

Mental Health and Wellbeing Framework

Version: 5.2

Date: 19 July 2023

From the CEO



I firmly believe the strength of Cenitex comes from its people. Their shared commitment and energy is the cornerstone to ensuring Cenitex is well positioned to deliver on the future direction of the Victorian Government and the communities it serves. This is why it's so important to me that Cenitex continues to support a positive workplace where employees flourish.

The Mental Health and Wellbeing framework will provide our leaders and individuals with resources and actions to encourage a mentally healthy and psychologically safe workplace, where mental health is fostered, employees with mental health challenges are supported, and psycho-social hazards are absent.

Supporting our people to be job fit will assist Cenitex to improve performance and achieve its goals, and makes good business sense.

This framework is supported by all levels of leadership and management within Cenitex, and will be implemented in partnership with our people, management, executives and health and safety representatives.

Frances Cawthra

A handwritten signature in black ink that reads "Frances A. Cawthra". The signature is fluid and cursive, with a long horizontal stroke at the end.

1. Introduction

Cenitex is committed to supporting the mental health and wellbeing of employees and fulfilling obligations under the Occupational Health and Safety Act 2004.

Workplace wellbeing plays a key role in achieving Cenitex outcomes by increasing productivity, reducing sick leave, increasing quality and engagement, and improving recruitment and retention.

When employees are not feeling their best, they cannot perform at their best.

Everyone will be impacted at some stage by mental health concerns – whether it be related to themselves, their families, friends, or the workplace. Mental health and wellbeing can fluctuate due to internal and external factors. It is essential to recognise this continuum, with access to appropriate supports at different stages.

According to the National Study of Mental Health and Wellbeing conducted in 2021, an estimated one in five (21%) Australians aged 16-85 experienced a mental disorder in the past 12 months, while over two in five (44%) had experienced a mental disorder at some time in their life.

1.2 Purpose

Cenitex recognises its duty to, so far as is reasonably practicable, provide and maintain a working environment that is safe and without risks to employees' health, including their mental health and to provide appropriate support to all employees who have mental health concerns.

This framework provides the foundations and planning to support Cenitex to foster a positive workplace where employees flourish, aligned to the corporate strategy for 2023-2026.

Creating and maintaining a safe and healthy workplace is a shared responsibility. Cenitex actively encourage employees to manage their own wellbeing while all levels of leadership are committed to providing a supportive experience.

Cenitex recognises that ongoing change and support in areas such as mental health and wellbeing takes time and the framework outlines how Cenitex will target and track progress.

1.3 Definitions

Word / Phrase	Definition
Wellbeing	Wellbeing is not just the absence of disease or illness. It is a complex combination of a person’s physical, mental, emotional and social health factors. Wellbeing is strongly linked to happiness and life satisfaction. Wellbeing can be described as how you feel about yourself and your life ¹
Mental Health	Mental health is a state of wellbeing in which every individual realises their own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community. ²
Mentally Healthy Workplace	A mentally healthy workplace has measures in place to prevent harm by identifying risks to mental health, managing harm from an early stage, and supporting recovery. At the same time, positive work-related factors are encouraged and promoted. ³

¹ Victorian Government - Better Health

² World Health Organisation

³ Work Safe Victoria

1.4 Current State

The Cenitex workforce remains vulnerable to high levels of ongoing mental health pressures, in response to the COVID-19 pandemic due to the isolation of extended lockdowns, combined with challenging and fast-paced work.

As a result, Cenitex continues to prioritise the mental and emotional health of its employees and recognise the need to provide additional support under these challenging conditions.

Working remotely has presented a unique set of challenges, including;

- Lack of structure
- Social isolation
- Balancing work and caring responsibilities

Some employees have appeared to thrive in a remote working environment and have faced challenges in returning to a busy office environment. Other employees have struggled to find work-life balance while working remotely and have returned to the office seamlessly.

There are employees who have gone through immense life changes in this period and are finding it difficult to re-imagine how they work.

