



2024 Social Impact Report

Our 2024 Social Impact Report demonstrates our commitment to enriching lives and driving positive change, inspired by our purpose *to bring joy to those we care for* to shape a brighter future for all.

Cover image: Resident John and wellbeing manager Kabita enjoying a walk and a chat at Templestowe Views Care Community in Melbourne.

Published April 2025

4 • MESSAGE FROM OUR CHAIR AND CEO

6 • YEAR IN REVIEW

16 • HOW WE DELIVER IMPACT

18 • CARING FOR OUR PEOPLE

36 • CARING FOR OUR PLANET

50 • ENRICHING COMMUNITIES

64 • PROMOTING UNDERSTANDING

78 • GROWING WITH PURPOSE

Opal HealthCare respects and honours the traditional custodians of the land and we pay our respects to their Elders, past, present and emerging. We acknowledge the stories, traditions and living culture of Aboriginal and Torres Strait Islander peoples on the lands where we meet, live and work.

Compassion

We strive to understand and meet the needs and feelings of those we care for. We act with kindness in everything we do.

Accountability

We take responsibility for our actions, commitments and the wellbeing of those we care for.

Respect

We are honest and transparent. We respect those we care for. We always show respect for each other.

Excellence

We work as a team to provide the highest quality care and the highest standard in everything we do.



2024 Social Impact Report – Chair and CEO message

Opal HealthCare continues to evolve with purpose, committed to delivering high-quality care while creating shared value and advancing the aged care sector in Australia.

We are responding to rapidly changing demographics and sector reform, strengthening long term careers in care, advancing environmental stewardship and continuing to honour and uplift older generations.

Australia is entering a period of unprecedented demographic change, with the growth rate of the 80+ population set to triple. The average age of admission at Opal HealthCare has risen to 84, which may be an indicator of this trend already taking shape.

This demographic shift demands a sustainable aged care system – one that balances high quality care and services with long-term financial resilience. For aged care to be sustainable, every provider must make a surplus, enabling ongoing investment in people, infrastructure and innovation. At Opal HealthCare, our purpose to *bring joy to those we care for* guides this approach.

Sector reform continues to drive consolidation, with new regulatory and reporting requirements placing greater demands on providers. Organisations with scale, like Opal HealthCare, are best positioned to invest in the systems, capabilities and workforce needed to meet these expectations while returning more time to care.

Through many years of board and shareholder support for our digital transformation, we are equipped to deliver reforms through the systems and innovation necessary for high-quality, future-focused care.

In 2024 we further invested in the lives and careers of our team through new, improved Enterprise Bargaining Agreements (EBAs), Opal HealthCare Academy training programs and immigration pathways. Opal Healthcare passed on in full, to eligible team, the wage increases funded by government. In addition to this, we provided meaningful wage increases for Care Community team in NSW, Queensland and Western Australia through new Enterprise Bargaining Agreements.

In caring for older people in diverse communities across Australia, we recognise that culturally and linguistically diverse team members bring vital skills, empathy and cultural safety to care, and offer a talent pipeline in a tight labour market. Building inclusive pathways, leadership programs and support for migrants, such as the PALM scheme and our partnership with Career Seekers, strengthens our care delivery and organisational resilience.

As we grow, so does our environmental impact. With 133 Care Communities in 2024, and more in development, we are redefining our role in reducing emissions and protecting nature. This year we piloted building innovation projects with encouraging initial results. Aimed at improving insulation, ventilation and use of renewable energy, these pilots are informing our building development and maintenance programs and will positively impact the environment and the resident experience.

We take seriously our role in continually challenging stigmas of ageing and aged care. Through community outreach programs, like Dementia Care Connections webinars and our Cuppa Q&A's video and podcast series, we support thousands of families across Australia by addressing common concerns around ageing and the transition of a loved one into care.

To us, sustainability means adaptability – and the ability to grow with impact while staying true to our purpose. This report shares our progress, our challenges, and our ongoing commitment to providing continually improved care for more people in more communities across Australia.

Professor Peter Shergold AC – Chair

Rachel Argaman – Chief Executive Officer

Year in review

As Opal HealthCare grows to serve our rapidly increasing population of older people and provide vital services to more communities across Australia, our organisational strategy is anchored in social impact and sustainability.

Our sustainability action plan

Our **Sustainability Action Plan** is focused on delivering our Social Impact Goals by 31 December 2025, through four interconnected pillars:

Caring for our people through care that prioritises wellbeing and connection as well as clinical excellence.

Caring for our planet – by reducing our environmental footprint and building for a sustainable future.

Enriching communities – fostering connection, belonging and opportunity for all.

Promoting understanding – by tackling ageism and ensuring older Australians are visible, included and celebrated.

Our Plan ensures that we stay focused on long-term viability, while actively contributing to the wellbeing of people and our planet. It reflects our vision to be the first choice for older people to live their best life in our care.

We're delivering this vision through:

- A clear organisational strategy, regularly reviewed by our Executive and Board, with 18 measurable Social Impact Goals to be achieved by the end of 2025
- A commitment to listening – to our team, residents, families and communities – so we're investing in what matters most
- Staying true to our purpose as we grow, ensuring our core services remain strong and responsive through reform and beyond

These goals are embedded across our business, led by our leadership team and supported by a dedicated Social Impact Working Group. Environmental performance is tracked through our Investment and Sustainability Committee, and progress across all goals is reported to our Board twice yearly.

Our goals are aligned with the **UN Sustainable Development Goals (SDGs)**, reinforcing our commitment to creating a better, fairer world. Our efforts are benchmarked globally through **GRESB**, where in 2024, Opal HealthCare scored 91 out of 100, ranking third in Oceania for Social Infrastructure in Health and Social Care.

Focus on governance

In 2024, we continued to develop and strengthen the significant governance changes required under the Aged Care Act. Our consumer advisory body (CAB), and quality and clinical care advisory body (QCAB) held meetings involving consumers, receiving feedback and insights that have since been directly actioned at our Care Communities. This enables the iterative feedback loop directly to our approved provider Board.

Key achievements were:

- Continuation of our annual Privacy Week to ensure team's awareness, understanding and action around privacy.
- Reviewed and made submissions to Government on the draft new Aged Care Bill that passed Parliament in December, with a 1 July 2025 target commencement date.
- Our Whistleblower/Speak Up program continued to be available as a channel promoting transparency and accountability for those seeking anonymity with their concerns.

Delivering reform

The Australian government passed the Aged Care Bill 2024 in November and the new Aged Care Act will commence from 1 July 2025. The new Act is designed to put the rights of older people first by enabling easier and more equitable access to the services people need through the stages of ageing.

It provides for a more robust framework in which people will have greater choice and control in the planning and delivery of those services, and a risk-based regulatory system for the delivery of funded aged care services, including more accessible feedback and complaints mechanisms.

Opal HealthCare supports reform in the aged care system in Australia. It is necessary to ensure that society and providers can meet the evolving population, needs, expectations and rights of older Australians.

For residential aged care providers, meeting new compliance standards around quality of care, governance and reporting requires digitisation of systems and the resources necessary for wide-reaching change.

Opal HealthCare is well positioned to meet these requirements with confidence, due to our significant investment in our people, digital systems and technology over many years.

As an integral part of the healthcare sector, it is essential that the aged care reporting regime is fit for purpose. We continue to work with government to ensure reporting requirements are balanced – supporting transparency and quality of data without creating undue administrative load, while prioritising the all-important direct care and connection with residents.

It is vital that the data collected offers meaningful, actionable insights that contribute to better care, rather than simply adding complexity.

Key reforms implemented in 2024 include the introduction of consumer advisory bodies (see page 11) and the requirement to deliver a sector average of 215 care minutes per day per resident, including 44 minutes of registered nurse care, from 1 October.



Stable and experienced team

Ensuring a consistent and skilled workforce is essential, especially as demand for care accelerates. We have a number of strategies in place to attract, retain, develop and promote people from diverse cultures across a variety of career pathways at Opal HealthCare.

The majority of our team are employed under the provisions of an Enterprise Agreement. In 2024 we completed the re-negotiation of Enterprise Agreements in three states – New South Wales, Queensland and Western Australia.

These Agreements include terms and conditions that are greater than the relevant award provisions, such as: paid parental, emergency service and domestic violence leave; and, flexible work arrangements for carer responsibilities.

The Agreements also include annual wage increases per annum over the life of the Agreements, which are in addition to the Aged Care Work Value increases which we committed to pass on to our team in 2023 and subsequently in 2025.

Recruitment Initiatives

Overseas nurses and relocation assistance

Opal HealthCare has undertaken national, New Zealand and United Kingdom campaigns for the sponsorship of Registered Nurses across partnered jobs boards.

In 2024 we placed 151 overseas registered nurses and 16 enrolled nurses across Australia and we have a number of overseas registered nurses in our recruitment pipeline.

In addition, we offered:

- Relocation assistance for overseas and onshore registered nurses
- 482 visa pathway to Permanent Residence after six months
- Accommodation support in regional areas
- Extension of our referral program, “Relocate a Mate”, to overseas nurses

Cultural inclusion and labour agreements

Opal HealthCare entered into the Aged Care Industry Labour Agreement in February 2024, enabling us to sponsor Assistants in Nursing/Personal Care Workers and convert existing team member hours to full time.

In 2024 we sponsored 384 team members across Australia with a strong pipeline of existing team wishing to access the Agreement. The Aged Care sector Labour Agreement allows a pathway to Permanent Residency for these team members which previously did not exist under other visa arrangements.

Hearing and responding to our residents

Of the 384 sponsorships processed, 217 were personal care assistants or assistants in nursing, 151 were registered nurses and 16 were enrolled nurses.

Opal HealthCare has also entered into the Pacific Australia Labour Mobility (PALM) scheme and the Aged Care extension program. To date we have employed and trained 22 Pacific Island team members across a number of NSW Care Communities and have the ability to extend this program if required to Care Communities in other locations.

Training and development

The Opal HealthCare Academy is our sector-leading training, development and leadership Academy. It offers our team defined career pathways across every aspect of residential aged care and aims to support skill building and career development.

Supporting our team with long term opportunities for a career at Opal HealthCare benefits team members by providing sustainable and rewarding work, and gives our residents consistency in team caring for them, which in turn delivers better care outcomes.

In 2024, 60% of general manager and care manager appointments were internal promotions. In 2025, to further support internal promotions to leadership roles, we are introducing a “2GM” program – for team members in various streams to work towards a general manager role.

For more information about the Opal HealthCare Academy visit academy.opalhealthcare.com.au

We introduced consumer advisory bodies (CAB) at our Care Communities in 2024. In addition to our regular “always on” feedback channels, annual CAB meetings provide participants with an opportunity to share feedback directly with the Opal HealthCare board. Our Chair and CEO each attended some CAB meetings.

Across our 98 CAB forums, 1,127 residents and 526 representatives participated. The feedback was consolidated into a report for residents and representatives which explained how the feedback was considered by the Board, and actions we’re taking in response.

All relevant feedback was shared with the individual Care Community leadership team so that local concerns could be addressed by those best positioned to bring swift and meaningful resolution.

Through CABs and other feedback channels, the views of those we serve continue to drive improvement today and in the future.

Innovation in care and building design

We progressed several programs to reduce our impact and enhance the living experience in care:

- **Building Management System pilot** has significantly reduced power consumption in the trial Care Community and will inform our building design and maintenance strategy.
- **Electrification pilot** for electric laundry and kitchen solutions.
- **The Move program** to improve resident mobility and reduce workplace injuries.
- Large-scale **solar retrofitting**, with an additional 24 Care Communities now generating clean energy, and a total of 79 solar-powered Care Communities across Australia.

Upholding human rights

As a leading provider of residential aged care in Australia, trust and dignity are central to our care, so our responsibility to prevent harm and protect human rights is especially critical.

We recognise that modern slavery, including human trafficking, forced labour and other forms of exploitation, can exist in complex and sometimes hidden ways – even in a sector founded on compassion and care.

