

Social Impact Report 2025



Ageing is living



Our 2025 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.

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Cover image: Deanna and resident Dawn, who lives at **Carseldine Greens Care Community**, are the best of friends. Turn to page 34 to read how intergenerational relationships enrich the lives of our residents and volunteers.

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.

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

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

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

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



Chair and CEO message

At Opal HealthCare, our purpose *to bring joy to those we care for* continues to guide our decisions, priorities, actions and the role we play in Australia's aged care sector.

In 2025, we reached an important milestone, successfully completing our 2023–2025 Social Impact goals and achieving almost all the commitments we set. This progress reflects the dedication of our residents and team, the support of our Board, and our ongoing focus on delivering meaningful outcomes for residents, families, communities and society at large.

This year has also marked a significant milestone for the sector, with the introduction of the new Aged Care Act (2024) in Australia. As a rights-based framework which places older Australians at the centre of care, the reforms place greater emphasis on person-centred care, accountability, transparency, workforce capability and continuous improvement. They also seek to align funding and regulation more closely with care needs and outcomes. We support this direction and remain committed to meeting and exceeding these standards, while contributing to a stronger, more sustainable aged care system for the future.

Australia's demographic transformation continues to accelerate. The population is ageing faster than ever before, and demand for residential aged care is increasing at a pace that is far outstripping supply. This creates both a profound responsibility and an urgent call to action for providers, policymakers and communities alike.

At Opal HealthCare, we are focused on addressing this challenge – continuing to provide high-quality residential care for older Australians while advocating for a system that can sustainably support future generations. This requires deliberate and ongoing investment in our people, our Care Communities, new developments and our capabilities.

We have continued to strengthen long-term careers in care, recognising that a skilled, supported and engaged team is fundamental to quality outcomes. Through our sector-leading Opal HealthCare Academy we offer training, scholarships, leadership development and inclusive employment pathways, building a resilient team better equipped to meet growing and increasingly complex care needs.

As we grow, we remain committed to embedding more sustainable practices across our operations and developments. Our approach is grounded in practical action. Nurturing the wellbeing of our team and residents. Improving the performance of our buildings through smart technology. Fostering partnerships that create positive social and environmental impact. And, making choices in products and supply chain that benefit our residents and the environment.

Families too, are central to our care. We continue to grow our community outreach programs, for example Dementia Connections Cafés introduced in 2025, and monthly dementia care webinars open to all and free to attend. These and other initiatives help support the families and friends of our residents, increase understanding of ageing, and help people navigate important life transitions with peace of mind and dignity.

This is a time of both progress and pressure for the aged care sector. While we are proud of what has been achieved, we recognise there is more to do.

Sustainability for Opal HealthCare means continuing to evolve with purpose – delivering high-quality care, contributing to sector reform and building our capacity to care for more Australians, in more communities, when it is needed most.

This report outlines our progress in 2025, the outcomes we have achieved, and our ongoing commitment to delivering positive social impact.

Professor Peter Shergold AC – Chair

Rachel Argaman – Chief Executive Officer

Delivering our 2023-2025 goals

In 2025, we continued to strengthen our approach to social impact – further embedding sustainability, governance and sector leadership in the way we deliver high-quality residential aged care. Our actions are founded in our values of Compassion, Accountability, Respect and Excellence, and inspired by our purpose *“to bring joy to those we care for.”*

This year marked the completion of our 2023-2025 Social Impact goals, with strong performance across almost all priority areas. This coincided with a period of significant reform across the aged care sector, including the introduction of the Aged Care Act 2024 Australia, which is reshaping expectations around quality, transparency and accountability.

Against this backdrop, our focus has remained clear: delivering safe, high-quality care for residents while strengthening the systems, team and partnerships required to support a growing and ageing population.

In the following pages we have tracked our performance against our 2023-2025 goals across our four impact domains: Caring for our people, Caring for our planet, Enriching Communities and Promoting Understanding.

Embedding sector reform

The introduction of the new Aged Care Act represents a fundamental shift toward a rights-based aged care system.

In 2025, we continued to invest in the systems, processes and capabilities required to deliver these reforms effectively. Our scale and long-term investment in digital transformation have enabled us to respond proactively – embedding new requirements into care delivery, reporting and workforce practices.

To help families and prospective customers understand changes introduced through the new Aged Care Act, we provided clear, accessible information throughout the year. Our communications focused on what was changing and how the reforms are intended to strengthen the aged care system and improve outcomes for residents. To further remove barriers, we introduced a website chatbot to provide easily accessible answers to common questions and updated our information guides and collateral, ensuring consistent, easy to access information is available across every Care Community.

We remain committed not only to meeting regulatory requirements, but to contributing constructively to the ongoing development of a sustainable and high-performing aged care sector.



Building impact,
making a difference

Sustainability and environmental stewardship

Our Sustainability Action Plan continues to guide a practical and measurable approach to reducing environmental impact across our Care Communities.

In 2025, we completed pilot programs focused on improving building performance, energy efficiency and resource use. Some of those programs were expanded to further Care Communities to test enhanced insulation, ventilation and renewable energy solutions. Early results indicate environmental benefits while maintaining or enhancing comfort for residents.

We continued to embed operational practices that help reduce waste and improve resource management, recognising that sustainability in residential aged care must be operationally practical as well as environmentally responsible.

Our approach is centred on continuous improvement – ensuring environmental considerations are integrated into development, maintenance and day-to-day care delivery.

Governance and accountability

Strong governance remains foundational to delivering safe, high-quality aged care.

In 2025, we strengthened our governance frameworks to align with evolving regulatory requirements and community expectations of transparency. This included enhancements to oversight mechanisms, risk management practices and internal reporting.

Our governance approach supports clear accountability at all levels of the organisation, ensuring decisions are informed, risks are actively managed and outcomes are continuously monitored.

We recognise that trust in aged care is built through consistent performance, transparency and a commitment to doing what is right for residents and their families.



Our people: stability, capability and growth

A stable, experienced and engaged team is essential to delivering consistent, high-quality care. In addition to upskilling and further developing our existing team, we created 925 new roles at our newly opened and acquired Care Communities. As our organisation grows, we recognise the importance of effective onboarding and training to build capability, support team confidence, strengthen retention and ensure consistent, high-quality care for residents.

We have maintained strong team stability across our Care Communities, supported by a continued focus on leadership capability, team engagement and career development. This is reflected in our team engagement score of 78.15% in 2025.

Recruitment Initiatives

We continued to build upon recruitment initiatives that have been successful in addressing sector-wide workforce challenges, including targeted attraction strategies, international pathways and partnerships that support access to skilled talent.

Programs supporting migration and employment pathways help build a sustainable team, while enriching our Care Communities through cultural diversity. In 2025 we lodged 220 labour agreement sponsorships to support employment at our regional Care Communities. And 974 team members were enrolled in, or completed traineeships, to strengthen our pipeline of carers, hospitality team and aspiring leaders.

Training and development

Our ongoing investment in training and development through structured programs supports clinical and non-clinical roles. This has included upgrading our Learning Management System and learning library, with a focus on refreshing and strengthening mandatory training programs.

Opal HealthCare Academy

Through our sector-leading Opal HealthCare Academy, we invest in our team to build capability and leadership at every stage of their career.

With six schools of learning offering bespoke programs and programs delivered in partnership with universities, TAFE and colleges, we support our team through every stage of development. This enables them to develop leadership skills, undertake study and targeted education programs, and progress through clearly defined career pathways with strong support structures in place.

Our focus on capability building underpins clinically excellent care and empowers our team to support residents to live with purpose, connection and meaning.

Cultural inclusion

Our team reflects the diversity of the communities we serve. In 2025, we strengthened our focus on cultural inclusion – supporting culturally and linguistically diverse team members through inclusive policies, leadership pathways and workplace practices.

Across regional NSW, we continue to train and develop a number of team members from the Pacific Islands who joined Opal HealthCare through the Pacific Australia Labour Mobility scheme (PALMs). These team members bring qualities that strongly align with our values, warmth, empathy, a strong culture of respect for elders and a community-centred mindset.

We are proud to have strengthened our commitment to culturally inclusive career pathways in 2025 by becoming an Article 23 partner with CareerSeekers. Our partnership, which began in 2020 supports skilled people seeking refuge in Australia through paid aged care internships, creating meaningful employment opportunities while enriching our Care Communities with diverse experience, skills and perspectives.

This diversity strengthens cultural safety and enhances care quality for residents across our Care Communities.

Gender equity

We actively promote gender equity to support inclusive workplaces and stronger outcomes for our people and residents.

In 2025, we maintained a focus on equitable opportunities in recruitment, development and leadership, ensuring that pathways for progression are accessible to all team members. We reported a 72%:28% leadership gender balance, with 72% females in leadership roles and 73% appointment of females to manager roles. Our promotion rate for General Manager was 60% and for Clinical Managers 64%. Our total remuneration gender pay gap was 2.9%.

Our team reflects the broader composition of the care sector, and we remain committed to fostering an environment where all individuals are supported to succeed. We have committed to setting further gender equality targets in 2026 for the next three years.



Listening to residents and families

Listening to residents and families – and responding to what matters most to them – is critical to improving care and shaping a stronger aged care system.

We continued to strengthen feedback mechanisms in 2025, ensuring residents and families have multiple ways to share their experiences, concerns and suggestions. Insights from this feedback have informed continuous improvement across care delivery, services and the environment, particularly in the dining experience, team allocation and resourcing, and customer service.

Importantly, alongside residents we also support their families – helping them navigate the emotional and practical challenges of moving a loved one into care, while increasing understanding through community outreach, particularly in dementia.

These programs play an important role in building confidence, supporting decision-making and strengthening trust in aged care.

Innovation in building and design

The design of residential aged care environments has a direct impact on quality of life, safety and wellbeing.

Our building design and development approach integrates lessons from pilot programs, resident and team feedback, and emerging best practice. This enables us to ongoingly improve functionality, sustainability and resident experience across our Care Communities.

Our priorities include enhancing accessibility, creating spaces that support dignity, independence and connection, and improving environmental performance where it is feasible and contributes to the resident experience.

Fair and responsible supply chains

At Opal HealthCare, trust, dignity and respect guide everything we do. This means taking responsibility not only for the care we provide, but also for the way people are treated across our operations and supply chains.

We know that modern slavery, including forced labour and exploitation, can exist in hidden and complex ways, even within caring industries like aged care. That is why we take a focused and practical approach to identifying and reducing these risks.

Our 2025 Modern Slavery Statement outlines our ongoing risk-targeted approach to identifying and addressing potential modern slavery risks across our operations and supply chains. This enables us to assess where modern slavery risks are most likely to occur and where we can make the greatest difference. We prioritise suppliers and partners whose services are critical to our care delivery or where the risk of harm may be higher. This enables us to ask better questions, seek greater transparency and work with suppliers to strengthen fair and safe labour practices.

Our approach is supported by strong governance, setting clear expectations for suppliers, ongoing training for our team and accessible channels for people to speak up if something does not feel right. Through continuous improvement and collaboration, we aim to protect human rights and help create safe, fair and respectful environments for everyone connected to Opal HealthCare.

Cyber Security and data protection

In 2025, we enhanced our cyber security capabilities to safeguard resident, family and organisational data. This included strengthening systems, improving monitoring and response capabilities, and increasing awareness among team members.

We also commissioned an independent assessment of Opal HealthCare’s cyber maturity, benchmarked against the globally recognised NIST Cybersecurity risk management framework. Our overall NIST CSF 1.1 maturity score has risen from 2.15 to 3.72 out of 5. This exceeds our target range of 3.0-3.5. The assessment identified focus areas that are continually shaping our cyber strategy and rolling two-year roadmap.

Our approach recognises that cyber security is essential for maintaining trust and protecting the privacy of those we care for.

Preparing for mandatory climate reporting

In 2025, we progressed preparations for our first mandatory climate-related financial disclosures under the Australian Sustainability Reporting Standard AASB S2 – Climate Related Disclosures.

This work includes strengthening data collection, enhancing governance frameworks and developing a clearer understanding of climate-related risks and opportunities.

While this represents a new level of reporting maturity, it also provides an opportunity to further integrate climate considerations into strategic decision-making and long-term planning.

Our first annual climate related disclosures report will be submitted in March 2026.

