

Stretch Disability Action Plan

2026-2028

Catherine



Brotherhood of St Laurence
Working for an Australia free of poverty

Let's make
change
that lasts



Acknowledgement of Country

The Brotherhood of St. Laurence (BSL) acknowledges the Traditional Custodians of the lands and waterways on which our organisation operates, and on which we live and work. We recognise Aboriginal and Torres Strait Islander peoples as the custodians of the oldest continuing cultures in the world and pay our respects to Elders past and present.

We recognise that acknowledgement must be accompanied by action. BSL is committed to working in genuine partnership with First Nations peoples to advance self-determination and reconciliation, ensuring First Nations voices, knowledge and leadership are embedded in our decisions, actions and accountability.

Cover artwork

Rainbow Rainbow Rainbow Flowers (2025) by Catherine McGuiness

Catherine is a fearless and frenzied creative. In any one of her pieces, a hundred marks and overlaps might sit beneath her signature. In painting Catherine is constantly scraping, wiping out, and flooding the canvas with colour. On the page she uses acrylic and Posca to draw shimmering webs of dots and lines. Sometimes a bird or bridge takes shape - other times, she gives herself over completely to abstraction. Catherine is also an accomplished portrait painter, named three times as a finalist in the Archibald Prize, and contributed to major commissions including 'Love owls and mermaids singing in the rainbow pop' at the Art Gallery of New South Wales. In 2024 she presented her first solo exhibition Night Blossom at Mosman Art Gallery.

Copyright Catherine McGuiness. Catherine works with Studio A, a leading Australian supported studio driven to ensure artists with intellectual disability have a voice in contemporary Australian culture and to provide employment to their artists through sustainable creative industry careers.

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Message from BSL's Executive Director and Board Chair

We are both proud to champion BSL's 2026 Stretch Disability Action Plan (DAP).

Our new plan builds on the strong foundations established through our 2022 DAP and marks the next stage in our enduring commitment to advancing access and inclusion.

Our 2026 Stretch DAP is aspirational and practical. It challenges us to extend our efforts and deepen our impact while ensuring our goals remain realistic and achievable. The concept of 'stretch' reflects our commitment to growth as an organisation and our evolving understanding of what it means to be genuinely inclusive.

Since our inaugural DAP, we have achieved significant milestones, including the establishment of our Disability Inclusion Network and strengthening disability confidence among our leaders. These are examples of real progress and place us in a strong position for the work ahead.

At BSL, we believe in equity, access, inclusion, participation and diversity. Embedding these principles across our organisation is essential to our vision of an Australia free of poverty. Our capacity to be innovative, collaborative and impactful depends on fostering a workplace that reflects the diversity of the communities we serve - with disability visible and celebrated at every level of our organisation, including our leadership team.

Our Stretch DAP is a living document. It will continue to evolve as we learn, grow and achieve our goals together, expanding our impact and demonstrating our values in action. We both look forward to the progress ahead and thank Joshua Morgan, Fiona Doyle, Waudi Tahche and Karli Middlewood for their leadership in working with colleagues across BSL to bring this important work to life.



Travers McLeod
Executive Director,
BSL



Jane Hodder
Board Chair, BSL



Australian Disability Network endorsement for our Stretch DAP

Message from Amy Whalley, Chief Executive Officer, Australian Disability Network.

Australian Disability Network congratulates the Brotherhood of St. Laurence on the development and launch of the newest iteration of their Disability Action Plan. All significant change needs a plan to succeed and becoming an accessible workplace is no exception.

The Brotherhood of St. Laurence has been a Gold Member with the Australian Disability Network since 2016 and have worked collaboratively to ensure their Stretch Disability Action Plan 2026-2028 recognises the important role organisations have in building an inclusive environment for employees, clients, and the diverse communities they serve.

This plan sets out clear actions to deliver impactful change and highlights their commitment to advancing the inclusion of people with disability and their careers. The plan's priorities and actions build on the Brotherhood of St. Laurence's existing inclusion journey and the organisation's role servicing vulnerable members of our community.