Our Modern Slavery Statement outlines improvements we made in 2024 as we grow our organisation. We have taken a risk-targeted approach to identifying and addressing potential modern slavery risks within our operations and supply chains. This means we prioritise our efforts by focusing on vendors and partners whose business activities, service delivery models or geographic operations present a higher inherent risk of exploitation.

In doing so, we are able to take more meaningful action – such as conducting deeper assessments, requesting detailed information, or working collaboratively to improve labour practices. In 2024 we introduced an independent expert assessment tool which can provide an instant due diligence report for a vendor which identifies sanctions, watchlists or flags any issues that may indicate potential risk.

Our Modern Slavery Statement reflects our commitment to ethical and sustainable practices, and to creating safe, fair and respectful environments for everyone connected to Opal HealthCare. To read our Statement please visit our website opalhealthcare.com.au

Cyber security

This year our Cyber Resilience roadmap focused on increasing our maturity in the following key areas:

- Alignment of all Opal HealthCare Information Security Policies to the National Institute of Standards and Technology (NIST) Cyber Security Framework 2.0.
- Enhancing our record retention and destruction policies and practices.
- Cyber incident and data breach response simulations to test and improve our response capabilities.

Gender equity

We are committed to advancing gender equity through inclusive recruitment, professional development, and leadership opportunities, ensuring all team members have equal access to grow and succeed, regardless of gender identity, race, religion, sexual orientation, ethnicity or disability.

The Workplace Gender Equality Agency's (WGEA) gender pay gap index measures the difference between the average earnings of men and women, irrespective of job title or seniority. According to the WGEA protocols:

- The National WGEA Gender Pay Gap for 2024 is 21.8%.
- Opal HealthCare's Total Remuneration Gender Pay Gap is 2.9% and the median is 0%. (The mid-point of all employer total remuneration Gender Pay Gaps in the Comparison Group is 2.9%.)
- This is an improvement from 6.8% for the 2023–2024 reporting year.

Women represent the majority of our workforce. Most team members are employed under an enterprise agreement, where pay and conditions are determined by clear criteria, such as qualifications, experience and role requirements.

We regularly review remuneration and benefits to ensure we are taking meaningful action to close the gender pay gap. This includes seeking and acting on feedback from our team to identify and remove barriers to equality.

Our goal is to maintain gender balance in key leadership roles at a 70:30 ratio. We believe this reflects the diversity of our workforce and those we care for, while enriching our decision-making and enabling stronger, more inclusive outcomes. In 2024 our leadership gender ratio was 72% women, 28% men.

In 2025 we will further strengthen our efforts by setting three gender equality targets across the six Gender Equality Indicators (GEIs) as required by WGEA from 2026.

Preparing for mandatory climate reporting

Australia’s sustainability reporting framework is now in place after climate-related financial disclosures reporting legislation, the *Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Act 2024 (Act)* received Royal Assent in September 2024.

Under The Act, Opal HealthCare is required to disclose our climate-related plans, financial risks and opportunities, in accordance with Australian Sustainability Reporting Standards (ASRS) made by the Australian Accounting Standards Board (AASB).

Our first mandatory reporting date will be 30 June 2026, and we are proactively working to ensure that we are able to report with accuracy and integrity.

We see this as not only a compliance obligation but an opportunity to better align our strategy with long term sustainability outcomes and demonstrate leadership in residential aged care.

Awards and recognition

We believe investing in people is one of the most powerful ways to strengthen our communities and the aged care sector. Among various external commendations our Care Communities received in 2024, we are especially proud to be recognised for our contribution to creating meaningful career pathways for people across Australia. The following two examples are from Western Australia and New South Wales.

Geraldton Shore Care Community was recognised with the prestigious 2024 Employer of the Year Award by Central Regional TAFE Western Australia.

This award celebrates our team’s unwavering commitment to providing outstanding support and enriching learning experiences for students in the Vocational Education and Training Delivered to Secondary Students (VETDSS) program. Geraldton Shore Care Community was deemed to be an outstanding employer in the VETDSS program.

Orange Grove Care Community was awarded a special commendation for its contribution to Skilled Up, a NSW Government initiative aimed at providing training and skills development for individuals.

This award refers to the Smart and Skilled program and the Fee-Free TAFE initiative, both of which are designed to make education and training more accessible and affordable. It also supports high school students to work with education providers and agencies (including employers) to ensure they have access to quality training opportunities.

Progress towards our 2025 Goals

The case studies and stories in the following pages demonstrate our progress towards achieving our Social Impact goals by 31 December 2025.

Our goals support the UN Sustainable Development Goals



How we deliver impact

Our 2023-2025 goals

How we care

Progress in Year 2 – as at 31 December 2024

- Team members
- Residents and families
- Innovation



Caring For Our People

Our team, residents, and families are at the heart of how we deliver care.

Nurse graduates



Mental health



Diversity & inclusion



Gender balance



Customer experience



Care innovation programs



- Energy and water
- Waste and recycling
- Climate



Caring For Our Planet

Reducing impact from our operations and supply chain and improving our footprint.

Net zero pathway



Energy



Circularity



Waste diversion



Water



Building innovation programs



- Social support
- Local employment
- Responsible sourcing



Enriching Communities

Contributing to healthy, connected communities and upholding human rights.

Local employment



Community partnerships



Responsible sourcing



- Advocacy
- Positive ageing
- Knowledge and information



Promoting Understanding

Supporting older people to maintain a meaningful status in society.

Information sharing



Advocacy



Community outreach





Aligned UN Sustainable Development Goals

Caring for our people

This encompasses the freedom and choice to define what health and wellbeing looks like for each individual, encouraging preventative health, innovating to continually improve our care and services, creating pathways for healthy mental and social transition into care, supporting families of our residents, and nurturing the wellbeing of our team.

In 2024 we:



Cared for 18,836 residents	Welcomed 767,644 visits from family and friends	Employed 19,410 Opal HealthCare team members
---	--	---

Awarded 108 Opal HealthCare Scholarships	Internally appointed 60% of general manager and care manager roles	Achieved 77.59% team engagement score
---	---	--

Progress towards our goals

489

Nurse Graduate Program participants to date

134

Mental Health First Aid training participants to date

9

Partnerships supporting employment pathways for minority groups

Female **72%** Male **28%**

Gender balance in leadership roles

93.2%

Customer satisfaction score

4.3/5

Customer recommendation score

102

Care Communities with established or new edible gardens

Meaningful career pathways for students

Student placements help young people see a rewarding career in aged care.

Aged care is a unique opportunity for young people seeking a career in health. Caring for Australia's elders offers a chance to support and improve the lives of some of our most vulnerable people.

At Opal HealthCare we offer in-demand career paths with purpose and meaning, and the opportunity to pursue a specialty or area of interest, such as dementia care.

There is no substitute for practical experience. Student placements enable young people with an interest in elder care to spend time at our Care Communities, get involved in all aspects of aged care and gain invaluable skills that will help them decide if it's the right path for them.

We work with tertiary education providers including universities, TAFE and registered training organisations to place students for a defined period at a Care Community close to them. Students are typically studying for a qualification in individual support, ageing support or nursing and for our residents, being able to play a role in a young person's career journey is rewarding.

Creating an environment where students thrive

At **Murdoch Gardens Care Community** in Perth's southern suburbs, students are part of the rhythm of life. In 2024, successful placements resulted in 10 students joining our team permanently.

Over several years, Murdoch Gardens has built strong foundations with various education providers.

Students are welcomed on their first day by Murdoch Gardens' senior leadership team. Each student is supported by experienced team members who understand the students' perspectives and can guide and support accordingly. Experienced care team, such as assistant in nursing, Lorraine, play a vital role in helping students transition to permanent roles.

"It's an inclusive, immersive experience for our students with constant support," says general manager, Amanda.

"Students get to experience every aspect of a career in aged care and we include them in all team education sessions. That helps them to see they're valued. It gives them a strong idea of the possibilities and the commitment involved in an aged care career."

"Our residents love interacting with our students and they're especially proud when they see the impact they've had in helping a young person find a career that fits them."

Sonam's story

Sonam came to Australia from Bhutan. Her interest in caring led to a placement at Murdoch Gardens Care Community where she quickly built a rapport with residents and team members. Sonam has become a valued part of our Murdoch Gardens team as an assistant in nursing.

"My parents live in Bhutan so I feel our residents are my parents in that respect," says Sonam. *"I think caring for the vulnerable is important and I love hearing our residents share stories of their lives. Murdoch Gardens feels like home to me; it's safe and comfortable."*

"Our young team members are very enthusiastic and caring," says resident Irene. **"It's good for them to enter the workplace as they have fresh ideas, they're interested in us and they're interesting too. I love walking and chatting with Sonam. She treats us all with dignity and respect."**



Impact

Develops a skilled aged care workforce

Supports resident engagement and wellbeing

Connects tertiary education with career pathways

Strengthens communities through local employment

A helping hand for Queensland nursing students

Opal HealthCare’s Nursing Scholarships provide support to nursing students experiencing financial hardship at Griffith University.

Since 2021, the Opal HealthCare Scholarship program has supported 20 students at Griffith University through their nursing degree. In 2024, the first group of seven students graduated with a Bachelor of Nursing.

Established in memory of Frank Blazevic, Opal HealthCare Nursing Scholarships have provided much-needed support for students pursuing a career in care.

Scholarships assist by easing the financial burden across a range of needs including accommodation, travel, childcare – whatever each person’s unique circumstances, our scholarships enable them to commit to their studies.

Opal HealthCare is engaging with Griffith University to create career pathways at our Care Communities.

“The Scholarship funds helped me stay on track by covering essentials during my placement, and enabled me to take courses that kept me motivated and engaged.”

Laiba, Bachelor of Nursing graduate

“This Scholarship allowed me, as a single mother, to go on placement without having to choose between food for myself or my children.”

Antoinette, Bachelor of Nursing graduate



Impact

Financial support for people seeking careers in care

Supports a pipeline of talent in caring careers

Builds strong partnerships with tertiary education providers to improve the aged care sector



A great place to work for people seeking refuge

Our partnership with CareerSeekers offers professional experience in the aged care sector.

Feeling safe and secure in one's home is a fundamental human right. But for more than 120 million people around the world fleeing humanitarian crisis¹, it's an urgent need. At least 60,000 people have sought refuge in Australia.²

Australia can offer the chance for a safe home and meaningful employment. Opal HealthCare partners with CareerSeekers to provide valuable work experience in the aged care sector for university students seeking refuge in Australia.

In 2024, Opal HealthCare welcomed interns Vadym, Ali, Malika and Mortaza, working with our Communications and Sustainability, ICT, Learning & Development and Risk and Innovation teams respectively.

Our interns spent 12 weeks working at Opal HealthCare's Sydney Home Office, developing skills in their fields of practice and bringing valuable diverse perspectives. These roles may lead to further internships in university holidays or even permanent employment with us.

Vadym's story

Vadym came to Australia from Ukraine in 2022 with a Finance and Law degree from Donetsk National University and Kharkiv Law Academy. With strong experience with private medical providers in Ukraine, Vadym wanted to further his career in healthcare.

"Healthcare is where I can serve," says Vadym.

"My mission is to use my unique experiences to build a better society. I always ask "How can I contribute?"

