisters of Mercy. She has wide-ranging experience of Mercy worldwide from her time on mission in Perú and her ministry as Justice Coordinator for the Congregation. Currently, she is Communications Coordinator for her Province. Suzanne also ministers as a Spiritual Companion and practises Centering Prayer. She has a deep interest in care of our Common Home, Earth.



Paula Thomas rsm (GBR)

Paula is Leader of the Sisters of Mercy in Midhurst, and President of the Federation (UK). She is a trained teacher who for three years worked in Peru, ministering to people in over thirty remote villages. As an experienced school governor, and now an Independent Schools Inspector, Paula has a sound knowledge of Governance especially with regard to Educational Quality, Safeguarding and Compliance in schools.



Marie Louise White rsm (IRL)

Marie Louise is Congregational Leader of the Congregation of the Sisters of Mercy. She brings extensive experience of life and activities of Mercy in Ireland and Africa. She has served in education roles and in the provision of programmes for younger members of the Congregation. Marie Louise brings a deep understanding of Safeguarding in Ireland.

SELECTION OF BOARD MEMBERS

The Board must continue to be vibrant and productive in leading MIA forward. It needs to be able to draw on an appropriate balance of skills, gender, competency, qualities, backgrounds and interests. Therefore, the Directors regularly re-evaluate the mix of skills required and when new appointments are due to be made, advise Members of the desired skills. Skills identified by the Directors as necessary to the Board are listed in the Board Handbook which was revised recently.



INDUCTION AND ON-GOING TRAINING

Directors are expected to act on an informed basis, in good faith, with due diligence and care, in the best interests of MIA. Directors' induction includes an overview of MIA's strategic objectives, the role of the Board and individual Directors, MIA's finances and its funding model. It also includes guidance on the Directors' duties.

A special induction pack is provided to each new Director, and the Company Secretary is responsible for overseeing the induction process. Ongoing development of the Board also takes place and the November 2022 Board meeting included a lengthy session on responsibilities of Directors provided by an external company.

Normally in May each year, in conjunction with the AGM, Members and the Board engage for several sessions in visioning, strategic planning, and communication regarding the life of the organisation. In 2022 it was possible for the May meetings to be mainly in person for the first time since 2019 and this was deeply appreciated by all concerned.

Board evaluation exercises take place regularly at meetings. Directors avail of Financial and Investment expertise at all Board and Finance meetings.

Tenure

Directors are initially appointed for three years. Membership of the Board is reviewed at every Annual General Meeting. Any Director who has served more than nine consecutive years must retire at the AGM following his or her ninth year in office, but is eligible for re-appointment after not less than one year following the date of his/her retirement.

Attendance at Board Meetings

In 2022 there were four regular meetings of the Board, three in-person and one held by electronic means. There were also two Extraordinary meetings, both held by electronic means.

There was full attendance of Directors for two of the regular meetings; one apology for the August meeting and one for the November meeting. For the Extraordinary meetings there were two apologies for one and one apology for the other. No Director missed more than one meeting.

Chair

The Board elects the Chairperson of the Board from among its number. The appointment is for one year, and at the end of that year, the Chair can be re-elected for successive terms. The Chairperson oversees the orderly operation of the Board and its interaction with management. The Members ratify the election or re-election of the Chair. The Chair of the Board and the Chair of the Finance Committee maintain regular contact with management between meetings concerning the affairs of the Company. The Chair also keeps Members updated on relevant issues.

Vice-Chair

The Board elects the Vice-Chair from among its number for a one-year term. The Vice-Chairperson assists the Chairperson and may be re-elected for successive terms.

Company Secretary

The Directors appoint the Company Secretary. They ensure that the person appointed has the skills necessary to perform the statutory and legal duties of the Company Secretary and such other duties as may be delegated to the Company Secretary by the Directors.

