



Bupa New Zealand Sustainability Snapshot 2024



About this report

This report is Bupa New Zealand’s first Sustainability Snapshot. It provides our stakeholders with a view of our sustainability performance and highlights over the 12 months to 31 December 2024.

This report is available on our website <https://www.bupa.co.nz>

We welcome your feedback on this report to Feedback@bupa.co.nz

Company name

Bupa Care Services NZ Ltd
Bupa Retirement Villages Ltd

Company address

Newmarket Support Office,
Level 2, 109 Carlton Gore Road, Newmarket,
Auckland, New Zealand.

Definitions

Bupa New Zealand in this document, ‘we’, ‘us’, ‘our’, ‘Bupa’, refers to Bupa Care Services NZ Limited (NZCN 1662622) and its subsidiary, Bupa Retirement Villages Limited (NZCN 1626627). Bupa is part of the Bupa Asia Pacific Group of companies, and part of the global Bupa Group of companies.

Bupa Asia Pacific refers to the Bupa Group market unit comprised of business units in Australia, New Zealand and Hong Kong.

Bupa Group refers to the British United Provident Association Limited’s wholly owned and controlled companies. References to Bupa Group do not necessarily refer to each of the entities respectively, but to the group as a global organisation. Information on Bupa Group’s sustainability commitments can be found on www.bupa.com

Bupa Foundation (Australia) a health promotion charity funded by Bupa, its employees, customers, and community. It focuses on improving health outcomes in communities across Australia and New Zealand.

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A photograph of Pedro Sanchez Soro, Managing Director of Bupa New Zealand, standing outdoors with his arms crossed. He is wearing a blue Arcteryx jacket and smiling. In the foreground, several elderly residents are visible, some looking towards the camera and others looking away. The background is a lush green forest.

Creating a Better World

**A message from our
Managing Director
Pedro Sanchez Soro**

At Bupa New Zealand (Bupa NZ), we recognise that healthcare is more than a service – it’s a commitment to people, communities, and planet. This Sustainability Snapshot reflects who we are, the values we hold, and the role we aspire to play in creating a better future for all.

Our work in healthcare and aged care touches the lives of thousands of New Zealanders every day. We do not take that responsibility lightly. Whether it’s through the care we provide in our homes and villages, the homes we build, or the partnerships we forge, we are focused on making a positive, lasting difference here in New Zealand.

We are proud to be part of a global organisation with deep sustainability ambitions – but this snapshot is a local view of what sustainability means in Aotearoa. It’s about action, not just aspiration. It reflects our belief that the health of people is inextricably linked to the health of the environment, our economy, and our communities.

At Bupa NZ, we prioritise reinvesting our profits into improving our assets and homes, growing to meet demand, supporting our people, and innovating to ensure we provide care that is high quality, affordable, and sustainable. This enables us to focus on what matters most – the wellbeing of our residents and our people, and the long-term impact of our operations.

Sustainability is woven into our growth strategy. We are building modern, energy-efficient retirement village units that meet a 6 Homestar (version 4) rating and help reduce emissions and we have modelled a scope 1 and 2 emissions reduction pathway that will help reach Bupa Group’s ambition to be a net zero business by 2040.

We are also deeply aware of our social responsibilities. Our procurement team works closely with suppliers to continuously improve the quality of goods we purchase – from food to everyday consumables – as nutrition and food safety, cost-efficiency, and environmental impact are all important focus areas for us. It’s a careful balancing act, but one we take seriously. We know we can’t do this alone, and we are proud to collaborate with partners such as the University of Otago and sector leaders to tackle shared issues like food waste and nutritional care.

Over 90% of our village residents say protecting the environment is important to them – and we’re listening. Initiatives like the Bupa Foundation partnership with New Zealand Landcare Trust to create Junior Landcare are a response to this shared commitment, helping restore nature and support intergenerational connection. And our partnership with Paralympics New Zealand as well as Bupa Group’s global partnership with the All Blacks and Black Ferns, are part of efforts to promote inclusivity and excellence, physical and mental health, and wellbeing.

As a long-standing provider of care, we continue to advocate for a fairer, better funded aged care sector – one where the vital work of our caregivers is respected, valued, and properly resourced.