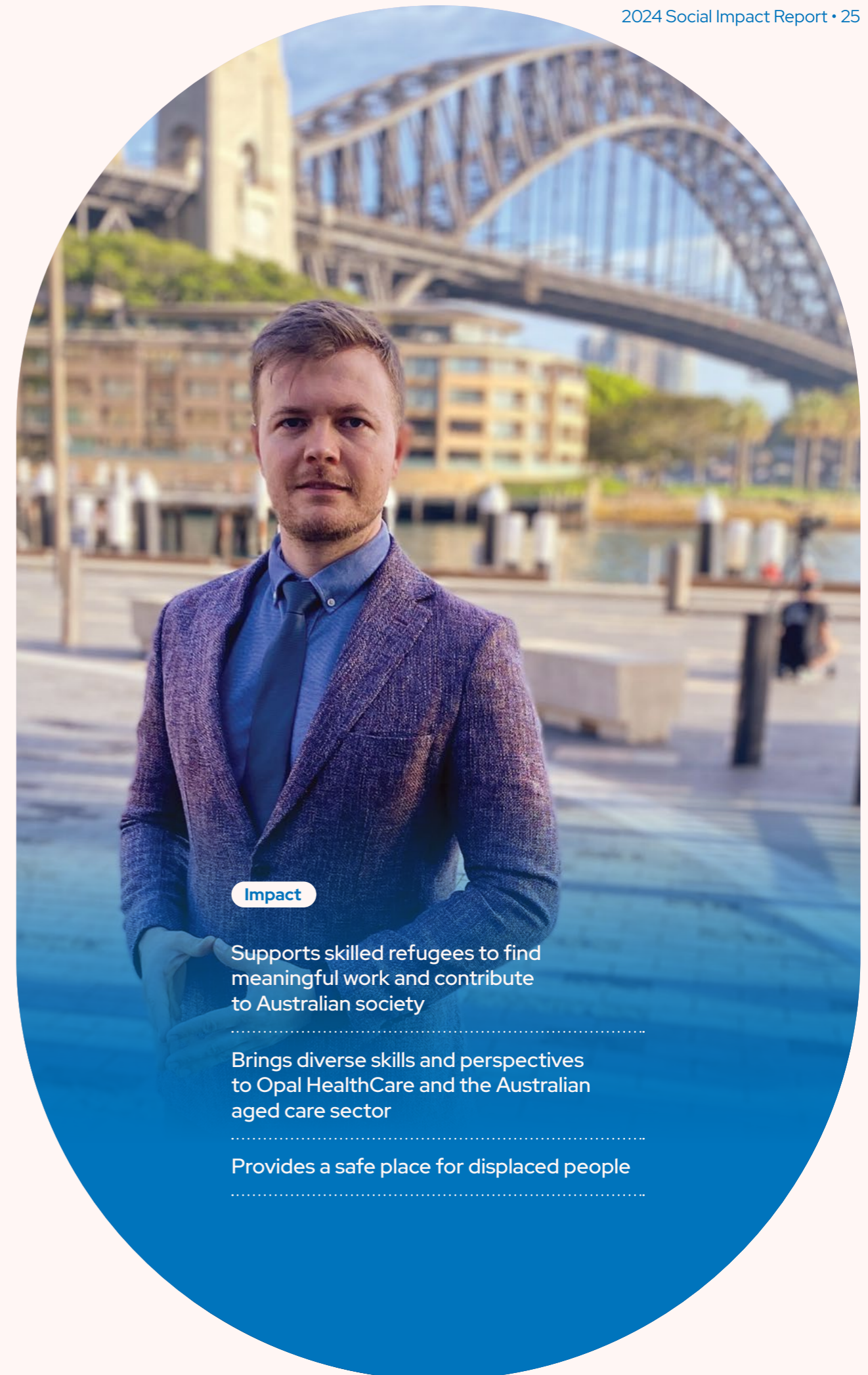
A lifelong learner, Vadym's keen interest in data earned him a scholarship to the University of NSW's Masters in Commerce program, majoring in Marketing and Business Analytics. This made him an ideal fit for Opal HealthCare's Communications and Sustainability team.

Vadym's internship project at Opal HealthCare was to identify relevant data from our website and other digital channels, and create dashboards that provide insights into our customers' needs and interests. He then analysed sector trends to demonstrate how we could most effectively serve those needs.

"This experience has been a game-changer for me," says Vadym.

"I love Australia's workplace diversity and what refugees bring to that. We're adaptable, and we add to that diversity through our culture and our unique skills and experiences from home. I demand excellence from myself. I like challenging myself and finding solutions and those are valuable attributes in aged care."

1. The UN Refugee Agency estimates 122.6 million people were forcibly displaced their homes as at 30 June 2024.
 2. The UN Refugee Agency (Australia) estimates almost 60,000 refugees and 80,000 asylum seekers are hosted in Australia.



Impact

Supports skilled refugees to find meaningful work and contribute to Australian society

Brings diverse skills and perspectives to Opal HealthCare and the Australian aged care sector

Provides a safe place for displaced people

Growing Nursing Careers in Aged Care

Opal HealthCare's Nurse Graduate Program is strengthening the aged care sector.

The number of people aged 65 and over is expected to double in the next 40 years, and those aged 85 or over will triple. The number of centenarians is expected to increase by a factor of six.

Our ageing population requires a skilled workforce with the ability to care for people with complex needs. The Opal HealthCare Academy supports aged care workers at all stages of their careers. And our Nurse Graduate program is vital to growing and retaining skilled aged care team members to meet the needs of older people and reduce pressure on the health system.

Working with our tertiary education delivery partners, our Nurse Graduate Program aims to attract graduate and early career nurses and support their transition from tertiary education to clinical practice. We do this through mentoring, coaching, and structured in-place learning. Participants may elect to take on further study in gerontology-related fields.

In 2024, 91 team members enrolled in the program co-delivered by Opal HealthCare and the University of Wollongong. To date, 489 team members have completed or are participating in the program.

In 2025 our eleventh cohort will commence. Existing team members who have recently qualified as a registered nurse will work with our clinical experts, build leadership skills to handle any situation and undertake an experiential program with practice development opportunities.



“There’s no better job. I’ve built such special bonds with our residents, and it’s hard to get that anywhere else in healthcare. Giving people the best care is a privilege. And with nursing, you never stop learning.

I’ve taken so much from the program. I’ve learned leadership comes with respect, with listening, and taking accountability for your actions, and for the people you’re entrusted to care for. This has had a very positive impact on my clinical skills. As my skills have improved, I’ve taken on more responsibility.”

Rue, registered nurse

Impact

Sustainable career pathways for nurses in aged care

Supports students transition from tertiary studies to work

Enhances quality of life for residents

Increases local employment

Scan the QR code to read more of Rue's inspiring story.

Easing the burden of administration

More choice in payment options for customers.

When a resident moves into care, a loved one or close contact will typically take on the role of managing their administrative and financial matters.

Whether people have some experience in navigating the aged care system, or are new to it, we aim to make the required administrative processes as simple as possible.

Fees and charges in aged care can be complex, so understanding our customers' preferences and offering more payment choices is one way we can make it easier for people to manage their affairs and bring peace of mind.

Direct debit is the most convenient option for most of our customers but we recognise this is not a catch-all solution. So, this year we introduced the option to pay online by credit card.

Our fee statements include clear instructions on how to pay online, including a QR code people can scan to pay using their phone. When this option is selected, the payment form automatically prefills some important details, including the amount to pay, the resident's name and the contact's email address. This makes it a quick and easy process for the customer. We also offer a support line to call if people need help.

Edible gardens grow healthy minds and bodies

Residents across Australia thrive on raising plants from paddock to plate.

Connecting with nature has a multitude of benefits for older people, including enhanced cognitive function, increased social interaction and physical activity. Through planting, growing and harvesting fresh produce at our Care Communities, our edible kitchen gardens promote healthy living and reduce our environmental footprint.

Our resident Gardening Committees lead the charge, working with our chefs, kitchen teams, maintenance officers and wellbeing teams to raise and enjoy a variety of edible plants.

This year, 102 Care Communities had productive edible gardens. It's strong progress towards our goal of an edible garden at every Care Community so all residents can enjoy the benefits of homegrown fresh produce.

Some Care Communities' gardens are so productive that beyond our own kitchens, residents have shared fresh herbs and vegetables with friends and families.

At **Ashmore Gardens Care Community** on Queensland's Gold Coast, surplus herbs are happily shared with family members and visitors.

At **Orange Grove Care Community**, residents love putting zucchinis and herbs in the muffins they bake and give to local emergency services to enjoy. Tomatoes take pride of place in the chutney they make to support local causes, such as relief for people experiencing homelessness.

And **Dubbo Homestead Care Community's** pumpkins were a real winner, as the hero ingredient in the pumpkin scones that took out first prize at the 2024 Dubbo Show.

Opal HealthCare's Harvest Awards celebrate our edible gardens

In 2024, our first annual Harvest Awards recognised and celebrated the rewards of our edible gardens, and our residents who lovingly tended them. In 2025, we're expanding the awards to include state winners for most categories.

Our 2024 Harvest Award winners were:

- Abundance Award: **Highton Gardens Care Community**, Victoria
- Garden Evolution Award: **Orange Grove Care Community**, NSW
- Resident Engagement Award: **Ashmore Gardens Care Community**, Queensland
- Food for the Soul Award: **Dubbo Homestead Care Community**, NSW



"Tending our veggies enriches my life by giving me a sense of purpose and belonging. It keeps me busy and gets me out of my bedroom. I want to be active for as long as possible and this helps me achieve that."

Graeme, resident at Highton Gardens Care Community

Impact

Improves social connection and sense of purpose for residents

Increases mobility and time outdoors

Creates sense of pride and accomplishment from raising and eating home grown produce

Reduces food waste

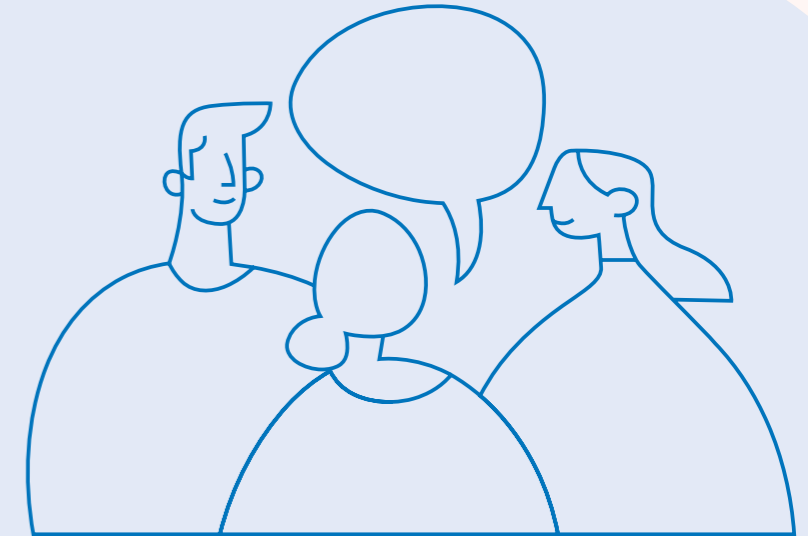
Contributes to the circular economy

"We get ideas for the garden when we read gardening magazines. It's a great opportunity to share ideas and chat with others. I've learned a lot about plants and I'm excited to learn more."

Pearl, resident at Ashmore Gardens Care Community

Mental health first aid training supports team wellbeing

Healthy minds are just as important as healthy bodies.



In 2024, we made good progress towards our goal to have 250 qualified Mental Health First Aiders in our team by December 2025. That means having onsite support for team members at every Opal HealthCare Care Community and Home Office around Australia.

With an estimated 1 in 5 Australian adults likely to face a mental health challenge at some point in their life*, this is an important support for team members who care for vulnerable people.

Participants undertake the Standard Mental Health First Aid course with Mental Health First Aid Australia. The training equips participants with the knowledge, skills and confidence to recognise, understand and respond appropriately to adults experiencing a mental health crisis.

Mental Health First Aiders provide a valuable triage service, assisting until a team member resolves their crisis or receives professional help.

To date, 30 team members have completed the qualification and 104 are in progress. Our focus in 2025 is to expand the training to have two trained Mental Health First Aiders at every Care Community, supported by a peer-to-peer graduate network across our workplaces.

*Australian Government Institute of Health and Welfare

Listening and understanding to proactively support our team

At a Care Community in Queensland, a Mental Health First Aider identified recurring issues of stress and family violence impacting team members. Our Mental Health First Aider assisted some individuals directly, but recognised that others may not have been comfortable seeking assistance. Prompted by these conversations, she developed a Wellbeing Day at our Care Community to share resources and raise awareness of the support available, including Opal HealthCare's free and confidential Employee Assistance Program. Following the event, several team members shared they were pleased that awareness of mental health and access to resources is a priority at their workplace.

