Year in Review 2026



HEART OF POSITIVE AGEING

Bolton Clarke

Acknowledgement of Country

Bolton Clarke sites are located across Australia and New Zealand. Bolton Clarke recognises the Traditional Owners and their connection to land, sea, culture and community. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

Front and inside back covers: Through the Cycling Without Age program, residents enjoy cycling outdoors thanks to the pedal power of community volunteers.

Contents

Our highlights	4	Customers at the heart of us	31
Chairman's report	6	Stories of Positive Ageing	32
Group CEO's report	8	Board of Directors	34
Focus on governance	12	Executive leadership	34
Shaping positive ageing	14	Heartfelt thanks	36
Sustainability in action	22	Our service locations	40

Our highlights

Across our homes, villages and in the community, we help people live and age positively.

88*

homes with 8,173 residents and 8,443 resident places

60,000+

clients supported across the community

43*

retirement villages with 4,603 residents and 3,420 units

Highest overall Star Rating

for large residential aged care providers

12,365

daily home and community support visits

17,000+

employees and volunteers

* On 1 July 2026 ownership of the Macquarie View co-located community at Bolton Point transferred to Roshana Care Group bringing our total number of residential care homes to 87 and retirement villages to 42.



Resident Cheryl and Assistant Regional Operations Manager Kerrianne at Moreton Shores retirement village.

Chairman's report



Against the backdrop of the new Aged Care Act, 2026 marked a defining year for Bolton Clarke as we implemented major reforms and established our strategic direction for the next five years.

This year, we strengthened connected care services and living options and established a more targeted approach to future growth. We continued to invest in the capabilities, partnerships and infrastructure needed to meet growing demand while keeping our focus on quality, innovation and, most importantly, the needs of residents and clients.

Putting reform into practice

Implementation of the Support at Home program was a major focus. Home and community support teams guided 7,500 clients through this transition period while maintaining services and adapting to new funding, administration and delivery processes.

We contributed our experience and expertise to the development of practical and sustainable approaches to this and other reforms. Through the Aged Care Transition Taskforce, sector working groups and policy discussions, Bolton Clarke advocated for arrangements centred on the rights, needs and choices of older people while recognising the realities of delivering services across diverse communities.

In residential aged care, teams further embedded the strengthened Quality Standards and prepared for the introduction of Higher Everyday Living Fees, engaging with residents and families to ensure individual priorities and circumstances were understood and supported.

Throughout the year, all residential care homes and home and community support services maintained full accreditation, demonstrating the strength of our established quality and governance systems.

In retirement living, teams assisted residents and village committees through complex legislative changes in Victoria and supported preparations for new requirements in South Australia and Western Australia.

Setting our direction

The Board endorsed Bolton Clarke's five-year strategy, centred on customers and our people and guided by our ambition to be the trusted leader in positive ageing.

The strategy provides a clear framework for the priorities, choices and investment required to realise that ambition. It recognises that consistently high-quality customer experiences depend on a skilled and well-supported workforce, sustainable operations, connected services, and continued focus on research, innovation and partnerships.

The importance placed on our people is evidenced externally. For the third consecutive year, Bolton Clarke was recognised as an Employer of Choice at the Australian Business Awards.

Following a decade of significant growth, we are taking a more targeted approach to future expansion. This means concentrating on priority service clusters where our care and living options can complement one another while responding to the needs of local communities.

This is guiding investment, including the consideration of strategic acquisitions where they strengthen established service footprints, build on health and community networks, and support access to an available workforce.

The start of construction on our New Farm retirement living community demonstrates how this is working in practice. The vertical village of independent living apartments will bring together contemporary retirement living with connected services, including an onsite home and community support team. It reflects how we are creating well-designed environments alongside health, wellbeing and support services that residents can choose to access as their needs change.

Creating lasting impact

Stronger connections across our operations in priority locations are enabling us to reach more people and reinvest in much-needed services. This is central to our not-for-profit purpose and to ensuring our scale delivers tangible benefits for customers and communities.

The Bolton Clarke Research Institute plays an important role in enhancing resident and client experiences and outcomes. In 2026, a strengthened focus on translating evidence into practice led to improvements informing service delivery, social connection initiatives and health and wellbeing programs. The development of client outcome indicators and a Positive Data Culture Framework will further support data-informed decision-making across services.

Our longstanding connection with, and support for, the veteran community is another area where research plays a key role. The Weaving Evidence into Action for Veterans with Dementia (WEAVE) program provides an example of this. Insights from the program have been embedded into our dementia guidance and care approaches to better meet the unique needs of veterans and their families.

Bolton Clarke's long-term impact is also demonstrated in the FY27–30 Sustainability Strategy, which builds on our materiality assessment and brings together priorities for our people and customers, stronger communities and caring for the planet.

Sustainability considerations are informing planning, investment and decision-making, including our approach to social and environmental outcomes, climate resilience, responsible supply chains, and the safety, wellbeing and inclusion of our people. The strategy will support disciplined planning, responsible use of resources and long-term organisational resilience.

Leadership and contribution

I extend my thanks to our Group CEO, Olivier Chretien, who, since joining on 1 July 2025, has provided steady and thoughtful leadership through a period of considerable change while working with the Board and executive leadership team to establish a renewed strategic direction.

I also thank my fellow Directors for their insight and counsel, together with the executive leadership team for its contribution to advancing Bolton Clarke's strategic priorities throughout the year. As Robert Lourey concludes 13 years of service on the Board, I acknowledge his longstanding commitment and support for Bolton Clarke.

Finally, I convey my sincere appreciation to our employees and volunteers. Their dedication and contributions have made the achievements outlined in this report possible and underpin our commitment to supporting people to live well, remain connected and age positively.



Tony Crawford
Chairman

Group CEO's report



My first year as Group CEO confirmed to me what sets Bolton Clarke apart – our people and their shared commitment to helping residents and clients live a life of fulfilment.

During 2026, I spent time across our homes, villages and communities, meeting with residents, clients, families, employees and volunteers. What I saw reinforced both the importance of our purpose and the opportunity ahead of us.

