



Fair Work
Commission

Community engagement strategy 2025–27

*Supporting access to justice for culturally and linguistically
diverse (CALD) communities*



Fair Work
Commission

Contents

Message from the President.....	4
Message from the General Manager	5
Acknowledgement of traditional owners	6
Our aim	7
Our strategy	9
1. Enhancing connections with CALD communities.....	10
1.1 CALD community reference group.....	10
1.2 Partnering with CALD community organisations	10
1.3 Enhancing engagement with CALD employers and businesses.....	11
2. Embedding and enhancing in-language resources	12
2.1 Translating and interpreting service	12
2.2 Plain English and Easy Read information.....	12
2.3 Language skills register.....	13
3. Tailored education and outreach	14
3.1 Collaboration with the Fair Work Ombudsman to support CALD users	14
3.2 Community outreach campaign.....	14
3.3 Culturally and linguistically accessible communications	15
4. Improved CALD user experience and insights	16
4.1 Improved website experience for CALD users.....	16
4.2 Better understanding our CALD users.....	16



Fair Work
Commission

4.3 Enhancing promotion of the Workplace Advice Service.....	16
5. Enhancing Commission processes	18
5.1 Recommended National Standards for Working with Interpreters in Courts and Tribunals.....	18
5.2 Enhanced frontline support for CALD users.....	18
6. Raising cultural awareness.....	19
6.1 Cultural awareness training.....	19
6.2 CALD network	19
6.3 CALD champion	19
Implementation action plan	Error! Bookmark not defined.
Measuring our success.....	20



Fair Work
Commission

Message from the President

While Australia has benefitted greatly from increased cultural and linguistic diversity over recent decades, this growth in diversity has also created challenges in both access to, and delivery of, equitable services. Australians from culturally and linguistically diverse (CALD) backgrounds can face significant barriers when accessing the Australian justice system. Language barriers, lack of knowledge and understanding about judicial processes and lack of trust in government and judicial institutions can inhibit CALD community members from effectively engaging with our processes.

The *Fair Work Act 2009* requires the Fair Work Commission (the Commission), when providing assistance and advice about its functions and activities, to have regard to the need for guidelines, materials and community outreach to be available in multiple languages. It is critically important that the Commission understands diverse community perspectives. It is important that our services are accessible, culturally appropriate and tailored to the diversity of needs in the communities that we serve.

This understanding supports procedural fairness and equality of treatment for all users. It promotes public trust and confidence in Australian tribunals and the judiciary.

Our CALD community engagement strategy will support the Commission to meet the needs of all our users. It will help us to perform our functions and to exercise our powers in a manner that is fair and just and so provides equitable access for all.

President Hatcher



Fair Work
Commission

Message from the General Manager

I am proud to present the Commission's *Community engagement strategy 2025-27* to support culturally and linguistically diverse communities. It outlines our approach to engagement and the key initiatives that we will seek to implement across the Commission over the next 3 years to better support our CALD users.

Access to justice is a core priority for any justice institution. The justice system must recognise, understand and respond to the needs of culturally diverse communities if it is to deliver accessible and equitable justice to all. We have designed this strategy in consultation with CALD community members. I would like to express my sincere thanks to those community members who have provided valuable insights and contributions through the community consultations.

I look forward to continuing this engagement as we implement the strategy over the coming years and as we work to enhance our services to better support CALD communities.

Murray Furlong



Fair Work
Commission

Acknowledgement of traditional owners

As the national workplace relations tribunal and registered organisations regulator, the Commission acknowledges that our business is conducted on the traditional lands of Aboriginal and Torres Strait Islander peoples across the country. We acknowledge their continuing connection to Country and pay our respects to Elders past and present.

The Commission acknowledges Aboriginal and Torres Strait Islander peoples as the first peoples of this nation, and we acknowledge their connection to land and country. We respect the strengths and diversity of Aboriginal and Torres Strait Islander people.

We acknowledge that history has had an impact on our First Nations people and recognise the social, emotional, economic and educational challenges faced by Aboriginal and Torres Strait Islander peoples today.





Fair Work
Commission

Our aim

The Commission is committed to ensuring that people who access our services from all backgrounds are provided with access to justice. This includes people born overseas, or with a parent born overseas, who may speak a language other than English and identify with a diverse cultural, ethnic or religious background. Community engagement is a key part of improving access to justice and helps us to better understand the diverse communities that we serve.

