

Cultural Warning

Aboriginal and Torres Strait Islander peoples should be aware that this presentation includes images and references to people who have passed away.

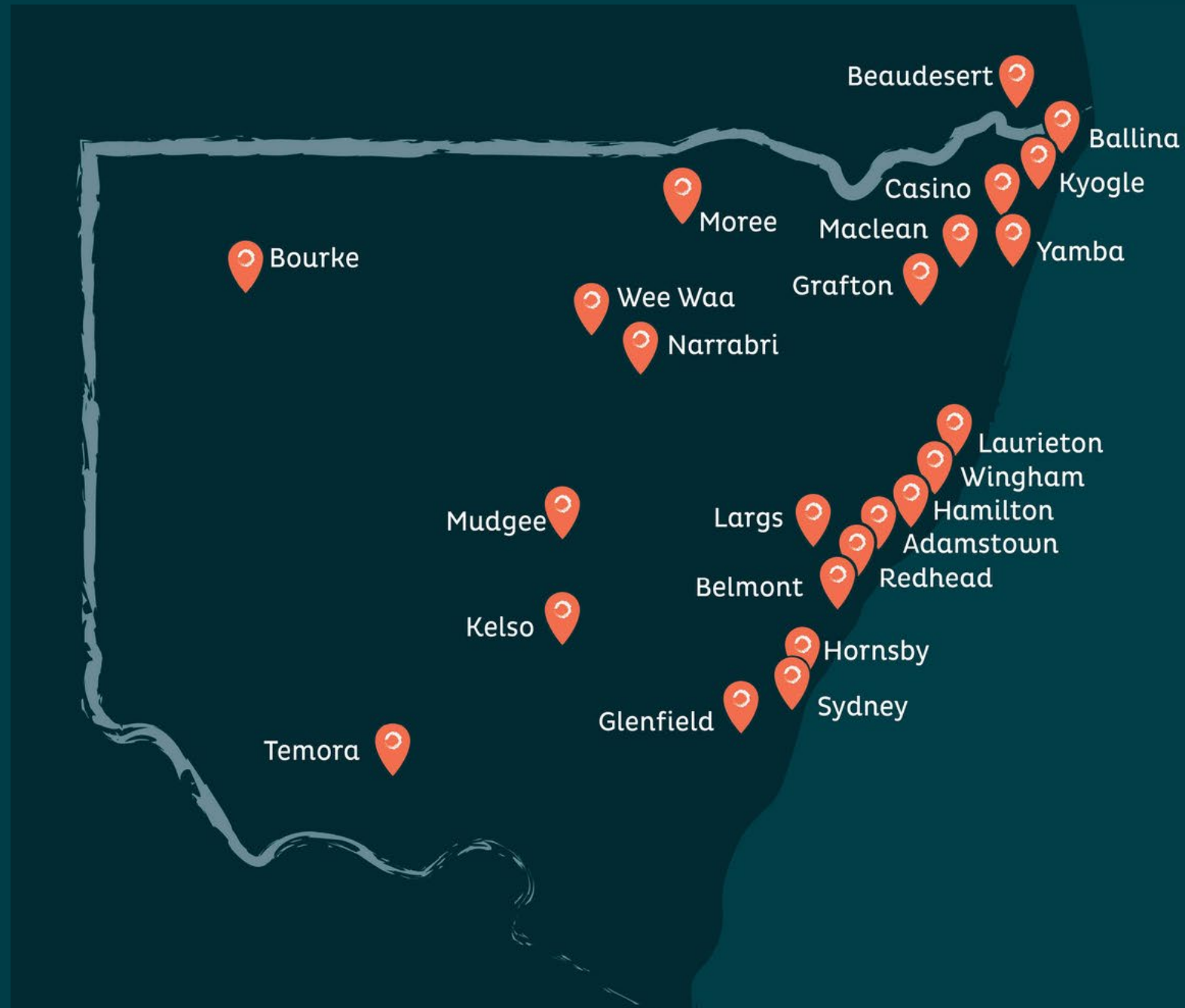
Culture is the Catalyst

Chris Mamarelis
CEO- Whiddon



Whiddon
Award-winning care

Whiddon



11
Home Care
Locations



24
Residential Aged
Care homes



12
Retirement
Villages



PAUL



DOROTHY



BILLIE



KEN





Our Vision

Whiddon

“

Transforming care with purpose and integrity,
**by empowering our people and strengthening
communities**

