silverchain

Access and Inclusion Plan

2025–2028

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A message from our Chief Executive

At Silverchain, we are committed to creating an accessible and inclusive environment for our employees, clients, and communities. This commitment is embedded in our strategic plan, Strategy Towards 2030, and documented in our Community Impact and Inclusion Strategy. We are committed to meaningful action and progress.

Our inaugural Access and Inclusion plan guides our approach to enhancing inclusion and accessibility for our employees and clients. As a national provider of in home health and aged care services, Silverchain is uniquely positioned to ensure that people with disabilities have equitable access to our services and employment opportunities.

Disability inclusion matters because it is about recognising and valuing the diverse experiences, perspectives, and talents that people with disability bring to our communities and workplaces. Many people with disability face systemic, cultural and environmental barriers that limit their access to services, employment and full participation in society.

Silverchain is committed to identifying and removing these barriers through deliberate action. Our plan outlines how we will build and embed inclusive systems and processes that enable people with disability to thrive. Disability inclusion benefits everyone. By bringing more great minds into the mix, we foster innovation and advance our collective mission.

Our approach across our Community Impact and Inclusion pillars is driven by collective leadership, a collaborative approach where responsibility and accountability are shared. This fosters diverse perspectives, wider participation and makes us stronger because of the varied experiences, expertise and perspective each person brings.

We acknowledge that we are early in our inclusion journey, with our 2023 Access and Inclusion Index results providing us with a clear baseline from which to grow. This inaugural Access and Inclusion plan focuses on building a strong foundation while incorporating ambitious goals that will help us become a more disability-confident organisation over the next three years.

We are committed to continuous learning, listening and evolving. By embracing disability inclusion, we are not only improving outcomes for people with disability, but we are also strengthening our organisation and the communities we serve.

Dale Fisher AM
Chief Executive

Daniel

Our vision for access and inclusion

We are striving to be an organisation that champions accessibility and inclusivity, and provides equal access and opportunities for every person who interacts with us: every employee, all our clients and our stakeholders.

We are dedicated to fostering disability and neurodiversity confidence within our organisation and promoting dignity and equality. We will continue to build on our legacy as pioneers of equitable access to care, to ensure a more equitable future for everyone.

Embracing disability inclusion

Purpose

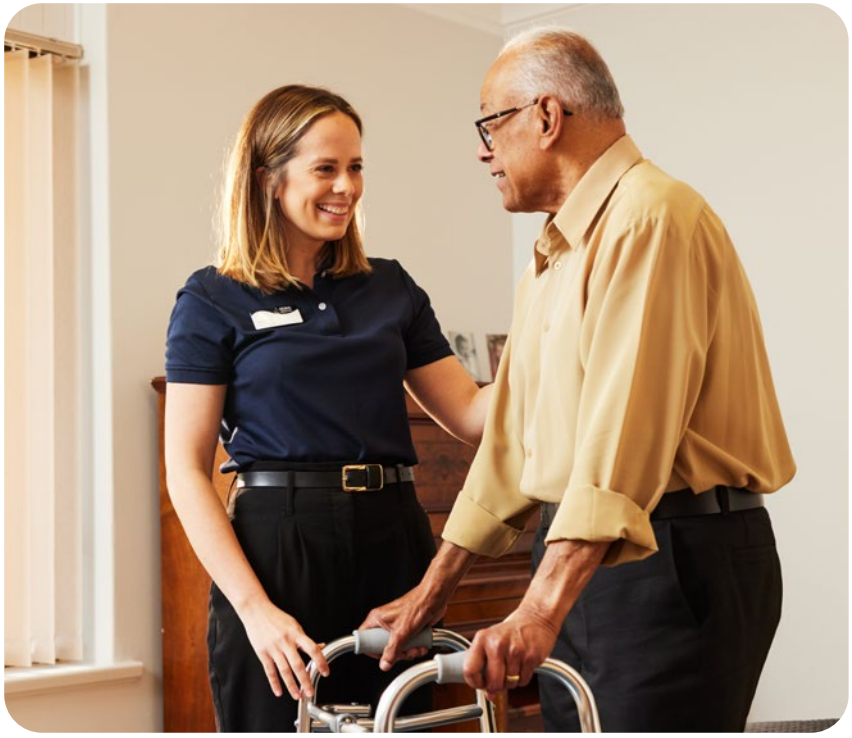
Silverchain is committed to building a culture of inclusion and respect. Our Community Impact and Inclusion Strategy aims to embed community impact, inclusion and diversity practices into an inclusive culture for our clients, stakeholders, suppliers and employees so everyone can participate and achieve their full potential.