The Commission's *Community engagement strategy 2025-27* aims to enhance our engagement with migrant communities across Australia. It prioritises partnerships and collaboration with CALD people, organisations and communities.

This strategy was developed in consultation with CALD communities. During February 2024, the Commission held 2 national consultations involving 50 community leaders and representatives from a diverse range of communities. One-on-one consultations were also held with organisations that work directly with CALD community members. These aimed to:

- gauge existing CALD community sentiments about the Commission (including knowledge, understanding and trust)
- better understand potential engagement strategies, including communications channels and messages that would best resonate with diverse communities
- identify practical steps the Commission could take towards enhancing engagement with CALD communities.



Fair Work
Commission

Insights contributed through the community consultations were included in a *Community Consultation Report (PDF)* that outlines practical recommendations to inform development of this strategy.

Three principles emerged from the consultations to guide the Commission's engagement with CALD communities. These recognise the need for:

1. ongoing engagement and partnerships with CALD communities and networks
2. addressing barriers to engagement
3. a focus on general engagement with CALD communities regarding workplace issues in the fair work system.

The principles underpin our strategy and have informed our priority focus areas and the key initiatives that we will look to implement over the next 3 years to support our enhanced engagement with CALD communities.

The Commission is also committed to supporting First Nations users and working collaboratively towards reconciliation with Aboriginal and Torres Strait Islander peoples. Initiatives to support First Nations users will be supported through the Commission's Diversity and Inclusion Committee, the *Diversity and Inclusion Strategy 2023-28* and the work underway with our Reconciliation Action Plan.



Fair Work
Commission

Our strategy

This strategy is designed to be responsive and adaptive over time. It recognises that CALD communities are dynamic, with diverse and changing needs and experiences.

The strategy has 6 priority areas of focus:

- enhancing connections with CALD communities
- embedding and enhancing in-language resources
- tailored education & outreach
- improving CALD user experience and insights
- enhancing Commission processes to support CALD users
- raising cultural awareness across the Commission

The strategy addresses common barriers to engagement identified in the community consultations. It integrates key recommendations regarding preferred communications channels, platforms and messaging that will best support our ongoing engagement with CALD users.



Fair Work
Commission

1. Enhancing connections with CALD communities

1.1 CALD community reference group

Consultation participants expressed interest in the establishment of a community reference group as an ongoing engagement channel for CALD communities to provide feedback on Commission initiatives and assist the Commission in continuing to improve its services to support our CALD users.

In response, we will establish a CALD community reference group that includes representatives, leaders and community members drawn from a variety of backgrounds. The reference group will consult on an ongoing basis and collaborate on a range of projects and initiatives by the Commission to support CALD users.

1.2 Partnering with CALD community organisations

We will enhance partnerships with trusted community organisations to promote information about our services. These will include community legal centres, migrant and refugee settlement providers, peak and representative bodies, migrant education providers, local councils and ethnic community councils.

We will strengthen connections with organisations such as the Migrant Workers Centre, Migrant Justice Institute, Migrant Workers Hub and other similar multicultural and settlement organisations to provide support, inputs, presentations and information. Where possible, we will explore opportunities to co-design and co-deliver engagement activities with CALD community organisations.

Insights drawn from our community consultations highlighted a preference for face-to-face engagement. We will explore opportunities to engage with CALD communities at community cultural events and through online engagement methods such as webinars to deliver information in partnership with community organisations where appropriate.



Fair Work
Commission

1.3 Enhancing engagement with CALD employers and businesses

Our consultations highlighted a need to engage with employers from CALD communities and with businesses that have workforces predominantly or largely comprised of CALD community members.

We will consider additional communications and information resources to support CALD employers and businesses, particularly in relation to the Commission's new functions under the Closing Loopholes Acts. We know that many businesses impacted by these changes employ workforces largely comprised of CALD community members and so we will focus on translated resources and visual communications to support employers and businesses to understand and communicate these changes.

A key barrier to engagement identified in our consultations was apprehension among CALD communities regarding the Commission's processes. We will look to develop translated resources to assist employers and businesses, including small businesses, to understand our processes.



Fair Work
Commission

2. Embedding and enhancing in-language resources

We will continue to embed and enhance our in-language communications, information and resources to assist users with limited or no English language proficiency and we will consider how best to use language in the development of all new information products and resources. We will also continue to review our existing information resources and identify opportunities to develop new in-language content.