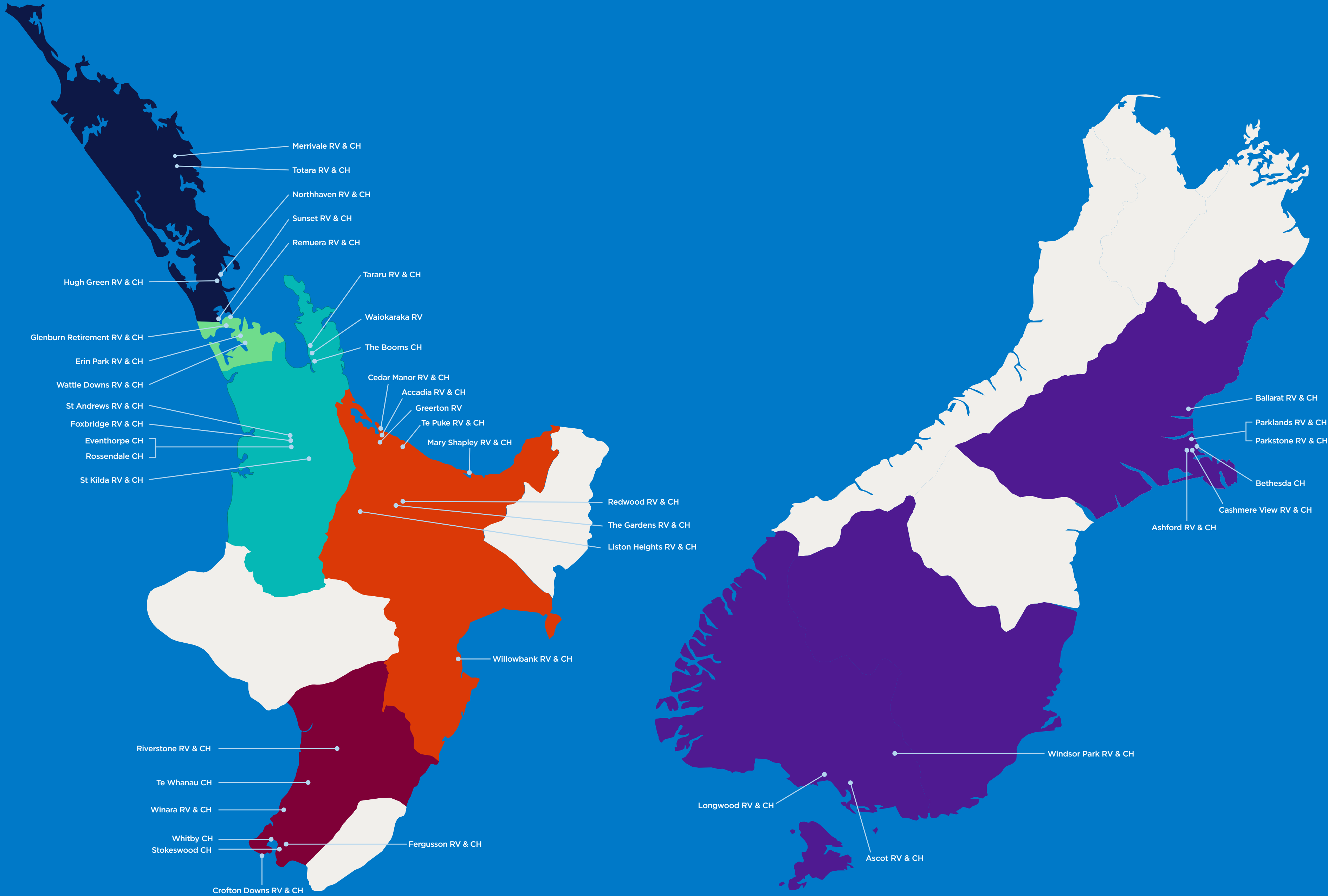
This is just the beginning. Our sustainability programme is about turning values into action – for healthier people, stronger communities, and a more sustainable Aotearoa.

A stylized white signature of Pedro Sanchez Soro on a blue background.

Pedro Sanchez Soro
Managing Director – Bupa New Zealand

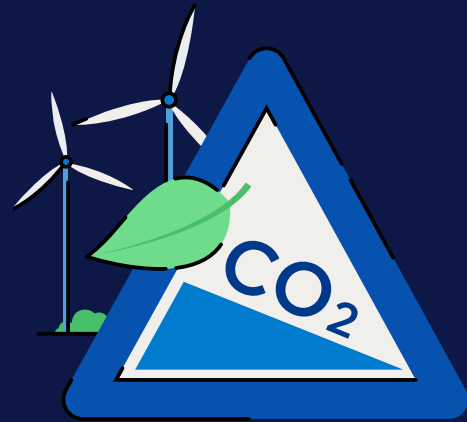
Where we operate

Bupa NZ Retirement Villages and Care Homes



Our Sustainability Framework

Purpose: Helping people live longer, healthier, happier lives and making a better world.



Mission Zero

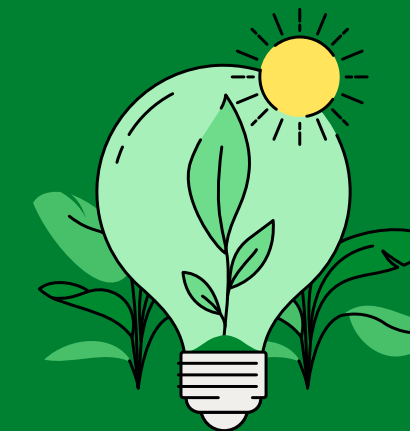
Reducing our environmental impact.

Ambition to be Net Zero by 2040 across all our operations and throughout our value chain.
(See page 7 for detail on SBTi targets).



Mission Accelerate

Use research, collaboration and innovation to accelerate aged care and sustainable healthcare outcomes.