Our Access and Inclusion plan is a key part in ensuring that people with and people without disabilities can access the care that they would like and the job opportunities they're interested in.

Through this plan we seek to identify and address practices that might result in conscious and unconscious discrimination against people with disability, and to promote the recognition and respect of their rights.

We also recognise and value neurodiversity as an important aspect of cognitive and neurological difference and are committed to creating environments that are inclusive and supportive of people who are neurodivergent.

Silverchain teams are diverse and represent the communities where we live and work. Teams made up of people with a broad range of lived experiences foster creativity and innovation. We know that employees with different experiences approach challenges from unique perspectives contributing towards a richer, more dynamic work environment, all the while promoting equal opportunities for all.



What is Disability?

Disability is a broad and diverse concept that encompasses a wide range of physical, sensory, intellectual, and mental health conditions. It is important to recognise that disability is not a one-size-fits-all experience; individuals with the same diagnosis can have vastly different experiences and needs.

This diversity means that each person's journey with disability is unique, shaped by their personal circumstances, environment, and support systems.

Disability can be both visible and non-visible. Visible disabilities might include mobility impairments or sensory disabilities, such as blindness or deafness.

Non-visible disabilities, on the other hand, are not immediately apparent and can include conditions like chronic pain, mental health disorders, or learning disabilities. Understanding and acknowledging the diversity and complexity of disability is an important part of creating inclusive and supportive environments for all.

Disability in the Australian community

There are many Australians living with disability:

5.5M

- There are **5.5 million** Australians with disability, representing 21.4 per cent of the population, an increase from 17.7 per cent in 2018.

21.8%

- **21.8 per cent** of females and **21.0 per cent** of males in Australia have disability.

2.3M

- Of all Australians with disability, **2.3 million were aged 65 years and over**, representing more than half of all older Australians (52.3 per cent), an increase from 1.9 million or 49.6 per cent in 2018.

52.3%

- The likelihood of living with disability generally **increased with age for males and females**. Half the population (52.3 per cent) aged 65 years and over have disability.

15%

- **One in seven (15 per cent) of people aged 0–64 years have disability,** an increase from one in nine (11.6 per cent) in 2018.

Neurodiversity in the Australian community

'Neurodiversity' is the umbrella term used to describe the neurological ways that people process information. This includes all those people who are neurodivergent as well as neurotypical people. Neurodiversity is the diversity of thought in all the populations across the world.

A 2020 study estimates that one in five to seven (or 15-20 per cent) of the global population is neurodivergent, and a 2022 study estimates that 11% of Australian employees are neurodivergent. This represents a significant number of employees, customers and service users.

It is difficult to gather accurate data for many reasons:

- A lack of globally recognised definitions.
- Stigma.
- Poor access to diagnostic assessments.
- A historic lack of consistent assessment methods and criteria.
- A historical lack of research.
- An assumption in many cases that boys and children are most often affected.

Adapted from Business Disability Forum (UK) for Australian use and Australian Bureau of Statistics (2022), Disability, Ageing and Carers, Australia: Summary of Findings, ABS Website, accessed 28 July 2025.

Disability data at Silverchain

Currently, we have limited data regarding the disability status of our employees, which presents an opportunity to strengthen our understanding and support of employees with disability. By creating the right conditions, where individuals feel safe, respected and confident to share, we can foster a culture of trust and inclusion. Improving how we collect and understand this data will help us identify gaps, tailor initiatives more effectively, and track our progress towards a more inclusive workplace.

In the 2024 Have Your Say employee survey 2% of survey respondents identified as living with disability.

Australian Bureau of Statistics (ABS)

Disability, Ageing and Carers, Australia: Summary of Findings, 2022
Australian Bureau of Statistics accessed 10 July 2024.

75.3%

- Of the 5.5 million Australians living with disability, **75.3% report a physical disorder as their main condition.**

4.1%

- **4.1 % of all Australians** had a profound limitation with at least one of the core activities of communication, mobility or self-care, and/or a schooling or employment restriction, and 3.8% had a severe limitation.

24.7%

- Of all people with disability, **24.7%, listed a mental or behavioural disorder as their main condition.**

3.6M

- **3.6 million Australians have some level of hearing loss** with 16,000 people using Auslan to communicate.

453k

- Vision Australia estimates there are currently **453,000 people in Australia who are blind or have low vision.** This is projected to grow to 564,000 by 2030.

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Jack

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Our commitment

We want to create an accessible and inclusive workplace where people with disability and neurodiversity can fully participate and thrive.