2.1 Translating and interpreting service

We will continue to provide free translation and interpreting services through the Translation and Interpreting Service (TIS National). Interpreters provided through this service are certified by the National Accreditation Authority for Translators and Interpreters and provide support to our CALD users who require translating assistance to participate in a meeting or hearing at the Commission.

During our consultations it was noted that some CALD users are hesitant to use the TIS due to perceived issues regarding accessibility. We will look to increase visibility of our in-language resources promoting TIS National and the services it provides.

We will also seek feedback from our CALD community reference group and frontline teams to identify further refinements and enhancements to our processes regarding the use of interpreters. We will further explore the use of artificial intelligence translation tools and services.

2.2 Plain English and Easy Read information

We will focus on plain English and Easy Read communications, providing information and resources that are clear, simple and easily translated into different languages on modern website browsers and mobile devices. We will embed plain English principles across all our external communications including our website and social media content, e-learning modules, education and information resources.



Fair Work
Commission

To support the wider use of plain English and accessibility principles across the Commission we will deliver training in those skills for Commission Members and staff. This will focus on inclusive and culturally appropriate communications.

2.3 Language skills register

We will leverage the cultural and linguistic diversity of our staff and update and maintain our staff language skills register to provide informal interpreting assistance with simple communications tasks.

Staff on the register will assist Members and their own colleagues with questions in relation to culture and provide informal interpreting assistance at Commission counters, or over the telephone, to assist clients whose first language is not English.

Formally qualified interpreters will continue to assist at tribunal proceedings and interpreting or translation tasks involving complex, detailed, sensitive or technical information that may be legally binding.



Fair Work
Commission

3. Tailored education and outreach

3.1 Collaboration with the Fair Work Ombudsman to support CALD users

Our consultations highlighted knowledge gaps for some people from CALD communities regarding the 'Fair Work' system and which Fair Work agency can help. These knowledge gaps were particularly pronounced in professions such as hospitality, cleaning services and transport services, and amongst CALD users from low socio-economic backgrounds.

We will collaborate with the Fair Work Ombudsman (FWO) where appropriate to co-produce multi-lingual education and information resources that clarify the different roles and functions of the Commission and the FWO. Where there are areas of common interest, particularly relating to the implementation of recent legislative changes and minimum standards for regulated workers, we will collaborate with the FWO to produce new education and information resources in multiple languages.

We will also explore opportunities to further improve service pathways and establish initiatives to improve navigation between the 2 agencies to provide a seamless experience for our CALD users.

3.2 Community outreach campaign

We will deliver a CALD community outreach campaign to increase awareness and understanding about the role of the Commission and our processes.

The campaign will address key dispute types – such as unfair dismissal, unfair deactivation, bullying and sexual harassment. It will include case types that may disproportionately affect CALD communities – such as applications for regulated worker minimum standards.

It will address key barriers to engagement identified in our community consultations, including:

- apprehension regarding Commission processes and costs involved
- fears regarding visa repercussions
- fears regarding work and income repercussions



Fair Work
Commission

- trust in the Commission's ability to deliver meaningful outcomes
- cultural practices that deter community members from seeking help
- language barriers
- knowledge gaps about dispute resolution processes.

We will seek input from our CALD community reference group to develop the outreach campaign and identify appropriate activities across a variety of formats and channels. These may include a CALD community engagement event, social media campaign, community presentations and webinars, new video resources, registry hand-out kits and the use of in-language media.

3.3 Culturally and linguistically accessible communications

Our communications will engage the diversity of channels that CALD communities use.

We know from our consultations that digital platforms are important for CALD communities. We have recently expanded our social media presence to include new channels such as Facebook and Instagram so that we can meet CALD communities on the channels where they are most active. We will continue to explore other social media platforms that CALD communities use and partner with intermediaries to disseminate information there about our services. We will also trial the use of paid social media advertising to reach specific CALD audiences and explore opportunities for using in-language media, including community radio and podcasts, to disseminate information about our role and functions.

We will promote our services as safe and accessible. We know from our consultations that many CALD users find formal institutions intimidating. We will consider new video resources and case studies that involve CALD participants, including those with lived experience of the Commission, to improve familiarity with our processes. We will offer image-driven content through our communications including infographics, pictures, icons and animations in addition to traditional text content.

We will also consider new interactive online learning resources to address misconceptions and to help our users to better understand, step by step, what will happen when engaging with the Commission.