“People I’ve helped wanted someone to know and understand their predicament without being pitied or looked down on.

“All either didn’t want time off work as it was their only escape from home, or they couldn’t afford the time off to deal with the situation privately.

“Lending time and an ear to these team members helped them understand they had help and support.”

Mental health first aider

Impact

Greater support for team wellbeing

Improves understanding of mental health in the community, at work and at home

Psychologically safer workplace for our team

Improves mental health outcomes for team

'Move'-ing to better health outcomes

Our Move program pilot aims to improve resident and team wellbeing.



Opal HealthCare's Move program trial at **Mornington Bay Care Community** in Victoria and **Wallarah Point Care Community** in NSW began in 2023 to address two key areas impacting residents and team, which are directly related:

- Improving functional continence for residents; and,
- Reducing strain injuries for team.

Around 80 percent of people living in residential aged care in Australia experience some form of incontinence.

'Functional' incontinence occurs when a person can't get to the toilet on time. This can be distressing for residents, and increases the need for continence aids and may, at times, lead to acquiring Incontinence Acquired Dermatitis.

As well as improving a person's sense of dignity and independence, better mobility reduces risk of pressure injuries, skin tears and falls from lack of movement.

For our team, reducing strain injuries is another important outcome of the pilot.

Mitigating risk of injury is important to support team wellbeing, enable continuity of care for residents, and our organisation, to protect against the direct and indirect costs associated with workplace injuries.

About the pilot program

Working with our equipment supplier Arjo, we trialled mobility equipment that enabled team to assist residents to move more safely for everyone, including to the toilet.

Team members were trained in the safe use of the equipment by Arjo's Move coaches, who ensured knowledge transfer and provided hands on coaching.

Each resident was assessed to ensure the equipment was suited to their needs and preferences. Team continence aid 'champions' were appointed to help embed the training.

Positive outcomes

Instances of transferring a resident from bed due to hygiene reduced by 92% at Mornington Bay Care Community, and 77% at Wallarah Point Care Community over the 12-month pilot.

Importantly, we were better able to support resident dignity, as a result of using equipment which enables one team member to safely assist a resident in instances where previously two people were required. Movement using two team members during the trial reduced by 59% at Mornington Bay, and 52% at Wallarah Point.

Following completion of the Pilot, we're assessing opportunities to extend the program to other Care Communities. Our team at Wallarah Point and Mornington Bay Care Communities continue to embed the new practices to support team and resident wellbeing.

Trialling wearable technology to improve team safety

At **Wallarah Point Care Community** we're trialling wearable technology to identify where workplace injuries could occur.

The technology is encased in a small box worn on a custom belt, so team members can carry out care activities with no restriction. It measures: how often a person bends and twists; the angle of motion; and, how long a person holds their position.

This records dynamic load (such as pushing or pulling a trolley) and static load, which typically occurs when a position is held in activities such as assisting a resident with nail care or showering.

For both loads, an angle of bend of greater than 60 degrees is considered potentially harmful. Static overload occurs when a person bends at 60 degrees or more and holds that position for one minute or more.

Catering, cleaning and laundry team members are also trialling the wearable technology.

The trial will continue in 2025, using the insights to inform how we can reduce team strain injuries across our Care Communities.

Impact

Greater resident dignity, comfort and independence

Improves resident mobility outcomes

Peace of mind for families

Reduction in team strain injuries

Supports our culture of safety

Over time we expect to see a decrease in waste to landfill

The need for speed

Internet and wireless technology upgrades improve the resident experience.

Our residents are increasingly technology-savvy, so access to a strong, reliable internet connection is important.

In 2024, we identified a number of Care Communities where internet and wireless coverage and connectivity could be improved. They had technology that is now superseded, or were located in areas where geography, such as hills, made coverage a challenge.

We updated more than 2,000 WiFi switches and access points at 25 Care Communities, with a noticeable improvement in coverage in resident bedrooms and all areas of our buildings. Importantly, the upgrades also provided improved security, another essential for residents and families in today's digital world.

At nine regional Care Communities with geographic challenges and minimal mobile coverage, we installed Mini Distributed Antenna Systems. These systems pick up, boost and distribute network coverage.

"It's so hard for my family and friends to visit. Everyone is so busy and distance is a barrier so FaceTime is the best way to stay in touch. Most of my contact with the people I know is through internet connectivity so it's very important to me."

Robert, resident, Altona Gardens Care Community

"Since the upgrades, we've seen a noticeable difference in coverage throughout our Care Community, both in signal strength and providing coverage to areas that had none before."

Care Community General Manager



Impact

Improves social connection for residents and families

Reliable, secure access to information and services

Greater opportunities for residents to engage in web-based learning and activities

Improves productivity for team

Scan the code to read how technology (and coffee!) help create a sense of connection for residents at Altona Gardens and Keilor East Manor Care Communities.





Aligned UN Sustainable Development Goals

Caring for our planet

Taking responsibility for our environmental footprint. Working together with experts to address challenges specific to the aged care sector, such as diverting waste from landfill. Improving circularity. Reducing use of fossil fuels and greening our energy. Adapting to the predicted effects of a changing climate and building climate resilience into our buildings and operations.

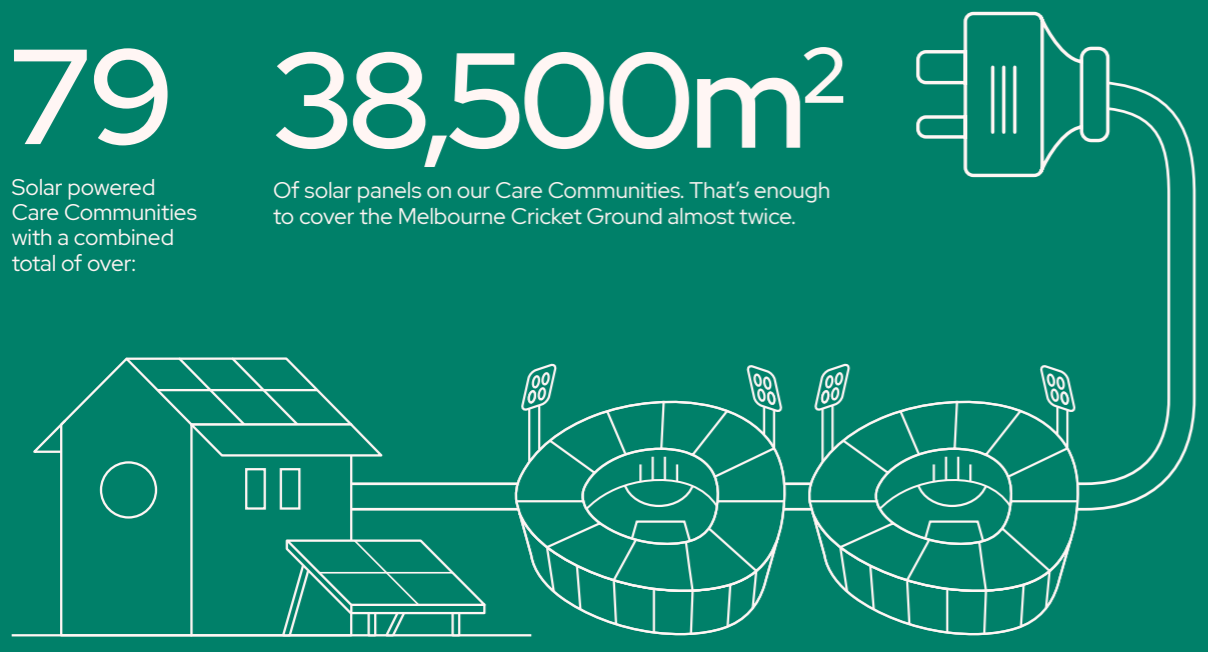
In 2024 we:

79

Solar powered Care Communities with a combined total of over:

38,500m²

Of solar panels on our Care Communities. That's enough to cover the Melbourne Cricket Ground almost twice.



Progress towards our goals

97.5%

Construction waste recycled

15%

Of waste diverted from landfill

2

Food Waste Diversion pilot programs

1

Electrification pilot program

1

Organic Gardens pilot program

2

Building Management System pilot programs

5,585.4 MWh

Energy used that was generated by our solar powered Care Communities



Expanding our solar program

An additional 24 Care Communities went solar in 2024.

Opal HealthCare is on track to achieve our Goal of 15% of energy generated and used onsite by December 2025. Our solar expansion program is improving the way we use solar and alternative energy sources at our Care Communities.

In total, across Opal HealthCare we produced and used 5,585.4 MWh of energy across our 79 solar-powered Care Communities. This figure will grow in 2025 as newly converted Care Communities deliver a full 12 months' of solar generation. We now have over 38,500m² of solar panels in place across Australia, with many more to come.

In 2024, we worked with our solar contractor to install and energise photovoltaic cells (solar panels) at 24 Care Communities.

Many of these are located in Western Australia and Queensland. They were identified as ideal for solar power, with sufficient roof area facing north and north-west and the prevalence of sunshine providing optimal conditions to generate energy.

As part of our design brief, we install sub-metering at every solar-powered Care Community, providing real time data across Opal HealthCare on energy production and usage. It assists in identifying issues and understanding where we can operate more efficiently.

An important part of our solar program is communicating with our team, residents and representatives when solar is installed, to engage our people in our efforts to improve our impact on the environment.

In 2025, our solar program has two streams: installing solar at a further nine Care Communities; and assessing 37 newly acquired Care Communities, along with some existing ones, for solar.

"I love that the natural environment, the sun, is keeping our water hot throughout the day. It's like we're living off grid!"

Beverly, resident at Springwood Terrace Care Community

Impact

Increases green energy use

Improves environmental footprint

Reduces pressure on the electricity grid

Improves operational efficiencies



Harvesting rainwater for sustainable living

Conserve water, preserve life.

Opal HealthCare's Care Communities are home to thousands of older people across Australia and water is an essential element of providing quality care and services. Necessary services such as laundries and cleaning, kitchens, food and beverage, bathrooms, gardens and clinical care all place demand on our water supply.

We continue to implement systems that access alternative and sustainable water sources, and actively manage water consumption efficiently, while ensuring a high standard of resident care and comfort.

Building sustainability into our Care Communities

Over many years, Opal HealthCare has designed and built our own Care Communities, and we have a significant development pipeline. This means we can build in water saving technology before any bricks or mortar have been laid.

At all new Care Communities we install:

- Dishwashers with inbuilt condensate capture mediums, meaning no exhaust hood is required. The condenser on the dishwasher converts steam into water, returning it to the dishwasher
- Water-efficient washing machines
- Minimum 4-star dual flush toilets

- Minimum 3-star showerheads
- Minimum 4-star taps
- Minimum 3-star urinals

Rainwater harvesting

We install underground water tanks at our new developments, and external tanks where an underground tank isn't feasible.

This water is collected, then recycled with appropriate UV filtration techniques, into irrigation for our lawns and gardens, and for use in flushing toilets.

Importantly, rainwater harvesting reduces impact on the wider community by reducing storm water run-off into local neighbourhoods, and easing pressure on mains water.



Impact

- Creates an additional water source and reduces dependence on mains water supply
- Reduces the impact of stormwater run-off
- Lowers energy demand and air pollution by reducing the need for wastewater treatment
- Improves drought resilience



Reducing waste, nourishing communities

Our Food Waste Diversion pilot delivered valuable learnings.

Food waste continues to be a major global challenge, with millions of tonnes of edible food discarded each year, straining natural resources, contributing to climate change, and ultimately, contributing to global food insecurity. In Australia alone, our society wastes around 7.6 million tonnes of food each year.

Opal HealthCare has a goal to reduce waste and improve diversion from landfill. With 75,000 meals and snacks served to our residents in 2024, implementing food waste diversion strategies benefit our people, organisation and planet.