”

Our Three Horizons

An Authentic North Star



Horizon 1

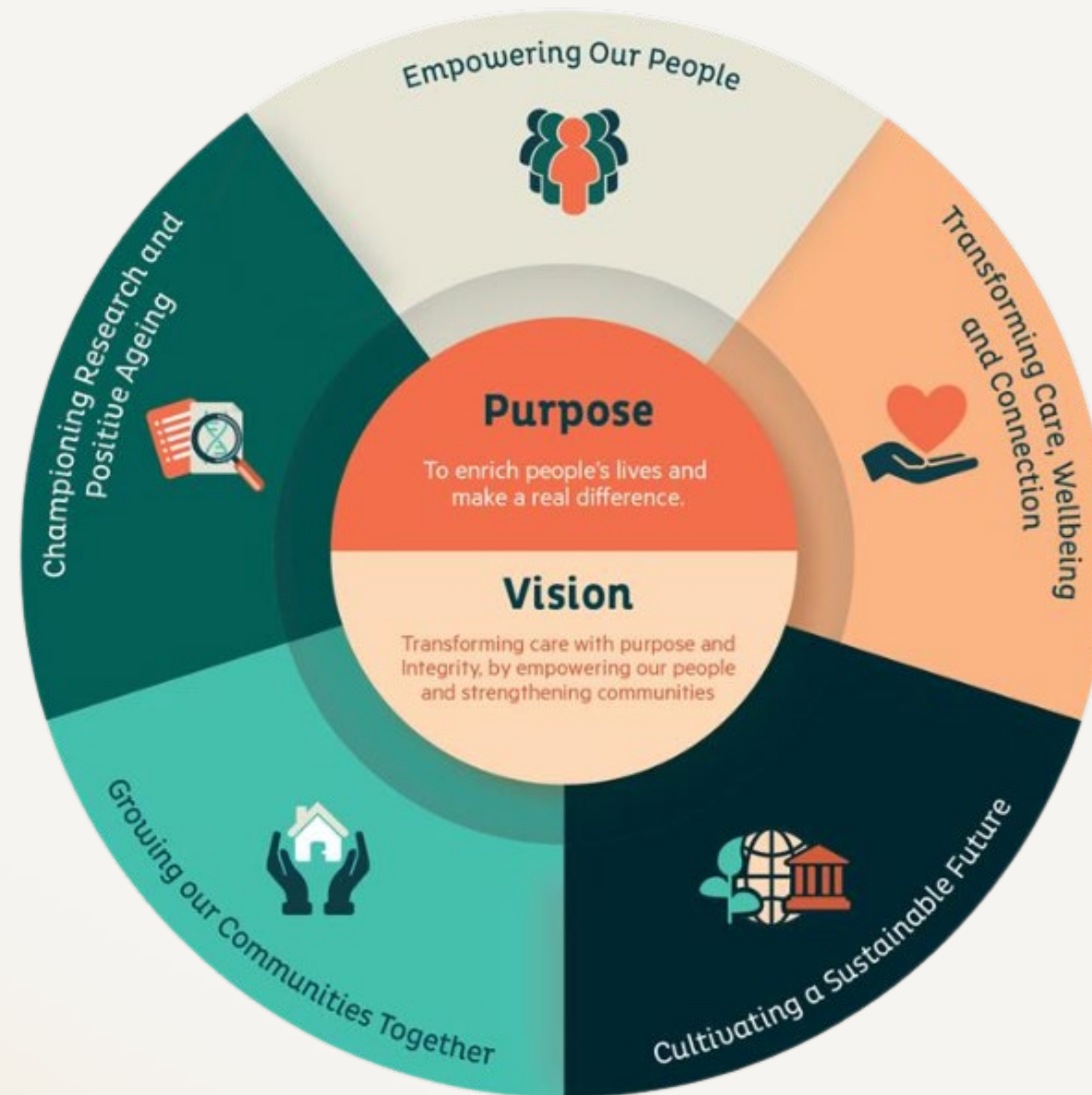
Why We Exist

Horizon 2

Where we are going

Horizon 3

The Guide Rails -
Shaping Delivery



From Fear-Driven Compliance to Purpose-Driven Care

*Reactive leadership is driven by fear;
creative leadership is driven by purpose.*

—Anderson & Adams



Authentic leadership builds trust



Trust creates psychological safety



Psychological safety enables innovation



What do you see?



