

Community Impact and Inclusion Strategy

December 2022 - December 2026

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Acknowledgement of Country

Silverchain respectfully acknowledges the Traditional Custodians of the lands on which we work and live. We acknowledge Elders both past and present, whose ongoing efforts to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future leaders and reconciliation within Australia.

Our Innovate Reconciliation Action Plan artwork was created by artist, Charmaine Mumbulla from Mumbulla Creative. Charmaine is a Kurna and Narungga woman from South Australia. The artwork is crafted from many individual pieces and is layered to tell the Silverchain story, including our increased commitment and efforts towards healing, reconciliation, and social justice.



Warning: Aboriginal and Torres Strait Islander peoples are advised that this document may contain images of deceased people.

Purpose

Silverchain has a history of caring for people and communities. Our dedicated people work in our clients' homes every day. Our intentions are always good. Despite our best efforts we cannot rid ourselves of our biases, conscious or unconscious, unless we challenge those assumptions and stereotypes.

When we treat everyone 'the same', we minimise our differences rather than embracing them, implying that those differences are negative. In doing so we fail to see the whole person. If we treat people 'just like us' we have missed the opportunity to truly be inclusive. It implies that there is a preferred way to be and to do things. This strategy will move us forward towards a shared way of doing things.

The purpose of our Community Impact and Inclusion Strategy is to systematically embed community impact, inclusion and diversity practices that enable an inclusive culture for Silverchain clients, stakeholders, suppliers and employees, where everyone can participate and achieve their full potential. It also empowers us to leverage our different perspectives to enhance Silverchain's performance and sustain our culture and share our commitment to building this culture with our stakeholders.

Silverchain will positively influence improved health and wellbeing outcomes by creating places where clients and employees feel safe, valued and respected. We seek to remove barriers and inequities and support positive day to day experiences for all people when they are engaging with Silverchain.

Defining community impact and inclusion

At Silverchain, we define community impact and inclusion as the impact we have for the vulnerable communities we serve through culturally safe care, universal access, environmental impact and the diversity of our workforce. Through our focused community impact and inclusion work we aim to amplify our organisational culture to support the communities we serve, employ and work with to feel valued and respected. Silverchain is a place where everyone belongs.

Silverchain's definition of inclusion aligns with Diversity Council Australia's definition of inclusion:

"Inclusion occurs when a diversity of people (e.g., of different ages, cultural backgrounds, genders) feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation."

- Diversity Council Australia, Diversity & Inclusion Definition, 2017.

Progressing inclusion and community impact intentionally at Silverchain means people are:

- respected - for who they are and able to be themselves
- connected - to their colleagues and to a sense of belonging
- able to contribute - their perspectives and talents to the workplace
- able to progress - with equal access to opportunities and resources.

About Silverchain

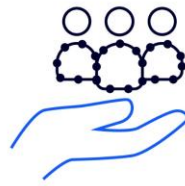
Silverchain is the leading provider of complete in-home health and aged care services in Australia, supporting 105,000 people of all ages each year, across a range of services in their homes and communities including hospital in the home, palliative care, aged care (Home Care Packages and Commonwealth Home Support Programme), allied health and social support, chronic care coordination and virtual care monitoring.

We believe that everyone deserves the right to choose where they receive their care, and that home care helps keep you connected to your community. If home is where you are most comfortable - your safe haven - and where you want to be, we'll meet you there with care you can trust.



4400+

Employees nationally



105k

Clients served



130yrs

Leading provider

Our aspiration and values

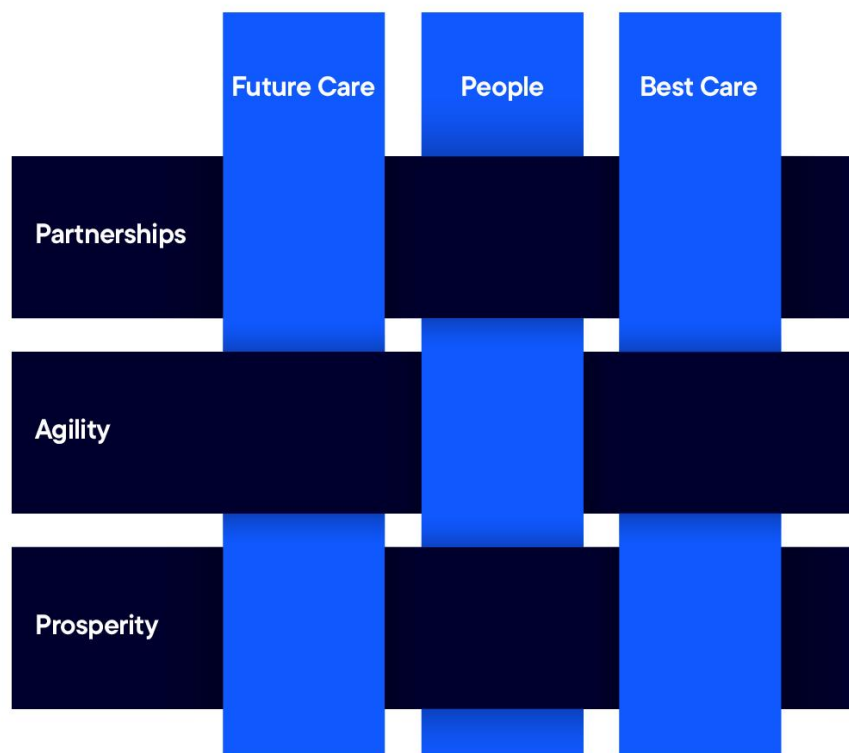
In everything we do, we value integrity, respect, trust and compassion. Our human rights-based philosophy protects our clients' autonomy, endorses their rights and supports their ability to choose where they receive their care.



Strategy Towards 2030

Our ambition is to create a better home care system for all Australians. We will achieve this through our unique value proposition as a national leader in complex health and aged care in the home. As national leaders, we will set the course and national agenda for home care, leveraging our reputation in care safety and quality and reinvesting in research and innovation to create the care of tomorrow.

Silverchain's Strategy Towards 2030 provides a visionary framework to set the course for the organisation's national expansion and create a prosperous and future-focused organisation. Silverchain's Community Impact and Inclusion Strategy aligns to the six strategic domains of Strategy Towards 2030.



Future Care - Pioneers of research and innovation, leaders and innovators in the home care market.

People - Leading employer in the industry, supporting their people to thrive and reach their true potential.

Best Care - Leading home care provider in Australia, providing a high-quality experience for every client every time, that is safe, personal, connected and effective.

Partnerships - Silverchain's value and impact are amplified through strong partnerships with a clear purpose that facilitate its prosperity.