Chief Executive Officer (CEO)

The CEO is responsible for the day-to-day management of MIA and the implementation of MIA's long and short-term plans. The CEO presents a comprehensive report at each Board meeting covering ongoing activities, financial and administrative affairs, communication updates and strategic planning. The CEO acts as a direct liaison between the Board and management. The CEO also communicates on behalf of MIA to employees, contractors, other stakeholders and the public. Duties and responsibilities delegated to the CEO include Strategic Plan implementation, staffing and operations, and public relations.

Conflicts

MIA has a comprehensive Conflict of Interest and Conflict of Loyalty policy that applies to Directors Staff and Volunteers. It is standard practice at the beginning of each Board meeting to request each Director to indicate if he/she has a conflict of interest or loyalty concerning any agenda item. Procedures are in place for dealing with the conduct of Directors in this regard and the Minutes of the meeting must record the issue and the Director involved.

Committees of the Board

To function efficiently and effectively, the Board has devised and agreed on procedures for productively running the enterprise. To do this it has a Committee-structure. Each Committee has written Terms of Reference which are approved by the Board and reviewed regularly. The committee system allows the Trustees to make the most effective use of their time and also allows appropriate time to be devoted to considering particular financial, governance, and other operational issues.

COMMITTEES OF THE BOARD

Finance Committee

Kevin Hoy (Chair), Ron Ashworth, Peter Burnett, Maria Lawton rsm, Yvonne Camacho (from November 2022) Bill Roche (till June 2022) Patricia Duffy (from June 2022), Berneice Loch.

Governance Committee

Mary Moorhead (Chair till May 2022), Kevin Hoy (till May 2022), Paula Thomas rsm (Chair from August 2022), Peter Burnett (from August 2022), Dolores Heery (from November 2022), Berneice Loch rsm.

Mission Committee

Sheila Carney rsm (Chair), Ron Ashworth, Maria Lawton rsm, Julia Morisi, Angela Reed rsm, Elizabeth MacNeal, Berneice Loch rsm.

Safeguarding Committee

Marie Louise White rsm (Chair), Suzanne Ryder rsm, Susan Clarke, Emma Horgan, Thérèse Gaynor (DLP), Berneice Loch rsm.

Finance Committee

The Committee normally meets at least three times a year and the Chair keeps in regular contact with the Finance Manager and CEO. The Finance Committee undertakes regular review of the accounts and liaises with the investment managers to oversee the investments and ensure compliance with ethical considerations. It monitors fundraising projects and ensures that MIA complies with the Statement of Guiding Principles for Fundraising to which MIA is a signatory. The Committee keeps abreast of Charity Law to ensure that the financial practices of MIA are in line with its directives. MIA has an Internal Financial Control Policy and an Ethical Investment Policy in place. Risk Management oversight responsibility is shared with the Governance Committee.

Governance Committee

The Governance Committee oversees all compliance issues arising from the Charities Governance Code and other elements of law in Ireland. It reports to the Board and alerts it to any actions that need to be taken to remain fully compliant with the Charities Governance Code. MIA meets the requirement to report on Governance to the Charities Regulator Authority and is able to report full compliance with the Standards.

Mission Committee

The Mission Committee has the responsibility of safeguarding the mission by engaging the Board and Executives on Mission awareness. The Committee brings to the board an understanding of the main activities of MIA and how these are linked directly to the objectives of the organization. It has a role in assessing the changes that need to be made so that the organisation remains faithful to its mission. The main activities are identified as Mercy Heritage and Spirituality, MGA, and MIC.

Safeguarding Committee

MIA is not a constituent part of the Catholic Church in Ireland but it intends to act fully in accord with what is required by the National Board for Safeguarding of Children of the Catholic Church in Ireland. The Board established the Safeguarding committee to ensure that MIA is fully compliant with what is expected of it under the law in Ireland and to foster awareness of how this issue is strongly related to the Christian mandate to treat all persons with respect. It arranged for an audit of Safeguarding at MIA to take place in November 2021 and a good report was received.