Mission Regenerate

Deliver impactful nature regeneration and associated health outcomes for our communities.



People and Communities

Prioritise resident and employee health and wellbeing and be an employer of choice.

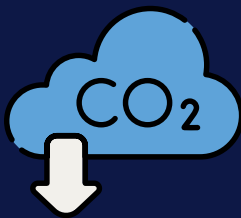
Underpinned by strong ESG Foundations





Mission Zero

200

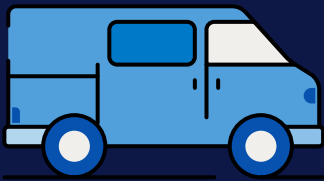


Approximate tonnes of CO₂e expected to be avoided in 2025 from installing four new electric hot water systems to replace gas hot water boilers.



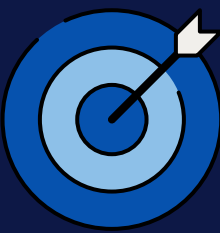
Mission Accelerate

1



Fully electric truck for the Southern Laundry.

59%



Reduction in scope 1 & 2 emissions from 2019 baseline.

100%



Renewable electricity used since April 2020.

2



Bupa NZ care homes participating in Otago University led sector-wide food waste research.



Mission Regenerate

98%

Of residents feel safe

Bupa NZ 2024 customer survey results.



\$90k (NZD)

Bupa Foundation (Australia) Community Grants

For New Zealand non-profits.



78

Engagement Score

In the People Pulse survey Nov 2024.



Year 1

NZ Paralympic Team & Bupa NZ partnership

Helping support the NZ team win 9 medals in Paris.



715,000

The number of plastic medicine pots and cups Bupa NZ is targeting to replace by 2026 with a new stainless steel pot design.



People and Communities

125

Million steps

By residents and employees during the Healthy Cities Challenge.



48,722

Trees planted

As a result of the Healthy Cities Challenge.



9

Junior Landcare nature regeneration projects delivered



93%

Reported feeling benefits in physical and mental health.

Junior Landcare survey results 2024.



2,141 Young people

and 217 Employees & residents

Participated in Junior Landcare projects.



Reducing our environmental impact

Globally, Bupa Group has set an ambition to be a net zero business by 2040 across all operations and throughout its value chain. Bupa Group's current net zero by 2040 commitment focuses on reducing scope 1, 2 and 3 emissions in line with near-term science-based targets.

The majority of Bupa NZ's greenhouse gas (GHG) emissions come from purchasing goods and services, using gas to heat water for domestic and space heating purposes, and electricity (however, there are now nil emissions associated with our market-based electricity due to sourcing renewable electricity only). Other GHG emissions arise from refrigeration, employee commuting, business travel, fleet use, waste and a very small amount from anaesthetics use.



Bupa Group's Climate Targets

Climate-related targets are set by Bupa Group at a global level. Bupa NZ contributes to these targets.

Scope 1 and 2

Bupa Group commits to reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions 46% by 2030 from a 2019 base year.

Scope 3 (category 1-14)

Bupa Group commits to reduce absolute scope 3 GHG emissions from purchased goods and services, delivery of insured healthcare treatments, business travel, downstream transportation and distribution by 63% by 2034 from a 2019 base year.

Scope 3 (category 15)

Bupa Group will align its investment portfolio of corporate bonds, loans and listed equities to 1.5°C by 2040.