Learning from our Food Waste Diversion pilot program

The Aged Care sector is a major contributor to waste, with the NSW Government estimating 11.2% of the sector's waste that ends up in landfill is food.

In 2023, initiated as part of the NSW Government's Sustainability Advantage Circular Economy Leadership Accelerator program, we developed a Food Waste Diversion Pilot. The objective was to understand how much food waste was being generated, identify opportunities to reduce unnecessary waste and improve food waste diversion.

The Pilot took place in 2024 at **Blacktown Terrace Care Community** in Western Sydney, and **Orange Grove Care Community** in Central NSW. It involved ongoing team education and resident engagement, creating a team of volunteer "Waste Watchers" at each Care Community, and delivering two seven-day food waste audits at each site over a period of three months. In between food waste audits, changes were made to test better practices and seek improvements in the second audit.

The audits identified:

- The volume of food waste produced weekly
- The highest producing food waste types
- Meal services that produced the highest food waste
- Practices and processes that were contributing to food waste

Informed by learnings from Blacktown Terrace Care Community, the Pilot at **Orange Grove Care Community** delivered game-changing insights:

- Audit One reported **430.1 kgs** of food waste going to landfill.
- In Audit Two this reduced to **316.79 kgs** – a difference of 26.5%

Key insights from Audit 1 were acted on prior to Audit 2, resulting in a reduction per resident per week of 1.2kgs (from 4.4kgs to 3.2kgs). Actions included:

- **Deep focus on resident preferences** – truly understanding the nuances of individual tastes, for example: if a resident likes potato, understanding whether they like it in all forms or specific variations. At mealtimes, ensuring team ask instead of assuming what a resident may feel like eating, because we all change our minds sometimes. For example, confirming choices such as having juice with breakfast, or wanting a smaller dinner portion than usual because they had been out for lunch.
- **Conversation, engagement and awareness** – focusing on the dining experience and ways to make the physical environment more conducive to enjoying meals. Encouraging residents who typically choose to eat in their room to join others in the dining room for meals is proven to have a beneficial effect on the amount of food consumed.

- **Training our team** – around attractive food plating and serving sizes per resident preferences.

Next steps

In sharing the experiences of the Food Waste Diversion Pilot across our Care Communities, some leaders have already made plans to conduct audits at their Care Community. Along with refining our care and food service practices, we are exploring ways to divert food waste from landfill such as through composting and other methods.

In 2024, Opal HealthCare commenced a seven-year contract with Veolia in which we will develop waste reduction and diversion strategies to achieve our 2025 Goal of 20% waste diversion from landfill. Waste audits are being conducted at high volume waste producing Care Communities to determine opportunities and actions for improvement.

This includes preparing for the NSW Government's mandate to have a source-separated food organics waste collection service from 1 July 2026.

1. National Food Waste Strategy Feasibility Study conducted by Food Innovation Australia. <https://www.dcccew.gov.au/environment/protection/waste/food-waste>

"Some people can't afford a meal each day; so for me, reducing food waste is like feeding an extra meal to somebody who needs it. Someone has to take action to reduce waste and I feel fortunate we're doing it. Anything we can do to help, I'm in for it!"

Helen, resident, Orange Grove Care Community

Impact

Engages team and residents in addressing a global issue

Builds a culture of awareness and action at Opal HealthCare

Enhances resident care and outcomes by better meeting their needs

Improves our environmental footprint in local communities

Delivers scalable solutions to improve impact

Reduces waste to landfill

Embeds circularity within our operations

Scan the code to learn more about Orange Grove Care Community's 'Waste Watchers' Food Waste Diversion Pilot.



Grassroots recycling makes a difference

Acting locally together with our residents.



Our current generation of residents are the original 'reuse, recycle, repurpose' generation. So when it comes to recycling, our residents are acting for the good of their local community and contributing to the global challenge of waste reduction.

At **Mooroolbark Manor Care Community** in Melbourne's east, resident Keith brings new meaning to the term 'news cycle'. Each day, Keith distributes the day's newspapers to fellow residents. And at the end of the day he collects them for a greener use.

Keith's a keen gardener and he's worked hard with general manager, Brandon, and our Mooroolbark Manor team to create beautiful courtyard gardens. The used newspapers are ideal underlay for the pots in which Keith grows geraniums and daisies that bring immense joy to residents and visitors.

Keith gives away the flowers to residents and even sells some of the plants each month. All money raised goes back into his projects to keep beautifying Mooroolbark Manor.

At **Wallahah Point Care Community** on the NSW Central Coast, residents and team are recycling to help protect their local environment from pollution and contribute to local community organisations that play a vital role in the region.

Working with our team, residents Norma and Bonnie came up with the idea of taking plastic bottles to the local Return and Earn recycling point to exchange them for cash. Every cent of that return goes directly to local organisations, including Toukley Sea Scouts, Soldiers Beach Surf Life Saving Club, Wadalba Community School, and Cancer Council Australia.

Bonnie sadly passed away in 2024, however Norma and fellow residents continue to be inspired by and build on her wonderful legacy of giving.

This year, Wallarah Point Care Community raised over \$3,000, primarily through recycling, which supported two local community organisations with their work:

- Local Sea Scouts travel to Brisbane for their 2024 Jamboree
- Surf lifesaver training, including rescue gear and equipment at Soldiers Beach Surf Life Saving Club, including beach safety research and education initiatives. And sponsorship of the Club's Nipper and Nipperette of the Year awards, recognising the outstanding contributions of local youngsters

Impact

Reduces waste to landfill through recycling

Greater sense of purpose and wellbeing for residents and team

Supports community organisations to deliver their services

Contributes to stronger, healthier communities

"Recycling helps us stay connected to the community. It's not only good for the environment, it's rewarding to be able to support locals with much-needed funds."

Norma, resident

"Voluntary groups like ours need vital funds from organisations like Wallarah Point Care Community to remain sustainable in the community."

Matt, Director of Youth Development at Soldiers Beach Surf Life Saving Club.

Turning smart building technology insights into action

Our Building Management Systems assist with resident comfort and reduce our environmental footprint.

Adaptable, smart built environments are a critical element in addressing the effects of climate change. Providing comfortable Care Communities is central to our residents' wellbeing, the safety of our team and the experience of our visitors.

Learning from our Building Management System pilot

Building Management Systems (BMS) monitor essential systems and provide data that helps to identify an issue before it becomes a problem and enables us to better manage resources.

Energy use is a key area of opportunity. Our goal is to provide the optimal comfort level for our residents while using energy efficiently.

In 2024, we piloted a BMS at **Toongabbie Terrace Care Community** in Western Sydney, following an assessment that revealed our heating, ventilation and air conditioning (HVAC) systems used excessive energy.

By acting on the BMS's insights about more efficient use of fresh air intake, we were able to reduce energy consumption in kilowatt hours at Toongabbie Terrace by a remarkable 18% in 12 months, saving 14,492 KWh per month.

In 2025, a second pilot at **Kawana Waters Care Community** on Queensland's Sunshine Coast will help us gain new insights to inform BMS requirements in our design briefs for new developments.

With a current development pipeline of over 20 new Care Communities, this represents a significant opportunity to reduce our energy footprint as our organisation grows.

We are also assessing existing Care Communities with particularly high energy usage to identify those for which we may consider a BMS.



Impact

Sustainable, comfortable living environments for residents

Reduces electricity consumption

Improves efficiency in building operations at our Care Communities

Ability to reduce our energy footprint as our organisation grows

Growing gardens that do good

Learning from our organic landscapes trial.

Cleaner air. Saving precious resources like water. Creating ecosystems where plants and animals thrive alongside us. These are just some of the reasons organic landscape design makes sense.

Opal HealthCare has a long-term goal to implement organic landscape principles at our new developments and where possible, at existing Care Communities. In 2024, we commenced a trial at **Quakers Hillside Care Community** to test and learn about organic landscapes to inform our practices in the future.

Quakers Hillside Care Community is in Sydney's growing north-western suburbs.

It was well suited to a trial, with plenty of sunshine and rain, and a physical environment that could yield insights on what works well and what doesn't.

Quakers Hillside has long held an organics-first focus, for example, rather than use pesticides, maintenance officer, James, keeps pests at bay by growing insect repellent plants, such as citronella, lavender and peppermint.

Tapping into smart natural networks

One innovation we are testing is encouraging mycorrhizal fungal networks in our natural environments. Put simply, these networks occur when the roots of plants connect under the ground. They create and hold carbon dioxide, which is used for plant growth.

In-ground composting and healthy mycorrhizal fungal networks are linked as these networks need decomposing organic matter to be released into the soil. At Quakers Hillside we purchased compost bins and use our organic kitchen waste to help create food for our soil.

Working with our landscape architects, we replaced an unused lawn with a decomposed granite ground surface – known as permeable paving – which has reduced our total water use and enables water to seep into the soil, creating deep soil space for mycorrhizal networks.

We planted native plants which thrive in the local climate, require less water and promote native bird and animal life. And we planted groundcover to support soil structure, retain water and supply nutrients. Self-contained movable planters, known as Vegepods, were installed to grow herbs.

Making better use of our organic waste

Composting takes place over time and not all waste is useful. Our kitchen team at Quakers Hillside is working to separate out the compostable, 'clean' waste for composting. For example, trimmed cabbage leaves break down for compost, however, the rate of decomposition can slow if the leaves are mixed with plate waste from meals which can contain contaminants that deliver no nutrients to soil.

All weed control is managed with sprays that are Australian Certified Organic.

Using insights from this trial, Opal HealthCare will use learnings from Quakers Hillside to make improvements across our Care Communities and new developments.



Impact

Cleaner natural environments with appropriate plants and foliage

Greater engagement with residents and team in our environmental initiatives

Improves water efficiency

Reduces waste to landfill

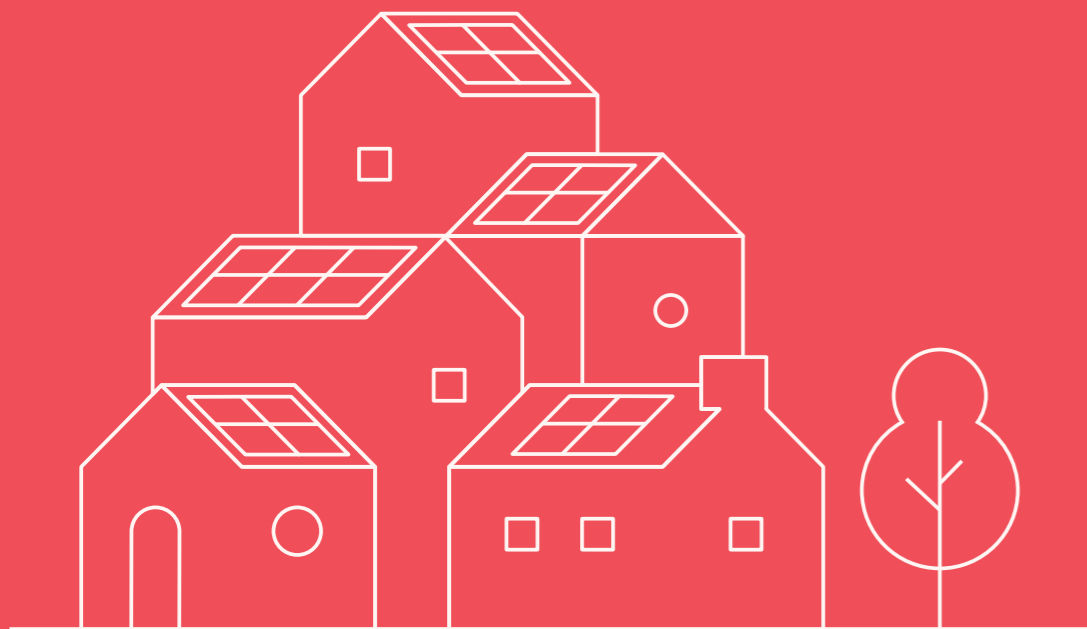
Promotes healthy and diverse plant and bird life



Aligned UN Sustainable Development Goals

Enriching communities

Creating socially connected communities where people experience belonging, participation, self-worth, acceptance, equity and social justice. Strengthening intergenerational connections. Working with local organisations and suppliers. And building stronger communities through local supply chain, employment and partnerships that deliver social good. Ensuring ethically responsible procurement practices that benefit people, places and the environment.