Agility - Silverchain will continue to grow responsibly by optimising, extending, diversifying, and creating new services, leveraging our expertise and scaling our services to achieve financial sustainability.

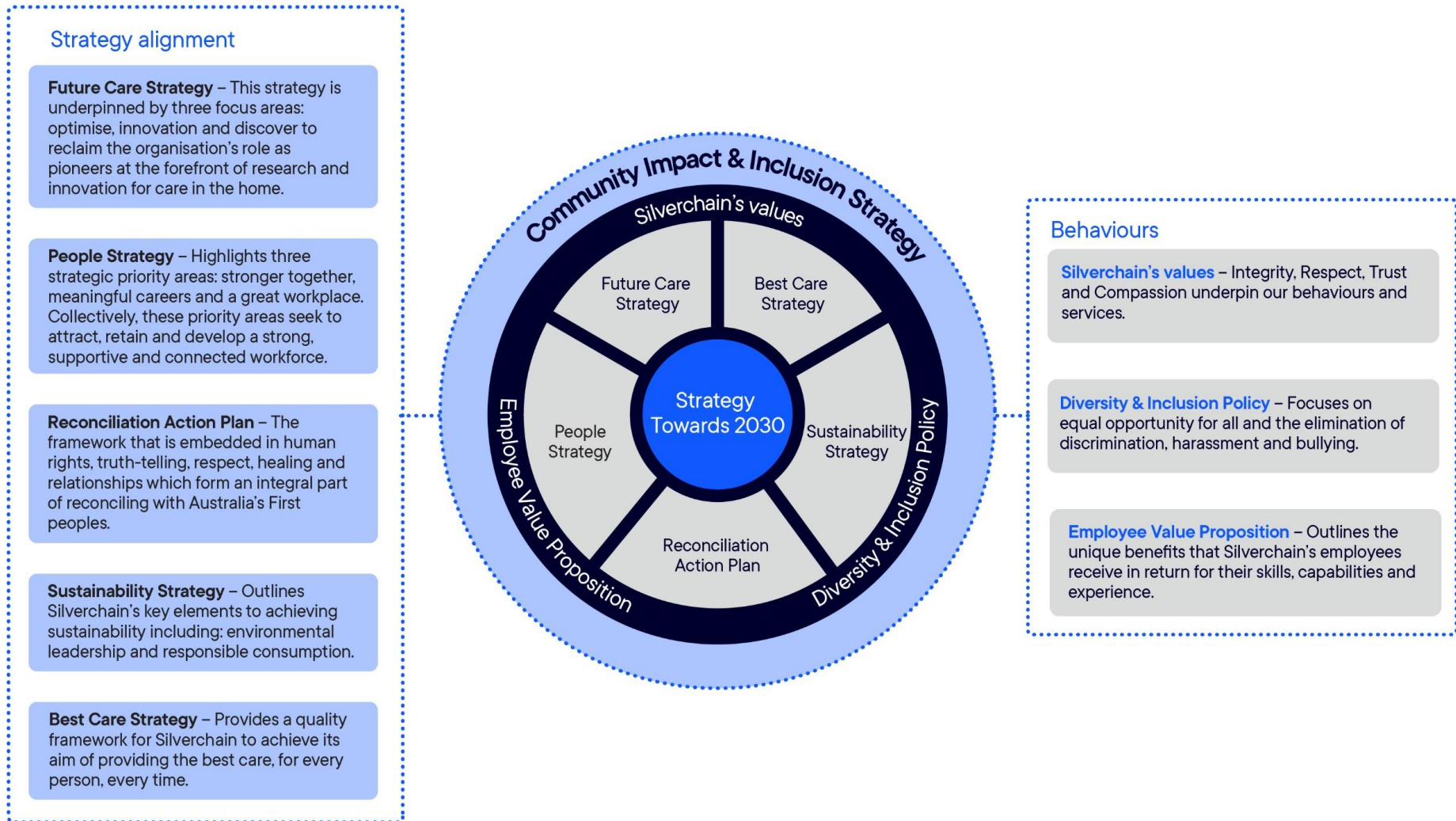
Prosperity - Silverchain will reset how it makes decisions and how it works with leaner structures and adopt new technologies.

Alignment to Strategy Towards 2030

Silverchain's Community Impact and Inclusion Strategy aligns with the overarching strategy. It is also interconnected to several additional key strategies, action plans and policies, in particular Future Care, People Strategy, Best Care, the Sustainability Action Plan, and the Reconciliation Action Plan (highlighted in diagram below).

We recognise that Silverchain Group plays a pivotal role in the communities we serve now, and the communities of the future. We have an important role to play as good corporate and social citizens in rising to the challenge of the social and community-based impacts of the organisation, the environmental impact and aligning our behaviours with our purpose and values.





Community Impact and Inclusion Strategy

Community Impact and Inclusion is a new portfolio at Silverchain that aims to bring together critical strategies that have impact on the communities we serve and promote inclusion through the workplace and access to care and service delivery.

The Community Impact and Inclusion Strategy will provide practical and proven approaches to create a culture of inclusion at Silverchain, enabling people to fully participate and to feel valued, respected and that they belong.

As a leading provider of in-home health and aged care Silverchain is well positioned to drive positive change in the communities where we work and live and contribute to a more sustainable way of running our services and support enhanced inclusivity.

Our strategy addresses the following domains:

Reconciliation: Our vision for reconciliation is for a fair and just health care system embedded in social justice for Aboriginal and Torres Strait Islander peoples and communities in our pursuit of health equality and a united Australia.

Diversity and Inclusion: Silverchain recognises the many dimensions of diversity in Australia and the complex intersectionality of these dimensions. With this initial Community Impact and Inclusion Strategy, we will focus on four specific dimensions where we see responsibility and opportunity to enact genuine change. These include:

- First Nations people
- Culturally and linguistically diverse people (CALD)
- People with a disability and
- People who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual, and plus (all the gender identities and sexual orientations that letters and words do not describe) (LGBTQIA+).

We recognise that these groups may experience collective and overlapping challenges relating to discrimination and oppression (intersectionality), but also hold unique needs relating to identity, culture and/or experience. These priority populations may change and/or increase in number if our diversity and inclusion work identifies other populations that would be supported by focused attention.

Sustainability: We are committed to environmental justice and recognise that all people have the right to a safe and thriving planet, today and tomorrow. We are committed to ensuring the rights of people and the environment in our supply chains are upheld.

