

RYMAN HEALTHCARE

Sustainability Report

MAY 2024



About this report

Ryman's inaugural Sustainability Report showcases advancements made across our strategic pillars of Our People, Our Places, and Our Purpose since our sustainability strategy was launched in October 2022. It also provides a snapshot view of progress, followed by a more detailed exploration of our three key priority areas: climate change, quality care and Indigenous engagement.

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A message from our Executive Chair

It is a privilege to introduce our first Sustainability Report highlighting progress following the launch of our sustainability strategy in late 2022. As outlined in our strategy, we grouped our material issues under three core pillars - Our Places, Our People and Our Purpose - with an initial focus on three key priorities: climate change, quality care and Indigenous engagement.

This report documents our achievements against those pillars. Care is at the heart of everything we do, and it is that ethos that we adopt when making decisions to ensure long-term sustainable value for our residents, people, communities and shareholders. I am hugely proud of the way our teams have taken our care ethos and applied it to our sustainability goals, making solid progress.

I am particularly pleased that we have completed our first Climate-Related Disclosures (CRD) Report, which is included in our FY24 Annual Report. The CRD outlines how we are embedding climate considerations into our Build-Sell-Operate business model, as well as the impact our business has on the climate. Our comprehensive emissions measurements and reporting are also incorporated in our Annual Report; hence this is not covered in detail within this report.

I wish to thank all our Rymanians for their dedication to progressing our sustainability agenda. Our teams are passionate and dedicated to enhancing freedom, connection and wellbeing for people as we grow older. That commitment is essential on our journey to build climate-resilient villages that are well placed for generations to come and a business that delivers sustainable value for all our stakeholders into the future.



A handwritten signature in black ink, appearing to read 'D. Hamilton', written over a light blue background.

Dean Hamilton
Executive Chair
Ryman Healthcare

Our progress: A snapshot

| | Material issue | Goal | KPI | Progress against 2023 target | Our progress |
|---|---|---|--|--|---|
| Our Places |  Climate change | Addressing our emissions and ensuring our organisation is resilient to a changing climate | Science-based target | Detailed emissions reduction plan, including milestones to achieve our verified science-based emissions target. |  |
| |  Environmental Footprint | Ensuring energy and resource efficiency and minimising waste | Risk preparedness | 86% of climate disclosure road map actions completed. |  |
| | | | Renewable energy procurement | Review completed, target identified. |  |
|  Green buildings | Incorporating green building design, elements or materials in new developments or refurbishments | Feasibility study | The feasibility study into green buildings was delayed during 2023, but was replaced by other initiatives to progress this work. |  | |
| Our People |  Internal leadership and governance | Growing leaders with the specific capabilities and knowledge needed to guide our business | Internal promotions | Methodology determined and target confirmed. |  |
| |  Health, safety and wellbeing | Empowering workplaces that protect the safety of our people and promote their wellbeing | Total Recordable Injury Frequency Rate | Baseline data collected and target identified. |  |
| | | | Staff wellbeing score | Baseline data collected and target identified. |  |
| |  Culture and values | Nurturing a purpose-led culture that attracts great people and motivates them to deliver to a standard that is “good enough for mum and dad” | Team Net Promoter Score (NPS) | Baseline data collected and target identified. |  |
|  Employee attraction, development and retention | Ensuring comprehensive workforce management policy and practice to attract, retain and grow the right talent | Voluntary turnover | Baseline data collected and target identified. |  | |
| Our Purpose |  Indigenous engagement | Cultivating meaningful relationships with Ngā iwi Māori in Aotearoa New Zealand and First Nations People in Australia to empower an Indigenous perspective across our business model and into all of our services | To be determined | Taha Māori Strategic Plan completed and endorsed in accordance with New Zealand Ministry of Health (MoH) Ngā Paerewa standards and New Zealand Health Strategy. ‘Reflect’ Reconciliation Action Plan submitted, in line with Reconciliation Australia standards. |  |
| |  Resident experience | Continuing to provide a resident experience that challenges the conventions of ageing, ensuring greater freedom, richer connection and deeper wellbeing for our residents | To be determined | Successfully trialled The Wellbeing of Older People measure, and will use this as the KPI for resident experience. |  |
| |  Quality care | Being the exemplars of quality in the aged-care industry; delivering care that is tailored to our residents’ health needs, preferences and rights and innovating for the future | Relevant external health quality of care standards | 4-year certification for >80% of New Zealand villages; and 3-year accreditation for all Australian care with 100% of recommendations met. |  |
| |  Supplier collaboration | Collaborating with our suppliers to maximise mutually beneficial outcomes | Documented supplier engagement | Goal developed to work with 75.5% of our suppliers by spend (covering purchased goods and services, capital goods and waste generated in operations), to have them set their own science-based emissions reduction targets by 2028. |  |

Progress on: Our key priorities

Key priority 1

Climate change: **Establish science-based emission reduction targets**

When we set our sustainability strategy, we committed to developing an emissions reduction target aligned with science.




We are pleased to report that we have completed this work.