Progress towards our goals

133

Local communities served by Care Communities in 5 states of Australia

4,517

New jobs created across our Care Communities

33

Care Communities welcomed into the Opal HealthCare family through acquisitions, enabling local communities across Australia to continue to have high quality residential aged care options

19

Care Community refurbishment programs underway

23

New Care Communities in development

38,289

Items of new clothing provided to our residents through our partnership with Thread Together

Enriching communities in regional Australia

Sale Gardens supports local employment for all.

Our Care Communities are part of the fabric of their local communities, and residents and team take pride in giving back. Across Australia, strong communities provide opportunities for people of all abilities and challenges. **Sale Gardens Care Community**, in Victoria's Gippsland region, is helping to build equality by supporting employment opportunities for marginalised people.

Working with Workways

Workways is an organisation that connects people from a diverse range of cultural and social backgrounds to local employment and education opportunities. Our team at Sale Gardens Care Community has teamed up with Workways to help people who are facing employment challenges find or prepare for work.

In 2024, Sale Gardens welcomed six new team members through its relationship with Workways. Four joined as general services officers (GSO), and two as personal care assistants.

Of those, one GSO has commenced a traineeship to become a personal care assistant, and another is completing a Certificate III in Individual Support.

"Coming to Sale Gardens has opened up so many opportunities for me," says Connor, general services officer.

Sale Gardens' efforts extend beyond employing our own team. Two of our leadership team offer interview practice for Workways clients who are seeking employment outside of aged care.

General manager, Ann, and wellbeing manager, Julieanne, conduct mock interviews and provide constructive feedback to help the client understand the questions they are likely to be asked and how best to prepare for employment.

And, for people who have never been employed before, Sale Gardens offers Workways clients the opportunity to spend a day at our Care Community with our residents and team to experience life in a caring workplace.

John's story

John came to live at Sale Gardens via the NDIS, after he struggled to find accommodation. Throughout his life, mental health challenges and other circumstances meant John had difficulty finding and holding a job. But John was keen to work and our team at Sale Gardens supported him through our Helping Hands program, where residents participate in essential tasks at the Care Community.

Working with maintenance officer, Wayne, John polished furniture, tended the gardens and kept the car park clean. He thrived on helping chef Alex and our team by assisting residents at meal times. As John progressed, our Sale Gardens team supported him by teaching him money management skills, including paying bills, and life skills like washing clothes.

After two years living at Sale Gardens, John was able to move into supported living, and then community housing with NDIS support. And, with the confidence our Care Community helped instil in him, John secured a volunteer role with Foodbank – giving full bloom to his generous nature.

"I love spending time with our residents and making people smile, and I'm much more confident now. I'm proud to tell people where I work. And having stable employment has enabled me to buy my first car!"

Connor, general services officer



Impact

Provides vital local employment

Gives opportunity to marginalised people

Increases sense of purpose and fulfillment for residents and team

Creates connected communities

Local jobs support local prosperity

Employment opportunities close to home bring social and economic good.

If people are the heart of local communities, local job opportunities are the blood that keeps the heart pumping. Sustainable employment opportunities are essential to healthy and well communities, and in many locations around Australia, our Care Communities are major employers. We offer a compassionate and professional work environment, with long term career pathways and opportunities for training, development and promotion.

Our residents also benefit from local employment. Consistency of team, and seeing familiar faces they know and trust each day, brings comfort and connection.

Supporting skills and growth in Gawler

With roots dating back to 1839 and its proximity to Adelaide and the Barossa and Clare Valleys, the town of Gawler thrives on its people. **Gawler Hillside Care Community** is a significant local employer.

Our leadership team has built a strong local employment base by supporting team members' development with coaching and training programs and focusing on internal promotions.

"People come to Gawler and generations of families stay for our lifestyle and our community pride," says general manager Sheralee. *"They want to work close to where they live, in roles where they can build their skills."*

At Opal HealthCare, we welcome interactions with local schools through volunteer and educational programs that give young people the chance to see for themselves the potential of a career in aged care.

Our team at Gawler Hillside has actively worked to support team to stay in the regional town. When family responsibilities led two team members to consider options away from Gawler, Sheralee spent time with them to understand the pressures they were facing outside of work. Offering their children the opportunity to volunteer with our residents resolved their immediate challenge, and has created new and stimulating relationships between the children and our residents.

Rebecca's story

For wellbeing manager Rebecca and her son Cody, life at Gawler Hillside is all in the family. Inspired by his mother's work, Cody now serves as a general services officer at Gawler Hillside while her daughter, Amber, volunteers with us during school holidays.

"It's been so nice to see Amber and Cody understand the difference they're making," says Rebecca.

"They're helping out in our local community, they're supporting our residents and they can see the work they're doing matters."

"I love the history and community spirit of Gawler and I love hearing our residents' stories of growing up here. In a previous role, I travelled all over Adelaide and that could be tough. Working locally is fantastic for me and my family."

"Local knowledge matters. It builds community spirit and camaraderie and it's good for people's general wellbeing. To live and work in your own community is amazing. It puts you in a calmer space."

Rachelle, team member



Impact

Consistency of carers for residents

Sustainable career paths for people in local communities

Deepens local community connections

Strengthens local economies

Giving for good

Across Australia our residents and team contribute to a healthier society through charitable giving.



Our Care Communities are embedded within the local communities our residents call home. Raising funds for charitable organisations is an important way our residents and team support local organisations and help to build a better society.

Mulgrave Rise Care Community in Melbourne's south-east has built a tradition of supporting the Dementia Australia Memory Walk by hosting a mini walk around our Care Community. In 2024 our team and residents raised \$1,190 for Dementia Australia towards programs supporting people living with dementia and their caregivers. Our team made it great fun for everyone, creating a carnival atmosphere with a tally stamp each time participants crossed the starting line, guessing games and tasty treats to refuel afterwards.

Melville Parkside Care Community in Perth's south has a deeply personal connection with Hannah's House, a special organisation that supports families caring for children with complex medical needs. Through its annual fair and other fundraising activities throughout the year, Melville Parkside raised \$3,000 for Hanna's House in 2024.

Residents at **Tweed Valley Care Community** in Northern NSW were proud to make Christmas a little brighter for women experiencing hardship by contributing to Share the Dignity's 'It's in the Bag' campaign. Residents and team worked together throughout the year to collect items and pack them with care for Share the Dignity to support women in need.

Cancer research is a cause close to the heart of many Australian families. At **Aldinga Beach Care Community**, south of Adelaide, Australia's Biggest Morning Tea is a highlight of their events calendar. Residents, team and family enjoyed a cuppa and treats, raising \$994 for the Cancer Council. And in Brisbane at **Calamvale Parklands Care Community**, residents and team held a Daffodil Day event to remember those who have experienced cancer, creating beautiful centrepieces for a morning tea that raised \$600 for the Cancer Council.

Impact

Residents continue to participate in causes that are important to them

Supports local communities through charitable giving

Greater sense of purpose and fulfilment for residents and team

Deepens connections in local communities

"I had a challenging childhood and I've always wanted to help others from an early age, particularly around Christmas. Knowing that I could help those in need was fulfilling and I'd love to do it again."

Wendy, Resident, Tweed Valley Care Community

"On the day of the charity walk, we joined in with the rest of Melbourne and felt like we were part of it. It's important to help those in need and the result we achieved was outstanding."

Jillian, Resident, Mulgrave Rise Care Community



Intergenerational friendships with a difference

Residents in Central West New South Wales help students with unique needs prepare for life beyond school.



Intergenerational relationships form part of the social fabric of strong local communities by enabling vital social inclusion and connection. At **Orange Grove Care Community** in Central West NSW, a special relationship with Anson St School is setting new standards in community engagement.

Anson St School educates students with moderate to high learning and support needs, from kindergarten to Year 12. In 2024 a unique partnership was formed, where eight students visited Orange Grove regularly to gain life skills that will be invaluable beyond the classroom.

For Orange Grove Care Community General Manager, Margaret, it makes perfect sense.

"We're kindred spirits. Having unique needs is not a reason to not do something. It just needs additional support. Anson St School and our Care Community celebrate everyone's success."

Life beyond school

Introduced by Intergenerational Learning Australia, students from Anson St School are able to build interpersonal skills in a unique social and learning environment where different skillsets are valued. For people who have experienced challenges throughout their lives and may struggle to find their place in society, this makes a real difference.

"A student on the autism spectrum may have been told they can't perform a caring role," says Margaret. "When they come to us, they can see how they can do it with support. It's about what people can do, not what they can't. It also normalises the ageing process for them. Everyone is an individual and everyone deserves respect."

Supportive friendships

Our relationship with Anson St School is built on mutual respect and support without judgment. Students bake biscuits with our chef and kitchen team. They work with our general services officers to serve morning and afternoon tea to residents, an opportunity to hone their social and communication skills with adults.

Residents gently coach students in the art of etiquette, including shaking hands, conversation, and the importance of grooming. Residents enjoy playing chess and UNO with students – and learning why Justin Bieber is so influential!

For Peter, who enjoyed a respite stay at Orange Grove, the program was so impactful he continues to visit our Care Community to engage with Anson St School students.

We ended 2024 on a proud note, when our residents visited Anson St School to heartily cheer on students as they graduated from Year 12.

"Being part of this program makes me feel I'm helping the younger generations and they in turn are helping me to grow and learn and stay connected. It helps me feel valued and I still have something to contribute."

Audrey, resident

"I love the students. It makes my day when I see those happy faces come in. It's something which I always look forward to."

Marguerite, resident

Impact

Increases understanding and respect between generations

Advocacy for older people and young people with special needs

Enhances sense of purpose and fulfilment for residents

Deepens community connections

Supports young people with the transition from school to adult life

Orange is famous for its wines and Anson St School and Orange Grove Care Community are helping to build on that reputation. Anson St School prepares the grapes that go into a local wine maker's special Anson Farm label. The local bottle shop sells these wines for no profit, directing all funds raised to Anson Street's intergenerational programs. Orange Grove holds regular wine tastings and supported this initiative at the Care Community's annual fair.

Taking steps towards a greener supply chain

Small changes can make a big difference.

As our organisational footprint grows, our relationships with suppliers and across our value chain become more impactful. We recognise that understanding the full life cycle of the products we use – from material sourcing, production, delivery and consumption to disposal or recycling – can help us make changes that will improve our impact on society.

In 2024 we introduced sustainability practices into our national procurement process, focusing first on large and high impact suppliers, to minimise negative impacts and improve efficiencies.

Small changes we made in 2024 to the way we order high volume products will deliver future outcomes that benefit both our environment and operations over time. For example, hand towels and stationery supplies.

Hand towels: We provide Bunzl hand towels in our bathrooms, kitchens and team rooms at our Care Communities across Australia. Increasing the surface area of the towels by 11%, and the size of the packing containers in which they are transported, delivered two positive outcomes:

1. Team and residents use less towels because the larger surface area is more effective
2. The amount of packages being received reduced by 50%, reducing carbon emissions from transport

Stationery: We work with stationery supplier, Winc, to provide a choice of sustainable products and promote Winc's EarthSaver range in our ordering systems.

Products in the range contain 30% post-consumer recycled content or more; 30% or more rapidly renewable material (such as sugar cane and hemp) which is not bio-plastic; and, adhere to a select group of third-party environmental standards and certifications.*

In 2024:

- 36% of total product purchases came from the EarthSaver range (where available in a category)
- 99.73% of office paper product purchases came from the EarthSaver range
- We set an ordering threshold to reduce ad hoc small orders and thereby reduce carbon emissions from transport by 32.6%

We continue to introduce sustainability practices across our supply chain, deepening strategic relationships with key suppliers to make changes that benefit all of those we serve.