Looking ahead

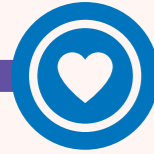
The aged care sector is experiencing sustained demand and ongoing reform. The need for residential aged care continues to grow at a pace that challenges capacity, workforce and infrastructure.

We are focused on meeting this need by continuing to deliver high-quality care, investing in our people and capabilities, and contributing to a more sustainable and effective aged care system.

Our approach to social impact is grounded in action, accountability and purpose. In 2026 we will set new goals aligned to our organisational strategy and aspirations for a strengthened aged care sector. As we look ahead, we remain committed to delivering positive outcomes for residents, supporting families and enriching the communities we serve.



Key milestones



Caring For Our People

	Jan 2023	Dec 2025
Residents cared for	12,541	20,163
Team members employed	10,359	22,089
Customer satisfaction score	94.9%	93.80%
Team engagement score	72.58%	78.15%
Nurse Graduate Program participants	319	599*
Care Communities with edible kitchen gardens	60	141*

Key milestones

- | | | |
|--|---|---|
| <p>2023</p> <ul style="list-style-type: none"> • Mental Health First Aid training established • Move Pilot Program • PALM scheme implemented | <p>2024</p> <ul style="list-style-type: none"> • Launched first Annual Harvest Awards • 134 Mental Health First Aiders • 108 Opal HealthCare Scholarships awarded | <p>2025</p> <ul style="list-style-type: none"> • Signed Article 23 partnership with CareerSeekers • Dementia Connections Cafés established • 267* Mental Health First Aiders • Pathway2GM program launched • 109 Opal HealthCare Scholarships awarded |
|--|---|---|



Caring For Our Planet

	Jan 2023	Dec 2025
Construction waste recycled	97.5%	97.5%
Solar energy produced and used by Care Communities	5,910 MWh	7,427.2 MWh

Key milestones

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|--|---|---|
| <p>2023</p> <ul style="list-style-type: none"> • Food Waste Diversion Pilot • Building Management System Pilot • Electrification Pilot • 55 Care Communities with solar | <p>2024</p> <ul style="list-style-type: none"> • Organic Landscapes Pilot • Water saving solutions embedded where feasible • Grassroots recycling established at Care Communities | <p>2025</p> <ul style="list-style-type: none"> • Circularity partnerships with Scouts Victoria and Vinnies NSW • Organic Waste Separation trial • 87* Care Communities with solar |
|--|---|---|



Enriching Communities

	Jan 2023	Dec 2025
Number of Care Communities	91	144
New jobs created	623	6,715*

Key milestones

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| <p>2023</p> <ul style="list-style-type: none"> • Responsible procurement initiatives for carpeting and chemicals • 2,563 new jobs created at our Care Communities | <p>2024</p> <ul style="list-style-type: none"> • 33 Care Communities welcomed into our Opal HealthCare family, enabling high-quality residential aged care choices for local communities • 4,517 new jobs created at our Care Communities | <p>2025</p> <ul style="list-style-type: none"> • 220 AIN/PCW labour agreement sponsorships lodged to meet skills required in regional areas • Embedded sustainability factors in supplier contracts • 6,715 new jobs created at our Care Communities |
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Promoting Understanding

	Jan 2023	Dec 2025
Dementia Care Connections webinars	6 webinars reaching 28 NSW Care Communities	34 webinars nationally with 4,699 households participating

Key milestones

- | | | |
|--|--|---|
| <p>2023</p> <ul style="list-style-type: none"> • 73 Care Communities with resident-led committees • Cuppa Q&A's community outreach video Season 1 launched • Established ENJOY program to enable socialisation | <p>2024</p> <ul style="list-style-type: none"> • Dementia Care Connections program expanded with improved technology • 730 residents and team participated in 69 ENJOY outings • Cuppa Q&A's Season 2 launched | <p>2025</p> <ul style="list-style-type: none"> • 121* Care Communities with resident-led committees • Launched Frankie, our AI website assistant to help people find accurate information quickly • Reached 441,000+* Cuppa Q&A's video views |
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*Data is cumulative over three years.

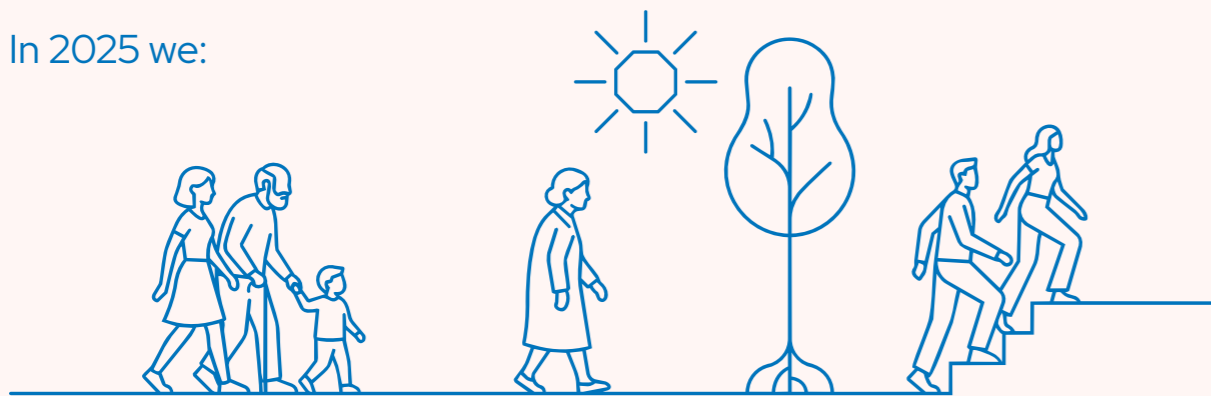


Aligned UN Sustainable Development Goals

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 2025 we:



<p>Cared for</p> <p>20,163</p> <p>residents</p>	<p>Welcomed</p> <p>874,876</p> <p>visits from family and friends</p>	<p>Employed</p> <p>22,089</p> <p>Opal HealthCare team members</p>
<p>Awarded</p> <p>163</p> <p>Opal HealthCare Scholarships</p>	<p>Internally appointed</p> <p>62%</p> <p>of general manager and care manager roles</p>	<p>Achieved</p> <p>78.15%</p> <p>team engagement score</p>
<p>Established Dementia Connections Cafés to support families</p>	<p>Established Generation Australia partnership to enable traineeships for First Nations job seekers</p>	<p>Customer recommendation score</p> <p>4.3/5</p>

2023-2025 Goal outcomes

We delivered strong outcomes across our People goals, creating better experiences and outcomes for our team, residents and families which we will continue to build on in the future.

We made solid progress on our Nurse Graduate Program, while refining it to better align with operational practicalities and the introduction of aged care reforms. Overall 599 nurses participated in the program (towards our goal of 800) with more enrolled for 2026.

Our Mental Health First Aid program exceeded expectations, surpassing our target and continuing to grow. We expanded employment pathways through partnerships with community organisations, supporting greater diversity and inclusion across our teams.

We maintained a strong and balanced leadership profile in a traditionally female-dominated sector, and our customer experience remained high at 93.8%, well above target. We continued to innovate in care and wellbeing, with edible gardens across all care communities, safer ways of working through our Move program, and Dementia Connections Cafés providing meaningful support for families.

599

Nurse Graduate Program participants to date

267

Mental Health First Aid training participants to date

9

Partnerships supporting employment pathways for minority groups

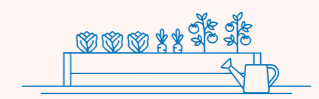
73.2% female

Gender balance in leadership roles (26.8% male)

93.8%

Customer satisfaction score

141



Care Communities with established or new edible gardens



Increased access to free dementia education and support cafés for families in the community

Supporting our next generation of nurses

A structured pathway from graduate to confident practice

As Australia's population ages and pressure on our health system increases, the need for competent, confident nurses to support vulnerable people with complex care needs is more important than ever.

Delivered through our Opal HealthCare Academy in collaboration with tertiary education partners, our Nurse Graduate Program guides graduate nurses setting out on a nursing career from tertiary study to clinical practice at our Care Communities.

Mentorship is an important part of the program, and participants are paired with and coached by experienced clinical leaders.

In 2025, 110 team members enrolled in the nurse graduate program, with a total of 599 nurses participating in the program since 2023.

A further 32 team members have enrolled in our 2026 program.

Annie's story

After graduating from Edith Cowan University with a Bachelor of Nursing, Annie began her career at **Armadale Place Care Community** in Perth in 2024.

"When I was deciding on a career path, my family encouraged and supported me to pursue nursing," says Annie.

"I chose to work in aged care as caring for older people is genuinely rewarding.

"I'm thankful for the opportunity the Nurse Graduate Program gave me to build on my skills. Structured learning, together with the support of my leaders and fellow team members, and the practical experience I've gained caring for our residents has helped a lot in my first role out of university."



Impact

Attracts graduate nurses to a career at Opal HealthCare

Supports graduate nurses to build lasting careers in aged care

Help students transition from tertiary studies to work

Improves quality of life for residents

Strengthens local employment through sustainable employment

A stronger aged care sector, beyond borders

Nurturing talent and addressing skills shortages through the PALM scheme

In 2022, the Australian Government launched the Pacific Australia Labour Mobility scheme (PALMs) to support the development of sustainable career pathways in aged care, helping meet the growing needs of Australia's ageing population.

Through PALMs, Opal HealthCare has welcomed 22 team members from Fiji to regional Care Communities in NSW where workforce shortages can be particularly challenging. By sponsoring placements for up to four years, Opal HealthCare is strengthening local care capability while creating meaningful employment and professional development opportunities.

We provide accommodation, structured onboarding and training for our PALMs participants. And through our Opal HealthCare Academy, they complete a Certificate III in Individual Support (Ageing and Disability), equipping participants with nationally recognised qualifications and practical skills that directly enhance the quality of care for our residents. These skills can then be transferred to the aged care sector in the Pacific region when participants return home.

Since 2023, we've welcomed 22 team members from Fiji to our **Denhams Beach, Orange Grove, Killarney Vale, Kanwal Gardens, Wallarah Point** and **Norah Head Care Communities** in NSW.

Mere's story

"I always wanted to be a nurse but I never had the chance," says Mere, an assistant in nursing at **Orange Grove Care Community**, in NSW's Central West.

When she was given the opportunity to fulfil her dream through the PALM scheme, Mere grabbed it.

"When I met Mere, I was struck by her passion for caring for others," says Margaret, general manager at Orange Grove. "Our residents, our families, our team and our visitors adore her. She's a champion for the value of education – always proactive, always positive, always asking the next question."

After completing her Certificate III in Individual Support (Ageing and Disability), Orange Grove and Opal HealthCare supported Mere to enrol in TAFE to study a Diploma of Nursing (Enrolled Nurse), with the backing of an Opal HealthCare Academy scholarship.

With the money she's earned in Australia, Mere is supporting her children in Fiji with technology and tutoring to further their education.

"Hard work and education are the way forward," says Mere. "I'm so grateful for the opportunity I've had in Australia. The first-world skills I've developed will help me support my local community when I return to Fiji."

Impact

Sustainable career pathways and skill development for team members

Meeting the need for quality aged care for Australia's ageing population

Improved resident satisfaction

Supporting long term career development for Pacific Islanders

Contributing to a stronger aged care sector in Australia and the Pacific

Boost to economies in regional Australia and the Pacific

Inspiring people to build careers in aged care

Student placements at our Care Communities support learning with real life experience

For young people or those seeking purposeful work, a career in aged care is full of opportunity. Demand is growing for compassionate and capable team members who wish to make a real difference in the lives of older people and their families.

Gaining practical experience while studying gives students confidence and a head start. We welcome students through our relationships with tertiary education providers such as universities, TAFE and registered training providers. Over a set period, our structured placement program enables students to experience all aspects of aged care, and explore specific areas such as dementia care.

For our residents, supporting a young person or someone changing careers can be deeply rewarding. Sharing their wisdom and lived experience offers students valuable insight into life as an older person living in care.

A supportive culture for students

At **Aldinga Beach Care Community** in South Australia, our team gives students every support they need to confidently navigate their learning experience.

In the last two years, Aldinga Beach has hosted 40 students, with 12 going on to become team members.

Strong relationships with providers Norgrove Training, Strategix, and Allstaff Training are central to Aldinga Beach's success, along with the all-of-team approach to supporting students.