Our emissions inventory has been measured and we have set targets that have been verified by the Science Based Targets initiative (SBTi). We have established an absolute emissions reduction target of 42% for scopes 1 and 2, to be achieved by 2030 relative to a base year of 2021.

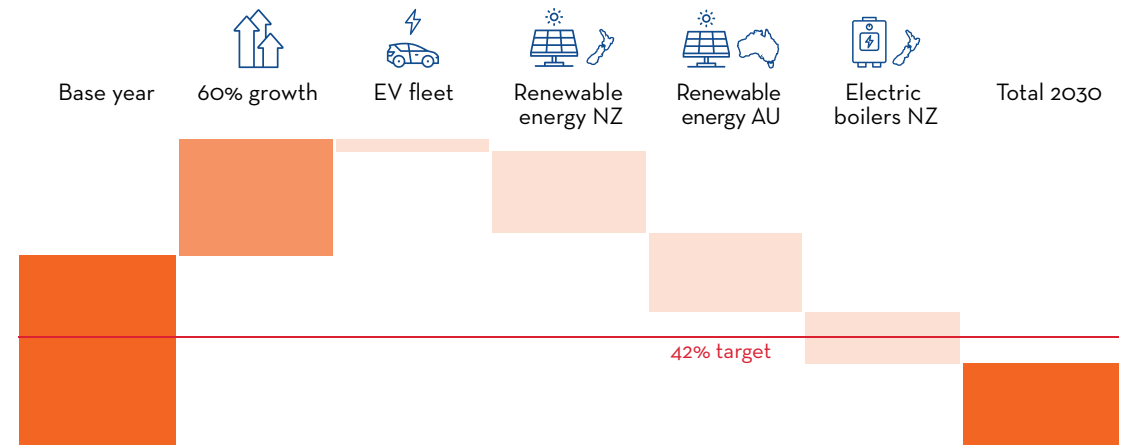
In joining the SBTi, we are one of only two retirement operators in New Zealand to have established a verified near-term science-based target.

To meet this target, we have developed a detailed plan focusing on reducing emissions from our vehicle fleet, the natural gas we use to heat water and cook with in our villages, and those associated with the electricity we use to heat and cool our villages.

The following table illustrates the targeted impact of this plan, based on current emission forecasts.

| Deliverable | Due | Our progress |
|---|------|---|
| Establish a formal commitment to set a science-based target and register with the Science Based Targets Initiative (SBTi) | 2023 |  |
| Carry out an assessment of our scope 3 inventory to support the establishment of a science-based target | 2023 |  |
| Establish a verified near-term science-based target and develop emissions reductions plans to achieve targets | 2023 |  |

Scope 1 and 2 decarbonisation roadmap for our New Zealand and Australia operations



Our total emissions inventory also revealed our scope 3 emissions make up approximately 95% of our total emissions, with embodied carbon in our building materials making up a significant portion of this.

Scope 3 emissions are indirect emissions generated through the goods and services we buy, including the materials we use to construct our villages and embodied carbon associated with construction materials.

Preparing the inventory gave us a much deeper understanding of the opportunity to include lower emissions materials or techniques into our construction design. We then set out to quantify the impact that innovative techniques and materials can have to support reduction, without compromising safety or building performance, with pilots like our mass timber structural trial at our Kevin Hickman Village, discussed on page 14.

Reducing our scope 3 emissions will take time and 'whole of sector' collaboration. Pending final SBTi construction sector-based target setting guidance (as an interim step to setting an intensity-based reduction target for scope 3 emissions) we have established a supplier engagement goal.

To encourage emissions reduction throughout our supply chain, this goal commits us to working with 75.5% of our suppliers by spend, (covering purchased goods and services, capital goods and waste generated in operations) to have them set their own science-based emissions reduction targets by 2028.

You can read more about our supplier engagement and collaboration on pages 20 and 21.



Image: Mass timber structural trial at our Kevin Hickman Village.


Key priority 2

 **Quality care:
Deliver future-focused dementia design**

Deliverable

Research and pilot leading dementia design for sustainable dementia communities

Due **Our progress**

2024 

Seventy thousand New Zealanders are living with dementia, and this is set to more than double by 2050¹. In Australia, the number of people living with dementia is 400,000, and this is set to double by 2058.

There is a large discrepancy in the demand for care, and the number of beds that are available in both countries. We believe the lack of available beds will increase the demand for Ryman’s services and therefore we need to plan to ensure the sustainability of our services.

In progressing this deliverable, this year we developed a future-focused dementia design project to ensure the sustainability of our services, targeting an ageing population in the face of dramatically increasing demand and advances in dementia care.

The project encompasses dementia architectural design; consumer and family engagement; model of care and clinical workforce training.

The cross-functional project team includes Ryman dementia specialists who share practical research findings, alongside best practice knowledge. We are proud to employ leaders contributing to the global debate on dementia care.

The team have reviewed and prioritised opportunities across our dementia services, including consideration of emerging technologies and new evidence-based practices. Engagement with our communities, teams, residents and families was central to this process.