Silverchain commits to:

- Delivering services that are accessible and meet the diverse needs of the communities and people we support.
- Embedding universal design principles across our operations.
- Actively engaging with and listening to people with disability and neurodiversity to inform our approach.
- Proactively investigating and understanding the experience of our clients and employees with disability and/or neurodiversity to inform continuous improvement.

Current state

To advance our approach to access and inclusion Silverchain participated in Australian Disability Network's independent Access and Inclusion Index (The Index) in December 2023.

The Access and Inclusion Index is a self assessment tool, that helps organisations to measure and improve their disability inclusion practices, providing a roadmap for improvement and a national benchmark to measure progress.

Feedback is provided across the nine key areas covered by the Index and included:

Our strengths

The Index identified several strengths in our current disability inclusion practices that provide a solid foundation for future growth:

- Established Universal Access Working Group with Executive sponsorship.
- Community Impact and Inclusion Strategy incorporating disability inclusion goals.
- Workplace Adjustment Policy in place.
- Guidelines for accessible learning materials.
- Customer feedback mechanisms established.

Opportunities for improvement

The Index identified several areas where we can enhance our disability inclusion practices:

- Opportunity to develop more structured inclusion processes for disability inclusion across key business areas.
- Potential to strengthen organisation wide disability confidence training.
- Room to incorporate accessibility in our procurement practices.
- Benefit from a more systematic approach to digital accessibility.
- Opportunity to establish more comprehensive documentation and review processes for physical accessibility.

Our commitment categories

Our commitments are based on the nine categories assessed in Australian Disability Network's Access and Inclusion Index.

Commitment

We commit to breaking down barriers and improving access for people with disability as employees, clients and stakeholders through better practice and continuous learning.

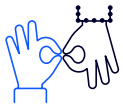
Premises

We will seek to ensure our premises are accessible to people with disability and whenever necessary we adjust for individuals.

Workplace adjustments

We ask about the needs of people with disability and neurodiversity and have an effective process in place to review and respond to any adjustments that are identified or requested.

Communication and marketing



Our communication and marketing channels are accessible to people with disability and whenever necessary we make reasonable adjustments for individuals.

Products and services

We value people with disability as clients and service users. We ask about their experiences of our services and address their needs when developing and delivering our services, ensuring their access requirements are met.

Information Communication Technology (ICT)

Our ICT is accessible and usable by people with disability, and we also make reasonable adjustments for individuals as identified or requested.

Recruitment and selection

We proactively attract and recruit people with disability, which gives us access to the widest talent pool at every level.

Career development

We value all employees, including those living with a disability, and those who are neurodivergent, and are committed to their retention and professional development. We recognise that when we embrace and celebrate our differences together, including diverse ways of thinking, learning and experiencing the world, we strengthen our collective potential and capability.

Suppliers and partners

We expect our suppliers and corporate partners to incorporate supplier diversity and social benefits through innovative procurement practices.

Commitment

We commit to breaking down barriers and improving access for people with disability as employees, clients and stakeholders through better practice and continuous learning.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Policies, procedures and practices	Identify the leaders in the organisation responsible for the development and implementation of accessible policies, procedures and practices in: • Premises. • Procurement. • Candidate Experience and recruitment. • Learning and development. • Customer experience. • Communications and marketing. • Digital accessibility.	Barriers removed in our policies, procedures and practices.	2027	Executive Director, Strategic Communications Executive Director, People and Care Governance Chief Financial Officer Executive Director, Transition and Integration	Responsible teams	Foundational
Learning and Development	Proactively provide employees with appropriate training and resources to ensure they are growing their disability awareness and confidence.	To provide disability awareness training to employees to develop knowledge, understanding and confidence to interact with and support people with disabilities, and foster an inclusive workplace culture.	2027	Executive Director, People and Care Governance	Group Manager, Capability	Foundational
Utilise the Access and Inclusion Index benchmarking tool to evaluate where there are opportunities to continue our development.	Participate in the Access and Inclusion Index every 2–3 years at a minimum.	To identify and implement best practices across Silverchain by systematically comparing performance, processes, and outcomes against industry standards and leading organisations to drive continuous improvement.	December 2026	Executive Director, Community Impact and Inclusion	Diversity, Equity and Inclusion Lead	Foundational