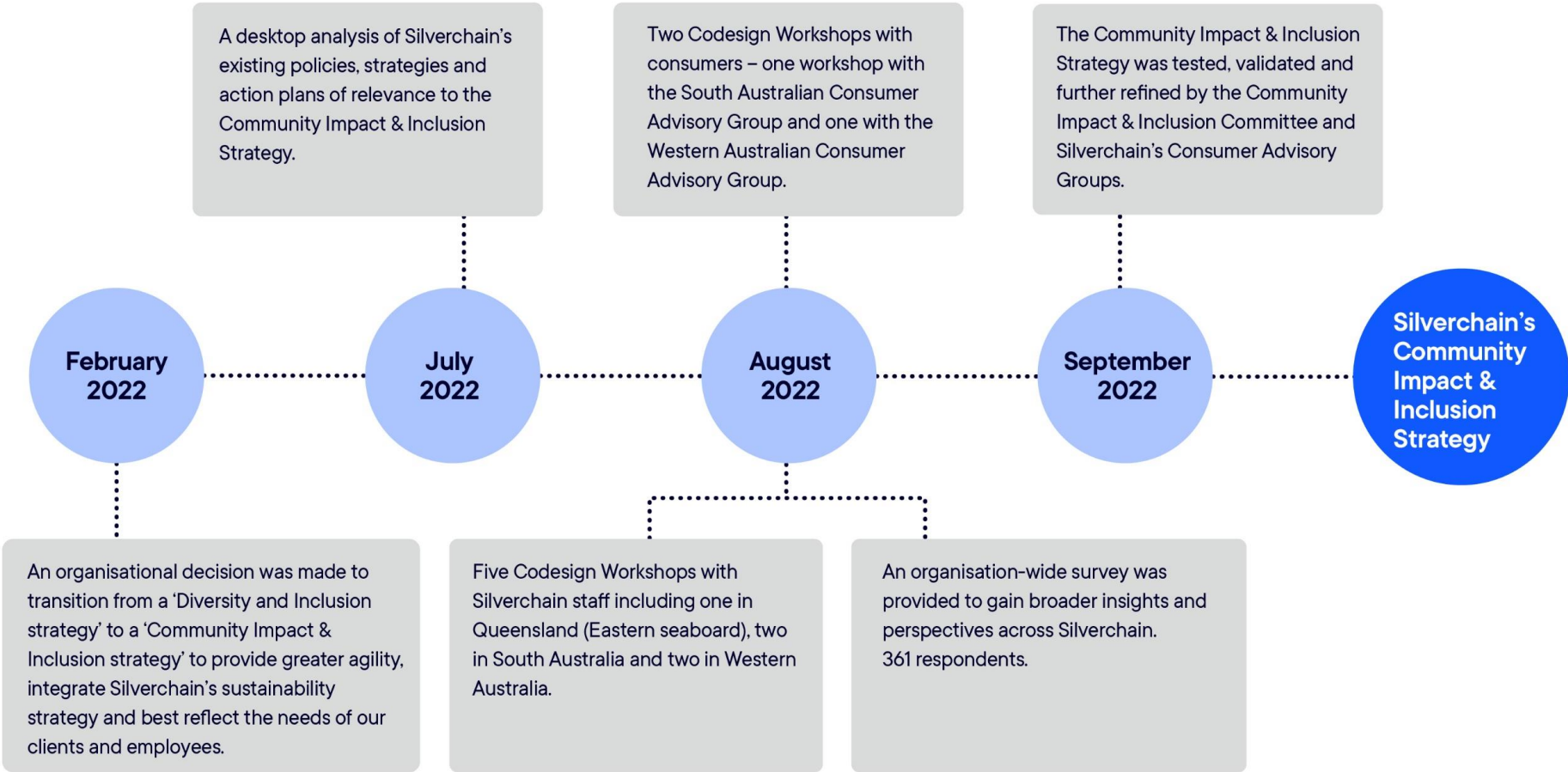


Developing this strategy

The Community Impact and Inclusion Strategy was developed through a co-design process with a wide range of Silverchain stakeholders including employees, consumer advisory groups and an organisation-wide survey.

Co-design is a participatory approach to designing solutions to resolve challenges. A key component of co-design is that people are viewed as experts of their own experiences and are therefore central to the design process.

Developing our strategy



How will we implement this strategy?

The implementation of this strategy will be focused on two-way learning and execution of enabling actions that impact both our clients and our workforce.

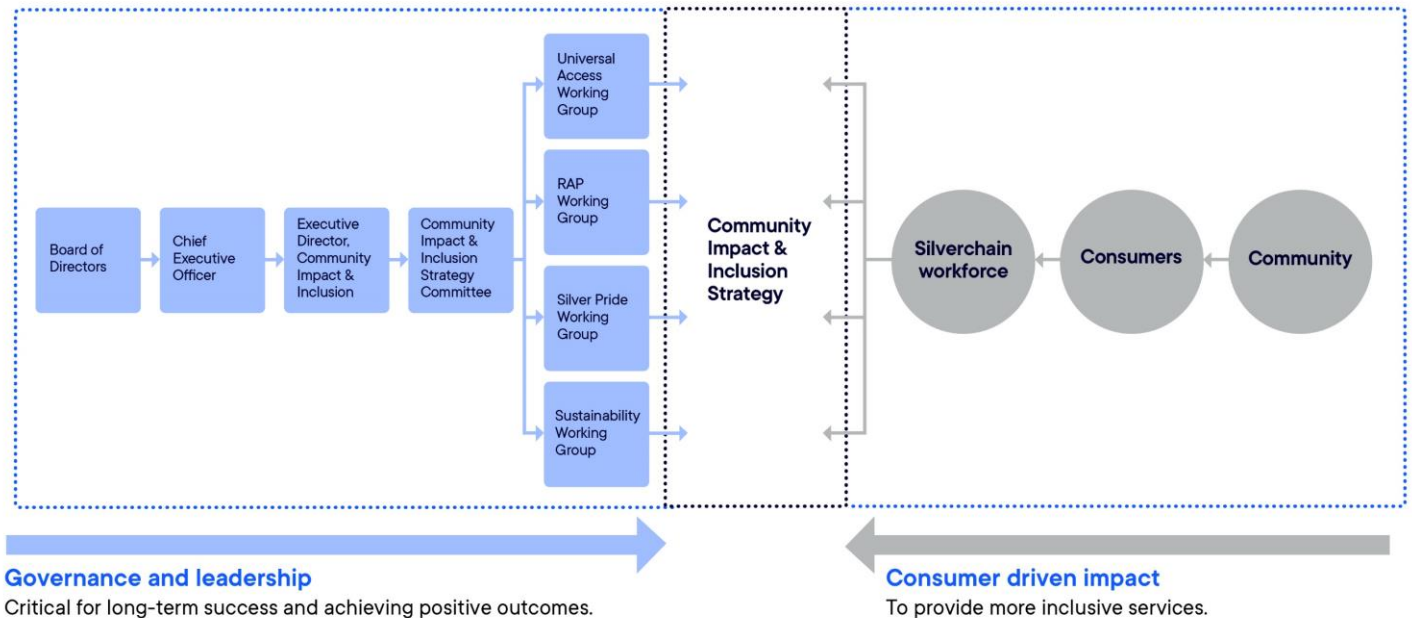
A Community Impact and Inclusion Committee has been established to provide governance and leadership. The Committee will provide executive oversight of the strategy implementation and become advocates internally and externally to champion this work.

