

cenitex

Disability Action Plan 2025-2028



Table of contents

Message from the CEO	3
Acknowledgement of Country	4
About Cenitex.....	4
Our commitment to accessibility and inclusion	5
Understanding Disability Inclusion	7
What is Disability Inclusion?.....	8
What is the Disability Discrimination Act?	8
Why Disability Inclusion Matters.....	9
Development of the Disability Action Plan (2025–2028).....	9
2025 - 2028 Key Focus Areas: Attract, Retain and Support.....	11
Governance and Implementation.....	12
Action Plan	13
Key Focus Area: Attract	13
Key Focus Area: Retain	14
Key Focus Area: Support	16
Resources and Further Information for employees and people leaders.....	18
References.....	19

Message from the CEO

I am delighted to share the second Cenitex Disability Action Plan (the Plan). Building on the progress from our first plan, we continue to be committed to further enhancing diversity and inclusivity in our workplace.

The plan is our commitment to becoming a leader in hiring and supporting people with disabilities within the Victorian Public Service. This reflects our broader goal of making Cenitex an inclusive and welcoming space for everyone.

We acknowledge the diverse experiences and barriers faced by people with disabilities and we're committed to addressing these challenges. We value the voices of our employees, and the plan has been developed in consultation with the Cenitex Enabler's stream, a group of committed and passionate individuals who come together and promote actions every day to foster an inclusive workplace.

We work hard to create a supportive and accessible environment. Through training, mentorship and inclusive practices, we're fostering a culture encouraging disability confidence.

As we celebrate our team's diversity, we're excited about the journey ahead as we continue our efforts to make our workplace even better.

Adrian Carbone

Acting CEO

Acknowledgement of Country

Cenitex acknowledges the Traditional Custodians of the lands on which we live and work. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the enduring connection First Nations peoples have to Country, community, culture and knowledge – and their strength, resilience, and ongoing contributions to our shared future.

We are committed to embedding respect and inclusion for Aboriginal and Torres Strait Islander peoples in all areas of our work, including our efforts to create a more accessible and inclusive workplace for people with disability.

About Cenitex

The Cenitex purpose is to be the Victorian Government's trusted Information Technology provider and is the Victorian Government's largest shared service operation, enabling most major departments, agencies and its public servants to deliver services for the Victorian community.

Cenitex has an established Diversity, Equity, Inclusion and Belonging (DEIB) Council representing employee reference groups and our diverse communities. The Council champions and drives inclusion action and includes members of the Executive Leadership Team (ELT), and a range of subject matter experts from across the organisation.

The Council centres around six key priority areas; Enablers, Gender Equality, LGBTIQ+, Reconciliation, Cultural Connections and Intergenerational.

The Plan has been developed by the Cenitex Enablers Stream, a dedicated reference group within the DEIB Council advocating for accessibility and inclusion for employees with disability. The Stream plays a key role in identifying barriers, shaping inclusive practices and advising on workplace adjustments to ensure Cenitex is a safe, inclusive and accessible workplace for all.

Our commitment to accessibility and inclusion

Building on the foundation of our first Disability Action Plan 2021-2024 (DAP), Cenitex has made meaningful progress in creating a more inclusive and accessible workplace. Through initiatives such as the progression of the Enablers Stream, enhanced inclusive hiring practices, and delivery of disability confidence training, we've taken real steps to remove barriers and support employees with disability. A summary of the key achievements from the 2021-2024 DAP is outlined below:

	Strategic Partnership	<ul style="list-style-type: none">• Australian Disability Network(ADN)• Disability Employment Services(DES)• Specialisterne• Expression Australia
	Acknowledgement/ Days of Significance	<ul style="list-style-type: none">• Global Accessibility Awareness Day• Autism Awareness Day• Deaf Awareness Week• Global Day of People with Disabilities
	PACE Mentorship Program	<ul style="list-style-type: none">• Participated for the second year in a row, involving 10 mentees and 10 leaders from our organization.
	Training Initiatives	<ul style="list-style-type: none">• Disability Confidence Manager & Recruiter• Unconscious Bias• Autism Awareness• Deaf Awareness and Auslan
	Inclusive Hiring Practices	<ul style="list-style-type: none">• Recruitment Messaging• Accessibility in Recruitment• Policy Review and Recommendations
	Comprehensive Workplace Assessment	<ul style="list-style-type: none">• Vision• Hearing• Thinking and Communication• Locomotion, Reach, Stretch and Dexterity

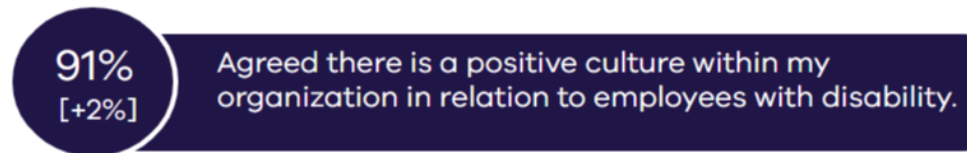
As we reflect on these achievements, we recognise there is still more to do. The 2025–2028 Disability Action Plan sets out our continued commitment to fostering a safe, supportive, and equitable environment for people with disability. Guided by insights from lived experience and informed by our learnings, we are striving for greater impact. This includes aligning with the Victorian Government’s public sector target of 12% disability employment and contributing to the vision of Australia’s Disability Strategy 2021–2031.

Implementation of the Cenitex 2025–2028 Plan is a clear demonstration of our commitment to creating a workplace that is inclusive, accessible, and equitable for people with disability. This Plan provides an opportunity for all staff to reflect on the barriers experienced by people with disability in the workplace and to take action contributing to everyday change.

Cenitex aims to achieve the following by 2028:

- Increase the representation of people with disability across the organisation in alignment with Victorian Government targets.
- Identify and address key issues and barriers that impact the recruitment, retention, career progression and workplace experience of people with disability.
- Provide an exemplary employee experience for people with disability.
- Nothing about us without us – Consult with employees, external stakeholders, partners, and subject matter experts to co-design policies and initiatives that reflect lived experience.
- Enhance inclusive practices across all stages of the employment life cycle, including recruitment, onboarding, career development, performance management and retention.
- Proactively identify and remove disabling barriers to ensure an inclusive and equitable workplace for people with disability at Cenitex.

- Increase manager competency and confidence to manage and support a diverse team and foster an inclusive environment.
- Uphold accessibility as a design principle in the development of all customer products and services, positioning Cenitex as a leader in disability inclusion across the Victorian Public Service.



*Results from People Matter Survey 2024

Understanding Disability Inclusion

Defining Disability and Reasonable Adjustments: Under the Disability Discrimination Act 1992 (Cth), disability is defined broadly to include physical, intellectual, sensory, neurological, psychosocial, and learning-related conditions — whether permanent, temporary, visible, or non-visible. This legal definition is based on a medical model, which focuses on impairments or loss of function in the body or mind.

At Cenitex, we recognise and apply the social model of disability, which understands that people are disabled not by their condition, but by barriers in the environment — whether physical, attitudinal, systemic, or communication-based. Our Plan is grounded in this understanding and is focused on removing those barriers to create an inclusive and accessible workplace.

We also acknowledge that not everyone who is protected under disability legislation identifies as a person with disability. For this Plan, the term “people with disability” includes anyone who experiences disabling barriers, whether or not they use this language to describe themselves — including individuals who are d/Deaf, neurodivergent, or living with chronic health conditions or mental ill-health.

Reasonable adjustments (also known as accommodations) are changes or modifications made to the work environment, processes, or systems to enable people with disability to participate equally in employment and access services and opportunities on the same basis as others.

What is Disability Inclusion?

Disability inclusion recognises that people with disability are often excluded not because of their impairments, but due to barriers in the environment — including physical, attitudinal, systemic, and communication-based obstacles. It involves identifying and removing these barriers to ensure that people with disability can participate fully and equitably in all areas of life, including education, employment, and community life.