The Victorian Public Sector Commission conducts an annual People Matter Survey, which provides employees an opportunity to share their views on various employment issues. The results of this survey provide a data-driven narrative of the current culture and workplace psychosocial impacts of Cenitex on mental health and wellbeing.

A synopsis of the survey data provides the following observations:

People Matter Survey Question	2020	2021	2022
How would you rate your current level of work-related stress? (High to severe)	20%	28%	16%
Senior leaders show support for stress prevention through commitment and involvement	69%	66%	60%
Cenitex provides a physically safe work environment	93%	91%	93%
Senior leaders consider the psychological health of employees to be as important as productivity	70%	66%	67%
All levels of Cenitex are involved in the prevention of stress	53%	52%	60%
There is good communication about psychological safety issues that affect them	62%	67%	69%

These results have highlighted the positive work that Cenitex has undertaken to support its employees, while also identifying the ongoing need for Cenitex to prioritise a preventative approach and ongoing early interventions to protect and promote mental health and wellbeing.

Furthermore, the results highlight that exploring workplace psychosocial impacts would be valuable.

1.5 Vision

To support a positive workplace where employees flourish, Cenitex recognises that evidence suggests there are five main ways to improve and maintain wellbeing, psychological and emotional health. These five areas of focus are addressed in the framework:

- **Connection:** Developing close relationships and broadening social networks
- **Physical Activity:** Reducing the time spent sitting each day and incorporating enjoyable physical activities into daily routines
- **Learning:** Trying something new and seeing the benefits of achieving a new goal
- **Be Aware:** Taking the time to notice the world around you and appreciating something positive each day
- **Help Others:** Helping others can provide a sense of purpose and belonging and build connections. Even a small act of saying ‘thank you’ or a kind word can make a difference.

1.6 Strategic Focus

To ensure an integrated approach to mental health and wellbeing at Cenitex, the following four key areas are addressed;

- Leadership
- Support
- Education and Awareness
- Diversity and Inclusion

These key areas intersect with the four foundational pillars of;

Emotional Wellbeing:

Reduce stigma and discrimination of mental health issues

Physical Wellbeing:

Promote good physical health to support employees in physical activity, nutrition and harm prevention.

Social Wellbeing:

Increase the sense of belonging and social inclusion for all employees

Financial Wellbeing:

Provide access to financial advice to support employees' financial goals



1.7 Leadership

The area of leadership focusses on ensuring Cenitex leaders are equipped to foster a culture that actively supports Cenitex workforce with their physical, mental and emotional health and wellbeing through the Leadership Development Program.

Cenitex leaders will:

- Model the values, traits and behaviours within the Cenitex ecosystem as an example to the workforce
- In line with requirements under the psychological health regulations, plan work in consultation with their teams to ensure identified periods of workload increase and proactively managed to minimise burnout and stress
- Consider the wellbeing of their team when planning, delegating and managing work
- Champion a safe space to raise wellbeing issues, encouraging team members to report stress related concerns, and further investigate to reduce recurrence
- Provide role clarity and empower team members to fully own their role

1.8 Support Services

Cenitex continues to embrace a proactive model in relation to support services and general wellbeing by providing access to a range of programs, with a focus on early intervention and prevention for Cenitex workforce, and in some instances their families.

Cenitex is committed to providing appropriate support at the right time, in a manner that allows ease of access.

Support services that Cenitex will provide include:

- Employee Assistance Program (EAP) resources;
- Proactive Wellbeing Program via the EAP provider
- Trained Mental Health First Aid Officers;
- Contact Support Officers
- The Mind Body Life Program
- Health and Safety team and HR professionals that can work with leaders to identify and support mental health related concerns
- Health and Safety team and HR professionals that can work with leaders to investigate reported mental health related incidents
- Onsite recreational facilities to encourage physical health (end of trip)
- Events undertaken at specific times of the calendar year, for example Safe Work Month, R U OK day, Mental Health Month, Women and Men's health week

1.9 Education

Cenitex will raise awareness on the need to promote and protect mental health and wellbeing alongside the supports available to help employees on their journey through the continuum, whilst further working to reduce stigma.

