

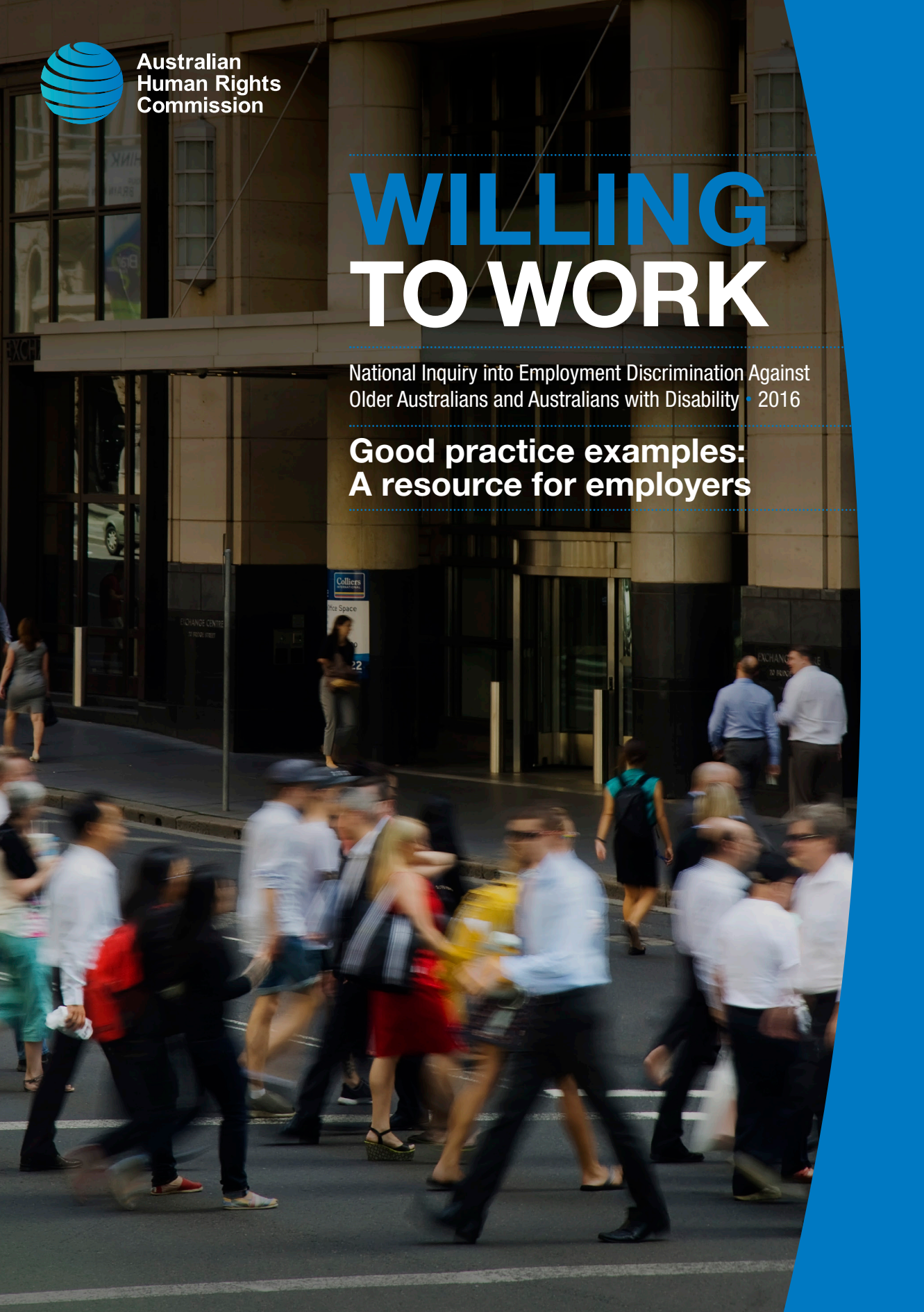


Australian
Human Rights
Commission

WILLING TO WORK

National Inquiry into Employment Discrimination Against
Older Australians and Australians with Disability • 2016

**Good practice examples:
A resource for employers**



© Australian Human Rights Commission 2016.

The Australian Human Rights Commission encourages the dissemination and exchange of information presented in this publication and endorses the use of the **Australian Governments Open Access and Licensing Framework (AusGOAL)**.



All material presented in this publication is licensed under the **Creative Commons Attribution 4.0 International Licence**, with the exception of:

- photographs and images
- the Commission's logo, any branding or trademarks
- where otherwise indicated.

To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/legalcode>.

In essence, you are free to copy, communicate and adapt the publication, as long as you attribute the Australian Human Rights Commission and abide by the other licence terms.

Please give attribution to:

© Australian Human Rights Commission 2016.

National Inquiry into Employment Discrimination Against Older Australians and Australians with Disability • 2016

Good practice examples: A resource for employers

ISBN 978-1-921449-77-2

Acknowledgments

The Australian Human Rights Commission thanks the following people for their assistance with the Inquiry:

President Gillian Triggs (President, Australian Human Rights Commission), Social Justice Commissioner Mick Gooda, (Former) Human Rights Commissioner Tim Wilson, for assisting with consultations.

Minister Fifield (former Minister for Social Services) and Departmental Secretary Finn Pratt for providing \$75,000 to the Commission to assist with the accessibility requirements of the Inquiry.

Minister Abetz (former Minister for Employment) and Departmental Secretary Renée Leon for providing \$150,000 to the Commission to undertake the Qualitative Study of Employment Discrimination against Older Australians.

The Commission also thanks and acknowledges:

The Commonwealth Bank of Australia for supporting the secondment of Donna Purcell, Diversity Manager, Commonwealth Bank of Australia (CBA) for 12 months to work on the Inquiry.

Secretary Finn Pratt for supporting the secondment of Mr Tony Davidson from the Department of Social Services.

(Former) Secretary Lisa Paul for supporting the secondment of Ms Liz Drakopoulos from the Department of Education and Training.

Secretary Renée Leon for supporting the secondment of Mr William La from the Department of Employment, and members of the Inquiry team and students and interns assisting the Inquiry team.

Inquiry team

Marlene Krasovitsky, Angela Zaballa, Donna Purcell, Tony Davidson, Camilla Gebicki, Liz Drakopoulos, Libby Gunn, Mala Wadhwa, William La, Darryl Barrett, Lynette Garrick, Alex Mitchell.

Students and interns

Justin Pen, Thomas McKenzie, Melanie Wilson, Carla Clement, Olivia Brancato, Nandini Bajaj.

This publication can be found in electronic format on the Australian Human Rights Commission's website at <http://www.humanrights.gov.au/about/publications/>.

For further information about the Australian Human Rights Commission or copyright in this publication, please contact:

Australian Human Rights Commission
GPO Box 5218
SYDNEY NSW 2001
Telephone: (02) 9284 9600
Email: communications@humanrights.gov.au

Design and layout Dancinggirl Designs

Printing Graphitype Printing Services

Cover Image iStock, Kokkai Ng

WILLING TO WORK

National Inquiry into Employment Discrimination
Against Older Australians and Australians
with Disability

Good practice examples: A resource for employers

Australian Human Rights Commission 2016



**Australian
Human Rights
Commission**

Contents

Introduction	1
Recommendations for employers	2
Good practice examples	3
1. Employers who have adopted a combination of strategies	4
1.1 FMP Group	4
1.2 INPEX	5
2. Organisational leadership and strategy	9
2.1 Westpac Group	9
2.2 Suncorp Group	10
2.3 Department of Employment	10
2.4 Crown Resorts	11
2.5 ANZ	11
2.6 Australian Taxation Office	12
2.7 US Federal Government	13
2.8 NSW Department of Justice	13
3. Recruitment	14
3.1 Commonwealth Bank	14
3.2 US Microsoft	15
3.3 Accor France	15
3.4 St John of God Health Care	16
4. Mentoring and internship programs	17
4.1 Goldman Sachs	17
4.2 AccorHotels Australia	17
4.3 Australian Network on Disability	18
4.4 Carrefour Belgium	19
4.5 Australian Network on Disability	19
5. Flexible work	20
5.1 Catholic Homes	20
5.2 Johnson & Johnson	21
5.3 TransGrid	21
5.4 NSW Public Service	21
5.5 Diversity Council Australia	22
5.6 British Telecom	22
5.7 Commonwealth Bank	23
5.8 Mercy Health	24
5.9 BMW Germany	24

6.	Retention strategies	25
6.1	National Australia Bank	25
6.2	TransGrid	26
6.3	Hobsons Bay City Council	27
6.4	Reserve Bank of Australia	27
6.5	FMP Group & Activetics	27
6.6	Skills Checkpoint	28
7.	Accommodating caring responsibilities	29
7.1	UK Government	29
7.2	Westpac Group	29
8.	Building healthy workplaces	30
8.1	Forest Coach Lines	30
8.2	Pernod Ricard Winemakers	31
9.	Universal design	32
9.1	Lendlease	32
10.	Disability awareness training	34
10.1	People with Disability Australia	34
10.2	US Microsoft	35
11.	Workplace adjustments	36
11.1	Lloyds Banking	36
12.	Partnerships	38
12.1	Heads Up	38
12.2	Infoxchange Australia	39
12.3	Spotless	40
13.	Diversity in procurement	41
13.1	National Australia Bank	41
13.2	Gold Coast City Council	41
14.	Peak bodies and professional associations	42
14.1	NSW Business Chamber	42
14.2	United States Chamber of Commerce	43
14.3	Australian Chamber of Commerce and Industry	43
14.4	United Kingdom Government	43
14.5	AARP	44
14.6	Department of Education and Training	44
	Resources for employers	45

The Hon Susan Ryan AO

Age and Disability Discrimination Commissioner



Introduction

In 2015, the Attorney-General Senator the Hon George Brandis QC asked the Australian Human Rights Commission to conduct *Willing to Work*, the first National Inquiry into Employment Discrimination Against Older Australians and Australians with Disability.

Engagement with employers was a key element of our approach. We spoke with employers of all sizes and across sectors to get a full understanding of the opportunities and constraints facing businesses. Of the 120 public consultations conducted between July 2015 and February 2016, 42 were with employers.

The Inquiry heard about employer misconceptions and stereotypes. For example, many employers believe that workplace adjustments are very costly, when research shows that a large number of adjustments cost less than \$500.¹

Some employers, particularly small businesses, told us that they would have liked to do more to hire and retain employees with disability and older employees, but were time-poor and had limited resources and access to information.

For this reason, we have produced this resource which sets out our recommendations to businesses, examples of existing good practice and a list of available resources. More detailed discussion and further examples are presented in the *Willing to Work* Report.

The Inquiry met many employers who had already achieved diversity and inclusion and were achieving positive business results. These positive examples inform our recommendations.

We have presented these ideas as a suite of solutions for employers in recognition of the fact that businesses vary in size, scope and location.

Discrimination is costly. It contributes to higher absenteeism, lower productivity, higher staff turnover and increased recruitment costs, as well as lost business opportunities from abandoning experience and corporate knowledge. Discrimination stops Australian employers from accessing the full range of skills and talent.

We know that the solutions we propose are practical and realistic because they are evidence-based, and are already in place and producing good results in some workplaces.

We trust that the findings and recommendations of this Inquiry will spark action and commitment and intensify efforts to lift labour force participation of older people and people with disability who are willing to work.

A handwritten signature in black ink that reads "Susan Ryan". The signature is fluid and cursive, written in a professional style.

The Hon Susan Ryan AO
Age and Disability Discrimination Commissioner

Recommendations for employers

The *Willing to Work* report makes a series of recommendations to employers in order to increase the recruitment and retention of older people and people with disability.

1. Leadership commitment

CEOs and organisational leaders should communicate their business's commitment to an inclusive and diverse workplace 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 and people with disability, monitoring and reporting on performance against these targets and ensuring inclusive practices in relation to recruitment, disclosure of disability and the provision of reasonable adjustments, networking and mentoring opportunities.

2. Ensuring non-discriminatory recruitment and retention practices

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

3. Building 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.

4. Facilitating 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.

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, providing information for managers for example mental health guidelines, manager support and training on the nature and impact of discrimination.

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 of staff and managers about health, implementing ergonomic assessments or subsidising gym memberships.

Good practice examples

1. Employers who have adopted a combination of strategies

No single strategy will adequately address age or disability discrimination in the workplace. Committed leadership, good data and a combination of strategies are required. In this section, we set out examples of employers who have adopted a combination of strategies to overcome discrimination and recruit and retain older people and people with disability.

1.1 FMP Group

Retaining an ageing workforce in the manufacturing industry

FMP Group (Aust) Pty Ltd is a medium-sized brake parts manufacturer based in Ballarat. FMP employs more than 250 workers and is revamping its organisational culture and incorporating the needs of its mature-aged workers with its core business.

In order to survive in a changing local and global automotive industry and maintain business sustainability, FMP are learning to do things ‘differently’. This has required a significant change in mindset to respond to the increasing needs of its ageing workforce.

One of the immediate concerns related to workers compensation challenges. Despite being well managed, the company understood the impact that age-based claims were likely to have on claims and premiums. In addition, being a regional manufacturer there are difficulties in attracting high calibre white collar workers away from city life, creating more opportunities for employment of older people.

The CEO, management and HR manager made a commitment to keep FMP in the region and not lose the business and jobs.

