

Year in Review 2024



HEART OF POSITIVE AGEING





Acknowledgement of Country

Bolton Clarke sites are located on approximately 62 different regions 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.

Image: Lilydale residents enjoy an early morning hot air balloon ride over the Yarra Valley.

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Our highlights

Helping people live positively is at the heart of everything we do.

 **130,000**
people supported

 **16,000**
employees and volunteers

 **88**
homes supporting
8,718 resident places

 **39**
retirement villages
with 3,555 residents*

 **10,905+**
daily home and community
support visits

 **16.5M+**
kilometres travelled by
home and community
support teams

*Four retirement villages were acquired post FY24, bringing the total to 43.

Chairman and Group CEO's report

This year we marked a significant milestone bringing our 16,000 strong team and organisation together under the Bolton Clarke name as Australia's Heart of Positive Ageing.

This achievement is the culmination of a decade of strategic growth to strengthen our connected care and living options, creating a truly national aged care platform well positioned to meet the needs of our rapidly ageing population.

With an estimated 341,000 new residential aged care places and almost 600,000 Home Care Packages required in the next 20 years, together with changing

consumer expectations and demands of the ongoing reform agenda, the need to transform and do things differently has never been greater.

Across the Group in FY24 we continued work at pace to meet this demand, delivering record Home Care Packages and record high occupancy rates across our residential care homes and retirement villages.



Group CEO Stephen Muggleton and Chairman Tony Crawford.

Connected services have driven strong performance

Strengthening links and collaboration between adjoining Bolton Clarke service clusters has driven strong growth during the year, allowing us to continue investing in much needed services for older Australians, supporting our not-for-profit purpose.

As one of only three per cent of providers offering a full continuum of care and living options, a key priority has been streamlining transition of care from support at home through to retirement living and residential care as needs change.

Our service clusters in geographic areas with high demand mean we can support more people with more integrated options and enhanced care continuity.

The acquisition of four retirement villages on the Mornington and Bellarine peninsulas has further expanded this model, building on our recently opened Europa on Alma and Callisto Place communities to establish a high-quality Victorian retirement village cluster supported by connected care options. The new villages are located in areas of high population growth and corresponding need and are complemented by our existing residential care homes and strong home and community support networks in the area.

Improvements in workforce recruitment also contributed to strong performance over the year. Innovative approaches to employee referrals, graduate recruitment and international sourcing are making a practical difference and have added 2,200 to the Group's workforce. Of particular note, we welcomed Australia's largest intake of team members from the Pacific Australian Labour Mobility (PALM) scheme to regional and remote locations. All initiatives have been essential as we worked toward new mandated care minute requirements in residential care and increased service delivery across Home and Community Care and Commonwealth Home Support programs.

During the year we made substantial strides through one of the nation's largest integration programs bringing together teams and organisation structures, introducing a new enterprise care and service governance

framework and models of care, and consolidating legal and employing entities. This included completing the integration of seven retirement villages (previously Acacia Living Group), located in Western Australia.

Shaping the direction of aged care

The significant steps forward for our organisation this year have been all the more remarkable given the demands arising from inflationary cost pressures, persistent workforce challenges, ongoing regulatory change and funding uncertainty.

We have continued to advocate and actively engage in the reform process to achieve more predictable and sustainable funding and increased capacity to cover the costs of delivering services.

We welcomed news of bipartisan support and progression of the Aged Care Act through Parliament, beginning with a Senate Inquiry. This historic aged care reform clearly demonstrates what customers, providers and policymakers can achieve when they work together.

Planning for a sustainable future

Our commitment to creating a lasting, positive impact in the communities we serve was strengthened this year with the establishment of a dedicated sustainability team and development of a sustainability strategy.

A key component of the team's work this year has been data-driven analysis of our environmental and social footprint to better understand and identify the issues that matter most to customers, their families and communities.

A double materiality assessment was undertaken to prioritise sustainability-related impacts, risks and opportunities, with governance structures reviewed to ensure sustainability is embedded into everyday thinking and decision-making.

Collectively, these activities have established a strong foundation to inform our sustainability ambitions so we can direct resources and effort where they will have the greatest impact.

International recognition

The Group's innovative suite of positive ageing services attracted several national and international awards during the year.

At the 12th Asia Pacific Eldercare Innovation awards Bolton Clarke was named Operator of the Year: Active Ageing for our work supporting older people to live well and age with purpose. Our benchmark-setting workplace health and safety performance was also recognised with the Innovation of the Year: Employee Wellbeing award for the raft of effective programs in place across the Group.

At the Future of Ageing Awards, we won the Health and Wellbeing category for an innovative STEM learning program in one of our residential care homes.

Underscoring the Group's commitment to our employees, we were named on *The Australian's* Best Places to Work list of the nation's top employers and once again, Bolton Clarke was listed as an Australian Business Awards Employer of Choice.