We wish the Brotherhood of St. Laurence every success with the launch and implementation of their new Stretch Disability Action Plan 2026-2028 and look forward to working together to create a disability confident Australia.



A handwritten signature in black ink that reads "Amy Whalley". The signature is fluid and cursive, matching the printed name below it.

Amy Whalley
CEO, Australian Disability Network



Acknowledgements

We firstly acknowledge the historical roots of the disability civil rights movement and recognise that we advance the work of accessibility and inclusion on the foundations of their invaluable contributions and ongoing advocacy.

We would like to express our appreciation to the Disability Inclusion Network for their expertise, input and support in the development of this document.

Finally, we extend our thanks to the BSL Board and Executive Leadership Team for their full endorsement and unwavering commitment to this Stretch DAP.

Our Disability Inclusion Network's contribution

Our Disability Inclusion Network has played a vital role in shaping and advancing our approach to access and inclusion. Since its establishment Disability Inclusion Network members have generously contributed their lived experience, professional expertise and strong commitment to driving change across our organisation.

Equally important has been the strong peer support the network provides. By creating a safe and supportive space for connection, the Disability Inclusion Network enables members to share experiences, offer encouragement and collectively navigate challenges. This sense of solidarity has been invaluable in building confidence and strengthening our culture of inclusion.

Through their leadership, advocacy and collaboration, the Disability Inclusion Network has strengthened disability confidence among our people, raised awareness of barriers, and supported respectful dialogue to build shared understanding. Their contributions - through co-design and consultation - have

been instrumental in ensuring that our DAP reflects both ambition and authenticity.

The Accessible Events Working Group, an initiative of the Disability Inclusion Network, has further demonstrated the network's impact. This group has advanced access and inclusion across BSL by supporting initiatives such as embedding accessibility in our 2024 Big Day Out and developing reflection resources for Disability Pride Month. These efforts show the tangible difference that targeted, member-led action can make.

The Stretch DAP recognises the network's influence in embedding disability inclusion within BSL's culture. Their ongoing involvement will remain central as we continue to evolve, grow and deliver on our commitments.

We extend our appreciation to all members of the Disability Inclusion Network for their dedication, leadership and generosity in helping BSL become a place where disability is visible, valued and celebrated.

Introduction

BSL is committed to driving the social, civic and economic participation of people with disability. Whether that be our employees, volunteers, business partners or the people we serve in the community, our commitment is unwavering. This commitment stems from our recognition that meaningful inclusion drives innovation, strengthens communities, and creates lasting social change that benefits everyone.

Multiple, overlapping challenges... shape poverty, such as health, housing, education, and employment.¹

Our vision and purpose

Our vision is for an Australia free of poverty.

We seek to advance a fair Australia through our leadership on policy reform, our partnerships with communities and the quality of our services.

We are a social justice organisation working alongside people experiencing disadvantage to address the fundamental causes of poverty in Australia.

Our values

We are:

- passionate advocates for justice
- compassionate and inclusive
- accountable and work with integrity
- always seeking to learn and innovate
- collaborative

We recognise that to truly embody these values, we must actively embrace and promote diversity, equity, and inclusion. We are strongly committed to building a diverse and inclusive organisation. The development of our Stretch DAP is at the forefront of this commitment.

Diversity, equity and inclusion are non-negotiables. We value and respect the diverse backgrounds of our employees, volunteers, service users, community members and stakeholders. BSL holds it as true that access and inclusion is everyone's responsibility, and that this societal transformation will require courage, strength and commitment. We emphasise the importance of intersectionality, understanding that individuals may identify with multiple diversity groups.

1. [Fifty years on from Henderson, Australia urged to adopt official poverty measures | Brotherhood of St. Laurence](#)

Our strategy

Strategy 2030 provides a clear direction for what we want to achieve by our centenary in 2030. This includes our vision for an Australia free of poverty and the strategic objectives to get there.

