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HUMAN RIGHTS • PRACTICAL ACTION • INCLUSIVE BUSINESS

Human Rights is Our Business

A resource for social enterprise, WISE and small business



Contents

Introduction.... 4
About this Resource.... 5
Context: Why this resource has been created.... 5
Who this resource is for.... 6
What we heard from the sector.... 7
Accessibility and universal design.... 7
Acknowledgements.... 8
Human Rights in Business: Moving From Awareness to Action.... 9
1. What human rights look like in business.... 9
2. Who your organisation impacts.... 9
3. Where risks to human rights in business show up.... 10
4. Five practical steps.... 10
5. Quick self-check.... 11
6. Example: turning awareness into action.... 11
Test Your Knowledge: Human Rights in Business.... 12
Next Steps: Building Your Human Rights Approach.... 18
A closer look at the Australian and International Context.... 20
Which Human Rights Laws Apply to Businesses in Australia?.... 28
1. Laws that apply to most businesses.... 28
2. Fair Work obligations.... 29
3. Work health and safety laws.... 29
4. Positive duty to prevent sexual harassment.... 30
5. Modern Slavery Act.... 30
6. Disability and accessibility obligations.... 31
7. Additional responsibilities for WISE and social enterprise organisations.... 32
Important to know.... 32
The Five Key Areas of Human Rights Law in Australian Business.... 33
1. Race: Equal treatment regardless of cultural or ethnic background.... 33
2. Age: Fairness across generations.... 34
3. Disability: Designing work so everyone can participate.... 34
4. Sex discrimination: Equal opportunity regardless of gender.... 35
5. Modern slavery: Ethical responsibility in supply chains and labour practices.... 35
What ties all five areas together.... 36
A final lens for business practice.... 36
What Human Rights Compliance Looks Like in Practice.... 37
What does “compliance” actually mean?.... 37
What businesses are generally expected to do.... 38
What regulators and stakeholders usually look for.... 40
A practical way to think about compliance.... 40
How human rights law becomes everyday business practice in Australia.... 41
1. Recruitment and hiring: where human rights obligations begin.... 41
2. Workplace culture and daily interaction: where rights are experienced.... 42

3. Management and leadership decisions: where fairness is tested....42
4. Communication and information: inclusion through clarity and access....43
5. Procurement and supply chains: extending responsibility beyond the workplace....43
6. Policies, reporting, and incident response: how compliance is maintained....44
The operational shift: from compliance to design thinking....44
A simple way to summarise the shift....45
VIDEO STORIES....46
A Simple Implementation Framework....48
Purpose....48
PART 1: THE CORE PRINCIPLE....48
PART 2: THE 6-AREA HUMAN RIGHTS CHECKLIST FOR BUSINESS....48
REAL WORLD EXAMPLES....52
Case Study 1: Human Rights, Culture and Business with Renai Mouton....52
Case Study 2: All Things Equal with Jess Colgan....55
Case Study 3: STREAT with Kate Barrelle....61
REMEDY IN PRACTICE: WHAT HAPPENS WHEN SOMETHING GOES WRONG?....67
The purpose of remedy....67
PART 1: How you know something may be wrong....67
PART 2: Verifying a human rights issue....68
PART 3: Raising a human rights issue (creating safe pathways)....69
PART 4: Remedying a human rights issue (taking action)....69
PART 5: Special consideration - supply chains and modern slavery....70
PART 6: Documentation and Transparency....71
PART 7: Principles for a fair remedy system....71
PART 8: Simple remedy flow....71
Guide for Implementation: Supporting Teams to Use This Resource....72
How leaders can use the resource....72
Making the resource accessible....72
Translation and language support....73
Simple team session structure....73
Next Steps....73
Policy Template....74
Case study: STREAT in practice....82
Closing....98

Introduction

I remember my first role out of university in the inner city of Sydney - I was an Employment Consultant supporting people who had been unemployed for long periods, trying to understand not just what was keeping them out of work, but what it would actually take to help them back in. In the years after this I also worked with young people learning new skills in Waterloo; and migrants and refugees building new careers in a new country, and people living with mental health conditions, who were connecting with each other in a community program we created to ease social isolation and enhance wellbeing in Elizabeth Bay. What I learned in those early career years has shaped everything I do now: that inclusion is a practice and that culture can be created. That it’s helpful to be aware of what’s going on for other people with a keen sense of curiosity and an openness to having a conversation where you actually understand someone else' s experiences.

When I founded Kaziro Group (formerly Impact Business School), I designed our programs and products around a simple idea: that access to world-class learning and leadership development shouldn't depend on who you already know or where you started. Today we partner with sporting teams, universities, government, corporates, and impact-driven organisations globally to deliver career transition, leadership and professional learning experiences - but underneath all of it is the same commitment to accessibility, equity, and inclusion that I first came to understand in Redfern.

This resource is underpinned by a fundamental belief that human rights in business isn't an abstract compliance exercise - it's the same everyday question I've been asking for most of my career: is this person getting a fair opportunity to participate, to be heard, and to do meaningful work? Whether you're a social enterprise, a WISE, or a small business just starting to think about this, my hope is that this guide gives you a practical way to ask that question of your own organisation - and the confidence to act on what you find.



Patricia Kaziro

Founder and Director of Global Learning Solutions

Kaziro Group

About this Resource

Context: Why this resource has been created

Many Australian social enterprises are built around a commitment to people, community, and positive impact. You may already be working to create fairer workplaces, safer services, stronger communities, or more inclusive employment pathways.

At the same time, human rights in business can feel complex. It is not always clear which laws apply, what compliance looks like in practice, or how to turn values like fairness, dignity, safety, and inclusion into everyday business decisions.

This resource has been created to help make that process more clear and practical.

It has been developed as part of a project commissioned by Social Enterprise Australia through the Australian Government's Social Enterprise Development Initiative, known as SEDI. Social Enterprise Australia is the national peak body for social enterprise. SEA advocates for and connects the sector to unlock the impact of social enterprise and has funded this project. The purpose of the resource is to support social enterprise, work integration social enterprise (WISE) and small business to better understand human rights laws and apply them in day-to-day business practice.

This resource is designed to help you:

- understand key Australian human rights laws and obligations
- identify where human rights issues may appear in your workplace, operations, services, or supply chains
- prevent and respond to issues such as discrimination, bullying, harassment, exploitation, unsafe work, and modern slavery
- build practical policies, processes, and workplace behaviours that support safety, dignity, wellbeing, and fairness
- move beyond compliance by embedding human rights into how your organisation makes decisions and operations

This resource is designed to simplify the legal understanding of human rights in business in Australia. It is designed as a practical starting point. It is created with universal design principles, examples, reflection questions, video stories, case studies, and tools that can help you take realistic next steps in your organisation.

Who this resource is for

This resource is for people and organisations in the Australian social enterprise sector who want to better understand and apply human rights in business.

It may be useful for you if you are:

- leading or working in a social enterprise
- starting or growing an early-stage social enterprise
- running a small or medium-sized purpose-led business
- part of a work integration social enterprise, also known as a WISE
- supporting people who experience barriers to employment
- working in a team with limited HR, legal, or compliance capacity
- supporting social enterprises through funding, mentoring, research, training, or business advisory

A social enterprise is a business that puts people and the planet first. They trade like any other business but exist specifically to make the world a better place.

While they work across industries and have different legal structures, they all:

- Exist to solve a social or environmental problem
- Prioritise people, planet, and their purpose over profit in operational decisions
- Have a self-sustaining revenue model
- Reinvest most of any surplus in their purpose
- Choose legal structures and financing that protect and lock in purpose long-term

Your organisation may already be values-led and impact-driven. However, even values-led organisations can need support to understand how human rights laws apply in practice.

For work integration social enterprises, this is especially important. WISEs often create employment, training, and work pathways for people who may experience barriers to employment, including migrants, refugees, people with disability, women re-entering the workforce, young people, older workers, or people facing other barriers to finding stable, secure work.

Because of this, respecting human rights is critical to a WISE business model. They are part of how people are recruited, trained, supported, paid, heard, protected, included, and given opportunities to participate in the workforce.

This resource has been created to help make that process more clear and practical. Kaziro Group has led the design of this resource to enable businesses to embed a human rights framework in their work.

What we heard from the sector

As part of this project, we interviewed social enterprise community members across Australia. Survey responses showed that many people understand human rights at a values aligned level. People wrote about their understanding of fair treatment, safe workplaces, non-discrimination, fair pay, respectful cultures, and ethical business practices.

However, the responses also showed that many organisations are still looking for practical guidance. People want to understand how human rights connect to everyday decisions, workplace policies, leadership behaviours, reporting processes, supply chains, and team culture.

Some people also said they were unsure where to start. Others said they wanted simple tools, templates, short videos, real-life case studies, and clearer examples of what good practice looks like.

This resource responds to that need. It focuses on practical application, not just awareness. It is designed to help you move from “we care about human rights” to “this is how we apply human rights in our organisation.”

Accessibility and universal design

This resource has been developed with accessibility and universal design in mind. That means the content has been designed to be easy to understand, easy to navigate, and useful for people with different needs, roles, backgrounds, and learning preferences.

Acknowledgements

This project was supported through our collaboration with Catalysr - an award-winning startup incubator that inspires, empowers, and connects migrant and refugee entrepreneurs ("migrapreneurs") to launch their own startups and social enterprises in Australia. Since 2016, Catalysr has supported over 1,045 migrapreneurs from 87 countries of origin to start more than 250 businesses.

We thank Catalysr for their contribution to our initial survey and outreach with the social enterprise sector and their ongoing work supporting entrepreneurship and social impact in Australia.

We acknowledge the social enterprises, practitioners, and community members who contributed their insights to our survey to find out more about what you need from this resource. Your responses helped shape a resource that is practical, accessible, and grounded in real examples from the sector.

We also acknowledge the organisations that participated in our real world video stories and case studies and generously shared their experiences, approaches, and practical insights. The organisations included are STREAT, Unchained Solutions, Renai Mouton Consulting, All Things Equal, Ability Works Australia and CommUnity Construction.

Their contributions helped bring this resource to life by showing how human rights principles can be applied in everyday business practice.

We recognise the important work already being done by social enterprises across Australia to build safer, fairer, and more inclusive workplaces. This resource is designed to support that commitment and help more organisations embed human rights into how they work, lead, and create social impact.

Human Rights in Business: Moving From Awareness to Action



Human rights are part of everyday business - how people are hired, trained, supported, included, and treated. For social enterprise, WISE, and small business human rights practice can start with simple, practical steps that help people feel safe, respected, and able to participate.

This guide is a starting point. It is not legal advice.

1. What human rights look like in business

Human rights are the basic rights and freedoms every person is entitled to. In business, they show up in how people are treated at work, the opportunities and services people can access, and across supply chains. This includes the right to:

- be treated with dignity, respect, and fairness
- work in a safe and healthy environment
- be free from discrimination, bullying, and harassment
- receive fair pay and fair working conditions
- speak up or raise concerns safely
- have privacy and personal information protected
- be free from forced labour, child labour, and exploitation
- access services and opportunities without unfair barriers

2. Who your organisation impacts

Your organisation can affect people directly and indirectly - employees, volunteers, participants or trainees, customers, suppliers, contractors, partner organisations, families and carers, and the wider community.

Start to consider the people your organisation impacts:

- *Who is most affected by our decisions?*
- *Who may have less power or choice?*
- *Who might not feel safe to speak up?*
- *Who could be excluded if we don't plan carefully?*

3. Where risks to human rights in business show up

Human rights risks often appear in everyday systems and procedures. Common areas include:

- recruitment, hiring, and rostering
- pay and working conditions
- health, safety, and psychosocial wellbeing
- bullying, harassment, and discrimination
- accessibility and communication
- complaints and reporting
- use of participants' stories, images, or personal information
- supplier and partner relationships, and privacy

Consider:

- Where could someone feel unsafe, excluded, or unable to speak up in our organisation?
- Where do we rely on informal processes instead of clear guidance?
- Which parts of the organisation do people have the least control over what happens to them?

4. Five practical steps

Step 1 — Make a clear commitment

Write down what your organisation believes, for example: "We are committed to respecting human rights across our operations and relationships, treating everyone we work with - staff, participants, and partners - with dignity, fairness, safety, and respect."

Put it in your code of conduct, staff handbook, onboarding materials, and website - and make sure it shapes how decisions actually get made, not just how they're written down.

To meet this standard, your commitment should:

- be approved at the most senior level of your organisation
- be informed by relevant expertise
- clearly state what you expect of staff, volunteers, and business partners
- be publicly available, not just an internal document
- be reflected in your actual policies and day-to-day operations - not just a one-off statement

Step 2 — Set clear, plain-language expectations

Make sure people know what behaviour is expected, what behaviour isn't acceptable, who to talk to if something's wrong, and how they'll be protected. Avoid legal jargon.

Step 3 — Make access and participation easier

Use plain language, translated materials, captions or transcripts, and accessible forms and venues. Offer flexible options and extra time to ask questions or decide. Plan ahead to modify your current operations and workplace and don't wait for someone to ask for help.

Step 4 — Create safe ways to raise concerns

A good process is easy to find, confidential where possible, clear about next steps, and free from retaliation. Name a contact person in the organisation and train all your people to address human rights concerns.

Step 5 — Train, listen, and improve

Short, practical training helps staff and volunteers recognise unfair treatment, respond to concerns, and protect privacy and dignity. Review your practices whenever a concern is raised, a program changes, or feedback shows people expressing a human rights concern.

5. Quick self-check

Use this table to see where your organisation stands right now, and what to focus on next.

Area	Ask yourself	Status - Yes/In Progress/Not Yet
Commitment	Have we written down a clear commitment to treat people with dignity, fairness, safety and respect?	
Awareness	Do we know who our organisation affects — including groups of people with less power or choice?	
Risk areas	Have we identified where unfair treatment, harm or exclusion could happen in our work?	
Expectations	Have we set out, in plain language, what respectful behaviour looks like and what isn't acceptable?	
Accessibility	Have we checked that our information, forms, venues and services are accessible — before someone has to ask?	
Safe reporting	Do people have a clear, safe and confidential way to raise a concern, free from retaliation?	
Training	Have staff and volunteers been trained on respectful practice, privacy, and how to respond to concerns?	
Review	Do we review our practices when a concern is raised, and act on feedback?	

6. Example: turning awareness into action

A social enterprise noticed that participants didn't understand long, formal onboarding documents, and didn't feel confident raising concerns. The organisation rewrote its documents and complaints guide in plain language, added visual steps and translated summaries, named two contact people, trained staff to explain rights clearly and handle concerns confidentially, and began reviewing complaints every few months to continuously improve their operations. This helped the whole workforce understand their rights, participate with dignity, and speak up safely.

As a recap, respecting human rights isn’t only for large companies or formal legal systems - they apply to everyday decisions in every organisation. Ask yourself: are the people in your organisation being treated with dignity, fairness, safety, and respect? If the answer isn't clear, that's a good starting point to continue reading this resource and learn more about what your organisation can do to embed a human rights framework in the business. The next sections will provide more detail on how to do this.

Test Your Knowledge: Human Rights in Business

This short quiz checks your knowledge about the human rights basics covered in this guide. It's not a test to pass or fail. It's a quick way to see what you already know and what more you have to learn about human rights in business in Australia.

How to use this quiz

Read each question and circle or write the number of your chosen answer in the space provided. Once you have worked through all 15 questions, check your responses against the Answer Key on the final page.

Core frameworks

Q1 Which international framework, endorsed unanimously by the UN Human Rights Council in 2011, is now the authoritative global standard for business and human rights?
1. The Universal Declaration of Human Rights (UDHR)
2. The UN Guiding Principles on Business and Human Rights (UNGPs)
3. The OECD Guidelines for Multinational Enterprises
4. The Paris Agreement
Your answer: _____

Q2 The UN 'Protect, Respect, Remedy' framework assigns the primary obligation to protect human rights to which actor?
1. Large corporations
2. National governments
3. Civil society organisations
4. Trade unions
Your answer: _____

Q3 A business has a responsibility to respect human rights only within its own direct operations. True or false?
1. True — only direct employees and operations matter
2. False — responsibility extends to the business's supply chain and all people connected to its activities
Your answer: _____

Modern Slavery Act

Q4 Australia's Modern Slavery Act 2018 (Cth) currently requires which entities to submit an annual Modern Slavery Statement?
1. All businesses with at least one employee
2. Businesses with annual consolidated revenue of at least $1 million
3. Businesses with annual consolidated revenue of at least $100 million
4. Only government agencies
Your answer: _____

Q5 A small business below the $100 million threshold has no relationship with the Modern Slavery Act 2018 (Cth). True or false?
1. True — the Act only applies to large entities
2. False — smaller businesses can submit a voluntary statement, and large suppliers may require them to report as part of supply chain due diligence
Your answer: _____

Anti-discrimination law

Q6 Which of the following is NOT one of the federal anti-discrimination Acts enforced by the Australian Human Rights Commission (AHRC)?
1. Racial Discrimination Act 1975
2. Disability Discrimination Act 1992
3. Sex Discrimination Act 1984
4. Privacy Act 1988
Your answer: _____

Q7 Under the Sex Discrimination Act 1984 (as amended in 2022), employers now have a 'positive duty'. What does this mean?
1. Employers must positively promote their business online
2. Employers must proactively take reasonable and proportionate measures to eliminate sexual harassment and sex discrimination — not just respond after it happens
3. Employers must hire a minimum percentage of women
4. Employers must provide annual performance bonuses equally to all staff

Q7 Under the Sex Discrimination Act 1984 (as amended in 2022), employers now have a 'positive duty'. What does this mean?

Your answer: _____

Q8 The Fair Work Act 2009 (Cth) prohibits employers from taking 'adverse action' against an employee. Which of the following is an example of unlawful adverse action?

1. Placing an employee on a performance improvement plan because of repeated work errors
2. Dismissing an employee because she disclosed her pregnancy
3. Reducing an employee's hours temporarily due to a documented business downturn
4. Requiring all staff to attend a mandatory safety training session

Your answer: _____

Q9 When an employee or job applicant lodges a federal discrimination complaint, what is the first step in the resolution process?

1. The employer is automatically fined
2. The matter proceeds directly to the Federal Court
3. The AHRC attempts to conciliate the complaint between the parties
4. The Fair Work Commission issues a binding order

Your answer: _____

Q10 Under federal anti-discrimination law, an employer is required to make 'reasonable adjustments' for which group of employees?

1. Only employees who have been with the organisation for more than 12 months
2. Employees with a disability, where adjustments would allow them to perform the genuine requirements of the role
3. Employees over 65 years of age only
4. Only full-time employees, not casuals or contractors

Your answer: _____

Q11 Is it free to lodge a discrimination complaint with the Australian Human Rights Commission (AHRC)?

1. Yes, it is free to lodge a complaint with the AHRC
2. No, there is a filing fee of $250
3. Only if you have a lawyer

Q11 Is it free to lodge a discrimination complaint with the Australian Human Rights Commission (AHRC)?
4. Only for complaints about employment
Your answer: _____

Q12 Which of the following is a protected attribute under Australian anti-discrimination law?
1. Favourite sports team
2. Disability
3. Hair colour
4. Favourite food
Your answer: _____

Q13 What does 'modern slavery' refer to in the context of Australian law?
1. Low wages paid to casual workers
2. Serious exploitation including forced labour, human trafficking, debt bondage, and forced marriage
3. Working overtime without extra pay
4. Unpaid internships
Your answer: _____

Q14 Human rights obligations for businesses in Australia come from which of the following?
1. Only international law — Australian businesses have no domestic obligations
2. Only state and territory laws
3. Both federal legislation (such as the Fair Work Act and anti-discrimination laws) and international frameworks such as the UNGPs
4. Only the preferences of individual business owners
Your answer: _____

Q15 If a business creates a workplace culture where an employee feels harassed because of their religion, could the employer be held responsible?
1. No — only direct actions by the employer count
2. Yes — employers have a responsibility to ensure employees are not harassed because of protected characteristics, and a hostile work environment can give rise to a complaint
3. Only if the harassment is physical

Q15 If a business creates a workplace culture where an employee feels harassed because of their religion, could the employer be held responsible?
4. Only if the business has more than 100 employees
Your answer: _____

Answer Key

Q#	Correct answer
Q1	2. The UN Guiding Principles on Business and Human Rights (UNGPs)
Q2	2. National governments
Q3	2. False — responsibility extends to the business's supply chain and all people connected to its activities
Q4	3. Businesses with annual consolidated revenue of at least $100 million
Q5	2. False — smaller businesses can submit a voluntary statement, and large suppliers may require them to report as part of supply chain due diligence
Q6	4. Privacy Act 1988
Q7	2. Employers must proactively take reasonable and proportionate measures to eliminate sexual harassment and sex discrimination — not just respond after it happens
Q8	2. Dismissing an employee because she disclosed her pregnancy
Q9	3. The AHRC attempts to conciliate the complaint between the parties
Q10	2. Employees with a disability, where adjustments would allow them to perform the genuine requirements of the role
Q11	1. Yes, it is free to lodge a complaint with the AHRC
Q12	2. Disability
Q13	2. Serious exploitation including forced labour, human trafficking, debt bondage, and forced marriage
Q14	3. Both federal legislation (such as the Fair Work Act and anti-discrimination laws) and international frameworks such as the UNGPs
Q15	2. Yes — employers have a responsibility to ensure employees are not harassed because of protected characteristics, and a hostile work environment can give rise to a complaint

Sources & further reading

1. Australian Human Rights Commission (AHRC) — About Business and Human Rights: humanrights.gov.au/our-work/business-and-human-rights
2. AHRC — Integrating human rights into Australian business practice: humanrights.gov.au/our-work/employers/business-and-human-rights-factsheets
3. AHRC — A quick guide to Australian discrimination laws: humanrights.gov.au/our-work/employers/quick-guide-australian-discrimination-laws
4. AHRC — Positive Duty under the Sex Discrimination Act: humanrights.gov.au/our-work/sex-discrimination/publications/positive-duty-guidelines-and-support
5. AHRC — Making a complaint: humanrights.gov.au/complaints/make-complaint
6. Attorney-General's Department — Modern Slavery Act: ag.gov.au/crime/people-smuggling-and-human-trafficking/modern-slavery
7. Modern Slavery Act 2018 (Cth): legislation.gov.au/Details/C2018A00153
8. Fair Work Ombudsman — Workplace discrimination fact sheet: fairwork.gov.au/tools-and-resources/fact-sheets/rights-and-obligations/workplace-discrimination
9. UN Guiding Principles on Business and Human Rights: ohchr.org/en/publications-and-resources/fact-sheets/business-and-human-rights-fact-sheet

Next Steps: Building Your Human Rights Approach

Now that you've tested your knowledge, here's what to do next. Earlier in this guide, we covered what human rights look like in business and five practical steps to get started. This section goes a level deeper - the legal basics behind those steps and how to shift from remedy to preventing risk.

Know your legal responsibilities

Australian businesses already have responsibilities under laws including the *Fair Work Act 2009*, *Sex Discrimination Act 1984*, *Disability Discrimination Act 1992*, *Racial Discrimination Act 1975*, *Age Discrimination Act 2004*, and - for larger organisations and supply chains - the *Modern Slavery Act 2018*. These laws protect people from discrimination, harassment, exploitation, and unfair treatment.