Rather than a single pilot, the team formed the view that progressing future-focused dementia design should take an agile approach, with multiple innovation experiments and pilots across all aspects of dementia care, informing a constant improvement approach that stays aligned to a constantly changing practice environment.

Key highlights from 2023

- Completing a comprehensive stocktake of the current state of special care units across all Ryman villages against best practice design principles
- Initiating dementia unit refurbishment pilot projects using an updated dementia unit design spec at Jane Mander and Ernest Rutherford villages; and minor upgrades at multiple other older villages to meet specific new dementia design standards
- Successfully launching a new special care unit in Australia, applying the latest in our dementia design principles
- 5,618 team members completing a newly launched module to ensure that dementia awareness underpins all aspects of our business.



“My work with Ryman is deeply rooted in a human rights based approach. Recognising the complex needs of people living with dementia, we see technology as a key enabler in empowering them to maintain as much autonomy and control over their lives as possible.

I am immensely proud to be part of Ryman, a pioneering team with a compassionate heart with the courage to innovate. We are not just about taking care of people with dementia; we are about championing their rights and enhancing their lives through bold, ground-breaking initiatives.”

Caroline Bartle,
Dementia Project Specialist

Image: Ryman Dementia Project Specialist, Caroline and dementia care resident Del.

¹ alzheimers.org.nz/explore/facts-and-figures/

Key priority 3



**Indigenous engagement:
Enhance indigenous engagement**

Enhance iwi engagement

| Deliverable | Due | Our progress |
|--|------|--------------|
| Complete Taha Māori Strategic Plan in accordance with New Zealand Ministry of Health (MoH) standards | 2023 | |

We are pleased to report the completion of our Taha Māori Strategic Plan. The plan was endorsed in November 2023 in accordance with New Zealand Ministry of Health (MoH) Ngā Paerewa standards and New Zealand Health Strategy.

With guidance and in partnership with Māori partner agencies and iwi, our plan guides us to support and address the challenges kaumatua Māori face. The strategy has been designed in three key phases to guide us through the cultural learning that is necessary to ensure Māori are appropriately supported by Ryman.

We are now working through the first phase - Mauri Oho - awakening, building awareness and new practices across four focus areas:

1. Honouring Te Tiriti O Waitangi

Objective

Seeking strong relationships and capability that will empower a Māori perspective and Te Tiriti-founded practices as appropriate across our business and services.

Key 2023 highlights

- Piloting Māori cultural practices including Mihi whakatau for induction for all office employees
- Building our knowledge and understanding of Te Ao Māori and Tikanga so that we can authentically embed these concepts into Ryman culture
- Providing internal Tiriti partnership guidance and leadership support for key cultural engagements regarding land acquisition or development.

2. Ngā Paerewa standards

Objective

Upholding Pae Ora and support standards across all our New Zealand villages and ensuring village and service delivery maintain high standards in this sector.

Key 2023 highlights

- Appointing cultural skills into our Quality and Audit team as well as reviewing and updating all clinical policies with a cultural lens
- Developing a Māori cultural audit process, that supports our audit team and service delivery
- Developing a process for and leading multiple culturally enriching, kaumatua and whanau-centric, restorative disputes resolution processes across the network.

3. Building regional Māori community networks and relationships

Objective

Creating and growing meaningful relationships with Ngā Iwi Māori, local hapu, and kaupapa hauora (health) community organisations, to support village and construction site culturally-safe practices.

Key 2023 highlights

- Initiating engagement with Māori Women’s Welfare League (Ōtautahi branch) to empower a regional and national relationship and capacity
- Creating a register for each village to connect with local iwi and kaupapa Māori hauora organisations.

4. Our He Pa framework

Objective

Designing a He Pa (village) learning resource e-site to enhance team members, residents, and their whānau, to support our villages to have the cultural tools to respond to the growing needs of our whānau of Kaumatua.

Key 2023 highlights

- Developing our He Pa e-site prototype which is expected go live May 2024.

Key priority 3



**Indigenous engagement:
Enhance indigenous engagement**

We are pleased to report we have submitted our 'Reflect' RAP to Reconciliation Australia, in line with Reconciliation Australia standards.

Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. Our role is to grow and nurture our understanding of Aboriginal and Torres Strait Island people's history, practice and customs, to build engagement with First Nations people.

As part of the Australian Reconciliation Action Plan (RAP), there are four stages - Reflect, Innovate, Stretch and Elevate - which guide organisations to develop their reconciliation commitments.

Over the past year our team worked to understand our existing relationships with First Nations people and our opportunities to strengthen them.

This included hosting a bilateral Trans-Tasman Indigenous engagement event in Melbourne, as part Reconciliation Action Week 2023. The event facilitated deep relationship building between Indigenous engagement leads for Ryman in both countries and offered powerful cultural education for team members across the business, listening to a rich conversation about what engagement means for Indigenous people.

Enhance First Nations Engagement

Deliverable

Submit a 'Reflect' Reconciliation Action Plan (RAP) in line with Reconciliation Australia standards and implement actions identified in the plan

Due **Our progress**

2023

A Reconciliation Working group was established, with representation from across our wider team, with RAP and First Nations Consultants Nyuka Wara facilitating workshops to enable our team to learn more about First Nations histories and customs.