What is the Disability Discrimination Act?

The Disability Discrimination Act 1992 (Cth) is a national law that makes it unlawful to discriminate against a person because of their disability in areas such as employment, education, and access to public services and facilities. The Act also places responsibilities on organisations to support equal participation, including through the provision of reasonable adjustments.

While the DDA adopts a broad and medical-based definition of disability—including physical, intellectual, sensory, psychosocial, and neurological conditions—it plays a key role in promoting the rights of people with disability and in driving inclusive practice across all sectors of society.

In Victoria, the DDA is complemented by the Disability Act 2006 (Vic) and the Equal Opportunity Act 2010 (Vic), which further protect the rights of people with disability at the state level.

Why Disability Inclusion Matters

Disability inclusion is essential for fostering a fair and equitable workplace where all people can contribute meaningfully. This commitment is embedded in the Inclusive Victoria State Disability Plan 2022–2026, which Cenitex aligns with as part of its efforts to remove barriers, promote systemic reform, and build disability confidence across the organisation.

By embedding these principles into our workplace — including through initiatives such as the Enablers Stream — Cenitex supports full participation for people with disability, contributing to a more inclusive public sector and community.

[Read more about the Inclusive Victoria State Disability Plan 2022–2026](#)

Development of the Disability Action Plan (2025–2028)

As part of the broader Diversity and Inclusion Council framework, the leadership and membership of the Enablers Stream was refreshed and given responsibility for a new Plan for 2025–2028. The group has done an incredible job bringing lived experience, insight, best practice and dedication to the process, ensuring the Plan is both practical and grounded in the real experiences of people with disability.

The stream worked together to identify key themes, goals and objectives for inclusion in the next iteration.

The approach taken was:

- Conducted a review of the achievements and learnings from the previous Plan that could be built upon.
- Reviewed and carried forward relevant incomplete actions into the next Plan cycle (2025–2028).
- Conducted research into other Victorian Public Sector (VPS) action plans to inform the development of the latest iteration of the Cenitex Plan and ensure alignment with the [VPSC's Getting to Work strategy](#).
- Sought external expertise — including guidance from the Australian Network on Disability and other partners — to help shape the latest iteration of the Plan.

- Engaged with key internal stakeholders through meetings and consultations, including the Cenitex Enablers Network (comprised of employees with disability), Business Partners team, Health Safety and Environment, Procurement, and the DEIB Council — which includes subject matter experts in leadership, communications, intergenerational inclusion, and procurement. These engagements ensured that the voices of people with disability and those leading inclusive workplace practices meaningfully informed the development of the Plan. Socialisation also occurred with the broader staff cohort.
- Endorsement from the Executive Director- Strategic Corporate Services, Executive Director Workplace and Application Services (Enablers stream executive sponsor) and the DEIB Council.
- CEO approval

2025 - 2028 Key Focus Areas: Attract, Retain and Support

Cenitex is committed to the following three key focus areas in its Plan — Attract, Retain and Support — all contributing to one overarching goal: Increasing the participation of people with disability in the workforce. These focus areas align with the Victorian Public Sector Commission’s Getting to Work plan, which provides a strategic framework for improving disability employment outcomes across the public sector. The key themes are outlined in detail below:

Attract: Building a Diverse Workforce

- Enhancing employment practices to support inclusion.
- Partnerships with Disability Employment Services (DES) and community groups.
- Promoting opportunities for people with disability.

Retain: Building an Inclusive Culture

- Cultivating a culture of safety, respect and belonging.
- Accountability for leaders in fostering inclusion.
- Raising awareness through training and advocacy.
- Supporting all staff with appropriate education and resources.

Support: Enhancing Accessibility

- Improving digital and physical accessibility.
- Modifying facilities and adopting inclusive design measures to meet the needs of people with disability.
- Providing tailored workplace adjustments and fostering mentoring and career development opportunities for employees with disability.