To achieve our vision, we need both targeted reforms and long-term systems change. Through modelling best practice in early intervention and evidence-based policy and service delivery, we can break cycles of disadvantage and demonstrate the social and economic value of a future free of poverty.

As part of Strategy 2030 it is acknowledged that people with disability - amongst other disadvantaged communities - are most at risk of poverty. Those facing multiple forms of disadvantage and discrimination face even greater risk of social exclusion, marginalisation and inter-generational poverty.

To meet the objectives set out in Strategy 2030 we will need to address access and inclusion at BSL through long-term change. Therefore, this Stretch DAP will support us in reviewing and updating policies, frameworks, procedures, culture and intent. It will empower us to embed and solidify our trajectory towards a more accessible and inclusive organisation.

Our Stretch DAP embodies the spirit of Strategy 2030, specifically focusing on these objectives:

Impact Objective 3: To demonstrate, deliver, and spread effective responses that empower people to live the life they aspire to.

Enabling Objective 1: To enable and empower all our staff and volunteers to contribute to our purpose and vision.

Enabling Objective 2: To enhance our capabilities and a values-based culture to support organisational effectiveness and innovation.

Our digital, technology and print accessibility requirements

Our BSL Accessibility Standards affirm our commitment to ensuring full accessibility of our digital systems, technologies, and all forms of content - across digital and printed formats.

Through this commitment we endeavour to provide equitable access across our:

- Software and hardware
- Documentation, marketing and communications
- Frameworks, policies, procedures and reports
- Online content and websites.

We are dedicated to upholding the following three accessibility standards to ensure accessibility across our organisation, including all digital content, ICT systems and printed materials.

These are regularly reviewed and renewed and BSL will continue to update our standards to remain aligned with these changes, ensuring we stay at the forefront of best practice. Together, these form the foundation of BSL's accessibility standards and will guide our approach to developing or adapting digital services, as well as procuring products and services.

①

Web Content Accessibility Guidelines (WCAG) 2.2

The Web Content Accessibility Guidelines (WCAG) 2.2 are recommendations to make web content accessible to people with disability. Developed by the World Wide Web Consortium (W3C), these guidelines focus on creating online information and services usable by individuals with a wide range of disabilities. It is structured around four main principles: content must be perceivable, operable, understandable, and robust (POUR), ensuring web accessibility for all users.

These standards continue to be updated - having released version 2.2 in 2023 and working towards 3.0. We are focusing on achieving AA 2.2, with aspirations of reaching AAA 2.2 compliance.

②

The Australian Standard for Information and Communication Technology Accessibility. AS EN 301 549:2024

This standard sets out comprehensive accessibility standards for ICT products and services, ensuring they are usable for everyone, including those with disabilities. It aligns with global best practices and covers various technologies - from web content and software to electronic documents and hardware. This standard rooted in European guidelines has been universally adopted and emphasises making digital platforms, telecommunications, and physical devices accessible and user-friendly. It is an essential framework for organisations to develop, procure, and manage ICT inclusively, prioritising technical compliance and usability to accommodate diverse user needs.

③

Round Table Accessibility Guidelines

The Round Table on Information Access for People with Print Disabilities was founded to tackle the lack of accessible information for those with print disabilities. As a leading advocate, it promotes policies, technologies, and practices to make printed materials accessible in various formats. Its guidelines emphasise creating digital documents in accessible formats (such as HTML and PDFs readable by screen readers), using alternative text for visual content, recommending clear fonts and layouts for readability, supporting the production of braille and large print materials, and advocating for audio formats to meet the varied needs of individuals with print disabilities. The Round Table champions inclusivity, striving for equal access to information and resources for all through partnerships with publishers, educators, and technologists.



Definitions

Accessibility

The International Organisation for Standardization defines accessibility as the extent to which products, systems, services, environments and facilities can be used by people from a population with the widest range of user needs, characteristics and capabilities, to achieve identified goals in identified contexts of use.²

In plain terms, accessibility means making sure that things are designed so everyone can use them. It is about removing barriers so that people with different abilities can take part equally – whether that is entering a building, using technology, accessing information, or engaging in workplace activities.