A number of initiatives identified in these workshops were included in our RAP submission, including having First Nations library sections in our villages and guidance for team members on when and how to perform an Acknowledgment of Country.

Having now submitted our 'Reflect' RAP to Reconciliation Australia, we will work with Reconciliation Australia to publish the RAP and continue our journey.

Framing our sustainability strategy

Our materiality matrix

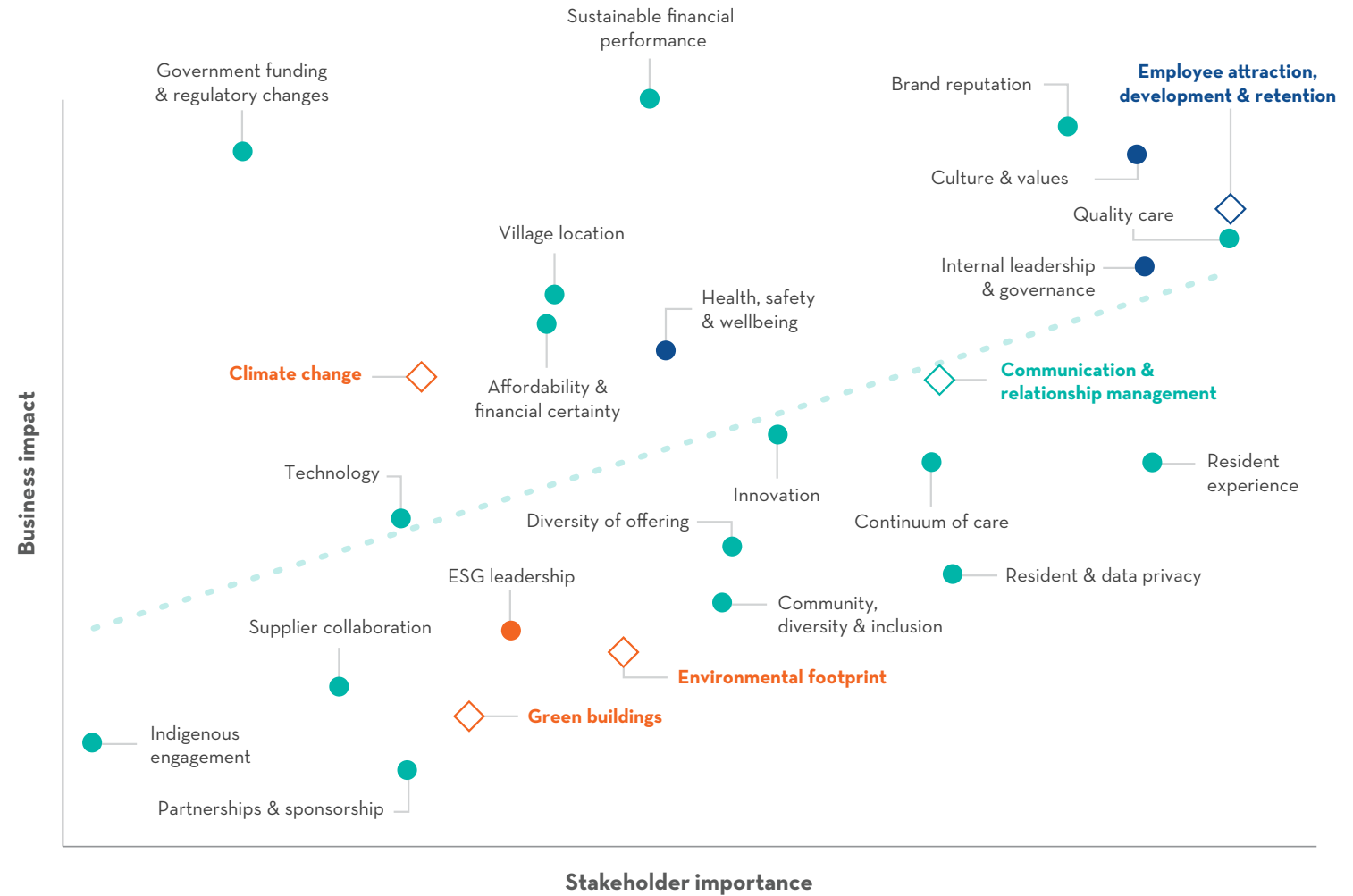
In preparing our sustainability strategy, we completed a stakeholder exercise that identified material issues for us to address to ensure we are moving towards a sustainable future.

The top 25 material issues were ranked by importance and identified the issues where stakeholders believe we have the most opportunity to improve our performance.

Our Senior Executive Team reviewed and assessed the issues in terms of their impact on our business. This materiality assessment reflects this work, ranking external stakeholder importance and impact on the business.

The United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) remain a key blueprint for aligning sustainability efforts globally. On the following pages, we highlight how the material issues we have been addressing are aligned to these global goals.



- Our Places
- Our People
- Our Purpose

The top 5 material issues where our stakeholders thought Ryman has the most opportunity to improve its performance are marked with diamonds.