*Includes but not limited to Forest Stewardship Council (FSC), Australian Forestry Standards (AFS), Good Environmental Choice Australia (GECA), Energy Star, National Carbon Offset Scheme (NCOS), Rainforest Alliance Certified

Impact

Increases awareness among team of environmental goals and impacts

Reduces in carbon emissions from transport

Reduces waste to landfill

Supports sustainable suppliers and supply chains

Partnering with Thread Together for dignity and choice

Our long-standing partnership with social enterprise Thread Together continues to grow, giving residents access to new clothing they choose themselves, a powerful driver of dignity and self-confidence for residents in need.

In 2024, through our partnership with Thread Together, residents were delivered 38,289 items of new clothing, which they chose themselves.

At **Kirra Beach Care Community** on Queensland's Gold Coast, visits from Thread Together are highly anticipated.

"Thread Together visits us several times a year, with a special visit just before Christmas," says wellbeing manager Linda.

"It's wonderful for our residents who enjoy the experience and take great pride in the items they choose. For residents with limited mobility, our team and the Thread Together team bring the clothes to them so everyone who needs it can enjoy the experience of selecting and wearing new clothes."

In 2025 we will introduce a resident volunteering group who will participate in sorting clothing with the Thread Together team, as a way to contribute back to Thread Together for the outstanding service they provide vulnerable people in Australia.



"I really look forward to our regular visits from Thread Together. I love getting compliments on my new clothes!"

Resident, Kirra Beach Care Community



Committed to community

Our residents bring skills and empathy to vulnerable families.

Children are among the most vulnerable people in communities across Australia. For many residents, using their lifelong skills to support local families in need is simply another way they continue their longstanding role as dedicated community contributors. For the families their endeavours touch, it can be life changing.

Quilting for kids in Warrnambool

Backpacks 4 VIC Kids is a charity founded in 2014 to provide essential material aid to displaced children. These children are often forced to relocate quickly with no opportunity to take possessions with them.

It's a cause that's dear to the hearts of residents and team at **Warrnambool Riverside Care Community**. Especially a keen group of crafters, led by volunteer Rhonda, sister of resident Gary.

Once a month, Warrnambool Place's quilting group gathers to create beautiful rugs and quilts, crafted with love, care and skill to include in Backpacks 4 VIC Kids' crisis and gift packs for children.

These packs are filled and distributed locally by the charity's South West Victoria coordinator, Jennifer King and her husband Peter. Our quilts become part of packs for each age group, including babies, with male and female variations to cater for different needs.

At Christmas time, our residents were especially proud to help bring joy to the lives of children experiencing hardship by crafting 15 rugs and taking a special shopping trip to buy gifts for Santa bags.

Springwood Greens backs local learners

Residents at **Springwood Greens Care Community** in NSW's Blue Mountains made and sold Christmas cakes to raise \$620 for Operation Backpack, an initiative of Winmalee Neighbourhood Centre and Winmalee Shopping Village created to provide essential school items for free for students who need support.

Residents also purchased 10 backpacks and filled them with school supplies to donate to Winmalee Neighbourhood Centre's work supporting local families doing it tough.

From personally selecting each item, to packing the bags and delivering them to the donation centre, our residents were involved every step of the way.

Impact

Enables older people to continue to contribute to society

Supports vulnerable families in local communities

Improves community wellbeing

Increases sense of purpose and fulfilment for residents and team

"The love and effort put into making these quilts is truly appreciated by the children who receive them, as they can sense the compassion that has been sewn into every stitch. Knowing they're wrapped in the warmth of support and kindness can bring a sense of stability amid the challenges they face."

Jennifer King

"I thoroughly enjoy facilitating the project; it brings me immense joy. I especially love it when our residents reminisce and engage with each other while participating in quilting. The stories they share and the memories evoked are priceless."

Rhonda, volunteer

"I remember how hard it was to raise a family. It's wonderful we can give back to people in our local community who need help."

Joyce, resident

"It means so much for us to see all the quilts come together before we hand them over to Jennifer. It's heartwarming to know we've made a difference, even if it's in a small way."

Nola, resident





Aligned UN Sustainable Development Goals

Promoting understanding

Building a culture of respect for older Australians and helping them find and raise their own voice. Challenging stereotypes and evolving narratives by supporting older people to maintain a meaningful status in society. Increasing awareness about healthy ageing in broader society.



Progress towards our goals

283%

Increased website engagement in two years

84

Care Communities with resident-led committees

730

Residents and team participated in 69 ENJOY experiences in 2024

307,000+

Cuppa Q&A's video views

3,431

Participants in Dementia Care Connections webinars



A cuppa and a chat is good medicine

Our Cuppa Q&A's series gives real life perspectives on moving a loved one into care.

Speaking with a loved one about the need for aged care is complex and nuanced. And it can be especially difficult when one is approaching the topic for the first time.

We created our Cuppa Q&A's video and podcast series as a resource for anyone, anywhere, who may be considering aged care. While every family's situation is unique, hearing the stories and experiences of those who have navigated the journey, with all its emotions, challenges and ultimately – peace of mind, can help.

Hosted by Megan and Jason van Genderen from Oma's Applesauce, each episode features family members of residents living at our Care Communities sharing their story to support others who may be embarking on a similar journey.

Each one brings to light a different personal experience – the emotional challenges that come with the changing health of a loved one, broaching a conversation about care, finding the right Care Community, navigating different health challenges, working through grief and guilt – things that anyone looking for aged care may go through.

Following a successful Season 1 in 2023, we explored new topics this year in Season 2:

- **The Relationship Reset:** how professional care helped Margaret and George rediscover their relationship
- **The Love Story:** when John and Daphne moved into aged care together after 76 years of marriage
- **The Proactive Family:** why preparing early for aged care can make the path smoother
- **Reclaiming Independence:** supporting older people to live life on their terms
- **Embracing New Beginnings:** challenging preconceptions of life in aged care
- **Mum's Choice:** when a parent decides to move into residential aged care
- **Living Well Again:** how life in our Care Community improved Maria's overall wellbeing

Scan the QR code to watch or listen to Cuppa Q&A's.



“Cuppa Q&A's helps in the sense that you feel heard. So often as care giver and decision maker, you feel alone. The process seems daunting and overwhelming. Seeing others talk about their experiences feels like sharing the load. I carried so much guilt... listening helped me realise I wasn't alone in those feelings.”

Viewer feedback

Impact

Supports families considering aged care

Normalises family conversations about aged care

Encourages families and loved ones to investigate care options

Promotes planning for aged care before circumstances become urgent



Dementia Care Connections

Growing our community outreach program for people impacted by dementia.

We started our Dementia Care Connections community outreach program in 2021, to help improve peoples' understanding of a condition impacting more than 420,000 Australians¹ and their families.

Through Dementia Care Connections, we provide a safe, supportive environment to assist people who are living with or caring for somebody with dementia. The program includes face to face sessions at our Care Communities, team training, external forums for community members and health professionals, and our monthly webinar series which provides foundational information and delves into specific aspects of dementia.

Our dementia care experts at Opal HealthCare facilitate the sessions and provide practical, relatable insights and advice, followed by a Q&A. Where questions are not able to be answered in the session due to time constraints or privacy concerns, participants are provided contact details for a personal conversation with one of our dementia care team.

New webinars focused on specific topics

There are two webinar streams: Foundations of Dementia, which is ideal for people who are new to dementia, or want to expand their knowledge. In 2024, in response to feedback, we introduced a second stream called Exploring Dementia. It focuses on specifics aspects of dementia: communication challenges; swallowing

difficulties; maintaining relationships; wellbeing; polypharmacy; sexual behaviours; mental capacity; a person's environment; and, palliative care.

The substantial growth in participation in 2024 and positive feedback from participants, indicates that our webinars and in-person forums provide a valuable support service to people around Australia.

Families and team

- 34 Dementia Care Connections webinars with 3,431 participants and 1,199 households attending
- 67 in-person Dementia Care Connections sessions
- 12 in-person leadership forums
- 75 Dementia Champion workshops for team

Professional engagement

Professional development

12 external professional sessions with 895 attendees. Nine in-person sessions with multidisciplinary teams (physiotherapists, occupational therapists, speech pathologists) with 185 attendees.

Best practice in leadership workshops

8 Opal HealthCare regional leadership workshops with 150 attendees.

Public health workshops

13 health seminar sessions with 740 attendees.

¹ Dementia Australia, 2024 Dementia facts and figures | Dementia Australia



59

In person and external events

2,760

Participants in face-to-face and external events

34

Free online webinars open to the public

13

Leadership master classes

17

Practical dementia simulation sessions

138

Team education sessions

All Dementia Care Connections webinars are free to attend and everyone is welcome. Register to attend a webinar via our website.

pages.opalhealthcare.com.au/1123-AO-Dementia-Care-Connections_DCC-Events.html

“The information was very interesting, and easy to follow and understand.”

“This was very helpful, insightful and canvassed so many aspects of dementia which I’d not considered before. Bravo to the presenters!”

Feedback from webinar attendees

ENJOY-ing being out and about

Social outings enable residents to interact with wider society.

As we age and our social circles contract, making new friends who share similar interests is stimulating and motivating. Continuing to do things we enjoy and spending time with others is essential to living well.

A day at the cricket. High tea at a luxury hotel. Going to the theatre. Visiting an art gallery. Fine dining and wine tasting.

These kind of opportunities are available to residents through our ENJOY program, which aims to connect residents from different Care Communities and without cognitive impairment, through diverse cultural experiences.

ENJOY augments the day-to-day experiences that support wellbeing at our Care Communities with meaningful outings interacting with wider society. Team members accompany residents on each outing to ensure they are comfortable and safe.

A 'WICKED' day in Queensland

Residents from **Berrinba Greens, Bethania Parklands** and **Oxley Grove Care Communities** went to see WICKED: The Musical at the Queensland Performing Arts Centre in Brisbane.

For most participants, it was their first time at the theatre. John, who lives at Berrinba Greens Care Community, had struggled to make new connections since moving in. Wellbeing manager Lisa saw the ENJOY program as an opportunity for John, who is especially fond of Elton John's music, to make new friends over a shared interest.

A feast for the senses in South Australia

Residents at **Everard Park** and **Aldinga Beach Care Communities** enjoyed a day of fine dining, culture and beautiful scenery at the d'Arenburg Cube in South Australia's McLaren Vale.

After tasting some of the region's best red and white wines, our residents enjoyed lunch at d'Arry's Verandah Restaurant and then viewed inspiring original artworks from the Spanish master, Salvador Dali.

"Our residents chatted the whole way home, discussing their experience from the day," said Anne, wellbeing manager.

Scan the QR code to read about our residents' day out in the McLaren Vale.



"I was amazed to be given the opportunity to see WICKED. I had a wonderful time meeting residents from other Care Communities and it felt lovely to be included."

John, resident, Berrinba Greens Care Community

"The day was so well organised from the time we left to the time we returned. There was something for everyone – wine tasting, art, food, scenery and history. My wife Frances and I were grateful to get the chance to do something we'd normally not do, and we enjoyed meeting residents and team members from Everard Park Care Community. It was just fantastic."

John, resident, Aldinga Beach Care Community



Enabling agency in daily life

Resident-led committees inspire and motivate our residents.

A common concern for people considering aged care is fearing a loss of control over things that are important to them.

Resident-led committees at our Care Communities are an important way we support our residents to retain agency in their lives. These committees are formed by residents with similar interests, who wish to lead or advocate for specific interest groups at their Care Community, for example a gardening committee or social events committee. Our team are not involved in choosing the type of committee or running it, but do provide assistance where required.

Our Goal is to have an active resident-led committee at each Care Community by December 2025.

At **Croydon Place Care Community** in Melbourne's east, our resident-led gardening committee has created an inspiring tribute to the diverse cultures represented by residents.

The committee shared a common vision of transforming their surroundings into a living tapestry of heritage and connection that also reflects their local community. Residents planned and designed four unique spaces. Working with our Croydon Place team, they created an Australian garden, a Mediterranean garden, an English garden and a Japanese garden.