Premises

Our premises are accessible to people with disability and whenever necessary we adjust for individuals.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Property Policy	Update Property Policy to incorporate guidelines to go beyond compliance with current standards.	To ensure clear, current, and compliant guidelines that effectively manage assets while maintaining accessibility, safety, and inclusivity for all users.	2026	Chief Financial Officer	Director, Property and Facilities	Foundational
Dignified access	Develop a Dignified Access Checklist and process for ensuring all premises are up to, or beyond, current standards.	To systematically identify and address physical and operational barriers to ensure people with disabilities can access and use facilities independently, safely, and with the same level of dignity as everyone else.	2026	Chief Financial Officer	Director, Property and Facilities	Foundational
Training	Provide training and resources to employees responsible for property and facilities design and maintenance to ensure they are aware of accessibility standards and requirements.	Improved success and sustainability of our property and facilities.	2027	Chief Financial Officer	Director, Property and Facilities	Foundational
Engagement	Build in consultation with a Disability Employee Network and/or customers with disability at the design stage for all new premises and fit outs.	To create a more inclusive and accessible workplace for all employees.	2027	Chief Financial Officer, and Executive Director, People and Care Governance	Director, Property and Facilities and Consumer Engagement Manager	Stretch

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Accessibility monitoring of premises	Monitor and track the progress of all premises to ensure full accessibility.	To create a built environment where everyone, regardless of their abilities, can fully and independently participate.	2027	Chief Financial Officer	Director, Property and Facilities	Foundational
Review best practice	Implement a regular process for reviewing premises and internal guidelines to ensure they are in line with the latest access standards and technology.	To maintain a consistently accessible and inclusive environment for all people.	2026	Chief Financial Officer	Director, Property and Facilities	Foundational
Promotion of workplace adjustments	Seek feedback from employees with disability about accessibility issues or requests for adjustments and use to inform policies and practices.	To demonstrate a commitment to continuous improvement and ensure that accessibility considerations are integrated across Silverchain.	2026	Executive Director, People and Care Governance	Group Manager, Health, Safety and Wellbeing Director, Nursing & Safety	Stretch
Emergency preparedness	Ask all employees if they require a Personal Emergency and Evacuation Plan (PEEP) at induction and regularly throughout their employment, not just those with known disability.	To ensure all employees are safe in the event of an emergency.	2026	Executive Director, People and Care Governance	Group Manager, Health, Safety and Wellbeing Director, Nursing & Safety	Foundational

Suppliers and partners

We expect our suppliers and corporate partners to incorporate supplier diversity and social benefits through innovative procurement practices.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Procurement	Develop a formal written commitment to procuring accessible products and services, ensuring that this covers all procurement categories and is publicly available.	To ensure that accessibility is embedded within the procurement process.	2026	General Counsel, and Executive Director, Contracts, Procurement and Risk	Procurement Managers	Foundational
Procurement	Develop an internal checklist outlining your minimum access and inclusion requirements for suppliers and partners to meet.	To ensure that all/ most goods and services procured by Silverchain are accessible and inclusive, thereby creating a more equitable and welcoming environment for all.	2026	General Counsel, and Executive Director, Contracts, Procurement and Risk	Procurement Managers	Foundational
Procurement	Develop processes across all procurement categories to ensure that accessibility is a key consideration when selecting suppliers and partners.	To ensure accessibility is a key consideration when selecting suppliers.	2026	General Counsel, and Executive Director, Contracts, Procurement and Risk	Procurement Managers	Foundational
Procurement	Deliver accessibility training as part of the onboarding process for new procurement team members.	To ensure that all procurement team have the knowledge and skills necessary to integrate accessibility considerations into all procurement decisions.	2025	General Counsel, and Executive Director, Contracts, Procurement and Risk	Procurement Managers	Foundational

Workplace adjustments

We ask about the needs of people with disability and have an effective process in place to review and respond to any adjustments that are identified or requested.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Workplace adjustments	Update the Workplace Adjustment Procedure to include information about the management and review of workplace adjustments.	To create a more effective and sustainable system for supporting employees with disabilities.	2025	Executive Director, People and Care Governance	Group Manager, Health, Safety and Wellbeing Director of Nursing & Safety	Foundational
Workplace adjustments	Develop formal processes or procedures for asking all employees whether they require workplace adjustments.	To create a more inclusive and supportive work environment where all employees can thrive.	2026	Executive Director, People and Care Governance	Group Manager, Health, Safety and Wellbeing Director of Nursing & Safety	Foundational
Workplace adjustments	Implement a voluntary Workplace Adjustment Passport.	A consistent approach towards workplace adjustments to support employees with disabilities and/or neurodiversity.	2027	Executive Director, People and Care Governance	Group Manager, Health, Safety and Wellbeing Director of Nursing & Safety	Stretch
Workplace adjustments	Expand the availability of flexible work practices across the entire organisation.	To increase employee satisfaction, improve work-life balance, and enhance productivity and inclusivity for all employees.	2026	Executive Director, People and Care Governance	Director, People and Culture	Foundational
Workplace adjustments	Identify the types of flexible work practices available for different types of roles and disability needs and promote that to line managers.	To enable line managers to proactively match appropriate flexible work arrangements to individual disability needs and role requirements, reducing barriers to employment and retention.	2027	Executive Director, People and Care Governance	Director, People and Culture Director of Nursing & Safety	Stretch
Workplace adjustments	Identify a designated contact (e.g., Recruitment, and / or Workplace Health and Safety function) to manage the Workplace Adjustment policy and process, including feedback and data / information monitoring.	To ensure the effective and consistent implementation of workplace adjustments while maintaining a safe and healthy work environment for all employees.	2025	Executive Director, People and Care Governance	Group Manager, Health, Safety and Wellbeing Director of Nursing & Safety	Foundational
Workplace adjustments	Identify an internal 'Disability Champion' who existing staff or prospective candidates can contact to discuss disability inclusion at Silverchain.	Employees and potential employees are able to confidentially ask an informed person about disability inclusion at Silverchain without it impacting their employment prospects.	2026	Executive Director, Strategic Communications (as Chair of the Universal Access Working Group)	Director, People and Culture Director of Nursing & Safety	Stretch