Our newly opened Victorian retirement living community, Callisto Place, and our newest residential care home in Sydney, Willowdale, have both been recognised in several national and international award programs. Both have exceeded occupancy expectations, reflecting their high-quality, contemporary design and integrated services.

More international recognition came with Head of Research Professor Judy Lowthian invited to become a member of a World Health Organization stakeholder group providing advice and guidance on social connection. This builds on the Research Institute's considerable reputation, leadership and evidence-informed solutions in this field.

Looking ahead

As Australia's Heart of Positive Ageing, our multidisciplinary team is uniquely placed to collaborate with clients and residents delivering services that optimise health, wellbeing and reablement.

We have some notable examples of this in practice including the expansion of our health and wellbeing framework across retirement living. This is helping us to better respond to village residents' needs informed by our own research and codesign.

Expanded telehealth offerings are supporting regional areas bringing opportunities for our allied health teams to collaborate more closely with local home and community support clients.

In residential care homes, we're responding to individual needs through award-winning lifestyle and lifelong learning programs alongside highly specialised care and dementia support.

Through our capital works program, we are creating integrated living options and services that meet current and next-generation community needs for ageing in place. FY25 will see progression of contemporary senior living apartments supported by home and community services at the Treetops location in Brisbane and development of a co-located retirement village at Cabrini in Sydney.

Thank you to all our teams

All these achievements and milestones are a direct reflection of the hard work and dedication of our teams to delivering the best possible care and helping clients and residents to live and age positively.

Our thanks also extend to the Board of Directors for their strong governance and stewardship and to the executive leadership team for their ongoing contributions, commitment and professionalism.

Tony Crawford
Chairman

Stephen Muggleton
Group Chief Executive Officer

Positivity is at the heart of all we do

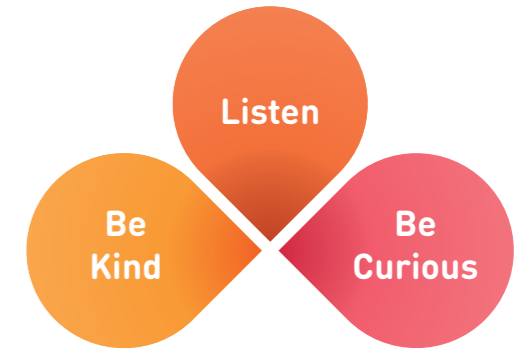
Everything we do is dedicated to enabling, celebrating and supporting older Australians to live and age positively.

Our purpose and values

Our diverse teams are united by a common purpose: to help people live a life of fulfilment.

This purpose is brought to life by our values of Listen, Be Kind and Be Curious.

These values are a reflection of our commitment to our customers and of our everyday interactions with each other.



How we operate

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

Our 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 via insights, research and innovation.



Focus on governance

Our independent skills-based Board governs service delivery and care in line with our 2028 Strategic Directions.

Accreditation

The Group's respected quality and regulatory compliance record is demonstrated by strong results with all residential care homes and home and community support services maintaining full compliance through 2024.

In residential care, our 88 homes also maintained compliance with food safety (HACCP) certification. The team is well positioned in readiness for re-accreditation with the National Disability Insurance Scheme (NDIS) later this year, with 45 of our homes currently supporting NDIS clients.

In Victoria, home and community support services maintained Australian Council on Healthcare Standards (ACHS) accreditation. Preparations are underway for a full re-accreditation audit in 2025 against the new National Safety and Quality Primary and Community Healthcare Standards.

For retirement villages, our 24 accredited retirement villages maintained full compliance through the voluntary Australian Retirement Village Accreditation Scheme (ARVAS) and are preparing for re-accreditation in 2025. This accreditation extends our level of service and care as a foundation member of the Retirement Living Code of Conduct.

Reform

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

This year we implemented new committee structures that include both Consumer Advisory Bodies and Quality Care Advisory Bodies. The groups include client and resident representatives, ensuring both have a direct voice to our Board and executive leaders.

Across our residential care services, we continued enhancing our quality systems and creating greater transparency as part of implementing aged care reforms. This included meeting our targets for the Star Ratings system and increased mandatory care minutes. A series of workforce initiatives were also introduced and embedded focusing on resident care and experience.

In home and community support, all clinical performance indicators, client satisfaction rates and regulatory compliance rates exceeded industry benchmarks. Alongside this we prepared for the transition to the new support at home program in 2025. Structures and processes aligned with the new program have been put in place including new scheduling and rostering systems.

A national leader in aged care

Working together with clients, residents and their families, our focus is on bringing positivity to life through lifestyle programs, connection to community and innovative ways to enable wellbeing, with expert care.