Knowing who to listen to

Every organisation works with a different mix of people, so the groups most affected by your decisions will depend on your services, your location, and your workforce. Rather than assuming who needs to be heard, it's worth asking: who interacts with our organisation, who may have less power or opportunity to speak up, and who could be excluded if we don't plan carefully? Some people may face more barriers to being heard than others - because of language, access, confidence, or past experience - so it's worth checking that your usual feedback channels are actually reaching everyone.

Consider groups that may have been historically excluded or under-resourced or people with lived experience who may face exclusion or unfair treatment, who are best placed to tell you what’s actually working. Communicate in ways that are accessible and culturally respectful.

Look beyond your own organisation

Human rights risks don't only apply to your employees. Suppliers, contractors, and partners are part of your responsibility too. Ask: are workers treated fairly across your supply chain? Could there be risks of exploitation, underpayment, or unsafe conditions? Do your business partners share similar human rights respecting values? Many organisations now expect their suppliers to demonstrate ethical practice to align with other organisations.

Put simple policies in place

A code of conduct and clear expectations for your employees are a strong start, as well as a complaints and reporting process. As your organisation grows, you may also need a workplace behaviour policy, an access and opportunity policy covering diversity, equity, and inclusion, an accessibility and reasonable adjustments process, and - for larger organisations or supply chains - a modern slavery or ethical sourcing statement. Keep each one short, practical, and reviewed regularly. Have a look at our policy templates at the end of this guide that you can access and tailor to your organisation.

Shift from response to prevention

Australian law is moving toward proactive responsibility: organisations are expected to take reasonable steps to prevent harm, not just respond once something goes wrong. In practice, that means regular check-ins, reviewing workplace culture before problems surface, and acting quickly the moment a concern is raised.

A good starting point

You don't need a big budget or a legal team to begin. It starts with leadership commitment, clear values, safe and inclusive practices, listening to people, and continuous improvement. For social enterprises and WISEs, this isn't only about compliance - it's part of building genuine, sustainable impact.

Where to go for more information

- Australian Human Rights Commission (AHRC)
- Fair Work Ombudsman
- Attorney-General's Department – Modern Slavery and the Modern Slavery Statements Register
- Safe Work Australia
- Anti-Discrimination NSW
- Victorian Equal Opportunity and Human Rights Commission
- Queensland Human Rights Commission
- Equal Opportunity Commission Western Australia
- Equal Opportunity South Australia
- Equal Opportunity Tasmania
- ACT Human Rights Commission
- Northern Territory Anti-Discrimination Commission

A closer look at the Australian and International Context

To create a human rights framework for your business, it's useful to understand the different laws and guidelines within Australia and internationally. Internationally, frameworks like the UN Guiding Principles set the expectation that all businesses, regardless of size, actively identify and address their impact on people. In Australia, there are a mix of Commonwealth and state laws, human rights bodies, and growing supply chain expectations. Understanding how these two standards connect helps organisations see not just what's required today, but where expectations are heading next.

Part 1 — The Australian Context

1.1 Why human rights matter to Australian businesses

Human rights are not a concern reserved for governments, international bodies, or large multinationals. For every Australian business - from a sole trader to a social enterprise employing hundreds of people, the way people are treated at work, in supply chains, and through service delivery carries real human rights significance. The Australian Human Rights Commission (AHRC) is explicit on this: all businesses have a responsibility to respect human rights, regardless of their size or sector.

This responsibility is not simply ethical - it is grounded in law. Australia has enacted a suite of federal legislation that gives human rights obligations direct legal force for businesses:

- The Racial Discrimination Act 1975, Sex Discrimination Act 1984, Disability Discrimination Act 1992, and Age Discrimination Act 2004 - all administered by the AHRC - prohibit discrimination in employment and service delivery on a wide range of protected grounds.
- The Fair Work Act 2009 protects employees from adverse action taken because of protected attributes, and establishes minimum conditions of employment including wages, leave, and the right to organise.
- The Modern Slavery Act 2018 (Cth) requires entities with annual consolidated revenue of $100 million or more to report annually on modern slavery risks in their operations and supply chains. Smaller businesses below that threshold can report voluntarily - and are increasingly expected to do so by larger clients and customers conducting their own due diligence.
- The Australian Human Rights Commission Act 1986 covers additional discrimination grounds - including trade union activity, criminal record, and political opinion - and establishes the AHRC as the free, accessible body for lodging and reconciling complaints.

For social enterprises and work integration social enterprises (WISEs) specifically, human rights obligations carry additional importance. These organisations often employ people who face significant barriers to employment — people with disabilities, those with experience of the justice system, First Nations peoples, and people from culturally and linguistically diverse backgrounds. This creates both a heightened duty of care and a unique opportunity to model best practice. WISEs operating under the NDIS Quality and Safeguarding Framework are also held to zero-tolerance standards for abuse, neglect, and exploitation of workers with disability.

1.2 The positive duty: from reactive to proactive

One of the most significant recent developments in Australian human rights law is the introduction of the positive duty under the Sex Discrimination Act 1984 (as amended in 2022). Previously, anti-discrimination law was largely reactive - an employer was required to respond to a complaint once harm had occurred. The positive duty fundamentally shifts this: employers are now legally required to take reasonable and proportionate steps to eliminate sexual harassment, sex-based harassment, and sex discrimination before it happens.

The AHRC has described this as the most significant change to workplace sexual harassment law in a generation. Critically, it applies to all employers - regardless of size. A sole trader, a community organisation, or a three-person startup is subject to the same preventative obligation as a major corporation. This is a signal of the direction of travel in Australian law: away from compliance as damage control, and toward embedding human rights as a proactive practice.

Scholars and practitioners at the Australian Human Rights Institute at UNSW have called for this positive duty model to be extended across all federal discrimination laws - including race, disability, and age - as part of a broader modernisation of Australia's anti-discrimination framework. This is a live area of reform that businesses can monitor.

1.3 The structural gap: Australia's missing Human Rights Act

Despite these protections, Australia faces a significant structural limitation. It is, as of 2026, the only Western liberal democracy without a national Human Rights Act or charter. Canada, the United States, and South Africa have bills of rights enshrined in their constitutions. The United Kingdom and New Zealand have national human rights acts. The European Convention on Human Rights binds 47 countries. Countries including India, Argentina, and Timor-Leste provide comprehensive constitutional guarantees. Australia has none of these at the federal level.

The consequences for businesses - particularly those seeking clear, consistent guidance on their obligations - are tangible. Without a unifying federal human rights act, protection is fragmented across multiple inconsistent statutes, common law principles, and implied constitutional rights. The Victorian Equal Opportunity and Human Rights Commission has noted that this absence means core human rights and freedoms may not be adequately protected or promoted at the federal level, and that protection varies inconsistently across states and territories.

Three Australian jurisdictions have taken matters into their own hands: the ACT (Human Rights Act 2004), Victoria (Charter of Human Rights and Responsibilities Act 2006), and Queensland (Human Rights Act 2019) each protect civil, political, and cultural rights and apply obligations to public authorities operating in those states. For businesses that operate across state lines - or that contract with state governments - this creates a patchwork of obligations that can be difficult to navigate.

> **Key point**
> In May 2024, the Parliamentary Joint Committee on Human Rights recommended - after reviewing over 300 submissions and 4,000 campaign letters - that Australia establish a federal Human Rights Act. More than 90% of published submissions to the inquiry supported the measure, and over 100 civil society groups welcomed the recommendation. As of mid-2025, no legislation had been introduced, but the political momentum and public support are stronger than at any previous point in Australia's decades-long debate on this question.

For small businesses, social enterprises, and WISEs, this gap matters practically. A federal Human Rights Act would provide a single, accessible standard against which to measure decisions, policies, and practices - replacing the current need to cross-reference multiple Acts, regulations, and state-level instruments. It would also make it easier to explain human rights obligations to employees, boards, and stakeholders in plain terms. As the Law Council of Australia has stated, the lack of federal human rights legislation leaves organisations without clear guidance in emerging areas of law, including artificial intelligence, digital rights, and aged care.

1.4 Why this matters now for small business, social enterprise and WISE

The business case for taking human rights seriously has never been stronger in the Australian context. Several converging forces are making human rights compliance both a legal and a strategic priority:

- **Supply chain pressure**: Large reporting entities under the Modern Slavery Act are increasingly requiring smaller suppliers to demonstrate their own human rights practices. A small business that cannot articulate its approach to labour rights or ethical sourcing risks losing contracts.
- **Reputational risk:** Consumers, investors, and funders are placing greater weight on ethical business conduct. Social enterprises and WISEs in particular are held to a higher standard by their stakeholders.
- **Workforce expectations:** Employees - particularly younger workers - increasingly choose employers based on values alignment. A workplace culture that ignores human rights may not attract and retain high potential talent.
- **Regulatory trajectory:** As the positive duty, the proposed federal Human Rights Act, and the review of modern slavery thresholds all demonstrate, Australian human rights law is moving in one direction: toward greater obligations, more proactive requirements, and lower thresholds for smaller organisations.
- **Access to funding:** Many government grants, philanthropic funders, and impact investors now require grantees or investees to demonstrate human rights-aligned governance as a condition of funding.

For WISEs specifically, there is an additional dimension: the organisation itself exists, in many cases, to advance the rights of people who have been excluded from mainstream economic participation. Embedding a human rights framework is not simply a compliance exercise - it is an expression of organisational purpose.

Part 2 — The International Context

2.1 The global foundation: UN Guiding Principles on Business and Human Rights

The international framework for business and human rights is anchored in the UN Guiding Principles on Business and Human Rights (UNGPs), unanimously endorsed by the UN Human Rights Council in 2011. Developed by Professor John Ruggie as UN Special Representative on Business and Human Rights, the UNGPs established the 'Protect, Respect, Remedy' framework: governments have a duty to protect human rights; businesses have a responsibility to respect them; and both must ensure access to remedy when harm occurs.

The UNGPs are not legally binding in themselves - they are a normative framework. But they have become the reference point for virtually all subsequent national and supranational business and human rights legislation globally, including Australia's Modern Slavery Act 2018 and the EU's

Corporate Sustainability Due Diligence Directive (CSDDD). For small businesses and social enterprises, the UNGPs provide a practical road map: identify human rights risks (due diligence), take action to prevent or mitigate them, and ensure those harmed can access remedy.

2.2 International comparison: what other countries do differently

A comparison of approaches across comparable democracies reveals that Australia, while active in some areas, does not address others - and that there is much to learn from jurisdictions that have moved further and faster.

Country / Region	Approach	Strength	Gap / Lesson for Australia
European Union	Corporate Sustainability Due Diligence Directive (CSDDD, 2024): mandatory human rights and environmental due diligence for large companies operating in the EU, with civil liability for failures. Complemented by the EU Forced Labour Regulation (effective 2027), which bans goods made with forced labour from the EU market.	Moves from disclosure to action: companies must prevent, mitigate, and remediate harm - not just report on it. Creates a level playing field across 27 member states.	Australia's Modern Slavery Act requires reporting but not action. The EU model's 'duty to prevent' approach — with meaningful enforcement - is a significant step beyond Australia's current framework.
France	Duty of Vigilance Law (2017): large companies must publish and implement a vigilance plan covering human rights and environmental risks across their supply chains. Companies can be sued for failure to prevent harm.	First country to introduce mandatory human rights due diligence with civil liability. Inspired the EU CSDDD and a wave of similar laws.	Australia has no equivalent civil liability mechanism for supply chain human rights failures. French businesses operating in Australia face stricter home-country obligations than Australian domestic law requires.
Germany	Supply Chain Due Diligence Act (2021): mandatory due diligence for companies with 1,000+ employees on human rights and environmental risks. Applies throughout the supply chain.	Strong enforcement by the Federal Office for Economic Affairs. Demonstrates mandatory due diligence is workable at scale.	Australia's $100M revenue threshold leaves many mid-size businesses outside reporting requirements. Germany's employee-count threshold captures more businesses.
Norway	Transparency Act (2022): requires companies and foreign companies selling in Norway to conduct human rights due diligence and publish reports. Individuals can request information on how a company addresses human rights impacts.	The right to request information is a powerful transparency mechanism — businesses must respond to public queries about their practices.	Australia has no equivalent public information-request right. Introducing a similar mechanism could drive accountability beyond reporting entities.
United Kingdom	Modern Slavery Act 2015: companies with £36M+ turnover must publish	Early mover in supply chain transparency; well-established	Australia's Modern Slavery Act (2018) is modelled on the UK approach and

Country / Region	Approach	Strength	Gap / Lesson for Australia
	annual modern slavery statements. Widely praised when introduced but increasingly criticised as a 'toothless tiger' — reporting is required, but due diligence and remediation are not mandated.	reporting infrastructure. The 2025 Independent Anti-Slavery Commissioner report proposes a new Forced Labour and Human Rights Bill with civil liability.	shares the same fundamental weakness: disclosure without enforcement. Both countries are debating the same upgrade to mandatory due diligence.
New Zealand	Human Rights Act 1993 plus a Bill of Rights Act 1990. No standalone modern slavery legislation, but active policy development. New Zealand businesses are subject to the NZ Human Rights Commission's guidance.	A national Human Rights Act provides a clear, accessible standard for businesses and individuals alike. New Zealand's rights framework is simpler and more unified than Australia's patchwork.	Australia's absence of a federal Human Rights Act is the starkest point of difference with NZ, UK, and Canada. NZ businesses operate with greater legal clarity on what human rights mean in practice.
Canada	Canadian Human Rights Act 1977; Fighting Against Forced Labour and Child Labour in Supply Chains Act (2023): mandatory reporting for large federally regulated entities on forced labour risks, with stronger disclosure requirements than Australia's Act.	A constitutional Bill of Rights plus sector-specific legislation. The 2023 modern slavery Act improves on earlier reporting models.	Canada's constitutional guarantee of rights is a structural advantage. Its modern slavery reporting Act - though recently introduced - has stronger penalties than Australia's for non-compliance.

2.3 The critical difference: disclosure vs. due diligence

The most important distinction in the international landscape is between disclosure-based regimes and mandatory human rights due diligence (MHRDD). Australia - like the UK in its current form - operates a disclosure-based regime: the Modern Slavery Act requires large entities to report on their risks and actions, but does not legally require them to take any specific action, and there are no penalties for inadequate reporting.

Scholars at the Oxford Industrial Law Journal have described the Australian, UK, and Californian transparency-based approaches as *'toothless tigers'* - noting that the lack of penalties, the discretion afforded to businesses in how they comply, and the focus on reporting rather than remediation have yielded negligible impacts on actual labour conditions in supply chains. The MHRDD model, pioneered by France in 2017 and now embedded in EU law, requires businesses to identify, prevent, mitigate, and account for adverse human rights impacts. It shifts the burden from victims - who must currently prove harm occurred - to businesses, who must proactively demonstrate they have managed risks.

This distinction matters practically for Australian small businesses and social enterprises. If Australia moves - as the 2023 statutory review recommended - toward mandatory due diligence with civil liability, the compliance bar will rise significantly. Organisations that have already embedded proactive human rights practices will be well positioned; those that have treated compliance as a box-ticking exercise will need to make significant adjustments.

2.4 What Australia could learn and adapt

Drawing on the international comparison, several lessons and adaptations are relevant for the Australian context - and, by extension, for the small businesses, social enterprises, and WISEs preparing for the future regulatory environment:

- **Adopt a 'prevent, not just report' mindset (EU/France/Germany):** Even before Australian law requires it, organisations that treat human rights due diligence as an active, ongoing practice - not just an annual reporting exercise - will be better placed for regulatory changes and supply chain scrutiny.
- **Extend positive duty thinking across all discrimination grounds** (drawing on UNSW AHRC Institute and state-level experience): Victoria, the ACT, and Queensland have demonstrated that rights-based frameworks with proactive obligations are workable. The federal positive duty on sexual harassment is the template; applying the same logic to race, disability, and age discrimination would bring Australia closer to international best practice.
- **Introduce a right to information (Norway model):** Allowing individuals to ask organisations how they manage human rights risks - and requiring a substantive response - would be a low-cost, high-impact accountability mechanism. Social enterprises could lead on this voluntarily, regardless of whether legislation requires it.
- **Lower the modern slavery reporting threshold (2023 statutory review recommendation):** The $100M threshold leaves the vast majority of Australian businesses entirely outside the formal reporting framework. Germany's employee-count model and Norway's turnover-and-employee approach capture far more businesses, including mid-size organisations that carry significant supply chain risk.
- **Enact a federal Human Rights Act (Parliamentary Joint Committee recommendation, 2024):** The most fundamental adaptation Australia could make is to join every other comparable democracy in providing a unified, accessible rights standard. For businesses, this would replace the current patchwork of obligations with a clear, consistent framework - reducing compliance costs and increasing legal certainty.
- **Sector-specific guidance for social enterprises and WISEs:** France, Germany, and Norway all provide sector-specific due diligence guidance. Australia's modern slavery framework is largely sector-agnostic. Tailored guidance for the social enterprise and disability employment sector - which carries specific human rights risks and opportunities - would improve both compliance and outcomes.

Key point

Bottom line for Australian small businesses, social enterprises and WISEs: International trends point in one direction. The global regulatory environment for business and human rights is tightening - from disclosure to due diligence, from reporting to liability, from reactive to proactive. Organisations that embed human rights now, ahead of regulatory requirements, are not just managing risk: they are positioning themselves as credible, trustworthy, and future-ready partners for funders, clients, and communities.

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Which Human Rights Laws Apply to Businesses in Australia?

1. Laws that apply to most businesses

Anti-discrimination laws

Several Australian laws make discrimination unlawful in workplaces and service delivery.

These include:

Racial Discrimination Act 1975	Disability Discrimination Act 1992
Sex Discrimination Act 1984	Age Discrimination Act 2004

These laws generally apply to:

- Hiring and recruitment
- Workplace behaviour
- Promotions and training
- Access to services
- Customer interactions
- Workplace policies and decisions

What businesses must do

Businesses must take reasonable steps to prevent:

- Discrimination
- Sexual harassment
- Bullying
- Victimisation
- Unfair treatment based on protected characteristics

Protected characteristics can include:

- Race
- Sex
- Disability
- Age
- Pregnancy
- Family responsibilities
- Religion
- Sexual orientation

Is this compulsory?

☑ Yes.

These laws are legally enforceable and apply to businesses of all sizes.

2. Fair Work obligations

The Fair Work Act 2009 sets minimum workplace standards in Australia.

This includes:

- Minimum pay
- Leave entitlements
- Working hours
- Workplace protections
- Protection from adverse action and unfair dismissal

What businesses must do

Businesses must:

- Pay workers correctly
- Follow awards and agreements
- Provide lawful working conditions
- Avoid workplace discrimination and retaliation
- Respect workplace rights

Is this compulsory?

☑ Yes.

Most Australian employers must comply with Fair Work laws.

3. Work health and safety laws

Australian employers have a duty to provide safe workplaces. This includes both physical and psychological safety.

What businesses must do

Businesses should:

- Identify workplace risks
- Prevent harm where possible
- Respond to safety concerns quickly
- Provide training and support
- Reduce risks of bullying, harassment and stress

Is this compulsory?

☑ Yes.

Work health and safety laws apply in every Australian state and territory.

4. Positive duty to prevent sexual harassment

Australian law now requires employers to actively prevent workplace sexual harassment and sex-based discrimination.

This is called the “positive duty” under the Sex Discrimination Act.

What businesses must do

Businesses are expected to:

- Take proactive steps to prevent harm
- Create respectful workplace cultures
- Train staff and leaders
- Have reporting and response processes
- Address issues early

This applies even if no complaint has been made.

Is this compulsory?

☑ Yes.

The Australian Human Rights Commission can investigate organisations that fail to meet this duty.

5. Modern Slavery Act

The Modern Slavery Act 2018 focuses on risks such as:

- Forced labour
- Human trafficking
- Exploitation in supply chains
- Child labour

Who must comply?

Currently, organisations with annual consolidated revenue over $100 million must report on modern slavery risks.

What about smaller businesses?

Smaller organisations may not be legally required to report, but many are still asked about:

Ethical sourcing	Supplier practices
Labour standards	Human Rights policies

This is increasingly important when applying for:

- Government contracts
- Grants
- Corporate partnerships
- Supply chain opportunities

Is this compulsory?

Mandatory for larger organisations.

Optional but increasingly expected for smaller businesses and social enterprises.

6. Disability and accessibility obligations

Businesses must make reasonable adjustments for people with disabilities.

This can apply to:

- Recruitment
- Work environments
- Communication
- Technology
- Customer access

What businesses should consider

- Physical accessibility
- Accessible communication
- Flexible work arrangements
- Inclusive recruitment practices
- Digital accessibility

Is this compulsory?

☑ Yes.

The Disability Discrimination Act applies to employers and service providers.

7. Additional responsibilities for WISE and social enterprise organisations

WISE organisations often work with people who face barriers to employment.

This can include:

- People with disability
- First Nations peoples
- Young people
- Refugees and migrants
- People with lived experience of disadvantage

Because of this, organisations should pay close attention to:

- Informed consent
- Privacy and dignity
- Safe supervision
- Inclusive communication
- Trauma-informed practices
- Cultural safety

Some organisations may also have additional obligations under:

- NDIS Practice Standards
- Funding agreements
- Government procurement requirements
- Sector accreditation standards

Important to know

Australia does not currently have a national Human Rights Act.

Instead, human rights responsibilities are spread across different laws and regulations.

Even when a formal human rights framework is not legally required, organisations are increasingly expected to show:

- Ethical leadership
- Safe and inclusive practices
- Respect for human dignity
- Strong governance
- Accountability and transparency

Internationally, business regulation is moving toward stronger human rights responsibilities and proactive risk management.

Organisations that begin building these practices now are likely to be better prepared for future legal, funding and supply chain expectations.

The Five Key Areas of Human Rights Law in Australian Business



In business, human rights law isn't an abstract legal layer sitting outside your day-to-day operations. It shows up in how you hire, promote, manage, contract, design services, and build culture. In Australia, five key areas form the backbone of human rights protections that every business leader, team member, and contractor will interact with.

1. Race: Equal treatment regardless of cultural or ethnic background

Race discrimination law in Australia is designed to ensure people are not treated unfairly because of their race, colour, descent, nationality, or ethnic origin.

In business, this shows up in very practical ways:

- Hiring decisions that are based on merit, not stereotypes
- Workplace culture that does not tolerate jokes, "banter," or assumptions based on ethnicity
- Equal access to opportunities, leadership roles, and training
- Fair treatment in customer service and supplier relationships

What it means in real terms:
A team member should never feel they need to "minimise" their cultural identity to fit in. Likewise, a customer should not receive a different standard of service because of how they look, speak, or where they are from.

Business impact:
Race discrimination can appear subtly - through exclusion from informal networks, assumptions

about capability, or biased communication styles. These are not just cultural issues; they are legal and reputational risks.

2. Age: Fairness across generations

Age discrimination law protects people from being treated unfairly because they are a particular age such as younger, middle aged or older.

In business settings, age bias often shows up in both directions:

- Younger employees being overlooked as “inexperienced”
- Older employees being seen as “not adaptable” or “too close to retirement”
- Hiring practices that unintentionally favour one age group
- Exclusion from training based on assumptions about capability or tech skills

What it means in real terms:
Capability is not defined by age. A 22-year-old may bring deep digital fluency and innovative thinking to the organisation. A 62-year-old may bring strategic judgement, sector knowledge, and stakeholder insight.