What We Choose to See Shapes Innovation

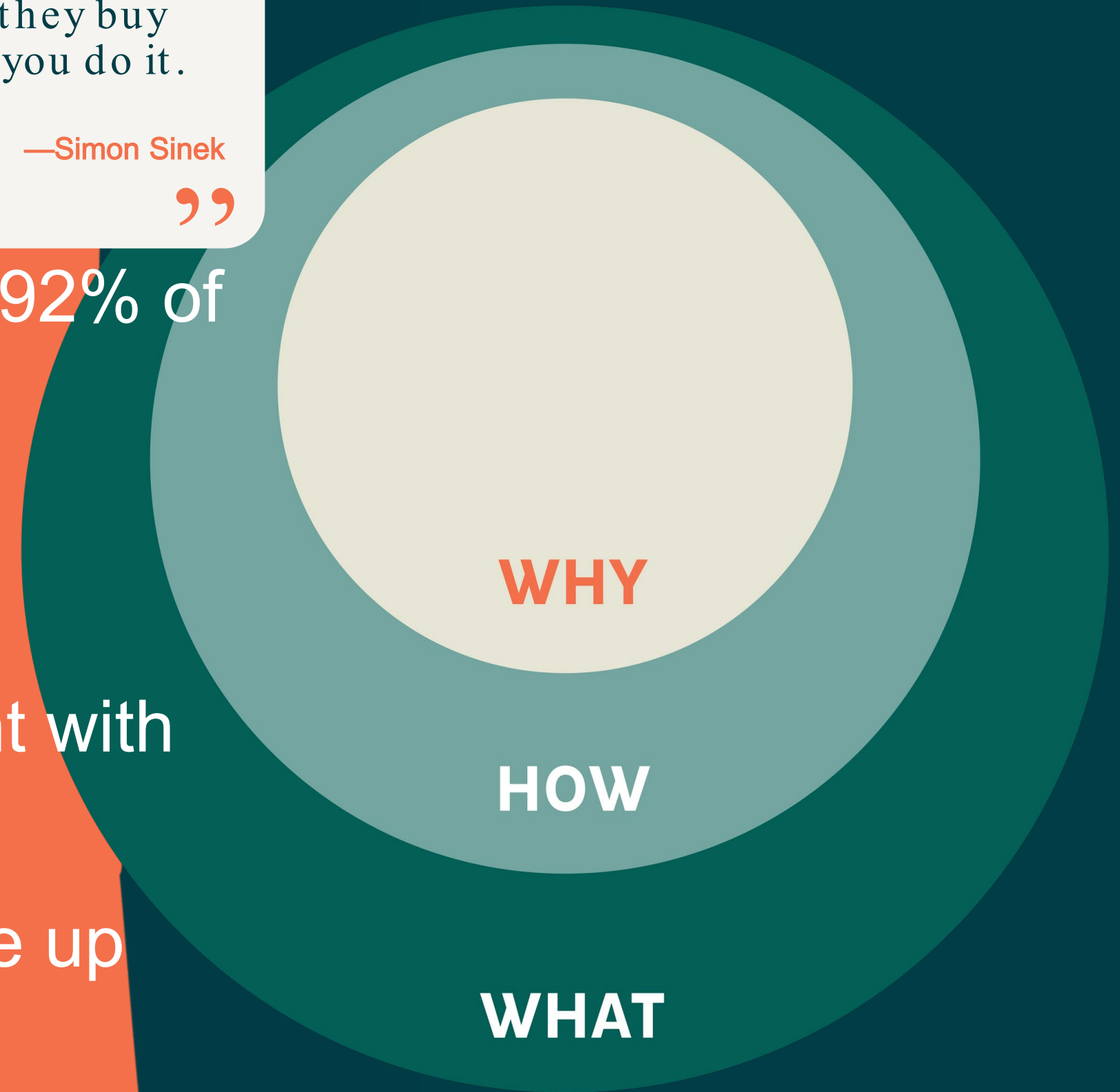
REFRAME



Why Purpose Matters

“
People don't
buy what you
do; they buy
why you do it.
—Simon Sinek
”

- ✓ (Deloitte 2025) • 89% of Gen Z and ~92% of millennials say a sense of purpose is important for job satisfaction and wellbeing
- ✓ Many of this generation will reject employers or roles that lack alignment with personal values
- ✓ Gen Z + millennials projected to make up 74% of the global workforce by 2030



When purpose becomes practice...



Innovation by Design

- Purpose Driven
- Led from the front - line
- Endorsed Top-down
- Funds Allocated
- Structures in Place
- Disruption is also fine!





1:1 Engagement



Resident Forums



Consumer Feedback



CAB Meetings



Employee Advisory

Voices Shaping Our Care



Turning Voice into Action





Whiddon

Research & Positive Ageing Hub



Mental
Wellbeing



Positive
Ageing



Clinical
Excellence



Reablement



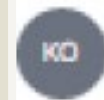
Dementia and
Palliative Care

Partnering For Impact



THE UNIVERSITY OF
SYDNEY

Glenfield aged care home Whiddon releases findings from industry-first rapid PCR testing trial