The Committee will act as key change makers, driving progress, and will report to the strategy sponsor, the Executive Director, Queensland and Community Impact and Inclusion.

This Committee will also oversee the sub-set of working groups involved in delivering the outcomes outlined in the Strategy. These working groups include:

- The Seed Pod (our Aboriginal and Torres Strait Islander employee network) and the Reconciliation Action Plan Working Group
- Universal Access (including culturally and linguistically diverse people (CALD) and people with a disability) Working Group
- Silver Pride – LGBTQIA+ Working Group
- Sustainability Working Group.

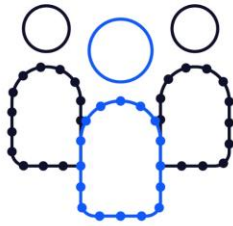
The image below outlines the governance and leadership and how community, clients and our workforce are connected with the implementation of this strategy.



Our objective

At Silverchain, we want to have a positive impact on the vulnerable people and communities we serve through culturally safe practices, universal access to health care, environmental leadership and demonstrated diversity in an organisation where people feel safe, valued and respected.

We will focus on three goals through the life of this strategy working towards our aspiration.



People

Our people are thriving and represent the communities we serve, and our consumers are empowered towards best care with accessible health and ageing services.



Place

Our spaces are sustainable and a place all people belong through strong cultural and collective leadership.



Community

Our communities are economically and environmentally thriving through consumer partnerships, visibility, inclusion and advocacy to minimise social isolation.

Foundations

We know that diversity, inclusion and sustainability are critical factors to maintaining organisational health leading to positive outcomes for clients and engagement with our workforce. The four foundations of this strategy will build a critical platform to enable genuine outcomes in everything we do.



Collective leadership

- Silverchain's commitment to support diversity and inclusion.
- Inclusive leadership standards established.
- Community impact and inclusion plans and initiatives prioritised and measured.

Governance and accountability

- Working groups established to lead and champion each of the community impact and inclusion domains.
- Documentation and technology are responsive and adaptable to community impact and inclusion learnings and standards.
- Community impact and inclusion represented at Executive and Board level.

Leadership and culture

- Recruitment strategies incorporate Silverchain's commitment to community impact and inclusion.
- Expertise of people with diverse backgrounds and identities recognised, valued and utilised.
- Leadership pathways developed that recognise diversity related barriers.
- Employees of all backgrounds and identities feel included, safe and able to pursue opportunities and contribute.
- Silverchain tailors services to meet the needs of individuals and their background and identities.

Human rights

- Inclusion of clients to incorporate community impact and inclusion principles.
- Value and utilise the expertise of our clients and workforce from diverse backgrounds and/or communities.
- Client and workforce development is co-designed to make sure that community impact and inclusion is foundational and represented in organisational strategies.
- Client and workforce experience is enhanced through culturally safe and accessible environments.



Inclusion framework

Silverchain is committed to being an inclusive organisation. Our inclusion framework will guide our approach to inclusion and community impact. Silverchain recognises that our culture and performance will be enhanced when a diversity of people feel valued and respected, have access to opportunities and resources, can contribute meaningfully to their communities (people and places), and these beliefs are supported by our values and behaviours.

Inclusion framework



The goals of our inclusion framework are to:

- Provide our clearly articulated position in relation to community impact and inclusion.
- Use a human rights-based approach to every decision and action we take.
- Enable us to apply these practices to review or design all our policies, practices, initiatives, offerings and communications.
- Ensure that all people will feel welcome, included and empowered.
- Celebrate and understand our differences and not value any one of these as better or less than the other.
- Drive outcomes across our nominated domains.

Community Impact and Inclusion domains

Reconciliation

With the launch of our Innovate Reconciliation Action Plan in August 2022, we began to strengthen the relationships we have with the communities we serve and further promote our services and the opportunities we offer.

We are committed to culturally informed and safe practice supported by our framework, and genuine participation and engagement as we progress towards the goals set out in our Innovate RAP (2022-2024).

Our vision for reconciliation

Our vision for reconciliation is for a fair and just health care system embedded in social justice for Aboriginal and Torres Strait Islander peoples and communities in our pursuit of health equality and a united Australia.

We believe that we can advance reconciliation within Australia if we as an organisation:

- Empower Aboriginal and Torres Strait Islander self-determination within the health care system and care decision making.
- Strengthen our relationships with Aboriginal and Torres Strait Islander communities.
- Recognise the unique contribution Aboriginal and Torres Strait Islander people make to our society and the importance of First Nations peoples' cultures.
- Ensure impact and inclusion by improving the delivery of services to Aboriginal and Torres Strait Islander peoples and equal opportunities within our organisation.

Our RAP

Our RAP is based on five key pillars to further our journey towards Reconciliation, these are:

Relationships: recognising that to have a meaningful impact, it is important to build strong relationships with Aboriginal and Torres Strait Islander communities.

Respect: acknowledging that it is crucial to understand our shared histories to support Aboriginal and Torres Strait Islander health and social and emotional wellbeing.

Opportunities: building a safe cultural environment is key to delivering positive health outcomes for Aboriginal and Torres Strait Islander peoples.

Health and Ageing: delivering services that enable a more holistic approach to positive health and wellbeing outcomes for the communities we serve.

Governance: building accountability and transparency through reporting RAP achievements, challenges and learnings. Most importantly, enabling a self-determination approach where Aboriginal and Torres Strait Islander people and communities determine their priorities, who has the authority and responsibility to achieve these priorities and is based on a foundation of participation in decision making.

To understand more about our approach, plans and activities to drive Reconciliation at Silverchain please see our [Innovate RAP](#).

Case study: Weavr, tomorrow's change begins today



From left: Weavr partners, Natalia Florez (co-founder), Kieran Shirley (co-founder and managing director) and Salu Mam (trainee)

In July 2022, Silverchain initiated a partnership with Weavr. Created by Australia's leading Indigenous software company, LOGiT Australia, Weavr is a world class management system that tracks organisational efforts towards improved diversity through recording progress made towards business and RAP objectives.

Weavr makes it easy to capture, track, manage and share learnings from the reconciliation journey, as well as help organisations understand the impact of their contributions against strategic priorities and reconciliation vision.