Business impact:
Age-inclusive organisations are often associated with stronger knowledge transfer, broader problem-solving perspectives, and more stable teams. Homogenous groups can be more prone to groupthink, and unconscious age bias may contribute to this by narrowing the range of perspectives at the table.

3. Disability: Designing work so everyone can participate

Disability discrimination law protects people with physical, sensory, intellectual, neurological, and psychosocial disabilities. It also includes chronic illness and conditions that may not be visible.

Importantly, this area is not only about “not discriminating” - it is about reasonable adjustments and accessibility.

In business practice, this includes:

- Making recruitment processes accessible (e.g, alternative formats, flexible interviews)
- Providing adjustments such as flexible hours, assistive technology, or workspace modifications
- Ensuring digital tools and documents are accessible
- Designing meetings and communication so everyone can participate

What it means in real terms:
Accessibility is not a favour - it is a design requirement. A workplace that only works for some people is a workplace that is unintentionally excluding talent.

Business impact:
When disability inclusion is done well, it improves systems for everyone - clearer communication, better digital design, and more flexible working practices.

4. Sex discrimination: Equal opportunity regardless of gender

Sex discrimination law covers unfair treatment based on sex, gender identity, sexual orientation, pregnancy, breastfeeding, or related family responsibilities.

In business environments, this includes:

- Equal pay for work of equal value
- Fair hiring and promotion practices
- Safe workplaces free from harassment or gender-based bias
- Support for parental leave and caregiving responsibilities
- Inclusion of gender-diverse employees without discrimination

What it means in real terms:
People should not have to choose between career progression and family responsibilities. Nor should gender identity affect whether someone is respected, heard, or included in decision-making.

Business impact:
Research consistently links gender-diverse leadership to stronger financial performance - companies with women CEOs have been shown to deliver higher market value, and gender-diverse teams are more likely to outperform less diverse ones.

5. Modern slavery: Ethical responsibility in supply chains and labour practices

Modern slavery law in Australia focuses on identifying and addressing severe exploitation in business operations and supply chains. This includes:

- Forced labour
- Human trafficking
- Debt bondage
- Child labour
- Exploitative recruitment practices

Under the Modern Slavery Act 2018 (Cth), many large businesses are required to report on risks in their supply chains and the actions they are taking to address them.

In business practice, this means:

- Understanding where your products and services come from
- Checking labour conditions in supply chains (including subcontractors)
- Ensuring recruitment agencies are ethical and transparent
- Taking responsibility beyond your direct employees

What it means in real terms:
A business is not only responsible for what happens inside its office or workplace, but also for what happens in the systems it buys from.

Business impact:
Modern slavery risk is increasingly a reputational, legal, and investor concern. Ethical supply chains are now part of business credibility, not optional compliance.

What ties all five areas together

While each category is distinct, they all share one core principle:

People should be able to participate fully in work and society without unfair barriers based on identity or circumstance.

For business leaders and teams, this translates into three practical expectations:

- Fairness in decision-making (who gets hired, promoted, or heard)
- Access and inclusion in systems (tools, processes, communication, environments)
- Accountability across operations (including supply chains and external partners)

A final lens for business practice

A useful way to think about human rights law in business is this:

It is not only about avoiding harm. It is about designing systems where more people can succeed.

When organisations take this seriously, compliance stops being a legal burden and becomes a performance advantage - because better inclusion produces better decisions, stronger teams, and more resilient business systems.

What Human Rights Compliance Looks Like in Practice



What does “compliance” actually mean?

Human rights compliance is not only about having policies or avoiding legal problems.

In practice, it means creating a business that:

- Treats people fairly and respectfully
- Prevents harm where possible
- Responds appropriately when problems arise
- Creates safe, inclusive and accessible environments
- Makes ethical decisions in everyday operations

For most Australian businesses, regulators and stakeholders are not expecting perfection.

The expectation is that organisations are taking reasonable, practical and genuine steps to respect people’s rights.

What businesses are generally expected to do

1. Have clear workplace standards

Most organisations are expected to have simple, accessible policies that explain:

- Expected behaviour
- Anti-discrimination and anti-harassment standards
- Workplace safety responsibilities
- Complaints and reporting processes
- Inclusion and accessibility commitments

Policies should be:

- Easy to understand
- Available to staff
- Regularly reviewed
- Used in practice

2. Create safe workplace cultures

Compliance is not only about documents.

Businesses are expected to actively create workplaces that are:

- Respectful
- Inclusive
- Free from bullying and harassment
- Psychologically safe
- Culturally safe

This includes how leaders communicate, respond to concerns and make decisions.

A workplace culture that ignores harmful behaviour may still create legal risk even if policies exist.

3. Take reasonable steps to prevent harm

Australian law increasingly focuses on prevention.

Businesses are expected to identify risks early and take practical action before harm occurs.

Examples include:

- Training staff on respectful behaviour
- Checking employee wellbeing
- Reviewing accessibility barriers
- Addressing unsafe behaviour quickly
- Monitoring workplace culture
- Supporting safe reporting of concerns

The expectation is not that every risk can be removed.

The expectation is that organisations take reasonable action.

4. Respond appropriately to complaints and concerns

Businesses should have a process for responding when problems arise.

People should know:

- Who to speak to
- How concerns will be handled
- What support is available
- That complaints will be taken seriously

Good practice includes:

- Listening respectfully
- Maintaining privacy where possible
- Responding promptly
- Keeping records
- Taking action where needed

Ignoring complaints or responding defensively can increase legal and reputational risk.

5. Make workplaces accessible and inclusive

Compliance also means considering whether people can fully participate.

Businesses are generally expected to make reasonable adjustments for people with disability and reduce barriers where possible.

This may include:

- Flexible work arrangements
- Accessible communication
- Physical accessibility
- Inclusive technology and digital systems
- Clear language
- Cultural inclusion

Accessibility should be considered from the beginning, not added later.

6. Pay attention to suppliers and partnerships

Human rights responsibilities can extend beyond direct employees.

Increasingly, organisations are expected to consider:

- Who they buy from
- Whether workers are treated fairly
- Ethical sourcing practices
- Risks within supply chains

This is helpful when working with clients and partners such as:

- Government contracts
- Large corporate clients
- Impact investors and funders

7. Show evidence of action

Compliance is easier to demonstrate when organisations can show practical evidence.

Examples include:

- Policies and procedures
- Staff training records
- Meeting notes or risk reviews
- Accessibility actions
- Complaint handling processes
- Supplier standards
- Workplace wellbeing initiative

What regulators and stakeholders usually look for

In practice, regulators, funders and partners often look for signs that an organisation:

- Understands its responsibilities
- Takes concerns seriously
- Has practical systems in place
- Tries to prevent harm
- Learns and improves over time
- Creates safe and respectful environments

For social enterprises and WISE organisations, there is often a stronger expectation because organisations work closely with people who may experience barriers to employment.

A practical way to think about compliance

Human rights compliance is not only a legal exercise.

It is part of good leadership, good governance and good workplace culture.

A practical approach is to ask:

- Are people safe?
- Are people treated fairly?
- Can people speak up safely?
- Are barriers being reduced?
- Are decisions respectful and inclusive?
- Are we taking reasonable action when risks appear?

If an organisation can answer these questions honestly and demonstrate action, it is already building stronger human rights practice.

How human rights law becomes everyday business practice in Australia



In Australian business, human rights obligations are often discussed as legal concepts - in legislation, policies, or compliance frameworks. But in practice, they are not abstract. They are operational. They show up in the everyday decisions that shape how people are hired, managed, supported, paid, heard, and protected.

This section translates legal obligations into day-to-day business reality using universal design language, so it's accessible to business owners, leaders, managers, and team members across different industries and levels of experience.

1. Recruitment and hiring: where human rights obligations begin

Hiring is one of the clearest places where human rights law becomes visible in practice.

What the law requires in practice:

- No discrimination based on race, age, sex, disability, or other protected attributes
- Fair and consistent selection processes
- Reasonable adjustments for candidates with disability
- Equal access to opportunity

What this looks like day-to-day:

- Job descriptions written in inclusive, capability-based language (not coded or biased language such as "young and energetic" or "native English speaker required")
- Structured interviews rather than informal "gut feel" decisions
- Panels instead of single decision-makers to reduce bias

- Providing alternative interview formats (phone, video, written responses, accessible venues)
- Assessing candidates based on skills and outcomes, not assumptions about background or age

Operational reality:

Even small choices - like where a job ad is posted or how an interview is conducted - can either widen access or unintentionally exclude people.

2. Workplace culture and daily interaction: where rights are experienced

Once people are employed, human rights obligations shift from access to experience.

What the law requires in practice:

- A workplace free from discrimination, harassment, and bullying
- Equal treatment regardless of identity
- Safe and respectful working conditions

What this looks like day-to-day:

- How people speak to each other in meetings
- Whether jokes, comments, or “banter” cross into exclusion or stereotyping
- Whether all voices are invited into discussion - not just dominant personalities
- How conflict is managed and resolved
- Whether employees feel safe raising concerns without fear of retaliation

Operational reality:

Culture is not created by values statements. It is created by repeated behaviours that either reinforce inclusion or exclusion.

For example:

- Who gets interrupted in meetings
- Who gets credited for ideas
- Who is asked for input versus overlooked
- How managers respond to complaints or feedback

These micro-interactions are where human rights obligations become lived experience.

3. Management and leadership decisions: where fairness is tested

Managers are the primary “delivery mechanism” of human rights compliance in organisations.

What the law requires in practice:

- Equal opportunity in promotion and development
- Non-discriminatory decision-making
- Reasonable adjustments for employees with disability or caregiving responsibilities
- Fair disciplinary processes

What this looks like day-to-day:

- Promotion decisions based on clear criteria rather than informal preference or familiarity
- Transparent performance expectations
- Regular check-ins that allow employees to raise needs or barriers
- Adjusting workloads, hours, or environments where required
- Ensuring parental leave, illness, or disability does not disadvantage career progression

Operational reality:

Many human rights risks in business do not come from explicit discrimination. They come from inconsistent decision-making, lack of transparency, and reliance on subjective judgement.

4. Communication and information: inclusion through clarity and access

Human rights law increasingly intersects with how information is shared and accessed in workplaces.

What the law requires in practice:

- Reasonable accessibility for employees with disability
- Equal access to information needed to perform roles
- Non-discriminatory communication practices

What this looks like day-to-day:

- Documents provided in accessible formats (screen-reader friendly, clear structure, plain language)
- Meetings with clear agendas and follow-ups
- Use of captions, transcripts, or alternative formats where needed
- Avoiding over-reliance on informal or verbal-only communication channels
- Ensuring remote and hybrid workers are not excluded from key decisions

Operational reality:

If people cannot access information in the same way, they cannot participate equally. Accessibility is not a technical add-on - it is part of operational design.

5. Procurement and supply chains: extending responsibility beyond the workplace

Human rights obligations do not only apply to your immediate workplace.

What the law requires in practice:

Under Australia's Modern Slavery Act, many organisations must identify, assess, and report on risks of exploitation in their supply chains.

What this looks like day-to-day:

- Asking suppliers about labour practices and working conditions
- Including ethical sourcing clauses in contracts
- Reviewing subcontracting arrangements, not just direct suppliers
- Ensuring recruitment agencies used by the business are compliant and ethical
- Tracking where goods and services originate from, especially in high-risk sectors

Operational reality:

Many human rights risks sit within your organisation's supply chain. This means procurement decisions are not just financial - they are ethical and legal risk decisions.

6. Policies, reporting, and incident response: how compliance is maintained

Policies alone do not create compliance - but they structure accountability.

What the law requires in practice:

- Clear internal processes for discrimination and harassment complaints
- Record-keeping and reporting systems (especially for larger organisations)
- Risk identification and mitigation (particularly under modern slavery obligations)

What this looks like day-to-day:

- Clear reporting channels for staff concerns
- Documented responses to incidents or complaints
- Training that is not one-off, but ongoing and role-specific
- Regular reviews of workplace practices and outcomes
- Leadership accountability for addressing systemic issues

Operational reality:

A policy is only effective if people trust the system and believe action will follow reporting.

The operational shift: from compliance to design thinking

When human rights obligations are translated into daily operations, a key shift happens with intentional design across:

- Hiring systems
- Leadership practices
- Communication structures
- Supplier relationships
- Workplace culture

A simple way to summarise the shift

Legal obligation → Operational expression

Anti-discrimination law → Fair hiring, promotion, and conduct systems
Disability rights → Accessible environments and reasonable adjustments
Sex discrimination law → Equal opportunity, safety, and respect
Race discrimination law → Inclusive culture and equitable participation
Modern slavery law → Ethical procurement and supply chain oversight

In Australian business, human rights law is not primarily enforced through constant legal action - it is embedded through expectations of fair process, inclusive design, and accountable leadership.

In practice, this means every organisation is continuously making human rights decisions, whether it recognises them or not.

The difference between compliant and non-compliant organisations is rarely intention. It is usually whether human rights considerations are built into everyday systems - or left to chance.

VIDEO STORIES

Sometimes the clearest way to understand how something works in practice is to hear from people who've actually done it. This collection of video stories brings together social enterprises from a range of industries - from small local operations to large organisations working across international supply chains - to share how they've approached human rights in their day-to-day business. You'll hear what worked, what was harder than expected, and what they'd do differently. Whether you're just starting out or looking to improve existing practices, there's something here for every stage of the journey.

Listen to this conversation with Patricia Kaziro, Director of Kaziro Group and Dr. Stephen Morse, CEO of Unchained Solutions, who brings over 25 years of leadership experience across the not-for-profit and private sectors.

Watch: Patricia Kaziro and Dr Stephen Morse





Patricia Kaziro speaks with Ralph Fallows, Strategic Partnerships Manager at Ability Works Australia - a dedicated community builder whose career spans multiple geographies, industries, and sectors, to talk about work as a fundamental human right.

Watch: Patricia Kaziro and Ralph Fallows





Sherryl Ready, former Network Lead at Social Enterprise Australia, speaks with Hedayat Osyan, Founder and CEO of CommUnity Construction. A Westpac Social Change Fellow, Hedayat's social enterprise supports humanitarian refugees in gaining employment in the construction industry.

Watch: Sherryl Reddy and Hedayat Osyan





A Simple Implementation Framework

Below is a practical implementation guide for Australian businesses including social enterprises and WISEs that may not have dedicated legal or HR teams.

It is designed to bridge a common gap:

> Most businesses understand human rights in principle, but are unsure what to actually do.

This guide translates human rights into simple operational steps that can be embedded in your organisation, without needing complex systems or large budgets.

Purpose

To help your business:

- Move from awareness → action
- Build fair, safe, and inclusive systems
- Reduce legal and reputational risk
- Create stronger, more trusted workplaces
- Do the right thing in a practical, sustainable way

PART 1: THE CORE PRINCIPLE

Before systems and policies, there is one guiding question:

> How do the people we engage with actually experience our organisation - and what would we do if something was going wrong?

Human rights in business is about your organisation enacting the values of fairness, access, and respect.

PART 2: THE 6-AREA HUMAN RIGHTS CHECKLIST FOR BUSINESS

Use this as a simple audit. You can review annually or when your team grows.

1. Hiring and Recruitment (Fair Access to Opportunity)

Ask:

- Are job ads written in clear, simple language?
- Are we accidentally excluding people through wording or assumptions?
- Do we assess people based on skills rather than “fit” or background?
- Can people with disability apply easily?
- Do we have more than one person making hiring decisions?

Actions:

- Remove biased language (age, gender, culture-coded terms
- Use structured interview questions
- Keep selection criteria written down before interviewing
- Offer alternative interview formats if needed

What 'good' looks like…
People are hired because they can do the work - not because they present in a certain way.

2. Workplace Culture (Everyday Respect)

Ask:

- Do people feel safe speaking up?
- Are all voices heard in meetings?
- Do jokes, comments, or behaviours ever target particular people?
- Does the team know how to respond to concerns?

Actions:

- Create a simple "respect at work" expectation (1 page)
- Normalise respectful feedback in meetings
- Address harmful behaviour early (not later)
- Make it safe to raise concerns without retaliation

What 'good' looks like…
People do not need to "fit in" to belong.

3. Accessibility and Inclusion (Removing Barriers)

Ask:

- Can everyone access our workspace, tools, and documents?
- Are meetings accessible (remote options, captions, clear agendas)?
- Can people with different needs fully participate?

Actions:

- Use universal design in key documents
- Provide digital documents in accessible formats
- Allow flexible work arrangements
- Ask individuals what adjustments they may need

What ‘good’ looks like…
Participation does not depend on physical or cognitive ability.

4. Fair Treatment in Management (Decisions That Affect People)

Ask:

- Are promotion and pay decisions consistent and explainable?
- Do some people get more opportunities informally?
- Are expectations clear for everyone?

Actions:

- Document role expectations
- Make promotion decisions based on measurable criteria
- Document key decisions affecting staff

What ‘good’ looks like…
People understand how decisions are made

5. Supplier and Partner Responsibility (Modern Slavery Awareness)

Ask:

- Do we know where our products/services come from?
- Are we relying on suppliers with unknown labour practices?
- Have we checked high-risk supply chains?

Actions:

- Ask suppliers simple questions about labour standards
- Prefer transparent, ethical suppliers where possible
- Avoid “unknown chain” procurement when risk is high
- Keep a basic supplier list and review annually

What ‘good’ looks like…
Your business does not unintentionally contribute to exploitation.

6. Complaints, Feedback, and Accountability

Ask:

- Do people know how to raise concerns safely?
- Do we respond consistently when issues arise?
- Do we continuously improve our processes based on feedback?

Minimum viable actions:

- Create a simple feedback/reporting channel (email, form, contact person)
- Respond to concerns within a set timeframe
- Document issues and actions taken
- Treat feedback as system improvement, not criticism

What 'good' looks like…
People trust the system enough to use it.

As a recap, moving beyond compliance means:

- ➔ Not waiting for a complaint to improve systems
- ➔ Designing work so fewer barriers exist in the first place
- ➔ Making fairness part of daily decision-making
- ➔ Listening early, not reacting late
- ➔ Building trust through consistency, not intention

REAL WORLD EXAMPLES

These written case studies are designed to make it easier to know how to get started on creating a human rights framework within your organisation. Each one focuses on a specific area of human rights law and walks through how it applies in a real business context. They're a practical starting point for understanding how to embed human rights in business and thinking through what that means for how you operate.

Case Study 1: Renai Mouton: Human Rights, Culture and Business



A Yarn with Renai: Human Rights, Culture and Business

Renai Mouton is a culturally grounded strategic advisor working across community, culture, wellbeing and economic systems. Through relational, cross-cultural and systems-informed approaches, her work supports organisations, initiatives and communities navigating complex social, cultural and economic environments. Grounded in a First Nations worldview, Renai brings together strategic thinking, leadership and community-centred practice to support sustainable, inclusive and self-determined futures.

Over the past two decades, Renai has worked across community, social enterprise, education, leadership and cross-sector environments, supporting initiatives focused on participation, wellbeing, systems change and sustainable economic futures. Her experience includes executive leadership within First Nations-led organisations and social enterprise environments, including as previous CEO of First Nations Worthwhile Ventures, alongside strategic advisory, ecosystem development, leadership support and culturally informed practice grounded in relationships, collaboration and long-term outcomes. She has worked alongside organisations including Reconciliation Australia, Social Enterprise Australia, BlackCard, Chandler Macleod and a range of community-led and cross-sector initiatives across Australia.

Renai is a wonderful leader, guide, advisor, practitioner and change-maker in the social enterprise space, with deep insight into the foundational importance of truth-telling and respecting the rights of First Nations peoples as part of prioritising people and planet over profit. She is a Social Enterprise Council of NSW & ACT (SECNA) Champion, and her work has been recognised through the CEO Monthly Most Influential CEO Awards (2025–2026), including Most Influential Leader – Economic Development Consulting (Australia), Best Community-led Strategic Advisory – Australia, and Most Influential CEO – Indigenous Business Consultancy (FNWV).

Renai lives and works on Kambuwal / Githabul Country.

Contact Renai: renai@renaimouton.com.au | Website: www.renaimouton.com.au

What follows are Renai's words and reflections, shared generously in conversation. As Renai said in her yarn with Patricia Kaziro, she speaks from her own lens as a First Nations woman, and does not speak on behalf of all First Nations peoples.

Why UNDRIP Matters

The thing I really want to talk about is UNDRIP - the United Nations Declaration on the Rights of Indigenous Peoples. It's a framework that isn't talked about or used nearly enough in Australia, even though we're a signatory to it. When I think about human rights, and how they show up in business and in the social sector, I think we need to lay UNDRIP alongside our human rights principles and really look at them together. Am I in line with these articles? Am I thinking about self-determination properly? It was developed over twenty-years through global consultation with First Nations peoples and you can download it for free, the same as any human rights document. It's completely accessible. There's no doom and gloom here - we can absolutely do this. But we have to actually pick it up and use it, not leave it sitting on a shelf.

Read more: United Nations Declaration on the Rights of Indigenous Peoples

Human Rights Aren't as Neutral as We Think

Something I keep coming back to is that human rights, as they're applied in a country like Australia, aren't neutral. They're implemented through a Western lens, because Western culture is the dominant culture. I want to be really clear - that doesn't make it wrong. Human rights principles were built to be universal, and I understand and respect that intention. But we have First Peoples here too, with completely different, collective cultural ways of being, and when the dominant framework is built around individual, nuclear ways of thinking, it doesn't work the same way for everyone. It's not working for First Nations people, and for anyone who comes from a collective, societal way of being and doing. I don't think we should be choosing one over the other. I think we're at a point of evolution, where we can acknowledge that what we have isn't neutral, and start having that conversation properly, at every level of business and every level of the sector.

Seeing Race, Seeing Difference, Is a Form of Respect

One of the most common things I hear from people who believe they're being equal or equitable is that they "don't see race." Whilst I understand the intent, it is actually quite offensive, because we need to see race. We need to see gender, disadvantage, disability. Seeing these things is how we understand that we're not all starting from the same place, that our needs aren't all the same.

That's the misunderstanding I keep running into - this idea that neutrality means sameness. Equality assumes we're all starting from the same point, and we're not. Equity means recognising the different starting points and building from there. Up until 1967, Aboriginal and Torres Strait Islander people weren't even considered people in this country. So when someone tells me everyone gets the same start, that we're all in the land of the fair go, that's just categorically not true. We have systemic issues with racism, poverty and government policy that are still playing out today.

First Nations Entrepreneurship Isn't New - It's Ancient

I love this sector, but something I've observed over the last four years is a misconception that collective, people-and-planet-first ways of doing business are new, something being driven through a Western lens. They're not. This is old - really old. First Nations people have always been entrepreneurial. If you look at the historical trade routes across this country, in places like northeast Arnhem Land, they were incredibly strong and business-minded - trading ochre with the central desert, trading with our neighbours in Melanesia, extensive sea and land trade routes long before colonisation. Then colonisation happened, and a huge part of that was being told, in effect, to stop practising culture, stop what you were doing. That stopped trade, it stopped entrepreneurship, because those things were woven into our cultural ways of being. So two hundred and fifty-odd years later, there's this stigma that Aboriginal and Torres Strait Islander people can't run businesses or aren't economically self-determined, and it's completely the opposite of the truth. When this sector feels good, when it feels human-centric, that's because collective societies have always been human-centric. This isn't new. It's a return to something that was always there.