Progress on: Our Places


We strive to minimise any adverse impact on our communities.
We seek to leave the environment in better shape for generations to come.



Climate change

Goal
Addressing our emissions and ensuring our organisation is resilient to a changing climate

| | | |
|------------------------------------|--|--|
| KPI Science-based target | 2023 target Detailed emissions reduction plan, including milestones to achieve our verified science-based emissions target | Our progress  |
|------------------------------------|--|--|

| | | |
|---------------------------------|---|--|
| KPI Risk preparedness | 2023 target 86% of climate disclosure roadmap actions completed | Our progress  |
|---------------------------------|---|--|

With the verification of our science-based target in March 2024, we will now use our target as our KPI. In terms of risk preparedness, for the 2024 financial year we successfully completed the climate related disclosures that were required in year one of our roadmap.


Establish science-based emission reduction targets

See update on page 5 under Progress on: Our key priorities.

Identify alternative fuel vehicles

Deliverable
Complete an alternative fuel vehicle feasibility report across construction and operations, identifying path and targets for removing combustion engine vehicles from our fleet

Due
2023

Our progress



Commentary
In 2023 we engaged an expert independent fleet advisor to complete the alternative fuel vehicle feasibility. They provided a detailed review that enabled us to better understand our fleet requirements, identify opportunities to reduce our fleet size, and propose the pathway to reduce our reliance on combustion engine vehicles and our transition to electric vehicles (EVs).

Building on the review, we are now in the final stage of project planning to reduce our total fleet in 2024 and launch a robust EV trial for target vehicles.

Implement climate change risk management roadmap

Deliverable
Complete 100% of External Reporting Board (XRB) climate disclosure roadmap actions

Due
2024


Our progress



Commentary
During 2023 we reviewed our climate risk management and emissions reporting frameworks; deliberately aligning our business processes to the recently released New Zealand Climate Standards, and our emissions reduction targets to science, in preparation for our first Climate-related Disclosures Report.

As noted earlier, we are pleased to be providing our disclosures in our FY24 Annual Report, to be released later this year.

Environmental footprint

Goal
Ensuring energy and resource efficiency and minimising waste

| | | |
|--|---|--|
| KPI Renewable energy procurement | 2023 target Review completed, target identified | Our progress  |
|--|---|--|


| | | |
|-------------------------------|---|--|
| KPI Waste reduction | 2023 target Deliverables achieved | Our progress  |
|-------------------------------|---|--|

Following a robust procurement process across both our regional businesses, we are in the final stages of negotiating electricity supply contracts targeting 100% electricity from renewable sources for our main buildings. In the coming year we will confirm targets aligned to our SBTi scope 1 and 2 targets. Our work in waste, particularly around improved data capture, will inform future metrics.

Reduce construction waste

Deliverable
Adopt standard process to measure construction waste across all Ryman construction sites and deliver comprehensive waste reporting


Due
2023

Our progress


Commentary
In developing a standard process to measure construction waste, we have ensured our waste contractors provide compulsory measurement and reporting of waste tonnage by category, including data on diversion from landfill where an alternative is available. Internal data systems development has also been completed to enable us to accurately complete monthly reporting on square metre construction performance.

Deliverable
Develop sustainable model for management of construction waste alternatives


Due
2023

Our progress


We have identified the importance of onsite education, change management and available downstream solutions in supporting a sustainable model for management of construction waste. In continuing with this deliverable, in 2024 our actions will include increasing site education and working with waste management providers to drive waste reduction.

Deliverable
Identify and endorse pathway to waste reduction, and set targets

Due
2024

Our progress


Finally, a comprehensive audit of our construction waste management processes was completed to identify opportunities to remove waste and drive greater cost efficiencies. The audit findings will be combined with the evaluation findings from our trial projects in refurbishment waste (see below) to guide our ongoing waste reduction workplan.

Reduce refurbishment waste

Deliverable

Complete analysis and measurement of unit refurbishment waste

Due

2023

Our progress



Commentary

Waste from the refurbishment of independent units also constitutes a significant portion of our environmental footprint.

Over the past 18 months we have carried our three trials quantifying refurbishment waste, focusing on how units can be refurbished with greater efficiency, less waste and improved diversion of materials that can be reused from landfill. These insights will be combined with our construction waste learnings to reduce waste in the future.

Deliverable

Recommend reuse and recycle strategies and set targets

Due

2024

Our progress



Identify renewable energy solutions in Australia

Deliverable

Complete review of renewable energy sources for Australian villages consistent with a goal of 100% renewable energy procurement by 2030

Due

2023

Our progress



Commentary

We are seeking a similar opportunity in Australia as per the previously announced Mercury NZ and Solar Bay partnership in New Zealand, to ensure that the power our Australian villages use is renewable in the future.

A partner for renewable electricity has been identified and negotiations are progressing. The target is for 100% electricity from renewable sources aligned to our SBTi target. We've sought external advice regarding the pathway to alternatives to all other non-renewable energy sources across our operations, including natural gas, and are on track to confirm targets for all other scope 1 and 2 emissions sources in 2024.