Education and awareness will include:

- A focus on building psychological safety at all levels
- Tailored training for leaders
- Tailored training for all employees
- Ongoing events (speakers, forums, information sessions) addressing various mental health issues and where to access supports and tools

1.10 Diversity and Inclusion

At Cenitex we are committed to celebrating and advancing diversity while cultivating an inclusive workplace environment. This includes differences such as age, ethnicity, gender, physical and mental abilities, race, religion, sexual orientation. To further advance Diversity and Inclusion agenda of Cenitex, a Diversity and Inclusion Council has been established to champion and oversee best practice and innovative approaches. Diversity and Inclusion brings people of different experiences and backgrounds together which, when well-managed, creates a high performance and innovative workplace. Valuing, recognising, respecting, embracing and including individual differences and believing they add value to the workplace.

Cenitex will strive to improve diversity and inclusion in all areas within its reach by:

- Implementing new and promoting existing policies and procedures
- Ongoing delivery of key items in the D&I action plans
- Education and awareness

2. Wellbeing Action Plan

Promoting good physical health to support employees in physical activity, nutrition and harm prevention

Evidence indicates regular physical activity can have a powerful, positive effect on wellbeing.

Focus Area	Action	Activity	Frequency	Performance Indicator
Education and awareness	Online and in person assessments to educate employees on how to work in an ergonomically safe manner, regardless of the working environment.	Online and in person ergonomic assessments	Ongoing	Maintaining low rates of time lost and injury in relation to ergonomic issues Timely return to work rates in instances of ergonomically related injuries
Education and awareness	In person ergonomic '101' training to educate employees on how to work in an ergonomically safe environment	In person training	Annually	Attendance of training sessions
Education and awareness	Provision of a guide to support appropriate ergonomic set up, regardless of working location	Self-assessment via Workstation quick set up guide	One off / Annual or as requested	Remote working evaluation checklist completion rates of >90%
Education and awareness	Raise awareness of available physical wellbeing offerings such as onsite Yoga, facilitated by Dexus	Wellbeing teams channel	As available	Ongoing promotion via Teams internet calendars and PAS team members of these events
Education and awareness	Increase awareness and participation in programs available, including Fitness Passport, with overall health promotion messaging.	Wellbeing teams channel The Loop News articles Online exercise at home classes Special gym health and fitness programs	Bi-annually	Utilisation of the Fitness Passport offering
Education and awareness	Ongoing awareness of the annual vaccination program.	The Loop News article Wellbeing Teams Channel	Annually	Promotion of free annual flu shots and >80% uptake of shots available each year.
Education and awareness	Promotion of the diversity and inclusion calendar to encourage employees to participate in a range of events	The Loop	Ongoing	Participation of employees in promoted events

Education and awareness	Promotion of the wellbeing calendar to encourage employees to participate in a range of events including Women's and Men's Health Week.	The Loop News article Wellbeing Teams Channel	Ongoing	Participation of employees in promoted events.
Education and awareness	Promotion of the diversity and inclusion calendar to encourage employees to participate in a range of events		Ongoing	Participation of employees in promoted events.
Support services	Annual health checks and nutrition workshops are implemented as part of regular offerings to ensure a holistic health and safety focus.	Onsite health checks Onsite nutrition classes	Annually	Promotion of health checks via The Loop News Page and Wellbeing Teams Channel >50% uptake of the available health checks and workshops
Support services	Executive Leadership Team Health Check Program.	One-on-one meetings with People Business Partner	Annually	Business Partner's regularly providing and communicating information to the ELT during their monthly meetings Uptake of health checks
Education and awareness	Increase awareness of on-site first aid officers including mental health first aid and contact officers (peer support).	The Loop News Article Wellbeing teams channel	Biannually	Currency of First Aid Officers training education and support
Education and awareness	Increase awareness of how flexibility can support wellbeing	The Loop News article Wellbeing teams channel	Biannually	Business Partner's providing information at stakeholder meetings around flexibility options

2.2 Emotional Wellbeing

Emotional wellbeing relates to feeling good. Being happy, experiencing positive emotions like love, joy or compassion, and feeling generally satisfied with life.