In response, FMP introduced the following initiatives and policies:

- age-based analysis of workforce metrics and monitoring
- leadership briefings to raise the significance of the age demographics of the workforce
- one-to-one meetings with mission critical employees to understand their career aspirations
- conversations with employee groups and on an individual level to hear their ideas and needs
- age-based analysis of the biometric impacts associated with repetitive work
- a review of ‘the way things are being done around here’ – this included policies and practices
- identified the need to capture knowledge of older workers that would be leaving the organisation in the near future
- development of a model to assist employees with life planning.

More recently, FMP has included a Transition to Retirement (TTR) clause in their Enterprise Bargaining Agreement, which provides older workers with a variety of options for either remaining employed or planning a dignified departure from the workforce. The company has conducted life planning and financial education sessions during work time to better prepare employees in their transitions from work.

Knowledge transfer and skills sharing now occurs between experienced and less experienced employees.

Individual benefits, such that there has been an increase in salary sacrificed voluntary superannuation contributions, workers seeking information on TTR, financial planning and alternative working options.

The Ageing Workforce Program in conjunction with an Employee Wellness program has seen the injury rate reduce.

In partnership with a consultancy service to assist employers to prevent musculoskeletal injury, FMP identified work health and safety risks to employees in a particular occupational area. The problems identified include very heavy physical work, high injury and absentee rates, ageing personnel and a large number of workers compensation claims.

Subsequent interventions included one-on-one and group consultations with the workers, discussions on possible engineering solutions, one-on-one sessions with a physiotherapist, and group body knowledge and movement information sessions.

These responses resulted in a reduction in injury rates and costs from claims. For example, where previously, carpal tunnel represented the large majority of claims, the company has not received a carpal tunnel claim in five years, since it introduced regular ergonomic reviews, monthly on-site visits by the physiotherapist and health education seminars.

Workers are more engaged and likely to consider all of their options as they encounter age related issues. There has been demonstrated confidence to discuss issues in a safe and private environment between workers and managers.

1.2 INPEX

Promoting diversity and inclusion

INPEX CORPORATION is a worldwide oil and gas exploration and production company currently involved in more than 70 projects across more than 20 countries.

INPEX recognises the importance and value of creating a workplace which promotes diversity and inclusion. Since the Australian offices of the Company were opened in 1986, INPEX has engaged people from diverse backgrounds, including older people and people with disability.

INPEX aims to continually promote improvement in the diversity of the Company's workforce and a positive, accepting workplace culture.

Continued engagement of older employees

INPEX has a mature workforce and recognises its value. As at January 2016, more than 18% of staff at INPEX Australia were aged 50 years or older. This presents both opportunities and challenges. The opportunities include a tacit and formal transfer of knowledge to other employees. On the other hand, when these older employees choose to reduce their participation in the workplace, the organisation can be left with a skill gap.

INPEX recognises that mature employees hold a wealth of knowledge and experience and there is value in having them in the workplace. It is good business practice to manage talent across the age spectrum and maximise the outputs of a diverse organisation. The resources boom challenged INPEX to maintain a talented workforce, which was a factor in the company's pursuit of a diverse organisation, however it was not the key driver.

INPEX has the following measures in place to promote the continued engagement of older Australians:

- **Compliance:** INPEX complies with legislative requirements and has a Discrimination and Harassment Standard outlining collective obligations under the 'Equal Opportunity Act'. It is mandatory for all INPEX staff to participate in equal employment opportunity training, assisting with creating both knowledge and awareness around the inclusion of older workers and to maintain a positive, accepting culture.
- **Transition to retirement:** INPEX has a 'Flexible Work Arrangement' which supports the ability to transition to retirement and thereby, facilitates employees staying in the workplace longer.
- **On a case by case basis,** INPEX offers flexible work arrangements such as reduced hours, granting of unpaid leave if leave entitlements are exhausted and the consideration of position changes for those who still wish to work within the company but prefer to be in a less demanding role.
- **Age diversity within teams:** Age diversity is considered when developing workforce plans for new team members. INPEX encourages age diversity within teams which promotes a variety of perspectives.
- **Social responsibility:** INPEX has embedded Corporate Social Responsibility (CSR) practices and governance at the highest level within the company. A CSR Committee chaired by INPEX's chairman and president and CEO oversee the development of INPEX's Sustainability Report each year. Promoting diversity is a key focus area of the report and highlights INPEX's commitment to sustainable development, including of its own workforce.

Approach to employment of people with disability

The INPEX workforce includes people with disability and the company recognises the value of this. INPEX actively works to retain existing employees who acquire a disability.

Compliance

INPEX complies with legislative requirements and has a 'Discrimination and Harassment Standard' which outlines some of our collective obligations under the 'Equal Opportunity Act'.

It is mandatory for all INPEX Australia staff to participate in equal employment opportunity training, this creates both knowledge and awareness around disability inclusion, assisting to maintain a positive, accepting culture.

Modified office environment

INPEX engage a specialist provider who is skilled in designing offices to meet the various needs of people. INPEX accommodates special equipment and workstation requirements for people who need standing desks, modifications to chairs or special IT equipment.

This assistance has enabled a number of staff to overcome specific physical barriers and has helped them to complete their work in an environment that is supportive of their needs.

Mental health

INPEX provides a confidential and free employee assistance program, with qualified psychologists who can assist employees and their immediate families with counselling or referral to specific services. Each year, INPEX runs wellness programs and mental health awareness and education sessions as a part of this program.

Illness and injury

INPEX actively assists employees who fall ill or become injured, irrespective of whether the illness or injury is work-related. The assistance provided includes job redesign as required, income protection insurance, home visits, welfare checks and advice provided by a company doctor, with a dedicated staff member to facilitate this support.

Case study: INPEX employee 1

For a number of years, INPEX worked with a disability employment solutions company that assisted us to engage people with various disabilities into suitable work. Five years ago, an employee with a hearing impairment joined the company. She had previously been providing care for a number of family members for over 12 years. The employee was given one-on-one training, as this provided the best learning environment for her to pick up the required skills. The employee took on her work tasks quickly and effectively.

The employee also provided care for her husband who became terminally ill. INPEX gave the employee extended time off to care for her husband before he passed away. She subsequently undertook a gradual return to full time work. Over this six-month period, the employee kept in touch with her colleagues and was supported weekly by the Wellbeing team at INPEX.

Case study: INPEX employee 2

Three months after joining INPEX, an employee was temporarily disabled and required surgery to both knees at short notice due to a non-work related condition. INPEX gave the employee time off for surgery and recovery. The employee's recovery from surgery took longer than anticipated, and the company provided additional time off and kept in contact with her weekly.

Once the employee was ready to recommence work, the company assisted her with a gradual return to duties that suited her stage of recovery. Initially the company provided facilities to work from home for a few hours a day which then progressed to full days. Once the employee was mobile enough to attend the office, she was assisted with a flexible return to work, with reduced hours when required. The employee's workstation was ergonomically assessed and modified as required; she was also given a parking bay in the building for six months until she regained full mobility.

Case study: INPEX employee 3

An employee required surgery for a non-work related back injury. The employee was advised that recovery from his surgery would take around four weeks. Unfortunately the employee suffered post-surgery complications, resulting in an additional two weeks in hospital and three to four months of recovery.

INPEX was supportive of the employee, assisting him to claim the company-provided income protection insurance. The company also granted annual and personal leave to ensure that the employee received full pay while awaiting the insurer's decision. Once the insurance claim was approved and backdated to the date that the claim was eligible for payment, the company reinstated the annual leave the employee had used from that date.

Once the employee was deemed fit to commence a gradual return to work, INPEX provided a modified workstation to assist to manage his back pain and a parking bay in the building to make it easier for him to access the workplace and to attend doctor/rehabilitation appointments. The employee initially recommenced working three mornings per week and progressed to full-time work over a period of two months.

2. Organisational leadership and strategy

Commitment needs to be driven from the top. This is one of the key messages the Inquiry heard from individuals and organisations when asked about what workplaces could do to improve employment opportunities for Australians with disability and older Australians. Leadership at senior levels is critical for setting objectives, increasing awareness and motivating organisations. Importantly, leading by example challenges negative assumptions and is a big step towards changing workplace cultures to be more inclusive and diverse.

Leadership commitment can be demonstrated by establishing disability champions, developing and implementing diversity and inclusion plans and setting targets or mandating quotas for employment of older people and people with disability.

2.1 Westpac Group

Strategies to attract and retain older employees

With five generations in the workforce at once for the first time in its history, Westpac Group knows that the power of its people lies in the richness of the diverse skills, experience and knowledge they offer at different stages in their career. Its 'Prime of Life' employees aged 50+ are a vital part of the workforce and hold a significant amount of skills, company knowledge and experience. Westpac Group offers them a range of options to help plan their next move, and reach their full potential through initiatives around flexibility, training, and transition to retirement.

The 'All in Flex' initiative was established in June 2015 to encourage and support flexible working for all employees — in existing roles or for those coming new into the organisation. This was in response to the insight that 89% of their employees (both male and female) indicated they would need some form of flexibility in the next three years. A wide range of options include flexible work hours, mobile working, part-time work and job sharing. There are also a range of leave choices available such as purchased leave, career breaks, sporting leave, parental leave, grandparental leave and carers' leave.

The rollout of All In Flex included toolkits to increase people leaders' capability in leading teams who work flexibly. As a result of this initiative, the uptake of flexible working has increased. Currently more than 71% of Westpac Group's employees are working flexibly, up from 44% in 2010.

Westpac Group's Enterprise Agreement, which came into place in January 2016, includes transition to retirement provisions for employees aged over 50. The Agreement offers flexible working arrangements in an employee's existing role or a new role while they transition to retirement, as well as three days of paid leave during this time to pursue activities related to retirement. Westpac Group further takes a flexible approach to long service leave. The Agreement allows employees to take a day at a time, a day each week or a month or more in one block, after 10 years of service.

Other initiatives to support employees aged 50 and over include:

- The Prime of Life Employee Action Group is a network of champions offering a range of information, events and resources to employees.
- 'Envisage: Create Your Future' assists employees with future career planning. The program is run in partnership with Sageco and covers topics such as identity, finances, career, health and relationships.

- The 'Navigate' workshop helps people leaders support the Prime of Lifers in their team, plan for the needs of their workforce and ensure the knowledge held by their people is retained.
- The 'Your Experience, Your Future' intranet hub, developed as part of the Australian Government Corporate Champions program, is a one-stop shop for 50+ employees and their leaders to find relevant information about careers, flexibility and health amongst other topics.

In 2014, Westpac Group received international recognition for its policies on mature-age employment when it was awarded 'Best Employer International' by US organisation AARP, an advocate for mature-age people. It was also awarded the Australian Human Resources Institute's 2015 'Inclusive Workplace' award.

Westpac Group has set a target to increase the number of employees aged 50 and over to more than 20.5% by 2017. By early 2015 Westpac had reached 20.9% of employees being 50+, and the organisation has consistently met its target since this time.

2.2 Suncorp Group

Horizons Program

The Suncorp Group Corporate Governance Statement 2014–2015 includes a Diversity and Inclusion Strategy broken down into age, gender, indigenous engagement, disability and flexibility.²

With respect to age, Suncorp launched the Horizons Program to support employees aged 50 and over to build a meaningful career and plan for transition into retirement, whenever that timing is appropriate for each employee. Suncorp runs eight half-day workshops twice a year.

The Suncorp Horizons Program involves showcasing mature-aged employees who are successfully leveraging flexible working arrangements to achieve a better lifestyle.³ Participants are also encouraged to share their stories with colleagues and this has been a powerful tool for conveying to other older workers their options for career and working arrangements.

So far, 350 employees have completed the Horizons Program. Feedback demonstrates that four out of five participants valued the program, and three out of five have since thought about working flexibly. In addition, over 60% of participants found the health component useful and will consider making healthy lifestyle changes as a result — a win / win for Suncorp and its employees.

2.3 Department of Employment

Disability Champion

The Department of Employment's Disability Champion is a Band-2 senior executive and provides important leadership and support to employees with disability. The Disability Champion represents the Department externally and provides leadership across the Australian Public Service (APS) by contributing to the APS Disability Champions Network and other related forums. The Disability Champion is deeply committed to the disability sector and uses the role to help improve outcomes for people with disability by raising awareness of their work and needs as employees of the Department.⁴

2.4 Crown Resorts

CROWNability – Disability Employment Program

The CROWNability program aims to provide people with disability every opportunity to gain employment at Crown in the diverse range of roles available.⁵

The program's goals are to create employment opportunities for people with disability, to achieve sustainable job outcomes and to be a disability confident organisation. The ultimate goal of the CROWNability program is to find the right job fit and maintain sustainable outcomes. There are five important key elements to achieve this. They are:

- providers
- pre-employment
- recruitment
- post-placement support
- community.

The pre-employment and recruitment phases are where people's interests and abilities are matched with appropriate and meaningful roles as well as post placement support.⁶

Through this program, Crown Resorts hopes to achieve a target of employing three people with disability per month. Crown has identified that the benefits from these initiatives support their corporate social responsibility endeavours and are positive for branding. Crown has indicated these were considerations in their successful tender for development at the Barangaroo site in Sydney.

2.5 ANZ

Accessibility and Inclusion Plan

ANZ's Accessibility and Inclusion Plan targets customers, and people and communities in its role as a bank, a major employer, and Australia's largest investor in many countries. The organisation reports on internal measures such as disability disclosure rates, employees engaged with disability, and the perception of diversity and inclusion among those employees with disability at ANZ.