Print disabilities

Conditions impeding individuals from effectively reading print due to visual, physical, sensory, cognitive, or learning disabilities.

Assistive technology

Assistive technology refers to any product, equipment, system, or software that helps people with disability or functional limitations improve independence, communication, mobility, learning, or participation. It is not limited to software but includes a wide range of tools, from screen readers, hearing aids, and speech-to-text programs to mobility aids, alternative keyboards, and braille displays. Assistive technology can be stand-alone or integrated into mainstream products and may combine hardware and software. Its purpose is to reduce barriers, enable access, and support people to achieve goals in daily life, education, work, and the community.

Disability

The Disability Discrimination Act 1992 defines disability as:

- a. a total or partial loss of the person's bodily or mental functions; or
- b. total or partial loss of a part of the body; or
- c. the presence in the body of organisms causing disease or illness; or
- d. the presence in the body of organisms capable of causing disease or illness; or
- e. the malfunction, malformation or disfigurement of a part of the person's body; or
- f. a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- g. a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour.³

And includes disability that:

- presently exists
- previously existed but no longer exists
- may exist in the future
- is imputed to a person (meaning it is thought or implied that the person has disability but does not).

2. International Organization for Standardization 2018, *ISO 9241-11:2018 Ergonomics of human-system interaction - Part 11: Usability: Definitions and concepts, section 3.2.2*

3. *Disability Discrimination Act 1992 (Cth)*

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) offers the following statement:

“ Persons with disabilities include those who have long term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.”⁴

Accessibility Champion

A representative within a centralised network who promotes accessibility best practices in their portfolio by modelling standards, providing support and advice, and cascading knowledge to colleagues. Champions collaborate with specialist supports and contribute to feedback mechanisms that drive continuous improvement across the organisation.

Accessible Events Working Group

A working group formed by Disability Inclusion Network members to support the Events team in increasing access and inclusion at organisational events.

Disability Advisory Group

A group of individuals with lived experience who provide expert advice and recommendations on disability matters to guide organisational decision-making. The advisory group informs leadership on best practices, emerging trends, and strategic directions but does not hold decision-making authority.

Disability Inclusion Network

A voluntary, employee-led group formed around shared disability identities and experiences that promotes inclusion, provides peer support, and provides feedback/consultation to help inform policies and initiatives affecting the disability community at BSL.

Disability Steering Committee

A formal governance body with authority to oversee disability-related strategy, implement policies, and allocate resources. The committee promotes and drives accessible, inclusive, and safe practices, environments, and attitudes at BSL through developing and implementing the DAP.

4. *Convention on the Rights of Persons with Disabilities 2006, United Nations Treaty Series, vol. 330, No. 4739, p.3*

Guiding principles

The creation of the Stretch DAP was guided by a number of principles including Disability Pride, neuroinclusion, the Social Model of Disability and universal design.

Disability Pride

Disability Pride is about recognising and celebrating the identities, experiences, and contributions of people with disability, and embracing disability as a natural part of human diversity rather than something to hide or “fix.” It affirms empowerment, inclusion, and equal rights, while also acknowledging that not all people with disability connect with the idea of “pride.” For some this concept may feel challenging or not reflective of their experiences.

In the workplace Disability Pride is a reminder that genuine inclusion comes from listening to lived experiences, addressing barriers, and ensuring all employees feel respected and able to thrive.

Neuroinclusion

Neuroinclusion is the intentional practice of welcoming, supporting, and valuing people of all neurotypes. It recognises neurodiversity - the natural variation in how human brains think, learn, and process - as a source of strength. Neuroinclusion goes beyond accommodation to create safe, accessible, and equitable environments where neurological differences are respected and celebrated.

