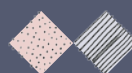# THE COMMUNITY INNOVATION TEAM

How might we engage with communities to improve the safety of workers from a culturally diverse background?

COMMUNITY INNOVATION

CONTENTS

PREFACE

COVID-19, while devastating, has revealed important factors that make up the fabric of Australian society.

We learned that many of the existing support services in place across government and other parts of society are not reaching everyone.

As the COVID-19 response kicked in, the government developed new ways of engaging with different communities to fill those gaps.

The other story that has emerged from this crisis is one that should prevail: multicultural communities play an essential role in the running of our society, both socially and economically. They are an asset and strength to every industry and workplace. WorkSafe Victoria not only has an opportunity to better service culturally diverse communities, but bring communities in as a partner in preventing workplace injuries.

WHY READ THIS DOCUMENT?

This document outlines the learnings, insights and approaches the Community Innovation Team gathered from co-design work with multicultural communities. It explains, through visuals, stories and real insights, some of the challenges and opportunities for delivering products and services that meet the needs of individuals from culturally diverse communities.

This information should be considered when designing new initiatives or iterating existing ones, particularly where the service can have a significant impact on workers from multicultural backgrounds.

We hope that people will use this information to create change that positively impacts workers from diverse backgrounds – that they will reflect on the insights and barriers, apply the engagement takeaways, consider the recommendations and leverage the enablers of change to design products to better service our community.

IF YOU'RE SHORT ON TIME

We believe this whole report contains value for anyone involved in the design and delivery of the services that WorkSafe offers. However, we would particularly draw your attention to:

12 ENGAGEMENT TAKEAWAYS - PAGE 24

Throughout the work, we learned much about good communication by spending time with people and hearing their stories. When things started to resonate, we reflected on the environment, communication design, and steps leading up to and after the interaction in order to understand what makes communication more effective. These 12 takeaways are a summary of those findings.

5 KEY PRINCIPLES - PAGE 41

As we carried out this work, we identified key principles that resulted in individuals leading change in their own communities, positively impacting others who we perhaps wouldn't normally reach. When these five enablers of change are in place, we see better health and safety outcomes for workers.

RECOMMENDATIONS - PAGE 53

We hope this report will inform a wider organisational strategy to provide inclusive services for people from culturally diverse backgrounds. In this section, we discuss what we see as the next steps towards that strategy – setting up the necessary preconditions, a staged approach to implementation, and leveraging both current internal work and external opportunities.

BACKGROUND

INTRODUCTION

In September 2020, peak pandemic in Victoria, the Community Innovation Team set out to learn how we can deliver products and services that better meet the needs of individuals from culturally diverse communities.

A team of three, we are researchers, designers and strategists who work within the larger WorkSafe Victoria Innovation Centre. On this project, we worked closely with an external consultant, a specialist adviser on culturally diverse workplaces. Of the group, two of us are women of colour.* Our ambition was to break down barriers and build bridges to ensure the community not only has a voice, but also plays a key role in designing what is important to them.

This paper tells the story of this work. Each chapter focuses on a different area and can be read separately or together.

* Note: the term 'people of colour' may make some feel uncomfortable. However, to not use this term would be to sidestep many inequalities and racial disparities both past and present that affect people who look and sound different to the majority. Like all language, we acknowledge this term should be used with sensitivity.

OUR TEAM

We began the Community Innovation Team without extensive experience in social innovation or community development.

So, we tackled this as a journey of action learning, an experiment: building first and along the way ensuring we are continually reflexive, learning, iterating and recalibrating.

We are committed to delivering action and creating solutions. This means we have leaned heavily on the real experts, our partners in community and individuals with lived experience.

The continual cycles of build, test and learn, led by community, allowed us to grow and improve our ability to make impact with each project.

In the spirit of learning, we value the principles of Open Source and we want to share our key lessons so we can help others make a bigger impact as well.

COMMUNITY INNOVATION TEAM PILLARS

The following pillars are central to the way we work.

LEARNING

We always encompass a beginner's mindset. We are not a team of experts; we look to the community, workers, stakeholders and leaders to teach us about the problems and work with us to find solutions. This commitment to continuous learning is crucial to facilitating an environment and relationships that are respectful and truly collaborative.

COLLABORATION

Collaboration is critical to the way we work in the WorkSafe Innovation Centre. Everything we create is founded on how desirable our solutions are to the people who use them. Collaboration was taken to a new level in the Community Innovation Team. The first project we embarked on aimed to enable systems change in the in-home support sector. Systems change requires collaboration. Players in the system must work together to address the root causes of problems and to effect change in the system. Our role evolved from being designers to include being convenors, bringing key actors together to form a common view of the problem, build a binding narrative and encourage them to be part of the solution.

SAFETY

Safety is critical to collaboration. We strive to create safe spaces so that people feel they can meaningfully participate. Safe spaces allow people to speak the truth and feel okay to talk about failure. To create them, we try to understand our positionality – our social and political contexts, identities and biases – before, during and after our interactions and regularly reflect on what is working and what is not. We also regularly seek feedback and guidance from our partners to ensure our practice is culturally informed and culturally safe. We recognise that being able to speak to incredible members of the community is a unique opportunity and a privilege – the most important thing we can do is ensure their safety.

RELATIONSHIPS

Relationships are critical to safety. Relationships build trust, and trust enables us to continue this work. So, relationships are at the heart of everything we do within the Community Innovation Team. For this reason, we create the conditions to build relationships with our partners: understanding what is important to them, respecting how they work and showing gratitude for their expertise and efforts. We see relationships as key to creating lasting impact, so we choose to invest in them, bringing organisations in as long-term partners rather than once-off engagements.

WHO WE MET

For this project, we spent time with over 50 people, capturing their stories, feedback and ideas.

We met individuals working in agriculture, aged care and food manufacturing, as well as community influencers and staff from community organisations, representing communities including the Dinka, Karen, Filipino, Indian, Hazara, Malaysian, Thai, Cambodian and Nauruan communities.
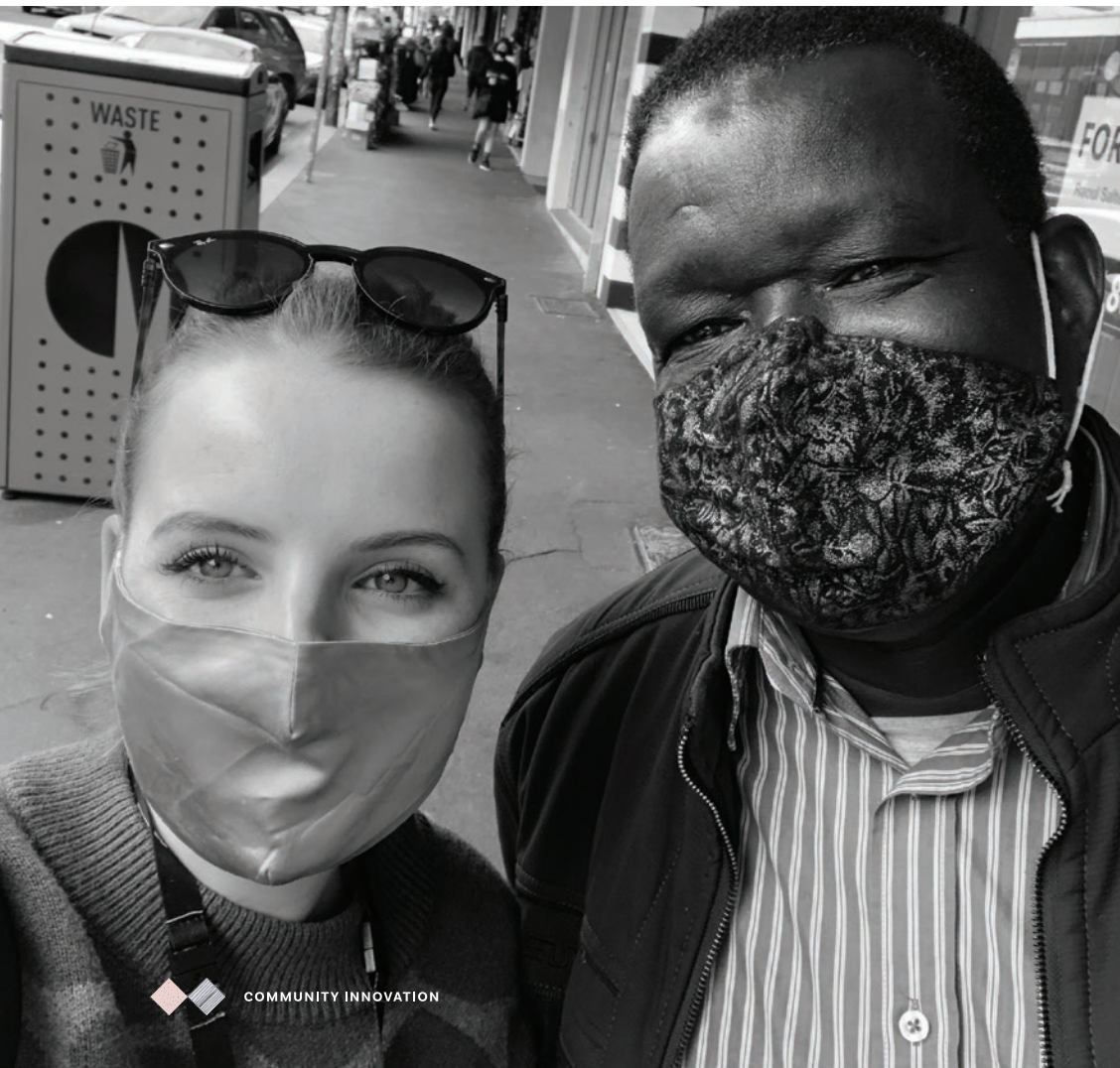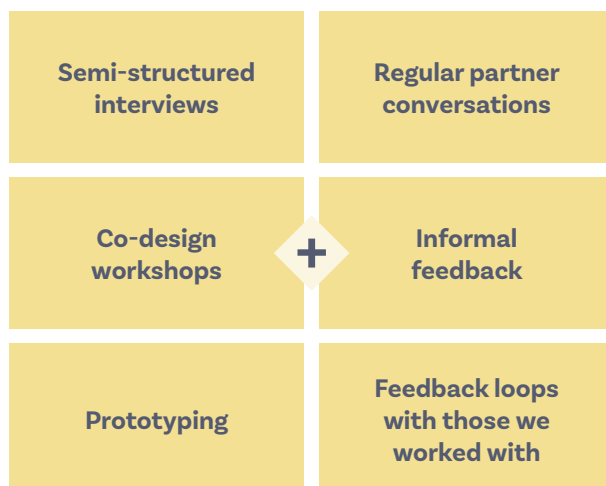
APPROACH

Our approach is founded on Human Centred Design, blended with community-based Participatory Action Research.

- Human Centred Design involves uncovering values, pain points and aspirations in order to understand the problem and designing possible futures to address needs.

- Participatory Action Research involves working jointly with communities to inquire, make sense of data, create knowledge, act and reflect, so that all participants have a greater awareness of the situation and act immediately.

METHODS

Semi-structured interviews	**Regular partner conversations**
Co-design workshops	**Informal feedback**
Prototyping	**Feedback loops with those we worked with**

PARTNERSHIPS

We partnered with experts in the community, including the Ethnic Communities' Council of Victoria, Loddon Campaspe Multicultural Services, and Sunraysia Mallee Ethnic Communities' Council.