Scope 1 and 2 emissions net zero pathway

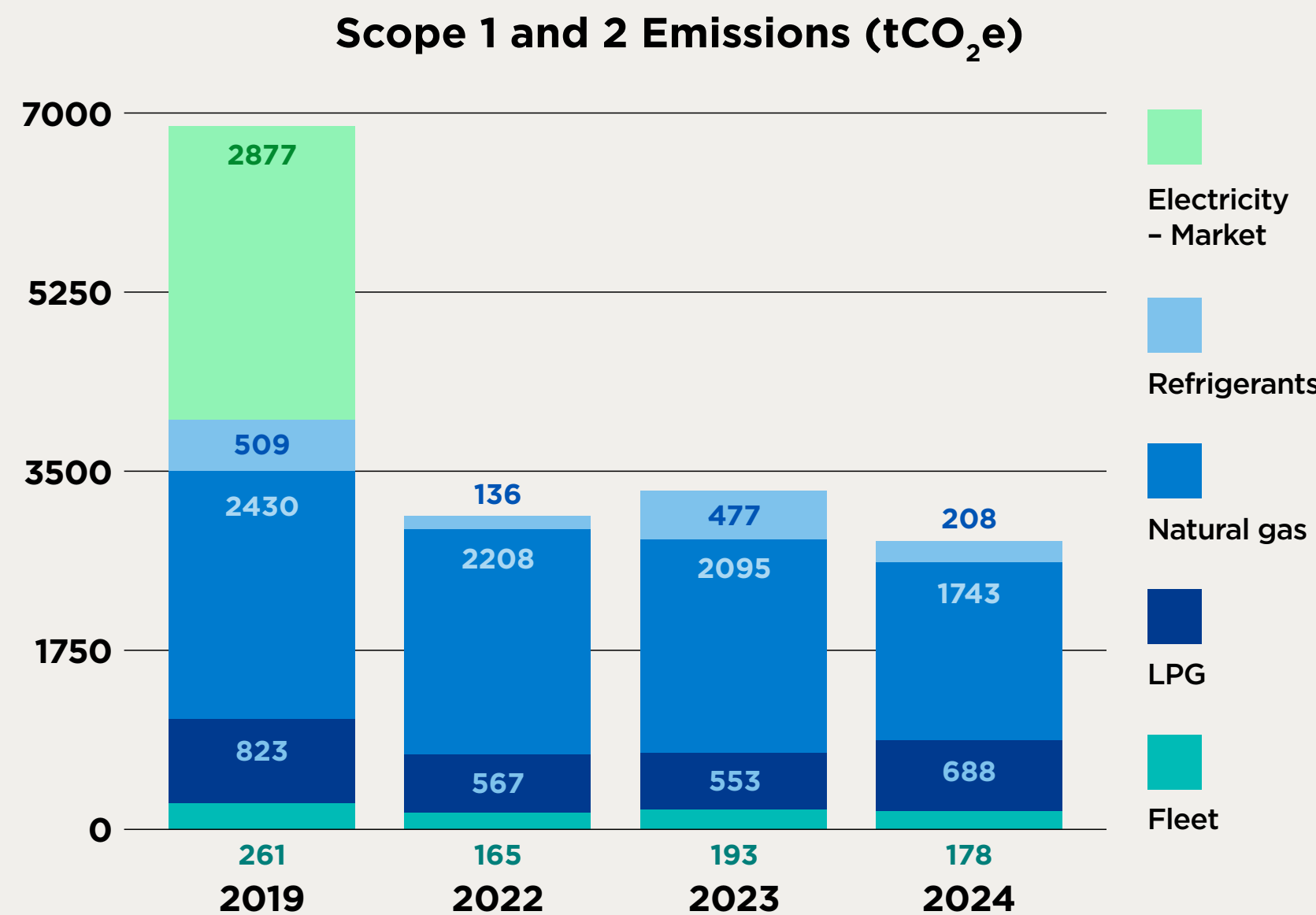
Bupa NZ has a plan to reduce its emissions by around 200 tonnes per year by replacing gas-fired hot water systems with hot water heat pumps, followed by transitioning all other gas appliances and equipment to electricity.

To ensure we deliver this transition plan in a measured way, and in addition to routine replacement costs, we invested an additional \$800,000 NZD in 2024 and will invest more than \$1,000,000 NZD in 2025.

This investment is expected to enable between three and five care homes per year to have hot water heat pumps supplying hot water for care rooms, bathrooms and kitchens. In some cases, it will also support reticulated hot water space heating.

Largely, because of our renewable electricity purchase, we have reduced our scope 1 and 2 emissions by 59% against our baseline year of 2019. Bupa NZ were the first of the Bupa Asia Pacific market unit to move to 100% renewable electricity in April 2020. Since May 2021, Ecotricity has been our supplier of renewable electricity, this means we are now powered by a Toitū climate-positive certified 100% renewable electricity supplier.

An emissions reduction pathway for all Bupa NZ’s scope 1 and 2 emissions has been modelled out to 2040 including an estimate of investment required in addition to routine asset replacement costs. This pathway is based on best information available currently and will be updated as new information allows.



The supply chain – scope 3 emissions

Bupa NZ’s scope 3 emissions are dominated by purchased goods and services with food supplies being the largest source followed by property services such as construction, refurbishment and maintenance, then commercial cleaning and related services.

Medical consumables are also a notable source of emissions while waste to landfill, business travel, and employee commuting are small yet important contributors to our emissions profile to be addressed as part of our approach to scope 3 emissions.

Like many companies, Bupa Group’s scope 3 modelling is reliant on a combination of calculation methods including utilisation of spend-based and activity-based approaches. Primary data will be captured as it becomes available to improve scope 3 footprint accuracy.

We are also working closely with suppliers through procurement and collaboration to reduce waste and emissions. As a major buyer of food, construction services, and consumables, we can support suppliers to decarbonise or shift to greener alternatives.



Addressing climate risk and opportunities

In an initial risk assessment, Bupa NZ has identified 13 climate-related risks and opportunities in New Zealand that are either high or extreme under two global warming scenarios — 1.5°C and 4.5°C — over the next 25 years.

The risk level ranges from low in the short term with 1.5°C of warming or medium to extreme in the longer term under a higher degree of global warming.

