

## Chairman's statement

**2020 has been a year like no other. The Board and I are extremely proud of the way everyone across Bupa has responded to the challenge of COVID-19.**



Our teams have focused on supporting our customers and contributing to national responses to the pandemic. Across the world, our people have pulled together to achieve extraordinary things, truly living our values. The Board and I would like to thank all our people working across our organisation for everything they do to serve our customers and to support one another.

In the Strategic Report, we summarise our results for 2020. Our health insurance businesses adapted to the 'new normal', rapidly accelerating digital services, developing new products and offering information and support. The pandemic brought new health and safety demands, considerable disruption and additional operating costs, particularly in our healthcare provision and aged care businesses. The team has navigated these with great care. COVID-19 meant we were operating in a time of significant financial volatility and we saw reduced investment earnings as the global economy was impacted. We actively managed our financial position to ensure that Bupa remained financially strong and well set up for the future. Delivering through these turbulent times is testament to Bupa's resilience.

I know that steering through the many challenges of 2020 was not easy and I thank the team for all their hard work, agility and focus.

The Board has been able to fully support the leadership team and oversee the response to the pandemic, particularly around risk management and operational resilience, and support for our customers. A focus on Environmental, Social and Governance (ESG) was central to Bupa's response to COVID-19. A Healthy Communities Fund was established to support the vulnerable and those hardest hit by the pandemic.

2020 was also Evelyn's final year as Chief Executive Officer (CEO). I'd like to recognise all that she achieved in her eight years at Bupa. The hallmark of her leadership was her systematic focus on Bupa's customers and the transformation of many of the fundamentals across Bupa, investing in people and technology and strengthening internal controls.

Iñaki Ereño became Bupa's new CEO on 1 January 2021. The Board and I were delighted to appoint Iñaki from within Bupa, following a robust process. Previously CEO of our Bupa Europe and Latin America Market Unit, he is a long-time member of the Executive Team with experience across all types of businesses and a wide range of countries. Iñaki has a passion for customers and the power of digital, as well as a drive for performance, which he is now bringing to his leadership of the whole of Bupa.

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In March 2021, Joy Linton leaves Bupa to take up a new CFO role in her native Australia. Joy has been key to Bupa’s continued financial strength, including our navigation through COVID-19, and leaves the organisation in excellent financial shape. Martin Potkins became Interim CFO, subject to regulatory approval, in December 2020. He knows Bupa well, having previously been Group Corporate Controller, and brings substantial external experience and finance expertise.

I am delighted that Clare Thompson, our Senior Independent Director and Audit Committee Chair, has agreed to extend her term until 2022, which will provide valuable continuity for the Board.

Under Iñaki’s leadership, the team are committed to delivering strong performance, transforming Bupa to meet the demands of the new era. The Board and I would like to thank all our people working across our organisation for everything they do to serve our customers. Health could not be more relevant to the world right now, and Bupa has a vital role to play.

Our Strategic Report from pages 1-41 was reviewed and approved by the Board of Directors on 3 March 2021.

By order of the Board.



**Roger Davis**  
Chairman

**2020**

**People**

**84,000**

**Health insurance customers**

**17.9m**

**Provision customers**

**13.6m**

**Aged care residents**

**20,000**

**Engagement score**

**79**

(+1 vs 2019 and 1 point away from our external benchmark - top 10% of organisations globally)

**Support**

**80%**

of employees said that they felt supported by Bupa in our employee surveys, the third highest scoring question out of 20<sup>1</sup>

1. 74% of 71,291 employees responded.