These gardens are more than just landscapes; they're stories told through plants, colours and traditions, offering comfort, familiarity, and nurturing a sense of belonging. The committee's efforts gained momentum when Bendigo Bank in Mooroolbark recognised our residents' efforts by generously sponsoring the purchase of plants to bring their vision to life.

At **Melville Parkside Care Community** in Perth's south, residents formed a Wellbeing committee to encourage more opportunities for exercise. Led by residents Jean, Nancy and Joan, the committee identified an opportunity to better use the physiotherapy room for self-directed fitness activities. Working with our Melville Parkside team, they undertook a renovation program to repaint the space, procure new gym equipment such as weights and mini exercise bikes, and chose storage containers to make small equipment easily accessible. Residents were then invited to meet with physical and occupational therapists to design an appropriate personalised, self-directed program.

The Wellbeing committee now announces activities during lunchtime meal service to encourage residents who may struggle to engage in Care Community life.

"It's helped to bring everyone together," says wellbeing manager Vanessa. "We've seen people who wouldn't normally attend coming along to our activities. It's given those residents a real sense of companionship. Our trivia has become particularly popular!"

"No matter our age, we all have the ability to create something meaningful, something lasting and something beautiful."

Resident, Croydon Place Care Community



Impact

Greater sense of agency, autonomy and belonging for residents

Reduces isolation and loneliness

Improves resident wellbeing

Strengthens relationships between residents and team

Improves customer satisfaction

Age is no barrier to serving others

Across Australia our residents are challenging stereotypes of ageing.



“David’s feedback is invaluable. His knowledge and integrity stand out. He’s helped me improve our newsletters and communications and he’s an incredible support for team members for whom English isn’t their first language. He’s always there to give them guidance on spelling, grammar and punctuation, and source referencing for their studies.”

Misha, wellbeing manager

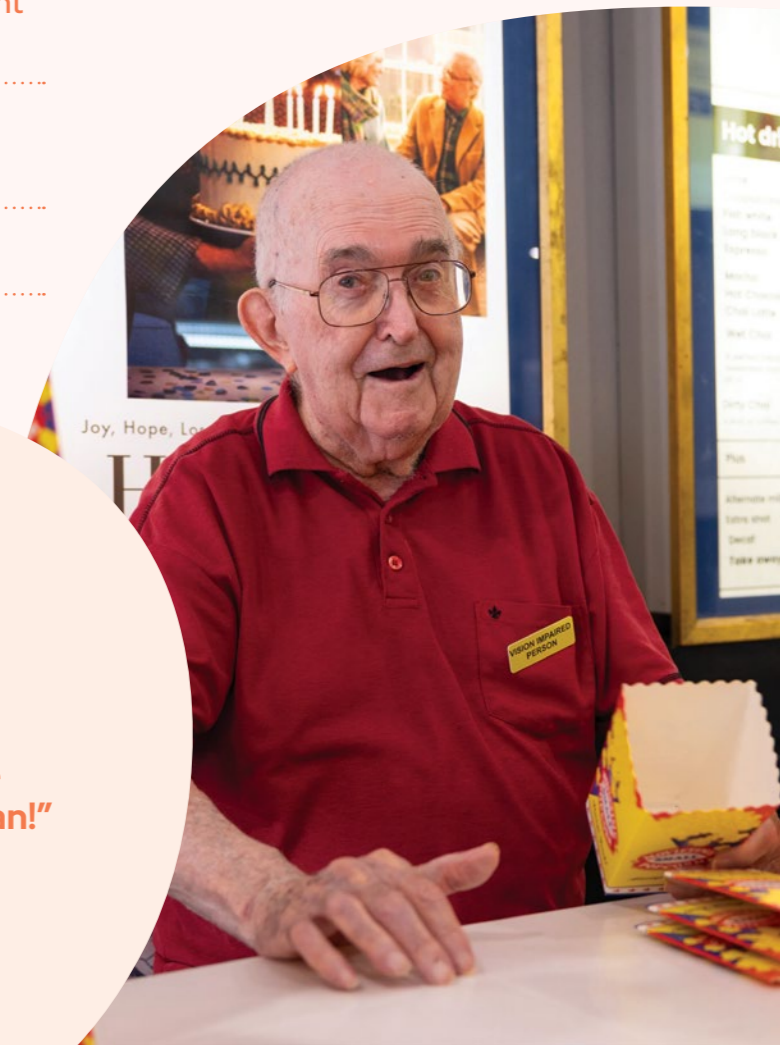
Impact

Helps combat ageism in society

Enhances sense of purpose and fulfilment for residents

Builds respect and recognition for the contributions of our elders

Deepens local community connections



“It’s been an absolute privilege working with Phil over the last few years. His support both at the church and in helping us get the cinemas off the ground is a great example that age is no barrier. Use what you have, to give what you can!”

Pastor Peter Heyworth, Hope Central – Gawler.

Local communities thrive on the skills, experience and care of people, old and young, who are driven to give back.

Our elders lead by example and experience, sharing the skills and knowledge that make the world a better place now, and pass on the traditions and values that ensure their communities retain their unique character into the future.

Philip’s lifetime of service in South Australia

An Englishman by birth, Philip, his wife Margaret and children David and Shirley were drawn to the historic town of Gawler, South Australia, by the weather in 1969.

Philip quickly came a valued part of the Gawler community, working in menswear and volunteering at Hope Central Church at Gawler.

“Volunteering means everything to me,” says Philip, who lives at **Gawler Hillside Care Community**. *“I help wherever I can. If somebody needs help or something needs to be done, I’ll do it.”*

After retiring at 63, Philip began supporting older people by volunteering with Elizabeth Council, running bowls at the senior citizens’ centre and cards at the Elizabeth Centre. Now aged 91, Philip continues to give back. *“I’ve worked ever since retiring,”* he quips.

Each week, Philip spends three hours helping out at Gawler Cinema, run by Hope Central. From making sandwich boxes to filling cups of popcorn, folding serviettes and doing the many jobs that make a great cinema experience, Philip thrives on serving others.

David brings a journalist’s keen skills to Nambour Gardens

David lives at **Nambour Gardens Care Community** on Queensland’s Sunshine Coast. He has enjoyed a lifetime of creativity as a journalist and executive producer with the ABC, and as an independent filmmaker. David has written his autobiography, lectured in media production, and speaks an impressive five languages.

His wealth of knowledge and experience encouraged wellbeing manager, Misha, to seek his advice to improve her communication skills. With a background in business improvement and music festival management, Misha is already a skilled communicator. Working with David has helped her grow her capabilities for the benefit of everyone at Nambour Gardens.

“With my background in writing, editing and proofreading, I’m happy to put these skills to good use in supporting Misha,” says David. *“It enables us to provide a high-quality monthly newsletter for our residents, their family and friends.”*

Misha is thriving with David as her coach.

Making aged care easier to understand

User-friendly resources on our website help customers find the information they need.

Considering aged care for you or a loved one can be complex. Navigating through the steps required and assessing the myriad of information available can be stressful and confusing. We made a number of improvements to our website in 2024 to help make the journey into aged care as simple to understand as possible.

Our **5 Steps to Aged Care guide** takes people through exactly what they need to do, from considering aged care all the way through to moving in. Using feedback from residents and families, we simplified the guide in 2024 and created a video to explain each of the five steps.

Our **Room Comparison and Cost Calculator** tool helps to answer one of the most frequently asked questions in aged care: how much is care likely to cost? Aged care costs vary depending on a number of factors, including a person's circumstances.

We designed a **general Cost Calculator** for people to select their preferred room type and payment structure at the Care Community of their choice. Similar to airline or hotel booking systems, it enables you to enter your preferences and compare the room price options side-by-side.

This tool is available on every Care Community page on the Opal HealthCare website.

We have also significantly improved the **Map View** tool on our **Find a Care Community** page so that, in a single view, people can see exactly where their nearest Care Community is located, zoom in on the location and identify nearby amenities such as parks, medical facilities and more.

Scan the QR to visit our website.



Growing with purpose

We formulated our inaugural set of Social Impact Goals back in 2022, to embed robust sustainability principles within our ESG priorities and drive measurable impact across our organisation.

These benchmarks have been instrumental in focusing our efforts on areas where we are now accelerating our performance, positioning us to lift our ambitions beyond delivery of our first set of goals by December 2025, and set a stronger vision for the future.

As Opal HealthCare undergoes substantial growth, we recognise that expansion brings both opportunities and responsibilities. Growth enables us to deepen our positive impact – reaching more communities, innovating in the way we deliver care, and collaborating more effectively across our value chain. It also requires a deliberate and integrated approach to ensure we identify and optimise opportunities, while carefully mitigating emerging risks.

Our Sustainability Action Plan focuses on building capability, including strengthening governance and ESG leadership, readiness for Australia’s mandatory climate reporting requirements, continually improving the quality and accessibility of care and services, and working through our value chain to drive shared positive outcomes.

In 2025, we will undertake our second sustainability survey to engage with our stakeholders and ensure we are aligned with the ESG issues that matter most to them.

This important process will help guide the evolution of our strategy and inform the development of our next set of Social Impact Goals through to 2030 – so that we continue to accelerate our efforts where we can make the greatest difference.

At Opal HealthCare, *bringing joy to those we care for* requires an enduring commitment to responding to local and global challenges. Through our Sustainability Action Plan we are committed to building a more resilient, inclusive, and sustainable future for all.

Caring for our people

- 800 graduates/participants in the Opal HealthCare Academy Nurse Graduate Program**
Supporting the transition from tertiary education to clinical practice through mentoring, coaching, confidence building and structured in-place learning
- Train and accredit 250 team members in mental health first aid**
Supporting the mental health and resilience of our people
- Grow employment pathways for First Nations people & minority groups, ensuring a safe, inclusive & equitable workplace for all**
Creating more job opportunities and supporting career aspirations through diverse employment partnerships and practices
- Maintain a leadership gender balance within a 70:30 ratio**
Enabling opportunities for meaningful career progression through all aspects of residential aged care
- Maintain customer experience and satisfaction score >90%**
Listening, responding and acting on customer feedback to continually improve our care and services
- Grow and scale 3 care and services innovations**
To improve care outcomes and continually improve the experience of people, especially those with dementia, living in residential aged care



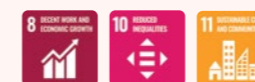
Caring for our planet

- Develop a Net Zero strategy for Opal HealthCare**
Reducing emissions and mitigating against transition risk
- 15% of total energy usage is generated and used onsite**
Increasing and improving the way we use solar energy in our Care Communities
- 2 cross-sector partnerships to reduce plastic waste and improve circularity**
Working together with experts to solve challenges specific to the aged care sector
- 20% of waste diverted from landfill**
Improving ethical disposal of equipment or materials and reducing food waste while tackling the challenges of clinical waste
- 100% of rainwater harvested is re-used on site**
Using design innovation and water management practices to conserve water for sustainable living
- Grow and scale 3 building design for sustainability innovations**
Partnering with experts to incorporate greener technologies, design practices and operations in our buildings



Enriching communities

- 4,600 new jobs created in our local communities**
Through our building development program, caring roles in our Care Communities and support roles
- 3 signature partnerships that promote healthy and well communities**
Delivering wellbeing outcomes through intergenerational connections, pets and animals, and social support for communities
- Responsible sourcing**
Ensuring ethically responsible procurement practices that benefit people, places and improve our environmental footprint



Promoting understanding

- Double our online users to support more Australians to access information about aged care**
Giving greater access to high quality, easy to understand information about residential aged care and how to access care
- One or more resident committees in every Care Community**
Ensuring residents who wish to can advocate on behalf of themselves and others in their Care Community, including social committees and contributing to recruitment panels
- Programs to promote positive ageing and combat ageism**
Helping older people to remain visible, respected and relevant in society, and supporting their wellbeing by growing gap before Care Connections and other community outreach programs



Ageing is living