Our five-year strategy is grounded in that purpose and guided by our ambition to be the trusted leader in positive ageing. It reflects our dedication to supporting people to shape their own lives, with care, services and living options aligned to their choices and priorities.

Progress toward our ambition

Delivering on that ambition depends on the quality, safety and consistency of the services we provide every day. This year we retained full accreditation while rapidly adapting to the new Aged Care Act and related sector reforms.

In residential aged care, the focus remained on person-centred care, direct care minute requirements, providing 24-hour nursing coverage and preparing for the introduction of the Higher Everyday Living Fees.

Eighty homes achieved an overall Star Rating of four or above, demonstrating consistently strong quality outcomes.

In home and community support, the new Support at Home program was a major focus and one of the most significant changes to home care in decades. Our teams guided clients through this transition while delivering more than 4.5 million visits and achieving record growth in packages.

At the same time, they worked with our retirement living team to expand our VIP program, which now includes more than 900 village residents who receive flexible scheduling and personalised home care support from dedicated care workers servicing their village.

Initiatives like this, and a new program providing specialised assistance for village residents transitioning to residential aged care, are practical examples of how we are making it easier for people to access support and move between services and living options as their needs change.

Retirement living teams also focused on enhancing village life and resident experiences. This included embedding the Retirement Living Quality Framework across all villages, supporting residents and committees through complex legislative changes in Victoria, and breaking ground on a retirement living community in the inner Brisbane suburb of New Farm.

Positive ageing in action

Throughout the year I saw many examples of how our services and living options support positive ageing, helping people stay informed, connected and engaged in their communities.

More than 50,000 retirement village residents and community members accessed health and wellbeing information through the Be Healthy and Active program, enabling people to make positive choices. The Connect Local social prescribing pilot generated more than 700 referrals, linking people with local services, groups and activities.

Alongside this, feedback from residents and clients continues to shape improvements across our care services and living options. The world-first rollout of Auracast Bluetooth technology in our retirement villages is assisting residents with hearing loss to take part more fully in community activities and events.

Initiatives like these are increasingly informed by research, evidence and partnerships.

The Research Institute progressed work in clinical expertise and social connection. Its frailty work brought together nutrition, outcome measurement and implementation support, while a national wound care initiative combined data with the knowledge of frontline teams to improve prevention, identification and treatment.

Innovative use of technology is extending access to expertise and supporting independence. Virtual models of care are improving access to occupational therapy and physiotherapy in regional and remote communities, while InTouch digital independence services are helping people remain safe and connected at home. Digital literacy education reached more than 1,500 retirement village residents and community members, with a focus on cyber security and scam awareness.

Our achievements in this space were recognised this year through finalist nominations in five categories at the 14th Asia Pacific Eldercare Innovation Awards.

Delivering safely and sustainably

Delivering high-quality services depends on safe practices, strong governance and sustainable operations. During 2026, we strengthened the systems, reporting and oversight that support residents, clients, employees and communities now and into the future.

We refreshed our Health, Safety and Wellbeing Policy and developed a Safety Strategic Plan to strengthen governance, operational excellence and physical and psychological health.

We strengthened the data and systems used to better understand our environmental footprint and community partnerships and participation, supporting more consistent planning, decision-making and reporting. Our FY27–30 Sustainability Strategy provides a practical framework for strengthening environmental performance, supporting our communities and building capability across the organisation.

Looking ahead

I am grateful to residents, clients and families for the confidence they place in us, and for their feedback and insights that help guide our work.

I thank the Board for its stewardship and the executive leadership team for its diligence and support throughout my first year.

My sincere thanks also go to our employees and volunteers. Your dedication, professionalism and kindness make a difference through the care and support you provide each day.

I look forward to building on all we accomplished together in 2026 as we continue to deliver on our purpose and respond to the changing needs of residents, clients, families and communities.



Olivier Chretien
Group Chief Executive Officer



“My garden *keeps me busy* and my marmalade is always in demand.”

Mick, 105, enjoys using produce from the garden at his home of more than 60 years, assisted by our home and community support team.

Focus on governance



The Bolton Clarke Board (from left): Tony Crawford, Karen Orvad, Dr Beverley Rowbotham, Dean Matthews, Susan Emerson and Stuart Lummis. Absent: Helen Lea.

Strong clinical and service governance underpins how we work and how we ensure the safety and wellbeing of residents, clients and employees.

Delivery of our care and services is overseen by our independent, skills-based Board and guided by our strategic plan. Customer feedback shapes continuous improvement through our Quality Care Advisory Bodies and Consumer Advisory Bodies.

Accreditation

The Group's respected quality and regulatory compliance record is reflected in this year's strong accreditation outcomes, with all residential care homes and home and community support services retaining full accreditation.

Our residential care homes continued to achieve high occupancy, provide 24-hour nursing coverage and focus on meeting direct care minute requirements. Quality measures remained strong, with 80 homes achieving an overall Star Rating of four or above and the remaining eight homes achieving a three-star rating.

All residential care homes maintained compliance with food safety (HACCP) certification. National Disability Insurance Scheme (NDIS) accreditation was also maintained following a full audit.

Across home and community support, all clinical performance indicators demonstrated a high level of quality and safe care while client satisfaction and regulatory compliance rates exceeded industry benchmarks.

In Victoria, home and community support services achieved re-accreditation under the National Safety and Quality Primary and Community Health Standards by the Australian Council on Healthcare Standards.

Preparations are underway for the Group's upcoming provider registration renewal processes for residential care and home and community support services, conducted by the Aged Care Quality and Safety Commission.

Bolton Clarke remains a foundation member of the Retirement Living Code of Conduct, reflecting our commitment to strong governance, transparency and ethical standards across all retirement villages.

Reform

Our high-quality services are structured and delivered in line with the Aged Care Act and in compliance with the Aged Care Quality Standards.

The transition to the Support at Home program represented a significant reform milestone for home and community support services, with teams supporting 7,500 clients through the change while ensuring ongoing service delivery. Structures, processes and systems aligned with the new program have been embedded to enhance scheduling, rostering and client management practices.