Our services are built on experience and insights and strengthened by our Clinical Knowledge Centre and team of Senior Clinical Nurse Advisors.

Across the Group, real-time clinical monitoring and customer feedback is used to drive continuous improvement. Excellence is further achieved through our representation on the Board of the Aged & Community Care Providers Association (ACCPA) and other industry and government bodies.

This year we introduced a new Care and Service Governance Framework that extends across all our services including retirement living. It provides a comprehensive guide to the structures, systems and processes in place to ensure the highest standards of health and wellbeing for clients and residents.

This is complemented by the Bolton Clarke Model of Care which demonstrates our ability to provide continuity of care and services across home and community support, retirement living and residential aged care.



The Bolton Clarke Board (from left):
Tony Crawford, Jeffrey McDermid,
Dr Cherrell Hirst, Stuart Lummis,
Robert Lourey and
Dr Beverley Rowbotham.



“My physio sessions
with Gary are the
best of both worlds
- exercising and enjoying
the outdoors.”

Client Steven uses equipment
at the local park with support
from our allied health team.

Planning for a sustainable future

In 2024, we strengthened our focus on creating a lasting, positive impact for our customers, people, community and environment with the development of a sustainability strategy and establishment of a dedicated team.

We have a long history of continued commitment to the communities in which we operate and have initiated many social and environmental initiatives that make a difference. Our Be Healthy and Active program is an example of this providing free health and wellbeing sessions to retirement village residents and community members. Our Homeless Persons Program is another important initiative that supports individuals and families experiencing or at risk of homelessness.

Sustainability considerations are also integrated into planning and design of new developments. For example, access to shared electric vehicle services and personal charging infrastructure along with many energy, water and thermal efficient features are incorporated into new retirement communities. Our newest community Callisto Place achieved an average apartment NatHERS (Nationwide House Energy Rating Scheme) rating of 7.3 stars.

Our sustainability strategy brings together and connects all of these initiatives so we can better measure their impact and understand emerging risks and opportunities. It reflects our 2028 Strategic Directions, setting out our priorities and focus areas for FY25 and beyond.

As with everything we do, our customers are at the heart of our approach to sustainability – our strategy is built on their experiences and the things that matter most to them, their families and communities.

We will continue to seek feedback from our customers about what sustainability means to them and build partnerships and collaborations to ensure we can meet their needs now and in the future.

Building strong foundations

Understanding what we do and how we do it is pivotal to building a sustainable legacy. Accurate data enables us to understand our environmental and social footprint and helps us create ambitious targets and plans.

In the first year of our sustainability strategy, we are focused on knowing our data, understanding our footprint, and establishing targets that will help us identify more opportunities for efficiency and growth.

These targets and sustainability ambitions will be embedded into our operational plans and progress will be reported regularly to the Board and executive leadership team.

To help us to understand our climate-related risks, we will engage with key stakeholders across the organisation and in the community to build a range of forward-looking climate scenarios. These scenarios, alongside an environmental resilience plan, will assist us in understanding climate-related risks to our operations, our people and our customers.

Knowing what matters

Identifying the sustainability issues that are important to our customers, people, communities and stakeholders helps us identify any gaps and direct resources to where we can make the most difference. To assist with this, we have embarked on a double materiality assessment to:

- assess megatrends most likely to influence our operating environment
- identify and prioritise sustainability-related impacts, risks, and opportunities
- inform strategic decision-making
- provide a framework for best practice sustainability reporting.

The results from this process will be integrated into our risk management process and support the continuous growth of our sustainability strategy.

Engaging our people

Sharing our sustainability ambitions and plans with our people is a pivotal step in our sustainability journey. The sustainability strategy has been shared across the business providing opportunities for input. Learning and development materials will further facilitate the involvement of all our people in advancing sustainability at Bolton Clarke.

Leading on governance

The cornerstone of our sustainability strategy is leadership at the Board and executive level, creating value and building resilience to respond to sustainability risks and opportunities.

Reviewing our existing governance structures is a key priority to ensure sustainable and responsible business practices are embedded throughout the organisation and reflected in our processes, policies and culture.

Sustainable supply chain

As part of our supply chain governance, we will review our policies and procedures to ensure they reflect our approach to sustainability and collaborate with suppliers to understand their approach to sustainability, identifying opportunities for partnership and innovation.

Our sustainability pillars

Our approach to sustainability is underpinned by five pillars:



Customer at heart

We actively listen to our customers and communities to ensure we can meet their needs now and in the future.



Connected communities

We partner and work with communities to make a positive difference on the things that matter most to our customers.



Inclusion, wellbeing and belonging

We celebrate diversity in our teams, people and the communities we serve, recognising its importance in creating a sense of belonging and inclusion.



Environmental resilience

Evaluating our environmental footprint and climate risk are integral to our decision making and strategic planning.