Gavin Mackey, Silverchain's Director, Community Impact and Inclusion said governance is a crucial part of successfully implementing a Reconciliation Action Plan and driving change.

“Having cultural integrity in our governance systems supports Aboriginal and Torres Strait Islander decision making. Partnering with an indigenous business like LOGiT is crucial to ensure decision making is supported by cultural knowledge and self-determination,” Mr Mackey said.

Kieran Shirley, LOGiT Managing Director says Weavr was the result of a collaboration with CSIRO, Advance Queensland and MEGT. The reconciliation managers from these organisations came to Kieran with their challenges. They all needed a simpler way to demonstrate the impacts and outcomes of their organisational reconciliation action plans and strategies.

Turning the challenge into an opportunity, LOGiT software and business management systems designed a tool that can capture, track and report on RAP progress and connect organisations with appropriate local businesses and communities.

Mr Shirley said this is how Weavr was born.

“Health is a key area of Closing the Gap in Australia, and many organisations such as Silverchain are already doing great work, but they need an easier way to share their reconciliation progress with the wider community,” Mr Shirley said.

“Weavr takes care of this. It was specifically designed to capture actions and data and make it easier for organisations to share their progress towards reconciliation stories. Weavr also helps organisations to adapt to challenges, because no journey is perfect, and it’s important to understand these challenges and their impacts on the reconciliation strategy as they occur, and not at the end of the strategy.”

“Making true change cannot happen by chance. I hope that having health organisations like Silverchain using Weavr, it enables them to successfully implement, track and measure the impact of their efforts to improve the health of our people.”

Universal access

We are committed to ensuring access to Best Care for people from all walks of life. We strive for Best Care for every person, every time, meaning care that is safe, personal, connected and effective.

We embrace people from all walks of life, we are the voice for change in home care, we lead the future in home care and we believe in the right to be cared for at home or in a safe environment when a home is not available. This pillar of our strategy is therefore intimately connected to our business purpose.

Health is a key determinant of social mobility

Limited access to best practice health services is widely recognised as a fundamental barrier to global development (United Nations Sustainable Development Goal 3.1). The social determinants of health are an underlying cause of unequal access to health care. These determinants can include socio-economic status, employment status, education, shelter and food security.

Access to health care can be limited by these social determinants of health, as well as geographic location, health literacy and broader cultural determinants such as cultural background, beliefs and language. Those already unwell or in a cycle of unequal health outcomes may also struggle to gain access to health care due to lack of mobility, lack of trust or lack of relevant services in their area.

Bespoke and culturally sensitive health care services

Silverchain's current model of health care in the home inherently addresses the issues of geography and mobility in accessing health care. This Community Impact and Inclusion Strategy also outlines an approach to build our diverse team to ensure we are catering to the diversity of all Australians in need of care. This strategy will also support the foundations upon which Silverchain can develop not-for-profit partnerships to amplify their impact in providing the Best Care to every person, every time.



What is universal access

We believe in giving people, particularly those in at risk communities, a level of health literacy to enable them to effectively participate in decisions about their health and care. This includes empowering the same access of care and employment to people from CALD communities and people with a disability.

Unconscious bias

Unconscious bias can be explained as social stereotypes that individuals form outside their own conscious awareness. In the workplace, it can be categorised as making decisions in favour of one group, to the detriment of others, without realising one is doing so. Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values.

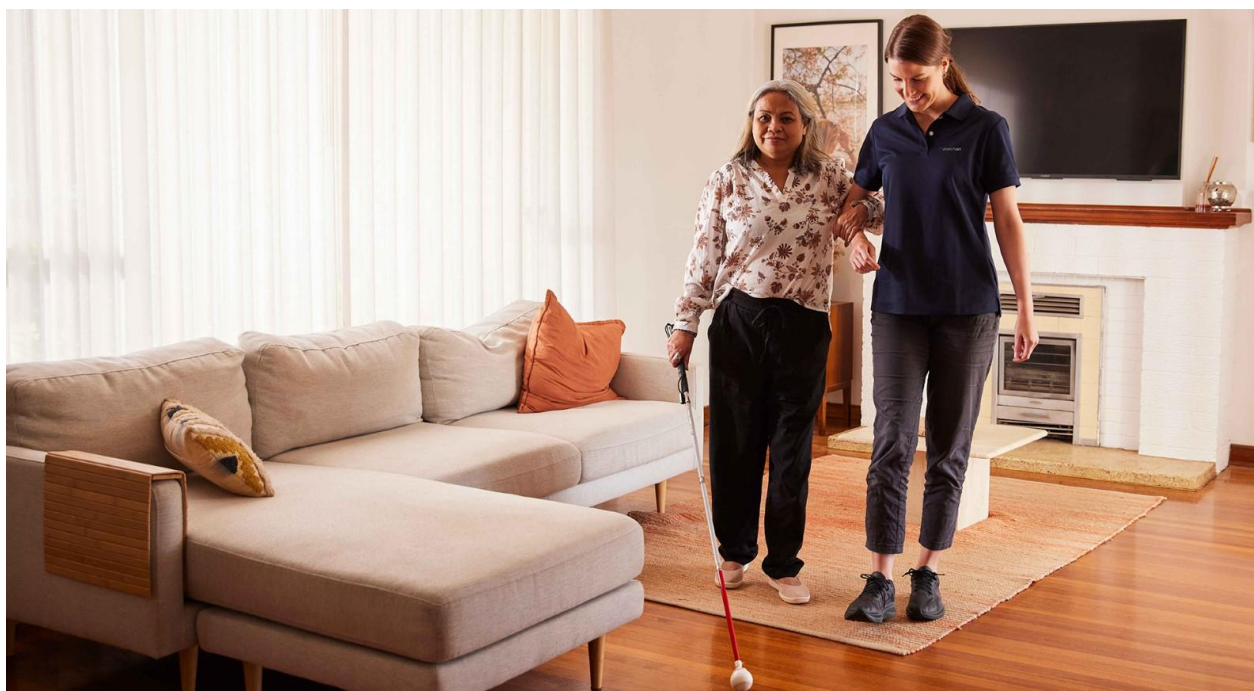
Culturally and linguistically diverse (CALD)

CALD Australians are not one single group but have vast diversity that should be recognised. Australians identify with over 270 ancestries, and according to the 2021 Census speak over 300 different languages. Culture and language difference can sometimes be barriers and create difficulties when navigating the Australian aged and health care systems.

In addition, many people are not aware of the availability of services or where to go for more information. Silverchain recognises this and our Universal Access pillar will enable greater inclusion when accessing health and aged care services and employment opportunities.