In practice, this means fostering curiosity and openness, ensuring that systems, policies, and workplace cultures reduce barriers and enable full participation. By embracing a neuroinclusive approach, organisations benefit from broad perspectives and talents of all employees, enhancing collaboration, problem-solving, and innovation, while ensuring everyone has the opportunity to thrive.

Social Model of Disability

BSL recognises a definition of disability based on the UNCRPD and Australian State and Federal legislation.⁵ The UNCRPD defines disability within the context of the Social Model of Disability.

The Social Model of Disability changes how we understand inequality. Instead of seeing disability as a problem within the person, it recognises that society creates barriers through poor design, negative attitudes, and exclusionary practices. The model shows that disability happens when environments, systems, and social attitudes fail to include everyone. The goal of the social model is to remove these barriers - whether physical, attitudinal, or systemic - to enable participation for everyone on an equal basis. In this model, it is society that places limits on a person, not their disability.

We also acknowledge and value the Social Model of Disability, and as such, our Stretch DAP is framed by this model. BSL's goal is to remove all cultural, physical, attitudinal and digital barriers to our organisation. This aim is aligned with our values and Strategy 2030.

Universal design

Universal design is the practice of creating environments, products, and systems that are accessible, usable, and understandable by the widest range of people, regardless of age, ability, or background. Its goal is to remove barriers and embed accessibility into design from the beginning. However, universal design cannot always account for the full complexity of individual needs. In these cases, assistive technologies play a vital role, complementing universal design by providing the tailored support required to achieve full and equitable access.

5. Disability Act 2006(Vic.)

Brotherhood of St. Laurence's Stretch Disability Action Plan

We have been working with the Australian Disability Network (AusDN) as a Gold Member since 2016, during which time we have steadily increased our competence in access and inclusion. Through this partnership, we have participated in a range of workshops, initiatives and programs that have enhanced our understanding and capabilities in this critical area.

Our participation in the AusDN Access and Inclusion Plan workshop provided foundational direction for developing BSL's first DAP, which was launched in late 2022 and implemented throughout 2023. This inaugural DAP delivered measurable progress in embedding accessibility and inclusion practices and is regarded as a significant milestone in our organisational maturity.

Building on this strong foundation BSL has now developed the Stretch DAP 2026-2028. Through consultation with our senior leaders and the Disability Inclusion Network the Stretch DAP sets more ambitious and longer-term goals to ensure accessibility and inclusion are embedded across all aspects of the organisation with clear alignment to Strategy 2030.

Our Stretch DAP focuses on driving attitudinal change in how we value access and inclusion with the adoption of these key principles:

- We practice universal design in development of all projects
- We aspire to be an employer of choice for people with disability

- We believe diverse and inclusive teams drive better outcomes, spark innovation and create stronger culture and belonging
- We use the Social Model of Disability
- We hold that digital and physical accessibility is a Human Right
- We embed inclusive practices and attitudes throughout our culture
- We commit to providing a psychologically and culturally safe environment and actively combatting discrimination in all its forms
- We provide leadership in our community to build a more inclusive and accessible society
- We acknowledge our positive obligation to uphold the civil rights of our workforce and our ethical duty to take proactive steps.



In our approach we utilise an intersectional lens recognising that people are complex with varied backgrounds, experiences, and identities. When we understand that these aspects intersect and can compound to create further disadvantage we understand the necessity of prioritising groups experiencing multiple marginalisation. Research consistently demonstrates that people with complex and intersecting disabilities face heightened barriers in workplaces and experience multiple forms of discrimination, making targeted support essential.⁶

Current data reveals that 5.5 million Australians have a disability, representing 21.4% of the population – an increase from 17.7% in 2018.⁷ This significant rise underscores both improved identification and the reality that most people will develop a disability at some stage in their lives. The value and knowledge that people with disability bring to our community is boundless and it is the goal of BSL to promote, develop and learn from their experiences. The perspectives and lived experience of people with disability have historically been undervalued and changing this will be a foundational aspect of BSL's approach to access and inclusion.