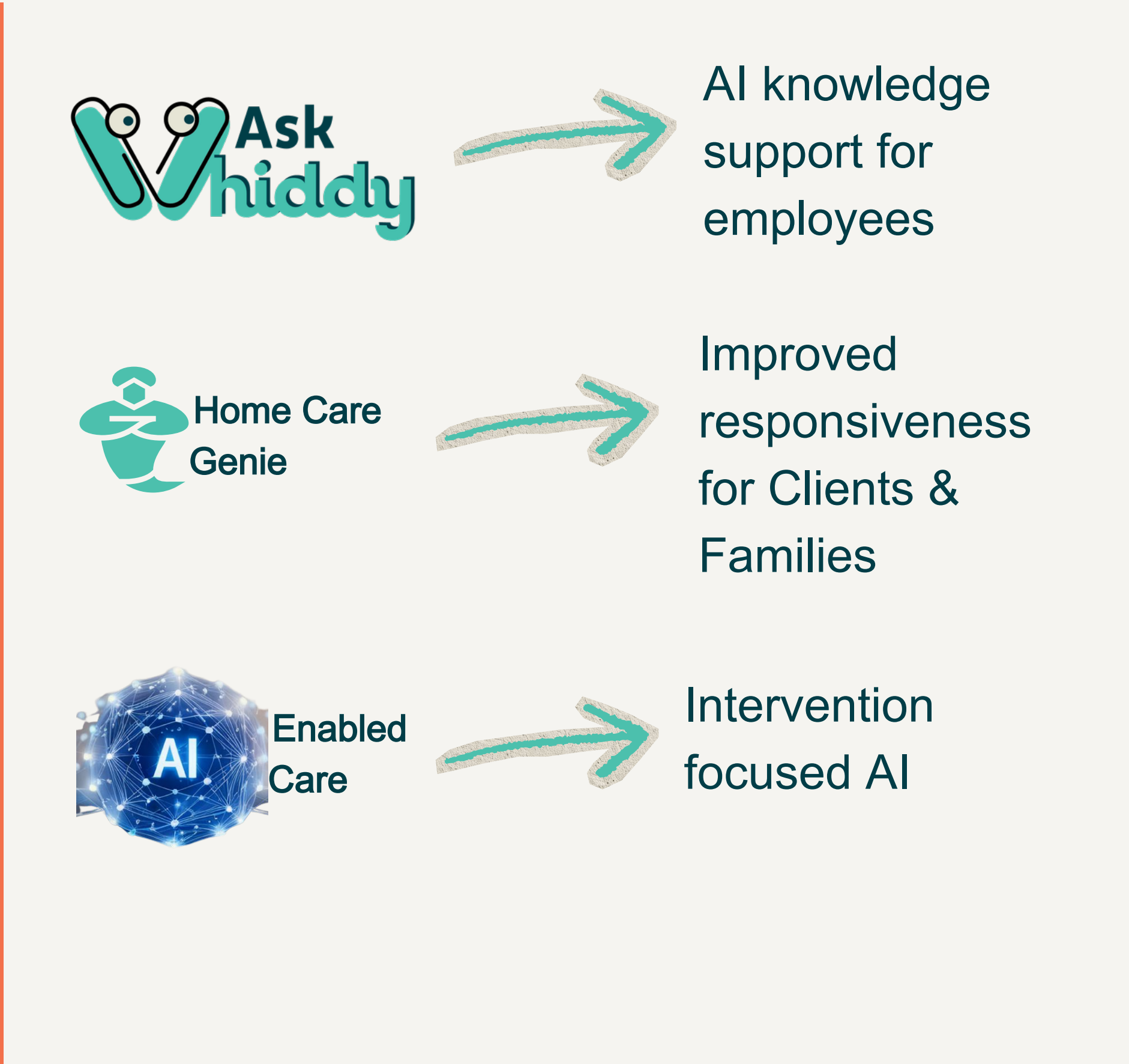