Work as a Human Right, and Knowing When to Step Back

When I think about work and economic participation as a human right, I keep coming back to positionality. If you're an organisation delivering a program or a service, I'd ask you to really think about whether that's something a First Nations person or organisation could deliver instead. There was a time when non-Indigenous organisations were needed to help build social structures and services in community. We don't always need that anymore, and in a lot of areas, we now have the capacity and capability to lead ourselves. I'm not saying fold your business - I understand that's not always realistic. But think about how you pivot. Because you could have been delivering real impact for years, and still be a barrier to economic self-determination, without realising it. The last thing First Nations people need, when we're already overcoming so many barriers to economic self-determination, is to be competing for funding or opportunity against people who've had the benefit of generational wealth and education. Even our certification systems - B Corp, Social Traders, people-and-planet-first frameworks - aren't really built with First Nations business in mind. That's worth sitting with.

This Isn't Either/Or - It's Both, Together

I don't see anything in absolutes, and I don't like the idea of silos. I don't think the answer is separating First Nations economic pathways completely from the mainstream, and I don't think the answer is flipping the whole system either - that wouldn't suit Western cultural ways of being any more than the current system suits us. What I think we need is acknowledgement that we have two very distinct, strong cultures in this country, sitting alongside each other, and both deserving of equal value. When people feel threatened by this conversation, that's the real problem - but there's no threat here. This is an addition, not a subtraction. If we can be honest about the dominant

culture, honest about how colonisation still shapes things today, and bring UNDRIP and human rights principles together, then I genuinely believe we can build something that's inclusive and empowering for everyone. We shouldn't have to be educators all the time - but we're very happy to keep having this conversation, because there's tremendous support and there are tremendous tools already out there to do this differently.

With thanks to Renai for so generously sharing her wisdom and her experiences in this yarn.

Case Study 2: All Things Equal



Organisation name:

All Things Equal

Organisation website:

allthingsequal.com.au

CEO

Jess Colgan

Sector or area of work:

Social enterprise / Hospitality / Disability employment

Location:

Melbourne, Victoria (currently operating from Balaclava; expanding to Abbotsford Convent in 2026)

Description:

All Things Equal (ATE) is a Melbourne-based social enterprise empowering people with disability through award-wage employment, purposeful training, and pathways to rewarding careers in hospitality. Founded in 2021, we operate a three-stage employment model (Access, Employ, Bridge) that takes people from pre-employment training through to careers with mainstream hospitality businesses. In 2025, we launched our Equal Opportunity whitepaper, positioning ATE as the national leader in disability employment in hospitality. In 2026, we are expanding to the Abbotsford Convent, one of Australia's most significant arts and cultural precincts, with more than 700,000 visitors per year.

Who we work with and Support

ATE works with and supports:

- Trainees and employees — people with disabilities (including intellectual disability, autism, acquired brain injury, and other conditions) who are employed at ATE's cafe and catering operation, or participating in our pre-employment Access program. To date, 44 trainees have been in award-wage employment with ATE, with over 19,000 hours of paid employment delivered and $670,000 paid in award wages.
- Graduates transitioning into open employment — supported through our Bridge program with employer partners including W Melbourne, Food & Desire, Delaware North at the MCG and Arnold Bloch Leibler.
- Employer partners — hospitality businesses that employ ATE graduates, and broader industry partners including the Australian Open, Australian Grand Prix Corporation, Veneziano Coffee Roasters, and others.
- NDIS participants and their families — most of our trainees and graduates are NDIS participants whose funding supports their participation at every stage.
- The broader community — customers who engage with our cafe, catering, and events as a hospitality business.

Our Mission

All Things Equal exists to create meaningful, paid employment for people with disabilities in the hospitality industry. Our mission is to shift the employment landscape so that inclusive hiring becomes standard practice — not an exception — and people with disabilities can build real careers, earn real wages, and thrive in workplaces that value them. Our 10-year vision is to create 1,100 jobs for people with disability by 2035, and train 4,500 hospitality employers in inclusive hiring practices.

Our Human Rights Focus

The following human rights issues are most relevant to All Things Equal:

- Fair access to employment and opportunity — people with disabilities face systemic barriers to meaningful paid work that have not substantially changed in more than 30 years. ATE was founded specifically to address this gap.
- Disability inclusion — our entire model is built around the inclusion of people with disability in mainstream hospitality workplaces, at every level.
- Fair work and dignity — we pay full award wages, and we are committed to ensuring our employees are treated with the same dignity and respect as any other worker. Equitable

pay is a fundamental human right that promotes financial independence and social inclusion.
- Safe and respectful workplaces — we actively prepare both our employees and our employer partners to create environments where people with disabilities are welcomed, supported, and able to thrive.
- Discrimination and employer misconceptions — many employers underestimate the capabilities of people with disability, and ATE works to educate the sector, challenge low expectations, and make the business case for inclusion.

Why human rights is important in our organisation

The numbers tell a clear story. People with disability are twice as likely to be underemployed as those without disability (AIHW, 2024). The unemployment rate for people with disability sits at 7.5%, rising to 13% for those with severe or profound disability. Nearly 45% of people with disability live at or near the poverty line — 2.5 times the rate of the general population.

Meanwhile, the hospitality sector — which employs 849,500 Australians and will need 21,400 additional workers by 2028 — is experiencing one of the worst staffing crises in decades. The workforce that hospitality needs is ready and willing to work. The barrier is not capability; it is the system's failure to include people with disability.

How we support human rights in everyday business practice

ATE embeds human rights into its operations across every stage of our model:

The three-stage employment pathway (Access > Employ > Bridge):

1. Access: A structured pre-employment program (typically 12 months) where trainees build foundational hospitality skills, workplace behaviours, and confidence through our cooking school, front-of-house training, and shadow shifts at the cafe. Supported one-on-one by hospitality buddies and instructors, funded through NDIS. Trainees are not yet paid at this stage.
2. Employ: Paid roles at All Things Equal Cafe & Catering (12-18 months). Trainees receive full award wages and are supported by a dedicated hospitality trainer. Core workplace behaviours — punctuality, teamwork, communication, feedback, self-advocacy — are embedded. Trainer costs are funded via NDIS.
3. Bridge: Transition into open employment with partner hospitality businesses. ATE matches trained employees with inclusive employers, provides onboarding support, and funds the workplace mentor through NDIS. The employer pays the employee a standard award wage under a standard employment agreement.

Employer education and preparation:

- All Things Equal provides disability awareness training, expectation-setting sessions, and role-of-mentor briefings to employer partners before any graduate joins their team.
- Immersive experiences — such as employer teams working alongside our trainees as cooking class buddies — build real understanding and confidence before the formal employment relationship begins.

- ATE addresses common employer misconceptions directly, including the perceived cost and complexity of inclusive hiring (most workplace adjustments cost nothing, or as little as $500).

Policies, recruitment, and workplace adjustments:

- Inclusive recruitment practices that identify capability rather than screen people out.
- All employees are paid full award wages — no piece rates, no exceptions.
- Routine workplace adjustments including modified tasks, visual schedules, communication supports, and flexible shift structures.

Advocacy and sector leadership:

In 2025, ATE published the Equal Opportunity whitepaper — a blueprint for disability employment in hospitality, drawing on global research, case studies, and a 10-year sector strategy. The report was recognised by The Age Good Food Guide Awards 2026 and generated significant media coverage including The Age, Broadsheet, Formula Grand Prix,, and the Australian Open.

ATE tracks and publicly reports on wage outcomes, employment hours, and career transitions, creating accountability and building the evidence base for inclusive employment.

An example of how this works in real life

Sam joined All Things Equal in 2021. He had not finished school, felt unsure about his future, and at first required close supervision to build confidence speaking with customers and managing busy shifts. With structured, scenario-based training and one-on-one support from an ATE hospitality trainer, Sam enrolled in formal hospitality study and graduated with his Certificate III in Hospitality — winning Most Outstanding Student. He was then accepted into the Diploma of Hospitality Management.

Sam graduated from ATE to take on an independent role in the banquets team at W Melbourne, where he is now a valued and trusted team member thriving in a five-star hotel environment. His mother shared: "He has found his way. His life has been transformed. We know there will be challenges, but he is a different person. It all started with YOU and ATE."

Sam himself described the transition: "Taking what I've learnt in the past and transferring that into a new environment. You can learn new skills in the other workplace, whereas in the past I wasn't able to do that."

This outcome was not accidental. It came from the structured progression of our Access-Employ-Bridge model, genuine preparation of the employer partner, and an ongoing commitment to supporting Sam at every stage. It is the model working exactly as designed.

Our challenges and learning about putting this into practice

- Employer readiness at every level, not just the top. Executive leaders commit — but supervisors and frontline staff who work alongside our graduates daily have not always been brought along with the same awareness or buy-in. Without their understanding and willingness, inclusion fails where it matters most.

- Unclear employer accountability. Some employer partners have not fully understood their own responsibilities in the relationship — creating mismatched expectations, inconsistent onboarding, and in some cases early exits that were avoidable with better upfront clarity.
- NDIS complexity. Funding for our employees can be difficult to navigate. Core and capacity building funding are often conflated, and plan managers do not always understand what an individual needs for success. We have had cases where a graduate's funding was reduced because they were performing well, without recognition that ongoing mentor support remained appropriate and necessary.
- Growing without losing quality. As we expand — particularly with our move to the Abbotsford Convent and the scale that brings — maintaining the individual, relationship-based support that makes our model work is an ongoing challenge. The Convent will see us serve 700,000 visitors per year across a 648sqm site; holding onto what makes ATE special at that scale takes deliberate investment.
- Resource and time constraints. Developing the employer-facing components of our Bridge program, the Equal Opportunity whitepaper, and now the Abbotsford Convent requires significant staff time that must be balanced against running a real hospitality business every single day.

What we learned about what helps human rights practices work well in an organisation

- Leadership commitment is necessary but not sufficient. You need buy-in at every level — from the CEO to the person rostering shifts. Systems and policies without cultural alignment will not hold.
- Clarity of roles and expectations from the outset saves pain later. We now invest more time upfront in making sure employer partners understand exactly what they are committing to, what the mentor does, and what success looks like — for both the graduate and the business.
- Real experience changes attitudes faster than training alone. Employers whose teams have worked alongside our trainees — as cooking class buddies or cafe co-workers — arrive at employment conversations with a completely different mindset to those who have only heard about inclusion in a boardroom. The immersive approach works.
- The business case is real and it is measurable. W Melbourne reduced staff turnover from 52% to 33% in one year. Hotel Etico achieved an 82% graduate employment rate. Employees with disabilities are four times more likely to stay long-term. When you can show employers the numbers, the conversation shifts from charity to strategy.
- Documenting and sharing outcomes builds the sector. The Equal Opportunity whitepaper has been one of our most powerful tools — not just for funders, but for prospective employer partners who want evidence before they commit. Publishing your impact openly creates accountability and attracts allies.
- People with disabilities are not recipients of a service — they are the best advocates for what works. Involving our trainees and graduates in shaping how we operate makes everything better.

Our advice for other social enterprises or WISEs that want to enact a human rights framework in their organisation

- Start with your values, but operationalise them. It is not enough to say you believe in inclusion — you need policies, practices, and everyday habits that bring it to life. Ask yourself: does our recruitment process actually give everyone a fair chance? Are our managers equipped to support people with different needs? What does fair pay actually look like in our context?
- Build the business case alongside the moral case. For us, the moral case was always clear. What unlocked employer partners was showing them the ROI — reduced turnover, stronger culture, better retention, consumer preference. Frame inclusion as a competitive advantage, not just a social obligation.
- Don't wait until you have it perfectly figured out. We have learned an enormous amount by doing — including from things that didn't go as planned. Begin, iterate, and be honest about where you are falling short. Our Equal Opportunity whitepaper was a way of codifying what we had learned and sharing it with the sector, failures included.
- Invest in your employer relationships, not just your employee relationships. If you are placing people into open employment, the quality of those placements depends entirely on how well you have prepared the employer. Immersive experiences — where employers work alongside your trainees before the formal employment begins — are more powerful than any amount of classroom training.
- Measure what matters, and share it publicly. Track wage outcomes, employment longevity, progression, and wellbeing as best you can. Storytelling is important. Publishing outcomes builds trust and attracts the employers, funders, and community members you need to scale.
- Know your NDIS landscape. Understanding how funding works, and being able to educate both your participants and their plan managers about what your model actually does, is essential. Confusion about funding is one of the most common reasons placements fall over.

A final insight

Inclusive employment is not charity — it is good business, and it is good hospitality. The sector that is most capable of leading on disability inclusion is one that has always been built on human connection, customer experience, and the ability to make people feel welcome. Hospitality has every reason — and every capacity — to lead.

The barrier is rarely capabilities. Most employers who hesitate do so because they don't know what to expect, or they are afraid of getting something wrong. Our job is to walk alongside them until that fear becomes confidence. The employers who commit to inclusive hiring most deeply are the ones who come to see it not as a social obligation, but as what a good business looks like — and they don't go back.

Contact Us

Contact: Jess Colgan, CEO | jess@allthingsequal.com.au | allthingsequal.com.au

Case Study 3: STREAT



Organisation name:

STREAT

Organisation website:

www.streat.com.au

Co-Founder / Chief Impact Officer

Dr Kate Barrelle

Sector or area of work:

Social enterprise, Work Integration Social Enterprise (WISE)

Location:

Victoria, Australia

Description:

STREAT is a food system work-integration social enterprise that supports young people facing barriers to employment to build skills, confidence and pathways into work through supported employment in hospitality, alongside wrap-around support.

Who we work with and support

- Young people experiencing disadvantage, for example, disengagement from education, housing instability or justice involvement
- Staff working in trauma-informed ways
- Customers, partners and suppliers across the food system

Our Mission

To help young people thrive now and into the future.

Our Human Rights Focus

The human rights issues most relevant to STREAT:

- Fair access to employment and opportunity
- Safe and respectful workplaces
- Non-discrimination and inclusion
- Fair work and dignity

Why human rights is important in our organisation

- Many of the young people we work with are excluded from mainstream employment systems, so access to safe, fair work is a core human rights issue for us
- Hospitality can involve insecure work and safety risks, which means strong safeguards matter
- As a youth-serving organisation, child safety and safeguarding are also central to how we operate
- For STREAT, human rights are not an add-on. They sit inside our purpose and our day-to-day model

What our organisation does to support human rights in everyday business practice

Access and opportunity

- We create flexible recruitment pathways for young people facing barriers to work

Safe and inclusive workplaces

- We work hard to build workplaces that are safe, respectful and trauma-informed, with clear behavioural expectations for everyone
- We also have zero tolerance for discrimination, bullying or harassment
- We actively celebrate diversity and seek to create safe and supportive environments across STREAT

Child safety and safeguarding

- Child safety and safeguarding are a core part of our model
- Our Child Safety and Wellbeing Policy is embedded in both HR and Youth Program systems
- We require Working with Children Checks, structured induction, and ongoing training, supervision and professional standards

Risk awareness and response

- We use structured intake, supervision and risk management processes to identify and respond to risks relating to safety, well-being, and discrimination

Reporting and remedy

- We provide multiple reporting pathways, including through staff, key workers, the Youth

Programs Manager and leadership

- We also have clear escalation pathways internally and externally where needed

Participation and voice

- Young people are informed of their rights and supported to raise concerns
- Regular check-ins and feedback processes help make sure their voices shape their experience

Fair work and support

- We provide free, tailored and supported work-readiness programs
- Where young people are employed, we are committed to legal pay, safe conditions and structured training
- We also provide wrap-around support to help address barriers beyond work
- Therapeutic supports are part of this, too. That includes Magic, our trained therapy dog, who helps many young people feel safer, more settled and more able to build trust with staff and peers

Learning and improvement

- We regularly review policies, incidents and feedback so we can keep strengthening our practice

Looking beyond our own organisation

STREAT's view is that human rights are shaped not only by what happens inside an organisation, but by the broader social, economic and environmental systems around it. Many of the young people we work with are dealing with systemic exclusion from employment, over-representation in justice systems, and barriers to housing, education and support.

Our 2040 strategy responds to this at several levels.

Direct impact

- We use an integrated healthy self, home and work model that combines employment, wellbeing and housing supports

System contribution

- Our work spans prevention, intervention and reintegration, with a focus on reducing long-term reliance on justice and welfare systems

Sector infrastructure

- Through LikeWISE and STREATwise, we help build shared tools, learning and Communities of Practice
- We also support other organisations to implement effective, rights-aligned models, contributing to a stronger and more connected WISE sector

Place-based circularity and the Purpose Precinct

- At the Purpose Precinct at Queen Victoria Market, we are developing a social and circular hub that creates jobs for priority cohorts while advancing circular food systems
- That includes work on waste recovery, low impact production and new green products, with the aim of demonstrating practical models that others can learn from

Planetary contribution

- Through the 2040 Planet Plan, we are working toward regenerative, low-impact systems and embedding environmental responsibility into roles, operations and partnerships
- This reflects our belief that long-term human wellbeing depends on ecological sustainability to

What this means for us

At STREAT, human rights in business means preventing harm, ensuring access to remedy, building safe and inclusive systems, and contributing to the wider conditions that help people and communities thrive.

A practical example: child safety in action

STREAT's child safety approach is built around a clear reporting and response system.

In practice, that means:

- Any concern, including disclosure, suspicion or a conduct breach, must be reported
- Multiple accessible reporting pathways are available
- Immediate action is taken where there is risk of harm
- Internal processes cover immediate safety, investigation, response and disciplinary action where required
- Matters are escalated externally, including to Child Protection or police, in line with legal obligations

What this gives us is simple but important:

- Earlier identification of risk
- Clearer access to remedy
- Clearer accountability

Our challenges and learning about putting this into practice

Some of the biggest challenges are limited resources, including the fact that the government in Australia does not cover the impact costs of WISEs like other countries.

Another challenge is the difficulty of translating frameworks into consistent frontline practice, and the complexity of the needs young people bring, including trauma, language barriers and neurodiversity.

What helps

- Practical language and tools
- Strong culture and leadership
- Ongoing training and reflection
- Building systems that do not rely too heavily on any one individual

Advice for others

- Start with the rights most relevant to the people you work with
- Focus on practical systems, not just policy documents
- Build accessible reporting and response pathways early
- Invest in staff capability and culture
- Adapt frameworks to your own scale and context
- Share learning, because sector capability really matters

Our advice for other social enterprises or WISEs that want to enact a human rights framework in their organisation.

STREAT's experience is that advancing human rights in business needs action at multiple levels. It means:

- Safe, fair and inclusive employment pathways in direct practice
- Safeguarding, participation and accountability in organisational systems
- Shared tools, Communities of Practice and capability building as sector infrastructure
- And a contribution to more equitable employment, justice and social systems over time

Through STREATwise, LikeWISE, Communities of Practice, and place-based projects such as the Purpose Precinct, STREAT is helping to build shared infrastructure, capability, and evidence to support human rights practice across the sector.

Our focus is not only on supporting individual young people, but also on strengthening the systems around them so that more young people can access safe, fair and meaningful work. This aligns with STREAT's broader strategy to build capacity beyond its own direct service model.

STREAT was also recognised by the Australian Human Rights Commission as a 2019 winner, for helping tackle youth homelessness by running social enterprise cafes and businesses that provide supported training and pathways to work.

Supporting documents

- Child Safety Reporting Flowchart
- Child Safety and Wellbeing Policy
- STREAT 2040 Plan
- Planet Plan 2040
- Youth Programs flyers
- Justice Zine
- STREAT – A Case study in creating value for government

Contact Us

Dr Kate Barrelle, Co-Founder / Chief Impact Officer | kate.barrelle@streat.com.au | www.streat.com.au

REMEDY

Below is a practical, universal design–based guide to remedy processes for human rights issues in Australian business and supply chains. It can be used in small and early-stage organisations and focuses on what is realistic, legally grounded, and operationally achievable.

It is important to note:

Australia does not have a single federal Human Rights Act.
Instead, human rights protections are spread across federal, state, and territory laws, including anti-discrimination law, work health and safety law, Fair Work law, and modern slavery legislation.

This means businesses must rely on a practical, systems-based approach to identifying and responding to harm, rather than a single legal framework.

REMEDY IN PRACTICE: WHAT HAPPENS WHEN SOMETHING GOES WRONG?



The purpose of remedy

When a human rights issue occurs in a business context, remedy is not only about legal resolution. It is about:

- Stopping harm
- Supporting affected people
- Fixing the system that allowed the issue to occur
- Preventing it from happening again

A remedy process should be easy to access, safe to use, and consistent in outcome.

PART 1: How you know something may be wrong

Human rights issues in business are often identified through signals.

1.1 Direct disclosure (someone tells you)

This includes:

- A staff member reporting bullying, discrimination, or harassment
- A contractor raising concerns about pay or conditions
- A supplier worker reporting unsafe or exploitative conditions

1.2 Behavioural signals (what you may observe)

- High staff turnover in specific teams or roles
- People avoiding certain team members or environments

1.3 System signals (what data shows)

Repeated complaints about the same issue
Patterns in exit interviews
Pay gaps or inconsistent opportunities

1.4 External signals

Anonymous reports or whistleblowing
Media attention or regulator contact
Community feedback

PART 2: Verifying a human rights issue

Before acting, businesses should separate allegation, assumption, and fact.

A fair process protects:

- The person raising the concern
- The person or system being investigated
- The integrity of the business

Step 1: Acknowledge immediately

- Confirm receipt of the concern
- Do not judge or dismiss the issue
- Ensure confidentiality

Step 2: Clarify the issue

- What happened?
- When and where?
- Who was involved?
- Is there ongoing risk?

Step 3: Assess urgency and risk

Ask:

- Is anyone in immediate danger?
- Is this ongoing harm?
- Does work need to be paused or adjusted?

Step 4: Gather relevant information

This may include:

- Written statements
- Workplace records or emails
- Payroll or contract information
- Supplier documentation (if relevant)

Step 5: Maintain neutrality

- Avoid assuming guilt or innocence
- Focus on facts and patterns
- Keep the process consistent

PART 3: Raising a human rights issue (creating safe pathways)

A strong system provides multiple ways to raise concerns.

Internal pathways may include:

- Direct manager (if appropriate)
- Senior leader or founder
- Dedicated email address or form
- Anonymous reporting option (even a simple Google Form)

External pathways

Depending on the issue, individuals may also access:

- Fair Work Ombudsman (workplace rights, pay, conditions)
- Australian Human Rights Commission (discrimination, harassment)
- Safe Work Australia (work health and safety guidance)
- Anti-Slavery Australia (modern slavery support and guidance)

PART 4: Remedying a human rights issue (taking action)

Remedy is not a single step. It is a sequence of actions.

4.1 Immediate protection (stop or reduce harm)

Depending on severity:

- Adjust working arrangements
- Separate team mates if needed
- Pause unsafe tasks or supplier activity
- Provide leave or support if required

4.2 Acknowledge impact

This may include:

- A formal acknowledgement of harm
- A conversation with affected individuals
- Recognition that an issue occurred, even before full resolution

4.3 Corrective action

This could involve:

- Disciplinary action where appropriate
- Updating policies or processes
- Changing management practices
- Ending supplier relationships where serious or repeated breaches occur

4.4 Support for affected people

Depending on circumstances:

- Access to counselling or wellbeing support
- Financial correction (e.g. unpaid wages)
- Adjustments to workload or role
- Workplace accommodations
- Referral to specialist support, such as employee assistance programs, migration or legal advice, or culturally specific community services

4.5 System fix (prevention)

This is an important long-term step:

- Why did this happen?
- What allowed it to occur?
- What needs to change in our process or culture to prevent it happening again?