Implementing access and inclusion principles not only assists people with disability but creates benefits for everyone in our society. Through challenging previous assumptions regarding disability we can ensure that we use best practice in our organisation's work, culture, policy and environment.

BSL recognises that leading organisations in Australia are increasingly moving towards more accessible and inclusive cultures and environments. This shift is driven by growing evidence of the commercial and ethical advantages gained through adopting comprehensive diversity and inclusion policies. The evidence clearly demonstrates that accessible and inclusive structures promote good governance, operational efficiency, and sustainable financial growth across all sectors.

The Disability Royal Commission identified that Australia's current Disability Discrimination Act is not fit-for-purpose and fails to adequately protect people with disability from discrimination.⁸ In response, the Australian Government has made a substantial commitment to comprehensively review and modernise the 30-year-old legislation, with stronger protections and updated compliance frameworks expected to emerge.

This legislative reform underscores the urgent need for organisations to develop robust, responsive DAPs that go beyond minimum compliance. As Australia's most significant disability rights reform in decades unfolds, our Stretch DAP must be proactive in addressing systemic barriers and fostering genuine inclusion – anticipating strengthened legal requirements while driving meaningful change in both policy and practice.

6. [Australian Human Rights Commission, 'Employment for People with Disability in Australia' \(Web Page, 2025\)](#)

7. [Australian Disability Network, 'Disability Statistics' \(Web Page, 2024\)](#)

8. [Review of the Disability Discrimination Act | Attorney-General's Department](#)

Consultation

BSL adopts the principle voiced by the disability community of ‘nothing about us without us’.⁹ Therefore, we have utilised both internal and external consultation approaches to create this Stretch DAP.

These include:

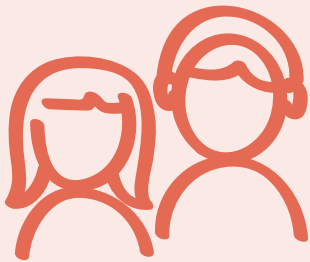
- Discussions and workshopping with AusDN for input and endorsement
- Analysis of relevant data within our Diversity Equity and Inclusion Survey
- Consultation with people with disability through our Disability Inclusion Network
- Workshops and targeted consultation with senior leadership across Services, Strategy and Impact, Research, Policy & Advocacy, Social Enterprises, People and Culture, Volunteer Engagement, Procurement, Organisational Excellence, Information Technology and Transformation, and Facilities and Assets
- Collaboration and consultation to support alignment with our Stretch Reconciliation Action Plan
- External networking and analysis of current market trends
- Collaboration with the Chief Operating Officer and Director People, Culture and Engagement to ensure successful implementation and operational integration of the DAP



9. Disability Advocacy Resource Unit, *Principles of Disability Advocacy: Nothing About Us Without Us* (Report, 2019)

The pillars

Four strategic pillars underpin this Stretch DAP, ensuring systematic and sustainable progress. These are:



Our people



**Our systems
and processes**

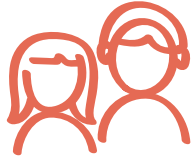


Our environment



Our culture

Our people



Meaningful disability inclusion starts with having the right people, resources and support structures in place. This pillar focuses on building a workforce that reflects our community's diversity whilst developing disability confidence across all organisational levels.

Through strategic recruitment, targeted capability building and clear accountability structures, we will create pathways for people with disability to thrive at BSL. We're not just filling positions – we're building a team where disability expertise and lived experience drive innovation and organisational excellence.

Commitment one

We are committed to becoming an employer of choice for people with disability.

Deliverables:

- Grow the number of employees with a disability to 18%, so that our workforce better reflects the diversity of the communities we serve
- Support employees with disability to access leave for disability-related needs, ensuring processes are clear, inclusive and responsive
- Design a mentorship program that supports professional growth, with targeted opportunities for employees with disability
- Apply inclusive design principles to all leadership development programs, ensuring the needs of employees with disability are actively considered
- Track representation of people with disability in leadership and management roles and monitor cultural safety indicators to inform targeted actions
- Develop health and wellbeing initiatives for our workforce that consider the specific physical and mental health needs of employees with disability.