Career development

We value all employees, including those living with a disability, and are committed to their retention and professional development, understanding when we bring our differences together we are stronger in our potential and capability.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Career development	Include a commitment to the employment of people with disability at a strategy or plan level. Reference this on the careers page of our website.	To demonstrate a clear and public commitment to diversity and inclusion.	2025	Executive Director, People and Care Governance	Director, People and Culture	Foundational
Career development	Include a commitment to accessible and inclusive candidate experiences at a strategy or plan level. Reference this on the careers page of your website.	To ensure that all job seekers have an equal opportunity to access and participate in the recruitment process.	2025	Executive Director, People and Care Governance	Director, People and Culture	Foundational
Career development	Design an internal checklist outlining the minimum access and inclusion requirements to be adopted when engaging new recruitment partners.	To ensure all recruitment agencies and partners share Silverchain's commitment to diversity and inclusion, and that their recruitment practices are accessible and inclusive for all job seekers.	2026	Executive Director, People and Care Governance	Director, People and Culture	Stretch
Career development	Update inclusive statement on job advertisements to clearly encourage applications from people with disability. Ensure this is available on careers website as well as job descriptions.	To demonstrate a clear and public commitment to diversity and inclusion.	2025	Executive Director, People and Care Governance	Director, People and Culture	Foundational
Career development	Invite all candidates to request adjustments in the online application process.	To ensure that all job seekers have an equal opportunity to participate in the recruitment process and demonstrate their skills and qualifications.	2026	Executive Director, People and Care Governance	Director, People and Culture	Foundational

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Career development	Participate in Australian Disability Network's Stepping Into Internship or PACE Mentoring Program.	To provide valuable work experience to university students with disabilities, enhancing their employability and contributing to a more inclusive and diverse workforce.	2026	Executive Director, Community Impact and Inclusion	Diversity, Equity and Inclusion Lead	Foundational
Career development	Implement required training and provide resources for team members responsible for recruitment and selection to support them to deliver fair and equitable candidate experiences. Explore Australian Disability Network Disability Confident Recruiter.	To enhance knowledge and skills in inclusive recruitment practices, ensuring that all recruitment processes are fair, equitable and accessible for all candidates.	2026	Executive Director, People and Care Governance	Director, People and Culture	Stretch
Career development	Nominate a contact person / team on job advertisements and / or careers websites who is responsible for providing adjustments in the candidate experience process.	To ensure that candidates with disabilities have a clear point of contact to request adjustments throughout the recruitment process, facilitating an inclusive experience.	2025	Executive Director, People and Care Governance	Director, People and Culture	Foundational
Career development	Regularly review candidate experience processes with regards to accessibility.	To continuously identify and address potential barriers to access for all candidates, ensuring that the recruitment process remains fair, equitable and inclusive for all.	2026	Executive Director, People and Care Governance	Director, People and Culture	Stretch

Career development, continued

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Career development	Review and analyse and report data from candidates and newly inducted employees with respect to disability and any requests for adjustments in the recruitment and selection process.	To identify trends, areas for improvement and refine recruitment practices to ensure a more inclusive and accessible experience for all candidates.	2026	Executive Director, People and Care Governance	Director, People and Culture	Stretch
Career development	Update candidate feedback surveys to ask about accessibility and the experience of requesting adjustments. Use this feedback to inform policies and practices.	To continuously improve the candidate experience for all people, by identifying and addressing any barriers to access and ensuring that the recruitment process is inclusive and equitable for all.	2026	Executive Director, People and Care Governance	Director, People and Culture	Stretch