In residential care, strengthening quality standards and preparing for the transition to Higher Everyday Living Fees were core priorities throughout the year. Homes adapted services and worked closely with residents and families to maintain choice and support informed decision-making.

Embedding the principles of person-centred care into everyday practice has continued through a range of initiatives across homes. This included establishing a dedicated team and program in New South Wales that will progressively expand across all regions and growing the Care Champions initiative.

The Retirement Living Quality Framework was embedded nationally across our village network, further strengthening our approach to quality. Additionally, residents and village committees were supported through important legislative reforms in Victoria, the introduction of new requirements in South Australia, and preparations for upcoming reforms in Western Australia.

Shaping positive ageing

We help people shape their own lives, supporting choice, connections and the things that matter most to them – underpinned by capability and compassion.

Across our services and communities we support people to make choices as they age, through connected care and living options backed by research, innovation and clinical expertise.

In 2026 we expanded access to support, translated research into practice, applied technology to increase independence and participation, and created more opportunities for residents and clients to connect with their communities.

Supporting independence

Through expert care and innovative services, we help people maintain their independence and continue living in their own homes and communities.

In 2026, more than 12,300 people welcomed the support of our nurses and care professionals into their homes each day. Home and community support teams also guided clients through the transition to the Support at Home program while at the same time delivering a record number of packages, enabling people to remain at home for as long as possible.

Expert nursing support and personal care was delivered through restorative and post-acute care services, hospital in the home and transitional care programs. Our hospital liaison nurses worked alongside discharge and emergency department teams at 17 major Victorian hospitals, assisting people to move safely and confidently from hospital back to home and contributing significantly to Victoria's lower levels of long stay older patients.

We strengthened our palliative care services to support more people with end-of-life clinical care in their own homes. In New South Wales, teams supported nearly 250 people through the Palliative Extended and Care at Home (PEACH) program, while in Victoria new referral pathways enabled more people to receive in-home palliative care.

Expanded telehealth options improved access to care in metropolitan, regional and remote communities. During the year, the National Service Centre received 327,000 calls and continued to provide 24-hour clinical advice and support. SMS visit notifications were introduced, providing greater certainty about scheduled services.

A virtual model of care continued to improve access to physiotherapy and occupational therapy services for clients living in regional and remote locations.

The year saw further expansion of the VIP program in our retirement villages, with more than 900 residents now receiving care and services in their own homes.



Each day, more than 12,300 people welcomed the support of our nurses and care professionals into their homes.



Mornington Peninsula residents enjoy opportunities to connect with each other in their local community.

Healthy and active living

Across our retirement communities, health education, wellbeing initiatives and resident insights continued to inform opportunities for people to stay healthy, active and connected.

In 2026, more than 1,800 village residents contributed to the Research Institute's biennial Health and Wellbeing in Retirement Living survey. Together with the co-designed retirement living lifestyle framework, the survey continues to guide service planning, targeted wellbeing initiatives and quality improvement activities.

Our approach to quality was further strengthened through implementation of the Retirement Living Quality Framework, embedding a more consistent approach to resident experience and wellbeing.

The Be Healthy and Active program reached an important milestone in 2026, supporting 50,000 village residents and community members to better understand and manage their health and wellbeing. Over the past decade, the program has delivered almost 2,000 practical education sessions covering a broad range of health topics. During the year, a new Diabetes Awareness session was developed in partnership with Diabetes Victoria, expanding the program to 13 topics.

New approaches to accessibility and inclusion supported participation across villages. In a world-first initiative, Auracast Bluetooth technology was introduced, allowing residents with hearing loss to engage more fully in village life.

Community areas were enhanced at several villages, including upgrades to community halls and pool and barbeque areas to promote social connection.

Another significant milestone was breaking ground on the New Farm retirement living community in Brisbane. The development includes 40 independent living apartments with embedded care available when needed from a co-located home and community support team.

Additional support was also introduced for Bolton Clarke retirement living residents transitioning to residential aged care, through a dedicated program offering priority access and specialised assistance. The new program connects people and families with personalised support across our living and care options as needs change.

Promoting wellbeing

Meaningful relationships, social connection and opportunities to pursue individual interests all contribute to wellbeing and quality of life. Across our residential care homes, teams continued to create welcoming and safe communities where lifestyle and individual interests are celebrated.

Highlights this year for residents to keep pursuing new and existing interests included aqua aerobics, visits to the theatre, arts and craft, gardening, pen pal programs and 3D printing.

Animal therapy programs remained a popular activity, bringing joy to residents both within and outside homes. Sydney-based residents participated in hands-on activities through the Aged Care and Dementia program at Taronga Zoo, while residents in Queensland, Victoria and South Australia also enjoyed visits to local zoos.

At Villa Serena residential care home, a chicken coop was established in the home's courtyard enabling residents to get involved in animal care. Equine therapy programs continued to enhance resident wellbeing, while the adoption of full-time pet therapy dogs at a number of homes provided additional companionship and comfort to residents, and a good home for pets whose owners were unable to continue caring for them.

The Cycling Without Age program expanded again in 2026, with residents from 23 homes enjoying time outdoors riding in specially designed trishaw e-bikes driven by volunteers.

Nutrition and enhancing the dining experience for residents remained a focus across our homes. Fine dining events, themed experiences and special celebrations created opportunities to strengthen community connections. Refurbished common areas including new in-house cafes and dining spaces provided popular meeting places for residents, families and the wider community.

Strengthening community connections

Staying involved in community life is a key contributor to positive ageing. Across homes, villages and community programs, we created opportunities for residents and clients to build relationships and remain involved in their communities through a range of research-informed initiatives.

Intergenerational activities remained a feature of these initiatives. Storytelling, reading, postcard and online connection initiatives brought together school students, preschool children and older people, creating meaningful opportunities to exchange ideas and learn from one another.

Helping people connect with services and their local communities also supports health, wellbeing and participation. During the year, the Connect Local social prescribing pilot entered its final phase, having generated more than 700 referrals and more than 3,100 visits to its online community directory.