The plan began in 2008. Since then, ANZ has been engaging with key stakeholders and disability community groups to improve accessibility and inclusion for customers and employees, and to help change attitudes toward people with disability in the community. The plan sets objectives, commits to action that will be taken to achieve them, and sets accountability measures to ensure that the plan achieves its desired outcomes.⁷

2.6 Australian Taxation Office

Strategies to employ people with disability and older workers

The Australian Taxation Office (ATO) has a diverse combination of strategies and services for people with disability and older workers. The ATO Diversity and Inclusion Plan 2015–2017 describes the commitment of the ATO to engage, inform and support a diverse workforce including performance outcomes.⁸

The plan commits the ATO to promote itself as an employer that provides a supportive and inclusive workplace for people with disability, implement recruitment and marketing strategies to attract applicants with disability and maintain relationships with public and private sector networks to promote employment opportunities for people with disability.

To achieve this, in March 2015 the ATO appointed SES Disability Champions, including five deputy commissioner and assistant commissioners, to provide support and visibility for disability initiatives within the organisation, facilitate awareness for managers and employees, and ensure the needs of employees with disability are taken into account in organisational planning, design and delivery.

Further support to employees with disability is provided through the Disability Adviser Network — a local point of contact that provides advice and support to people, their managers and colleagues, on issues including flexible work arrangements and workplace adjustments.⁹

The ATO raises awareness of people with disability to their wider workforce by organising events to celebrate and promote the International Day of People with Disability.

In addition to internal workplace policies, the ATO provides information and services to help people with disability meet their tax obligations. This includes publications in accessible formats, video and audio guides for the hearing and sight impaired, as well as shopfront and phone services.¹⁰

Regarding mature-aged workers, the ATO commits to:

- promoting an age inclusive culture
- positioning the ATO as an ‘ageless employer’
- ensuring the individual needs of employees are respected in regards to stages in their lives and careers.

Similarly, it is intended that SES Diversity Champions will be appointed to support and promote diversity initiatives within the organisation, employee awareness of age discrimination and encourage knowledge transfer through cross-generational mentoring relationships. The champions will support mature-aged workers by exploring ways to prevent career stagnation, develop transition to retirement options for employees, develop flexible work arrangements to retain valued employees and provide support to aged workers to manage caring responsibilities and health related absences.¹¹

2.7 US Federal Government

Target for employment of people with disability¹²

In 2010 US President Obama required agencies and federal contractors to hire 100,000 people with disability over five years. He also asked his executive to create model policies for hiring and retaining people with disability.¹³ Of more than symbolic significance, progress reports go directly to the President's office.

In addition, in 2014 the US Department of Labor ruled that contractors to the US government must take affirmative action to recruit, hire, promote, and retain people with disability to a 7% target.¹⁴

These measures have resulted in more people with disability in federal public service employment than at any point in the last three decades,¹⁵ with the highest hiring rate in the last 34 years (20% of recruits in 2014 had a disability).¹⁶ By 2014, 13.6% of its workforce were people with disability.¹⁷

2.8 NSW Department of Justice

Employment targets for people with disability

In April 2016, the NSW Department of Justice announced that it would introduce targets for employment of people with disability as part of a wider push to reverse the decline in the number of people with disability working in the NSW public service.¹⁸ The percentage of Public Service Commission employees with disability halved from 8.6% in 2012 to 3.8% in 2014.

The Department of Justice, which covers NSW Police, prisons, courts and attorney-general's office, is the first NSW government agency to introduce targets for employment of people with disability.¹⁹

Disability employment targets were endorsed in the Department's Disability Inclusion Action Plan 2015-2018, alongside a raft of other measures.²⁰

3. Recruitment

Employers, whether in the public or private sectors, large, medium and small, all have a role in fostering greater employment opportunities for older people and people with disability. This can be achieved by developing internal policies to ensure accessible recruitment and work practices and by ensuring that all employees have equal opportunities for training, development and career progression.

A common barrier raised by older people and people with disability was perceived recruitment bias. While an employer's intention may not be discriminatory, it is important to be aware that candidates may perceive bias if they are being asked to disclose their age or disability status on applications and subsequently fail to win a job without adequate explanation.

It is also important to ensure that the recruitment process is accessible. Increasingly, the initial application and selection process for advertised vacancies consists of an online form or telephone interview. This means often there is no 'human contact' until well into the selection process. This makes it difficult for some people with disability who may be challenged by inaccessible web-based technologies and where people may need adjustments to enable them to participate in the recruitment and selection process.

This section presents examples of employers who have taken steps such as ensuring that recruitment processes are accessible, collecting data on the diversity of recruitment and implementing 'guaranteed interview' schemes.

3.1 Commonwealth Bank

Recruitment diversity data collection

The Commonwealth Bank Diversity and Inclusion Strategy is key to building a diverse and inclusive culture at the Bank. To measure performance on the initiatives that underpin this strategy, Commonwealth Bank identified the need to track job applicants by their diversity profile. Previously, the Bank's diversity data collection was optional for applicants and only covered disability and Aboriginal/Torres Strait Islander heritage.

As of 14 March 2016, Commonwealth Bank now includes a comprehensive Diversity Survey with a broad range of diversity groups and updated accessibility and inclusion questions. Candidates have the option not to participate in the survey. Details are not visible in the recruitment process, and are only available to employees analysing the data from a diversity and inclusion perspective.

Understanding the diversity of applicants and how they progress through the recruitment process provides valuable insight into whether Commonwealth Bank has an opportunity to focus on attracting specific demographics, or make adjustments to practices or processes so it can continue to develop its diverse and inclusive culture.

Approach to disclosure in recruitment

Commonwealth Bank has changed its approach to disclosure in recruitment by introducing a pilot guaranteed interview scheme, RecruitAbility. Under RecruitAbility, all candidates applying for eligible roles within the pilot are asked if they have a disability and if there are any adjustments or support they need to access the recruitment process or to support them in the role if successful. The candidate is not obligated to specify their disability as the focus is on adjustments required, not on the specific disability. Commonwealth Bank's online advertisements include the following text, which emphasises diversity and inclusion in the context of upfront disclosure:

RecruitAbility is a scheme designed to increase accessibility of employment opportunities for candidates with a disability and to support the objectives of our Accessibility and Inclusion Plan.

If you confirm in your application form that you would like to participate in this initiative, have a disability and meet the minimum requirements of the role, a recruiter from Commonwealth Bank will contact you after your application has been submitted to discuss your participation in the RecruitAbility Scheme.

3.2 US Microsoft

Recruitment of candidates with disability

Microsoft in the United States trains recruiters on how to interview people with disability and instructs them to focus on the qualifications of the applicant, not disability. When applying to Microsoft, an applicant can self-identify as a person with disability, thereby alerting the Disability Inclusion Program Manager that an adjustment may be needed. The Disability Inclusion Program Manager helps candidates and employees secure workplace adjustments to best meet the needs of the individual. When an employee is hired, a needs assessment is completed involving the employee, human resources personnel and the manager to determine the adjustment needs.²¹

3.3 Accor France

Accessible recruitment processes

Accor launched various recruitment and training programs in its local and regional offices. For example, at Accor France, the regional employment managers and the Integrating the Disabled Project Team launched a project called Handicapte.²² The team organises an information day for students with disability to meet hotel professionals.

Accor collaborated with Jobinlive which is a company specialising in creating video resumes for people with disability at no charge. Job candidates record three-minute video resumes to present themselves, their competencies and experiences. So far, 100 video resumes have been created and 20 candidates have been recruited by Accor France.²³

3.4 St John of God Health Care

Inclusion in interview

St John of God Health Care is one of Australia's largest non-government hospital operators and is Australia's largest Catholic hospital operator. It has been operating for 120 years and employs more than 13,500 caregivers across Australia, New Zealand and the wider Asia-Pacific region.

St John of God Health Care is committed to supporting people with disability to gain employment in all areas of their organisation.

They recognise that for many the most significant barrier to accessing meaningful employment opportunities is access to an interview. In partnership with Disability Employment Services (DES) St John of God Health Care has committed to including at least one applicant who meets the inherent requirements and is registered with a DES in the interview stage of any vacant role advertised. This practice now sits within their current Recruitment and Selection Policy for the whole organisation.

St John of God Health Care encourage people with disability to approach their recruitment process with confidence and clearly indicate in their recruitment practices that the fact that a person has a disability will not be an obstacle to successful employment should they be the preferred candidate.

Since the adoption of this practice in July 2013 St. John of God Health Care have received over 223 applicants through DES, interviewed 128 and successfully appointed 51.

For further information regarding Disability Employment within St. John of God Health Care visit: www.sjog.org.au/careers/disability_employment.aspx.

Case study

The participant came to Workpower DES in October 2013 with a background as a nursing assistant for several years at a nursing home. He had then lost his employment and has since been unemployed for two years due to his deteriorating mental health.

After a number of appointments with his consultant it was clear that he wanted to return to a support work based role.

After completing a Certificate IV in Aged Care his employment consultant supported the client with job search, application writing and interview skills. He secured a number of interviews which failed to result in a job offer.

In December of 2014 he applied at St John of God Health Care and through the inclusion in interview policy he secured an interview and was successful.

4. Mentoring and internship programs

One of the ways in which workplaces can address negative assumptions and stereotypes while providing employment opportunities for people with disability and older people is through targeted recruitment, traineeships, internships and mentoring.

The Inquiry heard from employers that had tried this approach and reported positive outcomes and increased understanding in working with older people and people with disability.

4.1 Goldman Sachs

Returnships™ program²⁴

The Goldman Sachs Returnships™ Program is aimed at talented professionals who are looking to restart their careers after two or more years of absence from the workforce.

It is a 10-week paid program which offers opportunities in a variety of divisions and the chance to experience the vast network of resources at Goldman Sachs. In much the same way as an internship, a Returnship™ provides individuals with a guided opportunity to sharpen or learn new skills, and explore a new area of expertise. While there is no guarantee of a full-time career as part of the program, so far it has resulted in employment conversion for many participants in the Americas and Asia programs.

4.2 AccorHotels Australia

Work experience and placement program for experienced older workers

AccorHotels is a large global employer in the hospitality and tourism sector. The company has over 200 hotels and 10,000 employees within Australia. Eight per cent of its Australian workforce is aged 65 years or over, with 12% of employees aged 44–55 years.

In 2014, AccorHotels developed, trialed and implemented a five-day training program for experienced workers, aged 50 and above.

The Experienced Workers Program involves:

- Workplace Health and Safety training
- Complaints & Feedback Training
- Basic skills training for Front Office Services and Food and Beverage
- Two days of on-the-job work experience in their selected department
- Interviews with Talent & Culture team to prepare them for job placement or work on Interview skills.

Upon completing the program, participants are given professional feedback and opportunities for future employment.

Joe, 63, participated in the program in 2014.²⁵ Due to personal and medical circumstances, Joe had been unemployed for almost three years. Despite his 40 years of work experience, he was routinely turned down for hospitality and service jobs. After he completed the experienced workers program, Joe was offered jobs by four of AccorHotels Properties service divisions.

Mark, 62, found similar success with the AccorHotels Experienced Workers Program after spending nearly six years out of work.²⁶

Edward Pearce, who is the Regional Talent and Culture Manager for New South Wales and Australian Capital Territory, has stated that the program's success was due to its focus on maturity and customer service: '[The Experienced Workers Program] was more about what they could bring to the table with their life experience, their interactions with guests, the way they could show empathy.'²⁷

4.3 Australian Network on Disability

Stepping Into – Paid internship program for university students with disability²⁸

Stepping Into is a paid internship program developed by the Australian Network on Disability (AND) and employers, designed to provide university students with disability the opportunity to gain practical work experience in their field of interest. The program is one of mutual benefit for both employers and the students: employers benefit by building an inclusive workplace culture that values diversity and promotes the employment of people with disability, and students benefit through gaining practical, 'real-world' work experience and building a network of contacts.

While the program has no guarantee of employment, it is regarded by participating employers as an effective program that can provide students with disability a 'step into' the workforce, and assist them in securing future employment. An independent review of the program found that participating students had significantly higher rates of employment after graduation than students with disability who had not participated.

Organisations that have been involved in this program have reported overwhelmingly positive experiences.²⁹ The benefits for employers include building a more inclusive workplace culture, developing an understanding of workplace adjustments, gaining experience managing employees with disability and accessing a source of pipeline talent for graduate programs. Student interns gain hands-on experience in a workplace setting, and have the opportunity to showcase their existing talents while learning new skills.

For more information visit: www.and.org.au/pages/stepping-into...-programs.html.

4.4 Carrefour Belgium

Mentoring for jobseekers with disability

Carrefour Belgium pairs job-seekers with disability with a self-nominated Carrefour mentor. The mentor guides their mentee through the working day, sharing with them their daily tasks. By engaging people in actual day-to-day work situations, employees learnt that their company was capable of including and providing access to people with disability, and job seekers with disability had the opportunity to gain work experience. Partnering employees and people with disability was an engaging educational tool that provided exposure to the positive impact of working with people with disability.³⁰

4.5 Australian Network on Disability

PACE Mentoring – Mentoring program for students and jobseekers with disability³¹

PACE (Positive Action towards Career Engagement) offers students and jobseekers with disability the opportunity to develop their skills and confidence in a workplace setting, which can assist them in planning their career journey, as well as aiding their personal and professional development.