Risk Management

The Board as a whole takes responsibility for Risk Management and seeks input from its Finance and Governance committees. A comprehensive review of Risk Management was done in 2021 at the Board's request and revisited in 2022. Particular attention was paid to compliance generally.

Relationship with Stakeholders

MIA has identified the following as Stakeholders:

- The Leaders and membership of the twelve Mercy entities which are Members of MIA
- The Staff and Volunteers that undertake the work of MIA
- Those lay people with some type of formal association with the Member groups.
- The participants in MIA pilgrimages and programmes
- MIA donors and supporters
- The MIA online community
- The many partners who serve in Mercy ministries around the world
- The interested public

In order to foster good relations with its stakeholders, MIA:

- maintains the www.mercyworld.org website which is a significant means of promoting interconnection among the Mercy global family, of providing educational and spiritual resources and a platform through which stakeholders can engage with issues of global concern;
- distributes a two-weekly newsletter reporting to its readers on various aspects of how the MIA vision is inspiring action. It also provides a platform for stakeholders to report on matters of interest to them;
- seeks the views of stakeholders for example, through annual meetings of the Members, asking for feedback from participants in programmes, involvement of Executive Team members in Board meetings, and staff meetings;
- maintains regular contact with donors through updates and reports;
- has in place policies which allow for stakeholder concerns to be presented, eg Complaints procedures, Whistle-Blower policy, Safeguarding policy, GDPR policies.

EXECUTIVE LEADERSHIP

MIA Executive Leadership Team and Staff

Executive Members regularly attend sessions with the Board of MIA. This strengthens the capacity to work together while promoting good communication among all involved in leadership of MIA.



Angela Reed, rsm
Head of Mercy Global Action



Berneice Loch, rsm
CEO



Elizabeth Donahue (MacNeal)
Head of Heritage & Spirituality

Staff during 2022 in Dublin:

- Susan Cahill, Programmes Coordinator (from May 2022)
- Marcelo Fraga, Domestic Assistant (from June 2022)
- Sean Gillespie, Administrative Assistant
- Siobhán Golden, Programmes Coordinator (till June 2022)
- Máire Hearty rsm, Heritage and Spirituality Associate
- Elen Carvalho Lima, Domestic Assistant (from June 2022 till Dec 2022)
- Fiona Maher, Domestic Assistant (from June 2022)
- Tripti Rodrigues, Office Manager (till March 2022)
- Thomas Quirke, Receptionist (from May 2022)
- Avril Tyrrell, Facilities Manager

Staff during 2022 in New York:

- Catherine Edwards Intern (from September 2022)
- Siobhán Golden, MELF Programme Manager (from June 2022 till Dec 2022)
- Cecilie Kern, Global Policy and Research Advocate
- Leah Schiffman, Intern (from September 2021 to August 2022)
- Colleen Swain, MELF Leadership and Advocacy (from June 2022)
- Jemima Welsh, MELF Leadership and Advocacy (from June 2022)

Contracted Staff:

- William Donahue, Preservica and IT Support (till June 2022)
- Trish Duffy, Finance Team (from March 2022), Finance Manager (from June 2022)
- Denise Fox rsm, "Opening Doors" Project Leader (from April 2022)
- Bill Roche, Finance Manager (till June 2022)

FINANCE

During 2022 there was a successful transition to a new Finance Manager for which we are grateful to all concerned. Internal Financial Controls were revised and confirmed by the Board. It was important to monitor investments carefully during 2022, and the Board is satisfied with the level of management.

The Finance Committee of the Board is very aware of the third objective of the Strategic Plan. Due to the generosity of donors, MIA continues to operate and work at achieving its aims even in these difficult times. Every contribution is valued.

The funding model for MIA has four components:

1. Levies paid by Member Congregations/Institutes/Federation
2. Income generated by the Endowment Fund
3. Ongoing fundraising to build a Capital and Programmatic Fund
4. Income from activities provided by Mercy International Centre

MIA receives no government grants.