Beachlands village residents Terry and Frances are part of a local ukulele group, giving their time performing in the village and community.

Expert dementia care

Supporting people living with dementia is a core area of expertise across our services. We provide specialised care and support for more than 5,000 clients living with dementia and, in residential care, more than half of residents have been diagnosed with cognitive impairment.

The Enabling Choices electronic conversation tool developed by the Bolton Clarke Research Institute is embedded into routine practice, supporting discussions around risk, autonomy and independence. The tool helps people living with dementia, families and care teams make informed decisions while respecting individual preferences and goals.

We also continued to support carers of people living with dementia through our involvement in the Partnership in iSupport program, providing access to evidence-based education, resources and practical support

Innovation

In 2026, technology and innovation improved safety, accessibility and day-to-day connection across our services and communities.

The InTouch digital independence program grew, supporting residents and clients to live safely and confidently at home. During the year, more than 600 new home alarm systems were installed and 875 InTouch Prime emergency call systems were upgraded at 12 villages.

More than 280 InTouch GO GPS devices were supplied to support clients and village residents on the go, with the introduction of new InTouch GO watch and pendant models offering additional health and safety features.

Supporting people to safely make the most of technology was a focus, with more than 1,500 village residents and community members participating in digital literacy programs including sessions on cyber security and scam prevention. In Central Queensland, a new initiative extended free digital literacy classes to older people in the community with support from the Mackay Community Foundation.

Technology is also creating new opportunities for people to connect with family, friends and their communities. Trials of one-touch video calling devices at Cazna Gardens and Seaton Place residential care homes helped residents with cognitive and mobility challenges to stay connected with family and friends.

The devices enabled team members to have translated conversations with residents in more than 99 languages.

Initiatives such as these saw our teams recognised as finalists in multiple categories at the 14th Asia Pacific Eldercare Innovation Awards, reflecting the breadth of innovation taking place to meet changing needs.

Excellence in care

Our Clinical Knowledge Centre and team of Senior Clinical Nurse Advisors (SCNAs) bring specialist expertise into services across the organisation.

With deep experience in aged care and dementia, continence and urology, diabetes management, palliative care and wound management, the SCNA team provides guidance to frontline teams, improving health and wellbeing for residents and clients.

The Research Institute contributes to clinical excellence by translating the latest research into service improvement and better outcomes. This focus was strengthened in 2026 through the development of client outcome indicators and a positive data culture approach supporting the use of data in decision-making.

Clinical care was enhanced through innovative approaches in areas such as wound care, continence care, frailty and chronic disease management.

This included development of a national frailty program that brings together data-informed approaches and implementation support to improve care for older people living with frailty.

The national Smart Data, Better Healing project led by the Research Institute team demonstrated how routinely collected clinical data can support better outcomes in wound care.

Another important initiative was the development of a continence decision-support tool through a partnership with Queensland University of Technology. Co-designed with frontline teams, the tool supports safe and evidence-based decisions in an area recognised as carrying significant procedural risk.

Excellence in care is also supported by workforce initiatives that strengthen capability, leadership and person-centred practice across the organisation. Across our homes, dedicated roles including Care Champions, Care Services Assistants and Lifestyle Assistants enhanced proactive resident care, while a new pilot program in New South Wales is helping embed the principles of person-centred care into our homes.

The Graduate Nurse Program continues to provide a strong foundation for new nursing graduates in residential care and home and community support, offering structured theory modules, hands-on learning and mentorship. Personal care workers also receive hands-on learning opportunities and ongoing mentoring through the Personal Care Worker graduate program.

Through Bolton Clarke's scholarship program, employees are supported to pursue learning that directly impacts quality and safety in care, leadership, innovation, or evidence-based practice change. In 2026, 23 employees received scholarships to undertake learning including seminars, workshops, courses and postgraduate study.

In-house professional development programs support team members to develop and excel in their chosen fields. Opportunities include dedicated learning communities, traineeships and leadership pathways.

Capability building also extends through Altura Learning, our specialist education provider. In 2026, a new ten-course compliance suite was developed to help providers streamline their training and onboarding efforts. Co-created with industry leaders and aligned with the new Aged Care Act and Strengthened Standards, Altura Essentials is already supporting more than 50,000 learners

Responding to diverse needs

People's circumstances, health needs and experiences differ. Through specialist programs, partnerships and tailored services, we continued to support people with diverse and often complex needs.

The Homeless Persons Program (HPP) provides a primary healthcare response to individuals and families experiencing or at risk of homelessness. In 2026, our team of 61 community health nurses made 38,000 visits and delivered professional nursing care and support to more than 1,500 clients in Melbourne. Partnerships with local organisations including Quest Connect, Street Side Medics and the Harcourts Foundation further extended the program's reach.



Our person-centred approach to care is strengthened by dedicated roles in each of our homes.

Through their involvement in a new National Health and Medical Research Council project, HPP and Research Institute team members contributed to better health outcomes for people experiencing homelessness through co-design of integrated mobile health and social care clinics.

The HPP team also delivered nursing services for younger people who are homeless or at risk of homelessness through the Innovative Health Services for Homeless Youth program.

Our HIV program assists people living with HIV in Melbourne and the Mornington Peninsula with specialist needs such as mental health support, clinical nursing care and pain management. The program's longstanding partnership with Thorne Harbour Health enables delivery of integrated and tailored services for clients.

Our teams continued to work with clients in Victoria through the Home and Community Care Program for Younger People (HACC PYP) initiative. In 2026, our teams made more than 393,000 visits to over 4,500 clients under 65 with disability, chronic illness or short-term health needs, helping them to maintain their independence and actively participate in the community.

Internationally, our New Zealand operation (RDNS NZ) delivers essential home care and specialised services to 4,000 clients, including programs specifically supporting younger people. Services are available for children and young people with high and complex needs, and people with acquired brain injuries and spinal injuries under Accident Compensation Corporation (ACC) programs. In 2026, RDNS NZ expanded its footprint, supporting more clients in locations such as the Canterbury Region.