PACE recognises that job seekers with disability frequently find themselves with little or no work experience, and may not be fully aware of the skills and attributes they can offer an organisation. This can add to the difficulties that job seekers may encounter as they try to enter their chosen career. PACE aims to assist participants to become 'job-ready' and lower some of these hurdles.

For more information visit: www.and.org.au/pages/mentoring.html.

5. Flexible work

The Inquiry heard repeatedly about the importance of flexible working. Flexible work can come in a variety of forms, including flexible locations, hours or leave allowances.

A flexible work policy formalises the principles, guidelines and procedures related to flexible working arrangements and conditions that support employees' personal choices. A formal policy provides employees clarity around entitlements and expectations, and assists employers to meet legal obligations. Further, it supports managers to make consistent and reliable decisions which promote a culture of fairness. This benefits both the business and its employees.³²

The Inquiry heard from many employers who shared positive experiences about introducing flexible working approaches. In some cases, employers had adopted an 'all roles flexible' approach. Under this approach it is assumed that all roles can be done flexibly and if a manager disagrees, they need to justify that position with a sound business case.

Research conducted by the Diversity Council Australia found that flexible work can result in improved organisational, individual and community outcomes. These include increased capacity of business to be sustainable and adaptable to change, assisting with talent attraction and retention, and increased workplace productivity.³³ Flexible work arrangements can also help to improve employee satisfaction and commitment.

5.1 Catholic Homes

Workability Project – Flexibility in shift work³⁴

The Workability Project within Catholic Homes is an initiative to retain older workers in a working environment that can pose risks due to the unpredictable nature of working with patients.³⁵ The average age of the workforce in Catholic Homes is between 40 and 50 years and staff retention is high. One of the areas of focus has been 'flexibility' in shift work. The rationale is that flexibility in the length of shifts as well as the amount of physical work undertaken during the shift, or a combination of both, may reduce the possibility of injury for older workers. Catholic Homes reports that being flexible around shifts and tasks are key components of successful return to work outcomes.

In another initiative, Catholic Homes looked at combining a variety of suitable roles in sites across the business including retirement care, lifestyle management and community care. The various branches of the business contain a variety of roles that allow for a combination of administrative work and manual handling tasks to vary the working day. It also looked at varying shift times. Shifts in a hospital environment normally require the worker to be on the floor for a 7.6-hour shift. The Workforce Project explored the viability of four or six hour shifts. This has resulted in a reduction in incident reporting, and has also allowed older staff to remain engaged in the workforce for much longer.

5.2 Johnson & Johnson

Flexible work arrangements

Johnson & Johnson support work–life balance by providing flexible working arrangements to all employees, including people with disability and older people. The arrangements include job-sharing, working from home and altered work hours.³⁶

To help ensure the implementation of Johnson & Johnson’s disability employment strategy, there are formal policies on equal opportunity employment, employment laws and policies in conjunction with a global diversity and inclusion vision statement.³⁷

Johnson & Johnson have voluntary employee resource groups where employees have an opportunity to share experiences, network, provide and receive support, and engage in career development and cultural awareness activities. Alongside this, Johnson & Johnson have inbuilt mentoring programs and an Office of Diversity and Inclusion.³⁸

Recognising that education is essential to learning about the benefits of diversity and inclusion, Johnson & Johnson have established the Johnson & Johnson Diversity University. This is a dynamic online website designed to help employees build the competencies and skills required to understand and value older employees and employees with disability.³⁹

5.3 TransGrid

Flexible work arrangements

As part of TransGrid’s Flexibility Arrangements Procedure, managers are required to consult with People & Culture prior to any response or decision regarding a flexible work request.

In practice, this ensures that HR are able to coach a manager through the process if needed, and talk through any concerns regarding the request. This helps to ensure that flexible work requests are not unnecessarily declined, mitigating the risk before a potential decline or appeal situation.

On occasions where managers may still have some concerns, rather than denying the initial request, HR will facilitate a trial arrangement or an adjustment. For example, negotiating which days are worked from home and at work to accommodate a working-from-home request and ensuring contact with the team.

5.4 NSW Public Service

Flexible work options⁴⁰

On 8 March 2016, NSW Premier Mike Baird, announced during a Sydney breakfast marking International Women’s Day that ‘100% of public service jobs will be flexible by 2019 on the basis of “if not, why not”’.

5.5 Diversity Council Australia

Flexible work guide for business⁴¹

In a report developed by the Diversity Council Australia, 'Get Flexible: Mainstreaming Flexible Work In Australian Business', employers are provided with a range of practical steps to make flexible work and careers standard business practice.⁴²

Some of the actions identified that employers, the business sector and the broader community can take to mainstream flexible work include:

- change the language from 'work-life support' and 'flexible work arrangements/options' to 'flexible work' and 'flexible careers'. This can decrease the view that flexible work is 'special treatment' for a select few rather than part of the mainstream business
- build flexible work and careers into business strategy rather than bolting it on as a separate set of policies, a program or a set of arrangements
- engage senior leadership teams in a process to:
 - » develop a flexibility strategy that clearly identifies what success looks like
 - » integrate flexible work into business, work, job and career design
 - » develop guiding principles for flexible work and flexible career
 - » develop a set of measures and a process to evaluate outcomes
 - » articulate the activities and resources needed to move to, and maintain, flexible work and careers as standard business practice
- develop management capabilities to:
 - » design workplaces, jobs and careers for flexible work
 - » lead teams engaged in flexible work
 - » engage in flexible work themselves.

5.6 British Telecom

Flexible work arrangements

British Telecom (BT) has what is believed to be one of the largest flexible working projects in Europe – the BT Workstyle project.⁴³ Flexible work arrangements are available to almost everyone in BT and there are over 70,000 flexible working employees, from senior managers to contact centre staff.⁴⁴ In May 2006, the Chairman of BT Group said that:

Seven out of 10 people work flexibly and nearly 10% are home-based. It has saved the company millions in terms of increased productivity and cut costs. It has also motivated our people and released more potential.⁴⁵

In order to assess the outcomes of flexible working, BT conducted research and found that 79% of respondents said flexible working arrangements led to more efficient internal communications, and 67% said it led to more efficient external communications. More than half of respondents also said that flexible working improved productivity.

In terms of employee satisfaction, motivation and retention, BT's flexible working solutions resulted in 63% of home workers taking less sick leave than their office-based counterparts, 99% retention rates of workers following maternity leave, and a significant decrease in absentee rates.⁴⁶

As a result, BT saved over €725 million through reduced office real-estate, €104 million a year through reduction in accommodation costs associated with home working, and €7.4 million a year in recruitment and induction costs through improved retention following maternity leave.⁴⁷

Alongside this, BT has cited other significant benefits of their flexible work regime, including better work-life balance, competitive advantage and greater corporate social responsibility.⁴⁸

5.7 Commonwealth Bank

Flexible work arrangements

Flex has been at the core of the way that we work at the Commonwealth Bank for many years. Over recent months, we have committed to:

- reviewing, simplifying and automating the flex process
- supporting staff and managers to be able to have the conversations that lead to more successful flex arrangements.

We understand that flex is not just for parents with caring responsibilities. We recognise that everyone will need some form of flex at some point in their lives — for carers and sharers, for elite sportspeople, for our paralympians, for passion pursuers, for commuters, for people living with disability, for millennials and those looking to transition to another phase of their lives. No two people are the same — neither are their needs for flex. This is why we have made our flex policy 'reason-neutral'. This means that no one reason for requesting flex is any more or less legitimate than another.

To ensure that flex arrangements are sustainable and flexible, we have produced a number of tools and resources to assist our people and managers to make it work.

We have produced:

- a job re-design tool which starts the conversation around what roles entail and how individual requirements can be supported
- communication packs for leaders and managers to share insights and processes easily and effectively with their teams
- a training program for HR practitioners to support them in supporting their business in implementing and managing flex
- online and hard copy self-help manuals for managers and employees to quickly and easily understand the approach to flex and how to go about starting the conversation.

We are producing a job share register that, when complete, will provide those looking for a job-share partner the ability to find the right person to share their role with.

The flex options available to our people include: reduced hours including part-time work, job share arrangements, remote working — both from home and from other Commonwealth Bank locations, flexible hours and career breaks. These arrangements can be either formal or informal in nature.

5.8 Mercy Health

Supporting older workers

Mercy Health System is a not-for-profit, multi-specialty health system with facilities located throughout southern Wisconsin and northern Illinois in the US.⁴⁹ Mercy Health System employees aged 55-plus are eligible for 'Senior Connection' membership within the organisation, which includes ease of admission at any Mercy Health System Facility, Medicare and health care claims assistance, prescription drug discount service, social and educational events and living will and power of attorney advice for health care.

They also have a 'Work to Retire' program which allows employees age 50-plus with five years of service the opportunity to work reduced, pool or work-at-home schedules. Employees aged 55-plus with 15 years of service can work seasonally while maintaining full-year, part-time benefits.⁵⁰ Mercy Health also has a range of inclusive policies and practices including maintaining its network of 171 retirees by communicating with them regularly, inviting them to organisation events and providing them access to information about flexible employment arrangements.

5.9 BMW Germany

Redesigning jobs to meet the changing needs of an ageing workforce⁵¹

Recognising the ageing profile of the workforce in its factories, BMW in Germany developed an innovative bottom-up approach for improving productivity. The project involved a pilot using a production line and staffing it with people with an average age of 47. Led by two production managers the project involved working with people on the line, supported by senior executives and technical experts, to develop productivity improving changes, such as managing health care, enhancing workers' skills and the workplace environment, and instituting part-time policies and change management processes. Direct investment in the project was approximately \$50,000 and resulted in increased productivity by 7% in one year.

6. Retention strategies

The long-term success of business depends on the ability to recruit and maintain a broad range of talent, knowledge and skills. It is important for employers to have strategies in place to minimise the impact of losing experienced staff through retirement.

In addition to the costs of recruiting and training new staff, there is also the risk of a loss of knowledge of business and relationships with clients.

Workforce planning can also assist organisations by identifying gaps and the future needs of the business in terms of talent, skills and human resources. This can help businesses avoid risks related to departures as a result of an ageing workforce and through mentorship and training transfer the skills and knowledge of older workers to less experienced staff.

Training and professional development opportunities can be attractive incentives for older workers to remain in the workforce. This ensures that older workers have up-to-date skills and remain competitive. Some employers have also found that providing such opportunities gives older workers motivation and demonstrates that the business is committed to, and values them.

6.1 National Australia Bank

Older Workers and MyFuture

At National Australia Bank (NAB), we are committed to creating and maintaining an inclusive culture that supports our people to reach their full potential throughout the various stages of their life. Gender equity, flexibility and the attraction and retention of older workers are key components of our diversity agenda.

Addressing the challenges and opportunities presented by an ageing population and workforce is important for NAB to meet the needs of our people and our business. We are focused on creating a culture that values the wisdom and experience of our mature-age employees and increasing the number of women in senior roles by supporting the career progression of our female employees.

With this in mind, NAB undertook a robust business case to examine our age workforce profile, seek qualitative feedback from older workers and to understand internal drivers, the external landscape and key risks and opportunities. Following this, we launched our mature-age initiative, MyFuture, which supports our mature-age workforce, and their managers, in preparing for the future.

NAB partnered with Sageco, age management specialists, to tailor our MyFuture program and associated resources to ensure sustainable change was created across:

- **Capability:** Improving employee and management capability through MyFuture workshops, tools and resources
- **Culture:** Embedding change through effective communication and education
- **Structure:** Building age friendly practices by looking at NAB's structure, policy and processes with a mature-age lens.

Sageco provides specialist consulting solutions to support people through organisational change. Their programs target redeployment, redundancy, retirement, role change or leadership change including knowledge transfer.⁵² They run a number of programs for mature-age workers including:

Sageco Navigate[®], which utilises workforce planning and focus group data to help employers raise awareness within their organisations, build a business case, create an age management plan and empower people leaders to take action.⁵³

Sageco Envisage[®] is a seminar tailored for employees in their late career and retirement transition generally aged 55 and over. This program has been designed to engage mature workers and assist them in owning and planning for a positive and productive late career and future retirement.⁵⁴

As a central element of our mature-age strategy, MyFuture is designed to provide mature-age employees and their managers with the capabilities to make informed decisions and plan for the future – whether this is career redirection, a change of pace, or transition to retirement. The program helps men and women aged 45 and over to extend their careers and plan their futures through education on flexibility, work-life integration and managing personal change.

MyFuture was successfully piloted in 2010 and has since been rolled out across Australia with over 1,000 employees having participated in the program to date.

6.2 TransGrid

Strategic workforce planning

TransGrid undertakes strategic workforce planning each year to enable analysis of risks and skills gaps over the next 5–10 years. Planned strategies are based on the needs as they are identified.

Following a year of great change, in 2016 TransGrid is implementing a Talent Management Framework which will involve succession planning.

TransGrid has been fortunate to retain talent into the later stages of employees' careers such that the company employs people who are in their 70s, and there are 29 employees who have been with TransGrid for 40–50 years (about 3% of the workforce).

In technical roles, TransGrid has been able to manage the knowledge transfer and the intake rate of apprentices by forecasting rates of retirement and matching the intake of apprentices.

A number of years ago, there was an upcoming 'age-cliff' as many engineers prepared for retirement. In response, the organisation brought on quite a number of graduates over a few years in preparation for transferring mid-career engineers into senior engineering roles from which older employees were retiring.