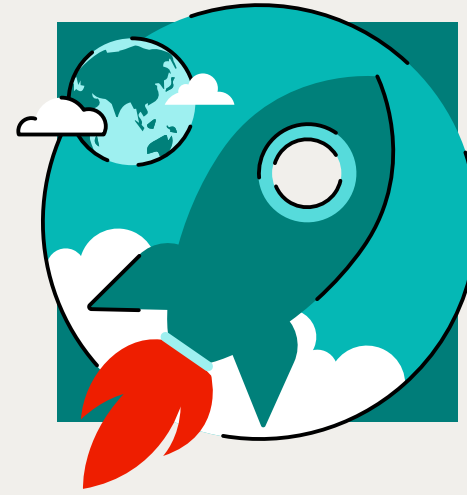
Examples of priority risks include physical property risk, business disruption, heat stress on employees and residents, food security and affordability issues for customers arising from the impact of climate change.

Opportunities that improve sustainability and resilience are being considered, for example, onsite renewable energy generation.

Collaboration accelerating innovation

One of the best ways to achieve sustainable healthcare outcomes is to collaborate with others, such as academics and industry organisations.

Waste in particular, is a problem we can more effectively solve with collaboration, so we have been forming partnerships and working with others to measure and find solutions for our material waste streams.



Research to understand our waste streams

In 2024, we undertook waste audits at several care homes and retirement villages to identify opportunities to reduce waste to landfills. These audits included a detailed analysis of plastic waste at two sites in partnership with Unitec researchers.

Incontinence products emerged as our most significant waste stream, and we are exploring solutions to address this complex issue. We're also focusing on areas with well-established solutions – such as reducing food waste and collecting it for composting and improving recycling practices – to make meaningful progress.

Reducing single-use items

While many consumers are removing single use disposable items from their homes and workplaces, the use of single-use items (SUI) in healthcare has increased.

Healthcare generates 4.4% of global emissions¹ and creates millions of tonnes of waste per year² with a great proportion of that waste coming from SUIs.

Although the reasoning for single-use item use in healthcare is sound, including hygiene, disease and infection prevention, and safety, Bupa Group has partnered with Health Care Without Harm to fast-track solutions towards sustainable healthcare including the reduction of single-use items.



In New Zealand, we are reducing the number of plastic medicine pots and cups used in our care homes to deliver medicines. We worked with a local supplier to develop a small stainless-steel cup that can be easily washed and reused multiple times and provide the infection and disease prevention characteristics of a single-use cup. Once the switch is implemented, this will help displace 715,000 plastic medicine cups or pots going to landfill each year as well as providing ongoing cost savings.

Collaborating with researchers and the sector on food waste

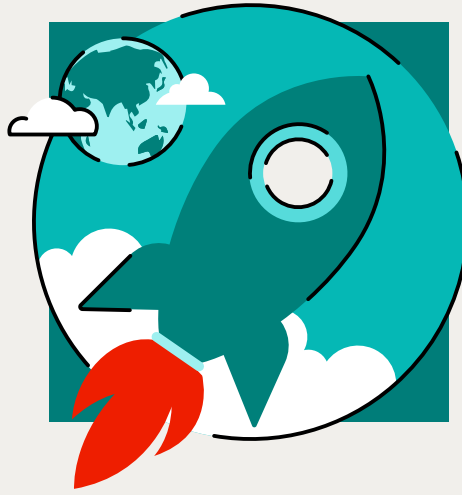
Reducing our food waste is not solely driven by good environmental stewardship – it's also the result of providing tasty, nutritious food for our residents that they enjoy.

Since mid-2023, we have been partnering with the University of Otago, the Retirement Villages Association and its members, and the Ministry for the Environment to identify how food waste is produced and to test the effectiveness of different interventions to reduce food waste.

A study of the Australian aged care sector by Love Food Hate Waste found that food waste costs the average aged care kitchen \$1,000 AUD per week and an average of 3.5kgs per resident of food is wasted per week.³

Much of this work is focused on measuring the success of various interventions and behavioural changes.

1. Health Care Without Harm (2021) Global Road Map for Health Care Decarbonisation. www.healthcareclimateaction.org/roadmap
2. Health Care Without Harm Europe (2020), Sustainable healthcare waste management in the EU Circular Economy model. 2020-11_HCWH-Europe-position-paper-waste.pdf
3. Aged Care Program | Love Food Hate Waste www.lovefoodhatewaste.nsw.gov.au/agedcare



Acting on food waste in our kitchens

We are tackling food waste through a food transformation programme that includes improved kitchen management and seeking input and responses from our residents in meal preparation, planning and service.

This includes working with our 'texture-modified menu' supplier on recipe development to encourage better palatability and protein intake; replacing crockery and changing food presentation to encourage aged care residents to eat more and satisfy their nutritional needs.

To measure and support these efforts we trialled Method Insight bins at four sites. The bins have scales built into their base and send weight measurements to an online dashboard every hour allowing a nuanced assessment of food waste origins and solutions. Insights from bins have already helped two kitchens reduce food by more than 10% over the lifetime of the trial from February through March 2025. Sustaining and scaling these reductions will require further ongoing support and interventions.

Reducing packaging

When you are feeding thousands of aged care residents three meals a day, packaging can be an issue.