Commitment two

We are committed to creating an inclusive volunteer experience that recognises and supports volunteers with disability.

Deliverables:

- Enable BSL volunteers with disability who are seeking employment to transition into paid employment
- Embed disability confidence principles into volunteer management practices, enabling inclusive and accessible ways of working
- Establish inclusive workplace adjustment supports for volunteers.

Commitment three

We are committed to equipping our workforce with the knowledge, skills and confidence to create accessible and inclusive experiences where diverse talent thrives.

Deliverables:

- Embed access and inclusion into all learning opportunities, ensuring delivery and materials are fully accessible and inclusive
- Deliver comprehensive disability confidence and accessibility training, with targeted programs for people managers and leaders
- Facilitate regular workshops and reflective practice sessions to build capability and embed tools and practices in accessibility and inclusion.



Our systems and processes



Sustainable inclusion means embedding accessibility into how we work, not bolting it on afterwards. This pillar systematically transforms our policies and procedures to actively promote participation rather than create barriers. From recruitment to performance management, we will codify inclusive practices that move beyond compliance to create genuine equity. Our systems will reflect our values - making accessibility the default, not the exception.

Commitment one

We are committed to embedding lived experience into governance, design and decision making, ensuring people with disability shape the systems and processes that impact them.

Deliverables:

- Develop and implement a workforce-focused Lived Experience Framework, establishing ethical protocols for staff with lived experience participating in consultation and co-design activities
- Establish a Disability Advisory Group to provide recommendations and feedback.

Commitment two

We are committed to embedding accessibility into all organisational systems, policies and processes, ensuring inclusive design and communication are the default, not the exception.

Deliverables

- Embed accessibility into project management practices to ensure inclusive design and communication are considered from project initiation through to delivery
- Strengthen BSL's procurement process to embed accessibility and DEI criteria, ensuring a diverse supplier base that reflects inclusive values and practices
- Strengthen contract management practices to embed accessibility and DEI requirements, ensuring BSL's contractual relationships reflect inclusive values and expectations.
- Develop accessible reporting templates with regular review cycles
- Embed accessibility and inclusion into all marketing and communications.
- Plan and deliver organisational events to be inclusive and accessible
- Expand and relaunch the accessibility champion network across the organisation to promote accessibility best practices.

Commitment three

We are committed to embedding robust governance structures that uphold accessibility and inclusion, ensuring accountability and continuous improvement across all organisational systems.

Deliverables:

- Design and implement a transparent and accountable governance framework for the Stretch DAP
- Provide tailored access and inclusion learning opportunities for the Board, aligned to strategic priorities and governance responsibilities
- Establish a standardised collaboration protocol between the DEI team and cross-functional teams to embed access and inclusion best practices.



Commitment four

We are committed to regularly reviewing and improving our procedures and practices to advance accessibility, equity and inclusion.

Deliverables

- Enhance existing employee lifecycle and engagement surveys to better capture feedback on equity, inclusion, and accessibility, informing continuous improvement
- Launch a Diversity Equity and Inclusion Service Portal to collect enquiries, track themes and support responsive action
- Review and update the workplace adjustment framework and procedure to reflect current legislation, best practice, and lived experience
- Revise recruitment process to embed inclusive practices and affirmative action for people with disability
- Build and maintain collaborative relationships with external stakeholders to embed insights from best practice and lived experience.

Our environment



Accessible environments go far beyond ramps and lifts. This pillar commits to making all BSL facilities, digital platforms, and communication channels accessible by design. Through comprehensive reviews, universal design principles, and cutting-edge assistive technologies, we will create spaces where people with disability can participate fully and independently. Our environments will demonstrate that accessibility enhances experiences for everyone.