Employee experience

We value all employees, including those who live with a disability, and are committed to their retention and development.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Employee experience	Promote our commitment to ensuring people with disability are included in career development and retention strategies both internally and externally.	To create a workplace where employees with disabilities can thrive, advance their careers, and build long term fulfilling careers within Silverchain.	2025	Executive Director, Strategic Communications Executive Director, People & Care Governance	Director, Communications and Group Manager, Capability	Foundational
Employee experience	Develop guidelines into formal processes to ensure that all learning and development materials are accessible.	To create an inclusive learning environment where all employees can access and benefit from all training and development opportunities.	2027	Executive Director, People and Care Governance	Group Manager, Capability	Foundational
Employee experience	Expand the Universal Access Working Group into a Disability Employee Network / Employee Resource Group and build consultation with this group into the development and review of relevant strategies, policies, processes and activities.	To empower employees with disabilities to actively shape and drive workplace inclusion initiatives, leading to a more equitable and supportive work environment for all.	2027	Executive Director, Strategic Communications	Diversity, Equity and Inclusion Lead	Stretch
Employee experience	Implement an internal mentoring program or other initiative to support employees with disability.	To foster employee growth, increasing their confidence, and creating a more inclusive and supportive work environment.	2027	Executive Director, Community Impact and Inclusion	Diversity, Equity and Inclusion Lead	Stretch
Employee experience	Implement regular training and provide resources for managers and people leaders on supporting team members with disability.	To enhance knowledge, skills and confidence in creating an inclusive and supportive work environment for all employees.	2027	Executive Director, People and Care Governance	Group Manager, Capability	Foundational

Employee experience, continued

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Employee experience	Develop a formal process (checklists / guidelines) to ensure that all employees are asked whether they require adjustments for career development opportunities and frameworks.	To create an equitable and inclusive environment where all employees have equal access to and can fully participate in career development initiatives.	2027	Executive Director, People and Care Governance	Director, People and Culture	Stretch
Employee experience	Use feedback gathered from employees with disability to inform and develop policies and practices.	To create a more inclusive and equitable workplace that truly reflects the needs and experiences of employees with disabilities.	2027	Executive Director, People and Care Governance	Director, People and Culture	Stretch
Employee experience	Implement a mechanism for collating metrics regarding levels of seniority of employees with disability.	To identify and address potential barriers to career progression for employees with disabilities, ensuring equitable opportunities for advancement at all levels of Silverchain.	2026	Executive Director, People and Care Governance	Director, People and Culture	Stretch

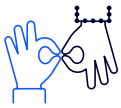
Customer experience

We value people with disability as clients and service users. We ask about their experiences of our services and address their needs when developing and delivering our services, ensuring their access requirements are met.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Customer experience	Include a commitment to developing and delivering accessible and inclusive customer experiences at a strategy or plan level. Reference this on our website.	To be recognised as a leader in providing best care that meets the diverse needs and preferences of all customers.	2026	Executive Director, Strategic Communications	Director, Brand & Marketing	Foundational
Customer experience	Develop guidelines to support external-facing employees to provide accessible and inclusive customer experiences.	To empower employees with the knowledge, skills and resources to consistently deliver respectful, empathetic and equitable customer experiences that meet the diverse needs and preferences of all people.	2026	Executive Director, Strategic Communications	Strategic Communications	Foundational
Customer experience	Review and implement 'The Principles of Universal Design' in service delivery and product design.	To create services and spaces that are accessible, and usable for people of all ages, backgrounds, and those with disability or neurodivergence.	2027	Executive Director, Strategic Communications	Director, Property and Facilities, Digital team, Community Impact and Inclusion, and Consumer engagement	Stretch
Customer experience	Proactively provide training and clear guidelines to employees regarding providing adjustments for customers / clients with disability.	To ensure all employees will be confident and competent in identifying and implementing appropriate adjustments to ensure equitable service delivery.	2027	Executive Director, People and Care Governance	Director, People and Culture	Foundational
Customer experience	Develop a system that allows customers to nominate their preferred means of communication, as well as processes or guides to ensure that this is consistently used by Silverchain team members when communicating with customers.	To enhance customer satisfaction by personalised and efficient communication that respects individual preferences.	2027	Executive Director, Strategic Communications	Strategic Communications	Stretch