Deliverable

Recommend renewable energy sources and set targets

Due

2024

Our progress



 **Green buildings**

Goal
Incorporating green building design, elements or materials in new developments or refurbishments

KPI
Feasibility study

2023 target
To be established

Our progress


The feasibility study into green buildings was delayed during 2023, but was replaced by other initiatives to progress this work.

Identify opportunities for green buildings

Deliverable
Complete a green buildings feasibility study and present recommendations to the Board relating to accreditation levels for current and future villages

Due
2023

Our progress


Commentary

While the feasibility study remains a work in progress, we completed an audit of the construction design of a sample of village units and townhouses against Green Building Accreditation Standards (both New Zealand and Australian standards) to understand key areas of focus to achieve accreditation.

Deliverable
Implement approved recommendations

Due
2024

Our progress


In addition, we adopted a Green Building Council approved climate risk assessment review framework within our feasibility and construction governance approvals processes. This ensures we deliver against a high standard and protect both the value of our assets, and the quality of life and security for future residents.

Continue improvements in construction materials selection

Deliverable
Advance the use of construction materials in village design and construction to reduce carbon intensity to its lowest level

Due
2023-2025

Our progress


Commentary





As noted in relation to our scope 3 emissions, Ryman is committed to exploring low carbon materials and technologies. We have completed the first phase of a project to introduce mass timber construction technology to our Kevin Hickman Village in Christchurch. Mass timber construction is a structural form that will deliver lower-carbon sustainable villages. We continued engaging with other materials suppliers (concrete and steel) to explore alternatives to reduce the embodied carbon emissions of our buildings.

We also completed a case study with Mid-Rise Wood Construction on this project at our Kevin Hickman Village, with the aim of showcasing mass timber construction in New Zealand and supporting widespread adoption of alternative low-carbon building materials. Through this case study, we have estimated a reduction of 60-70% in our up front CO₂ emissions in the structure of the building.

Progress on: Our People


Our people are Ryman. We invest in them to enable them to grow, to care for and support our residents, as well as accelerate our business performance.




|  Internal leadership and governance | KPI Internal promotions | 2023 target Methodology determined and target confirmed | Our progress  |
|---|--|--|---|
| <p>Goal Growing leaders with the specific capabilities and knowledge needed to guide our business</p> | | <p>During the year we shifted from developing an internal promotions KPI to measuring our success in growing our leaders. We focused on developing a talent and succession framework and governance group. A scorecard is in place to track progress and we will consider how to measure our success in the medium to long term over the next 12 months.</p> | |
| <p>Develop our environmental sustainability leadership</p> <p>Deliverable Develop and provide environmental sustainability leadership and governance training to leaders</p> | <p>Due 2023</p> <p>Our progress </p> | <p>Commentary Since the launch of our sustainability strategy, we have enhanced our governance structure for the effective oversight of our sustainability objectives. Our management governance framework has clear lines of responsibility assigned to executives with specific climate-related accountabilities.</p> <p>Two forums were held to support leadership development, focusing on sustainability and climate risk with the executive and senior management. These forums have helped to significantly enhance our leadership teams' knowledge and shared understanding of climate risk and opportunities as they impact our business.</p> | |
| <p>Continue our investment in leadership to support sustainable business performance</p> <p>Deliverable Continue to evolve and deliver our leadership development programmes matched to our business requirements</p> | <p>Due Ongoing</p> <p>Our progress </p> | <p>Commentary Between April 2023 to March 2024, we delivered 655 hours of leadership training across the following skill requirement specific programmes:</p> <ul style="list-style-type: none"> • Advanced Leadership Programme for all senior leaders and pilot of a new Amplify executive and senior leader training program integrating the Life Styles Inventory (LSI) • BRICKS programme for construction site leaders • Boost leadership development programme for sales leaders • Clinical leaders development programme <p>In addition, targeted continuous education support addressed specific business capability requirements. For example, we committed to upskilling our construction team to develop climate risk management and green building capabilities, with a focus on managing our carbon footprint across construction planning and procurement.</p> | |

 **Health, safety and wellbeing**

Goal
Empowering workplaces that protect the safety of our people and promote their wellbeing


| | | |
|--|---|--|
| KPI Total Recordable Injury Frequency Rate | 2023 target Baseline data collected and target identified | Our progress  |
|--|---|--|

| | | |
|-------------------------------------|---|--|
| KPI Staff wellbeing score | 2023 target Baseline data collected and target identified | Our progress  |
|-------------------------------------|---|--|

In 2023 we completed a major review of all incident data to create reliable visibility over our Total Recordable Injury Frequency Rate. From a baseline of 2023 data we have set a target of a decreasing trend. Ryman also became the first healthcare provider to become accredited under the Wellbeing Tick accreditation framework. The target for wellbeing is to maintain our accreditation status.

Continue our digital improvement programme for contractor management, plant and machinery registers, audits and wellbeing engagement

Deliverable
Deliver digital processes across contractor management, audits, wellbeing programmes and plant and machinery registers for the Group

Due
2024
Our progress


Commentary
In 2023 we continued to develop and deliver enhancements to our digital safety management platform Donesafe. This platform has improved our capabilities of inducting contractors, identifying high-risk work, and managing all contractor movements to keep residents and team members safe.