These partnerships are reciprocal; they enable us to learn more about the needs of the community and are also a chance to build capability of individuals within the organisations – including community leaders and influencers, who can enact immediate change on the ground.

We also acknowledge the role the Victorian Multicultural Commission, the Migrant Workers Centre and the United Workers Union played in our work. Although we did not formally partner with these organisations, they were instrumental in connecting us with workers and providing guidance along the way.

In partnering, we aimed to achieve the following three goals:

- Community value: Co-designed by community

- Cultural validity: Based on culturally accepted constructs for improving health and safety

- Community–individual engagement: An approach designed to build genuine relationships and trust with the workers and their broader community

DESIGN RESEARCH

We undertook design research directly with members of the community to understand people's values, attitudes, behaviours and experiences.

With this understanding, we can look to the future and design possible alternatives.

TOP INSIGHTS

Many high-level themes emerged during our design research. The following six are the most crucial for understanding what things enable or inhibit workplace health and safety, and why.

1 LOW ENGLISH PROFICIENCY IS A MAJOR SAFETY BARRIER

With formal translation provided by employers a rarity, work becomes trial and error.

When workers cannot understand employer instructions, they guess how to do the task and copy their co-workers' behaviours, both good and bad.

ACCIDENTS WAITING TO HAPPEN

Workers may settle for workplaces where little communication is needed, which often means workplaces that put little investment in translation and language support. Work becomes hit-and-miss, with workers pushing through based on their best guess and waiting for their supervisor to tell them if they are wrong. In larger workplaces, the chance of another co-worker being able to interpret is higher, but these informal interpretations are not always accurate. Workers consider asking their co-workers a better option than having to continuously ask their supervisor.

INADEQUATE OHS TRAINING

In many cases, individuals who are new to Australia are not provided with thorough information on Occupational Health and Safety (OHS), rights and support channels before they commence work. Safety onboarding information varies in depth and quality across employers. In some scenarios, workers receive dense safety onboarding information that is often too difficult for them to understand and apply. In other scenarios, the information is sparse and only covers high-level safety instructions.

THE BURDEN OF QUESTIONING

Once you have a job, you will do what you can to keep it. Many workers want the stability of staying in the one job and will avoid asking for 'too much' out of fear of losing their job and having to start over again. Generally, we found that workers who have been in a job longer were more comfortable asking questions. Many workers either cannot ask questions about safety or tasks due to language barriers, or are hesitant to ask because they are embarrassed, feel like a burden, or are worried about asking the wrong thing.

Workers stress the importance of being able to ask questions in a safe and trusted environment.

> *"Some people really don't understand their rights so they don't speak out, they don't want to get into trouble and lose their job."*
> — *Community advocate and worker, food manufacturing*

> *"Sometimes very hard, because they show you how to do things, then… I don't know how to ask that question in English… am I doing this right?"*
> — *Worker, agriculture*

> *"They tend to keep it to themselves when they don't understand."*
> — *Community advocate and worker, food manufacturing*

2 "SAFETY IS NOT FOR ME"

Workplace safety is not seen as a priority for many workers from culturally diverse backgrounds.

Often their focus is purely on the job or task at hand. Many workers think of health and safety in terms of the very obvious physical risks, such as long falls or machinery accidents, with many accepting overuse injuries as part of the job. This thinking is reinforced by workplaces that do not uphold or promote safety as a priority either.

WORKPLACE HEALTH AND SAFETY IS SEEN AS A PRIVILEGE

In many cases, workers don't know their rights in Australia and have little access to or control over their information and situation. We heard stories of employers withholding information that employees had a right to know. For example, it's common for seasonal workers to have their placement organised by a contractor, who handles all the paperwork – in one case, this meant the employee did not know their own tax file number, and their employer refused to show it to them.

We heard that workers first need to experience basic human rights, before they can even begin to think about their rights to health and safety at work. Further, workers from migrant backgrounds typically feel very fortunate to be able to work in Australia, so they work fast and hard to show appreciation and impress their supervisors, while deprioritising their own physical and mental wellbeing.

WORKPLACE RISKS PALE IN COMPARISON TO DANGERS THEY HAVE FACED BEFORE

The perceived risks of health and safety at work are insignificant compared to the risks that many workers from migrant, refugee and asylum seeker backgrounds faced before coming to Australia. For this reason, the term 'workplace injury' brought to mind very serious or obvious physical injuries for many workers, leaving them more vulnerable to risk of musculoskeletal disorders, overuse injuries, and other injuries.

STANDARDS ARE SUBJECTIVE

Workplace safety standards are much higher in Australia than in some countries, so workers feel less concerned about their safety and are more likely to 'push through' injuries or difficult times. When workers stay in the same job long term, they are less exposed to a variety of workplace conditions – whether that be better working conditions or experiences of unsafe behaviour or injury – and so are less likely to register the risks.

INJURIES ARE SEEN AS PART OF THE JOB

Injuries at work can be common, and workers sometimes have a mindset that they are an acceptable part of the job, particularly in the agriculture and food manufacturing sectors. Many workers we spoke to have either endured their own injury at work or know someone else who has, most commonly sustained through repetitive movement over a long period of time.

> *"I just assumed that if I did it wrong the supervisor would tell me."*
> *— Worker, agriculture*

> *"It's usually the ones that don't speak English that are in trouble as they don't understand their rights so they just accept it as what it is — they just stop going to work or leave."*
> *— Worker, food manufacturing*

> *"They [employer] do have measures but at the moment there's no equipment to help it as they are waiting for the new factory."*
> *— Community advocate and worker, food manufacturing*

3 | A LACK OF CULTURAL SAFETY INHIBITS OTHER FORMS OF SAFETY

Language barriers between workers and supervisors can lead to bullying, verbal abuse and racism in the workplace.

We heard many, many stories of this happening. As this behaviour becomes more prevalent, the work environment becomes one where individuals are afraid to speak up and the risks of incidents and injuries increase.

DIVERSITY IS DE-EMPHASISED

Many employers are unaware of workers' cultural needs and differences. Stories of employers recognising and accommodating an individual's cultural needs were few and far between. In fact, we heard some cases of workers needing to leave work for cultural reasons, and having their request denied.

RACISM IS DOWNPLAYED

Workers told us that, in their workplaces, racism is described as bullying, instead of being called out for what it is. While others described instances of discrimination occurring, it became evident that many don't recognise what they are experiencing as discrimination. In some cases, workers cannot defend themselves because of language barriers or are concerned about the consequences of calling it out. Racism and discrimination is highly prevalent across all industries, however, the experiences have been different. Agriculture workers can experience abuse and racist slurs regularly. In aged care, abuse can come from clients and their families – this has heavily increased during COVID-19, especially for workers from Asian backgrounds. Instances of intercultural racism and conflict also occur within workplaces.

SEEKING HELP IS DANGEROUS

In many scenarios, workers are not given a forum to ask questions. When they do ask questions, it rarely results in help at all (often due to language barriers), and in some cases may lead to serious backlash, such as aggression, racism, bullying, losing their job or decreased hours.

SELF-BLAME AND SHAME

Workers accept discrimination and negative comments about their culture as 'normal', which can have a significant impact on self-worth and choosing to prioritise one's own safety. Workers do not always feel they should be treated as an equal – rather, they considered themselves deserving of abuse because they asked too many questions. For many individuals, it is their cultural role and expectation to be the breadwinner for their family, and they don't see complaining as an option. Instead, they see it as important to "soldier on" and be "tough as nails".

> *"I heard from my husband, my husband experienced a lot of discrimination and bullying. My husband doesn't have a lot of English, and he has to repeat himself."*
> *— Worker, agriculture*

> *"They get bullied unintentionally because there is a lack of communication. I've seen it in the workplace, it happens."*
> *— Worker*

> *"I don't think it's a big deal because you know sometimes when you work you don't understand the language and you ask people too many questions. And then, you know, people will sort of have the time to explain it to you, it's okay you know [for them] to be angry."*
> *— Worker, agriculture*
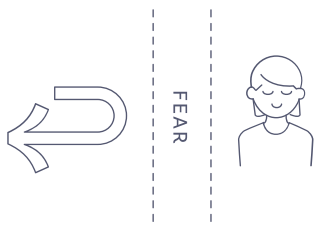
4 FEAR PREVENTS HELP-SEEKING

One of the most consistent barriers to seeking help in a situation of unsafe work is fear.

Insecure work, an unstable visa status, fear of being called out as "illegal", and/or an uncertain housing situation are all compounded by a lack of access to information that would otherwise help alleviate uncertainty. Giving workers a clear guarantee of their protection and anonymity would go a long way in uncovering dangerous work practices and preventing injuries.

FOREVER BLACKLISTED

Workers will deliberately not engage with the services that are in place to support them. They fear that if they contact government services, they will be blacklisted across the whole government system, risking their opportunity to stay in Australia.

STAYING IN WORK IS A HIGHER PRIORITY THAN SAFETY

To some extent, COVID-19 has elevated workers' understanding of the importance of health and safety at work. However, workers' fear of losing their job has increased even more during this time, so the elevated awareness may not create long-term mindset shifts.

A VICIOUS CYCLE

Individuals are reluctant to contact support services, not just due to language barriers, but because past experience tells them that there is also a cultural barrier. With a lack of advocated and holistic supports available, workers feel a disconnect with mainstream services that is disempowering. This leads to some communities having poorer access than other communities. Poorer access means individuals aren't seeking out the help and support they need, so the situation becomes a vicious cycle.

THE VALUE OF BILINGUAL SUPPORT WORKERS

We learned that bilingual support workers are better equipped than interpreters to inform workers. Bilingual support workers speak both English and the community language, but they are also subject matter experts who can provide contextual information and therefore more accurate communication and a full picture of the situation. Bilingual support workers also instantly build a bridge with organisations because they represent lived experience within a service.

### BEST PRACTICE EXAMPLE OF A TOOL THAT ADDRESSES INDIVIDUALS' FEAR OF REPORTING

The Victorian Equal Opportunity and Human Rights Commission has a user-friendly reporting tool on their website, enabling people to make reports without disclosing their identity, and so feel okay making them.