We have successfully reduced plastics from our yoghurt supply chain by moving to commercial grade Easiyo yoghurt makers and plan to reduce this even further by encouraging greater use of Easiyo machines.

We are also phasing out small plastic pottles (PCUs) of butter, jam and Marmite. Breakfast tables now have ramekins of these breakfast staples filled daily.



Eco-Disruptive programme

Bupa Group seeks to accelerate sustainable healthcare through eco-Disruptive, a global talent and innovation programme, that connects Bupa employees with start-ups tackling barriers to quality healthcare.

Through eco-Disruptive, entrepreneurs have a platform to showcase solutions – like Cassava Bags Australia, winner of eco-D in 2022. Cassava Bags produces 100% natural, compostable products and has supplied clinical items such as headrests and tray sleeves for Bupa Dental in Australia.

The 2023 eco-Disruptive program saw the first ever New Zealand start-up join the fold – Medsalv, a medical device remanufacturing organisation that seeks to disrupt the throwaway culture in healthcare. The Bupa eco-Disruptive team and Medsalv worked together for 12 weeks on a Minimum Viable Product to explore how medical device remanufacturing through the Medsalv process can be better integrated into the New Zealand hospital landscape. In 2024, Bupa in collaboration with Medsalv and other partners, published a white paper on reducing single use items in healthcare.

Medsalv founder, Oliver Hunt, said of the eco-Disruptive experience...

“eco-Disruptive gave Medsalv a rare opportunity – to work inside the system with people just as motivated as we are to change it. We came in with a bold idea: that hospitals shouldn’t have to choose between cost, care, and sustainability. Over 12 weeks, we showed how a better model is not only possible, it’s already working. We’re grateful to Bupa for backing innovation that challenges the status quo, and we were thrilled to get to the global final.”

Investing in a healthy planet for healthy people

Human activities that damage habitats and reduce biodiversity have an impact not only on climate and the planet but also on human health.

Under the Mission Regenerate pillar, we are investing in nature regeneration and associated health outcomes for our communities.

One way this is being achieved is through the Bupa Global Healthy Cities initiative. During the annual Healthy Cities Challenge month, Bupa NZ encourages exercise via a gamified app and other activities designed to get employees, residents and suppliers to hit daily step goals. This then unlocks Bupa Group funding for tree planting and nature conservation programmes.



Healthy Cities plants 48,722 trees

Across Bupa Asia Pacific, the 2024 Healthy Cities challenge saw 2.1 billion steps taken, with Bupa NZ contributing over 125 million steps from 1,205 participating employees (around 35% of our workforce). In New Zealand this funded the planting of 48,722 trees and shrubs by Trees That Count, while supporting our people’s wellbeing.



At the end of the Challenge, we celebrated our biggest walkers with Jibin Jolly of the Whitby Care Home taking out the top spot with 36,615 average daily steps and a grand total of 1,098,459 steps during the Challenge. Jibin was the only stepper to pass the million mark, an amazing achievement.

Connecting Bupa NZ residents and young kaitiaki

The Bupa Foundation partners with NZ Landcare Trust Ngā Matapopore Whenua to champion nature restoration and wellbeing gains from being active in, and restoring, nature. This collaboration has introduced Junior Landcare to New Zealand Aotearoa, aiming to connect individuals of all ages with the land in engaging and educational ways.

In 2024, Junior Landcare delivered nine legacy projects involving local schools and youth groups, which included initiatives such as tree planting, ecological monitoring, wetland restoration, and pest control. Some of these projects saw Bupa NZ residents and school children work together on nature restoration efforts, sharing knowledge and experiences with each other. A total of 11,215 trees were planted as part of this work.

The projects featured activities designed to foster mental and physical wellbeing such as forest bathing, flax weaving and nature yoga. The programme also produced resources for schools and young people.

Another highlight of this programme in 2024 was a competition held with our partner, Paralympics NZ, which asked school children across the motu to tell us what health means to them through whatever creative medium they chose. The two winners received inspirational visits for their schools from Paralympians Devon Briggs and William Stedman alongside NZ Landcare Trust, who created wellness and nature regeneration experiences for them.



Living longer, healthier, happier lives

At the heart of our business is a simple but powerful purpose: to create a better world. This purpose shapes how we deliver care and how we design the communities our residents call home. From high-quality clinical and personal care – particularly for people living with dementia – to creating safe, sustainable environments, we are committed to putting people first.

Our people – caregivers, nurses, hospitality teams, and support staff – are the backbone of this commitment. Their wellbeing, engagement, and retention are essential to the experience of those in our care. That’s why we invest in supportive, inclusive workplaces that enable our teams to thrive.

By focusing on both individuals and the communities around them, we aim to create aged care environments that are clinically excellent, socially connected, and environmentally sustainable.



Quality of care

The essence of the Bupa NZ model of care is to put the person first, treat them as an individual, and understand their personal needs. It covers everything from quality of care to quality of life – from dementia care to the appropriate use of medication, and from the physical environment to activities and nutrition.

We work with residents and their whānau to get to know them, to understand their beliefs, values and cultural needs through a ‘Map of Life’ record and a ‘My day, my way’ approach.