 **Culture and values**

Goal
Nurturing a purpose-led culture that attracts great people and motivates them to deliver to a standard that is “good enough for Mum and Dad”

KPI
Team Net Promoter Score (NPS)

2023 target
Baseline data collected and target identified

Our progress


Ryman uses the internationally recognised Net Promoter Score index embedded within our annual team engagement survey. The baseline Team NPS score for 2023 and our NPS target, along with the detailed information from the survey provide data for internal monitoring, reporting and improvement planning.

Enable greater Diversity, Equity and Inclusion (DEI)

Deliverable
Develop DEI monitoring methodology, establish data capture processes and confirm DEI objectives

Due
2023

Our progress


Commentary
In 2023 Ryman confirmed a leadership gender diversity target of a minimum of 40% representation for both males and females, with the remaining 20% open to any gender, and created a monitoring and reporting framework to empower reporting against that target.

As of March 2024 we had 43% female representation in the Senior Leadership Team, 38% on the Board of directors, and a notable 61% across all leadership positions. This data affirms our dedication to promoting gender diversity.

In addition, in 2023 we conducted a comprehensive gap analysis aligned with the Ngā Paerewa Health and Disability Service standards in New Zealand. The gap analysis highlighted areas where we could do more to support equitable health outcomes for Māori and Pasifika, through targeted workforce development. This led to the establishment of our inaugural Māori and Pasifika Nursing Scholarship. The first of these scholarships was awarded in 2023.



Employee attraction, development and retention

Goal

Ensuring comprehensive workforce management policy and practice to attract, retain and grow the right talent

KPI

Voluntary turnover

2023 target

Baseline data collected and target identified

Our progress



In 2023, in the context of global workforce shortages in our sector, a significant initiative was launched to reduce voluntary turnover. Baseline data was validated and an action plan launched to reduce turnover, specifically in the first 12 months of employment. We achieved a 20% improvement in total turnover, and a 10% improvement in turnover within the first 12 months.

Ensure we have the capability and capacity to deliver on our sustainability strategy

Deliverable

Map sustainability strategy to identify and recruit skill sets in key areas to deliver on our strategic targets

Due

2023

Our progress



Commentary

We completed a mapping exercise following the launch of the sustainability strategy, and rather than recruiting for specific skills, we invested in existing employees, particularly senior leaders in relation to climate change and climate risks.

More than 35 senior leaders participated in a series of KPMG-led Climate Change, Risks and Opportunities leaders' workshops, providing insightful perspectives to enable them to embed climate risk related considerations within business decision making processes.

In addition, 66 new recruits including 24 leaders completed a new sustainability training module as a core component of their inductions. 32 employees also completed training to understand how Ryman's sustainability strategy connects to the UN Sustainability Development Goals.

Managing critical workforce shortages for sustainable business performance

Deliverable

Launch a new employer brand campaign; with sub campaigns in specific markets impacted by workforce shortage

Due

2023

Our progress



Commentary

Our focus this year was the Australian Employer Brand Campaign, 'One of a Kind' in May 2023 to promote the kindness and care that Ryman is built on.



The campaign increased awareness of Ryman as an attractive employer with nine million impressions of our digital ads and more than 40,000 views of our newly created Australian careers website landing page, with 10% resulting in the user searching for a job. Most importantly, the campaign saw an average increase in applications of 170% across our six Victorian villages.



Progress on: Our Purpose

Our purpose is our glue. We know that by focusing on our purpose – greater freedom, richer connections and deeper wellbeing for people as we grow older – our business will succeed.



| | | | |
|---|--|---|--|
|  <h2>Indigenous engagement</h2> <p>Goal Cultivating meaningful relationships with Ngā iwi Māori in Aotearoa New Zealand and First Nations People in Australia to empower an indigenous perspective across our business model and into all of our services</p> | <p>KPI To be determined</p> | <p>2023 target Plans developed</p> | <p>Our progress</p>  |
| <p>With the development of plans as our deliverable for this year, we are now focused on setting KPIs specific to Australia and New Zealand. These will be designed to measure the effectiveness of those plans in enhancing our Indigenous engagement.</p> <p>A detailed update on this work is on pages 8 and 9 under Our key priorities.</p> | | | |

| | | | |
|---|--|---|--|
|  <h2>Resident experience</h2> <p>Goal Continuing to provide a resident experience that challenges the conventions of ageing, ensuring greater freedom, richer connection and deeper wellbeing for our residents</p> | <p>KPI To be determined</p> | <p>2023 target To be established</p> | <p>Our progress</p>  |
| <p>We successfully trialled The Wellbeing of Older People measure, and will use this as the KPI for resident experience. Our target will be to maintain or improve on these results into the future.</p> | | | |

| | | | |
|--|--|--|--|
| <p>Monitor and measure our impact on the wellbeing of our residents</p> | | | |
| <p>Deliverable Establish an holistic wellbeing index to measure the wellbeing of our residents</p> | <p>Due 2023</p> <p>Our progress</p>  | <p>Commentary In 2023, Ryman initiated a research project using an internationally validated wellbeing of older populations assessment tool.</p> <p>1,526 residents responded to the survey and findings showed that residents enjoy high overall levels of wellbeing, with an 87% average wellbeing score.</p> | |
| <p>Deliverable Establish targets for the positive impact of our services on our residents' holistic wellbeing</p> | <p>Due 2024</p> <p>Our progress</p>  | <p>The project has created a powerful baseline of wellbeing for our independent residents, helping us to understand the impact of future initiatives and ensure we continue to deliver on our core purpose.</p> | |