Our maternal and child health nurses provided advice and guidance to expectant parents, families and carers across Australia, responding to more than 30,600 calls through a pregnancy, birth and baby helpline in 2026.

The Research Institute maintained its focus on understanding the unique needs and experiences of veterans as they age. Insights from the Weaving Evidence into Action for Veterans with Dementia (WEAVE) program are embedded into dementia guidance and inform care approaches for veteran residents and clients. Our commitment to veteran care saw us continue to work with not-for-profit Wounded Heroes Australia. Our contribution includes repurposing surplus furniture to assist people in need and featuring their unique blend of coffee in welcome packs for new village residents.

Accessibility of our services and information remains a focus, with residents and clients originating from 219 countries and speaking more than 172 languages. Our Digital Talking Books provide health information about dementia, medicines and diabetes in multiple languages and have attracted nearly 4,000 views. This year we received over 1,795 requests for translation and interpreter services to help people access information in their language of choice.

The free Altura Learning series Rainbow of Difference and our series of Digital Diversity Stories are among educational resources available for family carers and aged care workers to support better outcomes for the LGBTQIA+ community.

The Good Samaritan Fund continued to support clients experiencing financial hardship to purchase essential medications, equipment and supplies. Donations helped purchase specialised equipment for frontline teams including bladder scanners, dopplers and defibrillators.

"Running is a major part of my life - I love seeing *the finish line ahead.*"

Ken, 94, has continued to pursue his passion for running since moving to Winders Lodge residential care home, training four days a week and competing in the 5 km Gold Coast Marathon.

Sustainability in action

In 2026, we advanced our sustainability commitment through partnerships and initiatives, and developed the FY27-30 Sustainability Strategy to further embed sustainable practices in the way we work.

At a glance

This year we made progress across our three areas of impact. Highlights included:

Our people and customers

Creating safe, inclusive and resilient services, supporting our workforce, and embedding sustainability into decision-making across the organisation.

- Developed the sustainability strategy providing a clear roadmap for integrating sustainability into how we support our people and customers, strengthen communities and care for our planet.
- Refreshed our Customer Strategy, Customer Digital Roadmap and Voice of Customer framework continuing our focus on understanding customer needs and expectations.
- Developed a Safety Strategic Plan and Respect at Work program to strengthen the safety, wellbeing and resilience of our people.

Stronger communities

Building meaningful partnerships and delivering value for the communities in which we operate.

- Extended social connection and participation across our communities through new and expanded volunteering, resident-led initiatives and research partnerships.
- Improved visibility of community activities and partnerships, providing a more consistent understanding of reach, participation and outcomes.
- Created positive social and environmental outcomes through community partnerships that supported the distribution of surplus goods to people in need.

Caring for our planet

Understanding and managing our environmental footprint, improving resource efficiency, reducing emissions and waste, and strengthening sustainable supply chains.

- Strengthened our environmental reporting through improved data systems, governance and emissions accounting methodologies.
- Enhanced organisational understanding of energy consumption and emissions drivers to support more informed decision-making.
- Introduced sustainable practices supporting waste diversion, resource recovery and improved waste management practices and prepared for FOGO collections in our NSW residential care homes.

Our sustainability strategy

Shaped by customer and employee insights, the FY27-30 Sustainability Strategy reflects our commitment to creating positive environmental and social impact, supporting resilient communities, and strengthening trust through responsible action.

Focusing on three areas of impact, the strategy provides a roadmap for integrating sustainability into business operations so that it is truly part of how we deliver care, support our people and engage with communities.

The Board maintains oversight of the sustainability strategy through regular progress reporting.

This approach supports informed decision-making and the progressive integration of sustainability considerations into organisational planning and business operations.

The strategy is aligned with the United Nations Sustainable Development Goals (SDGs), helping connect our actions with globally recognised sustainability priorities. Reporting will track progress against our strategic priorities and demonstrate how our activities contribute to the SDGs over time.



Talbarra village residents June and Barbara.

Areas of impact

1. Our people and customers



Focus on customer

This year we strengthened our customer-focused approach through the development of a refreshed Customer Strategy and supporting Customer Digital Roadmap. Customer feedback and insight programs continued across our three services, helping us better understand customer experiences and expectations and informing development of the FY27-30 Sustainability Strategy.

Work also progressed on the design of a Voice of Customer approach and customer measurement framework, alongside the development of Net Promoter Score governance and reporting arrangements.

Together, these initiatives provide the foundation for stronger insights, more consistent measurement of experience, and a coordinated approach to understanding and responding to needs.

We continued to engage customers and carers on sustainability-related issues through our involvement in Consumer Advisory Body meetings and Quality Consumer Advisory Body meetings. Resident and relative meetings provided the opportunity to gather customer perspectives on emerging climate-related challenges and share information about topics such as practical actions to support preparedness and resilience in the home environment.

By engaging customers, we are strengthening our understanding of their needs and expectations while supporting service planning that remains responsive to a changing operating environment.

Safety and wellbeing

Supporting the safety, wellbeing and resilience of our workforce is critical to delivering quality care and services. This year we enhanced our approach to workplace health and safety, which resulted in improvements across key injury, claims and regulatory performance measures.

Recognising the important link between employee wellbeing, customer outcomes and organisational resilience, we developed a comprehensive Safety Strategic Plan to guide our priorities. The framework centres on governance, operational excellence, physical health and psychological health, providing a structured approach for managing risk, enhancing workforce wellbeing, and supporting a strong safety culture. Specific topics include manual handling, safe driving practices, managing risks associated with mobility device batteries, and enhancing the design of aged care environments.

The development of a Respect at Work program established a structured approach to supporting a workplace culture that is safe, inclusive, and free from harassment, bullying and discrimination. The program aims to ensure our people feel safe, valued and respected, while supporting our commitment to workplace wellbeing, psychosocial safety and legal compliance.

Another significant initiative during the year was the completion of a comprehensive evaluation and trial process for lifting equipment used in our residential care homes. This work will introduce a standardised fleet of hoists, passive lifters and standing lifters, strengthening safe resident support while reducing manual handling risks and improving efficiencies.