> *"When people don't put their hand up and say how can I do this job, maybe they think no one will listen and they just push through it and it can lead to injury."*
> *— Worker, food manufacturing*

> *"There are people that will easily withdraw when they get embarrassed about not understanding."*
> *— Community advocate and worker in food manufacturing*
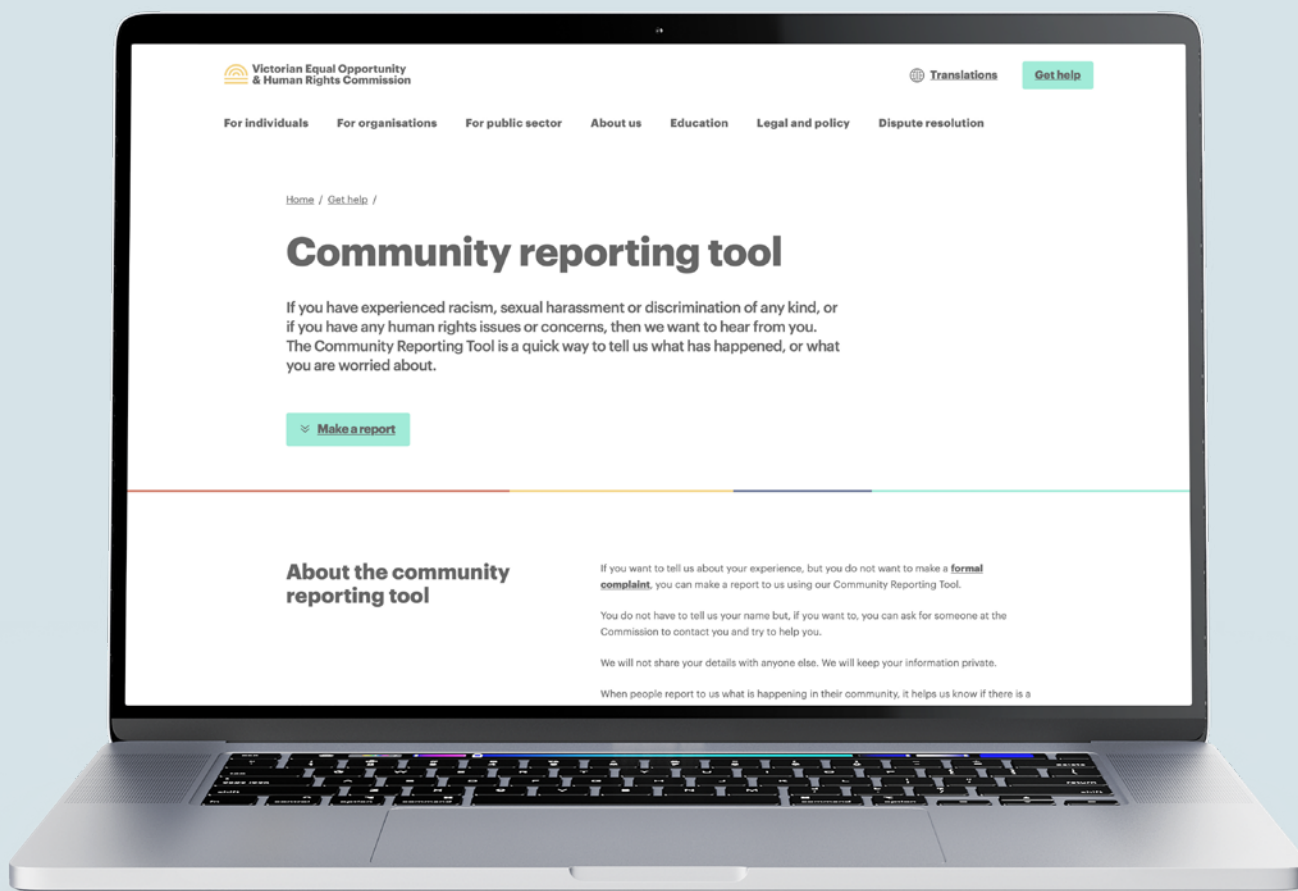
The VEOHRC Community reporting tool supports people to feel safe in reporting issues.

COMMUNITY INNOVATION

5   BLENDED LIFE AND WORK

It is very difficult to separate home and work life, especially when you live and work with the same people and everyday life is difficult.

Workers do not typically think physical safety and mental wellbeing at home has an impact on their safety at work. Employers, too, do not consider this or communicate it to workers.

BEHAVIOUR HAS NO BOUNDARIES

Many individuals work and live among the same community, particularly in smaller towns. Members of the community often talk about how conflict in groups outside of work influences people's behaviour at work. When community leaders step in to discourage poor behaviour in a social setting, the behaviour change is reflected in the workplace. It can also work in the opposite way. Cultural divides between different communities can have effects in the workplace, such as exclusion of some workers. Excluded workers may not be able to connect with or relate to anyone in the workplace, making it less likely they will ask for help on safety issues.

LIVING (AND WORKING) WITH HARDSHIPS

Overwhelmingly, we heard about workers experiencing hardship at home, including difficulties with housing, living on food vouchers and domestic violence. We heard stories of over 15 people living under one roof, and people living in caravans because they could not afford rent. Many single mums of multiple young children were juggling full-time work and parenthood. When workers live and work among their communities, it is hard to separate demanding private lives from demanding conditions at work, which can take a toll on the health and wellbeing of individuals.

SERIOUS INCIDENTS GO UNSEEN

The risk of gendered violence and sexual harassment is real in the community and also at work. We heard multiple stories of these incidents in the workplace. It is a very difficult topic to talk about and, with some employers barely communicating about the issue, let alone providing support, these incidents take place in silence.

> *"Most people look away and say 'that's not my problem' when they witness racist or wrong comments or something risky. There are people who just go with it and don't speak out, and they're disadvantaged."*
>
> *— Worker, food manufacturing*

> *"When workers cannot understand employer instructions, they guess how to do the task and copy their co-workers' behaviours, both good and bad."*
>
> *— Worker, food manufacturing*
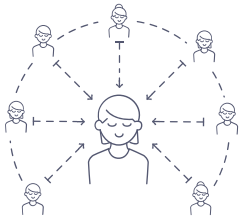
6 COMMUNITY INFLUENCERS ARE THE GLUE OF A COMMUNITY

When language is a barrier, the community becomes a worker's eyes, ears and voice.

Community influencers are trusted and are heavily relied upon, both at work and outside of work.

A TRUSTED SOURCE

Workers will seek out information through their community by reaching out directly to community influencers they trust and respect. Similarly, community influencers proactively share important information and resources with their community, either directly to a specific individual or to the wider community via social channels such as WhatsApp and Facebook.

GRASSROOTS LEADERS

We use the term 'community influencers' because they are distinct from community leaders. They are not formal leaders, but play a key role as a trusted person in the community. Many community influencers do not identify as leaders. Community influencers are often younger, as they have greater English language proficiency and technological capability. They go above and beyond to help any worker and their reputation spreads by word of mouth. So, being a community influencer is not a title or a paid job – it is simply allocated to them by the community around them.

A HEAVY LOAD

Community influencers are very passionate about the wellbeing of every individual in their community and will often go to great lengths to ensure everyone is supported, including texting people's employers when they are sick. This means that community leaders are time poor, dealing with many competing priorities.

POWERFUL PARTNERS

Community influencers would form a natural bridge between workers and WorkSafe Victoria. Working closely with community influencers will allow WorkSafe to more effectively reach individuals while also receiving feedback on what the community most needs. It will also help raise awareness and knowledge of OHS information for community influencers themselves, equipping them to more easily share safety messages on a regular basis. However, it is important to engage community influencers through genuine partnerships, resourcing them adequately and preventing burnout.

> *"Community leaders can assist with myth busting."*
> *— Sylvia, LCMS*

> *"Some workers will have gone to their community influencers about issues with work, and now community influencers can properly give advice to them and the trust is there, etc."*
> *— Worker, food manufacturing*

COMMUNITY INNOVATION

ADDED PRESSURE DURING COVID-19

CAPTURING THE IMPACT OF A PANDEMIC

COVID-19 increased pressure for many workers in the agriculture and food manufacturing sectors.

Restrictions limited the number of workers who were allowed to work in a space during a shift, but demand and workload increased. On top of everything, workers feared losing their jobs or having their hours reduced. They spoke of being forced to take unpaid leave to quarantine. This often enticed them to work even harder, neglecting their own safety and wellbeing.

FURTHER ISOLATION

Workers were required to adopt new COVID-19 safety measures within a short period of time. Information on these new measures was often shared only in English, leaving workers with low English proficiency to their own devices to figure out what to do and what not to do. Workers told us that it has been very difficult to interact with their friends at work, creating a sense of isolation and loneliness at work. It has also made it much more difficult to ask questions or raise concerns with the people at work they trust (their co-workers, rather than their supervisor).

INCREASED FEAR OF THE AUTHORITIES

In many cases, workers were more worried about 'the authorities' and being punished for unintentionally breaching COVID-19 restrictions than about actually catching the virus. Workers' concerns included being unable to carpool to work together, being caught interacting with their friends during break times and outside of work, and needing to request a restock of PPE after it had run out. Many workers did not want to do a COVID-19 test because they were worried about losing their job.

REPETITION AND ROUTINES INTRODUCED DURING COVID-19 SHOULD BE RETAINED

A benefit of the COVID-19 response, however, has been more regular all-staff briefing sessions to update staff on changes to the COVID-19 safety requirements. This repetition of information has helped workers retain knowledge and provided them with opportunities to ask trusted co-workers for translations (co-workers they might not have been able to interact with otherwise).

> *"Learning a new job and learning about COVID was hard, because you have to think of not only you but who else it affects in that workplace."*
> *— Worker, meat processing*

> *"They were afraid to get tested [for COVID-19] because that means they can't work. They didn't understand that they get paid anyway, that was what most people didn't understand."*
> *— Community advocate and worker, food manufacturing*

"*Community members really want to do the right thing, if we can relate safety to learning to do the right thing, people are really keen to learn.*"

REMOVING THE BARRIERS TO ENGAGEMENT

A CHAPTER ON COMMUNICATION AND ENGAGEMENT

Throughout the work, we learned much about good communication by spending time with people and hearing their stories.

When things started to resonate, we reflected on the environment, communication design, and steps leading up to and after the interaction in order to understand what makes communication more effective.

Many of us take speaking English fluently for granted, and it is difficult to comprehend how challenging it is to move to Australia, particularly if you do not know anyone or speak English. While some workers attend English classes, many noted that they return to speaking their native language in the community. Children learning English at school can sometimes translate for their parents, but this can lead to inaccuracies. It also places an adult-like burden on children, sometimes requiring them to cross privacy boundaries. Workers have few opportunities to practise and integrate their English language skills. Language classes are also not tailored to provide workers with specific vocabulary around health and safety, which they need at work.

The difficulties of communication go beyond translation. We heard that, when receiving information about topics like mental health support, some communities need a high level of engagement, in order to first build trust and cultural safety. Much of the translated material around COVID-19 did not reach many individuals in the community, so community organisations like Loddon Campaspe Multicultural Services used trusted community influencers to get the messages out.

12 ENGAGEMENT TAKEAWAYS

Here are some considerations that can aid communication and engagement.

1 A TRUSTED SOURCE:
Information about workplace health and safety should come from an individual or organisation who has already established trust. This ensures the workers feel comfortable, and are more likely to engage and absorb the information provided. Cultural safety is essential.

2 THE POWER OF STORIES:
The most powerful and effective way to impart OHS information is through narratives and storytelling. Workers are more likely to take in and recall safety information when it has been shared in a way that resonates. It signals that this information is meant for them and that safety must become a priority for them as well.

3 CONVERSATIONS HELP CONTENT STICK:
Workers prefer to engage with new material through conversations with others, live demonstrations and visual artefacts such as videos. Conversations create an opportunity for people to ask questions in a safe setting and seek clarifications if needed.

4 REPEAT, REMIND, RECALL:
Workers highlighted the importance of repetition of information to instil learning. A few people also highlighted the value of continuous visual reminders to help create new habits and recall information.

5 LEVERAGE MULTIPLE TOUCHPOINTS:
OHS information needs to be provided by sources beyond just the employer, through multiple sources and networks, in order to effectively reach workers. There are already many potential intervention points to reach workers from culturally diverse backgrounds. Community groups, support organisations, settlement services, labour-hire services, and English language institutions are some of the many valuable touch points for new migrants and workers who are culturally diverse. Most people find information more credible when they hear it from multiple different sources.