Governance

Strong governance is at the core of how we build resilience, manage risks and ensure the long-term sustainability of our organisation.

Our sustainability focus for FY25

Positively caring for our customers, people, community and environment

 <p>Customer at heart</p>	 <p>Connected communities</p>	 <p>Inclusion, wellbeing and belonging</p>	 <p>Environmental resilience</p>	 <p>Governance</p>
<ul style="list-style-type: none"> Knowing what matters through a double materiality assessment and reviewing the outcome against our strategic directions Listening to our customers through advisory bodies, surveys and focus groups Continued research and innovation 	<ul style="list-style-type: none"> Knowing our social and community footprint Understanding and celebrating our impact Creating a refreshed community partnership strategy 	<ul style="list-style-type: none"> Advancing our Diversity, Equity & Inclusion plan to nurture a culture of inclusion and belonging Continuing to keep our people, customers and communities safe Supporting the health and wellbeing of our people, customers and communities 	<ul style="list-style-type: none"> Knowing our environmental footprint to support us as we establish future targets, metrics, and transition plans Evaluating our climate risk 	<ul style="list-style-type: none"> Continued excellence in clinical and care governance Embedding sustainability into our existing governance approach Delivering on our strategy and purpose through continued financial sustainability Strengthening our sustainable and responsible business partnerships across our supply chain
<p>Knowing and building our sustainability ambition</p>				
<p>Storytelling, celebration, and gratitude</p>				





"Mealtimes are about more than just food – they're an opportunity for connection and conversation."

Resident Connie catches up with personal care worker Yan Yee over breakfast at Carinya residential care home.

Shaping positive ageing

Across our full continuum of care services and living options, we bring positivity to life through connection to community, lifestyle programs and finding innovative ways to enable wellbeing – all underpinned by expert care, applied knowledge and health leadership.

Our experienced teams work closely with clients and residents and alongside hospitals, doctors and healthcare providers to understand people's individual needs and support them to live happy, fulfilling and connected lives.

This year we further integrated services and expanded service clusters in geographic areas with high demand, providing more connected care options and a smoother transition of care as needs change.

Independence at home

Each day, around 10,900 Australians welcome the support of our nurses and care professionals to help them live independently at home and stay connected with their local communities.

In 2024 we supported a record number of Home Care Package clients and expanded our service delivery under programs such as the Commonwealth Home Support Programme and the Home and Community Care Program for Younger People.

Our partnerships with local and primary health networks continued to strengthen, enabling our teams to support more people in their homes and in the community.

This included establishing a new transitional care partnership with the Hunter Primary Health Network to support older people who have recently left hospital.

The step-down services we have in place at our Gold Coast residential care homes in partnership with local health networks are well established and have now been extended to central Queensland. At Sunset Ridge residential care home, we are partnering with Rockhampton Hospital to provide 30 beds for long-stay patients on the Capricorn Coast, freeing up hospital space for people who are acutely unwell.

Our relationship with the health sector was broadened in 2024 with our teams continuing to provide expert nursing support and personal care to clients in Melbourne through a range of post-acute care, hospital in the home and transitional care programs.

Expanded telehealth offerings are enabling our services to reach more people in more places, leveraging our considerable nursing and clinical expertise to support clients in rural and metropolitan areas. In 2024 the National Service Centre received over 260,000 calls from customers and service providers and delivered 24-hour clinical support through the Clinical Advice Line.

On the allied health front, physiotherapist-led programs using senior-specific gyms in our villages and residential care homes are increasingly being used to help people stay active. A new virtual model of care was also introduced, enabling allied health professionals from the home and community support team to provide services to clients in Far North Queensland, supported by local team members. The program provides occupational therapy support, with plans to extend the program to more locations and to add more services such as physiotherapy.

The InTouch digital independence system is an important service for clients and retirement village residents that helps them stay safe and connected. In 2024, we installed 1,300 new home alarm systems and supplied 425 InTouch GO GPS pendants and watches to support village residents and clients on the go.

The frailty screening tool mod-REFS developed by the Research Institute is another important initiative to maintain independence at home, helping frontline teams identify clients at greater risk and deliver targeted interventions. These include By Your Side, a home-based falls prevention program, and Being Your Best, which uses a range of evidence-informed approaches to reduce the risk of frailty in recently hospitalised older people.

A new partnership between the Research Institute and The University of Queensland is looking at new ways to improve clients' quality of life by addressing hearing and vision issues. The intervention is delivered over 12 weeks with multiple components including a hearing and vision assessment, prescription of hearing and vision devices, training, referral to health and social services, and simple home modifications.



Europa on Alma resident Christian with physiotherapist Cindy from our home and community support team.

Active and healthy lifestyles

Across our retirement communities, we offer a range of health education and wellbeing services to support residents to stay healthy and active.