Customer experience, continued

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Customer experience	Develop Easy English, Plain English, or communication accessible versions of our client facing materials.		2027	Executive Director, Strategic Communications	Strategic Communications	Stretch
Customer experience	Expand National Relay Service (NRS) training and resources currently provided to customer facing employees to all employees.	To increase awareness and effective use of the National Relay Service among employees, leading to improved communication access and support for Deaf and Hard-of-hearing clients.	2027	Executive Director, Strategic Communications	Strategic Communications	Stretch
Customer experience	Develop a formal process for seeking feedback on the accessibility of products and services from customers with disability.	To continuously improve the accessibility of products and services by gathering and incorporating feedback from clients with disabilities.	2027	Executive Director, People and Care Governance	Director, Care Governance and Risk	Stretch
Customer experience	Implement an annual process to review products and services to ensure that they continue to be accessible and inclusive for stakeholders with disability.	To proactively identify and address accessibility barriers, ensuring that all stakeholders with disability have equitable access to, and can fully participate in, all stages of the production process.	2027	Executive Director, People and Care Governance	Director, Care Governance and Risk	Stretch



Communication and marketing

Our communication and marketing channels are accessible to people with disability and whenever necessary we make reasonable adjustments for individuals.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Expanded commitment	Expand the existing commitment to accessible communications and marketing to encompass all types of marketing and communications materials. Ensure this covers both internal and external communications.	Develop a suite of marketing and communication materials that are accessible and inclusive, ensuring equitable access to information for more audiences.	2026	Executive Director, Strategic Communications	Strategic Communications	Foundational
Training and resources	Proactively provide training and access to resources on accessible content development to employees working in the communications and marketing area.	Marketing and communications employees will have the knowledge and resources to consistently create and disseminate accessible content.	2025	Executive Director, Strategic Communications	Executive Director, Strategic Communications	Foundational
Formal guidelines	Expand existing guidelines into formal processes to ensure that all marketing and communications materials are accessible. Ensure these cover all types of marketing and communications materials.	Accessibility is built into the creation and design of brand content and channels and executed as a requirement by those involved in design (internal and external).	2026	Executive Director, Strategic Communications	Director, Brand and Marketing	Foundational
Representation	Ensure that people with disability are regularly represented in marketing and communication materials.	Representation of people with disability.	2025	Executive Director, Strategic Communications	Director, Brand and Marketing	Foundational
Accessible events checklist	Develop and implement an events / meetings / function accessibility checklist.	Publish an 'accessible meetings and events principles' that includes inclusive design and language practices. Improve event design, management and execution enabling inclusion of all attendees.	2025	Executive Director, Strategic Communications	Director, Communications	Foundational

Communication and marketing, continued

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
Feedback process	Develop a formal process for seeking feedback on marketing and communications materials from both employees and stakeholders. Use this to inform policy and practices.	To continuously improve the accessibility and inclusivity of marketing and communication materials by seeking and analysing feedback and using these insights to inform and enhance.	2026	Executive Director, Strategic Communications	Strategic Communications	Stretch
Annual review	Regularly review communications and marketing materials to ensure they continue to be accessible.	To maintain high standards of accessibility and inclusivity in all communications and marketing materials to ensure they meet the evolving needs of audiences.	Annually	Executive Director, Strategic Communications	Strategic Communications	Stretch

Digital accessibility

Our Information Communication Technology is accessible and usable by people with disability, and we also make reasonable adjustments for individuals as identified or requested.

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
WCAG commitment	Make a formal, written commitment to the latest WCAG AA standard and note this in strategy / policy / procedure.	Facilitate awareness of the WCAG standards and how to achieve them.	2026	Executive Director, Strategic Communications	Head of Digital Experience	Foundational
Accessible technology commitment	Develop a formal written commitment to providing accessible digital technology to employees.	To create an inclusive and equitable work environment where all employees have equal access to and can effectively utilise all digital technologies for their roles.	2026	Chief Financial Officer	Chief Technology Officer Head of IT	Foundational
Procurement guidelines	Develop guidelines / processes to ensure that the access requirements of users are scoped when purchasing or upgrading digital technology.	To consistently deliver a secure and reliable user experience by implementing robust processes that effectively meet the diverse access needs of all users.	2026	Chief Financial Officer	Chief Technology Officer Head of IT	Foundational
Training for teams	Implement regular training and provide resources for team members to support them to understand and deliver accessible digital technology.	To empower all team members with the knowledge and skills to effectively deliver accessible technology solutions that meet the diverse needs of all users.	2026	Chief Financial Officer	Chief Technology Officer Head of IT	Foundational
WCAG compliance for web content	Develop processes to ensure that web content, both internal and external, is in line with the latest WCAG standards.	To ensure all web content meets WCAG accessibility standards, resulting in an inclusive online experience for all users.	2026	Executive Director, Strategic Communications	Director, Communications and Director, Brand & Marketing	Foundational