6 TIME AND SPACE TO COMPREHEND:
Allow workers time, resources and opportunities to reflect, digest and learn more about safety in their own time. Workers prefer to receive information in their native language and in print, as a physical artefact, so they can review and study the information. Some workers can take days to read through physical material using Google Translate. It is important to consider the time this takes, and also to be aware that Google Translate doesn't include all languages.

7 LEVERAGE SOCIAL MEDIA:
Use existing community engagement platforms and community representatives across social media channels, including WhatsApp and Facebook. During the COVID-19 peak, many workers accessed important information via these channels faster than governments could publish information on websites.

8 TRANSLATIONS FOR NEW AND EMERGING COMMUNITIES:
It is important to include translations tailored to new and emerging communities, because generally these less-established communities have fewer links to the wider Australian community. They have less exposure to experiences of Australian society and also often fewer community influencers or leaders who can bridge the gap. When left out of the mix of regular translations, they fall through the gaps and become disempowered.

"WorkSafe is a bit of a dirty word."
— Worker

"Multicultural people often don't understand what WorkSafe is about."
— Community advocate and worker, food manufacturing

9 **A COMMON PLACE:**
It is important for members of the community to see and hear from WorkSafe in person, particularly as many workers from culturally diverse backgrounds are not aware of WorkSafe. Leverage existing events, conferences, training and celebrations to reach workers and put a face to the organisation to allow workers to feel more comfortable approaching WorkSafe. Partnerships with community and multicultural organisations will enable this.

10 **THE WORKSAFE BRAND IS UNAPPROACHABLE FOR SOME:**
Many workers from culturally diverse backgrounds have little to no knowledge of the role of WorkSafe Victoria. WorkSafe is not well integrated into multicultural communities. It is seen as a government institution that is difficult to access or engage with, that is disconnected from the circumstances and needs of local communities. WorkSafe has an opportunity to be introduced and regarded as a supportive, inclusive entity and not a state body to be feared by workers.

11 **ACCESSIBLE, TARGETED SERVICES, NOT JUST GENERAL HELPLINES:**
Bilingual support workers are a better choice than interpreters. They play a big role in providing better support and more accurate information, because they understand the context and are able to build trust. Bilingual support workers can improve the accessibility of services to target communities in need.

12 **USER-CENTRED AND ENABLING LANGUAGE:**
Address workers' fear and concerns through information that is user-centred and empowering in its language and design. For example, don't use the term "report", which puts the person in a subordinate position. Instead, suggest people "get advice".

Language is powerful and can get in the way when it defines people by their deficits and stigmatises members of the community. We wanted to learn more about this, so we spoke to people from a variety of expert organisations.

Ultimately, labels like "vulnerable" and "at risk" are disempowering. It is also important to acknowledge that people are people first and are not defined by their capability, disability, injury or cultural background. Where possible, it is important to use the term "people with…" or "people from…" rather than "[adjective] people". For example, use the term "people from diverse backgrounds", not "culturally diverse people". Always spell out the acronym 'culturally and linguistically diverse', as describing a group as CALD can be dismissive and offensive.

One of the biggest takeaways is to act with respect at all times. Assume that your words will be heard by people with lived experience, so don't use terms that you wouldn't use when speaking directly with those people face to face.

"People sharing their own experiences is good! They can share their ideas and stories with other people like me. It's like speaking to someone."
— Worker, meat processing

"Stories are good because for me, when I start work, I don't know anything about the factory. When someone tells a story I can learn and want to know more information from other workers. Some workers already worked there for five years."
— Worker, food manufacturing

THE WORKER SAFETY STARTER KIT – A COMMUNICATION TOOL WITHIN AN ECOSYSTEM

The development of the Worker Safety Starter Kit became a process for learning about effective communication.

From this work, information gaps and opportunities were identified across the journey of an individual who has migrated to Australia.

Many of the lessons learned from this work are transferable across other communication products. Here are some of the key takeaways:

COMMUNICATION JOURNEY

We recognised an opportunity to create a safety communication tool that could be delivered through existing touchpoints.

Service gap and opportunity.

COMMUNICATION BARRIERS

We uncovered barriers to communication as we tested the impact of the Worker Safety Starter Kit.

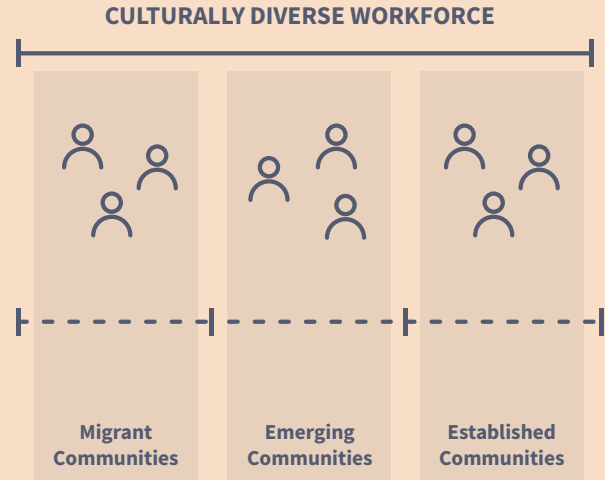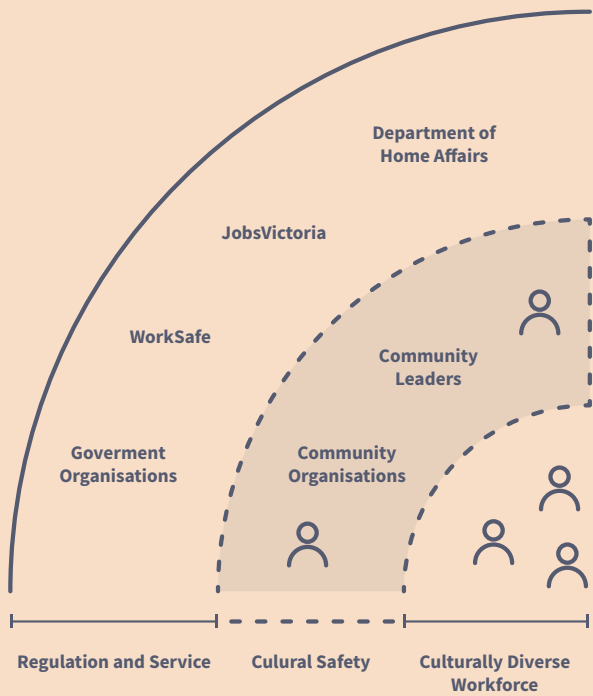|		
Workers fear engaging with the system.	**We don't understand the unique needs of our diverse range of workers.**	**There is a knowledge gap to take workers through – from awareness to accessing the service.**

RECOMMENDATIONS FOR REMOVING THESE BARRIERS

Build a layer of cultural safety.	Tailor services to the unique needs of individuals from culturally diverse backgrounds.

Department of Home Affairs

JobsVictoria

WorkSafe

Community Leaders

Goverment Organisations

Community Organisations

Regulation and Service   **Culural Safety**   **Culturally Diverse Workforce**

CULTURALLY DIVERSE WORKFORCE

Migrant Communities

Emerging Communities

Established Communities

Build a 'marketing' strategy to fill the gap between awareness and safety advocacy.

	Objective	Channel
Awareness	**STAY SAFE AT WORK**	Above the line campaign
Education	**What are your human rights?**	Face to face Working groups
	What are your responsibilities?	Starter brochure Influencer videos
	What are your employer's responsibilities?	Online content
Consideration	**Who is available to help and when?**	Localised aggregator Online or printed
Advocacy	**SELF HELP**	

"The fact the community had an opportunity to co-create these ideas and see this come alive... that would be such a big endorsement of their stories and what they know."

DELIVERING SOLUTIONS

After conducting multiple phases of design research, the team co-created a number of concepts to address some of the problems we uncovered.
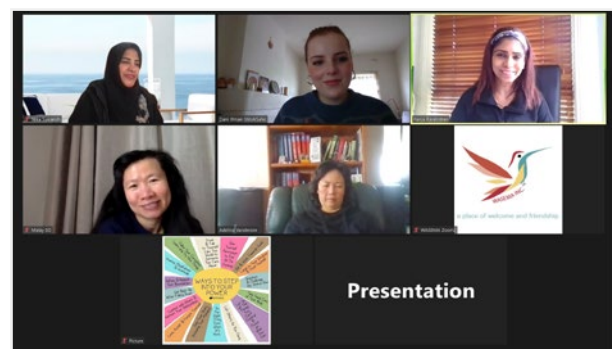
Co-creation was a process of learning, creating and testing new ideas with workers from culturally diverse backgrounds and community organisations.

An article in *The Philippine Times*, September 2020
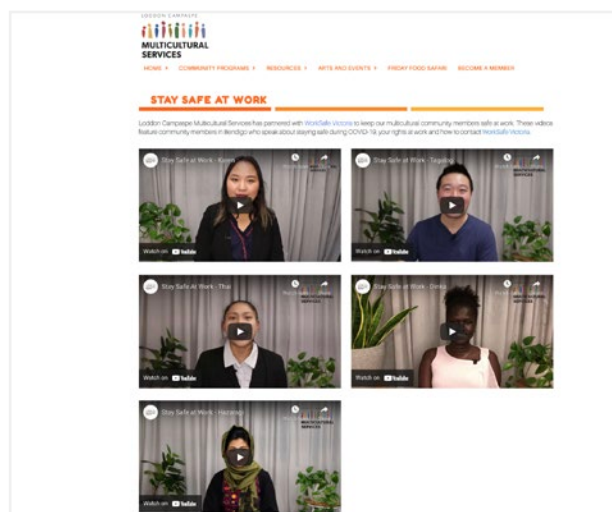
Community influencer videos

Dani promoting the resource at Women's Association South East Melbourne Australia (WASEMA) café

PROTOTYPES AND PROVOCATIONS

EARLY CONCEPTS WE TESTED WITH WORKERS

- **COVID-19 WORKER SAFETY CARDS:**
  two double-sided cards providing clear, simple information about workers' rights and supports during COVID-19

- **COMMUNITY INFLUENCER VIDEOS:**
  60–90 second videos presented by community influencers, with in-language audio on OHS topics

- **WORKER SAFETY STARTER KIT:**
  A kit with information to raise awareness of rights, WorkSafe Victoria, and where to go for help when needed

- **WORKSAFE COMMUNITY STAND:**
  A physical WorkSafe presence (a stand, stall or travelling bus) to deliver OHS information and resources at targeted community engagements (e.g. cultural events or celebrations) or on-site (workplaces, forums or conferences)

- **ONLINE PLATFORM:**
  An online space where workers can connect and receive information and stories on workplace health and safety

- **SCENARIO-BASED TRAINING:**
  Gamified health and safety training that steps through common safety scenarios in the workplace