Commitment one

We are committed to creating digital environments that are accessible by design, enabling full and independent participation for people with disability.

Deliverables

- Develop a roadmap to uplift accessibility across all digital systems, technologies and processes
- Develop a BSL-wide digital accessibility standards framework
- Establish a feedback loop for users to report digital accessibility issues and suggestions
- Conduct regular training for relevant teams on accessibility best practices.

Commitment two

We are committed to ensuring our workplaces are safe, inclusive and welcoming for all.

Deliverables

- Undertake accessibility inspections for BSL's physical locations
- Develop comprehensive accessibility site access keys across all BSL locations that includes information relating to access and inclusion of that site
- Explore opportunities to uplift accessibility at priority BSL sites
- Improve accessibility of our retail network
- Designate and equip low-sensory areas at two pilot sites to support quiet work and sensory regulation
- Implement process to evaluate accessibility of new sites.



Our culture



Culture is where inclusion becomes real - moving from policy to practice through everyday interactions and decisions. This pillar positions executive and senior leadership as primary drivers of cultural transformation, with clear expectations to champion, role model, and be held accountable for disability inclusion outcomes. Simultaneously, we recognise that authentic change must emerge from grassroots initiatives, employee networks, and peer-to-peer learning that creates psychological safety for open dialogue about disability. Through visible leadership commitment and empowered employee-led initiatives, we will ensure inclusive behaviours are demonstrated at every organisational level.

Commitment one

We are committed to fostering a workplace culture where disability inclusion is visible and championed by leaders.

Deliverables

- Build a culture where leaders feel safe to share their disability identity and experiences.
- Celebrate significant days and events to build awareness, foster inclusion and recognise the contributions of people with disability
- Promote disability inclusion through internal communications and storytelling, highlighting lived experience, inclusive practices and DAP milestones.

Commitment two

We are committed to building a leadership culture that champions disability inclusion through visible action and accountability.

Deliverables

- Develop a workforce-wide Cultural Safety Framework, informed by diverse lived experience, that addresses systemic barriers and creates psychologically safe working environments
- Equip the Executive Leadership Team to visibly role model BSL's value of compassion and inclusion, and to hold others accountable for demonstrating this value
- Embed disability inclusion metrics into performance development for all senior leaders
- Host an annual roundtable with representatives from the Executive Leadership Team and Disability Inclusion Network members to discuss progress and challenges.

Commitment three

We are committed to enabling meaningful participation in employee networks and committees that advance disability inclusion, ensuring wellbeing and accessibility are prioritised.

Deliverables

- Develop a disability employee participation framework, establishing structures and safeguards for supported engagement in staff networks and advisory groups
- Equip people leaders with the training, tools and guidance needed to support employees contributing to inclusion initiatives, while balancing wellbeing and workload.



Governance and reporting

Disability Steering Committee

The Disability Steering Committee will oversee the implementation of the Stretch DAP. This committee will consist of senior leaders selected because they are champions within their portfolios. The committee will be agile and responsive in identifying opportunities for innovation and driving forward progress, while adapting to the changing and evolving environment.

The committee will meet regularly to monitor progress, maintain accountability and provide updates to senior leadership and internal governance bodies to ensure consistent communication and timely delivery of all commitments across the organisation.

Executive Leadership Team

To support the Stretch DAP, the Executive Leadership team will review and endorse priorities to ensure strategic alignment, provide budgetary guidance and ensure consistent implementation of initiatives across the organisation.

Reporting

To facilitate transparency, the Committee and the Diversity Equity and Inclusion Team will lodge the plan with the Australian Human Rights Commission, publish commitments externally and internally through the website and intranet dashboard, and communicate progress to the workforce annually.

Contact us

Visit our website or email info@bsl.org.au

Our Diversity, Equity and Inclusion team including Joshua Morgan (Diversity and Inclusion Lead) and Fiona Doyle (Diversity, Equity and Inclusion Consultant) guide this work across BSL. Your message will be directed to the appropriate team member.

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