"Going beyond the basics is critical," says general manager, Harvey.

"Our team and residents love hosting students. Our more experienced team members are eager to teach and mentor people, and see it as an important part of their role. And it's a point of pride for our residents."

Care coordinators at Aldinga Beach support students with the necessary paperwork and documentation, and work with registered nurses and carers to ensure students are included in team huddles, and encouraged to contribute their views.

"We typically host four students at a time, with each student focusing on a particular area of our Care Community," says Harvey.

"Then we rotate them so they get experience with all our residents and get to build those important relationships. This includes supporting residents who are living with dementia in our Memory Care Neighbourhood. This wide range of experiences helps students see the opportunities that are available to them. It can also help them decide if a career in aged care is the right choice for them."

Pete earned a role as assistant in nursing after completing a student placement. "After making a career change later in life, my placement at Aldinga Beach showed me I've made the right decision for the future," says Pete.

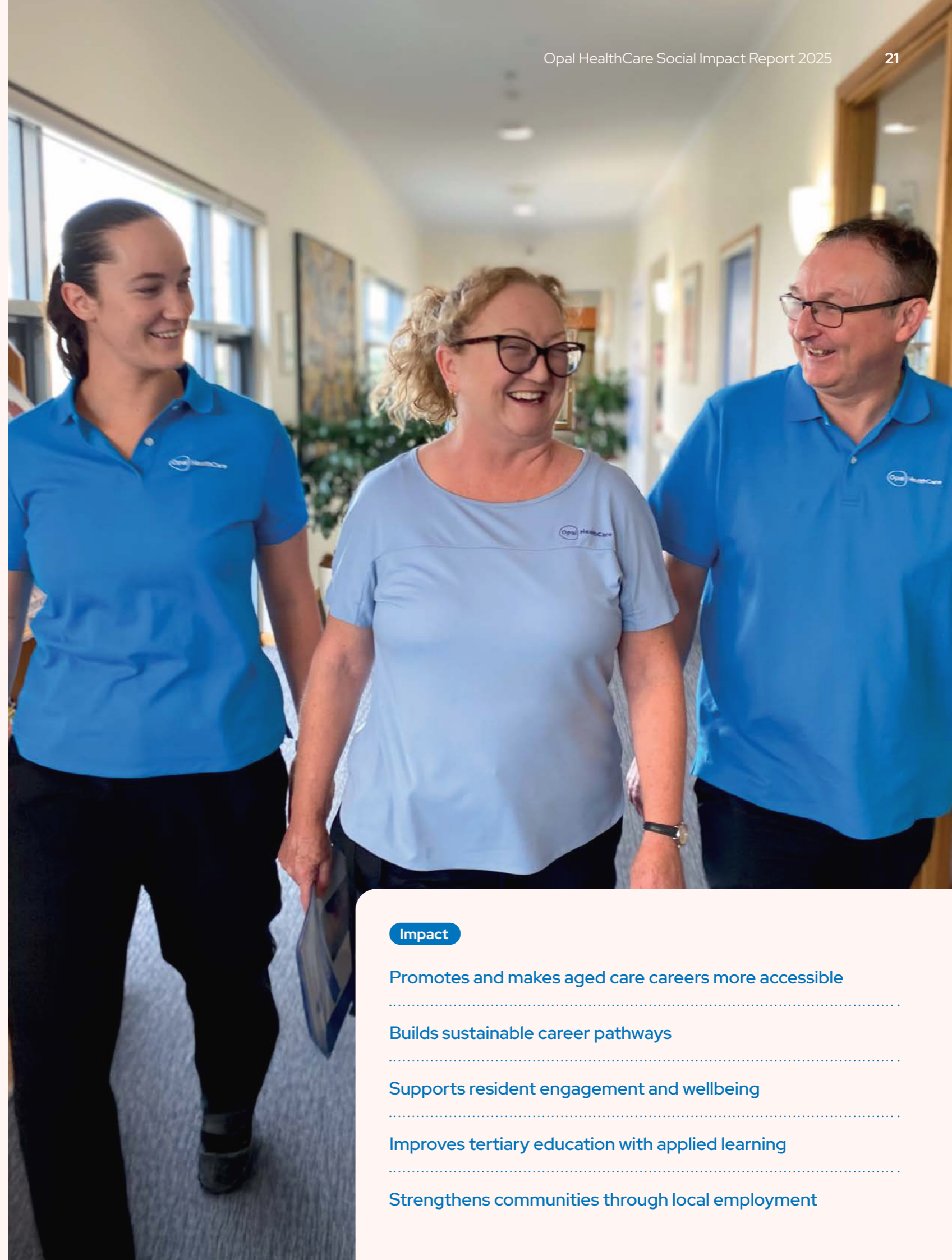
"I felt fully supported, my mentors were excellent, and my peers generously shared their knowledge with me, helping turn the theory of caring into reality. I'm looking forward to making memories with them and all the wonderful residents I'm going to be supporting now and in the future."

"It's so rewarding to be supporting and mentoring a student. It becomes extra special when you see their goal is to become a new team member and you see them working really hard to build their skills so they can achieve the most from their placement."

– Jacqueline, care coordinator

"I really enjoy mentoring new students; nurturing and developing the student's growth while deepening and strengthening my own skills and knowledge. In our profession of nursing and caring, it's essential to support the next generation of nurses and carers in what is at times a demanding role."

– Kellie, care coordinator



Impact

Promotes and makes aged care careers more accessible

Builds sustainable career pathways

Supports resident engagement and wellbeing

Improves tertiary education with applied learning

Strengthens communities through local employment



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

CareerSeekers Article 23 partnership lifts commitment

Supporting skilled people seeking refuge with professional experience in the aged care sector

In 2025 we welcomed five university students seeking refuge in Australia with internships at Opal HealthCare.

The UN Refugee Agency states that as at June 2025, 117.3 million people were forced to take refuge from their homes. Of those people, Australia hosted more than 34,500 people seeking refuge and 83,500 seeking asylum.

Finding a place to feel safe and secure remains an urgent need for people who are forced to flee and rebuild their lives. For many, finding meaningful employment is one step that can help them to see a brighter future.

Enacting our Article 23 partnership

In 2025, having worked with Career Seekers for six years, we boosted our commitment by becoming an Article 23 partner.

We've worked with CareerSeekers since 2019 and our Article 23 partnership represents a higher level commitment to providing even more support for those with humanitarian needs.

This year, our interns supported our corporate services teams, with Fatima, Riyaz, Asra, Mahdi and Shirak, working with our IT, People & Culture, Risk, Compliance & Process Improvement, and Finance teams at our Sydney Home Office.

It entailed spending 12 weeks developing their skills, bringing valuable perspectives and gaining experience in the aged care sector. These roles often lead to further internships in university holidays or even permanent employment with us.

Ali's story

Ali came to Australia from Iran, where he had been studying computer science at the Islamic Azad University. He was awarded an Opal HealthCare internship through CareerSeekers.

Ali worked with our ICT team on our service desk, supporting our Care Communities and Home Office teams and gaining experience in the applications that help us care for our residents.

"I loved having the chance to help people," says Ali. "I could see the difference I was making for the team and it felt good."

Ali's caring attitude and technical aptitude impressed our ICT team and those he helped, with many sharing positive feedback about their experience with him.

At the conclusion of his 12-week internship, we were pleased to offer Ali a role as a full-time ICT Service Desk Support Specialist at our Sydney Home Office. One year later, Ali has taken on a role as Applications Support Analyst with us, while completing a Bachelor of Information Technology degree at the University of Technology, Sydney.

"Ali consistently demonstrates a high level of professionalism, kindness and care in everything he does," says Adam, our ICT Service Delivery Manager. "He's actively contributing to shaping a positive and inclusive team culture. His approach strongly reflects our values, particularly the care, respect and accountability he shows every day, and the excellence he strives for in supporting others."

Strengthening high-quality care through internal leadership development

Our Path2GM program develops high-potential team members to step up to a General Manager role

Australia's growing, fast-moving aged care sector requires strong, capable leaders with practical skills and the flexibility to adapt to change.

General managers are responsible for the smooth day-to-day running of our Care Communities, supported by their leadership teams. For team members already in a leadership role at their Care Community, our Path2GM program supports them to progress further and builds a strong succession pipeline to ensure sustainable high-quality care for residents.

Hands-on development

Completed over nine months through our Opal HealthCare Academy, Path2GM combines individual learning with career coaching and mentorship. Participants undertake leadership training across 16 areas of aged care knowledge, including governance, clinical, hospitality, meaningful life, financials, and team management.

It incorporates access to our senior operational leaders, regular scheduled and informal check-ins with their mentor, and applied learning 'on the job'. On graduating, participants move into an acting general manager role for a set period to consolidate their experience. From there, they will progress to a permanent general manager role or continue their learning.



Linda's story

For Linda, wellbeing manager at **Morayfield Grove Care Community** in Queensland, mentorship and hands-on experience was critical to a successful three-month secondment as acting general manager at **Caloundra Place Care Community**.

"Seeing other perspectives through my mentor, observing how they manage their Care Community and getting to know my own management style through that relationship was valuable," says Linda.

"The content for Path2GM is relevant and practical. It gives you a sense of what to expect and opens your eyes to things you weren't aware of so you're ready to act in the role."

Sam's story

After more than 20 years leading high performing teams in the airline logistics industry, Sam chose to bring his leadership experience to aged care with a clear purpose: to make a meaningful difference in people's lives. He began as Customer Support Manager at **Aldinga Beach Care Community** and has since progressed to the role of General Manager at **Glen Osmond Grove Care Community**, following a successful secondment at **Everard Park Care Community**.

"My first step was completing the Emerging Leaders Program which opened my eyes to the unique opportunities within aged care," says Sam.

"Path2GM then challenged me to think differently; to question why we do things the way we do and to understand the deeper dynamics of leading a Care Community. It strengthened my grasp of the clinical, financial, and operational responsibilities that shape this sector.

"Moving into aged care felt like stepping into work that genuinely matters, and that sense of purpose has guided me ever since."

Impact

Develops skilled leaders for Care Communities

Supports sustainable high-quality care

Builds a stronger aged care sector

Encourages new perspectives and diverse leadership voices





Smart systems, stronger connections for residents and families

Our new app connects resident preferences with activities and keeps families informed

By using smart technology, asking the right questions, and listening to our residents, our resident engagement app is providing informed insights about the activities that residents find enjoyable and meaningful.

The app makes it easier to align activities with individual resident preferences, supporting more personalised and meaningful daily experiences. It provides families with clear visibility of upcoming activities each month, helping them stay connected to Care Community life and better understand how their loved ones are engaging and being supported.

Piloting the app

In 2025 we piloted the app at a group of Care Communities in NSW, Queensland and Victoria: **Rutherford Park, Raymond Terrace Gardens, Burpengary Gardens, Springwood Terrace, Norah Head, Bossley Parkside, Keilor East Manor and Oakleigh Manor Care Communities.**

We built the app with our technology partner, with whom we already work closely on resident insights. It's hosted on iPads, so our wellbeing managers can easily see how activities are mapped to a resident's physical, spiritual and social needs, as stated by residents, their family or representatives.

This enables our team to ensure residents have every opportunity to take part in activities that align with their interests, in groups or individually.

The app helps us identify any gaps in activity planning, and our team can print a consistent calendar of activities for each month in clear text that fits onto a single page. This makes available activities much clearer to residents and their families.

Supporting residents to pursue their passions

At Rutherford Park Care Community, wellbeing manager Kell spent time with a resident who was finding it difficult to engage. After learning the resident wasn't comfortable taking part in larger group activities, Kell suggested she might enjoy following her interest in gardening with a smaller group the next day.

Kell registered the resident's name in the app so our team could check with her in the morning and support her to participate. With growing confidence, the resident now regularly attends smaller gardening activities and is a valued member of Rutherford Park's gardening committee.

Throughout 2026 the app will be implemented across all our Care Communities.

Supporting mental health

Healthy minds are integral to team wellbeing

In 2025, we continued our commitment to supporting a healthy workplace across our Care Communities and Home Office.

Team members who have the interest and aptitude to do so can be trained as Mental Health First Aiders (MHFAs) through the nationally-recognised Standard Mental Health First Aid course, delivered by Mental Health First Aid Australia.

The training gives people the skills to recognise the signs and symptoms of common mental health challenges, respond to crises with empathy and confidence, and provide immediate assistance until professional help is available or the situation is resolved.