Examples:

- Poor hiring process → introduce structured interviews
- Supplier risk → strengthen procurement checks
- Workplace conflict → manager training and clearer escalation pathways

PART 5: Special consideration - supply chains and modern slavery

Human rights issues may exist outside your direct workforce.

How issues are identified:

- Supplier reporting under Modern Slavery Act requirements
- Audit findings or third-party assessments
- NGO or media investigations
- Worker complaints in supply chains

Response steps:

- Investigate the supplier relationship and engage directly with supplier for clarification
- Assess severity and credibility
- Take corrective action (improvement plan or termination of relationship)
- Report if required under legislation (for reporting entities)

PART 6: Documentation and Transparency

Even small organisations should keep basic records:

- Date issue was raised
- Nature of concern
- Actions taken
- Outcome
- System improvements made

This is not about bureaucracy - it is about:

- Accountability
- Learning
- Legal protection
- Pattern recognition over time

PART 7: Principles for a fair remedy system

A good remedy system is:

1. Accessible - People can report issues easily and safely.
2. Consistent - Similar issues are treated in similar ways.
3. Timely - Concerns are acknowledged and addressed quickly.
4. Neutral - Process does not assume blame before facts are reviewed.
5. Corrective (not just reactive) It improves systems, not just resolves incidents.

PART 8: Simple remedy flow

You can think of it as a 6-step cycle:

1. Receive concern
2. Acknowledge and ensure safety
3. Gather facts
4. Assess and decide action
5. Implement remedy (support + correction)
6. Review and improve system

In Australian business practice, human rights remedy is not a separate legal department function. In small organisations, it is a leadership function embedded into everyday operations.

The key shift is that a problem is not only something to fix - it is information about how the system needs to improve.

Businesses that handle issues well do three things consistently:

- They listen early
- They respond fairly
- They change systems so the issue is less likely to happen again

Guide for Implementation: Supporting Teams to Use This Resource

This resource is designed to help social enterprises, WISEs, and small businesses understand and apply human rights in everyday business practice. It can support onboarding, staff training, policy review, team discussion, and early responses to workplace concerns.

Leaders and managers play an important role in making the resource practical and accessible. Human rights language can feel legal or complex, so managers should help teams connect the content to everyday work, including communication, supervision, safety, inclusion, accessibility, complaints, and decision-making.

A simple way to introduce the resource is:

"This resource helps us understand how human rights show up in our everyday work. It gives us practical ways to make sure people are treated with dignity, fairness, safety, and respect. We can start with one section, one discussion, or one action."

How leaders can use the resource

Leaders may encourage team mates to read this resource or it may be more useful to focus on one section. Here are some ways to integrate the resource into your organisation's operations:

Onboarding: Use one short section to explain expectations around respectful behaviour, fair treatment, inclusion, safety, and reporting pathways.

Staff training: Choose one topic, such as discrimination, bullying, accessibility, complaints, or communication. Use a simple workplace example and ask: "How could this show up in our organisation?"

Policy review: Use the resource to check whether policies are clear, practical, and easy to understand. This may include a code of conduct, workplace behaviour policy, complaints process, diversity and inclusion policy, accessibility process, or ethical sourcing statement.

Responding to concerns: If an issue such as bullying, harassment, discrimination, exploitation, unsafe work, or exclusion comes up, the resource can help managers understand the issue, document clearly, check next steps, and seek further support where needed.

Making the resource accessible

Leaders can consider different communication, language, learning, and access needs before sharing the resource with staff, participants, or community members.

Try to:

- Avoid legal jargon where possible
- Break long sections into smaller parts
- Provide short summaries before detailed information

- Allow time for questions, reflection, and discussion
- Avoid assuming everyone in the organisation has HR, legal, or policy knowledge

Translation and language support

Some staff, participants, or community members may need materials in languages other than English. Leaders can ask their team what language support they may need.

Key materials to translate first may include onboarding information, reporting pathways, consent information, workplace rights information, and short summaries of important sections.

Useful translation and interpreting services in Australia include:

- **TIS National:** National interpreting service for people with limited English and organisations communicating with non-English speaking clients.
- **TIS National Free Interpreting Service:** May be available for eligible organisations or groups needing interpreting support.
- **NAATI Online Directory:** Used to find or check certified translators and interpreters in Australia.
- **Multicultural NSW Language Services:** Provides translation and interpreting support in NSW, including telephone, face-to-face, and video interpreting.

For sensitive matters such as complaints, workplace concerns, consent, legal rights, or employment conditions, organisations are advised to use qualified interpreters or translators where possible. Bilingual team members within your organisation may help with general information, but they should not be relied on for confidential or high-risk matters unless this is safe and appropriate.

Simple team session structure

Managers can guide a short team session by:

- Explaining why the topic matters
- Choosing one section of the resource
- Using one practical workplace example
- Asking what good practice would look like
- Agreeing on one action the team can take
- Recording who is responsible and when it will be reviewed

Next Steps

This resource does not need to be used all at once. Start small and make it practical. The goal is to help teams move from awareness to action by asking: Are people treated with dignity and respect? Can people access the information they need? Do people know how to raise a concern safely? Are our policies and processes easy to understand?

Used this way, the resource becomes more than a guide. It becomes a practical tool for building safer, fairer, and more inclusive workplaces.

Policy Template

Knowing what good practice looks like is one thing - putting it into words your organisation can actually use is another. This policy template gives you a starting point, covering key human rights areas in plain, practical language. It can be adapted for your organisation: think of it as a guide, adding extra detail, tone, and processes that fit your own organisation. Use it to save time, prompt the right conversations internally, and make sure nothing important gets missed along the way.

Human Rights Framework

Implementation Guide for Small Business, Social Enterprise & WISE

Australian context | Based on AHRC guidelines and the UN Guiding Principles on Business and Human Rights

What are human rights obligations for my organisation?

All businesses — regardless of size — have a responsibility to respect human rights. This means avoiding harm to people connected to your operations (employees, clients, suppliers, communities) and taking steps to address harm if it occurs.

This responsibility is grounded in the UN Guiding Principles on Business and Human Rights (UNGPs), endorsed by the UN in 2011 and supported by Australia, and is given legal effect through Australian federal legislation including anti-discrimination laws, the Fair Work Act 2009, and the Modern Slavery Act 2018.

PART 1 — Self-assessment checklist

Tick what your organisation has already done. Use gaps as your action list.

A. Foundations & Policy

☐	**We have a written commitment to respect human rights (even informally, such as in a values statement or staff handbook).**
☐	Our leadership team understands what human rights mean in the context of our business or organisation.
☐	We have an anti-discrimination and equal opportunity policy that covers all protected attributes under Australian law.
☐	We have a workplace sexual harassment policy that reflects the positive duty under the Sex Discrimination Act 1984.
☐	Our policies are written in plain language and accessible to all staff and stakeholders.

B. Workplace & Employment

☐	**We do not discriminate in hiring, promotion, or conditions on the basis of race, sex, age, disability, pregnancy, religion, sexual orientation, gender identity, or other protected attributes.**
☐	We provide reasonable adjustments for employees or applicants with a disability.
☐	We have a process for employees to raise concerns or complaints about discrimination or harassment without fear of retaliation.
☐	We understand and meet our obligations under the Fair Work Act 2009, including general protections (adverse action) provisions.
☐	We pay at least the National Minimum Wage and comply with the relevant Modern Award or Enterprise Agreement.
☐	We support flexible work arrangements where reasonable, including for employees experiencing family and domestic violence.

C. Supply Chain & Modern Slavery

☐	**We have considered whether modern slavery risks (forced labour, trafficking, debt bondage, child labour) could exist in our supply chain.**
☐	We ask suppliers about their labour practices, particularly for goods or services sourced from high-risk regions or sectors.
☐	If we supply goods/services to a large entity (revenue over $100M), we are prepared to demonstrate our modern slavery risk management.
☐	We have not knowingly engaged a supplier or contractor who exploits workers.

D. Clients, Customers & Community

☐	**We provide our services without unlawful discrimination to all eligible clients and customers.**
☐	We have considered the human rights impacts of our services on vulnerable groups (people with disability, First Nations people, people from culturally diverse backgrounds).
☐	We have accessible complaint or feedback mechanisms for clients.
☐	For WISEs: we meet supported employment standards and respect the rights and dignity of workers with disability.

E. Governance & Continuous Improvement

☐	A named person in our organisation has responsibility for human rights and anti-discrimination compliance.
☐	Staff receive induction and regular training on anti-discrimination, respectful workplace behaviour, and human rights.
☐	We review our policies at least every two years or when laws change.
☐	We report internally (and externally if required) on our human rights practices.
☐	We have a process to identify and respond to new or emerging human rights risks.

PART 2 — Key legal obligations at a glance

The table below summarises the main Australian laws that apply to your human rights obligations as a small business, social enterprise, or WISE.

Law	What it means for your organisation
Racial Discrimination Act 1975	Unlawful to discriminate based on race, colour, national or ethnic origin. Covers employment, goods/services, accommodation.
Sex Discrimination Act 1984(incl. 2022 positive duty amendment)	Unlawful to discriminate based on sex, pregnancy, sexual orientation, gender identity. Employers must proactively eliminate sexual harassment — not just respond to it.
Disability Discrimination Act 1992	Unlawful to discriminate on the basis of disability. Employers must provide reasonable adjustments. Applies to customers and clients too.
Age Discrimination Act 2004	Unlawful to discriminate based on age (both older and younger workers). Applies to recruitment, employment terms, and service delivery.
Fair Work Act 2009	Protects employees from adverse action based on protected attributes. Covers minimum wages, leave, unfair dismissal, and general workplace rights.
Modern Slavery Act 2018 (Cth)	Mandatory reporting for entities with $100M+ revenue. All organisations should assess and manage modern slavery risks in operations and supply chains.
Australian Human Rights Commission Act 1986	Establishes the AHRC; covers additional discrimination grounds including criminal record, political opinion, and trade union activity. Free to lodge a complaint.

State/Territory anti-discrimination laws	Each state and territory has its own anti-discrimination legislation with additional protected attributes. You must comply with both federal and state/territory law.

PART 3 — Human Rights policy template

Organisation name	[Insert full legal name]
Policy title	Human Rights and Equal Opportunity Policy
Policy owner	[Name and role of person responsible]
Date adopted	[DD/MM/YYYY]
Review date	[DD/MM/YYYY — recommended every 2 years]
Applies to	All staff, volunteers, contractors, and board members

A. Our commitment

[Organisation name] is committed to respecting, protecting, and promoting human rights in everything we do. We believe that all people have the right to be treated with dignity, fairness, and respect — regardless of their background, identity, or circumstances.

This commitment applies to our employees, volunteers, clients, customers, suppliers, and the communities we work with. It is grounded in the UN Guiding Principles on Business and Human Rights (UNGPs) and Australian law.

B. Scope

This policy applies to:

- All paid staff (full-time, part-time, and casual)
- Volunteers and student placements
- Board members and senior leadership
- Contractors and service providers working on our behalf
- Our interactions with clients, customers, and community members

C. Our Human Rights Principles

Principle	What this means in practice
Dignity and respect	We treat every person with dignity and respect, free from harassment, bullying, or humiliation.

Non-discrimination	We do not discriminate on the basis of race, sex, age, disability, pregnancy, sexual orientation, gender identity, religion, cultural background, or any other protected attribute.
Safe workplace	We are committed to a workplace free from sexual harassment. We take a proactive (positive duty) approach — preventing harm before it occurs.
Fair employment	We comply with the Fair Work Act 2009, pay at least award rates, and never take adverse action against an employee for exercising their workplace rights.
Supply chain responsibility	We take steps to ensure our suppliers and contractors do not engage in modern slavery or labour exploitation.
Accessibility and inclusion	We make reasonable adjustments for people with disability and design our services to be accessible to all.
First Nations respect	We acknowledge the rights of Aboriginal and Torres Strait Islander peoples and seek to operate in a way that respects culture, country, and self-determination.
Remedy and accountability	If harm occurs, we take it seriously, respond promptly, and support those affected to access appropriate remedy or support.

D. Roles and responsibilities

Role	Responsibility
Leadership / Board	Champion the policy. Ensure resources are allocated. Review and approve the policy. Model respectful behaviour.
[Policy owner / HR / manager]	Maintain and review the policy. Deliver or coordinate staff training. Manage complaints. Report to leadership on human rights matters.
All staff and volunteers	Understand and follow this policy. Treat colleagues and clients with respect. Report concerns promptly. Participate in training.
Contractors and suppliers	Agree to our human rights expectations as a condition of engagement. Provide information on labour practices on request.

E. How we Implement this Policy

We put this policy into practice through the following actions:

- **Training:** All new staff receive human rights and anti-discrimination induction. Refresher training is provided at least every [insert — e.g. 2 years].
- **Supplier screening:** Before engaging new suppliers, we ask about their labour practices and, where relevant, their approach to modern slavery risk.
- **Reasonable adjustments:** We work with employees and clients to identify and provide reasonable adjustments for disability without delay.
- **Positive duty actions:** We conduct regular workplace assessments to identify and address risks of sexual harassment and sex discrimination.
- **Client rights:** We ensure clients understand their rights and how to raise concerns about the way they are treated.
- **Accessible communications:** We provide information in universal design and in accessible formats on request.
- **[WISE specific]** We operate in line with supported employment standards and centre the rights and goals of workers with disability in all decisions affecting them.

F. Raising a Concern or Complaint

Anyone — staff, volunteer, client, or contractor — who believes this policy has not been followed can raise a concern. We take all concerns seriously and will not retaliate against anyone who raises an issue in good faith.

Internal Process:

- Speak with [designated contact — e.g. HR manager, supervisor, or board chair].
- If you are not comfortable speaking internally, you may contact [insert alternative contact or external support option].
- All concerns will be acknowledged within [e.g. 5 business days] and investigated promptly and confidentially.

External Options:

Australian Human Rights Commission (AHRC): Free to lodge — humanrights.gov.au | 1300 656 419

Fair Work Ombudsman: fairwork.gov.au | 13 13 94

Your state/territory anti-discrimination body (e.g. Equal Opportunity Commission, Anti-Discrimination NSW, VEOHRC).

G. Review and Continuous Improvement

This policy will be reviewed every [e.g. 2 years] or sooner if:

- Relevant Australian laws change
- A significant complaint or incident occurs
- Our organisation undergoes significant change (new services, new staff, new suppliers)

Each review will consider whether our practices are working and identify any new or emerging human rights risks relevant to our organisation and sector.

Field	Details
Approved by (name & role)	[Name][Role]
Signature	
Date	[DD/MM/YYYY]
Next review due	[DD/MM/YYYY]

PART 4 — Key Contacts and further resources

Organisation	Contact & What they can Help with
Australian Human Rights Commission (AHRC)	humanrights.gov.au | 1300 656 419 | Free complaints, guidance, and employer resources
Fair Work Ombudsman	fairwork.gov.au | 13 13 94 | Workplace rights, pay, and discrimination at work
Fair Work Commission	fwc.gov.au | 1300 799 675 | Workplace disputes, bullying, adverse action
Attorney-General's Department — Modern Slavery	ag.gov.au/modern-slavery | Modern Slavery Statements Register and guidance
Modern Slavery Statements Register	modernslavery.gov.au | Search statements and find guidance resources
NSW Anti-slavery Commissioner	antislavery.dcj.nsw.gov.au | NSW-specific modern slavery guidance for organisations
NDIS Quality and Safeguards Commission (WISEs/DES)	ndiscommission.gov.au | Standards for disability service providers
Your state/territory anti-discrimination body	See AHRC website for links to each body, complaints, guidance, and training by jurisdiction

Sources

Australian Human Rights Commission — About Business and Human Rights. humanrights.gov.au/our-work/business-and-human-rights

Australian Human Rights Commission — Integrating human rights into Australian business practice. humanrights.gov.au/our-work/employers/business-and-human-rights-factsheets

Australian Human Rights Commission — A quick guide to Australian discrimination laws. humanrights.gov.au/our-work/employers/quick-guide-australian-discrimination-laws

Australian Human Rights Commission — Positive Duty under the Sex Discrimination Act. humanrights.gov.au/our-work/sex-discrimination/publications/positive-duty-guidelines

Australian Human Rights Commission — Other areas of workplace discrimination. humanrights.gov.au/our-work/employers/other-areas-workplace-discrimination

Australian Human Rights Commission — Making a complaint.
humanrights.gov.au/complaints/make-complaint

Attorney-General's Department — Modern Slavery Act.
ag.gov.au/crime/people-smuggling-and-human-trafficking/modern-slavery

Attorney-General's Department — Australia's anti-discrimination law.
ag.gov.au/rights-and-protections/human-rights-and-anti-discrimination

Federal Register of Legislation — Modern Slavery Act 2018 (Cth).
legislation.gov.au/Details/C2018A00153

Federal Register of Legislation — Disability Discrimination Act 1992 (Cth).
legislation.gov.au/Details/C2018C00125

Fair Work Ombudsman — Workplace discrimination fact sheet.
fairwork.gov.au/tools-and-resources/fact-sheets/rights-and-obligations/workplace-discrimination

Fair Work Commission — Discrimination.
fwc.gov.au/workplace-disputes/other-workplace-disputes/discrimination

United Nations Human Rights Office — UN Guiding Principles on Business and Human Rights.
ohchr.org/en/publications-and-resources/fact-sheets/business-and-human-rights-fact-sheet

Modern Slavery in Australia (Attorney-General's Dept) — Modern Slavery Act framework.
modernslavery.gov.au

Case study: STREAT in practice

STREAT has generously shared a number of internal documents to support this resource, giving other organisations a practical, real-world look at how social enterprises and WISEs can embed a human rights framework into everyday operations. These documents include:

- STREAT 2040 Plan
- STREAT - A Case Study in Creating Value for Government
- Child Safety and Wellbeing Policy
- Child Safety Reporting Flowchart
- Youth Programs flyers
- Justice Zine
- Planet Plan 204

STREAT *PATHWAY TO 2040*

HELPING YOUNG PEOPLE THRIVE NOW AND INTO THE FUTURE.

Since 2010 STREAT has worked with over 3,000 young people across its portfolio of food social enterprises. These young people have helped the organisation make over three million meals and coffees for Melburnians. 100% of profits have been re-invested into our work with young people.

We know we've done transformative work with individual young people. We haven't, however, transformed the system for them. This will be a key focus in upcoming decades.

PEOPLE

1 *Provide supported employment pathways into the food system for marginalised young Victorians*

- Have a team of skilled and experienced allied health professionals
- Run outreach programs, find suitable young people through targeted referrals and outreach activities
- Provide holistic and wrap-around supports (case management, coordination of support services), training and employment programs for at-risk young people
- Focus on young people with experience of the justice system (e.g. Parkville STREAT Café program)
- Extend our crime prevention work into Countering Violent Extremism including supporting young people at risk
- Increase the use of therapy animals within our programs
- Really listen to young people and encourage them to take the lead in their own lives (strong participatory processes, youth voice to programs as well as governance)
- Support other work integration social enterprises work with young people who need a hand.

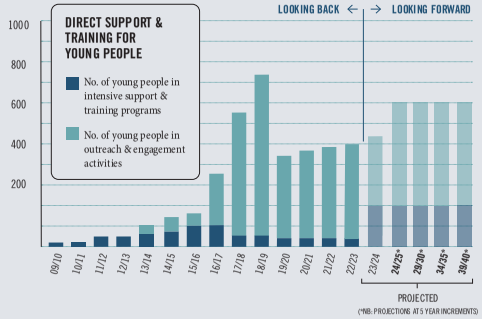
ISSUES OF YOUNG PEOPLE OVER THE DECADE

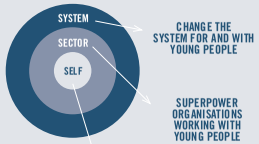
- UNEMPLOYED OR UNDER-EMPLOYED 97%
- DISENGAGED FROM SCHOOL OR EDUCATION 89%
- SOCIAL ISOLATION 78%
- DIAGNOSED MENTAL HEALTH ISSUES 68%
- SURVIVOR OF TRAUMA OR VIOLENCE 50%
- HOMELESSNESS (PAST OR PRESENT) 48%
- PROBLEMATIC ALCOHOL OR DRUG USE (PAST OR PRESENT) 44%
- CULTURALLY AND LINGUISTICALLY DIVERSE 30%
- GENDER OR SEXUALLY DIVERSE 30%
- EXPERIENCE WITH JUSTICE SYSTEM 29%
- DISABILITY OR SERIOUS COGNITIVE/HEALTH ISSUES 22%
- OUT OF HOME / CHILD PROTECTION 22%
- FIRST NATIONS 8%

317,151 HOURS OF TRAINING, SUPPORT & WORK EXP. PROVIDED (over STREAT's first decade)

9,676 HOURS OF SUPPORT PROVIDED BY MAGIC (our therapy dog)

79% SIX MONTHS AFTER COMPLETION, **OF STREAT GRADUATES** ARE STILL IN EMPLOYMENT, EDUCATION OR TRAINING (compared with only 27% in the government's national Jobactive program)





PLACES

2 *Design and build vibrant and youthful places*

- Be an ally for First Nations reconciliation and change
- Design and build vibrant and healthy work and training spaces
- Create a workplace culture that's diverse, inclusive, supportive and fun
- 'Green bomb' STREAT spaces with plants and nature
- Run engaging inductions, professional development sessions, graduations, social gatherings and celebrations)
- Provide strong support to operational staff to enable them to be confident supporting trainees on work experience
- Manage staff in an active and constructive manner
- Connect the place-based work of social enterprises across Victoria.

"Whether we're talking about climate, biodiversity, poverty, education, gender, economic policy – the food system is a through-line that connects everything, and it's beyond time for those in power to realize it."

Danielle Nierenberg, Food Tank

Our place is in the food system

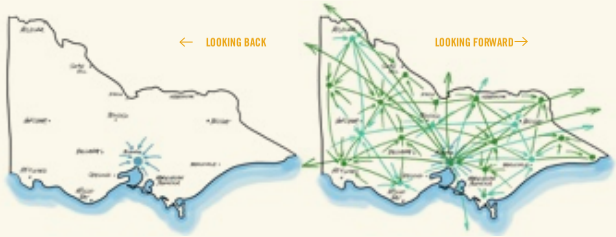
STREAT will continue to use local food systems as the 'acupuncture point' for its work. Why?

- Healthy food = Healthy people + Healthy planet
- The food system connects all of the UN's SDGs.
- It's responsible for over 30% of carbon emissions.

STREAT will work towards building a fair, regenerative and connected food system for Victoria (see Moving Feast section).