Other individualised strategies have occurred, particularly where an individual's knowledge is known to be critical. For example, employees who retired have been allowed to return to work as contractors when they decided they wanted to continue working. Some older employees utilised flexible work arrangements to phase retirement such as working a condensed four-day week, or using leave accruals to scale down work hours while retaining full time salary. Other attractive employment conditions available to all workers, including older employees, include a nine-day fortnight, 35-hour work week, 15% superannuation, and personal leave of 18 days per annum.

6.3 Hobsons Bay City Council

Mentors in direct care work⁵⁵

Hobsons Bay is located south-west of Melbourne's central business district. The council is a large employer with 849 employees. Of these, 240 employees or 28.3% are aged 55 years and over.

Older people are mainly employed as direct care workers providing respite, personal and home care to Home and Community Care (HACC) clients, or as workers at the council's depot.

Older direct care workers who are no longer physically able to provide home or personal care to HACC clients are being transitioned into mentor roles. They accompany a trainee care worker to clients' homes, providing continuity for clients and an opportunity for care workers in training to benefit from the knowledge and skills of their mentor. At the same time, flexibility has been an important way to retain older workers in a different role.

The council also provides an option for older people to enter phased retirement. For example, hours of work are reduced and another staff member shares the role. This helps to build the other staff member's capacity to assume the substantive role upon the older person's retirement. It also ensures the transfer of valuable knowledge, skills and experience accumulated over many years which may otherwise be lost.

6.4 Reserve Bank of Australia

Embracing competition and reverse mentoring to drive innovation⁵⁶

The Reserve Bank of Australia (RBA) is driving innovation by embracing concepts such as reverse mentoring, internal competitions like 'code-a-thons', and regular collaboration efforts, according to CIO Sarv Girn.

At a 2015 business forum in Sydney, Girn discussed digital leadership, and the critical nature of collaboration, courage and culture. Girn was the keynote speaker for CEDA's Digital Bytes Breakfast event, held at PwC headquarters, Sydney.

When it comes to generating new ideas, Girn said to look to the younger, more tech-savvy workers in your organisation and utilise their knowledge to solve business challenges and educate older peers:

A new approach to people management is a critical success factor to leadership today...The courage of leaders is being tested more now than ever. And new generations will bring more uncertainty.

6.5 FMP Group & Activetics

Developing transition-to-retirement initiatives⁵⁷

As part of a suite of strategies and initiatives implemented by FMP Group (Aust) Pty Ltd to retain their older workforce, as discussed in 1.1, the company partnered with a workforce management company called Activetics to develop transition-to-retirement programs.

Activetics supports organisations in providing cost-effective solutions to challenges and opportunities arising from an ageing workforce. Activetics specialises in planning, policy development and interventions for businesses experiencing challenges related to an ageing workforce. The company helps employers to develop tailored solutions based on organisational need and works across a diverse range of sectors and industries.

Activetics organised financial planning, superannuation and life-planning information sessions for FMP Group's older employees. As a result, employees gained knowledge and confidence to share their retirement plans with the organisation in advance. This subsequently helped FMP Group with succession planning.

6.6 Skills Checkpoint

Skills Checkpoint was a free career advisory service funded by the Australian Government for employed individuals aged 45 to 54 years. The pilot program was conducted by three providers in several states and territories from December 2015 to May 2016.

Through Skills Checkpoint, service providers offered individuals an assessment of their current career situation and guidance if a change in career direction was needed or desired. This included obtaining advice about transitioning into new roles within their current industry or pathways to a new career with the view to encouraging reskilling and supporting ongoing engagement in the workforce.

Providers used screening and testing tools to analyse and assess the individual's skill level, interests and experience. This enabled the provider to give individualised advice to support the individual progress in their career, change roles and explore new opportunities. For further information on the Skills Checkpoint Pilot visit: www.education.gov.au/skillscheckpointpilot.

7. Accommodating caring responsibilities

Most people will find themselves in the position of being a carer at some stage in their working life. There are a number of innovative ways businesses can accommodate the needs of carers, for example by providing flexible work or leave similar to parental leave.

7.1 UK Government

Flexible work for carers

Older workers disproportionately take on carer roles. This is especially so for grandparents. The UK Government has recently announced plans to extend its shared paid parental scheme to grandparents. The changes are expected to be implemented by 2018.⁵⁸ The current scheme comprises 52 weeks, of which 39 is paid, it is a shared scheme aimed to create a cultural shift to get men to assume caring responsibilities. Extending the shared parental leave scheme to grandparents will help parents get back to work sooner and will particularly benefit single parents.

Nearly two million grandparents in the UK have given up work, decreased their hours, or taken time off to assist with childcare. Anecdotal evidence suggests the Australian experience is similar. Extending paid parental leave schemes to grandparents would encourage grandparents to stay in the workforce by giving them the flexibility to balance childcare with work commitments.⁵⁹

7.2 Westpac Group

Extending supports to all employees with caring responsibilities

37% of Westpac Group employees have caring responsibilities (2014 Westpac Group Diversity & Flexibility Survey). The Carers@Work Program was built on the foundation of Westpac Group's Parents@Work Program, which is provided and run through Parents at Work. The program consists of:

- An information portal accessible to all employees. This provides a one-stop-shop for carers needing information on managing work and caring responsibilities, taking leave, returning to work, managing their careers and their wellbeing.
- Four workshops, run monthly, include: Managing Your Career as a Working Parent or Carer; Preparing for Parental Leave and Staying in Touch; Returning to Work and Reconnecting; and Care & Wellbeing for You and Your Family.
- Personalised one-to-one coaching aimed at senior leaders transitioning to and from parental leave, or during times of challenging caring situations.

8. Building healthy workplaces

The workplace is a key location for the prevention of chronic conditions and overall promotion of good health. There is also a strong case for business to promote the health and wellbeing of its employees. The workplace is therefore not only a key facilitator of good health and wellbeing, but is also a central beneficiary.

There are a number of steps that an employer can take to help ensure that workplace health and wellbeing initiatives are implemented successfully. Commitment of staff and senior management is crucial to successful implementation. This can be facilitated through open communication, involvement in decision-making by employees and training of supervisors and management as to the importance of health.

8.1 Forest Coach Lines

Healthy ageing at work⁶⁰

The public transport industry is labour intensive, with an ageing workforce and diverse modes of employment including permanent, part-time and casual workers. The average age of bus drivers is approximately 53 years, and the workforce includes a number of people who have entered the industry as second or third careers.

At the Forest Coach Lines depot in Sydney the health of its workers became a focus when the business recognised that the physical and psychological demands of the job are difficult to manage over a long career.

An ergonomic workplace assessment was undertaken at the depot in Sydney, which identified the environmental, physical, cognitive and psychological stressors experienced by older bus drivers. As a result of this assessment a number of initiatives were trialled including:

- the introduction of a 1,000 step pedometer to encourage and motivate employees to exercise
- a healthy notice board was located in the drivers' staff room to promote the health awareness campaign and to provide social interaction opportunities
- a fresh fruit bowl was made available to staff, and staff were encouraged to take breaks at healthy food outlets
- a local chiropractor visited the depot on a monthly basis and provided a range of training sessions on the anatomy of the body, core strengthening and nutrition
- bullying and harassment training, and an employee assistance program was made available to all staff to assist in managing the psychological demands on drivers.

Positive outcomes from this health focus have been increased employee engagement with their health and improved understanding of bullying and harassment issues.

8.2 Pernod Ricard Winemakers

Managing workplace health and safety

Pernod Ricard Winemakers is a self-insured company employing 546 staff across South Australia and 879 staff nationally. Some of the work is of a very physical nature, especially for cellar hands in the wine making process.

For several years, Pernod Ricard Winemakers has worked towards a strategic goal of superior performance in workplace health, safety and injury management, and this has translated into significant reductions in lost-time injuries, increased productivity and a reduction in costs related to workers' compensation claims. Pernod Ricard Winemakers reports its outstanding claim liability reduced by 17.1% from 2012 to 2013 financial years.

Some of the key initiatives and focuses have included:

- Onsite physiotherapist: three days a week, treats workers who have sustained injury at work. The physiotherapist has a particular understanding of the workplace and duties and also advises managers and performs manual handling assessments across all sites. Supervisors have easy access to the onsite physiotherapist to identify risks early and address them quickly.
- Active Choice: a health and wellbeing program involves key events and activities such as skin cancer and health checks, flu vaccinations, healthy cooking demonstrations, sporting activities, dancing lessons, volunteering and cyber safety presentations.
- Systems: including daily 'tier meetings' to encourage discussion about health and safety at all levels of the business. At the start of every shift, a 5-10 minute Tier 1 discussion occurs between floor level staff and their supervisor, during which they gather around a whiteboard to discuss any safety incidents or issues, which need to or have been reported using the internal risk and incident management system (ICARUS).
- Consistency in injury management: when an injury occurs it is reported into ICARUS. The Injury management team contact the worker within one day, information is provided quickly and treatment arranged and where appropriate, suitable duties provided. Caring for workers in this way has resulted in less lost time and cost savings in relation to workers compensation and also recruitment.⁶¹

9. Universal design

The *Willing to Work* Report highlights many of the access barriers and issues experienced by people with disability in regard to access to the workplace and the provision of reasonable adjustments to accommodate their needs. One approach now being taken by developers and property owners is to design new buildings, or major fit-out or re-design of existing buildings with accessibility in mind.

Taking this approach will often remove physical barriers to a workplace, which can reduce or eliminate the need for adjustments to buildings and premises. This approach of creating better access for all can be adopted by all employers regardless of the size of the organisation and creates better access for all employees, customers and the broader community.

9.1 Lendlease

Barangaroo South – Designing for dignity⁶²

Barangaroo South is a 10-year, \$6 billion urban regeneration project on the western shores of Sydney's CBD being developed by Lendlease. A key aspiration under Lendlease's Barangaroo South Community Development Strategy is to create a place that promotes inclusivity and equity of access for all.

To achieve this, the Australian Network on Disability (AND) has been collaborating closely with Lendlease to facilitate a shared understanding of where exemplary access and inclusion for people with disability can be realised.

In late 2015, Lendlease, AND and the Westpac Group collaborated to develop the Design for Dignity Guidelines, a 'best practice' principles-based guide, focusing on examples of safe, equitable, inclusive design for commercial office accommodation. The guide depicts examples of real 'beyond compliance' design elements, as implemented in the Westpac commercial office fitout tenancy in Tower 2, International Towers Sydney, Barangaroo South. Development of the Guidelines also involved consultation with a cross-section of disability community and property professionals in development and design in particular.

This consultation informed the Guidelines which form part of the Barangaroo South Accessibility and Inclusion Plan, a strategic framework that outlines the Project's commitment to inclusion of people with disability.

The Guidelines do not seek to replace existing standards. They are intended to prompt designers at the design briefing stage, with 'beyond compliance' principles and considerations that will make their designs convey the *experience* of accessibility to more people, in a dignified, equitable way.

For Lendlease, the Design for Dignity Guidelines is a first step toward this shift, and forms a fundamental part of the voluntary commitment to accessibility and inclusion at Barangaroo South.

They are by no means exhaustive. In fact, the objective of the Guidelines is to prompt 'open-source' contributions to content from a range of voices across the disability community and property value chain.

It is hoped this resource becomes a comprehensive repository of practical information, tips and ideas that contribute to 'best practice', or beyond 'Disability Discrimination Act compliance' outcomes for everyone, on any Lendlease project, and hopefully, an exemplar guide across the property industry more broadly.

The document is a publicly available resource on the AND website (www.and.org.au/pages/design-for-dignity.html).

Given the interest generated, it was recognised there was merit in developing a series of guidelines focusing on specific property uses. Lendlease and AND are now developing a sequel focusing on retail spaces.

10. Disability awareness training

Education and training are critical for addressing barriers related to a lack of understanding about disability, and limited awareness of employer and employee rights and obligations. Further, education and training can play a key role in addressing negative stereotypes, shifting workplace behaviours and cultures.

Disability awareness training is important for all employees and especially for hiring managers. Awareness and competency-based training, which has been designed specifically to empower employees to confidently and effectively work with people with disability, is valuable in building an inclusive workplace culture. Training needs to be made available to people in particular positions to equip them with knowledge and skills to address attitudinal and practical issues in the workplace. Disability awareness training also empowers managers to be confident in working with their existing employees.⁶³

10.1 People with Disability Australia

Disability Awareness and Competency Training⁶⁴

People with Disability Australia (PWDA) is a national disability rights and advocacy organisation. PWDA's primary membership is made up of people with disability, organisations primarily constituted by people with disability, and other individuals and organisations committed to the disability rights movement.

PWDA provides customised disability rights-based training and education to help meet the needs of organisations across a wide range of disability areas.

For example, the *Disability Awareness and Competency training* is an introductory course designed to raise the disability confidence of staff and of organisations as a whole. The training covers the following topics:

- The diverse nature of disability and an overview of different types of disability and ways in which disability may impact on a person's communication and access to goods and services, employment opportunities and participation in community life;
- General principles of respectful language and terminology when referring to, and talking with people with disability, including practical exercises in applying respectful language;
- Access considerations for people with disability including physical access and mobility, communication and information barriers, attitudinal barriers, structural barriers, and financial barriers. This also includes practical strategies for providing reasonable adjustments and accommodating the access needs of people with disability.