Fair Work
Commission

4. Improved CALD user experience and insights

4.1 Improved website experience for CALD users

Our community consultations highlighted that some users experienced challenges navigating our website. We will conduct user experience research with CALD users and their representatives to better understand how we can make information that they need easier to find and understand.

We will develop user personas that incorporate our diverse user groups and seek ongoing feedback from our CALD community reference group about how we can make improvements to our website to better support our users. We will also promote the in-language help that is already available on our website so that it is readily accessed via all pages on the Commission's website.

4.2 Better understanding our CALD users

We will draw on a range of research and data such as interpreter requests, complaints data, website analytics and Australian Bureau of Statistics data to better understand our CALD users and facilitate effective planning and delivery of culturally appropriate services.

User surveys and consultations with our CALD community reference group will provide insights about our CALD users and how they engage with the Commission. We will tailor our services using the best available evidence to drive awareness across the Commission of individual and community needs and tailor our services accordingly. We will also consider our current feedback mechanisms to ensure they are clear, simple and empower CALD people to tell us about their experiences.

4.3 Enhancing promotion of the Workplace Advice Service

Our consultations highlighted opportunities to support closer connections with relevant third-party organisations and programs, such as the Workplace Advice Service (WAS), that can assist CALD users with free legal help.



Fair Work
Commission

We will make enhancements to our existing website content and communications materials to further promote the WAS and support ongoing promotion of the service through our social media channels and community partner channels.

We will consider simple, in-language information resources to clarify processes, explain eligibility requirements and provide information about relevant referral pathways for CALD users who require further information and support.



Fair Work
Commission

5. Enhancing Commission processes

5.1 Recommended National Standards for Working with Interpreters in Courts and Tribunals

The work of interpreters is essential for ensuring access to justice and procedural fairness for people with limited or no English proficiency in judicial settings.

To address these language barriers and enhance procedural fairness for our CALD users, we will seek to implement the [Recommended National Standards for Working with Interpreters in Courts and Tribunals \(PDF\)](#) ('Recommended Standards') developed by the Judicial Council on Diversity and Inclusion that establish recommended and optimal practices for working with interpreters. We will do this by adopting, to the extent possible, the [Model Rules](#) and [Model Practice Note](#) that give effect to the recommended standards.

We will facilitate training for Members, Associates, registry and frontline staff on the recommended standards. This will include training and the provision of practical resources and guidance on assessing the need for an interpreter and working with interpreters in accordance with these standards.

5.2 Enhanced frontline support for CALD users

We will work with our frontline teams to seek feedback on how we can best support our CALD users and ensure that our teams are skilled on community referral pathways, on how to use translating and interpreting services, including our staff language register, and on trauma-informed approaches.

We will support our frontline teams to promote our available in-language resources and ensure that information about interpreter services is readily available at all of our registry counters.

We will also review our template correspondence to ensure ease of use by CALD communities.



Fair Work
Commission

6. Raising cultural awareness

6.1 Cultural awareness training

We will continue to develop and improve learning tools and resources to support Members and staff to provide culturally responsive and appropriate services and to build cultural competency across the Commission. We will deliver cultural competence training to guide continuous improvement in cultural sensitivity and awareness and to support Members and staff to recognise the diverse needs of our users. We will seek to integrate this training as part of our staff induction processes.

6.2 CALD network

We will establish a CALD network to champion cultural diversity initiatives across the Commission. The network will be a forum for Members and staff to share information and collaborate on initiatives to support CALD employees and raise awareness of issues faced by those from a CALD background through internal communication and education.

The network will also provide key inputs into our service initiatives and consult with our CALD reference group on initiatives to support users.

6.3 CALD champion

We will appoint a senior-executive level CALD champion who will provide visible leadership, sponsorship and commitment to support cultural diversity initiatives. The CALD champion will advocate for CALD interests, perspectives and concerns within the Commission and externally through engagement with CALD champion counterparts across the Australian Public Service.

The CALD champion will also support the CALD staff network and engagement with our CALD community reference group, as well as oversee the implementation of this strategy.



Fair Work
Commission

Measuring our success

To ensure the successful implementation of this strategy, we will evaluate our progress annually against our key success measures and regularly report on our progress to the Commission's Executive Management Committee.

We will also provide updates to the CALD community reference group and seek to refine our implementation and approach based on its feedback.