The Research Institute's biennial Health and Wellbeing in Retirement Living survey continues to drive priorities and co-designed solutions, including the development of a new wellbeing service model and dashboard that will assist village managers to identify priority areas for support.

Our 2024 Ageing Well Report is another source of feedback helping us to identify priority areas for ageing well. Survey results show staying physically healthy and maintaining beneficial relationships are the top two ageing well priorities for Australians.

The Be Healthy and Active education program supports village residents and community members to be proactive about their health, offering free, practical advice on a range of health and wellness topics. Now in its ninth year, Be Healthy and Active has delivered

1,500 sessions to 38,000 participants in retirement villages, community venues and online throughout Australia.

This year the program was expanded to include a new topic on bowel health which was developed in consultation with community partnership groups, supported by a grant from the Continence Foundation of Australia.

The Research Institute and central catering teams also delivered interactive sessions on healthy eating and nutrition, sharing tips on how to get the most out of meals every day.

As part of the session, participants sampled the Wholesome Fare meal range which is cooked and prepared by the central catering team. Offering nutritionally balanced frozen meals to village residents and clients throughout south-east Queensland, the team currently provides more than 1,000 meals every month.

The 'Buddy' social connection app was expanded to more retirement communities, providing residents with new ways of connecting with each other and with

maintenance and concierge services. The app was launched at Callisto Place and Europa on Alma this year following successful introduction of the app at Moreton Shores in Brisbane. Plans are underway to offer the app to all our retirement communities.

Connection and community

A comprehensive suite of programs is helping residents and clients make meaningful connections in their communities and across generations.

These programs are informed by the Research Institute's focus on social connection as a key element of ageing positively.

Working with our residential care homes, the Research Institute has transitioned the Storytelling in Health and Aged Care, Research and Education (SHARE) program to become part of regular lifestyle activities. This year 68 university students took part in the program, which is now running in nine residential care homes. In addition, preschool and school students have worked together with residents in our retirement and residential communities through reading, postcard, storytelling and online connection initiatives.

Through the Village Hub program hosted at our Fernhill retirement village, over 200 regular attendees from the Caboolture region have enjoyed activities including Grandfriends, reading partnerships, craft groups, exercise classes and special events. Feedback from participants has been overwhelmingly positive with 96 per cent reporting they had met new friends and tried new things as a result of the program.

In Melbourne, the Connect Local social connection and social prescribing program supported 130 Glen Eira community members throughout the year, linking them with local social activities and programs to improve their health and wellbeing. The program partners with 170 local groups and services and uses Community Connectors to work with people aged over 65 to connect them to these services.

Nationally, our volunteer program, HOW-R-U? has evolved further during the year to meet the needs of socially isolated clients and retirement village residents. Since inception, volunteers have made more than 3,000 calls totalling over 1,000 hours to clients and residents to help them feel more socially connected.

Promoting wellbeing

In residential care homes, individual interests, social engagement and community connections are prioritised with teams designing a range of activities to enhance residents' physical and mental wellbeing.

Highlights this year have included sailing, kite flying, a dolphin cruise, visits to art exhibitions and a helicopter ride over the Great Barrier Reef. At our Lilydale home, the lifestyle team continued to codesign activities with residents as part of a wish list initiative. In 2024, this initiative saw residents take an early morning trip in a hot air balloon to enjoy spectacular scenery.

At Pemulwuy home, residents enjoyed weekly visits with zoo animals as part of a new Aged Care and Dementia Program at Sydney's Taronga Zoo. The purpose-designed education program gave residents the opportunity to interact with a variety of animals and participate in activities such as making chimp food.

The global Cycling Without Age program was introduced at more homes in Queensland, New South Wales and South Australia. Residents are able to enjoy cycling in the outdoors on purpose-designed trishaw ebikes, driven by volunteer cyclists.

Animal therapy programs continued to bring joy to residents, with live-in pets and visits from petting zoos, puppies, ponies and even reptiles among the many highlights. Other resident favourites included therapeutic gardening, art and food-inspired activities.

Nutrition and food-related activities remain top of mind to enhance dining experiences and incorporate the diverse cultural backgrounds of residents. Involvement in preparing and sharing favourite foods provides rich opportunities for creativity and connection.

Expert dementia care

Meeting the specialised needs of clients and residents with dementia remains a priority across our services. We assist 5,000+ home care clients living with dementia and in our residential care homes more than 50 per cent of residents have been diagnosed with a cognitive impairment.

The Enabling Choices electronic conversation tool is supporting better discussions about risk and autonomy with dementia clients and their carers. This tool is particularly important for home and community support teams and forms part of their routine practices for helping people live independently with dementia care.



The Research Institute and central catering teams ran sessions on healthy eating and nutrition.