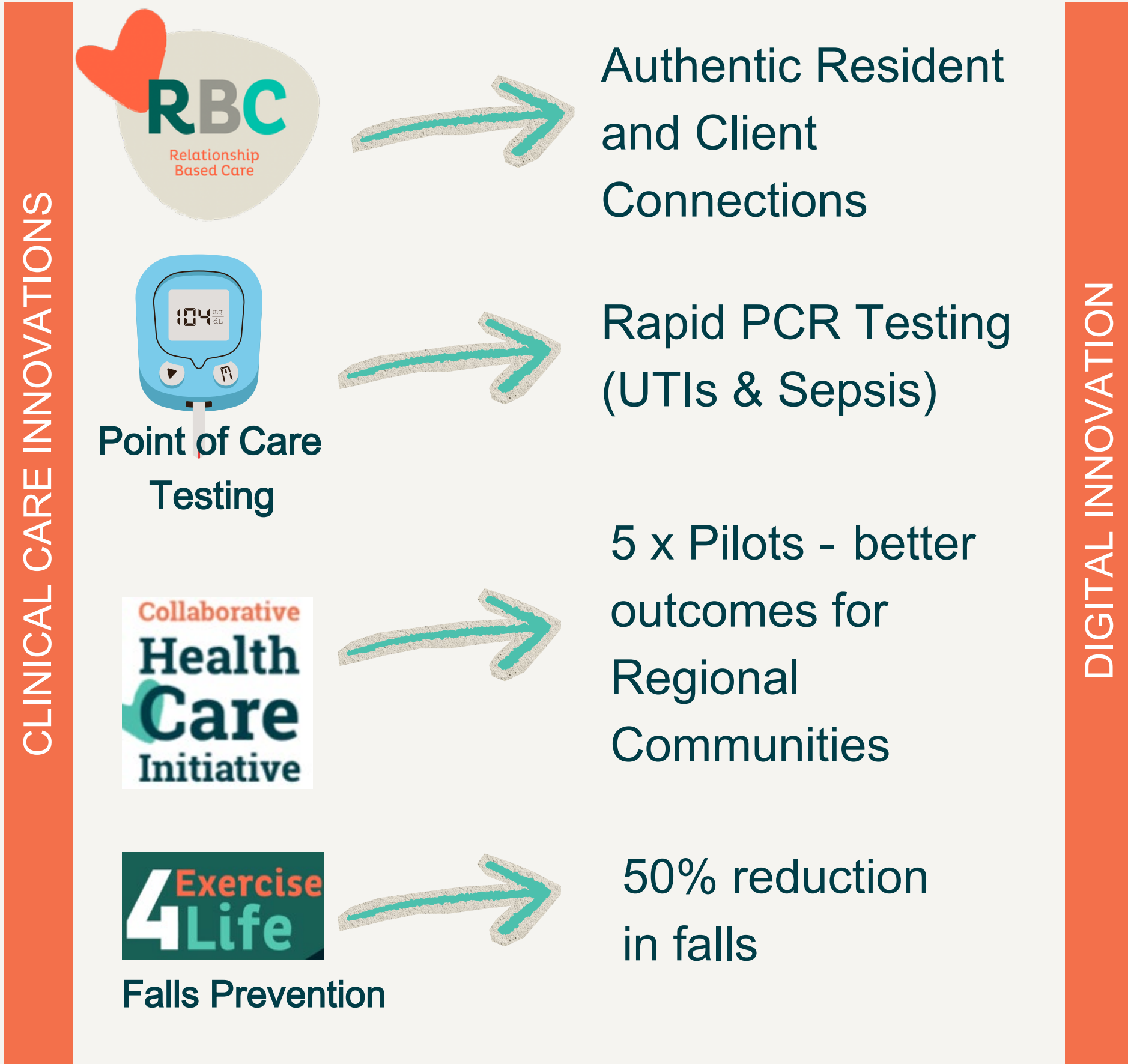
By Kayla Osborne

