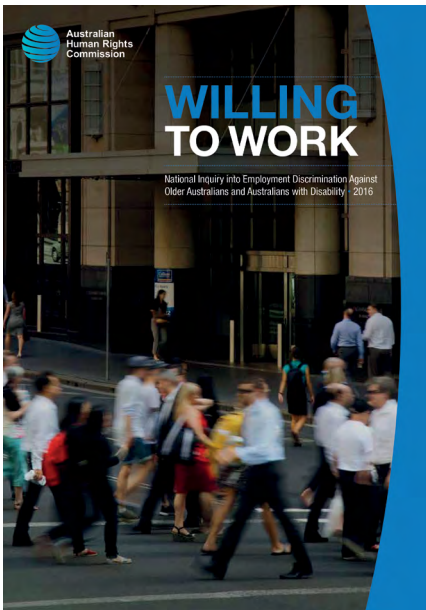


WILLING TO WORK: Recommendations for employers



The [full report](#) is available on the Australian Human Rights Commission website.

In 2015, the Australian Human Rights Commission undertook a National Inquiry into Employment Discrimination against Older Australians and Australians with Disability. The final report *Willing to Work*, was published in 2016.

Employers, businesses and the organisations that represent them, play a critical role in recruiting, retaining and training older people. However, often employers lack the knowledge, awareness and skills necessary for developing inclusive workplaces which support older employees.

Through its six recommendations for employers, the *Willing to Work* report provides a range of strategies for employers to increase the recruitment and retention of older people.

As you read each recommendation, consider the strategies, policies or practices your organisation has in place in relation to that particular recommendation.



RECOMMENDATION 1:

Leadership commitment

CEOs and organisational leaders should commit to an inclusive and diverse workplace and communicate this commitment to all staff. This should be supported by an organisational strategy which outlines the business case for a diverse workforce and could include goals such as: meeting voluntary targets for employment of older people; monitoring and reporting on performance against these targets; and ensuring inclusive practices in relation to recruitment, networking and mentoring opportunities.



**What does your organisation do well?
What could it do better?**

RECOMMENDATION 2:

Ensure non-discriminatory recruitment and retention practices

Businesses should ensure that their recruitment and retention policies do not discriminate against older people. This could include reviewing recruitment processes to ensure that they are accessible and making promotion and training opportunities equally available to all employees, including older people.



**What does your organisation do well?
What could it do better?**

RECOMMENDATION 3:

Build workplace flexibility

Businesses should seek to normalise flexible work by making job design, work location and hours flexible for all, as far as the demands of the role allow.



**What does your organisation do well?
What could it do better?**

RECOMMENDATION 4:

Facilitate transitions

Employers should support older employees who wish to transition to other industries, roles or occupations by providing skills training and identifying transferable skills. Transitions should also be facilitated for employees who may be returning to work after a period away due to illness, injury or caring responsibilities.



**What does your organisation do well?
What could it do better?**

RECOMMENDATION 5:

Provide targeted education and training in the workplace

In order to build inclusive, respectful workplaces, employers should provide staff with support and training about their rights and responsibilities at work, internal grievance processes, flexible leave options, any employee driven networks and the nature and impact of discrimination.

Employers should support managers and supervisors in creating and managing diverse teams and flexible workplaces by: assisting with job redesign; building skills to manage employees flexibly; and providing training on the nature and impact of discrimination.



**What does your organisation do well?
What could it do better?**

RECOMMENDATION 6:

Build healthy workplaces

Businesses should invest in health and wellbeing programs for staff. Implementing healthy work practices can be key to preventing chronic conditions and promoting good health. This could involve training staff and managers on issues such as health and wellbeing, implementing ergonomic assessments and subsidising gym memberships.



**What does your organisation do well?
What could it do better?**