A trial of personal amplification devices to enhance the accuracy of clinical assessments is helping reduce dementia misdiagnosis by addressing hearing difficulties that can impact results in common clinical tests. Using the devices has helped home and community support clients better respond to questions and helped nurses tailor care to individual needs.

In residential care homes, an innovative pain assessment tool has been introduced to support pain management for residents with dementia. A specialist care team has been established to provide guidance regarding best practice care for residents living with dementia and other complex care needs.

Through our involvement in the Partnership in iSupport program, we are also helping to improve support for informal caregivers. This involves linking carers to a facilitator to help them access dementia care services as well as carer education and virtual group support. More than 50 carers have been involved in shaping the program and the Research Institute is working with frontline teams to support its broader implementation.

Embedding clinical excellence

Our Clinical Knowledge Centre and team of Senior Clinical Nurse Advisors (SCNAs) play an important role in informing client care and support across all services. The SCNA team has deep expertise in aged care and dementia, continence and urology, diabetes management, palliative care and wound management. They provide guidance and practical assistance to frontline teams, improving health and wellbeing for clients and residents.

More broadly, the Research Institute contributes to clinical excellence through latest research grounded in health and social care. This year more than 400 national and international policy makers, academics and service providers registered for the Institute's online symposium, which focused on complexities and opportunities for implementation of evidence into practice in the aged care sector.

Our teams are enhancing clinical care through technological innovation. This includes a new predictive falls model supporting early interventions in residential care homes and early-stage development of artificial intelligence insights for clinical documentation.

Clinical excellence is also fostered through training and development and scholarship programs.

The Graduate Nurse Program provides a strong foundation for new nursing graduates in home and community support, offering structured theory modules, hands-on learning opportunities and mentorship. Participants complete a clinical placement as part of the program to learn directly from clinical nurse consultants and the allied health team. During 2024, the program was expanded to residential care teams to advance graduate nurses' clinical skills and grow their confidence and capability in the aged care setting.

New team members entering critical frontline roles are supported through the Personal Care Worker graduate program, which provides hands-on learning opportunities and ongoing mentoring. Care Champions continue as a career pathway for our teams, strengthening the carer workforce and enhancing our person-centred approach to care.

Through the scholarship program, we assisted employees to pursue learning opportunities that impact quality and safety in care and directly support leadership, innovation and evidence-based practice change.

Responding to diverse needs

We deliver a range of specialised services that recognise the diverse needs of customers and support health and wellbeing at every age and stage. This work is underpinned by our Diversity Framework which guides our service delivery.

The Homeless Persons Program (HPP) team provides a primary healthcare response to individuals and families experiencing or at risk of homelessness. In 2024 our team of 62 community health nurses made 38,000 visits and offered professional nursing care and support to more than 1,500 clients in Melbourne.

This year the HPP team established new connections with community organisations in the housing sector to improve outcomes for clients. The team also provided nursing support for younger people who are homeless or at risk of homelessness through the Innovative Health Services for Homeless Youth program.

The HIV team supports people living with HIV in Melbourne and the Mornington Peninsula with specialist needs including mental health support, clinical nursing care and pain management. The HIV program's longstanding partnership with Thorne Harbour Health remained in place, providing integrated services so that clients with HIV receive the best possible care.

Our service delivery through the Home and Community Care Program for Younger People in Victoria continued to grow. In 2024 our teams made more than 392,000 visits to 9,000 clients under 65 with disability, chronic illness or short-term health needs, helping them to maintain their independence and actively participate in the community.

Maternal and child health nurses provide support to expectant parents, families and carers across Australia, responding to more than 41,800 calls through a pregnancy, birth and baby helpline in 2024.

The Research Institute continues to contribute to best practice around meeting the specific needs of the veteran community and understanding the greater needs and complexity of the veteran ageing experience. This has included work to understand the different home care needs of veterans and progress towards broader rollout of the Weaving Evidence into Action for Veterans with Dementia (WEAVE) program in our residential care homes.

Accessibility of our services and information remains a focus, with clients and residents coming from 220 countries and speaking more than 179 languages. Our Digital Talking Books provide health information about dementia, medicines and diabetes in multiple languages and have attracted more than 3,000 views. In 2024 we received 2,237 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 LGBTQIA+ people.

The Good Samaritan Fund supported 196 clients in financial hardship throughout the year, helping to purchase essential medical supplies such as medicines, bandages and assistive equipment.

In New Zealand the RDNS team worked with Health New Zealand Te Whatu Ora and Whaikaha Ministry of Disabled People delivering specialised services to 2,600 clients at home and in the community. The team provided services for children and young people with high and complex needs and for people with acquired brain injuries under the Accident Compensation Corporation's (ACC) Living My Life program. This year the team expanded services to provide 24/7 care for people with spinal injuries under the ACC's Maximising Independence program.