Workforce inclusion and equity

Through our annual reporting to the Workplace Gender Equality Agency (WGEA), we monitor and track progress towards greater gender equity across our workforce. Our remuneration gender pay gap remains well below industry benchmarks, reflecting our ongoing focus on equitable opportunities and outcomes for employees. Women represent approximately 80 per cent of the workforce and hold 71 per cent of management positions, reflecting strong female representation across leadership roles – including more than half of executive leadership and Board positions. During FY26, women accounted for 78 per cent of promotions, reflecting the composition of our workforce and demonstrating continued opportunities for career progression.

This year we commenced Cultural Confidence Training with targeted teams to deepen understanding of First Nations peoples, cultures and communities. As we begin developing our First Nations Engagement Strategy, this training is building the cultural awareness and capability needed to strengthen inclusive and culturally safe practices across the organisation.

Artificial intelligence governance

As artificial intelligence (AI) technologies continue to evolve, we maintain a measured and responsible approach to adoption, guided by a Generative AI and Language Models Guideline. The guideline contains eight AI Ethics Principles, with all new AI tools reviewed against these principles before approval. In 2026, an AI Governance Framework was introduced enhancing oversight, accountability and risk management across the organisation.

An AI Strategy is being developed to identify opportunities to improve services and ways of working while at the same time ensuring AI is used safely, ethically and responsibly. For example, Generative AI will not be used for direct care activities until all potential impacts have been fully assessed.

Employee capability development

Employee perspectives on sustainability were measured through an employee engagement survey, helping to identify opportunities to build engagement and capability. Sustainability education was incorporated into existing learning and development programs to increase employees' awareness of issues and their role in supporting our sustainability objectives.

Case study

Driving resident engagement in sustainability across our villages

Feedback from village residents has highlighted a strong desire to participate in practical sustainability initiatives that deliver both environmental and community benefits. In 2026, we introduced a state-wide Containers for Change program across all Queensland retirement villages, creating a simple and accessible way for residents to recycle and contribute to causes that matter to them.

Dedicated recycling bins make it easy for residents to recycle eligible drink containers as part of everyday village life. Between April and June 2026, residents and teams recovered more than 31,000 containers. Funds generated were directed to local community groups and charities nominated by residents, including organisations such as Wounded Heroes Australia, Act for Kids and Mates4Mates.

By providing meaningful opportunities for residents to participate in sustainability initiatives, the program is helping strengthen community connections, reduce waste, and deliver tangible benefits for the communities in which we operate.

A new partnership with Brisbane-based social enterprise Reforest provides another way residents can contribute to positive environmental outcomes. Through the partnership, a tree will be planted for every new resident welcomed into our retirement villages from 1 July 2026. This initiative supports the restoration of the Mabi Forest on Queensland's Atherton Tablelands, and means residents become part of our sustainability journey from the moment they join our communities.

2. Stronger communities

Making a difference

Our purpose extends beyond the delivery of care and services. Through community partnerships, local initiatives, volunteering and advocacy, we support social connection, wellbeing and community participation across the regions in which we operate.

New and existing partnerships are helping to extend our positive social impact. Examples include our work with Wounded Heroes Australia, where we support veterans through initiatives such as repurposing surplus furniture and featuring their unique blend of coffee in welcome packs for new village residents. In Central Queensland, we donated more than 60 decommissioned beds from our Sunset Ridge residential care home to Rotary Australia Repurposing Equipment (RARE), which were redirected to support health services in Papua New Guinea where clinical equipment is limited.

Community initiatives are creating opportunities to deliver both social and environmental outcomes. At Baycrest residential care home, a partnership with local waste and resource recovery organisations helped divert more than 1.4 tonnes of textiles and books from landfill through a community pop-up shop. The initiative provided residents and community members with access to quality pre-loved items while promoting sustainable consumption, reducing waste and creating opportunities for social connection. By bringing together residents, employees, volunteers and community partners, initiatives such as these demonstrate how local action can strengthen communities, support resident wellbeing and contribute to a more sustainable future.

In 2026, work was undertaken to improve visibility of the breadth of community activities and partnerships taking place, enabling us to recognise and celebrate achievements and identify more opportunities to strengthen and scale our impact.

Case study

Strengthening communities through volunteering

Volunteering continues to play an important role in strengthening connections, supporting wellbeing, and enriching the lives of residents, clients and communities.

Across our retirement living communities, resident volunteers contribute to social events, celebrations and neighbourly support, helping foster vibrant and connected communities. The 2025 Retirement Living Health and Wellbeing Survey found that 31 per cent of respondents undertake volunteer work, either within their village or in the broader community.

Volunteers play a vital role in our residential care homes, with more than 400 people regularly giving their time to help out and support residents to stay connected to their communities and interests.

Beyond our services, nearly 700 customers, employees and community members have registered their interest to contribute to research projects, while student volunteers support residents to capture and share their life stories through the SHARE storytelling program. Many of our employees also go beyond their work roles to make a meaningful contribution in the community.



Claremont Terrace resident Wendy shares her love of craft with the community, running local classes and knitting blankets for premature babies.

3. Caring for our planet

Environmental data and reporting

This year was a foundational year in strengthening our environmental data and reporting capability. Improving the accuracy, completeness and traceability of environmental information was a key focus, with particular emphasis on Scopes 1 and 2 emission sources.

Priorities included implementing environmental data systems, improving asset and utility information, strengthening data governance, and establishing a more consistent approach to emissions accounting and reporting, supported by a comprehensive Basis of Preparation.

A major focus was strengthening our approach to energy and emissions data management. Electricity, natural gas and LPG consumption data were progressively consolidated into a centralised system, creating a stronger foundation for understanding energy use and associated emissions. Work began to incorporate fleet fuel data, improving the completeness of environmental reporting.

These activities improved visibility of key Scopes 1 and 2 emission sources, strengthened the quality of environmental information available for reporting, and identified opportunities to further enhance data collection and management processes. They also improved access to billing information, site-level consumption data and historical records, helping to streamline utility management, enhance data consistency and support future sustainability initiatives.