10.2 US Microsoft

Disability etiquette training

Disability etiquette training is offered for employees. This training is beneficial to team members of employees with disability to ensure they understand the appropriate disability etiquette when working with the individual and learn tips for maximising communication and understanding between all team members. For example, an employee at headquarters who happens to be deaf conducts deafness awareness training for any team that hires a new employee or intern who is deaf or hard of hearing. Lighthouse for the Blind of Seattle is contracted to provide training to the team that include employees or interns with visual disability.⁶⁵

11. Workplace adjustments

A relatively new approach being taken by employers is to introduce a more strategic approach to making workplace adjustments for both existing and new employees.

While traditionally this has been an area focused primarily on the provision of adjustments for employees who identify as having a disability, some organisations are extending their policies to include a centralised 'workplace adjustment' process offering solutions including flexible working and more streamlined support for employees who acquire a health condition or injury. The benefit of this approach is that it is available to any employee that has a need for an adjustment.

As demonstrated in the Lloyds Banking case study that follows, employers are recognising that employees work more effectively if their working conditions are adjusted to their needs. The process works by self-referral and employees can seek, and be granted, a workplace adjustment whether or not their needs would be covered by the definition of disability.

11.1 Lloyds Banking

Approach to reasonable adjustments for all employees⁶⁶

Lloyds Banking Group (United Kingdom) has adopted a 'business as usual' approach to help ensure that its employees with disability can reach their full potential. Lloyds' 'disability-smart' initiatives, including a streamlined reasonable adjustment process and development programs for colleagues with disability, deliver benefits for both employees and the business. These initiatives include:

- A policy on non-physical adjustments such as flexible working or adjusting performance targets was introduced.
- A disability-awareness guide has been cascaded throughout the management of the organisation and online disability training completed by 22,000 managers.
- The bank also runs a personal and career development program for employees with disability to help them understand and manage their career goals.

Lloyds have recognised that employees work better if their working conditions are adjusted to their needs so they have streamlined their processes and introduced a centralised workplace adjustment process. The process works by self-referral. The aim is to integrate the idea of 'disability', so that addressing any impairment simply becomes part of the normal business of the bank.

Lloyds argues that by proactively considering the needs of people with disability within the workplace and embracing accessibility, it is able to recruit from the broadest talent pool and to retain that talent should an employee acquire a disability.

The business benefits

Through a re-engineering of workplace adjustment processes, Lloyds have delivered financial savings, productivity benefits, cut administration and assessment costs and improved manager and employee satisfaction.

This approach ensures they are supporting employees and their needs and to optimise their contribution at work, rather than compliance with legislation. This substantively different approach included:

- Appointing a business manager (not HR or occupational health) as process owner to be responsible for the speed, efficiency and continual improvement of the end to end process.
- Centralising funding rather than using line managers' local budgets to pay for adjustments and making costs anonymous so they cannot be traced back to the individual colleague, thus removing any localised financial disincentives to pay for adjustments.
- Empowering staff to self-refer into a centralised process, thus removing the reliance on line managers to initiate the adjustment process.

Key benefits and impact/learning

In 2012–14 approximately 18,893 staff used the service (approximately 19% of the workforce). Key outcomes reported include:

- Average assessment and service cost per case decreased by 34%.
- Average case cost dropped by 53%.
- Numbers needing formal assessments after initial consultation dropped from 80% to 43% in the first three months.
- 62% of staff (and 63% of managers) using the service reported a reduction in absence levels.
- 85% of line managers using the service reported a significant improvement in performance, while 77% of line managers using the service reported a dramatic improvement in performance.
- Average case duration down from 3–6 months to 14 days over five years.

12. Partnerships

The Inquiry heard that many employers have found partnerships to be very useful and effective in increasing knowledge and understanding about disability, sharing experiences and good practice with other employers, and building capacity to improve recruitment and retention of people with disability.

In 2015 the Business Council of Australia surveyed members about their disability employment practices and experiences. The survey found that companies nominated opportunities to collaborate, information on good practice, and assistance in building the business case as the main areas in which assistance would be valuable to help them overcome barriers.⁶⁷

12.1 Heads Up

Supporting the creation of mentally healthy workplaces

The Mentally Healthy Workplace Alliance was established by the National Mental Health Commission in 2013 to promote a national approach by community, business and government to encourage Australian workplaces to become mentally healthy for the benefit of employees, employers and the whole community. Alliance members include the Australian Chamber of Commerce and Industry, Australian Industry Group, the Australian Psychological Society Ltd, beyondblue, the Black Dog Institute, Business Council of Australia, Comcare, COSBOA, Mental Health Australia, Safe Work Australia, SANE, SuperFriend and the University of New South Wales.

Each Alliance member organisation works independently and in collaboration with other members to support Australian workplaces to take active steps to create workplaces that are mentally healthy. Employees and employers from a wide range of industries have used Alliance members' resources.

beyondblue's national Heads Up program was developed with the support of the Alliance. Heads Up is an Australian-first initiative, launched in May 2014, which supports Australian businesses and workers to create mentally healthy workplaces. Heads Up aims to highlight the benefits of creating mentally healthy workplaces and to assist individuals and organisations to take action. The Heads Up website (www.headsup.org.au) provides a 'one stop shop' of free, simple, and practical information and resources to assist organisations and individuals to manage a broad range of mental health issues. Through the Heads Up website, employers can access a tool to develop a tailored and practical action plan for creating a mentally healthy workplace based on their specific need, as well as a wide range of general and tailored resources designed to help workplaces prevent mental health conditions and to support people with depression, anxiety or at risk of suicide in the workplace.

The website is supported by a national marketing campaign and an engagement strategy focusing on both national and state based partnerships with workplace health and safety regulators, industry associations and high profile and influential businesses. Thousands of small, medium and large organisations have accessed beyondblue's national Heads Up program, with over 11,000 registrations and over 5,000 action plans completed. Evaluation of the Heads Up initiative to date has shown that Heads Up is positively shifting beliefs and attitudes in senior leaders and HR managers.

For example, beyondblue has supported a large business within the transport industry in their use of Heads Up and Alliance resources to create a mentally healthy workplace. This business has developed an integrated mental health strategy, established a governance structure to support the implementation of this strategy with both a steering committee and operational working group with representatives from functions across the business, and conducted staff surveys to identify priority areas. They have also made resources available for employees and their families across their multiple sites, and have made Heads Up resources available on mobile devices for their staff to support their wellbeing whilst they are travelling for business. The most significant impact for this organisation has been a reduction in stigma – mental health is now spoken about openly across the business. Staff have embraced the initiative and improvements in staff engagement occurred.

Another organisation using Heads Up is a medium sized business from the health sector, who have appointed a dedicated resource to support the implementation of their strategy. They have provided staff with mental health information packs, established links to external service providers (in addition to their Employee Assistance Program) offering to provide employees with multiple channels to seek support, and have implemented a reward and recognition program to highlight the achievements and contribution of their employees. The outcomes that this business has seen from a relatively low cost initiative have been significant, after only a short amount of time. Outcomes have included a reduction in workers compensation claims, a decrease in cancelled or rejected shifts, and employees referring other staff to join the team because they see it as a great place to work.

For more information visit: www.headsup.org.au.⁶⁸

12.2 Infoxchange Australia

Partnership with Social Firms Australia and Alpha Autism to employ people with Asperger's syndrome

In 2011, Infoxchange Australia, in partnership with Social Firms Australia and Alpha Autism established a software testing social enterprise firm called TestIT, which leverages the unique talents of people with Asperger's syndrome. Its purpose is to create accessible and durable employment for people facing barriers to work as a result of Asperger's syndrome, while at the same time generating the majority of its income through commercial activity.

Software testing requires long periods of concentration and the ability to recognise flaws in repetitive information. Hiring people with Asperger's syndrome has proven to be a competitive advantage in software testing firms.

IT companies all over the world are picking up on this previously hidden human resource. In 2015, Microsoft announced a pilot program to hire people with autism spectrum disorder. The company sees diversity as a strength in the organisation and many people with autism bring particular skills in retaining information, detailed thinking, and excellence in maths or code.

For more information visit: www.testit.infoxchange.net.au/about.⁶⁹

12.3 Spotless

Partnership with the National Disability Recruitment Coordinator

Spotless, a facilities management service provider, has partnered with the National Disability Recruitment Coordinator (NDRC) to build understanding and awareness to support people with disability into roles within the organisation. Over the year-long partnership the NDRC works to ensure that Spotless has a clear and inclusive strategy that includes disability awareness training, a fair and equitable recruitment process and access to external support and advisory services to ensure appropriate adjustments are accessible.

13. Diversity in procurement

Employers have the opportunity to increase representation of people with disability and older people in their workforce through their procurement practices and supply chains. For example, by requesting that suppliers demonstrate their commitment to, and achievement of, workforce diversity strategies, non-discriminatory approaches and/or recruitment targets.

There is existing practice in Australia in relation to employment of Aboriginal and Torres Strait Islander people which could form the basis for a model to lift the employment of older people and people with disability. Supply Nation is showing success in shaping the Indigenous business sector. Supply Nation is endorsed by the Australian Government to assist government procurement teams fulfil their targets under the Indigenous Procurement Policy.⁷⁰

13.1 National Australia Bank

Diversity in recruitment through a Preferred Supplier Service Agreement

National Australia Bank (NAB) aims to carry out best practice recruitment procedures including the requirement for a gender mix of short-listed candidates and decision panels for senior roles and a diversity clause in their Preferred Supplier Service Agreement. Since January 2012, NAB's preferred external recruitment agencies are required to demonstrate that they comply with NAB's Diversity and Inclusion Policy, have a written diversity policy or framework, and undertake appropriate diversity training for their people.

13.2 Gold Coast City Council

Tender opportunities for social benefit suppliers

In 2012, the Gold Coast City Council began offering tender opportunities directly to social benefit suppliers in order to provide employment opportunities for the city's most disadvantaged residents. Council uses a proportion of its annual procurement spend for social benefit.⁷¹ It works with social groups and suppliers to expand opportunities and identify suitable procurement categories for social procurement initiatives.

One such contract is for internal cleaning services for council buildings, including administration centres, libraries, branch offices, councillor offices, aquatic centres, community and youth centres. It involves \$1.4 million per year for four years. Seventy-four disadvantaged residents, including people with disability and mental illness, gained employment through this contract. The council has experienced improved levels of service and savings as a result of this initiative.⁷²

14. Peak bodies and professional associations

Many employers are members of peak bodies or professional organisations.⁷³ These organisations can play a significant role in helping members to address employment discrimination and lifting the labour force participation of older Australians and Australians with disability.

To further support achieving significant change in this area, the Inquiry recommended that peak bodies and professional associations consider the following:

- fostering networks and partnerships to share ideas and experience
- promoting champions and awards programs, showcasing good practice and positive stories
- developing partnerships with employment agencies, educational institutions, skills training programs, and social enterprises to build a skilled workforce
- bringing different industries together to develop strategies to transition people from declining industries to growth industries
- providing information and resources, for example, on how to provide more flexible workplaces, the availability of government-funded programs like the Restart wage subsidy and the Employment Assistance Fund
- developing industry or professional standards and accreditation systems for workforce diversity. Accreditation would be positioned and promoted as a valued asset by business which allows consumers to make an informed, reliable choice.

Some examples of good practice by peak organisations are included below. As a member you may wish to encourage your peak body, representative organisation or professional association to take up some of these ideas in order to assist you.

14.1 NSW Business Chamber

A single point of contact for employers on disability employment issues

The NSW Business Chamber has recently appointed their first Disability Inclusion Promotion Officer. The officer's role involves providing guidance to businesses on how they can create workplaces that promote inclusion and remove barriers that may otherwise prevent people with disability from being able to participate and contribute to their workplaces.

The Disability Inclusion Promotion Officer can help businesses:

- discover meaningful employment opportunities
- determine whether they are eligible to receive funding for employing someone with disability
- assist development of diversity training programs
- identify and remove barriers to services for people with disability
- provide information and services in a range of formats that are accessible to people with disability.

Further information is available at: www.nswbusinesschamber.com.au/Issues/Issues/Workforce-Skills/Employ-Outside-the-Box-the-benefits-of-diversify/.

14.2 United States Chamber of Commerce

Workplace Disability Inclusion Assessment Tool for employers⁷⁴

The US Chamber of Commerce has developed a ‘Workplace Disability Inclusion Assessment Tool’, a checklist designed to provide companies with a tool to initiate or enhance their disability-friendly corporate practices. The checklist was included in a resource published by the US Chamber which included examples of leading practices on disability inclusion.

14.3 Australian Chamber of Commerce and Industry

Connecting employers to jobseekers

The Australian Chamber of Commerce and Industry (Australian Chamber) has partnered with Campbell Page to assist members and industry in creating direct links between industry needs and the workforce.⁷⁵ Through the partnership, Campbell Page has funded a position within the Australian Chamber to work with employers and help connect business to publicly funded employment services and job seekers, including people with disability.⁷⁶ The free service also helps to identify support available to employers that will assist with ensuring that people are job-ready, and that employer incentives available can be accessed for the best possible outcome which is for people to be in sustainable employment.⁷⁷

For more information visit: www.acci.asn.au/australian-chamber-employment-service.