Pemulwuy residents enjoyed weekly visits to Sydney's Taronga Zoo.



“With the *great support* I receive from Chris, I can enjoy village life and living in my own home.”

Resident Rodney loves the village atmosphere at Galleon Gardens and maintaining his independence, with help from our home and community support team.



Our teams' dedication to supporting residents and clients received national and international recognition during the year.

Spotlight on our teams

Our dedication to helping clients and residents to live positively, employee wellbeing, and innovation in built design are just some of the areas where our teams have received national and international industry recognition this year.

Positive ageing

Our focus on enabling independence and promoting healthy and active lifestyles was recognised at the 12th Asia Pacific Eldercare Innovation Awards where we were named inaugural Operator of the Year – Active Ageing.

This award highlighted our range of programs designed to encourage people to live well and age with purpose and our commitment to supporting health and wellness across our services and in the community.

An example of this is the science, technology, engineering and maths (STEM) program at Montclair residential care home which won the Health and Wellbeing category at the 2024 Future of Ageing Awards. This program provides residents with opportunities to explore new and existing interests through fun and engaging activities such as learning 3D printing and interacting with an artificial intelligence (AI) robot.

Our Montclair Lifestyle Coordinator won the Individual Innovation award at the 2024 Aged & Community Care Providers Association (ACCPA) Excellence Awards for her work in establishing the program.

Employee wellbeing

We were named on *The Australian's* 2024 Best Places to Work list and were once again named an Employer of Choice in the Australian Business Awards 2024.

These awards reflect innovative approaches to areas such as training and education programs, educational scholarship opportunities, and access to comprehensive professional development.

Commitment to our teams was also recognised at the 12th Asia Pacific Eldercare Innovation Awards where we received the Innovation of the Year – Employee Wellbeing award for our approach to holistic employee wellbeing including initiatives and programs that demonstrate effective workplace health and safety.

Design excellence

Our residential care homes and retirement living communities have been recognised for design excellence in several industry award programs.

Willowdale, our newest residential care home located in south-west Sydney, was a finalist in the Excellence in Aged Care category at the 2024 Urban Development Institute of Australia (UDIA) NSW & Urban Property Group Awards for Excellence.

The home was also a finalist for Development of the Year - Retirement, Aged Care and Seniors Living at the 2024 Urban Developer Awards for Industry Excellence. Both award nominations recognise Willowdale's thoughtful and modern design which has attracted strong interest in the local community.

Princeton View residential care home at Brighton East received Best Heritage Renovation or Restoration at the 2024 Bayside Built Environment Awards. Originally constructed in 1882, the 126-bed home combines contemporary design with traditional manor style architecture, providing residents with a unique living experience.

Callisto Place, which welcomed its first retirement living residents earlier this year, was shortlisted in the Property and Design category at the 2024 Future of Ageing Awards. Located at Bundoora, Melbourne, the community includes 90 apartments and was designed to support active ageing and connection for residents.

We received further recognition at the Urban Developer Awards as a finalist for Excellence in Community Engagement for the proposed retirement living development at the Treetops location at New Farm in Brisbane.

Celebrating individual achievements

At the 2024 Queensland Retirement Living Awards, our Rowes Bay Retirement Village Manager was named Village Manager of the Year for exceptional leadership and personal commitment to residents. Our Retirement Living Sales Consultant – Gold Coast and Tweed was also recognised as Queensland Sales Manager of the Year for leading outstanding sales results.

Our Injury Management (Queensland, New South Wales and Tasmania) Team Leader received the Outstanding Achievement – Claims Manager award at the inaugural Queensland self-insurer awards for inspiring and developing team members.



A first birthday to remember...

There were plenty of celebrations as team members, residents, families and friends came together to mark the special milestone for Willowdale residential care home.

A new chapter with Callisto Place

Our second vertical retirement living community, Callisto Place, opened its doors welcoming residents and showcasing how purpose-built design can support healthy ageing.

Heart of a masterplanned community

Located in Bundoora, Callisto Place sits at the centre of the Polaris masterplanned community, 15km from Melbourne's CBD.

Surrounded by 2,000 square metres of public parkland, Callisto Place is part of a vibrant local community with public transport at the doorstep and easy access to shops, restaurants and both La Trobe University and RMIT campuses.

Smart and sustainable design

The community includes 90 contemporary two and three bedroom apartments designed with residents' current and future needs in mind. Apartments support ageing in place by incorporating Livable Housing Australia design standards with spacious open floor plans, wide doors and halls. All apartments are pet friendly and incorporate natural light and ventilation with features like double-glazed windows, balconies and enclosable winter rooms to make the most of outdoor spaces year-round. Construction materials were carefully selected for sustainability and air quality.