MHFAs act as a trusted first point of contact for colleagues who may be experiencing stress, anxiety, depression or other mental health concerns. They provide early intervention and reassurance, help reduce stigma, and guide team members toward appropriate internal and external support services. This peer-to-peer approach strengthens psychological safety and reinforces a culture where it's safe to speak up and seek help.

87 team members completed accreditation this year, with a total of 267 Mental Health First Aiders having completed or enrolled in the course since the program's inception. This exceeded our goal of 250 by December 2025.

Strengthening our MHFA network

Throughout 2025, we continued training and aim to have at least two trained MHFAs at each Care Community. We also strengthened our peer network, connecting graduates across locations to share insights, debrief safely and build confidence in their role.

As part of our recruitment process, we note if candidates voluntarily disclose previous MHFA training during interviews. Where applicable, and once hired, we review whether their prior training aligns with ours, and offer the opportunity to join our MHFA program.

We aim to bring all our MHFAs together in a peer-to-peer support session two to three times a year.

At **North Lakes Terrace Care Community** in Queensland, wellbeing manager Leah has completed MHFA training twice.

"I did the course five years ago, and recently updated my training – it's important to keep refreshing your accreditation," Leah says.

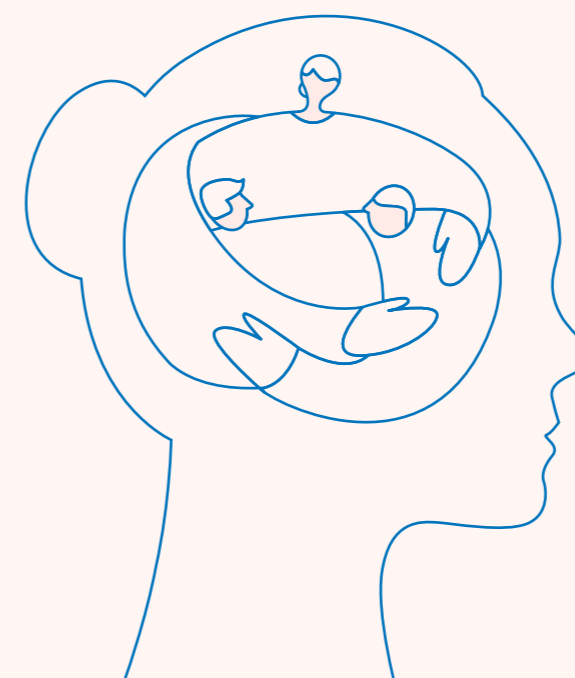
"It's helped me navigate many conversations at work and to really understand the benefits of our team assistance program – I think a lot of people know it's there, but don't really understand its potential."

"MHFA training helps you to notice things, not just with team members, but also with residents, family members, and within ourselves. A while ago my daughter had a mental health issue, and having done this training meant I was able to really help her."

At **Cheltenham Parkside Care Community**, wellbeing manager Leanne has used the skills she developed to specifically support her team members navigate grief when a resident passes.

"At our small Care Community, we know our residents intimately," Leanne says.

"I found the online training relevant, easy to digest, and I felt guided and supported. I also enjoyed connecting with other Mental Health First Aiders at other Care Communities."



Reaping the benefits of edible gardens

Our residents find purpose and joy in growing healthy produce

In 2023 we set a goal to have a productive edible kitchen at every Care Community across Australia. Many Care Communities had already engaged in growing herbs and veggies and the benefits for residents were so profound we committed to embedding edible gardens as a signature part of life at our Care Communities.

By the end of 2025, 141 Care Communities had established gardens, producing all manner of fresh fruit, herbs and veggies that went from paddock to plate.

Resident-led gardening committees at our Care Communities work with our care teams, including maintenance officers, chefs and wellbeing managers to plan, grow and harvest fresh produce of their choice.

Residents and team members determine the approach that works best for their climate and location. For high rise buildings, herbs and vegetables like tomatoes are planted in self-contained moveable planters known as Vegepods, while Care Communities with larger gardens can grow larger vegetables like zucchini or pumpkin.

Ensuring healthy edible gardens

In 2025, we made some important changes to ensure our edible gardens are well-maintained year-round, with residents actively involved. We:

- Updated position descriptions for wellbeing managers and maintenance officers have been updated to include responsibility for maintaining edible gardens and engaging residents; and
- Added edible gardens to our regular 'Fresh Eyes' audits, improving governance and bringing useful observations from visiting Opal HealthCare team.

Gus's story

Gus lives at **Kawana Waters Care Community** on Queensland's Sunshine Coast. Being actively involved in growing produce has been transformational for him. Gus was struggling to adjust to life in care, but selecting and planting produce, and maintaining a rigorous watering schedule as a member of Kawana Waters' gardening committee helped him find his rhythm.

When Kawana Waters residents and team celebrated their harvest with a garden party, the lettuce, tomato and dills Gus tended took pride of place on the menu as sandwich fillings.

"Our gardens give me a real sense of purpose. I like the hands-on involvement and I'm proud to contribute to something meaningful."
– Gus, resident

"Gardening has been so positive for Dad. It gives him something to look forward to and lifts his spirits." – Julie, Gus's daughter

Our second annual Harvest Awards

These Awards recognised and celebrated green-thumbed residents in each state, with special awards for our national winners.

Our 2025 national Harvest Award winners were:

- Abundance Award:
Springwood Greens Care Community, NSW
- Food for the Soul Award:
Aldinga Beach Care Community, SA
- Garden Evolution Award:
Denhams Beach Care Community, NSW
- Resident Engagement Award:
Orange Grove Care Community, NSW



Regional agricultural show winners

Residents at Orange Grove and Denhams Beach Care Communities enjoyed success at local agricultural shows in 2025. Resident Rob at Orange Grove claimed first prize for his zucchini at the Royal Bathurst Show, and followed it up with gold for his kumquat marmalade and herbs at the Orange Show.

Residents at Denhams Beach impressed showgoers and judges alike by winning first place for their tomatoes and chillies at the Eurobodalla Agricultural Show.



Impact

Improved social connection and sense of purpose for residents

Increased mobility and time outdoors

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

Reduced food waste

Contributes to the circular economy

Learning from our Move program

Our pilot provided insights for improving resident and team health

In 2023, we began a trial of a program called 'Move' to address the linked issues of:

- Improving functional continence for residents, which can occur when a person can't get to the toilet on time; and
- reducing strain injuries for team through safe movement.

At **Mornington Bay Care Community** in Victoria and **Wallaharah Point Care Community** in NSW, we worked with our equipment supplier Arjo to trial mobility equipment that enabled team members to assist residents to move more safely for everyone, including to the toilet.

The 12-month pilot revealed instances of transferring a resident from bed due to hygiene reduced by 92% at Mornington Bay, and 77% at Wallarah Point. In another positive outcome for resident dignity and team safety, movement using two team members during the trial reduced by 59% at Mornington Bay, and 52% at Wallarah Point.

For team members, our trial of smart wearable technology gave us data which offered insights to help us reduce strain injuries. In 2025, **Maitland Grange Care Community** joined the trial, which measures injury risk on static (when a person holds their position) and dynamic (when a person is moving) loads.

The pilot concluded in December and we are reviewing learnings and insights to help us continually improve care, for residents and our team, across our Care Communities.

Impact

Greater resident dignity, comfort and independence

.....

Improved resident mobility outcomes

.....

Peace of mind for families

.....

Reduction in team strain injuries

.....

Supports our culture of safety

Listening to our residents and customers

Acting on feedback helps us continually build a better aged care experience

Hearing from our residents, their loved ones, and representatives is essential to building a stronger aged care sector for older Australians, and all who care for them.

We believe feedback is a gift. It offers us opportunities to improve, whether that's building on the things people tell us we do well or renewing our focus on things we could do better.

The government provides an annual snapshot of customer satisfaction through its Star Ratings system. However, to enable real time feedback and make it transparent for our customers, for many years Opal HealthCare has run 24/7 "always on" customer satisfaction surveys at each Care Community.

This means we can measure how people feel about their aged care experience with us in real time, not just at one moment in time each year. In 2025, our Customer Satisfaction Score from 45,739 customer surveys was 93.8%, increasing from 93.1% in 2024.

We also have Consumer Advisory Bodies (CAB) at each Care Community, introduced as part of the aged care sector reforms. Residents, relatives and representatives are invited to respond on a number of questions and their feedback is provided to the Opal HealthCare board for review and response.

Acting to improve our dining experience

Feedback from our CABs in 2025 told us the area which had improved most was our food and dining experience. Feedback also identified opportunities to improve upon it further. In response, we:

- Appointed a dedicated National Hospitality Manager to focus on developing the knowledge, capabilities, and skills of our catering teams, particularly regarding food production, customer service and the dining experience.
- Developed a survey to gain further insights into our Supper service at each Care Community.

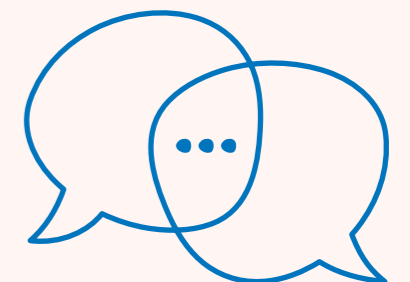
Addressing team feedback

CAB feedback in 2024 showed team allocation was an area we could improve on. To optimise our talent pool in 2025, we:

- Continued relocation assistance and 'refer-a-friend' bonuses to expand our talent pool, particularly in regional areas;
- Assigned team members to work at multiple Care Communities, where appropriate;
- Established local pools of casual team members in high-demand areas; and,
- Reviewed our clinical education programs to ensure adherence to Opal HealthCare policies and procedures, which are based on best practices and evidence-based outcomes.
- Pleasingly, in 2025 our CAB feedback indicated that team allocation was the second-most improved aspect of respondents' experience with Opal HealthCare.

Preparing for the next generation of residents

- Aged care is evolving, with greater expectations of aged care providers.
- In September 2025, we conducted our first 'Next Gen' survey to identify trends that will shape aged care. Insights will inform strategies to ensure our care and services accommodate our residents' preferences today, and for the next generation of older Australians.



Dementia Connections Cafés

Supporting families impacted by dementia

We established Dementia Connections Cafés to foster connection and community for families of residents who are living with dementia in our care.

Facilitated by our team at Care Communities, these in-person meet-ups provide an informal, welcoming space where relatives can come together and share experiences. Held in a quiet private dining area, they're structured as peer-support networks focused on connection, learning and shared problem-solving.

Turning insight into action

This initiative was established in response to feedback provided by attendees of our Dementia Care Connections webinar series, which over the past three years has equipped audiences with knowledge, insight and practical tools to better understand the dementia journey.

Families told us that as well as education, they were seeking opportunities to reflect on their learning, discuss practical strategies, and connect with others navigating the emotional and practical complexities of dementia.

Open to all relatives and significant others, Dementia Connections Cafés have a particular focus on spouses, who are often at heightened risk of social isolation and grief as they navigate the changes in the dynamic of their relationship.

Café meetups are held monthly and run for approximately 45 minutes. They're facilitated by a team member who is a Dementia Care Champion or on the Care Community leadership team. This helps to nurture conversations while encouraging people to exchange practical strategies and reassurance.

By providing a face-to-face social connection, Dementia Connections Cafés enhance wellbeing for residents and families. Designed as a scalable, high-impact initiative, our Café framework is replicable across all our Care Communities.

Support in action

At **Meadow Heights Care Community** in Victoria, attendees shared that their mental health has improved because of the connections they have formed and the practical support they offer one another. One spouse described how the group "looks out for each other," even stepping in to visit a loved one when someone else is unable to.

Aldinga Beach Care Community in South Australia hosts a monthly Dementia Connections Café, welcoming between eight to 15 families, held straight after a Dementia Care Connections webinar.

"The Dementia Connections Café is great. You can share your experiences, express your feelings, and ask for help. I've learned so much, and I enjoy helping others too. I've encouraged families especially those new to dementia care to join our meetups."
– Margaret, family member.

"I've attended these meetups a few times and have found them helpful in improving how I communicate with my mum. It's also been good getting to know senior team members, as well as other families going through similar experiences."
– Chris, family member.