Digital accessibility, continued

Initiative	Recommended actions	Desired Outcomes	Target	Executive Responsible	Delivered by	Priority level
User testing	Ensure that consultation and user testing with people with disability takes place at the design stage and prior to the introduction of new digital products / upgrades.	All new digital products and upgrades with input from and tested by people with disabilities.	2026	Chief Financial Officer Transformation Office	Chief Technology Officer Head of IT Head of Lean Digital Program Delivery Practice	Stretch
Feedback mechanism	Proactively seek feedback about digital technology adjustment requests / accessibility issues via a designated team or individual to inform policy and practice.	To proactively and actively gather feedback through dedicated channels.	2026	Chief Financial Officer	Chief Technology Officer Head of IT	Stretch
Annual review	Review digital technology standards and guidelines annually to ensure they are in line with the latest standards and technology.	To maintain a high level of digital accessibility by ensuring that all digital technology standards and guidelines are reviewed and updated annually to align with the latest industry best practices and technological advancements.	2026	Chief Financial Officer	Chief Technology Officer Head of IT	Stretch

Priority areas and actions

1. Leadership and Commitment

Goal: Establish clear leadership accountability and governance for disability inclusion.

Year 1 actions:

- Identify and appoint senior leaders responsible for each key area of access and inclusion (premises, procurement, candidate experience and recruitment processes, learning and development, customer experience, marketing and communications, digital accessibility).
- Expand Universal Access Working Group into a formal Disability Employee Network.
- Develop quarterly disability inclusion metrics for working group reporting.

Years 2–3 actions:

- Implement disability confidence training for all senior leaders.
- Establish disability inclusion KPIs in relevant leadership roles.
- Create mentoring opportunities between senior leaders and employees with disability.

2. Workplace Experience

Goal: Create an enabling environment where employees with disability can thrive.

Year 1 actions:

- Implement Workplace Adjustment Passport system.
- Develop formal process for regularly offering workplace adjustments.
- Create manager toolkit for supporting team members with disability.

Years 2–3 actions:

- Launch internal mentoring program for employees with disability.
- Establish targeted career development pathways.
- Partner with disability employment services to enhance recruitment.

3. Client access

Goal: Ensure our services are accessible and inclusive for all clients.

Year 1 actions:

- Develop customer accessibility guidelines for all customer-facing staff.
- Implement consistent process for recording and actioning communication preferences.
- Extend National Relay Service training to all staff.

Years 2–3 actions:

- Establish Customer Accessibility Advisory Group.
- Implement systematic accessibility testing of all new services.
- Develop innovative service delivery options for customers with disability.

4. Physical Environment

Goal: Provide dignified access across all Silverchain premises

Year 1 actions:

- Create and implement Dignified Access Checklist.
- Establish regular PEEP offering process for all employees.
- Document accessibility features of all premises.

Years 2–3 actions:

- Conduct comprehensive access audits of all premises.
- Develop beyond-compliance design standards.
- Implement accessibility improvements based on audit findings.

5. Digital Accessibility

Goal: Achieve WCAG 2.2 compliance across digital platforms

Year 1 actions:

- Update accessibility commitment to WCAG 2.2.
- Implement regular accessibility testing schedule.
- Provide digital accessibility training to key staff.

Years 2–3 actions:

- Achieve WCAG 2.2 AA compliance for primary websites.
- Implement automated accessibility testing tools.
- Establish user testing panel including people with disability.

Monitoring and Review

Governance

- Quarterly progress reviews by Executive led Universal Access Working Group.
- Annual review by Group Executive and/or Board.
- Regular consultation with Disability Employee Network.

Success measures

- Improvement in Access and Inclusion Index score to 25% by 2025.
- Employee satisfaction scores from staff with disability.
- Customer satisfaction metrics regarding accessibility.
- Completion rate of planned actions.
- Physical premises accessibility audit results.
- Digital accessibility compliance levels.

Reporting

- Annual progress report to be published internally and externally.
- Regular updates through internal communications channels.
- Participation in Access and Inclusion Index assessment.

Contact information

For questions or feedback about this plan, please contact:
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About Silverchain

Silverchain is one of Australia's leading home care specialists, providing health and aged care services to more than 140,000 clients a year.

Trusted by Australians to deliver care that is differentiated by quality and safety for over 130 years, we are proudly one of the only Australian home care providers accredited in both national health and aged care standards.

At Silverchain, we're building an inclusive organisation where everyone can belong. We're removing barriers to care and employment, investing in accessibility, cultural safety and inclusive practices. We celebrate diverse identities and are committed to learning, evolving and creating pathways for all communities to shape how we deliver care.

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 effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future leaders and reconciliation within Australia.

Health. Human. Home.

Contact us

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