Disability

Universal access provides an outline of how Silverchain plans to address any access and inclusion barriers faced by our employees and members of the community with disability. Our Universal Access pillar will identify barriers and measurable actions to achieve accessible and inclusive communities, services and programs for people with a disability. It promotes the full inclusion of people with disability by improving access to mainstream supports and services and Australia's commitment to the United Nations Convention on the Rights of Persons with Disability. The intent is to provide a legal framework to support equal access and participation in areas including recreation, education, health, and employment.



LGBTQIA+

In delivering health and aged care services in people's homes, Silverchain has a responsibility to demonstrate positive behaviours and strong policies to enhance the delivery of our services and visibility of LGBTQIA+ communities. This helps to ensure our employees and clients are respected and empowered.

The importance we place on the diversity and inclusivity of our people, our greatest asset, reflects the diverse client population we serve and our commitment to providing Best Care to all.

In doing this, we recognise that allyship is an important part of how we can support people still experiencing discrimination. Being an ally is about choosing to be visible and vocal for the rights of others, calling out bias and unacceptable behaviour, and using Silverchain's voice to effect change.

LGBTQIA+ people receiving aged care services may have specific care needs, such as ongoing HIV/AIDS treatment and hormone therapy. Having lived through the criminalisation of homosexuality, many may be impacted by an internalised need to go 'back into the closet' for fear of discrimination (Barmaky S, Lee A. LGBTIQ peoples' experiences of and barriers to healthcare. Vector; 26 October 2017).

To reduce the barriers and risks, we have identified areas where improvement can be made. Institutionally, education around LGBTQIA+ issues of sexuality, gender diversity, access and risk should be integrated into our systemic processes. This enables Silverchain to pursue a better health care system for the LGBTQIA+ community that demonstrates positive behaviours and strong policies to enhance the delivery of services and visibility of LGBTQIA+ communities through formal accreditation processes and support networks.

Out at work

Genuine inclusion is important for LGBTQIA+ people employed by Silverchain to stay safe, feel welcome and to contribute their best at work. LGBTQIA+ is a relatively new component to diversity and inclusion strategies within Australian organisations. The Diversity Council of Australia and RMIT University undertook a study involving conversations with over 1600 LGBTQIA+ workers about their experiences, revealing how important it is for Australian organisations to continue to build on that work.

Critical to the findings was that genuine, bold leadership is critical for culture. LGBTQIA+ people in organisations with strong LGBTQIA+ leadership were one and half times as likely as workers without strong LGBTQIA+ leadership to be out to everyone at work.

- While 74% of LGBTQIA+ respondents in the survey said that it was important to them to be able to be out at work, only 32% were out to everyone with whom they work.
- 28% of workers who are trans or gender diverse were out to no one at work – compared to only 4% of LGB workers.
- 49% of LGB workers openly talk about their identity with colleagues.

Reference: Diversity Council Australia (Brown, C., O'Leary, J., Trau, R., Legg, A.) *Out At Work: From Prejudice to Pride*, Sydney, Diversity Council Australia, 2018.

Then and now: HIV nursing and care in Australia

The emergence of the human immunodeficiency virus, commonly known as HIV, is the defining pandemic of the 20th century. Having claimed the lives of more than 36.3 million, it remains a major global public health issue.

HIV spread rapidly in Australia in the early 1980s. By then, researchers had identified that left untreated was the cause of Acquired Immune Deficiency Syndrome – AIDS. More than 5,000 Australians had died of AIDS-related causes by the time antiretrovirals were introduced in the 1990s.

Nursing played a crucial role in caring for HIV/AIDS patients, providing comfort and symptom management, and palliative care for those dying in the early days of the pandemic.

As HIV nursing care moved from hospitals to clinics and the community, a push began for more education and advanced practice nurses to care for people in a place of their choice.

RDNS Silverchain has offered skilled and compassionate home nursing services for over 130 years to South Australians. In 1989, RDNS established a HIV/AIDS service to provide nursing care and support. The RDNS Silverchain HIV/AIDS service has continually evolved as HIV treatments have advanced, allowing those with the virus to lead healthy lives.

In 2010, the South Australian Government funded RDNS Silverchain's HIV Enhanced Primary Care Coordination Program (EPCCP). The statewide program provides nursing care and health coordination services to people newly diagnosed or living with HIV, including symptom and medication management, mental health support, and referrals to other health specialists.

Angela Rutland (pictured) has led the EPCCP team for 13 years.



"Science and the quality of care have transformed HIV from a fatal disease to a chronic, manageable condition and our team has evolved to meet the needs of our clients," Ms Rutland said.

Ms Rutland says while most people diagnosed will lead long and healthy lives, stigma continues to be challenging for people living with HIV.

"Stigma can profoundly impact the health and wellbeing of a person living with HIV by discouraging some people from learning their HIV status and accessing treatment and care."

Ms Rutland says keeping clients engaged in their health and connected to their community ensures they can overcome the stigma experienced due to their HIV status.

"Many of our clients are long-term survivors and families with children, refugees and people recently diagnosed," Ms Rutland.

"We see the whole person, without judgement and working with humanity, kindness and respect, to respond to the needs of all people with HIV."

RDNS Silverchain nurses have played an influential role in the treatment of people living with HIV. Their compassion and innovative practices have helped create a more positive environment for HIV-positive clients, helping them to remain engaged in their treatment to achieve their best health.

Sustainability

Sustainability at Silverchain involves using our resources as efficiently as possible, while continuing to provide high quality, safe care. We want to be mindful of our impact on the environment as we support the health and ageing needs of our clients and communities. We will measure and report on our sustainability and improve our performance from our continued learning.

At Silverchain, sustainability includes:

- climate change
- carbon emissions
- energy
- procurement
- waste
- resources

We are mindful of our changing climate and any health risks that this may impose on our community. The World Health Organisation expects there will be significant health impacts and loss of life from climate-sensitive diseases from 2030 onwards. The healthcare sector contributes approximately 5% of the world's greenhouse gas emissions (World Bank (2017) Climate-Smart Healthcare).