Impact

Deepens people's understanding of dementia

Builds strong support networks, built on empathy

Increased peace of mind for families and loved ones

Develops community resilience

Supports long-term meaningful engagement for residents

Bringing generations together through volunteering

How shared time and kindness enrich life for residents and volunteers alike

Volunteering at our Care Communities enables people to make a real difference in the lives of older people – while also creating significant benefits for volunteers themselves.

Residents at **Carseldine Greens Care Community** in Brisbane have warmly embraced volunteers Thakshi and her daughter Deanna, whose regular visits bring connection, joy and a strong sense of belonging for everyone involved.

For Thakshi, who came to Australia from Sri Lanka with her husband and young daughter, Deanna, volunteering with us has been a way to find connection and purpose in a new community.

Thakshi and Deanna's story

Through her local Emerge Church, Thakshi began volunteering at Carseldine Greens soon after arriving in Australia. Each Friday morning, she and three year old Deanna spend time with residents, sharing gentle conversation, listening to life stories, offering hand massages, helping with art activities, and simply being present. Deanna brings her own special energy – laughter, playfulness and spontaneous interaction that lifts spirits and brings smiles.

For residents who prefer not to join group activities, these one-on-one moments are often just as meaningful. A simple chat, shared laughter or quiet companionship can make a profound difference.

Thakshi believes these experiences are shaping Deanna's empathy, confidence, and understanding of others.

"Deanna misses her grandparents, who live in Sri Lanka. Coming here gives her a lovely opportunity to connect with older people and share the affection she would otherwise give to her own grandparents," says Thakshi.

"It's helping teach her how to greet people warmly, listen respectfully, show patience, offer kindness, and feel comfortable communicating with older generations."

Wellbeing manager, Penelope, says there's something special about the connections Thakshi and Deanna create with residents.

"They bring warmth, light, and genuine joy. It's beautiful to see how much happiness can come from simple conversations, shared laughter, and small acts of kindness."

"I wait for their visit every Friday. I look forward to it all week. It's wonderful to have them here – we have truly become friends."

– Annette, resident

"Deanna is such a lovely little girl. She brightens the whole room when she walks in. It's really enjoyable to have her here – she brings life with her."

– June, resident

"Just look at her smile! She is always smiling and laughing and we can't help but laugh with her. She makes us feel younger."

– Anne, resident

"That child's voice and laughter... what could possibly be better than that? It lifts your heart straight away."

– Rhonda, resident

We welcome volunteers at our Care Communities across Australia.

Impact

Supports meaning and purpose for volunteers and residents

Builds stronger, more connected local communities

Promotes a culture of respect for older people



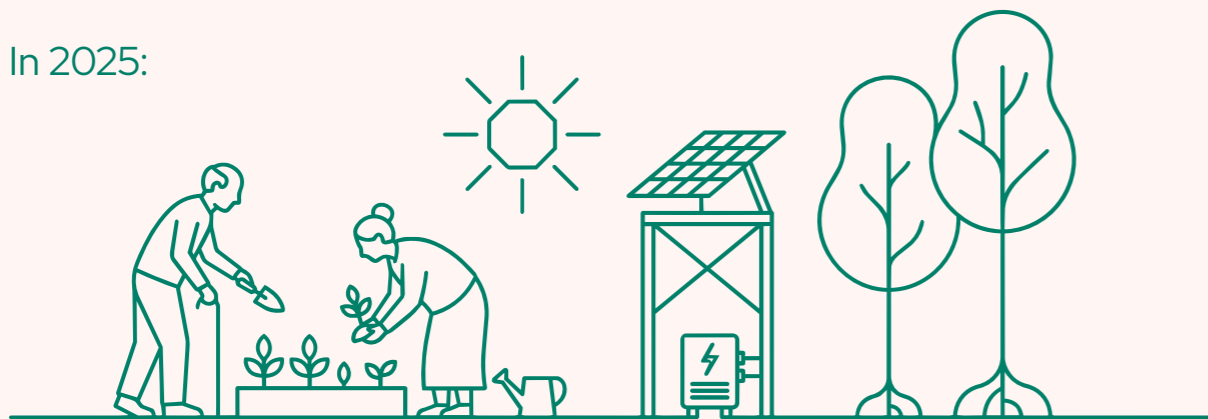


Aligned UN Sustainable Development Goals

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 building and operations.

In 2025:



Partnered with **Vinnies NSW** and **Scouts Victoria** container deposit schemes

Conducted a **waste composition audit** of our top 10 waste-producing Care Communities

87 Solar powered Care Communities generated **7,427.2 MWh** energy, with a combined total of over **42,240m²** of solar panels. That's enough to fill the Sydney Opera House forecourt seven times over.

Piloted **organic waste** separation and collection at three Care Communities

2023-2025 Goal outcomes

We made solid progress across our environmental goals while building a stronger foundation for the future. Our ambition to develop a Net Zero strategy evolved into delivering our first mandatory climate disclosure (AASB S2), providing the baseline data needed to set informed targets.

We came very close to achieving our solar goal, reaching 14.84% of onsite generation, and strengthened circularity through new partnerships with Vinnies NSW and Scouts Victoria container deposit schemes, reducing waste while supporting community causes.

While we did not meet our landfill reduction target, we completed essential important groundwork, including strengthening our waste contract to embed sustainability requirements. We delivered a comprehensive waste composition audit and food and organic waste trials, creating a clear pathway for future improvement.

We also advanced sustainable design, embedding rainwater harvesting in new developments and trialling innovations in building efficiency, electrification and regenerative landscaping, with positive results shaping future rollouts.



Prepared first annual mandatory climate report (AASB S2)

14.84%

Electricity generated by our solar powered Care Communities

97.5%

construction waste recycled

2

state container deposit scheme partnerships in place

13.78%

of waste diverted from landfill since 2023

3

building design for sustainability pilot programs delivered



Underground or external rainwater tanks included in newly built Care Communities and embedded in design brief for new developments

Expanding solar power across our Care Communities

Eight new solar conversions in 2025

In 2025, we continued to increase our use of onsite solar power across our Care Communities, with eight additional locations converting to solar.

By December 2025, **14.84%** of total energy generated and used onsite was supplied by solar. While slightly behind our 15% target, this represents strong progress towards our commitment to improving our environmental footprint and transitioning to cleaner energy sources.

With Care Communities around Australia, we work closely with power providers and local communities to lower the environmental impact of our energy use in a viable, sustainable way. Solar installations are prioritised where conditions are most favourable, with each site assessed for roof space, orientation (north or north-west facing), and sun exposure.

In total, 87 Care Communities operated with solar power in 2025, generating and using 7,427.2 MWh of energy – an increase in production of 32.98% on the previous year.

Our focus remains on expanding solar in Queensland and Western Australia, and across Victoria where we have a significant footprint. Sub-metering is included in the design of new Care Communities where solar is appropriate, providing real-time insights into energy generation and use and supporting improved operational efficiency.

As solar and alternative energy technologies continue to evolve, we regularly review opportunities to increase access to greener, more efficient power solutions for each Care Community.

Impact

Increased use of renewable energy

Improved environmental footprint

Lower demand on the electricity grid

Improved visibility and efficiency in energy use



Testing a natural approach to landscaping

Insights from our organic landscapes trial

With a large footprint across Australia, the choices we make in how we nurture and maintain our natural surroundings matter. Organic landscape design principles can mean saving water and creating environments where people, plants and animals can thrive together.

We trialled organic landscapes at **Quakers Hillside Care Community** in Sydney's northwest in 2024.

The trial focused on some key initiatives:

- Using inground composting and organic kitchen waste to encourage mycorrhizal fungal networks in our natural environments – this is when plant roots connect under the ground, creating carbon dioxide which fuels plant growth;
- Reducing water use by replacing an unused lawn with a decomposed granite ground surface known as permeable paving;
- Planting native plants suitable for the local climate – reducing water demand and encouraging native bird and animal life; and
- Planting groundcover to support soil structure and nutrition and retain water.

Insights

Targeted training is essential: Training for kitchen and catering team members is essential to ensure correct separation of kitchen waste. Without this, composted material may lack sufficient nutrient quality to support organic landscaping outcomes.

Permeable paving challenges: The permeable paving did not perform as intended, with surface cracking and weed intrusion. Ongoing maintenance would require the use of chemical poisons, which is inconsistent with organic landscaping principles.

Moving to organic products requires a clear maintenance schedule: Helping our maintenance team understand which organic products to use, such as fertiliser and weed prevention products, and when to use them would be critical to creating a chemical-free organic landscape. With Care Communities in many parts of Australia where seasonal conditions vary, this would need to be scalable while being appropriate for each location.

With the pilot complete, we're reviewing the insights to help guide how organic landscaping principles can be implemented across our new and existing Care Communities.



Green-powered laundries

Taking steps to switch from gas to electricity

As home to more than 13,500 residents, our Care Communities run significant laundry operations. Keeping our resident's clothes and linen fresh and clean uses a lot of water and power, and by finding smarter, more efficient ways to run these essential services, we can care for our residents and be kinder to the environment.

We identified converting older gas-powered laundry operations to new electric-powered machines could reduce our water and power usage, with no negative impact on the quality of our wash.

Piloting electric power

To test and learn, we ran a pilot at **Wahroonga Tallwoods Care Community** in Sydney's northern suburbs.

This involved replacing the existing washers and dryers, which were nearing end of life, with new Miele machines. Washers were designed to meet 42 wash and dry cycles per week, consisting of seven cycles per day, over six days. Dryers were efficient heat pump-powered machines. Each week, this delivers approximately 1,820 kilograms of laundry.

The pilot began in September 2025. Based on usage during the pilot period, Miele estimates yearly savings of:

- 388,621 litres of water for washing machines – a reduction of 41%
- 11,406 kW of electricity for washing machines – a reduction of 41%
- 29,425 kW of electricity for dryers – a reduction of 59.6%

With the removal of gas-powered laundry operations, it's estimated we'll save 340,704 megajoules of gas per year at Wahroonga Tallwoods. In simple terms, that's equivalent to 820 standard BBQ gas bottles.

Learning from our pilot

While it's too early to see the full benefits, the insights we've gathered have helped inform next steps, including:

- Electric laundry operations as standard in all new-build Care Communities.
- Conducting feasibility studies for all Care Communities that are suitable for conversion to electric, typically where existing gas-fired hot water systems are at or near end of life.



Smart buildings for everyday comfort

Using building technology to keep our people comfortable while reducing energy use

Maintaining optimal comfort levels at our Care Communities is important for the health, safety and wellbeing of our residents, their loved ones, and our team. By piloting smart technology to better manage heating and cooling systems, we're learning how to optimise comfort while reducing unnecessary energy use – helping to lower our environmental footprint without compromising day-to-day experience.

Applying the lessons from our Building Management System pilot

In large built environments like our Care Communities, Building Management Systems (BMS) monitor operational systems around the clock and provide data that enables us to resolve issues quickly and ensure systems are working as efficiently as possible.

BMS technology is well suited to larger, multi-level Care Communities. Our pilot at **Toongabbie Terrace Care Community** in Western Sydney, launched in 2024, revealed inefficiencies in how our heating, ventilation and air conditioning (HVAC) system was operating. By addressing these issues, we reduced energy consumption by 18% in 12 months, while maintaining resident comfort, with these savings sustained over the following year.

Taking action

We have since expanded our BMS pilot to **Ivanhoe Grand Care Community** in Melbourne, enabling us to gather further insights in a large, complex building with significant energy demands.

Learnings from the Toongabbie Terrace pilot have shaped the design of our new developments, and BMS is now planned for existing Care Communities **Box Hill Views** and **Vermont Views** in Victoria.

Impact

More sustainable, comfortable living environments for residents

Reduced electricity consumption without compromising comfort

More efficient, data-led building operations across our Care Communities

Improved visibility of energy performance, enabling earlier issue detection and optimisation

Improves quality of life for residents

Lower environmental impact as our organisation grows





Sustainable living environments that support better ageing

Smart, empathetic design creates environments that feel like home and help lower environmental impact

A sense of place matters. Clear wayfinding. Welcoming spaces to gather with friends and family. Familiar surroundings that stimulate the senses and bring peace of mind. As we age, our living environment plays an increasingly important role in how we feel, engage and connect with the world around us. By making sustainable choices, we bring these living environments to life in ways that support wellbeing – while reducing our impact on the planet.

