



Artwork by Emma Bamblett

Reflect Reconciliation Action Plan

March 2025 to March 2026

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Reconciliation Australia CEO statement

Reconciliation Australia welcomes IntoWork Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

IntoWork Australia joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables IntoWork Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations IntoWork Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



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Our Reconciliation Action Plan

The IntoWork vision for reconciliation is consistent with our organisational vision which is to create “Vibrant Futures”.

We recognise that reconciliation is embedded in shared experience and mutual respect and we are committed to working towards this vision with Aboriginal and Torres Strait Islander people and their communities through collaboration, opportunities and choice.

IntoWork is committed to the development of a Reflect RAP as a genuine commitment to build on and strengthen our existing relationships with Aboriginal and Torres Strait Islander people, organisations and communities. It will provide the foundation for how we enhance our processes, and identify and structure initiatives to support reconciliation.

As a provider of Employment Services and Corporate Shared Services across the IntoWork Group this RAP will focus both on reconciliation activities we can undertake within IntoWork Australia, and those which we can support through our delivery of services to all Businesses within the Group.

To support this commitment, our approach is underpinned by the following guiding principles relating to Aboriginal and Torres Strait Islander peoples:

- Empowering economic and social development
- Recognising and promoting the rights of Aboriginal and Torres Strait Islander Australians
- Inspiring leadership for reconciliation
- Increase awareness and education around culture and removing misconceptions
- Celebrating cultures and embracing history
- Promoting diversity and inclusion
- Support interaction and engagement of Aboriginal and Torres Strait Islander peoples with our workforce
- Acknowledge the Traditional Custodians of Country
- Attend local community activities
- Promote national activities and days of recognition
- Engage guest speakers to provide cultural understanding
- Provide cultural awareness training to staff
- Identify and/or create Aboriginal and Torres Strait Islander identified positions to enhance our ability to attract candidates to IntoWork roles
- Promote our employment opportunities to local First Nation's community services and groups

RAP Working Group members include the below:
RAP Champion / Group CEO
Group CFO
Business Leader representatives from the IntoWork Group
National Marketing and Communications Manager
First Nations Engagement Advisor
Diversity and Inclusion Advisor
National People & Performance Manager

Emma Bamblett

Clan: Wemba Wemba

Emma Bamblett was born and raised in Echuca on the Murray River. Since moving to Melbourne 16 years ago, Emma has found inspiration and motivation from the arts community in Melbourne and had a wonderful opportunity through events such as the Koorie Night Market to showcase her artwork. She has also had a lot of opportunity to express her artwork through the work she does in the Aboriginal child and family welfare sector. Emma has found purpose and meaning in her artwork which represents the stories and struggles for vulnerable children, youth and families. Emma's preferred medium is acrylic on canvas. She loves to show the bright and vibrant colours through her artwork and hopes people see and feel what she is feeling when they look at her paintings.



About the Artwork

This artwork represents IntoWork's journey towards reconciliation and celebrating Community through their Reconciliation Action Plan.

The top blue section with the eagle soaring across the clouds represents and acknowledges Aboriginal and Torres Strait Islander peoples Connection to kinship, Ceremony and Lands.

In the centre stream of the artwork is steppingstones highlighting journey, opportunities and acknowledging everyone is different and comes from all walks of life. The footprints are the people on the journey and the people placed around the stream are the workforce. The smaller dots placed besides the workforce is highlighting their specialist skill sets in supporting Community.

Intowork values feature throughout the artwork:

Collaboration – orange section with the red circles connected by straight lines

Courage – is the brown section on top with the yellow rope symbol of strength and courage

Innovation – is the round blue circles with smaller white lines throughout highlighting innovation & continuous improvement

Integrity – The yellow circles connected by curved lines in the bottom left corner

Respect – is the yellow hill formations with the brown and green stones placed throughout artwork to show it is in all elements of the work.