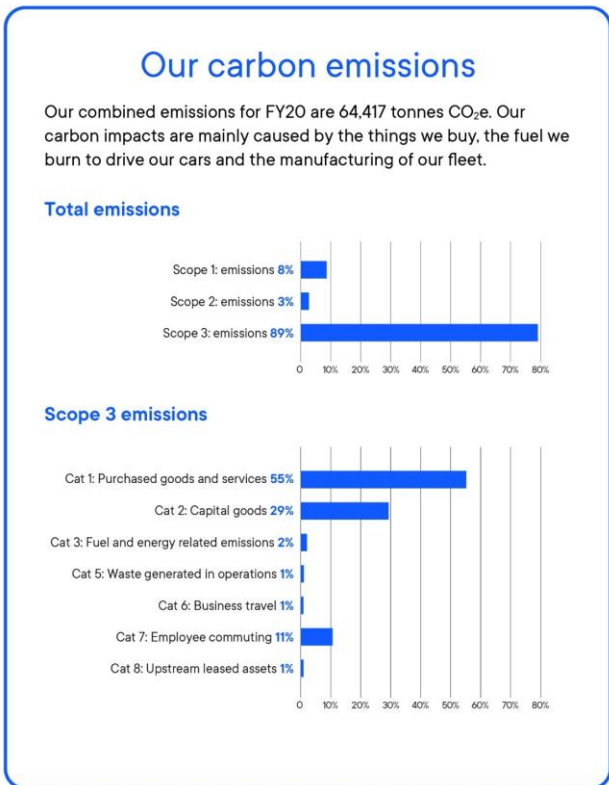
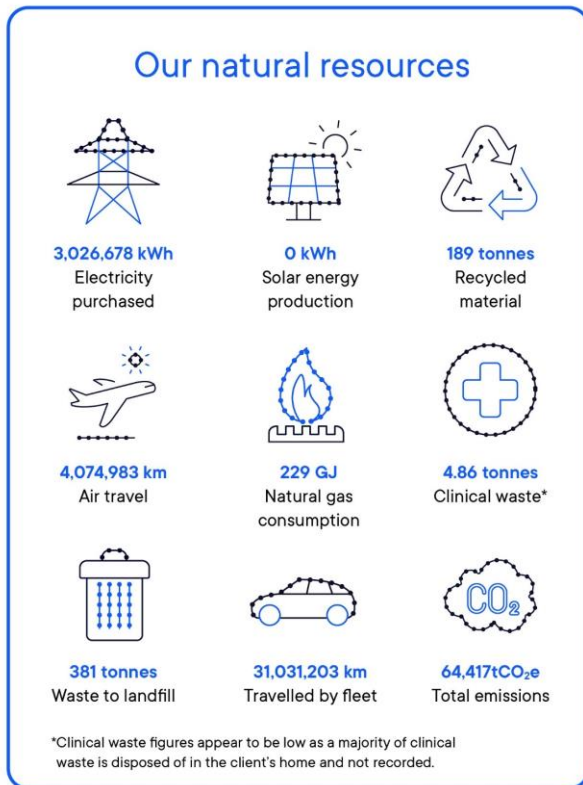
Plastics and waste are top of mind for patients and clients. There is growing scrutiny of plastics and packaging as client awareness grows and regulators introduce additional policies. The Australian Packaging Covenant Organisation targets require all packaging in Australia to be recyclable, compostable or reusable by 2030.

There is increased scrutiny on what we buy. Supply chains are being scrutinised more thoroughly by governments and clients and risks such as modern slavery and resilience of supply now require additional reporting. Critical raw materials are those with high economic importance and high supply risk. Many of these materials such as Bismuth, Cobalt and Strontium are used as medicines or in medical equipment.



Our baseline impacts

We undertook an assessment of our impacts before developing this strategy to ensure our focus would be on the issues that matter most for us. We engaged Edge Environment to establish our baseline impacts. This involved the collation of existing data to determine a high-level carbon footprint for our organisation and our data gaps.



Uniform recycling

As part of the rollout of Silverchain's new brand, we began a uniform recycling initiative. This provided employees with the opportunity to dispose of old uniforms in an environmentally responsible way.

Part of Silverchain's commitment to sustainable practices includes reducing our environmental impact where possible so we are pleased to be diverting old uniform waste away from landfill.

Silverchain have partnered with Upparel, an organisation that specialises in the de-branding and fibre recycling of unwanted clothing, Upparel will make sure the uniforms are reused, repurposed or reclaimed into an alternative product, rather than going to landfill.

Uniform recycling boxes are conveniently located in each office and demonstrate a quick, easy and responsible end of life uniform recycling option before the items are transformed and given new life.



Guiding action plan

Commitment	Actions	Outcome	Success measures
<p>Promoting inclusion through welcoming environments, advocacy, engagement, communications and events.</p>	<p>Establish diverse and inclusive reference groups to better understand the needs, requirements and preferences of Silverchain's employees and clients.</p>	<ul style="list-style-type: none"> Diversity, inclusion and sustainability influence broader organisational strategies and programs. Silverchain has diverse and inclusive reference groups that are reflective of its consumers. Accountability is shared as demonstrated by improvements in inclusion. 	<ul style="list-style-type: none"> Four (4) working groups established and meeting regularly by March 2023.
	<p>Review marketing and communications material (digital and print) to improve accessibility and inclusivity of resources for Silverchain's clients and employees.</p>	<ul style="list-style-type: none"> Provide translation services, and materials for people from Culturally and Linguistically Diverse (CALD) backgrounds. Provide materials that are inclusive of identities. Inclusive language is used throughout, and across, the organisation. 	<ul style="list-style-type: none"> Conduct a language and style guide review for inclusivity. Develop and implement inclusive language guides for employees by September 2023. Understand and access data about Silverchain's client demographics and potential and make sure these groups and people are represented and catered to in our communications by September 2023.
	<p>Celebrate diversity by regularly hosting events to celebrate dates of significance and foster a safe, respectful, and welcoming environment for employees and clients.</p>	<ul style="list-style-type: none"> Events and dates of significance are acknowledged and celebrated to promote inclusion 	<ul style="list-style-type: none"> Appropriate acknowledgement and celebration of key events.
	<p>Publicly communicate Silverchain's commitment to Community Impact and Inclusion through our website and social media.</p>	<ul style="list-style-type: none"> Silverchain's website and social media promote diversity and inclusion through transparency and regular reporting. 	<ul style="list-style-type: none"> Publish a copy of Silverchain's Community Impact and Inclusion Strategy. Publish Community Impact and Inclusion Strategy progress reports publicly annually.