Technology plays a key role with our award-winning InTouch digital independence system installed in every apartment, ensuring help is always close by. Residents also have access to a shared electric vehicle which is cleaned, maintained and managed via Ohmie GO and can be booked through a mobile phone app.

Services that support active ageing

Resident health and wellbeing is a focus, with our allied health and home and community care services available where needed. This is further supported by the on-site gym that was designed in collaboration with our physiotherapy team and is fitted with air-based HUR equipment that can be adapted for individual exercise programs.

A concierge provides personalised support for residents including arranging appointments, cleaning, mail collection, dog walking and social events. Shared facilities encourage social connections and include a gold class cinema, rooftop entertaining area and library.

Generational change

The opening of the village marks the latest chapter for the site which has transformed over the years, in response to the needs of the local community. It has been home to the Larundel Hospital that was built in 1939, a training base for the Women's Auxiliary Air Force during World War II and later used as temporary housing.

For one of our first residents Bev, moving into Callisto Place has connected childhood memories with the present day. Bev enjoyed playing at the site as a three-year old and shared her recollections of this at the official opening event (pictured).



Callisto Place and (inset) Chairman Tony Crawford and residents at the official opening event.

Creating environments for ageing well

Our significant capital works program is focused on creating communities that support people to remain connected, active and independent.

Designed for local communities

Design development is underway for a boutique retirement living community in New Farm, two kilometres from Brisbane's CBD. Built on the site of our former residential care home Treetops, the vertical village will provide contemporary independent living apartments, supported by connected care options. The

community has been designed with consideration to the local architectural character of the inner-city suburb which includes traditional heritage streetscapes. The existing Queenslander house will be renovated and act as a hub for the home and community support team.

The design features 39 independent living apartments, with two and three-bedroom options to cater for individual needs. Sustainable design will be incorporated

through a number of smart-living technology features including a shared electric vehicle and charging infrastructure. Residents will have easy access to on-site management, amenities and support including in-home care and allied health services.

Integrated care and services

Planning is underway for our newest retirement village in New South Wales. The proposed village will be positioned next to Cabrini residential care home in Westmead, strengthening connected care and living

options in Sydney's Western suburbs. Our Brentwood, Pendle Hill and Pemulwuy residential care homes are closely located and the Westmead Health Precinct is less than two kilometres away.

The five-level village will include 65 independent living apartments with two and three-bedroom floor plans, supported by on-site management, concierge and maintenance services. A central village green will be a feature, with the project also incorporating restoration of the historic Deskford House into a café, library and business centre.



Artist impression of Westmead retirement village.

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Chairman of the Board



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FTSE, MBBS, BEdSt,
D.Univ (Honorary), FAICD (Life)



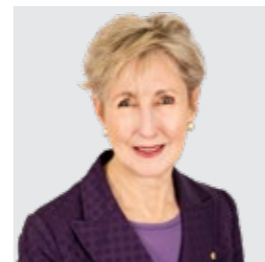
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“We have such a vibrant
village community
- we love having a laugh.”

Residents at Rows Bay retirement village look forward to getting out and about with Village Manager Stephen.

Making a difference

The ongoing generosity of our donors and supporters through grants, philanthropic donations, bequests and gifts is changing lives across Australia.

This year we received more than 8,770 donations from 1,570 individual donors, which supported the development and delivery of innovative programs, services and research to benefit residents, clients and the community.

In the City of Glen Eira in Melbourne, the Connect Local social connection and social prescribing program has supported more than 130 community members at risk of social isolation.

Part of Connecting Communities to Care, a collaboration led by Bolton Clarke and funded by The Ian Potter Foundation, the program includes three dedicated Community Connectors who link participants to local services and activities aimed at improving their health and wellbeing.

The Village Hub, based at Fernhill retirement village, continued to create social connection opportunities for people in the Moreton Bay region in Brisbane. Funded by Independent Living Assessment (iLA), the hub provides a central place for people aged 65 and over to engage in social activities and events.

The generosity from our donors has helped us to purchase equipment for our frontline teams and provide care coordination and support through our Homeless Persons Program.

The Good Samaritan Fund continues to make it possible to assist clients experiencing financial hardship and disadvantage to purchase essential medications and equipment. Nurses and personal care workers are also supported through our Mabel Alice Sharrott Accommodation Fund.

Every donation counts – we thank all our supporters for their ongoing compassion and commitment which is making a big difference in people's lives.



The generosity of our donors helps us continue our long legacy of care which dates back to 1885.

Heartfelt thanks

We are deeply grateful for your ongoing involvement in the Bolton Clarke community. We couldn't do the important work we do without your generous support and donations.

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Whether through small steps or
big adventures, helping people
live positively is at the
heart of everything we do.



**Bolton
Clarke**

HEART OF POSITIVE AGEING