COMMUNITY INNOVATION
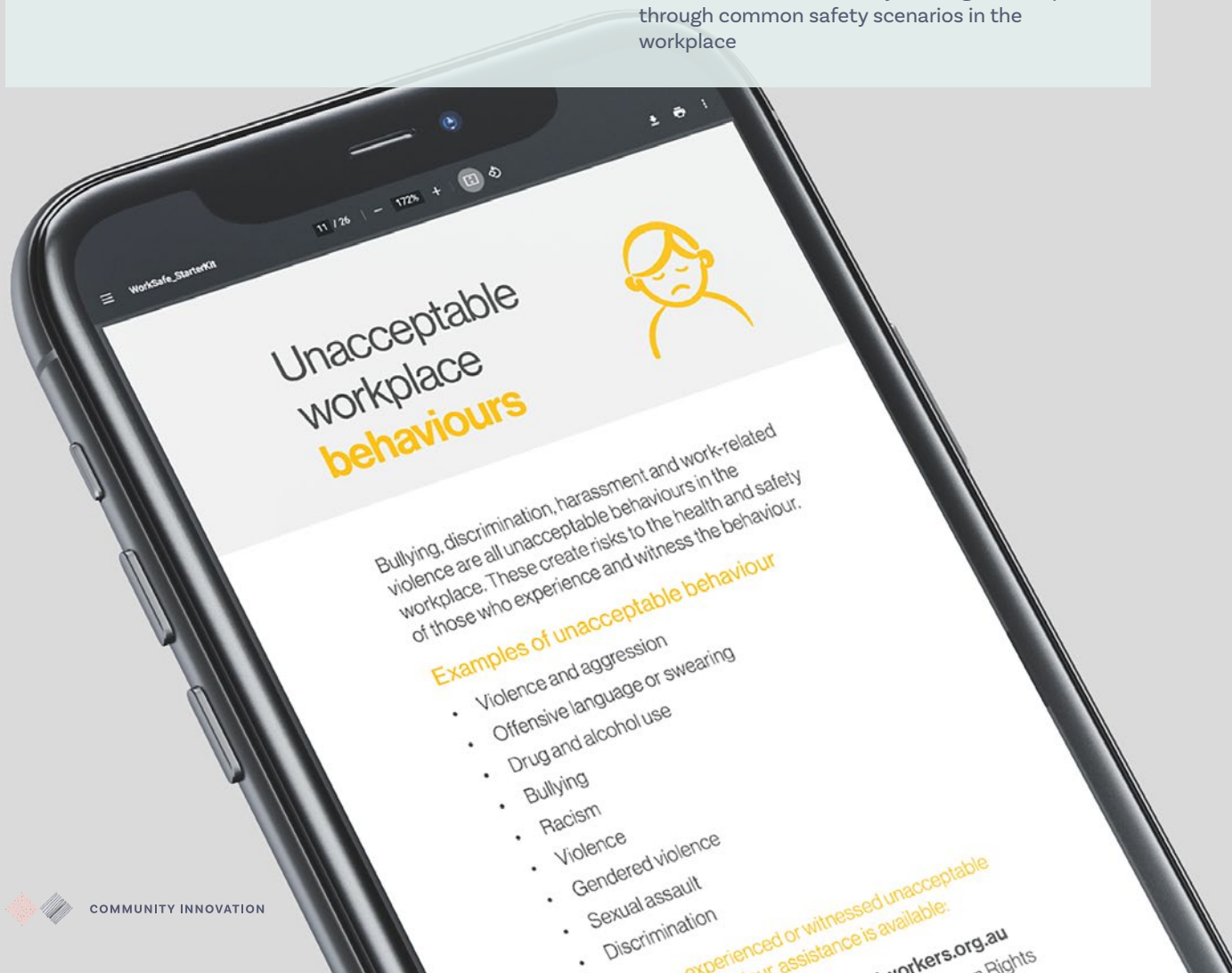
FROM PROTOTYPES TO PRODUCTS AND SERVICES

We took two ideas from concept through to prototype and then production. Each one went through multiple rounds of testing with members of the community they were created to benefit. We also discuss here the Safe Support co-design project, which was completed in early 2020 but also has valuable lessons for community-centred design.

COVID-19 WORKER SAFETY CARDS

The COVID-19 Worker Safety Cards provide clear, simple information about workers' rights and responsibilities during COVID-19. They explain safe behaviours and the different financial, social and emotional supports that are available. The information is captured on two double-sided, A4 cards.

In August 2020, WorkSafe Victoria partnered with the Ethnic Communities' Council of Victoria (ECCV) to host a roundtable with over 30 community and multicultural organisations, government agencies and union bodies on how to respond to the needs of workers from culturally diverse backgrounds during COVID-19.

Following the advice of the roundtable, the COVID-19 Worker Safety Cards were developed and tested with workers from culturally diverse backgrounds in high-risk industries.
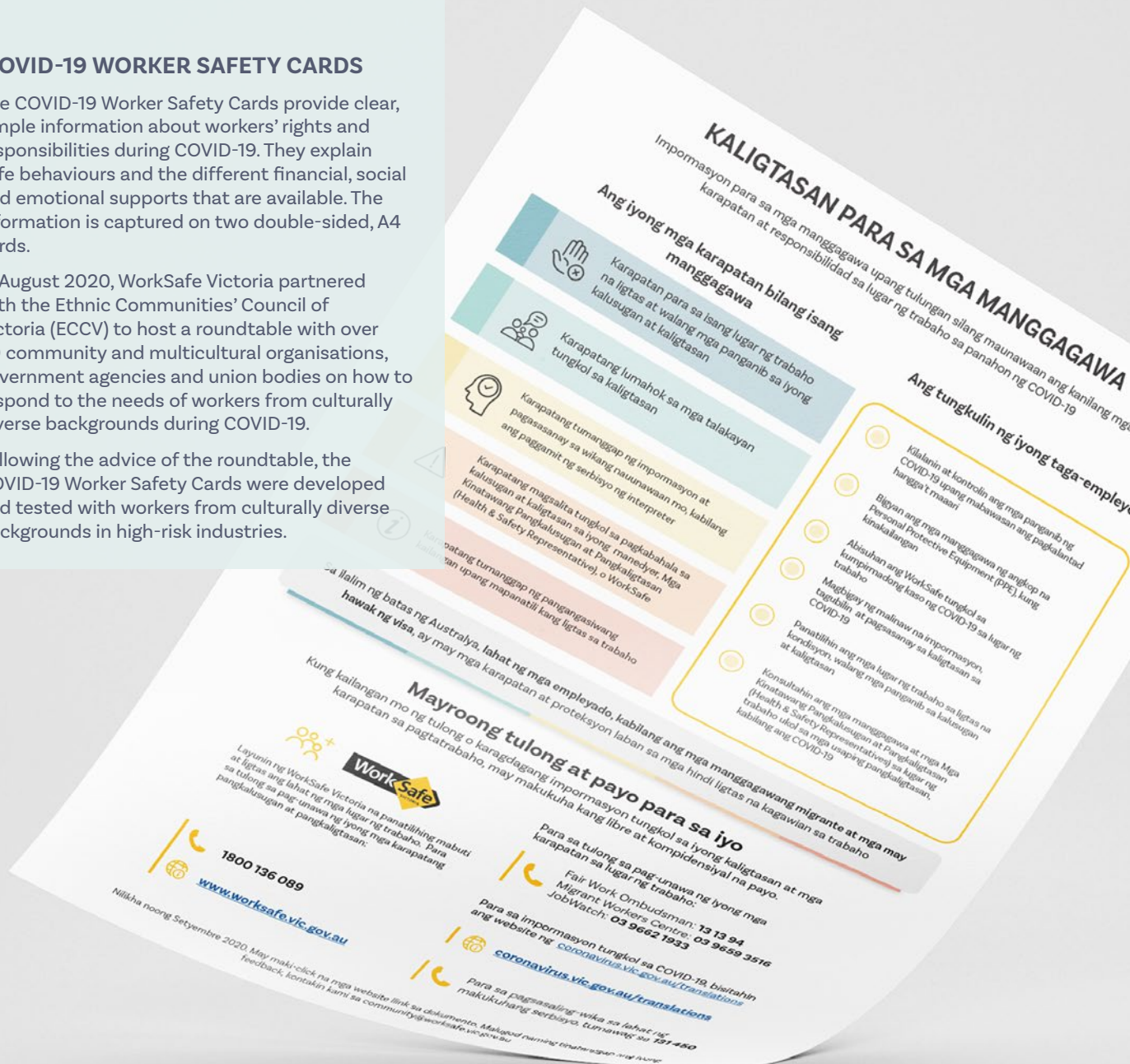
THE PRODUCTION AND LAUNCH

The resource was translated into 18 languages and is available on the Victorian Government coronavirus website. In order to reach those most at risk during the pandemic, the cards were shared through a community distribution model. The model involved community leaders, not-for-profit organisations and community service organisations promoting the cards across their networks.

"Congratulations to you all, in terms of the process you've gone to get input directly from people who have lived experience of trying to navigate workplace culture, environments and the relevant risks, legal rights and responsibilities..."
— Chris, Executive Officer, ECCV
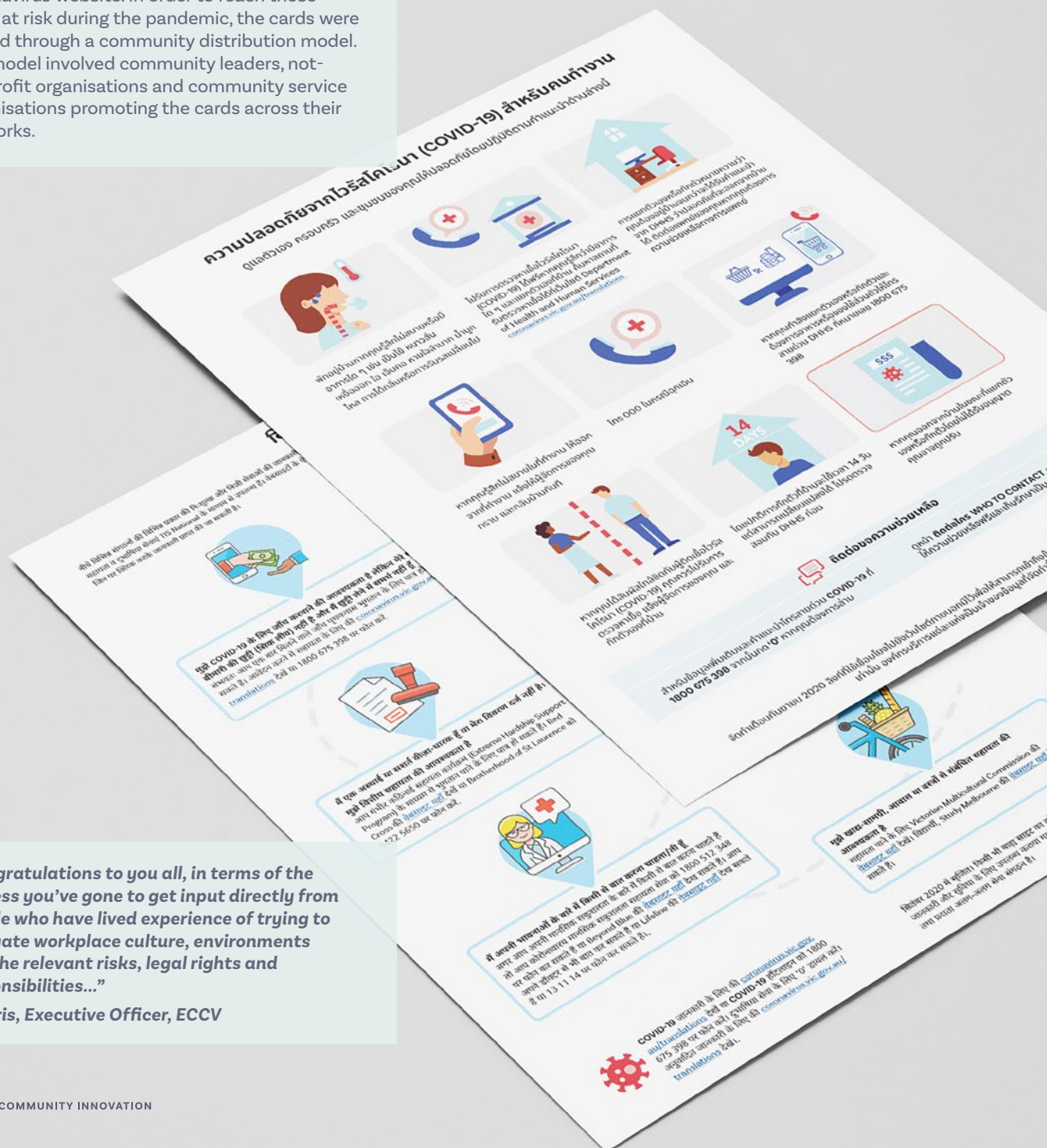
TRADER WALKS

In December 2020 and January 2021, WorkSafe inspectors and staff partnered with ECCV outreach workers to walk across the Coburg, Brunswick and Werribee areas to share the cards with small businesses. These 'Trader Walks' were an initiative to promote the COVID-19 Worker Safety Cards across small businesses in diverse areas.