Governance and Implementation

Our Plan is an evolving document that will be reviewed annually and updated as initiatives change and adapt. Our commitment is long-term and ongoing; our immediate focus is on delivering high quality outcomes in 2025-2028.

The Enablers Engagement Lead will be responsible for the monitoring of progress of the Plan. The Enablers Stream will work together with People & Capability and all Cenitex divisions to drive the Plan.

Progress will be reported annually to the Diversity and Inclusion Council via an annual Disability Performance Report. The stream will continue to have support from the Enablers stream Executive Sponsor.

Action Plan

Key Focus Area: Attract

Objective: Integrated disability employment practices that continually build our diverse workforce

Action	Outcomes	Completion Date	Responsible Owner
<p>Action 1: Revise recruitment and selection policies to encourage applicants with disability and ensure position descriptions are accessible and inclusive. Review current recruitment partnerships and prioritise those with a strong track record in disability inclusion.</p> <p>Action 2: Continue to partner with disability employment agencies to create a talent pipeline for roles at all levels.</p> <p>Action 3: Enhance early career pathways to include dedicated roles for candidates with disability (e.g. graduate recruitment and internships). This includes promoting work opportunities and measuring success through the number of roles created, applications received from candidates with disability, and placement outcomes each year.</p> <p>Action 4: Provide managers with resources to promote disability-confident recruitment and inclusive practices.</p>	<ul style="list-style-type: none"> Enhanced employment practices that support inclusion, measured through increased representation, retention, and progression of employees with disability. Partnerships with disability employment services (DES) and community groups. Promoting work opportunities for people with disability. Reduce biases during candidate selection. Regular updates to policies and templates become part of regular attraction practice. 	<p>1. Reviewed annually</p> <p>2. Reviewed annually</p> <p>3. Q4 FY24-25.</p> <p>4. Q4 FY 24-25</p>	<p>SCS</p>

Key Focus Area: Retain

Objective: Creating an Inclusive and Safe Culture where everyone can thrive and reach their potential.

Action	Outcomes	Completion Date	Responsible Owner
<p>Action 5: Provide ongoing disability awareness and confidence training for all employees, including leaders at all levels of the organisation. Training will address barriers, challenge stereotypes, and promote positive attitudes, in line with the VPSC 'Getting to Work' plan.</p> <p>Action 6: Establish a Disability Champion program to provide visible leadership and accountability for fostering inclusion.</p> <p>Action 7: Develop a mentorship program for employees with Disability, offering career support and informal professional development opportunities.</p> <p>Action 8: Support the career development of employees with disability through regular conversations focused on growth and progression. Success will be measured through participation rates in career conversations, feedback from employees with</p>	<ul style="list-style-type: none"> • Cultivating a culture of safety, respect and belonging. • Accountability for leaders in fostering inclusion. • Raising awareness through training and advocacy. • Supporting all staff with appropriate education and resources • Mentoring and career development for employees with disability 	<p>5. Q2 FY25-26</p> <p>6. Q4 FY 25-26</p> <p>7. Q4 FY25-26</p> <p>8. Q4 FY25-26</p>	<p>SCS</p>

<p>disability, and evidence of progression or development actions taken as a result.</p> <p>Action 9: Collaborate with and grow the Enablers Stream to drive cultural change, foster community, and support employees with disability.</p> <p>The aim is to increase membership, strengthening visibility, engagement, and impact across the organisation.</p>		<p>9. Q2 FY25-26</p>	
---	--	--------------------------	--

Key Focus Area: Support

Objective: Enhancing Accessibility so that no one is left out.