CONNECTED FOOD ACTIVITIES



12,000 YOUNG PEOPLE SUPPORTED IN STREAT PROGRAMS BY 2040

BEYOND NET ZERO EMISSIONS REGENERATIVE BUSINESS PRACTICES BY 2040

100% BUSINESS SUSTAINABILTY AS WELL AS COVERING 30% IMPACT COSTS BY 2040

PLANET

3 *Be green business leaders*

- Create employment pathways into a host of green jobs for young people
- Be industry leaders in conserving and regenerating energy, water, soil and biodiversity
- Produce and procure locally
- Conserve water & energy and capture waste
- Collaborate with others to create a fair and regenerative food system for Victoria
- Embed our impactful work into the Environmental, Sustainability and Governance (ESG) work of companies.

LOOKING BACK (2009-2023)



OVER 163 TONNES OF WASTE DIVERTED FROM LANDFILL INCLUDING:

- **73.6 TONNES** *Organic waste to compost*
- **50 TONNES** *Co-mingled recycling*
- **36.5 TONNES** *Coffee grounds to ReGround*
- **2 TONNES** *circular products*
- **0.8 TONNES** *soft plastic*



43,000 LITRES OF NASTY CHEMICALS PREVENTED FROM ENTERING OUR WATERWAYS *by using eWater*



51% REUSABLE CUPS USED ACROSS ALL STREAT SITES (INDUSTRY AVE 3-7%) *over 130,000 cups saved from landfill each year*



2 TONNES RESCUED FOOD WASTE CONVERTED INTO DELICIOUS RETAIL PRODUCTS *including our flagship watermelon rind pickles*



PREVENTED 718 TONNES OF CO^2 FROM RENEWABLE ELECTRICITY SINCE 2020 *including 274 tonnes of CO2-EQ emissions in 2022*

OVER 180 PEOPLE ACTIVELY ENGAGED IN WASTE REDUCTION & CIRCULARITY *sharing ideas & embedding green habits in daily life.*



SEE BIG IDEAS SECTION OVER PAGE FOR MORE INFO ON MOVING FEAST

LOOKING FORWARD (TO 2040)

0 **BEYOND NET ZERO WASTE AND EMISSIONS**

REGENERATIVE BUSINESS PRACTICES BY 2040



PERFORMANCE

4 *Build sustainable social enterprises that power our work with young people*

- Have strong governance processes, strategic and operational planning, effective systems, policies, procedures and infrastructure
- Have a diverse and inclusive team of skilled and experienced people (Board, management team, staff, volunteers)
- Design and run evidence-based programs (strong design, measurement, evaluation, research and innovation)
- Operate a portfolio of integrated food businesses (cafés, catering, bakery and roastery)
- Continue to expand our corporate café model in inner Melbourne
- Grow new business opportunities and markets (new products, comms, marketing & BD to grow market).



500 ORGANISATIONS WHO WORK WITH PRIORITY COHORTS AND ENVIRONMENT HELPED BY 2040



100% BUSINESS SUSTAINABILITY AS WELL AS COVERING 30% IMPACT COSTS BY 2040



OVER $871M IN DIRECT GOVERNMENT SAVINGS BY 2040



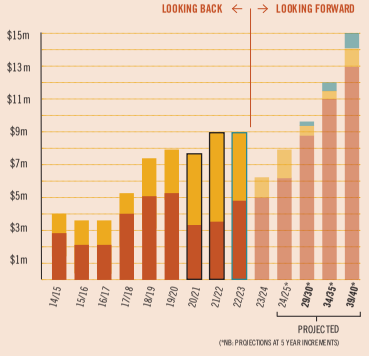
100% OF PROFIT RE-INVESTED TO DO GOOD

To view STREAT's full financial statements please visit:

stream.com.au/financial-statements

BUSINESS INCOME 2009-2040 (PROJECTED)

- Payments for youth training/ employment outcomes
- Grants and philanthropy
- Business revenue
- COVID impact
- COVID recovery



5 *Change the system for future young people*

- Build our STREATwise system and innovation team that builds capacity and enables organisations working with young people
- Capacity-building and supporting Work Integration Social Enterprises (WISEs) and their industry partners (with toolkits, learning & development products, Communities of Practice, shared services models)
- Create a scalable and transferable model for integrated job pathways across WISEs (with a strong focus on 'clean & green' food system jobs)
- Build evidence-based approaches for working with particular youth cohorts (like our work in youth justice and Countering Violent Extremism)
- Build an engaged community of collaborators and supporters
- Grow the capacity of others in the system who positively support young people & their families (tools, toolkits, workshops, learning materials).

Dear STREAT Supporter

Since 2010 we've done transformational work with individual young people. We'll continue to do this.

Our supported training and employment pathways for young people will continue. And spurred on by this time of ecological crisis, we'll expand our collaborative work with our social enterprise and industry peers to offer young people a broader suite of green jobs.

We haven't, however, transformed the system for them. This will become a key focus in upcoming decades.

We'll build shared knowledge, services, tools and infrastructure to superpower others in the system who positively support young people (see section on **STREATwise**). We'll also help catalyse and lead major sector demonstration projects with like-minded organisations (see sections on **Moving Feast** and the **QVM Purpose Precinct**).

With our enduring thanks and gratitude,

Rebecca Scott, OAM and Dr. Kate Barrelle,
STREAT Co-founders

BIG IDEAS IN ACTION



GREEN JOB PATHWAYS

In 2020, STREAT started working in partnership with other social enterprises to create a new green job pathway into horticulture and urban farming. Following on from this work, we're now collaborating with partner organisation Good Cycles to build five new green job pathways for young people at the historic Queen Victoria Market.

Following on from this work, we're now collaborating with partner organisation Good Cycles to build five new green job pathways for young people at the historic Queen Victoria Market. This includes into green cafes, food preserving, waste management and diversion, design and production of circular products and services, and low carbon transport and logistics.

Increasingly, we'll work with others to broaden the suite of green jobs pathways, not just within inner Melbourne, but across Victoria. The Climate Council's Clean Jobs Plan (2020) estimates the need of 76,000 green jobs in Australia, of which approximately 25,000 (1 in 3) require minimal training (and making them an ideal focus for social enterprises. It's estimated that between 15,000 – 20,000 of the jobs are needed in Victoria. Working with our peers, governments and industry, we want to play a lead role in helping Victoria transition to a low carbon economy.

Increasing our work with young offenders

STREAT is already working strongly with young people involved in the justice system, including our prison program that helps incarcerated young people gain the skills they need to successfully transition out of prison into employment. Continuing to work with the state government, over the coming years we'll broaden the green jobs pathways we can offer these young people. We dream of a time when a young person can break out of prison with a seedling, a jar of preserves, or an e-bike.

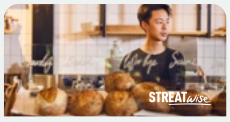


MOVING FEAST

***Moving Feast** is a network of social enterprises and their collaborators working as catalysts for a connected, fair and regenerative food system for Victoria.*

***Moving Feast** has undertaken over 30 projects ranging in size from small, one-off-projects to large, multi-year projects involving hundreds of people (from $7,000 to over $4M). This has been enabled by over $15 million of government, funder and industry investment and recognition of the social enterprise sector's power for change.*

*In the coming years STREAT (and its internal innovation team **STREATwise**) will work with partners to evolve the network into a distributed and participatory structure.*



STREATWISE

STREAT has a passion for rapidly turning knowledge into practice and continuing to learn, iterate and share what it learns with others. It excels at bridging the Know-How gap.

*In addition to working directly with thousands of young people, over its first decade STREAT undertook over 20,000 hours of work helping build the social enterprise sector. Inspired by the work of Catalyst Kitchens in Seattle who built a large hospitality social enterprise network across North America, **STREATwise** works to aggregate and enable the work of social entrepreneurs.*

*In 2021, STREAT built a small, multi-disciplinary team dedicated to catalysing large collaborative projects within the sector, along with developing key resources enterprises might need to get 'collaboration-ready'. **STREATwise** is comprised of people with skills in innovation practices, research, measurement and evaluation, program design, and implementation.*

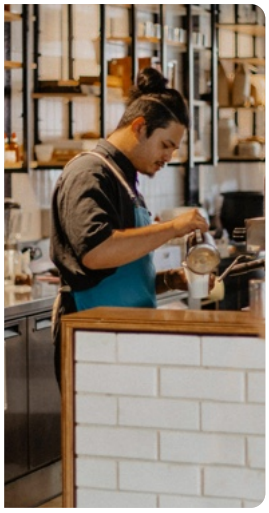


THE PURPOSE PRECINCT @ QVM

***The Purpose Precinct** at Queen Victoria Market (QVM) is a 'social and circular' beating heart within Melbourne's CBD designed by STREAT and partner social enterprise Good Cycles to help grow Victorian social enterprises and their impact.*

***The Purpose Precinct** has four key objectives:*

- ***Sector growth** – Grow the social enterprise sector's visibility & vitality*
- ***Priority jobs** – Create a host of jobs for priority job seekers*
- ***Circular innovation** – Develop new green products and services for the circular economy*
- ***Activated people & places** – Activate people & places to be changemakers for a safe and just future.*



STREAT PROGRAMS

ENGAGEMENT

Outreach activities with at-risk and hard-to-reach young people, often undertaken in partnership with local police. Weekly Jobs Club, supporting priority job seekers with resume writing, interview techniques and job search.

FAST TRACK TO WORK

A supported 8-week program for young people facing barriers to employment. Programs include on the job work experience, fun and interactive work readiness workshops, social engagement and individual case support including linkages to specialist service providers.

This program is delivered by our Youth Programs Team who focus on a number of areas, including self-care, basic living skills, budgeting, healthy relationships, teamwork, self-regulation, legal rights, employee rights and interview skills.

PAID TO WORK

A supported 9-month program offering young people who complete Fast Track to Work, an opportunity to transition to 20 - 25 hours a week of paid employment facilitated through one of our partner employers.

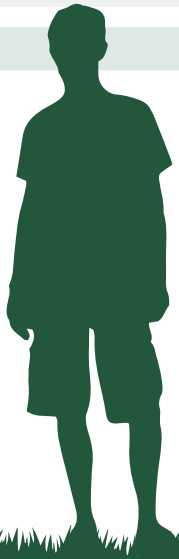
A SOCIAL ENTERPRISE MODEL THAT CATALYSES CHANGE IN ONE YEAR

In 2018 STREAT undertook extensive 'top-down' modelling with RMIT University to calculate the value it creates for the community. The model was based upon Victorian Department of Treasury and Finance numbers and the barriers faced by over 400 young people coming through STREAT between 2010-2018.

There are many young people in our community who battle every day just to survive.
To get by, young people need a wide range of government-funded services including health, housing and welfare.

The personal costs of their situation are unimaginable. The government costs are also high.
Each young person at STREAT costs our governments an average of $50,476 /year. These costs are borne by the State and Commonwealth governments.

STREAT works to ensure that these young people thrive and have a healthy sense of self, home and work.
The organisation has an holistic approach, providing a range of supports and opportunities tailored to each young person.



SURVIVE		THRIVE	
Services being accessed	*Cost*	*Holistic Support Provided*	*Savings*
PERSONAL ISSUES • Health (ambulances, emergency departments, hospitals) • Mental health • Drug & alcohol • Justice (police, court, prison, community-based detention)	$22,478 VIC Govt. (45%)	**HEALTHY SELF** • Individualised case management from STREAT's youth team (clinical psychologist, social workers, youth workers, therapy dog) • Access to specialist services as needed (drug and alcohol, mental health, medical, family, legal and justice) • A group of supportive friends, mentors and workmates	$13,418 VIC Govt. (41%)
HOUSING • Housing (homelessness services, community housing)		**HEALTHY HOME** • Support to get a safe and affordable home	
WELFARE • Newstart allowance, other welfare allowances (There's also a loss of taxation revenue when people are unemployed)	$27,729 COMM Govt. (55%)	**HEALTHY WORK** • Accredited vocational training in hospitality (Certificate II) • 6 months of on-the-job training and work experience across STREAT's portfolio of hospitality and foodservice businesses • Transition support into a new job with a partner employer	$19,077 COMM Govt. (59%)
	$50,476 costs pp/yr		$32,495 savings/yr

THESE COSTS CAN ACCUMULATE TO OVER $3M ACROSS A SINGLE LIFETIME

THESE SAVINGS CAN ACCUMULATE TO OVER $2M ACROSS A SINGLE LIFETIME

STREAT's work provides saving and exceptional value for governments.

Since 2010 STREAT has saved governments $155.23 million.*

GOV SAVINGS	BY 2025	BY 2030	BY 2040
VICTORIAN GOV	$85M	$136.48M	$344.44M
FEDERAL GOV	$120.85M	$194.03M	$489.71M
TOTAL	**$205.89M**	**$330.51M**	**$834.16M**

** Victorian state government: $64m, Commonwealth government: $91m. (STREAT receives less than 1% of government funding each year.)*

PATHWAYS INTO LEARNING AND EARNING

***Learning** (2 months+)* — ***Earning** (9 months+)*

ENGAGEMENT	FAST TRACK TO WORK	PAID TO WORK
YOUNG PERSON COMES TO STREAT	*Over 200 hours of:* • Personalised support • Life-skills & employability training • Accredited vocational training (Certificate II) • Work experience	*Over 800 hours of:* • Personalised support • Employment (15-25 hours week and tailored to personal circumstances) • Employer support (STREAT also trains and supports the trainee's employer)

"I learnt a lot from this experience. I learnt to be more confident in myself and to believe in myself more."

"I can breathe here."

"Brilliant. They should have these rules other places. I mean, really, the rules are just about 'be nice in life, don't shit me and I won't shit you."

"STREAT restored my faith in humanity."

"You weren't afraid of my rap sheet. That made you the person I wanted to work with."

"I think it's just that you all really do care about us. It's easy to feel you belong if someone cares. Not many people care in my world."

"They never gave up on me and I felt like someone cared about me and what was happening to me and my family."

"They don't look at your past, they look at your future."

"STREAT kept me from doing bad things."

"I asked to do two shifts a week and they said yes. No one has ever wanted to spend that much time with me before."

"It feels like a family ought to at STREAT, a good kind of family, not like some families..."

"I learnt how good men behave."

"It's hard to say how or why, but a sense of connection slowly grows up over you, like a friendly plant."

"It opened a new chapter in my life."

"The kindness began right from the start, even when talking about my shit background."

"You've given me hope, a future and a solid job – you believed in me before I believed in myself."

"It makes you feel calm and unstressed having Magic [the therapy dog] around. Like taking drugs without taking drugs. That's good shit."

"Trainees and staff are the first people in my life who accept me and support me completely."

"STREAT is good for keeping me out of prison."

"They make us feel as though we existed, they could see us, they acknowledged us every time by saying hello and using our names – every time!"

"This is the first time I've ever finished anything. In my life. That's a big deal for me."

"I want people to have a better understanding about homeless kids – a lot of us are trying to make something from nothing with our lives."

"I never thought we'd have someone in our family with a Certificate – like the kind you can hang on the wall like families on TV sometimes have."

"It kept me sane when I thought I was going out of my head."

"They take things at your pace and don't force you and I like that. It made me feel safe."

"STREAT is good for my head and heart."

"STREAT restored my faith in humanity."

"When I fuck up they tell me not to stress or apologise. They just help me get it right next time."

"I would have been insane or dead without this program and this group of people. Fucking real."



Our enduring thanks and gratitude to the thousands of people who have made STREAT possible.

We respectfully acknowledge that every street we operate on is on the traditional lands of the Kulin Nation. We will continue to honour this, to pay our respects to their elders past and present and to tread gently on their land.

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03 9629 4222 • info@streat.com.au
STREAT.com.au • @STREATMelbourne

STREAT DECADES OF IMPACT 2010-2040

STREAT A case study for government

There are many young people in our community who battle every day just to survive.

To get by they need a wide range of government-funded services including health, housing and welfare.

The personal costs of their situation are unimaginable. The government costs are also really high.

- *Each young person at STREAT costs our governments an average of $50,476/year*
- *Some of these costs are borne by the state government, others by the commonwealth.*

STREAT works to ensure that these young people thrive and have a healthy sense of self, home and work.

The organisation has an holistic approach, providing a range of supports and opportunities tailored to each young person.

STREAT's work provides savings and exceptional value for governments.

- *STREAT offers a one-off intensive 6 month intervention which costs $18,196 per young person*
- *This work saves $32,495 of the government costs (64%)*
- *STREAT generates the majority of its revenue through its own businesses (71%). A fraction comes from governments (0.7%).*



SURVIVE

SERVICES BEING ACCESSED		$/ YOUNG PERSON/YR
PERSONAL ISSUES • Health system *(ambulances, emergency departments, hospitals)* • Mental health services • Drug & alcohol services • Justice system *(police, court, prison, community-based detention)* HOUSING • Housing *(homelessness services, community housing)*	VICTORIAN GOVERNMENT	$22,748 (45%)
WELFARE • Newstart allowance, other welfare allowances • (There's also a loss of taxation revenue when people are unemployed)	COMMONWEALTH GOVERNMENT	$27,729 (55%)

THESE COSTS CAN ACCUMULATE TO OVER $3M ACROSS A SINGLE LIFETIME → **$50,476** in costs pp/pyr

THRIVE

HOLISTIC SUPPORT PROVIDED		SAVING
HEALTHY SELF • Individualised case management from STREAT's youth team *(clinical psychologist, social workers, youth workers, therapy dog)* • Access to specialist services as needed *(drug & alcohol, mental health, medical, family, legal & justice)* • A group of supportive friends, mentors and workmates HEALTHY HOME • Support to get a safe & affordable home	VICTORIAN GOVERNMENT	$13,418 (41%)
HEALTHY WORK • Accredited vocational training in hospitality (Certificate II) • 6 months of on-the-job training and work experience across STREAT's portfolio of hospitality and foodservice businesses • Transition support into a new job with a partner employer	COMMONWEALTH GOVERNMENT	$19,077 (59%)

THESE SAVINGS CAN ACCUMULATE TO OVER $2M ACROSS A SINGLE LIFETIME → **$32,495** in savings pp/pyr

TO DATE STREAT HAS SAVED GOVERNMENTS $16 MILLION

**2018 RMIT University research based upon current figures from the Victorian Department of Treasury and Finance*

STREAT'S SOCIAL ENTERPRISE BUSINESS MODEL

Across its first decade, STREAT has been striving to achieve three goals:

PEOPLE – To be helping 1,095 young people each year (the equivalent of 1 young person each mealtime)

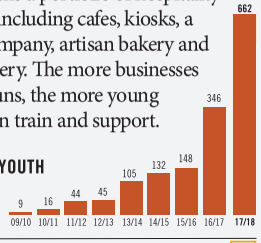
PLANET – To nurture the environment

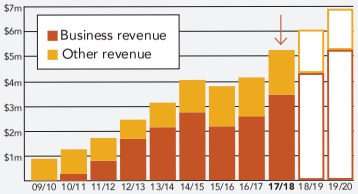
PERFORMANCE – To be self-funded through its business revenue.

The organisation expects to reach these goals by 2022.

STREAT runs a portfolio of hospitality businesses including cafes, kiosks, a catering company, artisan bakery and coffee roastery. The more businesses STREAT runs, the more young people it can train and support.

GROWTH OF YOUTH NUMBERS





GROWTH OF REVENUE

A DECADE OF SUPPORT NEEDED

Like most social enterprises, STREAT will take over a decade to become self-funded. Although the organisation secured a one-off government grant during start-up, philanthropists, corporates, the public and impact investors have undoubtedly ensured its survival and growth to date.

REVENUE STREAMS

If STREAT's total revenue for 2017/18 ($5.2m) was represented as $100, STREAT now generates $71.30 through its businesses, with only $0.70 coming from government.



BUSINESS REVENUE

- 72% is B2C (Business to Customer) revenue – this is cafe and kiosk revenue, the traditional parts of STREAT's business model
- 28% is B2B (Business to Business) revenue – this is revenue from STREAT's catering company and bakery and is now rapidly growing due to the rise of social procurement.

CHALLENGES STREAT FACED TO GET 'PROCUREMENT READY'

STREAT is increasingly being powered by social procurement from businesses, non-profits and governments. And whilst governments have traditionally been a very small funder of STREAT, in the last year since the Victorian government released its social procurement framework 35 departments and agencies are procuring from the organisation (now about 10% of STREAT's catering revenue).

Though the organisation has faced significant challenges in preparing for procurement:

- **STREAT needed substantial capacity-building by intermediaries, especially in the early years** – the organisation has benefited from years of support from Donkey Wheel (and later The Difference Incubator) and Social Ventures Australia (SVA) to help it grow. STREAT was in SVA's portfolio for six years and found SVA's venture philanthropy model with multi-year granting and capacity building particularly helpful.
- **STREAT has found it very difficult to access the right types of capital to scale** – STREAT is only able to deliver upon major contracts now because it built substantial production facilities in 2015. This was made possible when a benefactor generously purchased a $2.5m property for the organisation and gifted its use for 50 years. To build this site STREAT needed to secure an additional $4m of support which it did through philanthropic donations, crowdfunding, in-kind support and impact investment. Whilst the organisation eventually managed to secure impact investment of $2.5m, this was very difficult to obtain because it didn't own the property and had no assets or capital to secure the investment against. In short, the organisation has consistently struggled across the last decade to get access to affordable, flexible and unsecured capital for scaling its businesses.

WHAT GOVERNMENTS CAN DO

1. **Expand the world-class social procurement frameworks of the Victorian and Queensland governments across all levels of government nationally**
2. **Fund enabling organisations to help get social enterprises 'contract ready' and to broker B2B relationships between customers and suppliers**
3. **Provide funding to social enterprises to build their business development and sales capabilities**
4. **Provide access to affordable and flexible funding and investment opportunities to allow social enterprises to build the necessary infrastructure and teams.**

STREAT Child Safety and Wellbeing Policy

STREAT is a child safe organisation.

STREAT is a child safe organisation committed to promoting the wellbeing of children and young people with diverse backgrounds and a range of lived experiences. We are committed to being a safe and friendly space for children and young people while recognising, respecting and promoting their rights.

All people who conduct work for STREAT, paid or unpaid, are expected to act ethically to ensure the safety and wellbeing of children and young people.

Scope and Responsibilities:

The Child Wellbeing and Safety Act 2005, which sets out the Child Safety Standards, defines a child as a person under 18. STREAT works with young people aged 16-24. Although the Child Safety and Wellbeing Policy refers to 16 and 17-year-olds participating in STREAT's Youth Programs, STREAT adopts an approach of care and concern for all participants.

We expect all people who undertake work for STREAT (including but not limited to staff, volunteers, interns, trainees, contractors, consultants, board members and executive leadership) to create safe spaces for children and young people actively. Our Child Safety and Wellbeing Policy applies to all activities at STREAT where children and young people may be present, including regular café operations, horticulture operations, office locations, and all Youth Programs sites and activities.

All people who undertake work for STREAT in an ongoing way are required to hold a Working with Children's Check and participate in a thorough interview process, followed by an Induction and Boundaries workshop.

STREAT's Child Safety and Wellbeing Policy is included in the Human Resources Manual (HR Manual) and the Youth Programs Manual (YP Manual), and forms part of the Contract with STREAT.

The Youth Programs Manager is responsible for receiving and responding to any complaints from trainees and communicating them to the Chief Impact Officer and/or Chief Operating Officer and/or Deputy Chief Executive Officer. Additional policies and procedures on external reporting, record keeping, information sharing and risk assessment relating to children and young people are available in the Youth Programs Manual.