Utility pathways and supply arrangements

Improved visibility of energy consumption data across the portfolio enabled a more detailed review of energy supply agreements and billing arrangements. A comprehensive audit of large and small-scale supply contracts was undertaken to identify opportunities for cost efficiencies and improved energy management outcomes.

Sustainable practices

In NSW, teams at residential care homes prepared for the introduction of Food Organics and Garden Organics (FOGO) bins from 1 July. The initiative aims to divert food and organic waste from landfill, enabling these materials to be transformed into valuable resources such as nutrient rich soil improver. To support implementation, educational resources and guidance materials were developed to build awareness and encourage consistent waste separation practices in our homes.

A partnership with Moorup Technology continues to support a more circular approach to technology asset management. Through this partnership, end-of-life devices are securely processed before being repurposed or recycled. In 2026, almost 700 devices were assessed and 74.6 per cent of these were reused or donated, preventing 85 kg of e-waste from entering landfill.

Sustainability considerations are also driving new approaches to clinical care. In 2026, we reviewed the use of reusable diabetes equipment including personal lancets and insulin pens where clinically appropriate. The initiative brought together experts in diabetes care, infection prevention and control, and clinical governance to support consistent, evidence-based practice. Updated procedures, education and resources were developed to help clinicians support client choice while maintaining high standards of care and infection prevention.

Sustainable supply chains

We remain committed to maintaining responsible and resilient supply chains. Through ongoing supplier engagement, we continued to build the evidence base needed to support future risk assessment, due diligence and responsible sourcing activities.

We aligned purchasing operations across residential care homes through the expansion of a digital procure-to-play platform. As well as reducing reliance on paper-based processes, the platform has improved visibility of procurement activity, strengthened governance, and provided more reliable data to support decision-making. The result is a more efficient and transparent purchasing operations model that can better support responsible sourcing over time.

Our Modern Slavery Action Plan and associated activities strengthened our approach to modern slavery risk identification, mitigation and governance. We completed a Human Rights Saliency Assessment to identify the most significant human rights risks across our operations and value chain. Findings from the assessment, together with supplier insights and existing partnerships, are helping inform our ongoing approach to human rights and responsible sourcing.



Artist impression of The Aurelian.

Case study

Building a sustainable and climate-resilient community at New Farm

The Aurelian, our newest retirement living community in New Farm, demonstrates how sustainability principles are being embedded from the earliest stages of development.

Currently under construction, the development targets an average NatHERS rating of approximately 8 stars, exceeding the minimum National Construction Code requirements. Features such as insulation, low-e glazing and thermal breaks improve resident comfort while reducing energy demands. A 60kW rooftop solar system will supply renewable electricity to common areas and EV charging infrastructure is available for resident use.

Water efficiency is integrated through high-efficiency WELS-rated fixtures, drought-tolerant landscaping and 30,000 litres of rainwater storage for automated irrigation systems.

Climate resilience has been incorporated through flood-responsive design, stormwater management infrastructure and a dedicated Flood Emergency Management Plan. Building orientation, natural ventilation, high-performance building materials and advanced weatherproofing systems have also been integrated into the building envelope to help manage the impacts of extreme heat, severe storms and future climate risks.

Sustainability considerations extend beyond operational performance. Durable, long-life materials, low-toxicity finishes and Australian-manufactured products have been prioritised where practical. Construction activities have already achieved a 91.2 per cent waste recycling rate, diverting more than 30 tonnes of material from landfill.

Importantly, the development is designed to support ageing in place through accessible and adaptable apartments, extensive landscaped areas, and approximately 1,000m² of communal space. Resident insights informed the design process, helping ensure the community responds to future needs.



Our next steps

Looking ahead, our sustainability focus will move to building the knowledge, capability and evidence base needed to support long-term sustainability outcomes. This includes enhancing environmental and social data, improving our understanding of climate-related risks and opportunities, deepening organisational capability, and expanding connections with the communities in which we operate.

Through this work, we will advance our ability to assess impacts, identify priorities and make informed decisions that support resilient services, stronger communities and a more sustainable future for our people and customers.

Customers at the *heart* of us

At the heart of everything we do is our deep commitment to enabling, celebrating and supporting customers to live and age positively. This commitment underpins our ambition to be the trusted leader in positive ageing.

Purpose and values

Our shared purpose is to help people live a life of fulfilment. This purpose is brought to life by our five values which guide the way our diverse teams work together to support our customers and each other.

Listen

Be kind

Be curious

Always safe

Always together

How we operate

As Australia's largest independent not-for-profit aged care provider, we actively engage with customers to deliver safe, responsive and person-centred services that recognise their unique needs, interests and experiences.

Our approach is informed by key strategic priorities – putting the customer first, striving for excellence, growing where people need us, and helping shape positive ageing for all. Together, these priorities help us strengthen services and adapt to the changing needs of customers and communities.

Customers can expect us to treat them with dignity and respect, understand and respond to their individual needs, act with empathy and integrity, and continually improve what we do through insights, research and innovation.



"I've been a trier all my life and I'm still trying!"

Former Caulfield Cup winning jockey and Casey Grange village resident Trevor hasn't lost his competitive streak, taking up new pursuits including ballroom dancing, golf and lawn bowls.

Watch Trevor and other fascinating residents and clients share their Stories of Positive Ageing.