Our aged care practice has working groups that look at specific aspects of aged care and how we can continuously improve. It’s worth calling out the working group focused on quality of care – both clinical and personal – that drives the adoption of new and innovative ways to increase the standard of care delivered to residents.

We work hard to meet the requirements of Ngā Paerewa the Health and Disability services standard requirements to embed and enact Te Tiriti o Waitangi and as they apply to our Māori and Pacific peoples. We have created policies, guidelines, and training processes and are constantly reviewing our practices to improve outcomes.



Dementia care: ‘Person First, dementia second’

Dementia is a growing challenge for all nations as populations age. Bupa NZ shares the same broad aim to keep people living independently for as long as possible. But that’s only possible with the right services in place, and dementia-friendly care homes where people can go when their condition progresses beyond the point where a person can be well cared for at home.

With many of our aged care residents having some form of cognitive impairment and over 20% formally diagnosed with a type of dementia – we take great care to provide a safe community for dementia care, and have a focus on dementia risk reduction, awareness, advocacy, and education. We are very proud to have been the first aged care provider to receive the national Alzheimer’s New Zealand Dementia Friendly award in 2019.



Resident health, wellbeing and happiness

Overall, Bupa NZ’s aged care and retirement village residents rate our facilities and services highly, and their feedback is constantly being acted upon to improve the quality of care and services we provide.

Our village residents’ wellbeing is influenced by how safe they feel in the village, their ability to give feedback, and whether they feel part of the village community. Our 2024 customer experience survey results found that 95% of respondents were satisfied with these areas.

For aged care residents, wellbeing is influenced by their feedback being valued, feeling safe and being treated with kindness and care. To that end 94% of residents were satisfied with these aspects in 2024.

Other important areas for our aged care residents and their relatives are food, activities and communications (often with family members).

Our chefs and suppliers take a collaborative approach to address nutritional needs and provide a great meal experience for our aged care residents. As well as addressing food waste arising from food rejection, our food transformation programme has focused in the past year on chef training, chef rostering, fresh food procurement, simplified menus, versatile recipes and more efficient cooking systems.

Healthy and sustainable living spaces

We are focused on providing healthy and sustainable living spaces for our residents and were recognised at the 2025 NZ Green Building Council Housing Summit. Homestar is a holistic sustainability certification for new homes and design construction that helps ensure our new retirement village units are warm, dry, healthy, comfortable and low carbon. We have been building to Homestar standards since 2019, when our Foxbridge Retirement Village in Te Rapa, Hamilton achieved a Homestar Level 6 rating.



**Exceptional
commitment
to specialised
dementia care**

**Bert Ubay-Ubay
Individual Care
Award 2024**



**New Zealand Aged Care Association
Individual Care Award 2024**

Bert Ubay-Ubay, former manager of Beachhaven Care Home and now General Manager at Bupa Hugh Green, was the deserving recipient of the New Zealand Aged Care Association’s Stand-Out Individual Award for his exceptional commitment to specialised dementia care.

Since starting as a caregiver in 2012, Bert’s dedication has led to remarkable improvements in service delivery. Under his leadership, his team achieved significant milestones, including winning the Innovative Delivery Award 2023 for reducing emergency restraint use by 95% and lowering antipsychotic medications and resident stress and distress incidents by 37%.



Official Partner of
Paralympics New Zealand

Backing the NZ Paralympic Team to Paris

As an official partner, we provided financial support to the NZ Paralympic Team to support their participation at the Paris 2024 Paralympic Games. Globally, Group Bupa partners with National Paralympic Committees in Spain, Poland, Chile, Great Britain and Australia.

The 2024 Paralympic Games were incredibly successful for New Zealand. The 24-strong NZ Paralympic Team won nine medals in Paris, broke one Paralympic record, four Oceania records, 11 national records and achieved 12 personal best performances.

We were pleased to play a part in supporting New Zealand’s Paralympians to take on the world as high-performance athletes and bring awareness of the impact of inclusion in sport for all people. Their efforts show the power of persistence and excellence no matter the challenges faced.



NZ Paralympic Team



Devon Briggs,
Para cyclist athlete with
Bupa Foxbridge residents.

Employee wellbeing and retention

We are committed to the physical and mental health, not only of our residents, but also our employees. We have a diverse workforce of 2,859 FTE (as at 31 December 2024) with a large proportion of roles held by women.

Supporting the wellbeing of our people and residents is not just about matching Bupa NZ’s brand proposition to employee policies, it’s about providing a fair and inclusive workplace and, ultimately, being ahead of New Zealand Health & Safety Act requirements.

Over the past year, we have addressed the health and wellbeing needs of our people. Bupa’s Employee Health and Wellbeing programme Viva offers staff benefits to Bupa NZ employees that includes flu vaccines, menopause support, skin checks, and psycho-social health checks. Health insurance is also currently a benefit with an uptake in 2024 of 63% by NZ employees.