To prevent or report any complaints occurring in the workplace in regard to the safety and wellbeing of children and young people:

- Paid and unpaid staff should report any complaints by trainees to the Youth Programs Manager.
- Paid and unpaid staff should report any concerns for the safety and wellbeing of children and young people to the Youth Programs Manager.
- The Youth Programs Manager will investigate the concerns and complaints and communicate this to the Chief Impact Officer and/or Chief Operating Officer and/or Deputy Chief Executive Officer.

Relevant legislation, regulations and external policies:

- Schedules 1 and 2 of the Child Wellbeing and Safety Act 2005 (the Act) set out the categories of organisations and businesses that need to comply with the Child Safe Standards (CSS).
- As an organisation that provides services to people under 18, STREAT is required by law to comply with the CSS.
- YP Manual, Section 3.2, Relevant legislation and professional codes of ethics.

Internal policies and procedures related to child safety and wellbeing at STREAT:

- Code of Conduct: HR Manual, Section 5
- Complaints Procedure: HR Manual, Section 7.5
- Risk Mitigation Strategies and Risk Assessment Matrix: YP Manual, Section 3.3
- Youth Programs Governance: YP Manual, Section 3.1
- Reportable Conduct: YP Manual, Section 16
- Consent to Share Information: YP Manual, Section 14.4
- Clear Critical Incident and Trainee Safety Processes: YP Manual, Section 3.3
- Version Control and Review: HR Manual, Section 2.3; YP Manual, Section 2.2.

This policy has been approved by the Youth Programs Manager, Chief Impact Officer and the Chief Executive Officer. STREAT Youth Programs and HR review this policy every time legislation updates. The most recent update occurred in July 2022. For more information on STREAT's Child Safety and Wellbeing Policy, reach out to the Youth Programs Manager.

STREAT Child Safety Reporting Flowchart July 2025

STREAT

WHO CAN REPORT?

Parent, young person, staff member or volunteer

WHAT TO REPORT?

Any child safety concerns, including:

- disclosure of abuse or harm
- allegation, suspicion or observation
- breach of Code of Conduct

CALL 000 IF A YOUNG PERSON IS IN IMMEDIATE DANGER

HOW?

Face to face verbal report, letter, email, telephone call or meeting

WHO TO?

If you are a trainee:

- tell your key worker or any of the YP Staff
- if you are a staff member or volunteer: report it to the YP Manager (Kara), your line manager, or any member of the STREAT Leadership Team (Liam, Kara, Llawela, Elise, Kate C, Greg, Kate B or Bec)

WHAT HAPPENS NEXT?

The Youth Programs Manager and Executive will:

- offer support to the child, the parents, the person who reports and the accused staff member or volunteer
- initiate internal processes to ensure the safety of the child, clarify the nature of the complaint and commence disciplinary Process (if required)
- decide, in accordance with legal requirements and duty of care, whether the matter should/must be reported to the police or Child Protection and make report as soon as possible if required

OUTCOME

Investigation; outcome decided; relevant staff, volunteers, parents and child notified of outcome of investigation; policies, procedures updated where necessary.

STREAT is a child safe organisation committed to promoting the wellbeing of children and young people with diverse backgrounds and a range of lived experiences. We are committed to being a safe and friendly space for children and young people while recognising, respecting and promoting their rights.

All people who conduct work for STREAT, paid or unpaid, are expected to act ethically to ensure the safety and wellbeing of children and young people.

Document updated July 2025

Youth Programs

STREAT

TASTE OF STREAT

Taste of STREAT workshops are half-day workshops for young people interested in STREAT's Youth programs.

The workshops provide young people and their workers with a taste of STREAT including making and eating delicious pizza – all whilst learning about STREAT, what the program involves and the employer opportunities available. This might just be what a young person needs before committing to a longer program. These fun Taste of STREAT workshops are for young people and their worker.

FAST TRACK TO WORK

Fast Track to Work is a supported 8-week program for young people facing barriers to employment who are seeking work in hospitality.

Fast Track to Work includes workplace experience, fun and interactive work readiness workshops, social engagement and individual case support (including linkages to specialist service providers). Our work readiness curriculum is delivered by our Youth Programs Team who run experiential workshops focusing on a number of areas, including self-care, basic living skills, budgeting, healthy relationships, teamwork, self-regulation, emotional regulation, legal rights, employee rights, interview skills.

This holistic program requires approximately 18 hours per week which can be spread over as few or as many days as works for the young person. Fast Track to Work prepares and equips young people with the essential knowledge and skills to transition into the workforce with greater confidence and aptitude.

Fast Track to Work provides:

- Individualised intake and needs assessment
- Two months of hands on, weekly work experience shifts in one of STREAT's real businesses – catering kitchen, a la carte kitchen, bakery, or in one of our many cafés, kiosks (2-3 shifts per week)
- Individual support including:
  - » Developing personal work-readiness goals and action plan
  - » Linkages to specialist service providers
  - » Time with Magic, our fully trained and qualified Therapy Assist Dog
- Work Readiness program (facilitated by our qualified Youth Programs team)
- The opportunity to be referred to STREAT's Paid to Work program, which involves nine months of paid employment with one of our partnered employers offering 20-25 hours a week
- Or transition support into other open employment or education goals.

Over the last 15 years, STREAT has an outstanding track record of transitioning 79% of graduates into employment or education. We have a therapy dog too!

PAID TO WORK

Paid to Work is a nine-month program offering suitable graduates of Fast Track to Work, an opportunity to transition into 20-25 hours a week of paid employment facilitated through one of our partner employers in Hospitality.

Paid to Work provides:

- Paid employment for nine months in hospitality
- Intensive post-placement support for both the young person and the employer for the six months
- On the job training
- An opportunity to continue employment with partnered employers once the program has completed

SUITABILITY CRITERIA FOR FAST-TRACK TO WORK

Aged between 16 – 24	✓
Eligible for employment in Australia	✓
Interested in working within hospitality	✓
Primary goal to work	✓
Committed to participating 3-4 days per week for 8 weeks	✓
Basic ability to read and write	✓
3 – 6 months clean off drugs	✓
Effective management / treatment of any mental health or other issues	✓

HOW TO APPLY

Download information and an application from our website:
www.STREAT.com.au

Or call Youth Programs on **(03) 9629 4222**
to have a chat or make a time to meet

Or scan the QR code below.

We look forward to hearing from you!

SCAN THE QR CODE TO COMPLETE AN APPLICATION FORM

About Us

STREAT

STREAT is a food-based social enterprise that provides supported pre-vocational training and holistic personal support to young people aged 16-24 who really need a hand.

STREAT exists to make a difference to young people who face a range of barriers and disadvantage. We aim to provide a sense of connection, safety and belonging to our young people.

We want our young people to thrive in all parts of their lives. We want them to feel a sense of belonging at **STREAT**, and know deeply that we're here to help them achieve a healthy self, healthy job and a healthy home.

BELONG — We want a young person to always feel at home at STREAT.

HEALTHY SELF — We provide wrap-around support including individual case management, linkages to other specialist service providers as needed (drug and alcohol, mental health, housing services), group work readiness programs, and creative and social activities.

HEALTHY JOB — We provide a range of hospitality programs including, work experience programs, and short courses. We also provide workplace training and mentoring for each young person across STREAT's inner Melbourne cafés and kitchens. As a social enterprise, STREAT reinvests 100% of its profits back into supporting and training youth.

HEALTHY HOME — We work towards our young people having a safe and long-term place to live through relationships with a wide range of Melbourne housing services and supporting the development of their independent living skills

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CROMWELL YOUTH TRAINING ACADEMY

After years in the making we opened our Collingwood youth training academy in 2016 to allow STREAT to further scale its programs to a greater number of young people each year. STREAT's model takes young people who find it hard to gain employment, and provides them with support skills, and transition into open employment. STREAT provides real work experience in our artisan bakery, production kitchen and multiple café sites.



Artisan Bakery



Cromwell Café



Production Kitchen



RMIT Café



RACV Café



Parkville Cafe

STREAT is a child safe organisation.

STREAT is a child safe organisation committed to promoting the wellbeing of children and young people with diverse backgrounds and a range of lived experiences. We are committed to being a safe and friendly space for children and young people while recognising, respecting and promoting their rights.

All people who conduct work for STREAT, paid or unpaid, are expected to act ethically to ensure the safety and wellbeing of children and young people.

Refugee Fast Track to Work Program

STREAT



STREAT is an independent hospitality social enterprise that provides supported pre-vocational training and holistic personal support to young people aged 16-24 who need a hand.

Courtesy of funding from the Australian Government*, STREAT has expended our highly successful **Fast Track to Work** program to welcome refugee and humanitarian entrants with low literacy or limited education. We can provide additional support and on-the-job language training.

STREAT's **Refugee Fast Track to Work** prowgram will increase work readiness and employment opportunities for refugees and humanitarian entrants with low education or English language. As with all STREAT trainees, our goal is for entrants to feel they belong, with a healthy sense of self, home and work.

HOW TO APPLY

Download information and an application from our website at **STREAT.com.au** or call Youth Programs on **(03) 9629 4222** or scan the **QR code**.

We look forward to hearing from you!

SCAN THE QR CODE TO COMPLETE AN APPLICATION FORM

**This EPRI program Grants to Social Enterprises grant received grant funding from the Australian Government.*

SEE OVER PAGE FOR MORE INFORMATION.

Refugee Fast Track to Work Program

STREAT

ABOUT STREAT'S FAST TRACK TO WORK

The first phase of the **Refugee Fast Track to Work** is a supported 8-week work-readiness program for young people facing barriers to employment who are seeking work in hospitality. This holistic program requires approximately 18 hours per week which can be spread over as few or as many days as works for the young person. We can provide additional support and on-the-job language training.

Our Youth Programs Team run experiential workshops focusing, including self-care, basic living skills, budgeting, healthy relationships, teamwork, self-regulation, emotional regulation, legal rights, employee rights, interview skills.

The second phase of **Refugee Fast Track to Work** includes:

- *Paid employment for nine months in hospitality*
- *Intensive post-placement support for both the young person and the employer for the nine months*
- *On the job training*
- *An opportunity to continue employment with partnered employers once the program has completed*

Refugee Fast Track to Work prepares and equips young people with the essential knowledge and skills to transition into the workforce with greater confidence and aptitude.

ELIGIBILITY CRITERIA

Refugee or humanitarian entrant with the right to work in Australia	✓
Aged between 16 - 24	✓
Interested in working within hospitality	✓
Primary goal to work	✓
Committed to participating 3 - 4 days per week for 8 weeks	✓
3 - 6 months clean off drugs	✓
Effective management / treatment of any mental health or other issues	✓
Low English language skills Level 1 or 2) **or** secondary school or lower education	✓

Have one of the following visas: • Refugee visa (subclass 200) In-country Special Humanitarian visa (subclass 201) • Global Special Humanitarian visa (subclass 202) • Emergency Rescue visa (subclass 203) • Woman at Risk visa (subclass 204) • Territorial Asylum visa (subclass 800) • Resolution of Status (subclass 851) • Protection visa (subclass 866) • Humanitarian Stay (Temporary) visa (subclass 449) & Temporary (Humanitarian Concern) visa (subclass 786) *limited to circumstances where the visa was granted to Ukraine nationals due to the crisis in Ukraine.* • Humanitarian Stay (Temporary) visa (subclass 449)* *limited to circumstances where the visa was granted on or after 19/08/21 relating to the deteriorating security situation in Afghanistan.*	✓

HOW TO APPLY

Download information and an application from our website at **STREAT.com.au** or call Youth Programs on **(03) 9629 4222** or scan the **QR code**.

We look forward to hearing from you!

SCAN THE QR CODE TO COMPLETE AN APPLICATION FORM

**This EPRI program Grants to Social Enterprises grant received grant funding from the Australian Government.*

Fast Track to Work 2025

STREAT

Fast Track to Work (FT2W) is an 8-week supported work readiness program for young people aged 16-24 facing barriers to employment.

2025 PROGRAM DATES

LOCATION: Collingwood, Melbourne

PROGRAM	START	END
FT2W39	Thursday 20 February	Thursday 17 April
FT2W40	Thursday 8 May	Thursday 3 July
FT2W41	Thursday 24 July	Thursday 18 September
FT2W42	Thursday 9 October	Thursday 4 December

HOW TO APPLY

Download information an application from our website at **STREAT.com.au** , call Youth Programs on **(03) 9629 4222** or scan the **QR code**.

We look forward to hearing from you!

SCAN THE QR CODE TO COMPLETE AN APPLICATION FORM

Applications welcome anytime.



We also have just desserts

We believe that every young person should have a wide range of opportunities and tools to break the cycle of their criminal activities – that's why we don't just use coffees, but also croissants, pastries and slices handcrafted every day in our artisan bakery! In fact, since 2010 our young trainees – over 30% having justice involvement – have helped us caffeinate and feed millions of Melburnians, all whilst gaining critical life and job skills.

We know from years of experience that with the right supports and opportunities, **a young person's criminal past doesn't need to define their future. We also know that the solution can be delicious!**

We invite you to pour yourself a cuppa, read more about our work, and then call us if you'd like to explore a collaboration. You have an open invitation to share a coffee and deeper conversation at our Parkville Justice Café.

BON APPETIT!



A taste of sweet justice ...

"You've given me hope, a future and a solid job – you believed in me before I believed in myself."

"You weren't afraid of my rap sheet. That made you the person I wanted to work with."

"When I fuck up they tell me not to stress or apologise. They just help me get it right next time."

"They make us feel as though we existed, they could see us."

"They don't look at your past, they look at your future."

"STREAT kept me from doing bad things."

"STREAT is good for keeping me out of prison."

"I learnt how good men behave."

"They took the time to understand me from the get-go. My problems and all the shit issues and rap sheet. But also stuff I was good at, and what I wanted to do – my own dreams and plans. And then they built respect. It was slow and I was hard work. They hung in there. They set limits and gave me feedback, and I wasn't always grateful. But all this helped me get closer to the future I wanted. I see now it was good. Most services don't bother with all that. Especially for kids out of prison. STREAT is good shit."

- 29% of STREAT's young people have experience with the justice system
- 50% are survivors of trauma or violence
- 89% are disengaged from school or education
- 97% are unemployed or under-employed
- Six months after completion, 72% of STREAT graduates are still in employment, education or training

STUFF THAT'S HARD TO SWALLOW ...

- **Our juvenile justice system has a skin colour, and First Australians are over-represented –** Our Youth Justice Precincts and correctional centres are full of First Nations and refugee and migrant young people. Although they make up 3% of Australia's population, First Australians represent 24% of the total prisoner population. First Australians represent 40% of those aged 10–17 years under juvenile justice supervision, and are also ten times more likely to be under supervision (41 per 10,000 young people aged 10-17 compared with 4.1 per 10,000). A disproportionate number of First Nations people have died in custody.
- **Being a really poor young person increases your likelihood of being in the justice system by 700%** – 25 per 10,000 young people aged 10–17 from the lowest socioeconomic areas were under supervision in 2023-24 compared with 3.3 per 10,000 from the highest socioeconomic areas.
- **Correctional centres have revolving doors** – Between 60-80% of young people who exit the juvenile justice system via community supervision or custody, reoffend. Sadly, we also know that incarcerated children and young people have a far higher likelihood of ending up in our adult correctional centres.
- **Young people with criminal records face a host of discriminations** – This might include reduced privacy, an inability to vote, an inability to gain employment, and discrimination within the workplace if they do get a job.
- **Victoria has children as young as 12 years old incarcerated** – Despite years of advocacy from human rights groups, social service agencies and community groups to raise the age of incarceration to 14 years old, Victoria still has children as young as 12 incarcerated within its justice system.

Our menu for LEARNING & EARNING

STREAT has a smorgasbord of delicious interventions and programs designed to meet young people wherever they're at. Here's a taste:

PREVENTION / EARLY INTERVENTION

- ***Outreach*** – Weekly sports program undertaken with Victoria Police for young people undertaking high-risk activities. (And of course we take delicious snacks each week.)
- ***Taste of STREAT*** – Half-day workshops helping young people and their workers get an overview of STREAT's programs, all whilst making and eating sumptuous pizzas straight out of the oven in our Collingwood bakery.
- ***Fast Track to Work*** – A 2-month program for young people facing barriers to employment who are seeking work. In addition to gaining transferable job skills within our foodservices and horticulture businesses, there's a curriculum with modules on self-care, basic living skills, budgeting, healthy relationships, teamwork, emotional regulation, legal rights, and interview skills.
- ***Paid to Work*** – A 9-month program supporting the transition of graduates into paid employment with our industry partners, whilst our team of allied health workers and therapy dog continues to walk alongside you.

COMMUNITY SENTENCE / BAIL / PAROLE

- Both the Fast Track To Work and Paid To Work programs (above) align with a young person's bail conditions and can also be form part of their conditions of a community orders. And with about 600 young people on community service orders each day in Victoria, STREAT is the perfect place to create new pathways for young people who have criminal charges.

CUSTODY

- ***Thyme Out program at the Parkville Youth Justice Precinct*** – Located in inner Melbourne at the Parkville Youth Justice Precinct, our café provides a 6-week program which sees young people on day release complete training and work experience within a real café environment. The café serves a delicious range of coffees, snacks and meals to the general public, all whilst allowing young people to get the critical life and job skills needed for their re-entry into the community at the end of their bail or sentence.

REINTEGRATION / DESISTANCE

- Upon release from incarceration, STREAT's ***Fast Track to Work*** and ***Paid to Work*** programs (above) are ideal for young people re-entering the community, and they provide high levels of skilling and specialised support from STREAT's allied health team. Over the last decade we've had many formerly incarcerated young people take this pathway.

MULTI-MILLION MANI

In 2018 STREAT undertook extensive modelling with RMIT University to calculate its value to government based upon current figures from the Victorian Department of Treasury and Finance. **STREAT is estimated to save the government and social services sector at least $33,000 per year per young person across their life. This can add up to millions across a single lifetime.**

MEET 16 YEAR OLD MANI. A TYPICAL YOUNG PERSON AT STREAT. HE...

- Has never met his father, and his family are scattered around Australia and overseas
- Left school part way through year 9
- Is unemployed and on Newstart allowance
- Is couch surfing
- Smokes cannabis daily to manage nightmares and anxiety
- Is on a Good Behaviour Bond after he and a mate stole a car
- Subsequently breached his orders and is now at risk of going to prison



PER YEAR, HE COSTS THE GOVERNMENT

$50,000

in emergency, police, hospital, legal, health, psychological and unemployment services

30 YEAR OLD MANI HAS NOW COST THE GOVERNMENT OVER $750,000



46 YEAR OLD MANI HAS NOW COST THE GOVERNMENT OVER $1.55 MILLION

76 YEAR OLD MANI HAS NOW COST OVER $3.05 MILLION



STREAT INTERVENED EARLY AND PROVIDED MANI WITH...

- Stable transitional housing
- Counselling
- Help reducing his drug use
- Work experience and training within its café and bakery
- Vocational training qualifications in hospitality
- Transition support into a chef apprenticeship with a partner employer
- A group of supportive friends, mentors and workmates
- Confidence, a sense of belonging and hope!

IT COSTS STREAT

$45,000

to provide the holistic support, training and employment pathways that Mani needed and wanted.

(STREAT receives less than 1% of its funding from government, and generates over 70% of its revenue through its social enterprises.)

BY BREAKING THE CYCLE, STREAT HAS NOW SAVED THE GOVERNMENT OVER $500,000

STREAT HAS NOW SAVED THE GOVERNMENT OVER $1 MILLION

STREAT HAS NOW SAVED THE GOVERNMENT OVER $2 MILLION!

STREAT's work provides saving and exceptional value for governments.

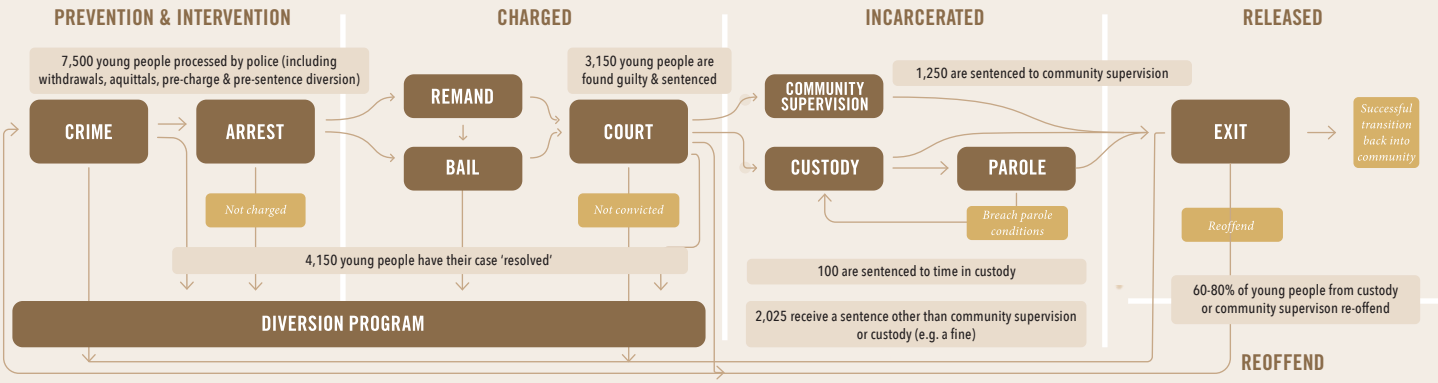
Since 2010, STREAT has saved governments over $155 million.*

** Victorian state government: $64m, Commonwealth government: $91m. (STREAT receives less than 1% of government funding each year.)*

Government Savings	At June 2023	By 2025	By 2030	By 2040
Victorian Government	$64,098,200	$84,788,889	$135,831,291	$342,617,426
Federal Government	$91,132,151	$120,549,312	$193,119,273	$487,119,186
TOTAL SAVINGS	**$155,230,351**	**$205,338,201**	**$328,950,564**	**$829,736,609**

FOR WE ARE YOUNG & FREE

Sadly, there are many young Victorians who are not young and free. But after years working with youth offenders, we know that it's possible to change their justice journey.



Ten BIG IDEAS Brewing

1 CREATING CULTURAL JOB PATHWAYS

First Nations and Culturally And Linguistically Diverse (CALD) young people are over-represented in Victoria's justice system. We'd love to deepen our work with cultural communities to create job pathways that strengthen and celebrate young people's connections to Country and culture. Examples might include pathways for First Nations youth into cultural land management or cultural tourism, or migrant young people cooking their cultural food dishes within a cultural caterer, or creating cultural art or crafts for retail sale within social enterprise shops. We're already incubating some of these ideas at the new social enterprise Purpose Precinct at the historic Queen Victoria Markets in Melbourne's CBD.


Latte

2 CREATING SUPPORTS THAT MOVE WITH A YOUNG PERSON

One of the challenges we currently face is that the incarcerated young people we work with in the city, often return to their regional communities upon release, sadly to find no work opportunities in their community. This frequently results in young people re-offending and ending up back in prison. We'd love to build a state-wide team of justice workers and industry partners who can support young people into training and employment pathways.

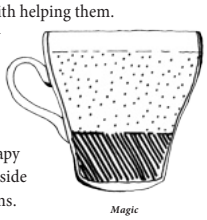
3 INTEGRATING SERVICES TO CONNECT CITIES AND REGIONS

STREAT currently train young people within inner Melbourne but we'd love to partner with others to create integrated job pathways across the whole state. Our starting point would be our existing industry partners and the 3,500 social enterprises across Victoria.