Action	Outcomes	Completion Date	Responsible Owner
<p>Action 10: Audit and improve physical accessibility in the workplace, including meeting rooms and shared spaces.</p> <p>Action 11: Audit and enhance digital accessibility of technology systems and communication platforms.</p> <p>Action 12: Develop an accessibility reporting tool to track and address barriers for employees with disability.</p> <p>Action 13: Ensure the Employee Assistance Program (EAP) is disability-confident and accessible.</p> <p>Action 14: Enhance the Cenitex reasonable adjustment policy by strengthening internal tools, processes, and guidance.</p> <p>This work will align with VPSC guidance where appropriate and will reflect the Cenitex context, capabilities, and commitment to accessibility. Progress will be measured through policy updates, implementation</p>	<ul style="list-style-type: none"> Improving digital and physical accessibility for all VPSC people. Proactive accommodation of disability needs, physical or otherwise Policies and procedure updates have included the voice of people with disability. 	<p>10. Q3 FY25-26</p> <p>11. Q3 FY25-26</p> <p>12. Q1 FY26-27</p> <p>13. Q4 FY25-26</p> <p>14. Q4 FY25-26</p>	<p>SCS</p>

<p>of support tools, and communication to employees and people leaders.</p> <p>Action 15: Nothing about Us without Us. Consult with employees, external stakeholders, partners, and subject matter experts to co-design policies and initiatives that reflect lived experience. Consultation will be built into the development process as a standard practice, with success measured by the number of consultations conducted, diversity of voices represented, and how feedback is reflected in final outcomes.</p>		<p>15. Q1 FY26-27</p>	
--	--	-----------------------	--

Resources and Further Information for employees and people leaders

For employees and people leaders seeking to learn more about the Plan or how to get involved, the following resources and contact points are available:

- **General Enquiries / To get involved:** diversityandinclusion@cenitex.vic.gov.au
- **Workplace adjustments / Support for employees with disability:** HealthSafetyEnvironment@cenitex.vic.gov.au

Internal resources, contact information and support

- [Reasonable adjustments Policy](#)
- [Contact the Cenitex Enablers Team](#)
- [Health & Safety Officers](#)
- [Health, Safety & Environment Hub](#)
- [Life street](#)

References

- [Australian Network on Disability 2018, Benefits of hiring people with disability](https://www.and.org.au/pages/business-benefits-of-hiring-people-with-a-disability.html), Sydney, viewed 13 June 2018 <https://www.and.org.au/pages/business-benefits-of-hiring-people-with-a-disability.html>
- [Australian Network on Disability 2018, Disability statistics](https://www.and.org.au/pages/disability-statistics.html). Sydney, viewed 13 June 2018 <https://www.and.org.au/pages/disability-statistics.html>
- [Australian Human Rights Commission 2017, Missing out: The business case for customer diversity](https://www.humanrights.gov.au/our-work/rights-and-freedoms/publications/missing-out-business-case-customer-diversity-2017), Melbourne, viewed 13 June 2018 <https://www.humanrights.gov.au/our-work/rights-and-freedoms/publications/missing-out-business-case-customer-diversity-2017>
- [Business 2018, Disability Support](https://www.business.gov.au/info/run/employ-people/equal-opportunity-and-diversity/disability-support), Australian Government, Canberra, viewed 13 June 2018 <https://www.business.gov.au/info/run/employ-people/equal-opportunity-and-diversity/disability-support>
- [Holland A, Harbidge R, Olsen JE, Raymond M 2017, Research Insights: Improving access and inclusion in employment for people with disabilities](https://www.workplaceleadership.com.au/app/uploads/2017/05/CWL-Research-Insights-Improving-Access-and-Inclusion-in-Employment-for-People-with-Disabilities-v1.1.pdf), Centre for Workplace Leadership, The University of Melbourne, Melbourne <https://www.workplaceleadership.com.au/app/uploads/2017/05/CWL-Research-Insights-Improving-Access-and-Inclusion-in-Employment-for-People-with-Disabilities-v1.1.pdf>
- [Victorian Government 2018, Every opportunity: Victorian economic participation plan for people with disability 2018–2020](http://www.statedisabilityplan.vic.gov.au/every-opportunity), Melbourne <http://www.statedisabilityplan.vic.gov.au/every-opportunity>