14.4 United Kingdom Government

Accreditation for disability confident employers

Accreditation is a way to ensure organisations meet a high standard of inclusion in recruitment and workplace practices and a way of signalling to job seekers and the community that an organisation positively encourages the employment of people with disability. An example of an accreditation program is the ‘two ticks’ symbol used in the United Kingdom.⁷⁸ The ‘two ticks’ symbol can only be included in job advertisements for organisations that have demonstrated to the JobCentre organisation that they are committed to:

- interview all applicants with disability who meet the minimum criteria for a job vacancy and to consider them on their abilities
- discuss with employees with disability, at any time but at least once a year, what they can both do to make sure they can develop and use their abilities
- make every effort to ensure employees stay in employment if they acquire disability
- take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- review these commitments every year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.⁷⁹

This scheme has had mixed success in the UK because there is very limited independent monitoring or governance arrangements to review how employers meet the five commitments.⁸⁰ This highlights that a disability confident employer accreditation scheme will only be effective where appropriate resources are dedicated to monitoring and ensuring accredited organisations deliver on their commitments.⁸¹

14.5 AARP

International awards for best employers of people over 50

In the United States, the AARP Best Employers for Workers Over 50 program awards businesses and organisations that have implemented new and innovative policies and best practices in talent management.

The Best Employers program recognises that a growing number of US employers are developing progressive policies and practices that are meeting the needs of an ageing workforce. One of the goals of the program is to share the best practices of these award-winning employers with the business community at large and to promote employment opportunities for older workers. The award is given out every two years to allow employers to develop, test and implement effective strategies to attract and retain top talent.

While the program is based in the US there is an international award category which recognises good practices from Australia, Austria, Germany, Japan, Malaysia, the Netherlands, Singapore and the United Kingdom.

Information and details on policies and practices of award winners are posted on the AARP website which acts as an education tool for employers seeking guidance on innovative strategies.⁸²

14.6 Department of Education and Training

Ability At Work

Ability At Work is a campaign in north Queensland established in August 2015 that aims to highlight the many skills, abilities and achievements of people with disability in the workforce. The campaign is also about acknowledging employers and businesses that recognise the positive contributions people with disability bring to their workplace.

The campaign website encourages people to take action by nominating a business that employs a person with disability, supporting businesses that employ people with disability, and spreading the word about the campaign.⁸³ The campaign also aims to highlight the positive role that business plays in providing meaningful employment to people with disability on social media and via the campaign website. The program is funded through the federal Department of Education and Training.

Resources for employers

This section includes a variety of resources which are available to assist employers and support the development of organisational strategies.

Australian Human Rights Commission resources

- Guide for Business on developing Disability Action Plans: www.humanrights.gov.au/disability-discrimination-act-action-plans-guide-business.
- National Information Services provides information and referral for employers, individuals, and organisations about a range of human rights and discrimination issues. The service is free and confidential www.humanrights.gov.au/complaints/contact-national-information-service.
- Good practice, good business factsheets: www.humanrights.gov.au/employers/good-practice-good-business-factsheets.
- Business and Human Rights Network — a voluntary, informal forum for information exchange and discussion on human rights and business: www.humanrights.gov.au/employers/join-network.
- A Practical Guide for Managers on how to appropriately support workers with mental illness: www.humanrights.gov.au/our-work/disability-rights/publications/2010-workers-mental-illness-practical-guide-managers.

Other guidelines and resources

- Guidelines for managers and supervisors: www.antidiscrimination.justice.nsw.gov.au/Pages/adb1_publications/adb1_guidelines/adb1_managers.aspx.
- Providing workplace adjustments in employment: www.humanrightscommission.vic.gov.au/index.php/employer-responsibilities/reasonable-adjustments-in-employment.
- Guideline for the *Recruitment Industry and Employers: Complying with the Equal Opportunity Act 2010 in Recruitment* in 2014. This guideline provides guidance to employers in meeting their obligations under the Victorian *Equal Opportunity Act 2010*, including reasonable adjustments that may be made in recruitment and employment and positive steps that employers can take in preventing discrimination: www.humanrightscommission.vic.gov.au/index.php/our-resources-and-publications/ea-practice-guidelines/item/download/6708_be302def5975e28f93535eb51a58e79c.
- Australian Apprenticeships Incentives Programme: www.australianapprenticeships.gov.au/publications/summary-australian-government-australian-apprenticeships-incentives-programme.
- Corporate Champions Programme: www.employment.gov.au/corporate-champions.
- Investing in Experience Employment Charter and Toolkit — Practical guide and principles to help employers recruit and retain mature-age staff: www.employment.gov.au/investing-experience-employment-charter-and-tool-kit-0.
- Australian Small Business Commissioner: www.asbc.gov.au/.
- Australian Small Business and Family Enterprise Ombudsman: www.asbfeo.gov.au.

- Australian Small Business Advisory Service (ASBAS) Programme aims to improve the capacity of established not-for-profit small business advisory service providers to deliver low cost small business advisory and information services to small businesses: www.business.gov.au/grants-and-assistance/australian-small-business-advisory-services/Pages/default.aspx.
- Australian Chamber of Commerce and Industry's Employ Outside the Box is a series of publications to encourage businesses to diversify their workforce: www.acci.asn.au/program/employ-outside-box.
- Australian Network on Disability's Sharing and Monitoring Disability Information in your Workforce is a resource which provides employers with guidance about how to ask their employees or prospective employees about their disability status: www.and.org.au/pages/sharing-and-monitoring-disability-information.html.

Wage subsidies

- The Department of Employment offers wage subsidies to businesses to help employers expand their business and employ new staff: www.employment.gov.au/wage-subsidies.
- Restart: www.employment.gov.au/restart.
- Long Term Unemployed and Indigenous Wage Subsidy: www.employment.gov.au/long-term-unemployed-and-indigenous-wage-subsidy.
- Youth Wage Subsidy: www.employment.gov.au/youth-wage-subsidy.
- Parents Wage Subsidy: www.employment.gov.au/parents-wage-subsidy.

Government services for employment for people with disability

Disability Employment Services are contracted by the Australian Government to provide support to people with disability to find and remain in employment by undertaking a range of activities, such as: assisting with job seeking, preparing for interviews or resume writing, advice on further education and training and providing support to a candidate once they are in a job.

Disability Employment Service (DES) providers can offer two kinds of support:

1. Disability Management Service: provides assistance to people with disability who are not expected to need regular, long-term support in the workplace to find employment.
2. Employment Support Service: provides support to people who require regular long-term ongoing support in the workplace.

Further information is available at: www.employment.gov.au/disability-employment-services.

A number of other schemes for employment of people with disability exist in addition to DES:

- The Employment Assistance Fund provides funding for workplace modifications for people with disability who are in employment or looking for work: www.employment.gov.au/employment-assistance-fund.
- Jobs in Jeopardy is assistance provided by DES provider for people ‘who are at risk of losing their employment due to the impact of their injury, disability or health condition’:⁸⁴ www.humanservices.gov.au/customer/services/centrelink/job-jeopardy-assistance.
- jobactive is the name for employment services provided by the Australian Government for individuals who are not accessing DES services: www.employment.gov.au/jobactive.
- Under the terms of their contract with the Government,⁸⁵ DES providers are able to pay wage subsidies to employers who employ people through the DES system; this is known as the Wage Subsidy Scheme: www.employment.gov.au/wage-subsidy-scheme. A separate scheme called Restart provides wage subsidies for employers of older workers — including those with disability — and is managed by the Department of Employment: www.employment.gov.au/restart-help-employ-mature-workers-0.
- The Personal Helpers and Mentors service (PHaMs) is managed by DSS in conjunction with the NDIS and provides assistance to people aged 16 years and over who have mental illness. Employment is not the specific goal of the program, however it is one of the aims along with reducing social isolation and supporting recovery of people with mental illness:⁸⁶ www.dss.gov.au/our-responsibilities/mental-health/programs-services/personal-helpers-and-mentors-phams.
- JobAccess is a website and free telephone information and advice service for employers and people with disability. It provides advice on topics such as reasonable adjustments, how to support an employee with mental illness and how employers can access government-funded support for employees with disability: www.jobaccess.gov.au/.
- The New Enterprise Incentive Scheme (NEIS) assists eligible participants to start and run their own small business, by providing accredited small business training, business advice, and mentoring for up to 52 weeks and income support for up to 39 weeks. Eligible DES participants can access NEIS while concurrently receiving assistance in the DES program. Where required, providers will continue providing ongoing support to the participant after completing NEIS: www.employment.gov.au/self-employment-new-enterprise-incentive-scheme-neis.
- The Supported Wage System allows employers to pay a productivity based wage to people whose work productivity is reduced because of disability: www.employment.gov.au/supported-wage-system.
- The National Disability Recruitment Coordinator works with employers with over 100 staff to increase their employment of people with disability: www.employment.gov.au/national-disability-recruitment-coordinator.
- The Disabled Australian Apprentice Wage Support Program makes payments to employers who employ an apprentice with disability who may otherwise have difficulty obtaining an approved apprenticeship due to their disability: www.humanservices.gov.au/business/services/centrelink/disabled-australian-apprentice-wage-support-program.

- 1 Australian Safety and Compensation Council for the Department of Employment and Workplace Relations, *Are People with Disability at Risk at Work? A Review of the Evidence* (2007), 33. At <http://www.safeworkaustralia.gov.au/sites/swa/about/publications/pages/rr2007arepeoplewithdisabilityatrisk> (last viewed 14 June 2016).
- 2 Suncorp Group Limited, *2014 Corporate Governance Statement* (2014) 20-21.
- 3 Suncorp Group Limited, *2014 Corporate Governance Statement* (2014) 20.
- 4 Department of Employment, Submission 337 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, January 2016, 16.
- 5 Crown Careers, 'CROWNability: Matching Abilities to Real Jobs and Creating Pathways to Independence' (2016) Crown Careers. At <http://www.crowncareers.com.au/CROWNability> (viewed 2 March 2016).
- 6 Crown Careers, 'CROWNability: Matching Abilities to Real Jobs and Creating Pathways to Independence' (2016) Crown Careers. At <http://www.crowncareers.com.au/CROWNability> (viewed 2 March 2016).
- 7 ANZ Corporate Sustainability, *Making ANZ Accessible to All: Accessibility and Inclusion Plan 2016-2018* (July 2015) ANZ. At <http://www.anz.com/about-us/corporate-sustainability/employees/diversity-inclusion/accessibility/> (viewed 2 March 2016).
- 8 Australian Taxation Office, 'Diversity and Inclusion Plan 2015-2017' (01 May 2015) Australian Taxation Office. At https://www.ato.gov.au/About-ATO/About-us/In-detail/Key-documents/Diversity-and-Inclusion-Plan-2015---2017/?page=2#Our_diversity_and_inclusion_plan (viewed 3 March 2016).
- 9 Australian Taxation Office, 'Diversity and Inclusion Plan 2015-2017' (01 May 2015) Australian Taxation Office. At <https://www.ato.gov.au/About-ATO/About-us/In-detail/Key-documents/Diversity-and-Inclusion-Plan-2015---2017/?page=4#Disability> (viewed 3 March 2016).
- 10 Australian Taxation Office, 'Our Services for People with Disability' (18 Jan 2016) Australian Taxation Office. At <https://www.ato.gov.au/Individuals/People-with-disability/Our-services-for-people-with-disability/> (viewed 3 March 2016).
- 11 Australian Taxation Office, 'Diversity and Inclusion Plan 2015-2017' (01 May 2015) Australian Taxation Office. At https://www.ato.gov.au/About-ATO/About-us/In-detail/Key-documents/Diversity-and-Inclusion-Plan-2015---2017/?page=7#Mature_age (viewed 3 March 2016).
- 12 Disability Employment Australia, Submission 295 to Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 8 December 2015.
- 13 Obama, B. *Executive Order 13548 Increasing Federal Employment of Individuals with Disabilities*. 2010. At <https://www.whitehouse.gov/the-press-office/executive-order-increasing-federal-employment-individuals-with-disabilities> (viewed 8 March 2015).
- 14 United States Department of Labor, *Office of Federal Contract Compliance Programs, New Regulations: Section 503 of the Rehabilitation Act*. 2014. At <http://www.dol.gov/ofccp/regs/compliance/section503.htm> (viewed 8 March 2015).
- 15 Obama, B. *Presidential Proclamation National Disability Employment Awareness Month, 2015*. 2015. At <https://www.whitehouse.gov/the-press-office/2015/10/01/presidential-proclamation-national-disability-employment-awareness-month> (viewed 8 March 2015).
- 16 United States Office of Personnel Management, *Report on the Employment of Individuals with Disabilities in the Federal Executive Branch Fiscal Year 2014* (9 October 2015) 1. At <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/disability-report-fy2014.pdf> (viewed 19 April 2016).
- 17 Katz, E. *Disabled Employees in Federal Government Reach All-Time High*. Government Executive 2015 13 October 2015. At <http://www.govexec.com/management/2015/10/disabled-employees-federal-government-again-reaches-all-time-high/122767/> (viewed 8 March 2015).
- 18 Kirsty Needham, Disabled employment targets set for NSW justice ministry, *Sydney Morning Herald* (online), 16 April 2016. At <http://www.smh.com.au/nsw/disabled-employment-targets-set-for-nsw-justice-ministry-20160416-go7zlm.html> (viewed 26 April 2016).
- 19 Kirsty Needham, Disabled employment targets set for NSW justice ministry, *Sydney Morning Herald* (online), 16 April 2016. At <http://www.smh.com.au/nsw/disabled-employment-targets-set-for-nsw-justice-ministry-20160416-go7zlm.html> (viewed 26 April 2016).
- 20 NSW Department of Justice, *Disability Inclusion Action Plan 2015-2018* (May 2014). At <http://www.justice.nsw.gov.au/diversityservices> (viewed 26 April 2016).
- 21 International Labour Office Bureau for Employers' Activities and Skills and Employability Department, *Disability in the Workplace: Company Practices* (2010), 46.
- 22 International Labour Office Bureau for Employers' Activities and Skills and Employability Department, *Disability in the Workplace: Company Practices* (2010), 5.
- 23 International Labour Office Bureau for Employers' Activities and Skills and Employability Department, *Disability in the Workplace: Company Practices* (2010), 5-6.
- 24 Goldman Sachs, 'Goldman Sachs Returnship Program' (2016). At <http://www.goldmansachs.com/careers/experienced-professionals/returnship/index.html> (viewed 21 March 2016).
- 25 Jackie Keast, 'The Age Paradox: Experience pays for the Accor Group', *Australian Ageing Agenda* (online), 7 August 2015. At <http://www.australianageingagenda.com.au/2015/08/07/the-age-paradox-experience-pays-for-the-accor-group/>.
- 26 Clare Kermond, 'When age is a barrier', *The Sydney Morning Herald* (online), 30 August 2015 At <http://www.smh.com.au/national/when-age-is-a-barrier-20150825-gj76rw.html>.
- 27 Jackie Keast, 'The Age Paradox: Experience pays for the Accor Group', *Australian Ageing Agenda* (online), 7 August 2015. At <http://www.australianageingagenda.com.au/2015/08/07/the-age-paradox-experience-pays-for-the-accor-group/>.