Our business

IntoWork Australia is a leading national provider of Employment, Skills & Education, and Support services that support economic and social participation. Everything we do, including our range of tailored pathways for individuals and workforce solutions for employers, is underpinned by our vision - 'Vibrant Futures' - for our staff, service users and business clients. Our team and culture are keys to our success, underpinned by our shared core values of Respect, Innovation, Collaboration, Integrity, and Courage.

Established 40 years ago IntoWork has grown to become a national Group of Businesses that delivers a range of services across five core areas - Apprenticeships and Traineeships; Education, Training and Development; Employment and Recruitment, Transition and Career Advice; and Community Support Programs.

With more than 1900 staff in over 200 locations, and quality service delivery partners, the IntoWork Group has a presence in every state and territory.

Each Business within the Group shares a common vision of creating 'Vibrant Futures' through provision of quality, responsive service and strong local relationships within their communities.

This strategic mix of services, local focus and national partnerships, strong values base, and decades of experience combine to make the IntoWork Group a unique and dynamic organisation.

Businesses in the IntoWork Group: AGA, CTC, DGT, FindStaff, HTN, Hunter Executive Search Consultants, iTFE, Interact Australia, IntoJobs, Kestrel, Mas National, MRAEL, Nara Training & Assessing, Skill Hire, Stockdale, Work & Training.

IntoWork Australia operates a 'Shared Services' model, delivering a range of corporate support to each Business within the Group. These include IT, Communications, Marketing, Finance, People and Performance, Procurement and Asset Management, and Strategy and Growth.

IntoWork's Employment Services arm, IntoJobs, was born out of an identified need to provide the highest quality advice, support and care to Australians looking to enter or re-enter the workforce. Through our range of federal Workforce Australia contracts across the country, our innovative mobile delivery service, smaller caseload, end to end support, and highly skilled team of consultants allows us to give our participants personalised, effective support to reach their goals. Leveraging the collective experience of the IntoWork Group of Businesses, IntoJobs delivers employment and career transition services, supporting thousands of clients and businesses to create sustainable futures.

In the 2022 Diversity and Inclusion survey the IntoWork Group 2.9% of respondents identified as Aboriginal and/or Torres Strait Islander people.

Our partnerships/current activities

IntoWork Australia is currently involved in a range of activities to support reconciliation both directly and through our Group Businesses.

- Meeting protocols – Acknowledging the Traditional Custodians of the lands on which we meet
- Attending and supporting community activities to engage with local communities
- Promoting national activities and days of recognition internally and through our external channels
- Encouraging all staff to participate in activities as part of national days of significance
- Promotion of stories through internal Group News channels
- Development of a pilot program to provide Cultural Awareness Training to staff
- Development and support of RAP Working Groups for each Business in the Group and IntoWork Australia
- Employment of Indigenous Engagement Officers to provide advice, support external and internal activities
- Membership of Supply Nation with procurement targets with Indigenous Suppliers
- Partnership with Indigenous Literacy Fund
- Provision of philanthropic funding to local Indigenous Employment Projects through our Pathways to Employment Fund managed by the Inner Northern Community Foundation (INCF) For example:- Charcoal Lane Indigenous Social Enterprise and Pre-Employment programs.

Our RAP Working Group is made up of representatives from across IntoWork Australia

- Group CEO
- Business Leader representatives from across the IntoWork Group
- National Marketing & Communications Manager
- Group CFO
- First Nations Engagement Advisors
- Diversity and Inclusion Advisor
- National People & Performance Manager



Relationships



Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2025	Group CFO First Nations Engagement Advisors
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Group CFO First Nations Engagement Advisors
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
	RAP Working Group members to participate in an external NRW event.	27 May 2025 – 3 June 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May 2025 – 3 June 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2025	Group Marketing & Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	Group People and Culture Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	Group People and Culture Manager