Sustainable design choices

Where appropriate and feasible, we select high-quality products that incorporate recycled materials, including flooring, furniture and soft furnishings such as curtains. We also work to minimise waste throughout the design and installation process. In 2025, 96% of our waste was recycled into new products, rather than sent to landfill.

Recyclable flooring

The soft flooring carpet tiles we use in bedrooms and communal areas can enhance comfort for residents, visitors and team alike. The Powerbond carpet tiles we use contain:

- 26% pre-consumer recycled material (including carpet off-cuts)
- 9% post-consumer content recovered from customers
- 100% recycled backing.

Empathetic design for older people

Whether we're building a new Care Community or working within a heritage-listed building, our approach is guided by principles proven to support older people and those living with dementia.

Key considerations include:

- **Furniture and paint selection:** As we age, our depth perception can be impacted as colours lose their intensity. Using contrasting colours for furnishings, walls and floors can reduce the risk of falls.
- **Wayfinding:** Clear, colour contrasting symbols for resident neighbourhoods and toilets support independence and continence.
- **Lighting:** Reflective light can be disorienting for people living with impaired sight or dementia. Carefully chosen lighting, flooring and window treatments can reduce glare and disorientation.
- **Noise reduction:** We use noise-absorbing floor finishes; acoustic art, wall and ceiling treatments; low background music, and quiet heating and cooling systems.

Impact

Greater comfort and confidence for residents

A strong sense of pride for residents in their living environment

Evidence-based environments that better support people living with dementia

Reducing plastic waste

Turning recycling into community impact

In 2025, we strengthened our commitment to reducing plastic waste and improving circularity through two important community partnerships that transform recyclable waste into social value. By participating in the container deposit schemes with Vinnies NSW and Scouts Victoria, we're reducing landfill. Supporting local organisations and modelling responsible practices for residents and team.

Plastic waste remains a significant environmental challenge in Australia with recyclable materials often ending up in landfill. These partnerships embed more structured recycling into our day-to-day habits, helping to divert waste, reduce our environmental footprint, and demonstrate how environmental stewardship and social impact can work together.

Return and Earn: Vinnies NSW

In 2025, **Rutherford Park, Tingira Hills, Hamlyn Terrace** and **Berkeley Vale Care Communities** in New South Wales partnered with Vinnies Return and Earn to reduce waste while supporting Australians in need.

Each Care Community collects eligible drink containers in dedicated Return and Earn bins supplied by Vinnies. Vinnies manages collection and reporting, with each container earning a 10c refund. Proceeds are shared equally between the Care Community and Vinnies, with residents deciding how their portion is reinvested – often into other meaningful social impact initiatives.

Funds raised by Vinnies support essential services such as safe accommodation for people experiencing homelessness or domestic and family violence, and assistance for communities recovering from natural disasters.

As the program is still in its early stages, our Care Communities are focusing on building strong local engagement to drive greater impact over time.

Container Deposit Scheme: Scouts Victoria

In Victoria, we established a new partnership with Scouts Victoria through the Container Deposit Scheme at our three largest Care Communities: **Box Hill Views, Ivanhoe Grand** and **Vermont Views**.

The partnership reflects a shared commitment to positive social impact. For Opal HealthCare, it's about supporting older Australians to live with dignity and purpose. For Scouts Victoria, it's about empowering young people to build confidence, capability and a sense of contribution.

Mirroring the NSW model, eligible containers are collected and returned, with funds directly supporting Scouting activities such as:

- Outdoor adventures including camps, bushwalking, canoeing and climbing.
- Skill development through hands-on activities like cooking, building and problem solving.
- Leadership and confidence building led by young people.
- Community projects that support local areas and foster a strong sense of service.

What's next

The program was launched in locations close to Vinnies and Scouts Victoria recycling depots. In 2026, we plan to extend the partnership to many more Care Communities across Sydney and Melbourne.

"I think the partnership is a great idea as half of the money comes back to us and half goes to Vinnies, and they definitely deserve it for their hard work."

– Sue, resident at Tingira Hills Care Community

How it works

- 1 Vinnies NSW and Scouts Victoria give us recycling bins
- 2 We dispose of eligible bottles and cans into those bins
- 3 Vinnies NSW and Scouts Victoria collect the bins
- 4 Refunds contribute to positive impact



Impact

Diverts waste from landfill and supports the circular economy

Converts recycling into tangible community benefit

Builds purpose and participation for residents and team

Strengthens local community partnerships

Supports intergenerational learning and respect

Encourages everyday sustainable habits



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.

In 2025:

144

Local communities served by Care Communities in 5 Australian states

10

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

24

New Care Communities in development

2,198

New jobs created across our Care Communities

18

Care Community refurbishment programs underway

31,844

New clothing items for residents provided through our Thread Together partnership

2023-2025 Goal outcomes

We continued to strengthen our contribution to the communities we serve by supporting older Australians and creating meaningful local impact. Through sustainable employment, community partnerships and responsible sourcing, including recyclable furnishings, ethically responsible products and working with suppliers who contribute positively to their communities, we deepened our impact for residents and the wider community.

We exceeded our target to create 4,600 jobs, delivering 6,715 new roles through building and opening new Care Communities and acquiring others, to meet the needs of our ageing population. We also supported hundreds of residents through our ongoing partnership with Thread Together and fostered wellbeing through intergenerational programs, connecting with pets and animals, volunteering and strong community interaction.

6,715

New jobs created across our Care Communities



Embedded sustainability factors in supplier contracts

94,242

New clothing items provided through our **Thread Together** partnership since 2023

50

Care Community refurbishment programs complete or underway to improve resident experience



Local relationships enable local solutions

Working together for a healthy aged care sector in Gippsland

In regional Australia, preparedness is essential – particularly when caring for vulnerable people who rely on timely access to critical medical and protective supplies.

The Gippsland Region Public Health Unit (GRPHU), working in partnership with the Department of Health in Victoria, plays a vital role in supporting the health and wellbeing of the communities across Gippsland. Our team at **Sale Gardens Care Community** actively collaborates with the GRPHU and other aged care providers to share insights, strengthen coordination and advocate for older people in the region.

Helping everyone in aged care prepare for winter

The risk of infectious disease and outbreaks increases during the cooler months, placing additional pressure on hospitals and GPs. For Gippsland – located more than 200 kilometres from Melbourne – having reliable, local access to essential supplies is critical for keeping residents, team, and visitors safe.

To address supply shortages during winter, we participated in the GRPHU's local working group to identify the causes and challenges of outbreaks, and find solutions.

As a result, the GRPHU established a permanent storage bank for key supplies – including vaccinations, supplements, RAT tests, personal protective equipment and monitoring devices – ensuring faster access to essential items.

Our team at Sale Gardens, including general manager Ann, care manager Di and registered nurse Anitha, continues to meet regularly with the GRPHU and partner services to strengthen collaboration and build a more connected, resilient aged care sector in Gippsland.



Impact

Healthier, safer local communities

Improved emergency preparedness for older people in regional areas

Stronger collaboration across the local aged care and health sector

Delivering dignity and choice with Thread Together

Everybody deserves to wear clothing that gives them dignity and suits their personal preferences. For residents who may not have the means or social connections to obtain new clothing, our partnership with social enterprise Thread Together enables residents to choose new clothing as and when they need it, free of charge.

In 2025, residents ordered 31,844 items of clothing from Thread Together.

This year, we continued to embed our partnership with visits to Thread Together's Sydney headquarters. Together, a team of Care Community wellbeing managers and Home Office team members spent time volunteering, sorting and packing deliveries destined for vulnerable people across New South Wales and beyond. The experience provided insight into how Thread Together's operations work and the nature and scale of its impact.

Bringing the boutique to Bossley Parkside

Residents at **Bossley Parkside Care Community** in Sydney's west have enjoyed the sense of normalcy and dignity our partnership with Thread Together brings. And innovative thinking from our team ensures every item of clothing is well-loved.

From time to time, items of clothing may not be suitable or correctly sized for the intended resident. In these instances, our team creates a 'shop-like' setting enabling residents to browse and choose items that fit well and suit their personal style.

Adelaide's **Reynella Hillside Care Community** has also benefited from Thread Together deliveries throughout the year.

"Having new clothes makes me feel special," said one resident. "It's lovely to be able to choose for myself and to show people my new outfits. Having new bras particularly makes me feel good about myself, as I haven't had much in my life. It gives me a sense of pride."



Laptop donations help close the digital divide

Supporting young people to connect with opportunity

Access to reliable technology is increasingly essential, from education and job applications to managing finances and staying connected. Yet the cost of laptops and software can be a barrier, particularly for young people experiencing vulnerability. Without access to technology, they risk falling behind in education, losing connection to support networks, and missing opportunities to reach their potential.

Donating laptops to Mission Australia

When Opal HealthCare upgraded a number of laptops in 2025, we donated those that were no longer required to Mission Australia, to support young people living at a youth crisis refuge in Sydney.

Our donation included 70 laptops, each cleaned, refurbished and updated with the Windows 11 operating system, enabling safe internet access. All devices were supplied with power cables and mice and were ready for immediate use.

Small things can make a big impact. Giving technology a second life through Mission Australia is helping young people access education, information and connection, with the added benefit of reducing electronic waste.

"The very kind donation of these laptops to support our vulnerable youth has been instrumental in allowing them to reconnect to learning or employment. This reconnection is guiding them through their independent living skills workshops, meaning that they will have the best chance to move from homelessness to stable housing and hopefully a bright future."

– Tanya, Area Manager, Mission Australia



Supporting veterans through Defence Community Dogs

Residents in Bathurst host art show to help those who served

For people who served with Australia's defence forces, civilian life sometimes brings physical and mental challenges, including social isolation from disorders such as PTSD. Assistance dogs can provide much-needed emotional and physical support for veterans finding it difficult to adjust to life post-service.

Defence Community Dogs, a program of the Defence Bank Foundation, was created to provide assistance dogs, free of charge, to help veterans rebuild their lives. And in the Central West New South Wales city of Bathurst, the benefits are felt across the local community.

Our residents at **Bathurst Riverview Care Community** have been involved with Defence Community Dogs for five years, engaging with dogs, veterans, and their handlers to raise much-needed funds.

A win-win-win situation

The Defence Community Dogs program is unique, with minimum security prisoners at Bathurst Correctional Centre playing a key role in training dogs. For the duration of their training, dogs live with their inmate handlers and are trained to support specific health conditions of veterans.

Dogs are trained for eight to 10 months, with at least 250 hours of professional dog training and they're required to achieve passing grades in assessments. When they complete their training, dogs are presented to veterans by their handlers. This arrangement ensures dogs are trained to the highest standard, veterans receive much-needed support, and prisoners retain vital community connections while supporting their rehabilitation.

Painting for paws

In 2025, Bathurst Riverview Care Community held its first art exhibition in aid of Defence Community Dogs, auctioning beautiful artworks created by residents during regular paint-and-sip sessions. Veteran Ron visited with his assistance dog Yvette, and his partner Jo, to share his story and chat with residents about the positive impact of the program.

Proving she is not only a devoted assistance dog, Yvette painted her own vibrant artwork for the exhibition, delighting residents, friends and visitors.

Our art exhibition raised \$680 for Defence Community Dogs.

A frequent visitor to Bathurst Riverview in 2025, Defence Community Dogs brings joy to our residents while providing valuable training for the dogs. These visits help dogs learn appropriate behaviour around older people, including exercising caution with people using mobility aids. This experience supports the dogs to confidently assist veterans in environments where older people are present, such as clubs and community events.

We look forward to continuing our relationship with Defence Community Dogs in 2026 and beyond, supporting an expanded program of fundraising activities.



Helping to build a more sustainable supply chain

The choices we make with our suppliers matter

With a growing number of Care Communities across Australia, and Home Offices in Sydney and Melbourne, our purchasing decisions have impact at scale. That's why we look for suppliers who can offer more sustainable, cost effective options and share our commitment to reducing environmental impact.

Embedding sustainability in supplier agreements

Working with suppliers who are aligned with our goals is a critical first step. In 2025, we included a sustainability transparency clause for all new supplier agreements and future agreements with existing suppliers. This sets clear expectations and ensures suppliers we partner with demonstrate meaningful sustainability commitments.

Smarter stationery purchases

High-volume purchases such as paper provide a clear opportunity to reduce environmental impact. We continue to work with stationery supplier Winc to prioritise its sustainable EarthSaver range where available.