An integrated approach combining early intervention learning and promotion of mental health and emotional wellbeing will reduce stigma and discrimination of mental health issues. Cenitex will also build a psychologically safe working environment where employees are aware of the importance of their own wellbeing, and feel safe to speak up.

Focus Area	Action	Activity	Frequency	Performance Indicator
Support Services	Review and implement a Proactive Wellbeing Program that encompasses traditional EAP	Online, by telephone and app support services including that will trigger proactive reach outs and ability for employees to 'self-serve'	Ongoing	>30% employees registered for the platform Increased utilisation of EAP
Education and awareness	Build capability of people leaders in how to deliver and receive feedback to assist in building a culture of psychological safety self-awareness and emotional intelligence through the Cenitex Leadership Development Program	Cenitex Leadership Development Program. Training to be facilitated by external vendor	Ongoing	Consistently improve employee perception of leadership support in relation to psychological safety in the People Matter Survey each year.
Education and awareness	Develop and implement resources for managers on workload management.	Developing and updating resources	Annually	Consistently improve employee perception of workload appropriateness in the People Matter Survey
Education and awareness	Ongoing promotion and embedding of the Employee Assistance Program and Proactive Wellbeing program, highlighting the range of supports available.	The Loop Wellbeing teams channel Online and in person events	Ongoing	Maintaining high levels of registration to the Proactive Wellbeing program Strong utilization of EAP services
Leadership / Education Awareness	Build capacity of people leaders to promote psychological wellbeing and support employees with mental health concerns through a Mental Health and Wellbeing Charter	Mental Health and Wellbeing Training sessions LinkedIn Learning education modules	Ongoing	Consistently improve employee perception of psychological safety climate in the People Matter Survey

Education and awareness	Health and Safety team highlight events of significance in mental health promotion such as RUOK Day, Mindful in May and World mental health day. Culture and Capability team to promote the Diversity and Wellbeing calendar	The Loop Wellbeing teams channel Online and in person events	Ongoing	Strong attendance and engagement in planned events (online and in person) Partnering with Corporate Communications to design promotional support collateral
Education and awareness	Increased awareness of the Cenitex Peer Support Program	The Loop Wellbeing teams channel Online and in person	Bi-annually	Partnering with Corporate communications to design promotional support materials
Education and awareness	Implementation of a contact officer program to provide information, referral and support to employees who may be experiencing or witnessing discrimination, harassment or victimisation in the workplace	The Loop Wellbeing teams channels Induction	Bi-annually	Partnering with Corporate communications to design promotional support materials
Education and awareness	Educate employees and people leaders about wellbeing workshops to support stress management, including through support services such as the EAP.	Wellbeing workshops LifeStreet services	Annually and as required	Consistently improve employee perception of stress levels in the People Matter Survey
Education and awareness	Build capability of people leaders and employees to prevent bullying and harassment through respectful workplace culture training.	Prevention of bullying / harassment training LinkedIn Learning education modules	Ongoing	Consistently improve employee perception of a safe work environment being provided in People Matter Survey
Leadership / Education and Awareness	Educate people leaders and employees in supports available including different types of leave, flexible working arrangements, Peer Support program and proactive wellbeing programs.	Manager Hub The Loop HSR's	Ongoing	Consistently improve employee perception of the culture relating to wellbeing in the People Matter Increased use of flexible working arrangements.
Education and awareness	Develop wellbeing check-in template to be used with PDP discussions.	The Loop Align with PDP process	One-off update as required	People Business Partners regularly providing and communicating information to stakeholder groups. Ongoing promotion via The Loop and Manager Hub

2.3 Social Wellbeing

Increase the sense of belonging and social inclusion for all Cenitex staff

Research shows having other people in their lives matters to the quality of psychological wellbeing at every age. Furthermore, when we give to others, for example volunteer, it activates the area of the brain associated with pleasure, social connection and trust.

These two actions combined contribute to life satisfaction, providing a sense of meaning, increasing feelings of competence and reducing stress.