- 28 Australian Network on Disability, Stepping Into. At: <http://www.and.org.au/pages/stepping-into...-programs.html> (viewed 10 February 2016).
- 29 Consultation with employers, Business Council of Australia, Melbourne, 31 July 2015.
- 30 ILO Global Business and Disability Network, *Featured Initiative — Carrefour Belgium* (29 June 2015) Business and Disability. At <http://www.businessanddisability.org/index.php/en/news-and-events/featured-initiatives/359-carrefour-belgium-duoday> (viewed 29 February 2016).
- 31 Australian Network on Disability, 'PACE Mentoring'. At <http://www.and.org.au/pages/mentoring.html> (viewed 10 February 2016).
- 32 Workplace Gender Equality Agency, Developing a flexible working arrangements policy (October 2014).
- 33 Diversity Council Australia, Get flexible or get real: It's time to make flexible working a legitimate career choice (19 March 2012). At <https://www.dca.org.au/News/News/Get-flexible-or-get-real%3A-It%E2%80%99s-time-to-make-flexible-working-a-legitimate-career-choice/245> (viewed 15 March 2016).
- 34 Safe Work Australia, Submission 311 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination Against Older Australians and Australians with Disability*.
- 35 Safe Work Australia, *Catholic Homes: The Organisation*. At <http://www.safeworkaustralia.gov.au/sites/swa/workers-compensation/rtw-case-studies/pages/catholic-homes> (viewed 19 April 2016).
- 36 Johnson & Johnson, *People & Benefits* (May 2015) JNJ. At <https://www.jnj.com/people-benefits> (viewed 2 March 2016).
- 37 Johnson & Johnson, *Our People and Diversity* (3 January 2016) JNJ. At <http://www.jnj.com/about-jnj/diversity> (viewed 2 March 2016).
- 38 Johnson & Johnson, *Diversity and Inclusion Programs and Activities* (3 January 2016) JNJ. At <http://www.jnj.com/about-jnj/diversity/programs> (viewed 2 March 2016).
- 39 Johnson & Johnson, *Diversity and Inclusion Programs and Activities* (3 January 2016) JNJ. At <http://www.jnj.com/about-jnj/diversity/programs> (viewed 2 March 2016).
- 40 James Robertson, 'Premier Mike Baird announces 100 per cent flexible public service', *Sydney Morning Herald* (online) 9 March 2016. At <http://www.smh.com.au/nsw/premier-mike-baird-announces-100-per-cent-flexible-public-service-20160307-gnd5sa.html> (viewed 15 March 2016).
- 41 Diversity Council Australia, Submission 210 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination Against Older Australians and Australians with Disability*, 2 December 2015, 12.
- 42 Diversity Council Australia, Get flexible or get real: It's time to make flexible working a legitimate career choice (19 March 2012). At <https://www.dca.org.au/News/News/Get-flexible-or-get-real%3A-It%E2%80%99s-time-to-make-flexible-working-a-legitimate-career-choice/245>.
- 43 British Telecom, 'Flexible Working: Can your company compete without it? (2007). At http://www.btglobalservices.com/business/global/en/docs/case_studies/BT_Practitioner_Flexible_Working_Case_Study_EN.pdf (viewed 17 March 2016).
- 44 British Telecom, 'Flexible Working: Can your company compete without it? (2007). At http://www.btglobalservices.com/business/global/en/docs/case_studies/BT_Practitioner_Flexible_Working_Case_Study_EN.pdf (viewed 17 March 2016).
- 45 British Telecom, 'Flexible Working: Can your company compete without it? (2007). At http://www.btglobalservices.com/business/global/en/docs/case_studies/BT_Practitioner_Flexible_Working_Case_Study_EN.pdf (viewed 17 March 2016).
- 46 British Telecom, 'Flexible Working: Can your company compete without it? (2007), 5. At http://www.btglobalservices.com/business/global/en/docs/case_studies/BT_Practitioner_Flexible_Working_Case_Study_EN.pdf (viewed 17 March 2016).
- 47 British Telecom, 'Flexible Working: Can your company compete without it? (2007), 5. At http://www.btglobalservices.com/business/global/en/docs/case_studies/BT_Practitioner_Flexible_Working_Case_Study_EN.pdf (viewed 17 March 2016).
- 48 British Telecom, 'Flexible Working: Can your company compete without it? (2007). At http://www.btglobalservices.com/business/global/en/docs/case_studies/BT_Practitioner_Flexible_Working_Case_Study_EN.pdf (viewed 17 March 2016).
- 49 MercyRockford, About Mercy Health System. At <http://mercyrockford.org/mercy-health-system/> (viewed 20 April 2016).
- 50 AARP, 'Highlights of 2013 Winning Strategies' (2013). At <http://www.aarp.org/work/2013-aarp-best-employers/mercy-health-system/> (viewed 16 March 2016).
- 51 Safe Work Australia, Submission No 311 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination Against Older Australians and Australians with Disability*, 2. For a full article on BMW's approaches to its ageing workforce, Safe Work Australia reference C Loch et al., 'The Globe: how BMW is defusing the demographic time bomb' (March 2010) *Harvard Business Review*, at <https://hbr.org/2010/03/the-globe-how-bmw-is-defusing-the-demographic-time-bomb/ar/1> (viewed 12 April 2016).
- 52 Sageco, *The art of transition* (2015) 2.
- 53 Sageco, *The art of transition* (2015) 2.
- 54 Sageco, *The art of transition* (2015) 2.
- 55 Hobsons Bay City Council, Submission 148 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 3-4.
- 56 Gardiner B., 'RBA embraces competition and reverse mentoring to drive innovation' *CIO*, 5 May 2015. At <http://www.cio.com.au/article/574189/rba-embraces-competition-reverse-mentoring-drive-innovation/> (viewed 27 January 2016).
- 57 Activetics, Home (2012). At <http://activetics.com.au/> (viewed 18 March 2016).
- 58 HM Treasury, 'Chancellor announces major new extension of shared parental leave and pay to working grandparents', *Gov.uk* (website), 5 October 2015. At <https://www.gov.uk/government/news/chancellor-announces-major-new-extension-of-shared-parental-leave-and-pay-to-working-grandparents> (viewed 19 April 2016).

- 59 AustralianSuper, Submission 339 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 4.
- 60 Australian Public Transport Industrial Association Submission 119 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability* (viewed 1 March 2016).
- 61 Safe Work Australia, *Pernod Ricard Winemakers case study*. At <http://www.safeworkaustralia.gov.au/sites/swa/workers-compensation/rtw-case-studies/pages/pernod-ricard-winemakers> (viewed 26 April 2016).
- 62 Westpac Group and Australian Network on Disability, *Design For Dignity Guidelines* (September 2015). At http://www.and.org.au/data/Design_for_Dignity/D_for_D_Guidelines_word_accessible_FINAL.docx (viewed 21 April 2016).
- 63 Disability Council NSW, Submission 215 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 3 December 2015, 12.
- 64 People with Disability Australia, *Disability Awareness and Competency*. At <http://www.pwd.org.au/training/disability-awareness.html> (viewed 15 March 2016).
- 65 International Labour Office Bureau for Employers' Activities and Skills and Employability Department, *Disability in the Workplace: Company Practices* (2010), 47.
- 66 Foster C., 'Lloyds Banking Group: making disability 'business as usual' (2013) *Equal Opportunities Review* 242. At <http://www.rubensteinpublishing.com/default.aspx?id=1190969/> (viewed 20 April 2016).
- 67 Business Council of Australia, *Recognising Ability: Business and the Employment of People with Disability* (October 2015), 16. At <http://www.bca.com.au/media/recognising-ability-business-and-the-employment-of-people-with-disability> (viewed 17 February 2016).
- 68 Heads Up, Creating a mentally healthy workplace. At <https://www.headsup.org.au/creating-a-mentally-healthy-workplace/get-inspired/case-studies/case-study-sunsuper> (viewed 26 April 2016).
- 69 Queensland Mental Health Commission and the Anti-Discrimination Commission Queensland, Submission 191 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 14.
- 70 Australian Government, Commonwealth Indigenous Procurement Policy, 1 July 2015. At https://www.dpmc.gov.au/sites/default/files/publications/indigenous_procurement_policy_1.pdf (viewed 9 March 2016).
- 71 City of Gold Coast, *Procurement Policy and Standards* (July 2014) 11. At http://www.goldcoast.qld.gov.au/documents/bf/Procurement_Policy_and_Standards.pdf (viewed 19 April 2016).
- 72 Queensland Mental Health Commission and the Anti-Discrimination Commission Queensland, Submission 191 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 16.
- 73 When referring to peak bodies and professional association the Inquiry is referring to Australian organisations including national, state and local chambers of commerce, industry groups and professional associations, trade unions, and member-based organisations in the ageing and disability sectors.
- 74 US Chamber of Commerce, *Leading Practices on Disability Inclusion* (2012). At http://www.usbln.org/leading_practices_on_disability_inclusion.html (viewed 23 March 2016).
- 75 Australian Chamber of Commerce and Industry, Submission 270, to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 6.
- 76 Campbell Page, 'Campbell Page signs ground breaking collaboration agreement with the Australian Chamber of Commerce and Industry' (Media Release, 2 December 2014). At <http://medianet.com.au/releases/release-details?id=816733> (viewed 23 February 2016).
- 77 Campbell Page, 'Campbell Page signs ground breaking collaboration agreement with the Australian Chamber of Commerce and Industry' (Media Release, 2 December 2014). At <http://medianet.com.au/releases/release-details?id=816733> (viewed 23 February 2016).
- 78 United Kingdom Government, *Recruitment and Disabled People* (2015). At <https://www.gov.uk/recruitment-disabled-people/encouraging-applications> (viewed 26 April 2016).
- 79 United Kingdom Government, *Recruitment and Disabled People* (2015). At <https://www.gov.uk/recruitment-disabled-people/encouraging-applications> (viewed 26 April 2016).
- 80 Hogue, K., Bacon, N. and Parr, D. *Employer disability practice in Britain: assessing the impact of the Positive About Disabled People 'Two Ticks' symbol* (2014) *Work Employment & Society* Vol. 28 (3).
- 81 Disability Council NSW, Submission 215 to the Australian Human Rights Commission, *Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability*, 14.
- 82 AARP, 'About the Best Employers Program' (June 2013). At http://www.aarp.org/work/employee-benefits/info-09-2009/about_the_best_employers_program.html (viewed 23 March 2016).
- 83 NDCO Gary Travers, 'Ability @ Work' (August 2015). At <http://www.abilityatwork.net/> (viewed 16 March 2016).
- 84 Department of Social Services, *Jobs in Jeopardy Assistance Guidelines – v 2.9* (2015) 6. At https://www.dss.gov.au/sites/default/files/documents/08_2015/des-job-in-jeopardy-assistance-guidelines_1.pdf (viewed 22 January 2016).
- 85 Department of Social Services, *Disability Employment Services Deed (sample)* (1 July 2015). At https://www.dss.gov.au/sites/default/files/documents/12_2015/disability_employment_services_deed.pdf (viewed 22 January 2016).
- 86 Department of Social Services, *National Disability Insurance Scheme Programme: NDIS Transition – Personal Helpers and Mentors Operational Guidelines 2015-16* (July 2015) 7. At https://www.dss.gov.au/sites/default/files/documents/07_2015/phams_operational_guidelines_2015-16_july_2015.pdf (viewed 22 January 2015).

Further Information

Australian Human Rights Commission

Level 3, 175 Pitt Street
SYDNEY NSW 2000
GPO Box 5218
SYDNEY NSW 2001

Telephone: (02) 9284 9600
National Information Service: 1300 656 419
General enquiries and publications: 1300 369 711
TTY: 1800 620 241
Fax: (02) 9284 9611

Website: **www.humanrights.gov.au**

For detailed and up to date information about the Australian Human Rights Commission visit our website at: **www.humanrights.gov.au**. To order more publications from the Australian Human Rights Commission, download a Publication Order Form at: **www.humanrights.gov.au/about/publications/**, call: (02) 9284 9600, fax: (02) 9284 9611 or email: **publications@humanrights.gov.au**