- 34.65% of all product purchases, and 99.6% of paper purchases came from the EarthSaver range.
- EarthSaver paper products are PEFC-certified and carbon neutral.
- Plastic strapping has been removed from cartons, reducing plastic sent to landfill.
- In 2025, 4,242 orders were delivered using recycled cardboard boxes, recycled plastic mailing bags and recycled cardboard filler.

Reducing carbon emissions through print solutions

We offset carbon emissions through our printer supplier HP's Carbon Emissions Sync Service, in which HP purchases verified carbon credits that support certified environmental projects that remove or reduce carbon from the atmosphere.

In 2025, 748 Opal HealthCare printers were enrolled in the service, offsetting 40.41 metric tonnes of CO₂e – equivalent to the annual emissions of 9.42 petrol-powered vehicles.

Recycling print toner into roads

We also participate in HP's Planet Partners Recycling, where used print toner cartridges are collected and processed used by recycling company Close the Loop to make Tonerplas™, an asphalt additive made from recycled plastic. In 2025, we recycled 47.28kg of print toner through this program.

Impact

Greater continuity of care for residents

Sustainable long term careers in local communities

Stronger connections between residents, team and place

Stronger regional economies

Sustainable employment strengthens local communities

Creating long term career opportunities close to home

Strong communities are built by the people who live and work in them. When team are locally employed, communities thrive.

Across regional Australia, Opal HealthCare is a significant local employer, caring for residents who often have lifelong ties to their community. Employing people close to where they live provides the benefits of strong career pathway and development opportunities with shorter commutes, and better work-life balance – while boosting local economies through local spending. For residents, it means continuity of care from people they know and can connect with over shared experiences.

Connection at Killarney Vale

Located near Tuggerah Lake on the NSW Central Coast, **Killarney Vale Care Community** offers both lifestyle and opportunity, making it an ideal place to start a career in aged care.

Killarney Vale has built strong relationships with the University of Newcastle, welcoming students from the Newcastle and Ourimbah campuses for placements and work experience. Many choose to stay on, attracted by our supportive team culture and meaningful connections with residents.

"In the past year, we've employed nine second year Bachelor of Nursing university students from the local area as assistants in nursing after their placement with us," says general manager, Michelle. *"We also attract team through word of mouth. People come to us and have a great experience, and tell their friends to apply."*

Local knowledge strengthens relationships with residents too.

"They chat with our team about the history of the area and what's happening now. They have shared memories of sporting clubs, know which beaches have the best access for older people and which cafés and clubs are great for outings. It all adds up."

Janine's story

For assistant in nursing, Janine, working close to home matters. A lifelong local, Janine has been part of our Killarney Vale team for eight years.

"Mum worked as a registered nurse for 35 years. I've always liked being around older people and she told me I probably had the knack for aged care. So I gave it a go and I love it here."

With caring responsibilities at home, the short commute is ideal for Janine and she enjoys conversations that evoke memory for our residents.

"We grew up in the same area and when residents share their stories it's really special. Advocating for older people is so important. If it wasn't for them, we wouldn't be here."

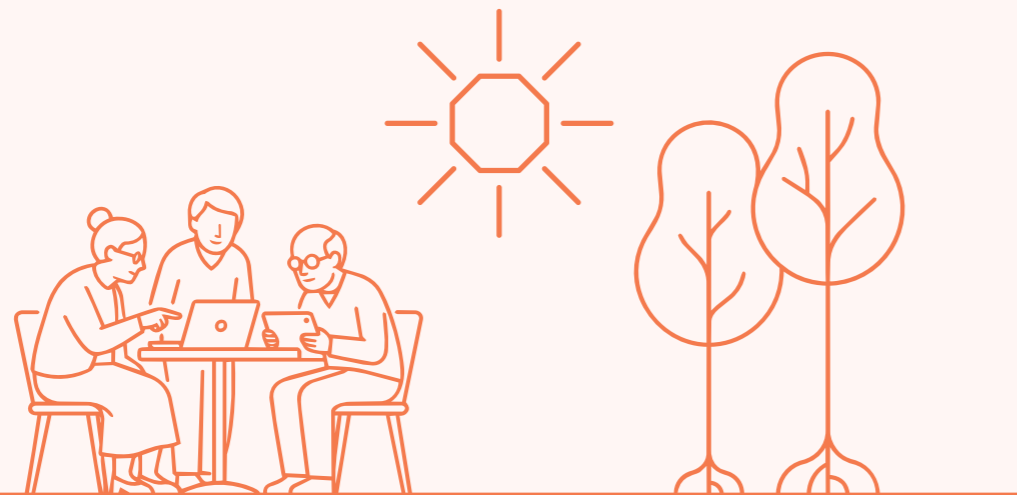


Aligned UN Sustainable Development Goals

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.

In 2025:



1.13

Million unique **website** visitors

34

Dementia Care Connections webinars with **4,699** households participating

491

Residents participated in **65 ENJOY experiences** in 2025

2023-2025 Goal outcomes

We continued to help shift perceptions of ageing, supporting residents to remain visible, valued and connected in society while breaking down barriers to accessing care.

As more people turn to digital channels to navigate aged care, our website has gone from strength to strength, exceeding user targets early and continuing to evolve with clear, accessible information that supports residents and families to make informed decisions.

We progressed our goal of resident-led committees, establishing 121 across our Care Communities to strengthen resident voice and participation. Through initiatives such as our video series Cuppa Q&As, we shared real experiences to help normalise conversations about care, and our Dementia Care Connections webinar series grew beyond our expectations, with 9,047 households supported through education and connection.

121

Care Communities with resident-led committees

1,288

Residents participated in 143 ENJOY experiences

441,000+

Cuppa Q&A's video views, supporting families facing care decisions through honest conversations with people who have navigated their own journeys with loved ones

9,047

Households participated in Dementia Care Connections webinars, improving understanding of dementia across Australian families



Resident-led committees a meaningful forum for participation

Having a voice in daily life is central to living well

Resident-led committees at our Care Communities enable older people to actively shape the place they call home, contributing to decisions about routines, wellbeing and experiences that matter to them.

The strengthened, rights-based framework introduced under the New Aged Care Act in 2025 reinforced the importance of this approach. The Act places dignity, choice and participation at the centre of aged care, aligning closely with practices already embedded across our Care Communities.

A commitment to resident participation

Resident-led committees provide a formal and consistent forum for residents to share feedback, explore ideas and propose improvements. Meetings are resident-driven, with support from our team, and agendas are shaped by what matters most to committee members – from wellbeing programs and environmental enhancements to connections with the local community.

Through these committees, residents influence decisions that affect everyday life, while exercising autonomy, leadership and purpose.

Giving back at Chelsea Parkside

At **Chelsea Parkside Care Community** in Melbourne, our resident-led committee identified a shared desire to contribute to children's health charities. Throughout 2025, residents raised funds by selling handmade craft items, baked goods, and plants grown with love onsite. Their efforts culminated in a Christmas market, where loved ones and community members came to purchase handmade items.

Together, residents donated \$1,600 to the royal Children's Hospital Foundation and the Children's Cancer Foundation.

"It gives us great pride to be able to help young people in our own way," says resident Gary.

Shaping experiences at Melville Parkside

Melville Parkside Care Community in Western Australia has an active resident-led social committee that meets monthly to plan the wellbeing calendar. With committee members Pam and Bruce championing creative and cultural outings, recent activities have included visits to the WA Maritime Museum, the Aviation Heritage Museum and the WA Shipwrecks Museum.

This advocacy helped to gain access to the Footsteps program at WA Museum Boola Bardip – an accessible, facilitated experience designed for older people, including those living with dementia. With one-to-one support from museum volunteers, residents enjoy learning, reminiscence and social connection through conversation and shared cultural experiences.

Impact

Strengthens residents' sense of autonomy, purpose and belonging

Reduces isolation and loneliness

Enhances resident wellbeing through participation and connection

Strengthens relationships between residents and team



Redefining perceptions of ageing

The little ad that 'could'

When families begin exploring aged care they're often wracked by feelings of guilt and anxiety, and looking for reassurance that their loved one will continue to live with connection, purpose and a sense of belonging.

"Will Mum feel lonely or isolated?" "Will Dad make friends?" "What is there to look forward to?"

For many families, stigma around aged care is shaped by deeply held assumptions about ageing and by advertising that often relies on clichés. Too often, these portrayals fail to reflect the individuality, aspirations and continuing sense of purpose of older Australians.

A new story to challenge outdated stereotypes

In 2025 we set out to challenge outdated perceptions, creating a humble online ad campaign inspired by true stories of our residents.

Our 'Find your community' campaign shows a different view of residential aged care: one that highlights the passions, personalities and purpose of older Australians, and the connection people can find at our Care Communities where each person is recognised and respected as an individual.

Drawing on evidence-based research, the campaign highlighted the harmful effects of isolation and loneliness, in contrast to the wellbeing benefits of belonging at a caring community. Working with creative partner Awaken, our goal was to replace guilt and reluctance with connection and hope – showing families their loved ones can indeed continue to live with meaning, purpose and joy in aged care.

Sharing hope

Adult children are often the ones researching care options, having difficult conversations and carrying the emotional weight of decisions about ageing parents. Many are balancing their own busy lives while wanting the very best for their loved ones.

Our campaign was designed to help these families feel seen and understood, offering them a different perspective on ageing, and the powerful role that connection and community play in wellbeing.

Capturing hearts and minds

By telling the story with empathy and humour, our campaign resonated widely, generating almost 400,000 interactions with the video online.

It also featured on ABC's Gruen, where panelists praised the ad as original and heartfelt, and acknowledged its role in bringing an important conversation about ageing into the public spotlight.

"I feel seen. This will help spark conversations with my siblings."

– Campaign respondent

"[The ad is saying] when your parents come here, they're still going to be somebody."

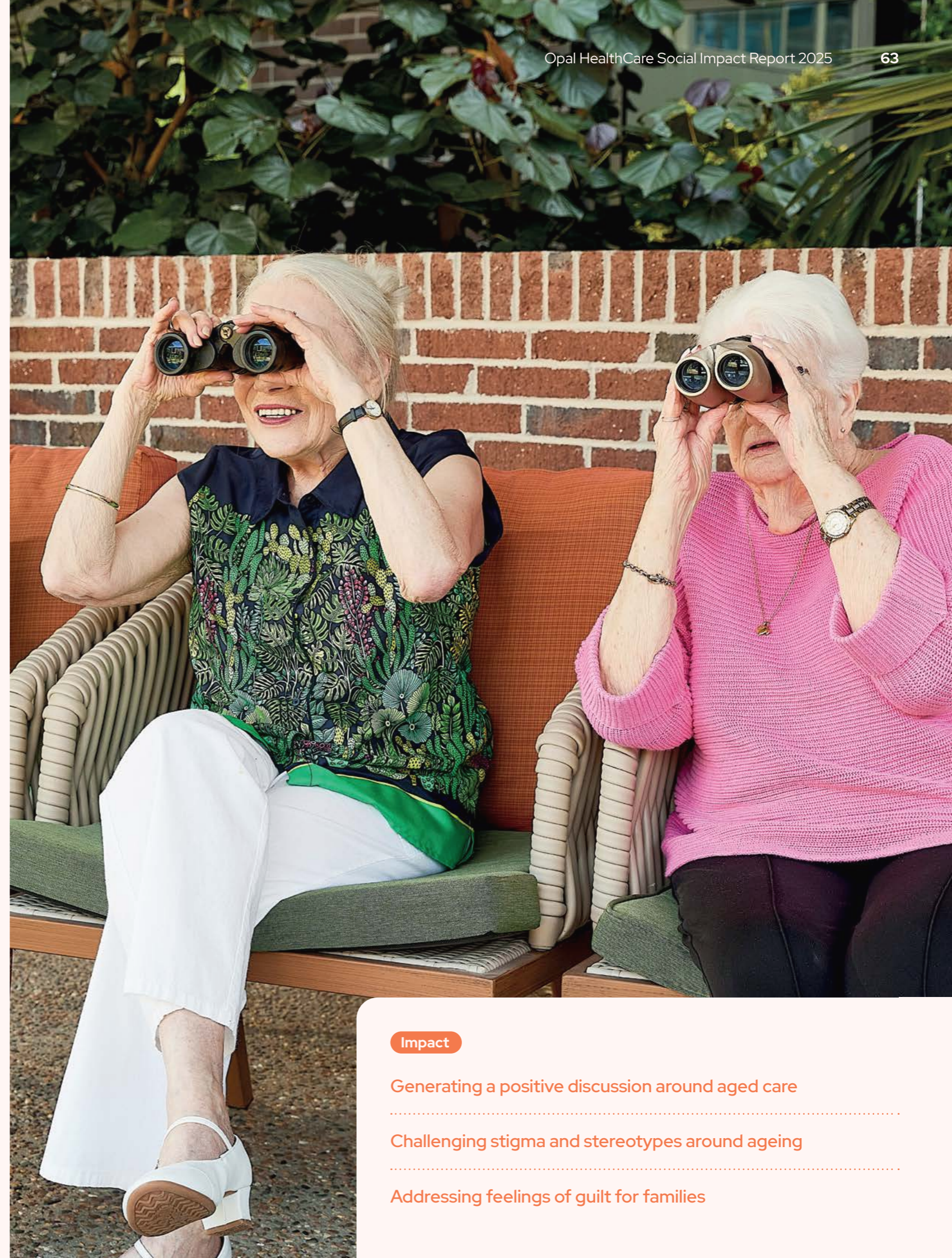
– Todd Sampson, Gruen panellist

"It's really nice to see an ad that recognises residents for who they are."