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Whiddon

Outcomes - Intent to Impact



Purpose Meets Intent

- Repurpose Under-utilised Aged Care Home
- Enabled by leadership willingness, licence and partnership
- System innovation beyond traditional care models
- Strengthened purpose, pride and engagement for our people

“

Housing
Women 55+
in crisis

”

Glenfield House Women's Shelter



URBAN
PROPERTY

**WOMEN'S
COMMUNITY
SHELTERS**

HAA
Housing All Australians

HUME
Community Housing

Whiddon



AUSTRALIAN
FINANCIAL REVIEW



Recognition along the Way

- **Future of Ageing Awards** Research (Winner) TOP UP (Strength Up) telehealth reablement program
- Twice named in **AFR Top 50 Most Innovative** Companies Australia and New Zealand
- **InnovAGEING National Award** Exercise 4 Life and TOP UP programs
- **Future of Ageing Awards** Award-recognised clinical innovation- Point-of-Care Rapid Testing & Leader of the Year Winner

Innovation in Care

What's the ROI?



Conventional ROI

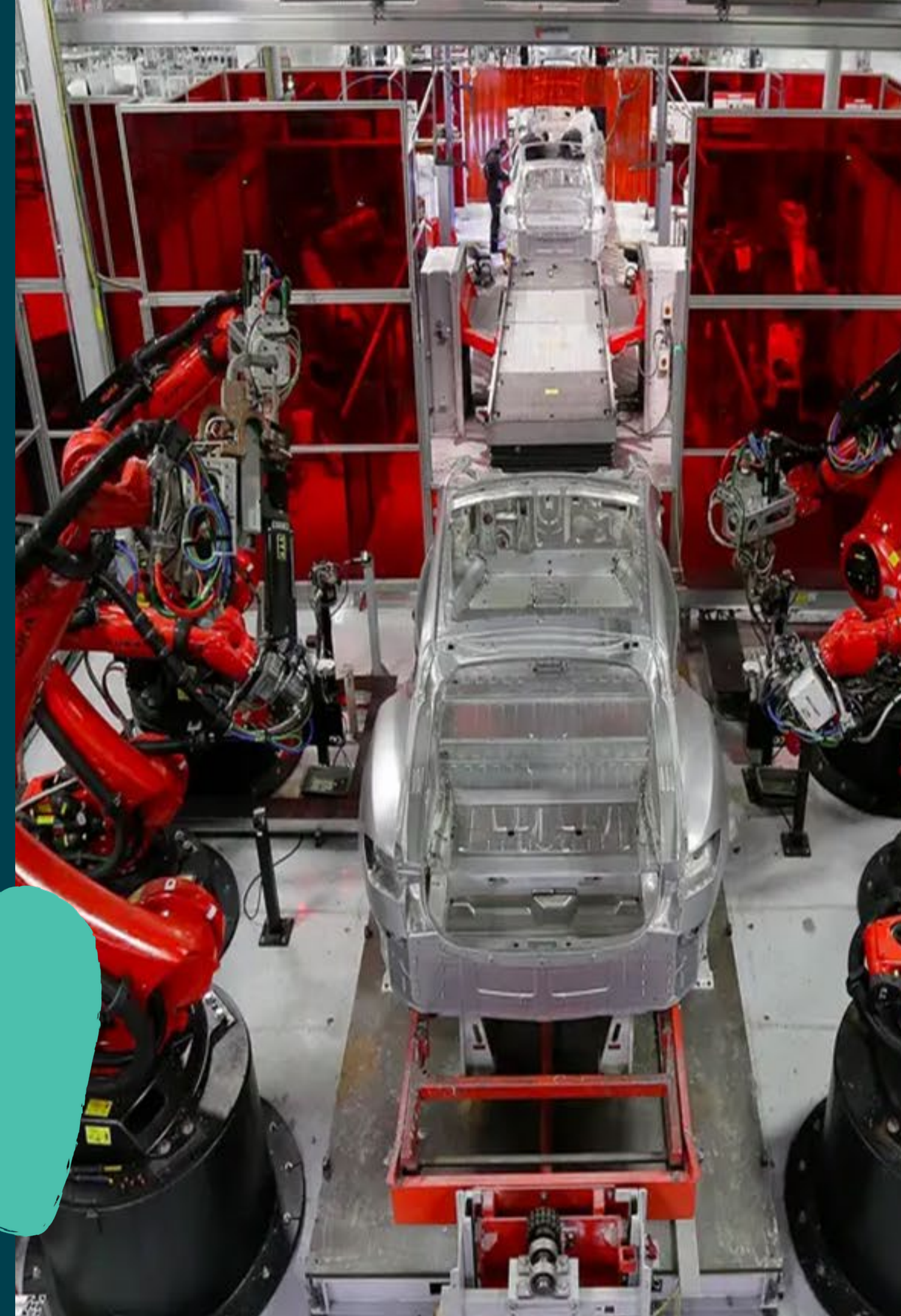
Invest: \$300M

Return: \$30M

p.a

ROI: 10%

How we've all been taught to think



For Purpose ROI

Invest \$1M

Return: Improved Outcomes
for Dementia Residents

SROI: Improved Lifestyle,
Social Connections,
Quality of Life, Dignity



Balancing the Tension Sustainability and Purpose Find a Way



The “Aha Moment”

Care doesn't protect
the asset.

Care is the reason for
the asset.



Five Take Aways

- Purpose Motivates and Inspires
- Authentic leadership builds trust
- Culture must be lived, not labelled
- Capability makes innovation repeatable
- Sustainability ensures it endures





Thank
You



More to Me
Campaign



Chris Mamarelis
LinkedIn



Infographic