Focus Area	Action	Activity	Frequency	Performance Indicator
Diversity and Inclusion	Continue to promote the actions in the Diversity and Inclusion Framework to foster a culture of inclusiveness.	The Loop	Ongoing	As per the success measures outlines in the Diversity and Inclusion Framework
Education and awareness	Educate people leaders and employees through various training offerings including disability awareness training, LGBTI training, Aboriginal Cultural Awareness training, bullying and harassment and inclusive leadership training.	Online training/workshops Promotion of events through the innovation network	Ongoing	Consistently improve results in People Matter Survey for employee perception of a safe work environment.
Diversity and Inclusion	Culture and Capability to continue to promote the Diversity and Inclusion calendar and encourage group awareness activities. e.g. IDAHOBIT morning tea.	The Loop Digital Posters News articles Morning teas (face to face and virtual)	Ongoing	Partnering with Corporate Communications and relevant organisations to design promotional support materials.
Diversity and Inclusion	Through an established Community volunteering program, encourage and educate staff to undertake volunteer work at all levels to contribute to the wider community. Encourage it also be done as a team to further build team relationships and understanding	The Loop Manager Hub News Articles	Annually	Partnering with Corporate Communications and relevant organisations to design promotional support materials. Uptake of VLP days
Support Services	Communications support to increase awareness of networks within Cenitex such as the D & I reference groups and in VPS wide groups such as the Enablers, VPS Pride Network, Open	The Loop	Ongoing	Partnering with Corporate Communications and relevant groups to design promotional support materials.

2.4 Financial Wellbeing

Give Cenitex employees the understanding of knowing where to access financial advice to support and meet their financial goals

Focus Area	Action	Activity	Frequency	Performance Indicator
Support Services	Provision of VicSuper one-on-one consultations.	News Article Information on The Loop	Annually	Ongoing promotion via The Loop and People Business Partners of these events
Support Services	Continue to promote and raise awareness of Life Street Financial Management & Planning services	Life Street Events News Articles Information on The Loop	Annually	Increased registration for Life Street services
Education and Awareness	Provision of money management seminars with reference to budgeting, saving, investing and minimising debt.	Training/workshops News Article Information on The Loop	Annually	Ongoing promotion via The Loop and People Business Partners Attendance of seminars
Education and Awareness	Educate employees on Cenitex's Novated Lease offerings including Q&A sessions to assist with queries for how to best get started and related tax deductions.	News Article Information on The Loop	Annually	Ongoing promotion via The Loop and People Business Partners Uptake of Novated Lease offerings
Support Services	Provision of employee benefits including discounts at retailers via Flare HR	News Article Information on The Loop	Bi-Annually	Ongoing promotion via The Loop and People Business Partners of these offerings

3. Roles and Responsibilities

Increase the sense of belonging and social inclusion for all Cenitex staff

Research shows having other people in their lives matters to the quality of psychological wellbeing at every age. Furthermore, when we give to others, for example volunteer, it activates the area of the brain associated with pleasure, social connection and trust.

These two actions combined contribute to life satisfaction, providing a sense of meaning, increasing feelings of competence and reducing stress.

Role	Responsibilities
Health and Safety Team	<ul style="list-style-type: none"> • Development and implementation of the Mental Health and Wellbeing Framework • Ongoing review of the framework
People Leaders	<ul style="list-style-type: none"> • Promotion of the supports available for employees within the framework • Connecting employees with supports as appropriate
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> • Overseeing the implementation of the mental health and wellbeing framework • Fosters a positive culture in relation to mental health and wellbeing
Employees	<ul style="list-style-type: none"> • Contribute to a positive culture in relation to mental health and wellbeing

4. Communication and Consultation

Increase the sense of belonging and social inclusion for all Cenitex staff

Communication seeks to promote awareness and understanding of the health and wellbeing framework and action plans.

Consultation involves seeking feedback and information to ensure currency and appropriateness of the framework and action plan.

This Framework will be:

- Made available to all employees;
- Updated to ensure that it remains relevant.