Watch now

Board of Directors

Mr Tony Crawford



Chairman of the Board

BA, LLB, FAICD

Ms Susan Emerson



RN, GradDipNg (Aged Care), Masters Health Service Mngt, MACN, MAICD, GAICD

Ms Helen Lea



MA (Ind Psych), FAHRI, GAICD

Mr Stuart Lummis



BEcon, GradDip Applied Fin & Inv, GradDip Proj & Const Mngt, Post GradDip Acctg, FINSIA, FAICD

Mr Dean Matthews



Engineering Certificate, B.CompSc, Grad Dip Mngt, AMP (Harvard), FAICD

Ms Karen Orvad



B Comm (Accounting), MBA (Exec), CAANZ, GAICD

Assoc Prof Beverley Rowbotham AO



MBBS (Hons 1) MD, FRACP, FRCPA, FAICD

Executive leadership

Olivier Chretien



Group Chief Executive Officer

MSc, MBA (INSEAD), AMP (Harvard), GAICD

Megan Millman



Chief Financial Officer

BCom, DipESG, FCA, GAICD

Mel Leahy



Chief People Officer

BA (Psychology & Sociology), GDPA, GAICD

Glenn Hancock



Chief Operating Officer Residential Aged Care

BBus

Deidre McGill



Chief Operating Officer Home & Community Support

RN, BHlthSc, MSc Healthcare Mngt, GAICD, MACN

Brett Rice



Chief Operating Officer Retirement Living

BEc (Acc), CPA, GAICD

Susan Stewart



General Counsel & Company Secretary

LLB (Hons), LLM

Kylie Crofts



Chief Customer and Transformation Officer

BA

James Mantis



Chief Development & Property Officer

BCom, MProp

Grace Westdorp



Executive General Manager Care Quality and Safety

GDNUR - OHS, GCESMCC

Tim Hicks



Executive General Manager Policy and External Relations

BA (Philosophy, Political Science, Economics)

Barry Mather



Chief Information and Technology Officer

Heartfelt thanks

The generosity of our donors and supporters through grants, philanthropic donations, bequests and gifts is delivering lasting benefits for communities across Australia.

Estates

Audrey Phylis Smith
Brian Linton Wright
David Arthur Stelzner
Diane Whitehead
Frances Elizabeth Yorke
Louis Philippe Herve Labonne
Margaret Ann Harcourt
Maureen Gie
Richard Frank Wootton
Shirley Hillas
Valentine Hannah

$500 - $999

Alexander Johnson
Allen McNamara
Anneli Kaendler
Annette Bowie
Bruce Boell
Bruce Lohrey
Christopher Miles
Colin Falconer
David Last
Debra Comben
Deirdre Barnett
Diana Paton
Diana Renou
Elizabeth Robinson
Graeme Roberts
Helen Giese
Helen Maddigan
Janet Campbell
Jean Dunn
Jennifer Muir
Jenny Cook
Julia Heagerty
Leanne Johnston
Lesley Cowie
Lidia Becroft
Lorna Mason
Louise Gourlay
Malcolm Bailey
Marie Fergeus
Marjorie Wallace
Mark Alway
Michel Thevenot
Noelle Howell
Peter Carpenter
Peter Valder
Ping Lam
Richard Mitchell
Roger Gilchrist
Sarah Doyle
Sonia Weinman
Su J Lee
Australia/Sri Lanka Welfare Guild INC
Toowoomba City Council

$1,000 - $9,999

Angela Kayser
Ann Tregear
David Harper
David W Rooseboom
Deborah Reich
Dorothy Clark
Elizabeth Melbourne
Greg Byrne
James Smith
In memory of Jillian Pappas
Katrina Tull
Lady Potter
Louise Learmonth
Peta Lowe
Peter Lemon
Peter R Barker
Ray Harbert
Rohan L Stanton
Ross Nuss
Sally Cleary
Sally-Anne Hains
Alfred Noel Curphey Bequest Trust
Be BlueRock Foundation-Antipodean
C H Boden Memorial Trust
Clive Johnson Trust
Flinders Victoria Charitable Foundation - The Bowles Foundation
Frankston City Council
Glen Eira City Council
Greater Melbourne Foundation
Hearing Australia
Henry & Robert D'Esterre Taylor's Charitable Fund
Herbert & Dorothy Lancaster Charitable Trust
Independence Australia
Magistrates Court of Victoria
Pleasant Charity
Theresa Salmon Charitable Trust

$10,000 - $24,999

Jane Sheridan
Yvonne Gray
Essity Australasia Pty Ltd
Gilead Sciences Pty Ltd
Good Things Foundation Ltd
The Ian and Marilyn McColl Charitable Trust
Mackay Community Foundation

$25,000+

Andrews Foundation
Collier Charitable Fund
Equity Trustees
Helen Macpherson Smith Trust
The Ian Potter Foundation
Ian Rollo Currie Estate Foundation

Lifetime Companions

Alison Scott
Andrew Plant
Angela Snow
Anneliese Mitchell
Betsy King
Beverley Evans
Brian L Kenny
Bridgit Purcell
Bruce Angus
Bryan Kong
Carmel Ryan
Catherine Martin
Clare Pilcher
David Horowicz
Dorothea Mokrusch
Dorothy Berry
Elizabeth M Wells
Elspeth Jacobs
Gillian Hannan
Graeme Thompson
Heather Young
Heidi Gasser
Helen Jackson
Isabella Poloni
Janet Keefe
Jenifer Matthews
John Fogden
John Lander
Judith Overbeek
Laurence McNab
Margaret Collins
Margaret Gladstone
Maria Giroletti
Max Wolff
Merran Adams
Olive Ridley
Philip Mayers AM
Ray Harbert
Susan Harding
Suzy Rostkier
Teresa Hennig
Tony Oliver
Valerie Gregory
Virginia Jackson
Wendy Love
Yadviga Curtis

"It's wonderful to catch-up with the residents and *give back* to the community."

It's a full-circle moment for Bev who volunteers at Carrington residential care home each week and was among the home's first team members when it opened 25 years ago.

Our service locations

Legend:
- Home and community support
- Retirement living
- Residential care homes



International
RDNS NZ
Altura Learning: UK, Ireland, Australia & NZ

From everyday moments to new possibilities, helping people *live positively* is at the heart of everything we do.

Bolton Clarke

HEART OF POSITIVE AGEING

Brisbane

Level 3, 44 Musk Avenue,
Kelvin Grove QLD 4059

07 3251 6200

1300 536 099

Bolton Clarke is the brand name for a group of companies being RSL Care RDNS Limited ACN 010 488 454,
Royal District Nursing Service Limited ACN 052 188 717 and RDNS HomeCare Limited ACN 152 438 152.