The Trader Walks became a new way to build relationships and position WorkSafe as a source of advice and support, not just a regulator. Conducting this in partnership with ECCV allowed us to take a community-oriented approach to engagement, increasing cultural safety. We positioned these visits as delivering communication and advice, rather than as a workplace inspection.

On the Trader Walks, WorkSafe and ECCV gathered valuable insights into the challenges around COVID-19 safety for small businesses and workers.

WORKER SAFETY STARTER KIT

The Worker Safety Starter Kit is a short reference book that provides important information about workplace health and safety, injury, worker rights and responsibilities. This concept was created in November 2020, when a need was identified for a resource that was clear, concise and resonated with workers. The book is titled "Staying Safe at Work" and encourages workers to take action towards prioritising their health and safety at work. This kit brings together a variety of information and tools in the one place, to make it easy for workers to access information about workplace safety.

This product was created and tested with over 30 members of the community, moving through a number of iterations to ensure it is person-centred and resonated with workers from many different communities. Testing revealed that the Worker Safety Starter Kit is a powerful tool that equips workers with fundamental information that some workers are not receiving elsewhere. It also gives workers more confidence to take action.

Staying safe at work.

Your guide on how to stay safe at work.

This is a prototype only. It is not the final v

SAFE SUPPORT

Safe Support helps in-home support workers understand professional boundaries, maintain a respectful and inclusive relationship and uphold health and safety during an in-home support service. Its format is a collection of principles and behaviours outlined in a set of A4 cards. They are designed to be used by support workers in partnership with clients and their families. The cards enable conversations about safety in the home, allowing each party to discuss and record what is important to their safety. Together, workers, clients and their families sign their commitment to safe practices, including preventing injury, respectful behaviours, upholding professional boundaries, building relationships and infection control.

Safe Support is available to download on the WorkSafe website. An in-depth pilot was conducted with a disability service provider, the Cerebral Palsy Support Network, and a case study and evaluation of the pilot was finalised in March 2021.

This work started with research and system mapping to understand the in-home support sector for aged care and disability services. The Safe Support concept was developed with over 30 healthcare and social assistance stakeholders. It was tested with in-home support workers across three disability and aged care providers, including a platform provider, one ethno-specific Filipino aged care service provider, and a multicultural service provider.

It should be noted that Safe Support was co-designed between February and June 2020, before the Community Innovation Team began the work outlined in this document, focusing solely on safety for workers from culturally diverse backgrounds.
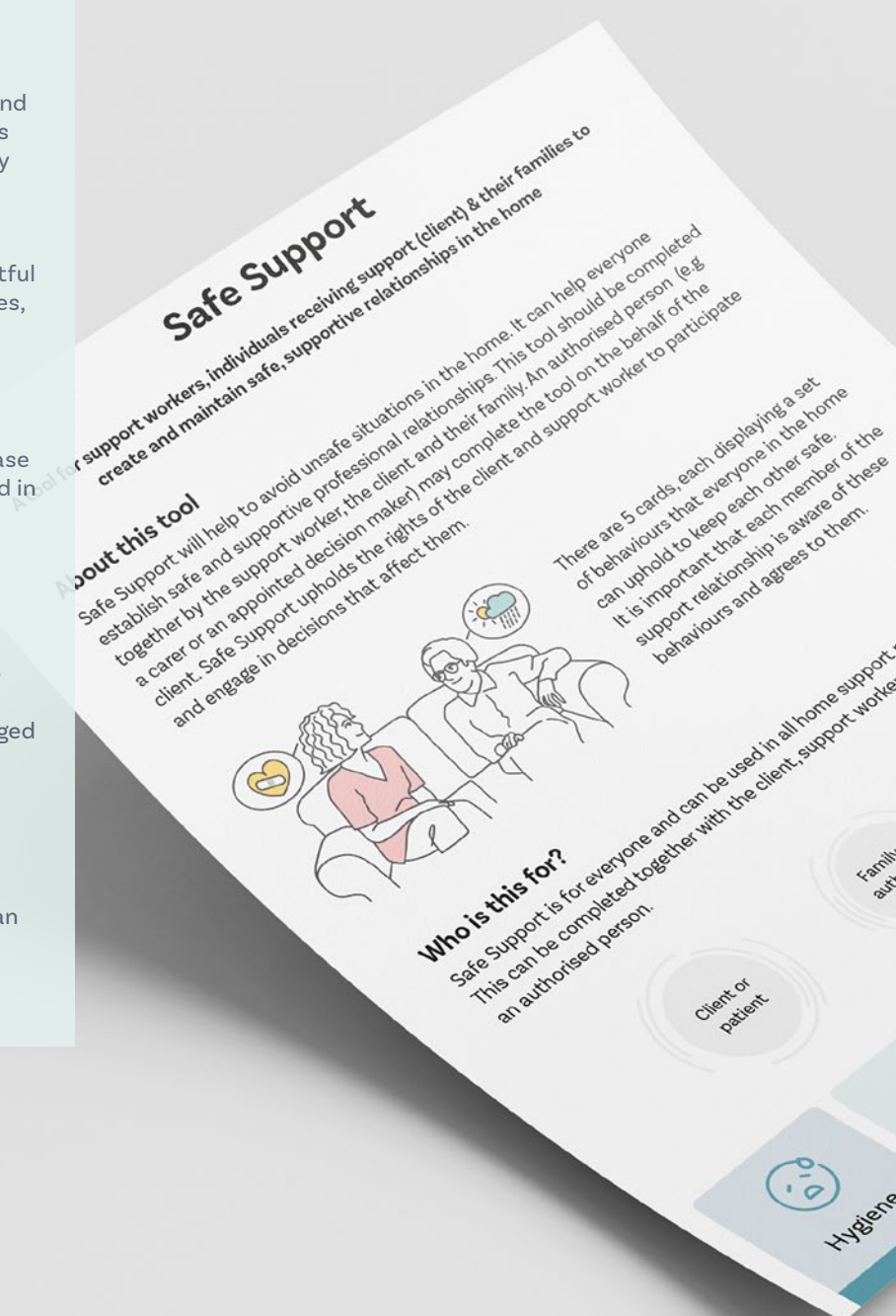
From Sharyn to Everyone:

Are you able to send these slides out?

From Mable — Pieta to Everyone:

What a great opportunity to hear the thoughtful insights of these support professionals.

From Sharyn to Everyone:

Was just thinking the same Pieta! This will be a VERY useful tool — certainly we should now consider how this can be implemented on a national basis.

From Sharyn to Everyone:

Shows the community that there has been extensive collaboration.

From Mable — Toni to Everyone:

I also think it should be branded also. And as Sharyn mentioned definitely something that should be national. Collective branding would be great to show that we are partnering with a great initiative and showing our communities that we are all working towards a safer work place in the homes of people.

From Sharyn to Everyone:

Good thought, David supports the standards too.

From Mable — Toni to Everyone:

Thank you for having me. Have a lovely day everyone. And looking forward to seeing this grow.

Excerpt from Zoom: feedback from industry stakeholders on the Safe Support tool.

ENABLERS OF CHANGE

5 KEY PRINCIPLES

As we carried out this work, we identified key principles that resulted in individuals leading change in their own communities, positively impacting others who we perhaps wouldn't normally reach.

When these five enablers of change are in place, we see better health and safety outcomes for workers.

1

EVERY INTERACTION IS CULTURALLY SAFE

Meet people where they are by acknowledging cultural differences and histories, understanding how they have shaped people's experiences, and practising sensitive interactions based on relationships and trust.

Many people who have migrated to Australia have a level of distrust towards governments. This can be a result of experiences in other countries they have lived in, but it can also be a result of their experiences in Australia. It can be frightening not being able to understand the language or communicate with the society around you, and when this is your everyday life, it becomes difficult to know what and who to trust. We learned that effective communication isn't a matter of access to interpreters and translated materials – it relies on cultural safety and trust.

Cultural safety is important not only when WorkSafe interacts with workers, but also when we interact with anyone, whether it is internally with our colleagues, with employers, and with community organisations. For this reason, respectful relationships, informed by cultural sensitivity and intelligence, are essential to creating impactful and lasting partnerships with the community.

OUR EXPERIENCE

During our research with workers from culturally diverse backgrounds, many of our assumptions were tested. We assumed that, as design research practitioners, we would all be able to create the safe space needed for workers to feel confident speaking with us. We received the frank feedback that workers felt more comfortable speaking to the two members of our team who are people of colour. Workers felt that they would be understood better. We sought advice from our community partners and learned that it would take more than a warm welcome and brief "get to know you" questions to build rapport. It required reciprocity, a give and take, and sharing of experiences to level the playing ground and create trust.

"I know we talked about encouraging people to speak up... you made everyone comfortable, and everybody felt at home so it was easy for everyone to share their experience... and that's the battle, getting people to open... you made it like that, I felt like I knew you guys for a while but I knew only you a couple of months."

— Community influencer

CULTURAL SAFETY

"An environment, which is safe for people; where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning together with dignity, and truly listening."

— Williams, Robyn (2008). Cultural Safety: what does it mean for our work practice? Australian and New Zealand Journal of Public Health.

2

PARTNERSHIPS ARE A WAY TO ACHIEVE BOTH IMMEDIATE AND LASTING IMPACT

Partnerships are a powerful way for both parties to build important capabilities and achieve more systemic shifts towards workplace health and safety outcomes.

The benefits of partnering with expert community organisations go beyond the creation of impactful solutions. Partnering in co-design can be an intervention for change that delivers outcomes in and of itself.

OUR EXPERIENCE

During our work with Loddon Campaspe Multicultural Services (LCMS), we strove to create the conditions for genuine partnership based on reciprocity and mutual benefit. LCMS inducted us into working with the community and built our capacity to understand and respond to local cultural needs. This strengthened our ability to achieve a place-based, culturally grounded approach to collaboration. In return, we invested in capacity building of LCMS community influencers, who work daily to support members of their community. We inducted them into our ways of working, including the principles, methods and tools we use.