– Karen Ferry, Gruen panellist



Click the QR code to watch our ad
Birdwatching – Life is better when shared



Impact

Generating a positive discussion around aged care

Challenging stigma and stereotypes around ageing

Addressing feelings of guilt for families

Age no barrier to ENJOYing life

Making new friends and connecting over common interests is one of the joys of life. This can be especially important for older people, who may find their social circles and opportunities for new connections diminish over time.

Specially curated for residents living without cognitive impairment, our ENJOY program offers a range of diverse cultural experiences, selected to match individual preferences. For sports fans, that might be a day watching champions at the tennis. Art aficionados may enjoy a day at a blockbuster exhibition or a matinee performance of a Broadway show.

All ENJOY outings are attended by team members to support residents' needs and ensure their comfort throughout the experience. In 2025, 491 residents took part in an ENJOY event, across 65 outings.

ABBA-solutely fabulous!

Residents at Victoria's **Mulgrave Rise Care Community** had a wonderful time singing along to classic hits from the '70s for a performance of *BABBA - ABBA's Greatest Hits* at the Frankston Arts Centre.

"It was a fantastic outing full of music, smiles, and great memories," said Shanika, wellbeing manager.

Cherished memories at the ballet

The Australian Ballet's performance of *Sleeping Beauty* at the Queensland Performing Arts Centre was a memorable experience for residents at **Newstead Grand** and **Carseldine Greens Care Communities**. For Diane, it evoked memories of her father taking on extra shifts at work so he could buy ballet tickets as a treat for Diane and her mother. June, who was a ballet dancer, said the outing lifted her spirits after a difficult period with illness, while Danni, whose daughter performed with the Australian Ballet for many years, relished the chance to *"feel like a dance mum again"*.

Fun on the ferry

Residents at **Western Port Bay, Mornington Bay,** and **Somerville Gardens Care Communities** in southern Victoria enjoyed an uplifting day on the water, with a delicious high tea experience on a ferry trip from Sorrento to Queenscliff. For some residents, it was their first time on a ferry while others hadn't been on the water for many years.

"It was the best day I've had for a long time," said one resident. *"I loved the food, the company, the experience."*



Simplifying access to aged care information

Our website helps people find the information they need

Navigating the journey into care can be complex and overwhelming. Every person's situation is different, but one constant is the volume of information families need to understand in order to make informed decisions for themselves or a loved one.

In November 2025, the Australian Government's Aged Care Act (2024) and Strengthened Aged Care Quality Standards brought significant changes for residents, providers and people seeking care.

To help families with what these changes meant, we created a dedicated New Aged Care Act section on our website, with clear explanations and answers to common questions.

Costs are one of the most important considerations for people entering care. We updated our **5-Steps to Aged Care Guide** to provide clearer information about the different types of fees and what people can expect to pay for care.

In 2025, more than 1.13 million people visited our website seeking information about aged care and our Care Communities. Our email updates about the new Aged Care Act – sent to people who had expressed interest in moving into care with us – achieved an average open rate of 81%, indicating strong engagement from people seeking this information. During a year of major reform and increased complexities in aged care, our focus remained on helping people access reliable information when and where they needed it.

Meet Frankie

Artificial intelligence is changing the way people search for information about aged care. Instead of short searches such as *"aged care costs"*, people are increasingly asking detailed questions like *'How much will aged care cost if Mum owns her own home?'*

In response, we've adapted our website content so it's easier to find through these more conversational searches.

In 2025 we also introduced **Frankie**, our online help agent, to answer questions in real-time. Frankie uses verified information drawn from our website to provide clear, trusted answers about aged care and our Care Communities.

Frankie is supporting hundreds of conversations, helping people quickly find clear, accurate answers and navigate aged care information with greater confidence.



Scan the QR code to visit our website and have a chat with Frankie

Helping families understand dementia

Dementia Care Connections has grown to support thousands of people

In the three years since we set a goal to grow the impact of our community outreach program, Dementia Care Connections, it has reached over 9,000 families affected by dementia.

Dementia Australia reports that 446,500 Australians are living with dementia, and approximately 1.7 million people are involved in caring for a person living with dementia.

With approximately 80% of people living in residential aged care in Australia estimated to experience some form of cognitive decline, and the ageing population rapidly rising, we recognised that families need practical knowledge to support and maintain meaningful connections with loved ones living with dementia.

We established Dementia Care Connections in 2021 with three key pillars – a signature webinar series, Foundations of Dementia, free to attend and open to the public; increasing our ongoing team training; and delivering focused education sessions for health professionals.

Facilitated by Opal HealthCare's dementia care experts, our aim was to help demystify dementia in a safe and supportive environment – sharing knowledge and tools to help people better understand what it's like for the person living with dementia and how to support them to live well with the condition.

Growing our reach

In response to feedback, in 2024 we introduced a second webinar series, Exploring Dementia, for people to build on the general knowledge gained in Foundations of Dementia. It focuses on a specific aspect of dementia each month, diving deeper into elements of the condition that are of particular interest to people.

Topics include communication challenges; swallowing difficulties; maintaining relationships; wellbeing; medication; sexual behaviours; mental capacity; a person's environment; and palliative care.

Our webinars have been so well received that participation grew 81% from 2023 to 2025. We will continue to deliver free webinars about dementia to support all of those we care for and the communities we serve across Australia.

Feedback from households

"I found this webinar very informative. It answered many of the questions we had been thinking about with reference to my Dad."

"I attended the webinar with other residents. We enjoyed it very much and are learning more about dementia with each session."

"I'm really happy to be learning how to better support my husband."



Families and team

- 34 Dementia Care Connections webinars with 4,699 participants and 1,257 households attending.
- 13 in-person team leadership forums.
- 85 Dementia Champion workshops for team.

Professional engagement

- 26 in-person professional development best practice workshops – multi-disciplinary workshops attended by health professionals including physiotherapists, occupational therapists, speech pathologists, and public health officials.

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

<https://explore.opalhealthcare.com.au/dementia-webinars>



Scan the QR code to register

Honouring a legendary rugby league ref

Keeping older Australians visible, valued and connected

Every resident living in aged care carries a lifetime of stories – of families raised, careers built, communities supported and challenges overcome. These are people who have spent decades contributing to the world around them, and moving into residential care does not diminish their place in community life.

Ensuring older people remain visible, valued and connected helps preserve dignity and purpose, and enables younger generations to recognise, respect and learn from those whose efforts helped shape the society from which they now benefit.

At our Care Communities, building a deep understanding of our resident's life history, their preferences, needs and the people and groups that matter to them helps us to support community connection.

Ian's story

Ian lives at **Winston Hillside Care Community** in Sydney's northwest. Rugby league has always been a part of his life, and he has an impressive list of achievements in the sport. A life member of the NSW Rugby League, the NSW Rugby League Referees' Association (NSWRLRA) and the Parramatta Referees' Association, Ian officiated in three first grade NSW rugby league grand finals, one State of Origin game and a test match between Australia and Great Britain.

In his administrative roles, including 16 years as Chairman of the NSWRLRA, Ian was known for focusing on the off-field development and wellbeing of officials, and ensuring they received the best training.

For his profound contributions to rugby league officiating, the NSWRLRA created the Ian McCall Innovation Award, presented annually to the association that best demonstrated Ian's ethos of improving conditions and standards for referees.

In 2025, the Parramatta Referees' Association was the inaugural winner, and our team facilitated their visit to Winston Hillside Care Community to accept the award and receive their jersey presentation from Ian himself.

Ian was moved by the respect and gratitude of the Parramatta Referees' Association and the efforts of our Winston Hillside team to give him the honour of seeing his legacy thrive in others.



This year marked the completion of our 2023-2025 Social Impact Goals, with strong performance across almost all areas

Caring for our people

- 1. 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
- 2. Train and accredit 250 team members in mental health first aid**
Supporting the mental health and resilience of our people
- 3. 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
- 4. Maintain a leadership gender balance within a 70:30 ratio**
Enabling opportunities for meaningful career progression through all aspects of residential aged care
- 5. Maintain customer experience and satisfaction score >90%**
Listening, responding and acting on customer feedback to continually improve our care and services
- 6. 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

- 1. Develop a Net Zero strategy for Opal HealthCare**
Reducing emissions and mitigating against transition risk
- 2. 15% of total energy usage is generated and used onsite**
Increasing and improving the way we use solar energy in our Care Communities
- 3. 2 cross-sector partnerships to reduce plastic waste and improve circularity**
Working together with experts to solve challenges specific to the aged care sector
- 4. 20% of waste diverted from landfill**
Improving ethical disposal of equipment or materials and reducing food waste while tackling the challenges of clinical waste
- 5. 100% of rainwater harvested is re-used on site**
Using design innovation and water management practices to conserve water for sustainable living
- 6. 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

- 1. 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
- 3. Responsible sourcing**
Ensuring ethically responsible procurement practices that benefit people, places and improve our environmental footprint



Promoting understanding

- 1. 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
- 2. 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
- 3. 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



Growing with purpose: 2026 and beyond

Our 2026 Sustainability Action Plan builds on the strong foundations established over many years, with initiatives from our 2023-2025 goals now embedded across our operating practices and organisational culture, while aligning more closely with our operating environment and the evolving aged care sector. Our priorities are centred on embedding sustainability, social impact and governance into how we deliver care.

At the heart of our approach is our purpose: *to bring joy to those we care for*, supporting older Australians with the care, services and choices they need as they age. For those we serve, the most consequential dimension of ESG is social impact. This continues to guide our focus on resident care and the services and choices our residents desire, accessibility to care, strengthening team capability, and supporting families and communities through initiatives that promote wellbeing, dignity and connection.

This includes a stronger emphasis on governance and reporting, with key milestones such as the delivery of mandatory climate disclosures, our Social Impact Report, and our next set of Social Impact goals that look ahead to 2030.

These goals and aspirations will be addressed through three domains: Caring for our People, Caring for our Communities, and Caring for our Planet. We will focus strongly on:

- Continually driving high standards of care and resident and family experience,
- Investing in our team through training, leadership development, safety and wellbeing,
- Expanding programs that support positive ageing, dementia care and community connection, and:
- Strengthening partnerships that benefit those we care for.

We will continue to take practical action on environmental priorities, with a focus on initiatives that can be effectively delivered at enterprise level and within our Care Communities. This includes taking practical action to reduce our environmental impact, including carbon emissions, through:

- Progressing energy efficiency, electrification and solar,
- Improving waste management and diversion, and:
- Continuing to adopt sustainable design and operational practices as solutions become more accessible and scalable.

Our experience in delivering our 2025 goals has reinforced the importance of this approach - where strong outcomes can be achieved through targeted initiatives and behaviour change, while also recognising the operational and system constraints that influence scale and timing, particularly in areas such as waste management.

As we continually strive to advance and improve the aged care experience for older Australians, this deliberate and balanced approach will ensure we deliver the expectations of our customers and meet regulatory requirements while strengthening transparency, accountability and risk management across our organisation.

**Our purpose is *to bring
joy to those we care for***