 **Quality care**

Goal
Being the exemplars of quality in the aged-care industry; delivering care that is tailored to our residents’ health needs, preferences and rights and innovating for sustainable care into the future

KPI
Relevant external health quality of care standards

2023 target
4-year certification for >80% of New Zealand villages; and 3-year accreditation for all Australian care with 100% of recommendations met

Our progress



Leading in our category for externally audited quality, 4-year certification has been achieved for more than 80% of New Zealand villages and 3-year accreditation for all Australian care centres was achieved, with 100% of recommendations met.

A detailed update on our work to deliver future-focused dementia design is on page 7 under Our key priorities.

 **Supplier collaboration**

Goal
Collaborating with our suppliers to maximise mutually beneficial outcomes

KPI
Documented supplier engagement

2023 target
Engagement metric achieved

Our progress



Goal developed to work with 75.5% of our suppliers by spend (covering purchased goods and services, capital goods and waste generated in operations), to have them set their own science-based emissions reduction targets by 2028.

Drive supplier engagement

Deliverable
Engage with 50 key suppliers in New Zealand and 20 suppliers in Australia to understand their sustainability business maturity relative to our sustainability objectives

Due
2023-2024

Our progress



Commentary
After completing an inventory of our baseline scope 3 emissions we have developed a goal to work with 75.5% of our suppliers by spend (covering purchased goods and services, capital goods and waste generated in operations), to have them set their own science-based emissions reduction targets by 2028.

- Our agreed engagement agenda with each supplier focuses on:
- Establishing the supplier’s current sustainability priorities
 - Presenting Ryman’s target and our own emissions journey
 - Supporting supplier understanding of the rationale behind and necessary data capture, measurement and reporting against progress to establish a science-based target
 - Reviewing of shared interest areas such as supply chain security and materials and technique innovation.

Develop supplier code of ethics

Deliverable

Develop and implement a formal group supplier code of ethics that will promote Ryman’s sustainability aspirations across our supply chain

Due

2023-2024

Our progress



Commentary

In 2023 we were pleased to release our inaugural supplier code of ethics to support our partnerships and ensure our suppliers share our approach to business and care delivery.

In addition, we have successfully engaged with over 650 suppliers to ensure the digital health and safety pre-qualification information we hold meets our internal audit standards and is held in a central supplier information management system.

Further to this, throughout 2023, over 6,000 individual supplier/contractor team members have electronically registered with us, using that Donesafe platform, to support safe work across all our sites.

This process has involved deep supportive supplier relationship building focused on safety values and has established the integrated data systems that will enable us to more rapidly scale engagement on our code of ethics and other sustainability initiatives.

Build mutually beneficial relationships

Deliverable

Evaluate existing supplier relationships to identify and draw on synergies, including industry best practice, to drive sustainable value (cost efficiency/reuse, recycle/reduce)

Due

2024-2025

Our progress



Commentary

These deliverables are not scheduled to commence until 2024 or 2025 but are significantly empowered by the work that is under way and reported above.

Deliverable

Identify and report on measurable efficiencies and cost savings

Due

2025

Our progress



Governance and reporting

We are committed to a governance framework that drives delivery of our sustainability strategy.

Governance

In 2023 we confirmed a new internal and Board governance, management and reporting framework - our Sustainability and Climate Risk Governance and Management Framework - to oversee our work to deliver our sustainability agenda.

Internal reporting on progress across all associated projects and actions is routinely collated and presented for executive oversight. In addition, key metrics for management of climate risks and opportunities have been identified, forming a detailed dashboard that supports continuous progress towards our targets.

This framework forms a key component of our reporting for our first Climate-Related Disclosures Report.

Reporting

We will consider how to best continue reporting on our progress in the future, ensuring we provide ongoing transparency and updates on our sustainability journey.

Looking ahead

As mentioned, this is our first update highlighting progress against our sustainability strategy.

We were aware that we set ourselves an ambitious programme in 2023 and are pleased with the progress we have made on the deliverables we committed to.

We are mindful of the need to set clear targets to agreed KPIs that will measure our progress in addressing material issues over the coming years. Our SBTi sets us a clear target and we have developed a path to reducing our emissions by 2030, and we want to ensure we have this clarity for our other goals.

During the coming 12 months, we will seek to apply this same approach across our other goals, ensuring we have clear KPIs and targets that will measure our progress toward addressing our material issues in the medium to long term. We look forward to sharing them over the course of the year.

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