Respect



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2026	Group CFO First Nations Engagement Advisors
	Conduct a review of cultural learning needs within our organisation.	February 2026	Group People and Culture Manager First Nations Engagement Advisors
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2025	Group People and Culture Manager First Nations Engagement Advisors
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Group Marketing & Communications Manager First Nations Engagement Advisors
	RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2025	Group Marketing & Communications Manager First Nations Engagement Advisors

Opportunities

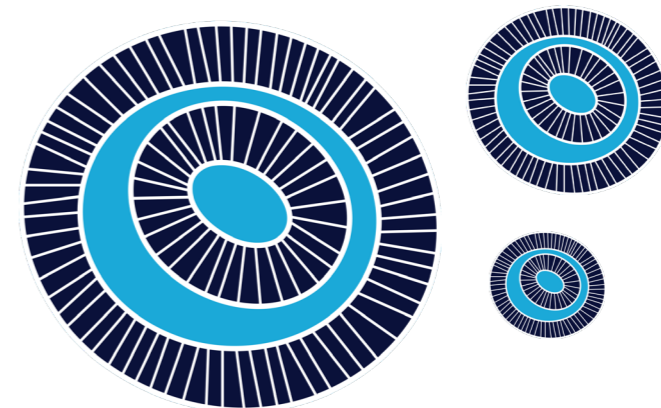
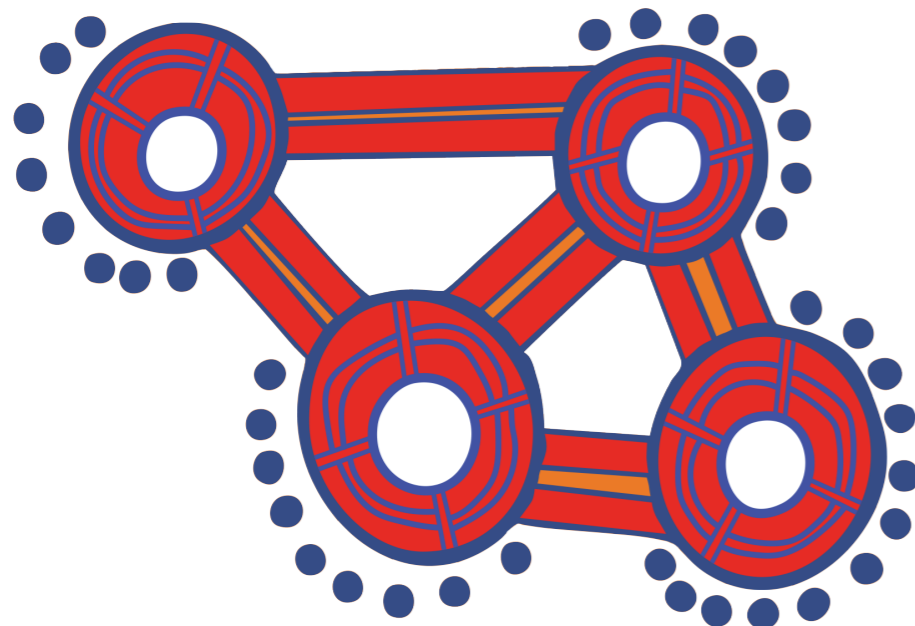


Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2026	Group People and Culture Manager First Nations Engagement Advisors
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2026	Group People and Culture Manager First Nations Engagement Advisors
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2026	Group CFO
	Maintain Supply Nation membership.	April 2025	Group CFO
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	March 2025	Group CEO Group Marketing & Communications Manager
	Draft a Terms of Reference for the RWG.	March 2025	Group CEO Group Marketing & Communications Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2025	Group CEO Group Marketing & Communications Manager First Nations Engagement Advisors

Governance



Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2025	Group CEO
	Engage senior leaders in the delivery of RAP commitments.	March 2025	Group Marketing & Communications Manager
	Appoint a senior leader to champion our RAP internally.	March 2025	Group CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2025	Group CFO
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	Group Marketing & Communications Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1st August Annually	Group Marketing & Communications Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September Annually	Group Marketing & Communications Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	Group Marketing & Communications Manager







Contacts

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