Our partnership benefited both teams, and also created immediate positive impact: the community leaders and teams we worked so closely with are change makers on the ground, now integrating knowledge about workplace health and safety and WorkSafe into their services and sharing that knowledge with members of the community who we had not been able to reach.

"I don't think we've ever had a partnership where we really felt that what we are saying has been really valued... It has been a real delight and I know all of our team have been really energised by that and I think it is a really good model of how things should or could be so thank you for that."
— Rose, former Acting CEO, LCMS
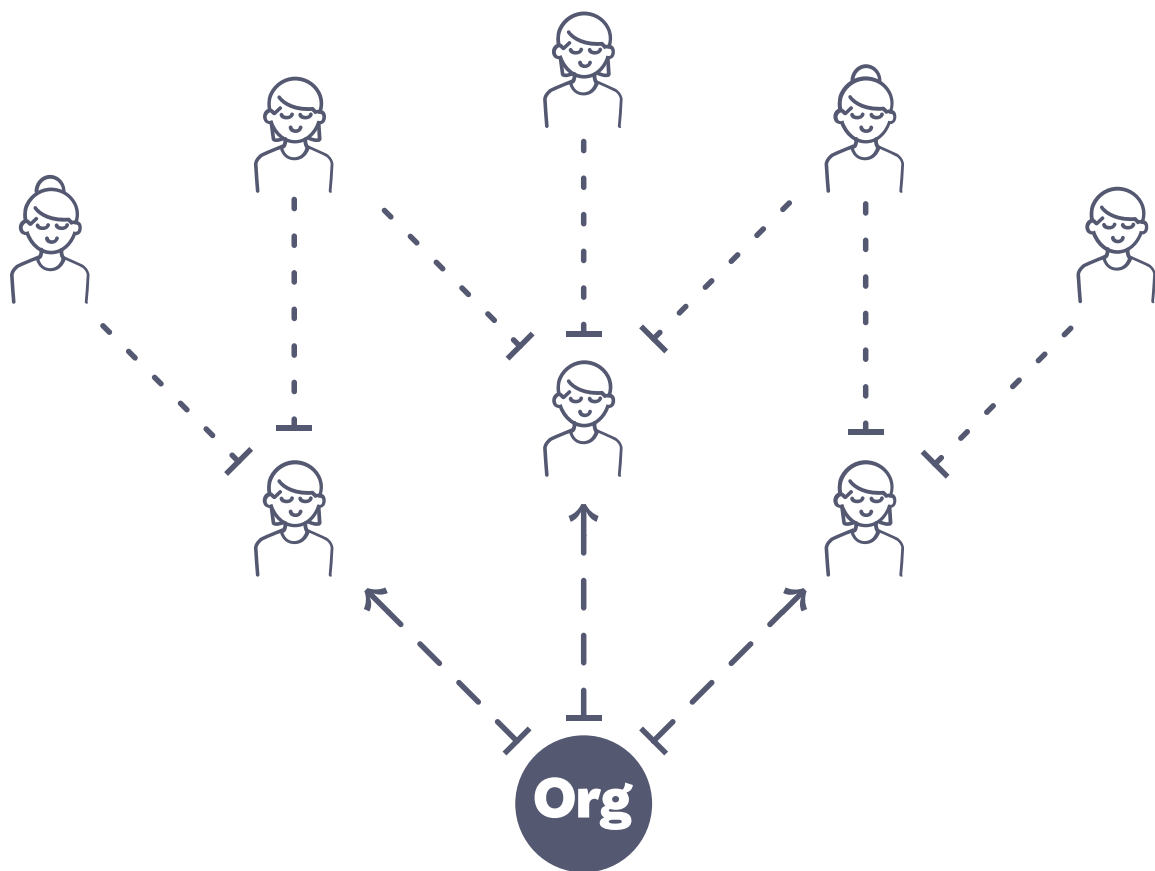
3

LEAN INTO CO-DESIGN METHODS

"Co-design involves learning from service users, but it also involves learning, creating and testing with service users."

— Ingrid Burkett, Co-director, Yunus Centre

Co-design is a powerful way of improving existing systems and creating new products and services by bringing a wide variety of stakeholders into the room, working together to build mutual understanding, define the problems, and design potential solutions. Practitioners engage, not just end-users, but people from across the entire system that surrounds, affects and interacts with them. Co-design is distinct from consultation and engagement, in that it sits higher on the ladder of participation. It requires more equitable partnerships. Practitioners must see participants as thought leaders and co-creators, with their own spheres of expertise. Just as setting up two-way partnerships can achieve immediate impact, the process of co-design is itself outcome-oriented, enabling individuals to build capacity as they are given the space to reflect on the issues that affect them and create solutions.

Co-design is as much a mindset shift as it is a process. It acknowledges the importance of lived experience in designing and delivering services. Co-design should ensure individuals are given the opportunity to meaningfully participate and for this reason, co-design uses tools and methods that go beyond verbal engagement. Using different generative and evaluative tools also enables designers to understand not just what people say, but also what people do and feel.
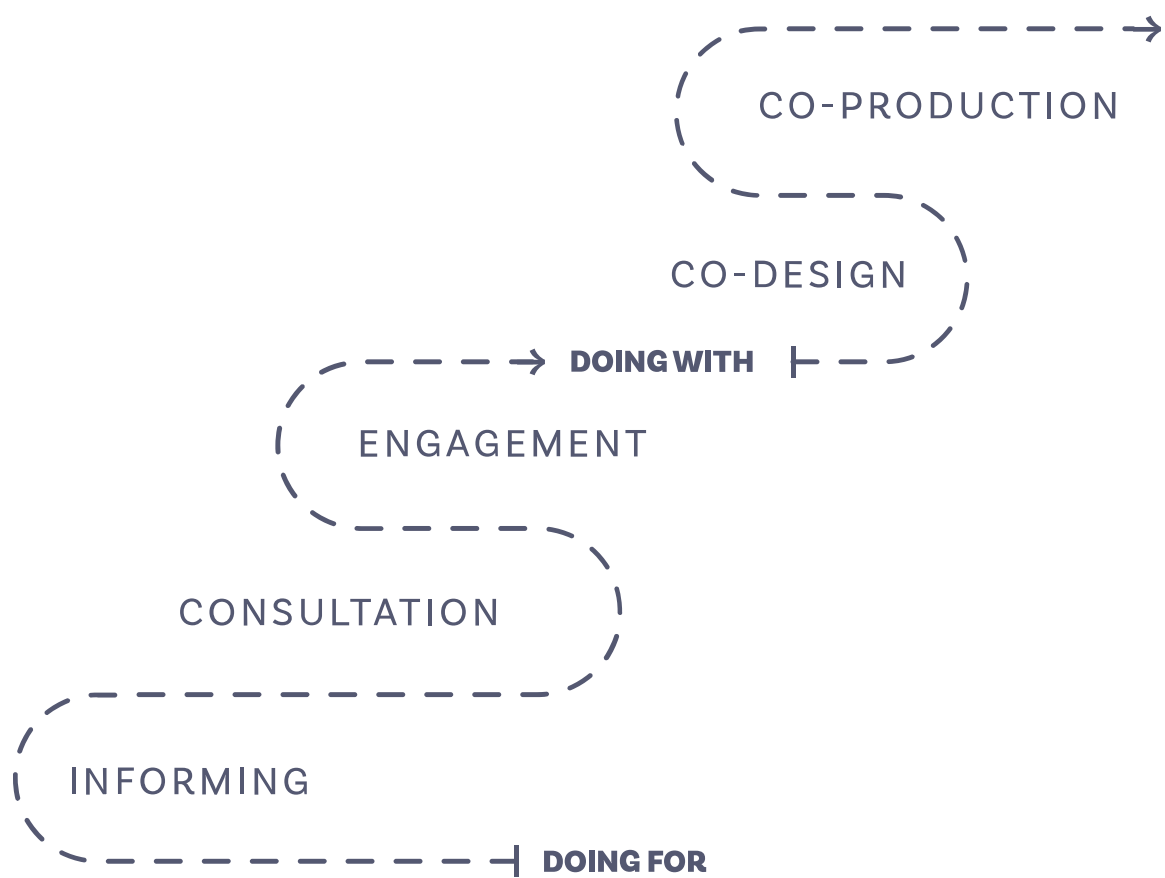
OUR EXPERIENCE

All our solutions were co-created with community members, using both principles (mindset) and practice (tools/methods). Everyone involved in the process reported that their experience led to growth and empowerment.

"The fact the community had an opportunity to co-create these ideas and see this come alive... that would be such a big endorsement of their stories and what they know. I think that's really fantastic and that's what has made this journey such an enjoyable one."
— Sylvia, LCMS

CO-PRODUCTION

CO-DESIGN

DOING WITH

ENGAGEMENT

CONSULTATION

INFORMING

DOING FOR

4

CREATE MORE EQUITABLE EXPERIENCES FOR DIFFERENT COMMUNITIES

Community leaders and influencers often fill the gaps in support services and act as a bridge to make services accessible to their community.

But, where there are no community influencers (in new and emerging communities), communities fall through the cracks.

It can be difficult for individuals to build networks outside of their communities, particularly for members of new and emerging communities. Newer communities have fewer social links to other communities, which can limit peoples' ability to learn new information about topics such as workplace health and safety. They have less access to points of reference that enable such learning. This is compounded where translation and representation only exists for languages spoken by larger populations, excluding less established communities.

Community leaders and community influencers play a big role in building those bridges and networks to other communities. It is important to consider how WorkSafe works with community leaders and influencers, but also how we work with new, emerging and smaller communities, who may otherwise be left behind.

OUR EXPERIENCE

We nominated people from both established communities and emerging communities to star in the upcoming WorkSafe marketing campaign. Florence is a member of the Filipino community (an established community), while Green is a member of the Dinka community (an emerging community). This will have a powerful impact on both of their communities.

Florence provided some feedback on her experiences and hopes for advocating for workplace health and safety.

Hi Rose,

Happy New Year! I hope you had a wonderful holiday break. I got in contact to let you know that I finished my video shoot today.

I had experience doing live online broadcast, radio and TV interviews but today's concept was a first time for me. They have been patient, understanding and supportive throughout the process. I am hoping that it will turn out really well and we did not miss anything important 😊

Thank you for giving me the opportunity to get involved on this campaign and the chance to advocate for workplace health and safety in the Filipino community. I would love to help in promoting this campaign and also with the communication tool that we had previously developed. I can also help in translations if needed.

I am planning to include the link to the WorkSafe resources in all my community training sessions once we start a regular Post Arrival Orientation Seminar in partnership with the Philippine Consulate Melbourne. I also have plans to offer the MSAP sessions to other community organisations, small businesses, cooperatives, social enterprises and my local council with the approval of Gabriel and Migrant Workers Centre of course.

Feel free to contact me if I can help you with anything. It is truly a pleasure to work with all of you...