4 TRAINING DOGS TO DO THE WORK THAT HUMANS OFTEN CAN'T

We really wish everyone could see what happens when Magic, STREAT's therapy dog, visits incarcerated young people alongside our justice team! We've consistently found that for young people suffering with high levels of neglect, abuse, trauma and incarceration, a therapy dog can effortlessly bridge the gaping gap of trust between the young person and the adults tasked with helping them.

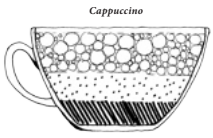
We think that every single children's court, community detention centre, and prison should have a team of therapy dogs working alongside their helping humans.


Magic

5 DEEPENING GOVERNMENT SOCIAL PROCUREMENT IN JUSTICE

The Victorian government's social procurement framework is world-leading and has harnessed the government's expenditure across many industries to drive and grow impact within the social enterprise sector. There are still many goods and services that could be procured, including within the state's prisons that all need food services, garden maintenance, laundry services, cleaning, waste management, building repairs, technology and IT services.


Piccolo


Cappuccino

6 LEARNING,SHARING AND FUNDING JUSTICE INNOVATION

Victoria has a number of social enterprises doing game-changing work with offenders, including YMCA's Bridge and ReBuild projects, Fruit2Work, The Torch, Sweet Justice, Fair Threads and STREAT. We'd love to build a Justice Community of Practice for social enterprises that would create stronger peer-to-peer knowledge exchange, capacity-building, and collaboration opportunities in this critical area of work. We'd also love to explore collective research with our peers and academics. For example, many social enterprises track and evaluate the impact of their justice programs, including their stronger track record of reducing recidivism than other government-funded programs and interventions. However, there's currently no consolidated research within the sector that demonstrates the savings to governments and positive community impacts of our innovative programs. STREAT's own research with RMIT University estimates that the organisation has saved governments over $155m in direct expenditure since 2010, but collective data is critically needed. Another ongoing concern facing social enterprises is the lack of financial assistance to offset the costs they incur to engage, train, employ, and provide intensive support to positively impact the lives of young people within youth justice. We feel strongly that social enterprises delivering significant social impact and savings to government should be funded for their outcomes.


Long black

7 CREATING FUTURE-FOCUSSED CUSTODIAL INDUSTRIES AND PATHWAYS

We believe there's a strong opportunity to create a range of social enterprises embedded within detention centres and prisons across the state, and we're inspired by many examples overseas, including Redemption Roasters in the US, Jail Guitar Doors in the UK, Code4000 in the UK that creates coding and tech jobs, and UNICOR in the US that manufactures textiles, electronics and furniture. The Climate Council estimates that there's over 78,000 green jobs needed across Australia to help with the country's climate transitions, with over 30% being vocational-level roles. We think there's so many latent opportunities, particularly into the industries of the future.


Mocha

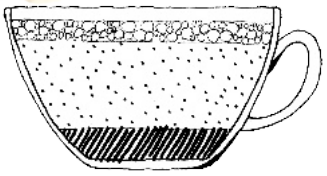
8 UPSKILLING INDUSTRY PARTNERS TO WORK WITH YOUNG OFFENDERS

STREAT has over 10 years of working intensively with industry partners who provide open employment to our graduates. Our effective model supports both young people and their new employer as they make the transition into their new job. This program could be expanded to other industries and locations.


Short black

9 COUNTERING VIOLENT EXTREMISM (CVE) IN YOUNG PEOPLE

STREAT's co-founder Dr Kate Barrelle is a clinical and forensic psychologist who works nationally and globally with police, justice agencies, hostage negotiators, social workers, community groups, religious organisations and researchers to counter violent extremism. She's the co-author of Radar and PIM Tools, used across local, state and national jurisdictions for CVE interventions. She's on the Victorian Expert Advisory Committee for CVE, and consults widely as part of STREAT's focus on crime prevention. Social enterprise, particularly jobs-focussed social enterprises which offer tailored, holistic and supported pathways from learning to earning, have a huge amount to offer young people in terms of a pathway away from violence and hate towards societal reintegration and belonging. STREAT can help get other social enterprises ready to work with this cohort, as well as help intervention programs understand the conditions required for young people to get their needs met in healthy ways away from antisocial groups and movements.


Flat white

10 CREATING MEMORABLE WELCOMES FOR VISITORS TO VICTORIA

Victoria has a thriving Visitor Economy with people coming from around the globe to experience the wonders of our state. We'd love to see First Nations young people play a leading role in welcoming visitors to their Country. We also think CALD young people could help host visitors from their ethnic or language groups. We couldn't imagine a more powerful way to welcome visitors and to showcase that Victoria is a state of opportunities for everyone.

FANCY A CUPPA?

STREAT has a highly experienced team who can DESIGN and DELIVER impactful justice programs, BUILD CAPABILITIES of others to work in justice, and INFLUENCE broader change within the social enterprise sector.

So if you're curious or excited about the things that you've read in this zine, please contact:

DR KATE BARRELLE
Co-founder and Chief Impact Officer, STREAT
kate.barrelle@streat.com.au • 0414 437 940

Kate is a Forensic and Clinical Psychologist with a PhD in Countering Violent Extremism. She manages STREAT's team of allied health workers which includes social and youth workers, justice workers, employment specialists and a therapy dog.

MICK CRONIN
Chief Justice Innovation Officer, STREAT
mick.cronin@streat.com.au • 0424 444 299

For over 16 years Mick has worked with young offenders at different points in the justice system. Prior to his role at STREAT, Mick was the Executive Director of YMCA's Bridge Program and its social enterprise ReBuild, where he and his team developed and delivered programs for young offenders incarcerated within the state's various youth justice and correctional centres.



Dear STREAT Supporter

In 2013 Geoff Harris gifted us our Cromwell Manor flagship site in Collingwood for 50 years. Inspired by the Wurundjeri, the custodians of this land for the last 50,000 years, we determined to also tread lightly on this small patch of earth, and also the other places we inhabit now and into the future. We plan to rejuvenate this land, and leave it in a better state than we'd found it — a small patch of land with a crumbling 150 year old building, two large European trees towering over concrete, and the depleted soil hiding asbestos and an enormous rusty tank leaking petrol.

Across the summer of 2017, we welcomed Heath Wallace and four Melbourne Uni students — David, Yvonne, Tim and Josh — to help us create our first Planet Roadmap. They examined our electricity invoices, waded through our waste, and scrutinised our supply chain. They held up a mirror to all parts of our operations – frequently making us squirm with what they found. And we are all the better for it. Outlined below is a snapshot of what they found, along with some of our upcoming activities.

We want to ensure that for decades to come STREAT creates goodness for People and the Planet.

The STREAT Team xx

It's our planet, let's save it together!

Every choice we make has the potential to help the planet that we all share.

We are four University of Melbourne students who have come together to try and help STREAT become the greatest and greenest company it can be in order to make a positive impact not only on the people on the planet but the earth itself. This document is the result of our 7 weeks of research.

The key impact areas that we have chosen are the pillars of sustainability and anyone can adapt these principles in their own lives.

- **Community & Connectedness**
- **Places**
- **Eco & Food Systems**
- **Water**
- **Materials & Products**
- **Energy**
- **Transport**
- **Waste**

By supporting STREAT you are making a difference not only in the lives of young people but to the very planet that we all share. In using these principles we know that one step at a time, we can all help save the planet.

Team Planet

STREAT'S PLANET PLAN

Inspired by the Wurundjeri, the custodians of this land for the last 50,000 years, we determined to also tread lightly on this small patch of earth, and also the other places we inhabit now and into the future. We plan to rejuvenate this land, and leave it in a better state than we'd found it.

< 6 MONTHS

- Use e-water for all cleaning at all sites, where appropriate
- Use 100% biodegradable soap. Buy in bulk and decant for use.
- Offset all transport
- Set up a way for staff, trainees and customers to suggest green initiatives and help implement them
- Review all appliances and create a database of appliance energy consumption and efficiencies
- Educate customers on green initiatives (through menus, and tips on how to reuse packaging)
- Convert to refillable packaging for coffee and other products

6 MO–2 YRS

- Utilise conference calls or new video technology (even VR) rather than flying or travelling and as an added sales point for room hire
- Encourage trainees and staff to walk, cycle, take public transport or carpool to and from work and between sites
- Step down high impact foods to the next level lamb<beef<pork<chicken Choose sustainable fish
- Get separate bins in more categories: soft plastics, compost, co-mingled recycling, and landfill
- Buy 100% green power for the energy not generated by our solar panels
- Install solar panels at Cromwell
- Implement a supplier code of ethical/sustainable conduct (reusable packaging, delivery distance, and supplier greenness)
- Use no sticker labels on packaging
- Institute vehicle log books, a purchase order system and separate meters for electricity, water and gas
- Offer no bottled water for purchase
- Make retail products out of waste items
- Use biofuel in the delivery vans
- Hold a zero waste challenge day, product or dish

2–5 YEARS

- Get non-stick trays or silicone mats to reduce the amount of baking paper waste
- Buy more regional coffee beans (Asia-Pacific)
- Use power saving power points with auto turn off or timed on/off functions for appliances
- Install good quality hand dryers to stop using paper towels in bathrooms
- Have dedicated paid time for a casual staff member to action green initiatives
- Teach organic waste reduction and recycling training in youth program
- Grow our own organic produce. Start with herbs and leafy greens in beds and vertical gardens
- Ensure all printing is on 100% post-consumer recycled paper stock and uses refillable plant-based ink cartridges
- Employ a full-time Sustainability Officer
- Use reclaimed and upcycled crockery and furniture
- Use grey water to flush toilets
- Install a solar hot water system
- Start a "STREAT Cycles" program and provide all trainees and staff access to communal bicycles made from second hand or reclaimed materials

5+ YEARS

- Implement a hard limit on acceptable supplier distance
- STREAT grows and uses a substantial number of indigenous food plants in menus
- Use composting toilets
- Minimise all milks from drinks
- Upgrade to a recirculated air system for coffee roaster
- Maximise the number of vegetarian meals on the menu
- Offer only home-made soy milk instead of cow milk to reduce packaging and deliveries involved
- Stop offering take-away cups in all cafés
- Employ a sustainability department, headed by a Chief Sustainability Officer
- Install high-tech solar panel windows
- Use subterranean heat pumps for heating and cooling
- Develop another source of water — solar desalination, on-site recycled, or harvest atmospheric water
- Generate enough electricity to power Cromwell with surplus green energy to give to the neighbourhood
- Complete independence from water network through rainwater collection
- Waste does not exist at STREAT. All things are reused, composted or converted into something that can be internally used making STREAT self-reliant, leaving no landfill on the earth
- Use only electric vehicles powered by renewable sources of energy or bicycles
- STREAT a catalyst for further greening local communities
- Start Farmily, an urban agriculture farm: Training youth to make grow, cook and share produce. The site is an environmental flagship with rain tanks, water recycling, solar panels, closed-loop waste system, sustainable transport etc.
- 3D printers are used to produce all needed items that can't be sourced second hand (cutlery, cups, utensils, furniture)
- STREAT produces no packaging and does not accept anything with packaging therefore embodying sustainability and reusability in all faculties of business
- Potential use of lab grown high impact foods e.g. meat, milk, coffee etc.
- STREAT is a global leader on what it means to care for the planet and produces more resources than it needs, therefore taking steps towards restoring the planet for future generations
- STREAT educates and creates earth-aware students and its training program integrates the Planet ethos into all who interact with the business

STREAT'S PLANET PLAN

We've always been passionate about maximising our social footprint whilst minimising our environmental one. *This year we're raising the bar further. Over the last six months we've been working with Heath Wallace and Melbourne Uni student interns David, Yvonne, Tim and Josh to baseline our current impact and create this plan. Outlined are our planned activities for the upcoming years along with our highlighted progress to date. We'd love your ideas and involvement.*

COMMUNITY & CONNECTEDNESS

1. We connect People to their Planet
- Understand what it means to be the custodians of our land and have the local Wurundjeri undertake a smoking ceremony and cultural training at Cromwell *(Ceremony with Uncle Colin Hunter Jr held on 1 Aug 18)*
- Understand key features of our sites (traditions, sunshine, wind, heat, aspect, rainfall) and create site eco plans *(full Cromwell site assessment undertaken in Aug18)*
- Create green spaces and places where people feel connected to the planet *(ongoing)*
- Establish ways for staff, trainees, customers and other stakeholders to suggest green initiatives and help implement them *(new Green Team staff member -May18 , Horticulturist starts Sept18)*
- Educate all of our stakeholders on green initiatives they can personally take – encourage One Planet Living with all people live sustainably within the earth's resources
- Develop a Planet module for STREAT's youth and staff training programs
- Expand our youth training program from hospitality to also include urban horticulture

2. We show leadership in sustainable business and eco-innovation
- Transparent measurement, evaluation & reporting of footprint (separate metering of electricity, water & gas, purchase order tracking)
- Secure and allocate funds for staff to get involved in green initiatives, with the plan to employ a Sustainability Officer and staff within 5 years *(Funds allocated for a 0.2 FTE Sustainability Manager)*
- A wide range of people and partners involved in open innovation projects with the organisation – e.g. incubation of new eco products, value chain innovations *(new coffee ground soap added to retail products, starting work with collaborators on new eco products)*
- Undertake closed loop designing for our entire operations – potential links with new Alphington Food Hub
- The costs of carbon, water, and ecosystem services are internalised into product pricing
- Help catalyse greening the streets we operate on, with a strong focus on building the Cromwell Commons with our neighbours
- Start Farmily, an urban agriculture farm which trains young people and the community to grow, cook and share healthy food, live meaningfully and sustainably, and feel connected
- Help grow and build the social enterprise sector by increasing the no. of social enterprises, B Corps & ethical enterprises in our supply chain — *(we've had 30 to date, and we'll keep adding more!)*

PLACES

3. We design and build places that are nurturing and green
- Green indoor and outdoor spaces created to support emotional and physical health – areas for prayer or contemplation, multiple furniture types encouraging people to dwell *(hammocks, deck chairs, rugs for sitting on the grass, outdoor furniture - ongoing)*
- Buildings designed with passive heating/cooling, insulation, & strong thermal properties – extensive use of plants for shade/cooling at Cromwell *(ongoing)*
- Strong use of natural light and ability to see circadian rhythms and seasons – large windows at Cromwell
- Sites strong in olfactory & acoustic deliciousness – bread fresh from oven, freshly ground coffee, freshly picked herbs, birds singing in the trees *(ongoing)*
- Water capture, efficiency, filtration and treatment onsite – tank water for gardens, non-chemical eWater system, dual flush toilets, water efficient equipment, wicking garden beds, self-watering indoor plant pots, drip irrigation system
- Minimisation of airborne contaminants – filtering of coffee roastery emissions, strong use of indoor plants to purify air, low VOC paints used, strong ventilation and cross-breezes through louvre windows
- Child, dog and family-friendly spaces – toys, dog bowls, play equipment *(ongoing)*

ECO & FOOD SYSTEMS

4. We regenerate and improve the land we're the custodians of
- Removal of asbestos and gas tank at Cromwell, soil improved *(undertaken during construction 2016)*
- Increase the biodiversity at Cromwell with a focus on increasing native species — *(19 new native species planted in March18, potted 16 new indigenous food plants added Aug18)*
- Habitats created at Cromwell for wildlife, including insect and bird boxes *(new insect box added Aug18)*

5. We produce and procure locally
- Increase the production of organic food grown onsite by creating kitchen gardens - beginning with herbs and leafy greens in beds and vertical gardens in 2018, building an arbour in 2019, - food miles to food metres. *(new Horticulturist starts Sept18 with focus on creating Cromwell's kitchen garden)*
- Continue our locavore focus by buying produce, goods and services locally within Melbourne and Victoria *(ongoing)*

6. Our meals are healthy for People and the Planet
- Further increase the number of healthy, vegetarian and vegan meals on our menus — *(try our new Green Team smoothies with re-usable metal straws; new vegan and gluten free items just added to our catering menu)*
- Step down high impact foods to the next level – lamb > beef > pork > chicken > fish > meat substitutes
- Encourage people to step down their milk impact – cow > almond > soy (we'll also explore making our own home-made soy milk to reduce packaging and transport)
- Only free range eggs, cruelty-free meats and sustainable seafood used — *(seafood now assessed using Good Fish Bad Fish rating and is fully sustainable)*

WATER

7. We capture and efficiently use water
- Harvest our own water onsite – installation of onsite water tanks
- Implement a range of water-saving or efficient technologies – possibilities include a drip-irrigation system, self-watering pots for indoor plants, onsite recycled water, a grey water system, or no-water composting toilets
- Xeriscape our Cromwell site with construction of water-efficient wicking beds, planting of native and drought-tolerant species — *(Cromwell wicking bed installed)*

MATERIALS & PRODUCTS

8. We don't use toxic chemicals at our sites
- Use 100% biodegradable soaps and earth-friendly chemicals
- Use eWater for all cleaning and sanitising at sites, where possible — *(all sites now using eWater)*

9. We only use or create low impact products
- Institute a concrete set of green and ethical principles in a supplier code of conduct
- Offer no bottled water for purchase *(switched to 100% recycled rPET bottled water Aug18, encouraging reusable water bottles through the implementation of an on-tap water system to be installed in new sites and retro-fitted in Melb Central site Oct18)*
- Development of our own Biodegradable Coffee Pods *(Aug18)*
- Increase the amount of regional coffee beans purchased from the Asia-Pacific region *(did our first test roast on Vanuatu coffee Aug18)*
- Internal and external printing is minimised, and when necessary we use 100% post-consumer recycled paper stock and wherever possible plant-based inks — *(this year's annual report was two A4 pages as opposed to last year's 40 page booklet)*
- Reclaimed and upcycled materials used where possible – crockery, furniture, soft furnishings — *(strong use of upcycled timber, materials and furniture at Cromwell, ongoing)*

ENERGY

10. We're striving to be energy self sufficient
- Review all appliances and create a database listing appliance efficiency and environmental impact
- Install solar panels at Cromwell
- Buy 100% green power for the energy not generated by the solar panels
- Use of energy-efficient appliances and installation of power saving power points with auto turn off functions
- Maximise use of passive heating and cooling — *(huge reduction in use of office air-conditioning)*
- Investigate other energy and fuel generation options, including wind turbines, biofuel, solar panel windows, re-circulated air system for our coffee roaster
- Reduce the use of gas – including solar hot water heating, use of biofuels

TRANSPORT

11. We minimise transport emissions through reducing travel and use of low carbon transport
- Allow staff to work from home when possible, and install telephone and video conferencing technology to avoid travel
- Ensure all sites are accessible by public transport, and people are encouraged to travel that way *(ongoing)*
- Encourage trainees and staff to step down their transport from car > motorbike > car pool > public transport > cycle > scooter > walk
- Start a STREAT Cycles program and provide all trainees and staff with communal bicycles made from second hand or reclaimed materials
- Implement a hard limit on acceptable supplier distance and increase the goods and services procured locally
- Institute vehicle log books to track fleet usage *(ongoing)*
- Reduce the emissions of our delivery and logistics – where possible deliveries are human powered, electric or biofuel vehicles used, carbon emissions offset

WASTE

12. We're aiming to become Zero Waste in the coming decade
- Further reduce and recycle takeaway coffee cups – 30c discount offered , retail Keep Cups, recycling program *(ongoing)*
- Increase recycling of waste – separate into categories: soft plastics, compost, co-mingled recycling and landfill
- Reduce the large amount of paper waste – e.g. hand dryers, reduce size of napkins, minimise photocopying
- Have a Zero Waste Challenge – including retail products, menu items
- Reduce baking paper waste by purchasing non-stick trays or silicone mats
- Undertake value chain innovation projects to reuse, recycle and regenerate our by-products – e.g. development of retail products like pet food made with leftovers, stocks made with food scraps, cushions made from coffee sacks *(new coffee soap being retailed Aug 18, ongoing)*
- Installation of commercial worm farm to divert their organic waste from landfill *(130,000 new worm/ employees started Aug 18)*

THE FOLLOWING STATISTICS ARE STREAT'S ANNUAL BASELINE MEASURED IN 2017

STREAT consumed **84,000** eggs last year

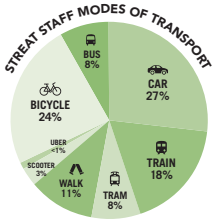
We'd need **280** chickens laying 24/7 to sustain this demand

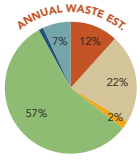
1KG OF MEAT	EQUIVALENT CO_2 EMISSIONS
Lamb	39kg
Beef	27kg
Cheese	14kg
Pork	12kg
Turkey	11kg
Chicken	7kg
Tuna	6kg
Eggs	5kg
Potatoes	3kg
Rice	3kg

We used **135,000** paper towels and **156,000** serviettes

222,172.23kWh of electricity was used.
This is equivalent to the carbon emissions of DRIVING A CAR 24 TIMES AROUND THE WORLD or **240** tonnes of CO_2

Our catering and delivery vehicles clocked up **15,600km**
That's Melbourne to Sydney **18 times**





ANNUAL WASTE (KG)		
Plastic	3,838kg	12%
Paper/Cardboard	6,720kg	22%
Other	524kg	2%
Organics	17,545kg	57%
Metal	156kg	1%
Glass	2,100kg	7%
Total estimate	30,885kg	

3.2 tonnes of chicken meat was consumed — that's **2406** chickens

804kg of beef used

STREAT used **1.2 million Litres of water**
That's nearly **1.5 million Olympic Swimming Pools**

We used **856,197MJ of gas**
This equates to **9** Hot Air Balloons of CO_2 gas

KEEPCUP USAGE
RACV: 19%
Melb.Central 9%
RMIT: 9%

PRINTING
24,628 colour pages
41,205 black pages

STREAT operates on the traditional lands of Wurundjeri People of the Kulin Nation and we wish to acknowledge them as Traditional Owners. We would also like to pay our respects to their Elders past, present and future.

GREEN FUNDERS

We would like to acknowledge and thank our new supporters of our green initiatives: Fouress Foundation, The McLeod Family Foundation, Roberts Family Foundation and Liping Meng.

Closing

If you've made it this far, you now have a practical grounding in what human rights in business looks like - from understanding your legal responsibilities and the international standards that shape them, through to identifying risk, listening to the people your organisation engages with and considering how to better engage different groups in the community.

You've also had the chance to test your knowledge and think through how these principles apply to your own organisation, whether you're just starting out or looking to strengthen what's already in place.

You have a policy framework to help implement the processes that turn awareness about human rights into an organisational commitment to human rights.

This resource was made possible through a collaboration between Kaziro Group, Social Enterprise Australia and Catalysr with a shared goal: to help social enterprise, WISE and small businesses to build fairer, safer, and more inclusive workplaces. We're grateful to everyone who contributed their knowledge and experiences to shape this guide.

When using or adapting this content, please acknowledge Kaziro Group as the original creator.

This resource is intended as a living resource. If your organisation is interested in collaborating further - whether that's tailoring this content for your team, developing learning experiences or other resources, or exploring other opportunities to build on the subject matter - we'd love to hear from you.

Kaziro Group welcomes the opportunity to support your next steps to embed a human rights framework into your organisation. Connect with our team through our website www.kazirogroup.com or email hello@kazirogroup.com