Ensuring accessible, inclusive and responsive care and service models that meet client needs and preferences.	Ensure trauma-informed practices are incorporated into service delivery models.	<ul style="list-style-type: none"> Silverchain's service models incorporate evidence-based best practice. 	<ul style="list-style-type: none"> Appropriate trauma-informed service responses are considered in new models of care and service offerings.
	Develop a road map to becoming Rainbow Tick accredited.	<ul style="list-style-type: none"> People who may be or may identify as LGBTQIA+ choose Silverchain to provide their services. 	<ul style="list-style-type: none"> Silverchain is Rainbow Tick accredited by December 2025.
Ensuring culturally safe and accessible actions are embedded into systems, policies and practices for employees and clients.	Conduct a baseline audit and review of processes, procedures, policies and systems to identify gaps in providing accessible, inclusive, responsive services and work environments.	<ul style="list-style-type: none"> Processes, procedures, policies and systems are culturally safe, inclusive and accessible. 	<ul style="list-style-type: none"> A policy review schedule is established to update policies, procedures and processes for community impact and inclusion.
	Develop and implement a Universal Access Action Plan to address identified gaps in the baseline audit and review of processes, procedures, policies and systems.	<ul style="list-style-type: none"> The Universal Access Action Plan has been implemented across the organisation. 	<ul style="list-style-type: none"> A base line number of employees and clients with a disability. A base line number of employees and clients from CALD communities. Planned actions are in place to progress Silverchain's work by March 2023.
	Conduct accessibility audits of Silverchain's clinics, workplaces and offices.	<ul style="list-style-type: none"> Silverchain's clinics, workplaces and offices are physically accessible and inclusive. 	<ul style="list-style-type: none"> Implement changes as identified in the review according to priority and in a phased manner.
	Implement safe and appropriate feedback mechanisms to obtain regular client feedback and ensure that Silverchain's services meet client needs and preferences.	<ul style="list-style-type: none"> Increased client satisfaction as a result of personalised and tailored care that caters to individual needs. 	<ul style="list-style-type: none"> Silverchain to conduct customer satisfaction survey, incorporating community impact and inclusion measures.
Providing training that promotes positive behavioural changes to support implementation of the strategy and internal action plans.	Review current training materials to ensure that they are inclusive and aligned to the Community Impact & Inclusion Strategy.	<ul style="list-style-type: none"> Employees are supported through training opportunities to increase awareness and improve understanding about diversity and inclusion. Employees demonstrate inclusive behaviours consistent with Silverchain's values. 	<ul style="list-style-type: none"> Create a safer workplace for all employees. Build key competencies necessary to encourage an inclusive and diverse work environment. Retain and attract the best talent.

	<p>Develop, implement, and communicate a Community Impact & Inclusion Learning Strategy incorporating critical topics such as: Discrimination and racism; Unconscious bias; Culture; Diversity & Inclusion; LGBTQIA+; Disability awareness.</p>	<ul style="list-style-type: none"> • The Community Impact & Inclusion Learning Strategy has been implemented across the organisation. • Executive and Senior Leadership have engaged in Community Impact & Inclusion training. • Silverchain employees have engaged in Community Impact & Inclusion training. 	<ul style="list-style-type: none"> • Create a safer workplace for all employees. • Build key competencies necessary to encourage an inclusive and diverse work environment.
<p>Develop a diverse workforce that is representative of the communities we serve through improved recruitment, development and retention opportunities.</p>	<p>Develop and implement an Employment Strategy to ensure Silverchain’s workforce is reflective of the communities that Silverchain serves.</p>	<ul style="list-style-type: none"> • Silverchain is an employer of choice. • Silverchain’s workforce is reflective of the diversity of its clients. 	<ul style="list-style-type: none"> • Employee diversity data is captured and used transparently. • Silverchain identifies key psychological safety measures to support employees with diverse backgrounds.
	<p>Review recruitment policies and processes to ensure that equal opportunities are available for prospective applicants from diverse backgrounds and identities.</p>	<ul style="list-style-type: none"> • Silverchain has fair and equitable recruitment policies and processes. 	<ul style="list-style-type: none"> • An inclusive, accepting and cohesive work environment. • Silverchain grows its market share and can safely and appropriately support the identities of its client groups.
	<p>Implement safe and appropriate feedback mechanisms to obtain regular feedback from Silverchain’s employees to understand needs and preferences.</p>	<ul style="list-style-type: none"> • An environment that encourages diversity of thought and innovation. 	<ul style="list-style-type: none"> • Silverchain’s annual employee engagement survey measures and tracks its performance in relation to community impact and inclusion.
<p>Delivering environmental and social impact through environmental leadership and responsible consumption.</p>	<p>Implement a transition plan for retired vehicles to be replaced with hybrid, hydrogen or electric vehicles.</p>	<ul style="list-style-type: none"> • Silverchain has fully transitioned to hybrid, hydrogen or electric vehicles. 	<ul style="list-style-type: none"> • 30% of our fleet is either hybrid, hydrogen or electric where product is available and fit for purpose. • Reduce greenhouse gas emissions from transport by 20%.
	<p>Develop a roadmap to 100% renewable energy at all sites through a combination of onsite and procured renewables.</p>	<ul style="list-style-type: none"> • Silverchain has transitioned to renewable energy at all sites. 	<ul style="list-style-type: none"> • 100% renewable energy for all Scope 3 emissions. • Reduce Scope 1 and Scope 2 emissions by a minimum 20% by 2026.

	Conduct a high-level audit of the waste generated across Silverchain to establish a baseline.	<ul style="list-style-type: none"> • Silverchain's Waste & Consumption Strategy is implemented. 	<ul style="list-style-type: none"> • Identify opportunities to reduce single use products in our operations.
	Integrate findings of waste audit into a Waste & Consumption Strategy that empowers employees to develop and implement locally led solutions.	<ul style="list-style-type: none"> • Silverchain's employees are empowered to implement locally led solutions to decrease waste and consumption. 	<ul style="list-style-type: none"> • Ensure 80% of all waste generated is diverted from landfill.
	Implement a research initiative for high use consumables to identify products that satisfy clinical needs, minimise environmental impact and improve inventory management.	<ul style="list-style-type: none"> • Silverchain is reducing clinical waste and improving procurement targets. 	<ul style="list-style-type: none"> • Silverchain further understand our clinical waste and set a target to reduce.
	Provide a 'single source of truth' software dashboard to enable us to understand the environmental performance of our portfolio and make decisions in a timely manner.	<ul style="list-style-type: none"> • Procure an environmental data management software system. • Streamline data provision and analysis. • Identify and respond to efficiency opportunities and track the impact of specific initiatives over time. 	<ul style="list-style-type: none"> • Procure an environmental data management software system. • Streamline the provision and analysis environmental sustainability data. • Identify and respond to efficiency opportunities.
	Develop and implement an Investment Strategy reflecting Silverchain's values and vision.	<ul style="list-style-type: none"> • Silverchain's Investment Strategy is implemented. 	<ul style="list-style-type: none"> • We have divested from alcohol, tobacco, gambling and first tier fossil fuel investments. • 15% of our invested funds actively support organisations working on advancing public health.
	Implementing the Modern Slavery Roadmap.	<ul style="list-style-type: none"> • Silverchain's Modern Slavery Roadmap is implemented. 	<ul style="list-style-type: none"> • 15% of our suppliers are certified to SA8000, SEDEX or similar.

Health. Human. Home.