— Florence
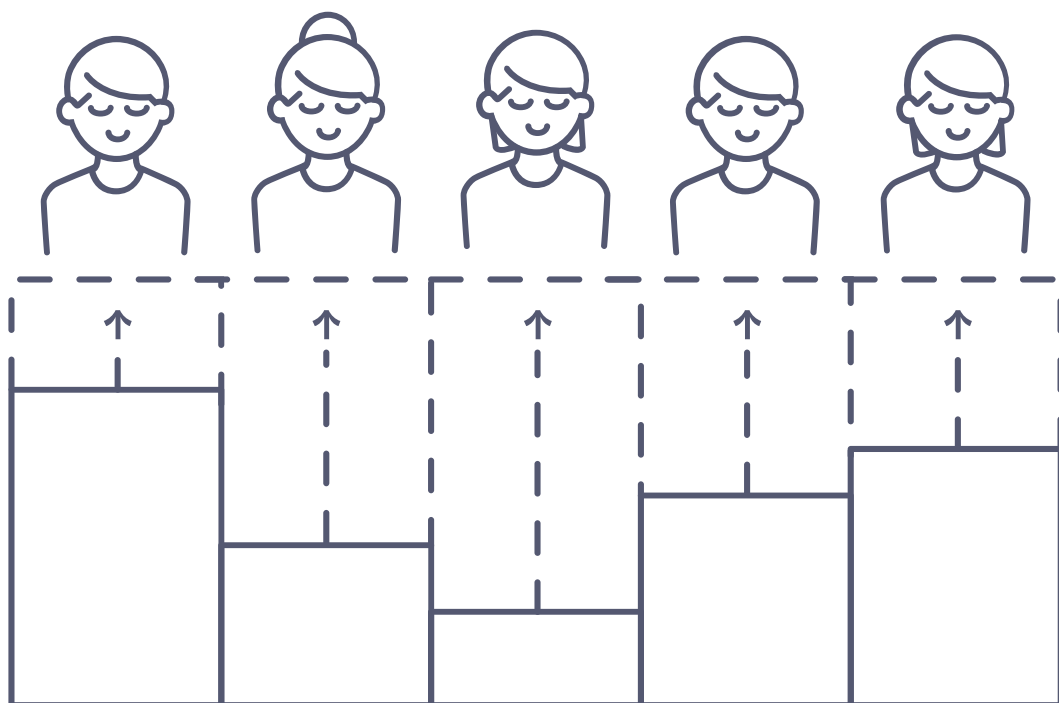
5

COMMUNICATE THROUGH ALL SENSES

"Communication should go beyond seeing and hearing, for some communities it is important to engage through touch and feel."

— Loddon Campaspe Multicultural Services

We learned that communication is not just about reading and speaking; it is about connecting and touching. While testing new concepts with workers, we found that some workers who had heard of WorkSafe saw it as "just a name" and not directly relevant to them. They suggested that WorkSafe play a more visible role in the community and come to workplaces to deliver education to organisations. A greater physical presence will help create the trust needed to build a relationship with the community. This presence would give workers the agency, opportunity and confidence to speak up.

Effective engagement is interactive and relevant, as well as culturally safe and inclusive. Ideally, participants should be able to take something tangible home with them, such as an information card that they can read through in their own time and refer back to as needed.

OUR EXPERIENCE

After a one-on-one research session, a worker took the time to write to us. Arash, a food processing worker, suggested WorkSafe have a greater presence in the community, in partnership with Loddon Campaspe Multicultural Services.

Excerpt translated from Arash's email.

This is one proposal of mine for LCMS.

I propose that LCMS hold a discussion/gathering/ presentation around safety messages to all companies in the factory sector. For example, LCMS could come to a company to deliver these presentations via a slideshow. This method is very easy to understand because the information is brief and solid/powerful, among those workers that are involved and work in the company including the supervisor and leading hand. I propose this be done at least twice a year. By having this discussion, we can help all workers deepen their understanding and knowledge of safety while at work.

— Arash
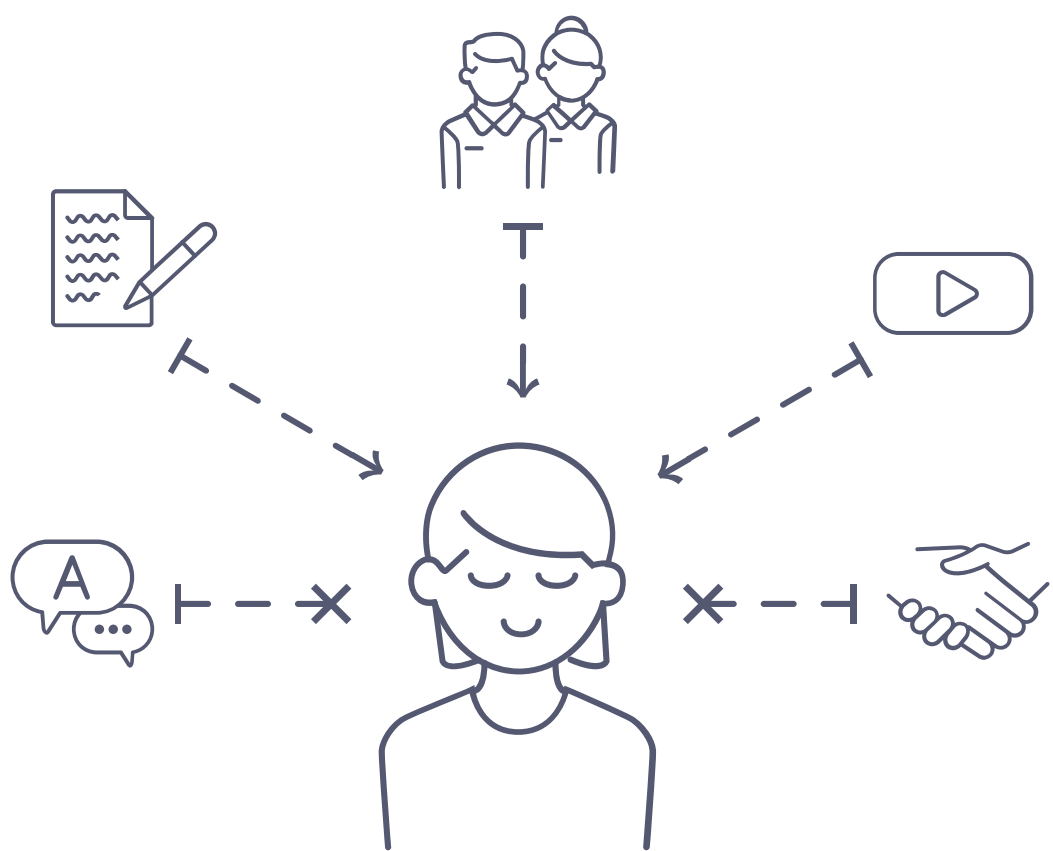
"Many of us take speaking English fluently for granted."

RECOMMENDATIONS

We hope this report will inform a wider organisational strategy to provide inclusive services for people from culturally diverse backgrounds.

WHAT DO WE SEE AS THE NEXT STEPS?

1. Set up the necessary preconditions for expanding this work.

2. Take a staged approach to implementation.

3. Build on current internal work and leverage external initiatives.

1

SET UP THE NECESSARY PRECONDITIONS

In piloting this approach, we learned it can have a positive impact immediately.

However, this work can be difficult. It is confronting, uncomfortable, emotional and taxing. It is essential to uphold cultural safety during every interaction to ensure the safety of people we are engaging with, as well as our own safety.

We believe it is important to take a staged approach to implementing a longer-term strategy. This will ensure that adequate supports are in place, so this work can be carried out safely for everyone.

FIRST CENTRALISED, THEN DISTRIBUTED

Start with a space (a team or hub) dedicated to building internal capacity and fostering relationships with the community. This space can be used to coordinate and facilitate work with other teams and ensure the **necessary preconditions** for this work. The necessary preconditions are under the Contemplation and Preparation columns in the next section.

With time, move to a distributed model, to drive a culture of community-centred design and delivery. This extends to having a greater physical presence in the community by partnering with local organisations.

2

TAKE A STAGED APPROACH TO IMPLEMENTATION

Contemplation	Preparation	Action	Maintenance
We have deeper reflection and conversations about our desired outcomes and what we can build on, improve and change.	We ensure all interactions are culturally safe and build teams and structures that are informed by best practice and centre lived experience.	We genuinely engage with a diverse range of people with lived experience in every aspect of operations, through partnerships and co-creation.	We continue to strengthen relationships and assess and reflect on our models and processes.
What this may look like			
Acknowledge, promote and enact our obligations under the Victorian Human Rights Charter. Recognise where policies, processes and interactions fall short or result in poor outcomes. Appoint Board and Executive with relevant lived experience. Invest in data gathering and analysis and cultural audits.	Create cultural safety standards with review processes. Target staff appointments so that staff have a diversity of cultural lived experience. Appoint a panel of cultural specialists with HR and psychology experience. Fund a centralised team to oversee engagement and co-design/co production. Create an external engagement action plan.	Partner with various ethnic communities and multicultural organisations. Co-design and co-produce new solutions with communities. Ensure procurement panels include providers with a wide variety of lived experience, reflecting our multicultural communities. Commence execution of external engagement action plan.	Assess and reflect on the models and processes. Review and critique best practice. Scale up successful approaches. Maintain strategic relationships with community organisations. Continue conscious community engagement and discussion.

3

BUILD ON CURRENT INTERNAL WORK AND LEVERAGE EXTERNAL INITIATIVES

BUILD ON CURRENT INTERNAL WORK

Continue and build on the work being carried out by different teams across WorkSafe, including the Strategic Programs Team, Prevention First Team and Marketing and Communications. As well as this, progress new products and services that have been co-designed and tested with the community.

Make quick, impactful changes that will improve accessibility for individuals. For example, begin offering interpreters as a default with all externally facing services. This is because many individuals are unlikely to request interpreters on their own.

LEVERAGE EXTERNAL INITIATIVES

Leverage external initiatives that are already making an impact. We came across several opportunities when partnering with organisations that have implemented different models of service. Some of these are outlined below:

Migrant Workers Centre – Multicultural Safety Ambassadors Program

The Innovation Centre has been fortunate enough to work with the ambassadors from this program on several projects. A group of approximately 32 individuals representing a variety of communities, these ambassadors have incredible trust and reach within their communities. They are passionate advocates for safety and there is significant opportunity to fund and expand this program.

Victorian Multicultural Commission (VMC) – VMC Connect and regional advisory consultation groups

VMC Connect is an online platform for communities and community leaders. Different organisations can host their own page and post notices, opportunities and engage with members of the community.

VMC also has a network of regional advisory committees as part of their consultation network. Consultations happen regularly on specific topics, such as mental health and other important issues for the community. They have told us they would be happy to involve WorkSafe Victoria in consultations.

The Ethnic Communities' Council of Victoria – All One Together campaign

The All One Together campaign aims to combat racism and discrimination across Victoria. One focus area is employers across a variety of industries. Organisations and individuals sign up as ambassadors and commit to making change in their organisation through specific initiatives. There is an opportunity for WorkSafe to commit as an ambassador ourselves – this would enable WorkSafe to visibly commit to combating racism in the community.

"*What you do with these learnings and stories from the community will be so important.*"

— Community leader, LCMS

THE COMMUNITY INNOVATION TEAM

For further information, please get in touch with the Community Innovation Team at WorkSafe Victoria. Contact **community@worksafe.vic.gov.au**.

WorkSafe Victoria acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land and acknowledges and pays respect to their Elders, past and present.

WorkSafe Victoria is committed to safe and inclusive work places, policies and services for people of LGBTIQ communities and their families.

COMMUNITY INNOVATION