Checking in on the psycho-social health of our people is vital as many work on the front line of aged care – dealing with the daily stresses and emotional pressure of working in a care home where people are unwell or are impacted by dementia and behavioural issues.

A psycho-social health check tool has been rolled out across Bupa NZ and the results are currently being evaluated. The psycho-social check involved surveys, focus groups and interviews. A psychologist will support the development of programmes to address any key issues arising from this work.



Keeping our people safe

Bupa NZ saw no work-related deaths, life changing injuries, or prosecutions in 2024 and no WorkSafe interventions. All key lead and lag indicators trended down – this included Lost Time Injuries, Lost Time Injury Frequency Rate, and overall Claims Costs.

Our Work Health and Safety (WHS) engagement and training delivers consistently high compliance with mandatory WHS training at 97%. Strategic initiatives planned for 2025 include critical risk deep dives into moving and handling and occupational violence and aggression.

Connecting with communities

As a healthcare company, we understand the need to work with others to help create a healthier planet and healthier people.

In 2024, community organisations across New Zealand shared a total of \$90,000 NZD from Bupa Foundation (Australia) grants, aimed at supporting programmes that contribute positively to mental healthy and sustainable communities.

Individual organisations accessed up to \$10,000 NZD as part of the grants programme which started in 2019 and Bupa Foundation (Australia) has now committed more than \$2 million NZD to support local organisations to provide programmes across Australia and New Zealand to support a healthier society.

In New Zealand, 13 community organisations received grants in 2024, including the Graeme Dingle Foundation Auckland, Visionwest Community Trust, Parents of Vision Impaired and Big Brothers Big Sisters Christchurch, a children’s charity that provides life changing one-to-one mentoring.

Alongside this, Bupa care homes and villages play active roles in their communities with employees and residents participating in activities such as fundraising for cancer organisations, supporting local events and distributing donations for various causes.

Our ESG Foundations

Underpinning Bupa NZ’s approach to sustainability are the Environmental, Social and Governance (ESG) foundations that help us address our material issues of resident and employee health and wellbeing, providing healthy and sustainable living spaces, and creating a fair and inclusive workplace.

Sustainability is integrated into Bupa NZ and broader Bupa Asia Pacific governance mechanisms and forums.

Sustainability requirements are embedded into our procurement policies and tender documents such as requests for proposals and discussions with suppliers.



Our Material Issues

In 2025, we conducted a limited materiality assessment with our stakeholders to determine the material topics for our business. Our stakeholders comprised our residents, employees, industry and sector associations and not-for-profit organisations.

The top themes were:

- Resident health, wellbeing and experience
- Workplace health, safety and wellbeing
- Sustainable growth and delivering on strategy
- Talent attraction, retention and employee experience
- Aged Care: Accessibility, affordability and availability

Establishment of Cultural Committee

Our business is multicultural, and our residents and employees reflect the cultural make up of Aotearoa New Zealand. In 2024, we established a Cultural Advisory Panel focused on Māori and Pacific communities. It’s employee-led, and we anticipate the panel will provide direction and initiatives to support Bupa NZ to improve integration of te reo Māori and Māori tikanga, and to incorporate Pasifika and other cultural needs of our people and residents.

Acting on modern slavery

New Zealand has laws to criminalise modern slavery offences such as human trafficking and forced labour. However, elements of modern slavery persist globally in some industries and their supply chains.

Bupa NZ, as part of a global organisation, is committed to protecting human rights and has processes for identifying modern slavery risks in recruitment practices and supply chains.

Modern slavery risk is evaluated and addressed through our procurement practices and due diligence processes; and suppliers are informed of their obligations through Bupa’s Australia New Zealand Supplier Code of Conduct and tender documents.

In 2024, we advanced our efforts to detect and manage modern slavery risks within our operations and supply chain through our APAC Third Party Management Framework. No incidents were reported through our whistleblowing platform or incident management system.

Bupa NZ is dedicated to addressing modern slavery and human trafficking, recognising the need to be responsible in our operations. We continue to improve our methods to identify and mitigate these risks.



Thank you

Important notice / Disclaimer

This report covers our sustainability performance and activities for the 12 months from 1 January 2024 to 31 December 2024 unless otherwise stated.

This report contains current and forward-looking statements about climate change, the impacts of it, and Bupa NZ's response to it. These are based on ever evolving assessments, judgements, assumptions and incomplete data and should not be considered as any sort of prediction or forecast of performance outcomes, financial or otherwise.

While Bupa NZ aims to provide accurate information for the year ended 31 December 2024 as at the publication date (Quarter 3 2025), it emphasises that this report and its contents:

- Should not be relied upon as guarantees of future performance.
- Contains no representations, warranties or assurances in relation to any forward-looking statements or opinions.

Forward-looking statements and opinions (such as those concerning scenarios, anticipated impacts, risks and opportunities, metrics and targets, and transitional activities) in this report should not be relied upon, as actual outcomes may differ materially from what is described.

Acknowledgement

Thanks and acknowledgement to Cedar Manor residents and employees for the use of their images throughout this report.