LEVIES

Until 2018, the Sisters of Mercy worldwide provided approximately 75% of the annual income of MIA. The remaining 25% was provided by a reserved fund that the Members established when Mercy International Centre was opened in 1994, and by a small income from activities that take place in MIC. By 2011, it was evident that the reserved funds would be exhausted by 2016 and it was also acknowledged that the Member groups were no longer in a position to continue funding at the then-current rate due to falling income and great demands on them because of changing demographics. It was agreed in 2011 that the annual funding from the Members would drop over the coming ten years to approximately half the previous value. Consequently, the idea of establishing an Endowment Fund was conceived.

ENDOWMENT FUND

The fundraising campaign to establish the Endowment Fund took place in Ireland, Australia, England, New Zealand and the United States of America. A €20 million target was set with the hope that this would yield an annual sum approximate to what the Congregations formerly paid. In 2019 the investment income from the Endowment Fund began to be utilised as a significant part of the financing of annual operations. Rules for managing this have been developed to help ensure that the fund will remain intact as it becomes the principal financing source for MIA operations. The Irish Revenue Commissioners have approved these Rules. The fundraising target of €20 million was achieved by 2019.

It continues to be necessary to maximise investment return and produce small increases in the market value of the Endowment to ensure no substantial

decline in the endowment investment balance. The Board is giving close attention to future financial security as stated elsewhere in this report.

PROGRAMMATIC AND CAPITAL FUND

A Phase 2 campaign was set up in the latter part of 2016. It was initiated because the campaign to create the endowment was designed to replace the existing financing of MIA operations. The MIA Endowment Fund is not sufficient to provide for capital development projects. MIA has operated annually at break-even or most often at a small loss. Provision needed to be made for future capital and programmatic needs. The Phase 2 campaign was intended to provide some funding for these needs.

The contribution of generous donors to MIA continues to be the source of funds for capital development projects at MIA.

INCOME FROM MIC ACTIVITIES

Income from activities at MIC gradually improved during 2022. Considerable planning has gone into striking a balance between making sure programmes do not run at a loss and yet remain accessible. It will continue to be necessary to monitor this closely particularly in the light of increasing costs especially of energy and food.

ETHICAL INVESTMENT

MIA considers its investments in terms of ethical, social, and environmental issues, and its funds are managed to provide a reasonable return consistent with these considerations. The aim is to promote Mercy ethos through investment practices and to balance the need for financial return with the aim of supporting only companies that operate in a manner consistent with MIA values. In partnership with the investment managers, and observing the standard rules of sound financial management, MIA aims to invest in well-managed companies with positive record in:

- advancement of women and under-represented populations
- Board diversity
- just employment practices
- effective environment policies to promote sustainability
- protection of human rights
- promotion of nonviolence

The investment manager has been instructed to avoid directly profiting from or providing capital to products, services or activities that are materially inconsistent with Mercy values and are in danger of undermining the credibility and effectiveness of Mercy witness.

FUNDRAISING

The Board has adopted the "Fundraising Code: Statement of Guiding Principles for Fundraising" which has been issued by the CRA in Ireland.

AUDIT INFORMATION

Accounting records

The measures taken by the trustees to ensure compliance with the requirements of sections 281 to 285 of the Companies Act 2014, with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of a computerised accounting system. The books of account of the charity are kept at Mercy International Centre, 64a Lower Baggot Street Dublin 2.

Relevant Audit Information

In the case of each of the persons who are trustees at the time of this report is approved, in accordance with section 332 of Companies Act 2014

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

Auditors

In accordance with section 380 to 385 of the Companies Act 2014, the independent auditor, Robert J Kidney & Co. have indicated their willingness to continue in office.

This report was approved by the Board of Directors on 25 February 2023 and signed on behalf of the Board by

Ron Ashworth
Trustee

Sheila Carney RSM
Trustee



MERCY INTERNATIONAL ASSOCIATION

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