

Annual Report 2025

Vibrant Futures





About the IntoWork Group

The IntoWork Group of Businesses employs 2,400 staff across 200 locations in Australia and New Zealand.

Over 3,900 apprentices and trainees are employed and managed through our Apprentice and Employment Services (GTO), 11,000 students annually through the RTO's, close to 8,000 Workforce Australia participants, over 3,500 DES participants, over 300 supported employees and more than 1,000 NDIS participants. IntoWork also directly supports over 81,000 apprentices and trainees through the Australian Apprenticeship Support Services.

The Group delivers a range of social impact programs and initiatives which support people living with disability, people experiencing homelessness, disadvantaged young people, First Nations people and people involved with the justice system. This includes Community Care services across Australia, employment support, accommodation, and community support. Through strategic partnerships with trusted service providers, we have established a

strong presence across Australia and expanded our operations to New Zealand, enabling us to better serve a wider community.

IntoWork has grown substantially in recent years, from a turnover of \$41m in 2011–12 to \$376.9m in 2024–25 with total assets of \$174m. The Group has grown into the leading integrated provider of Employment, Skills & Education, and Support Services in Australia, with a growing presence in New Zealand.

The IntoWork Group consists of over 20 businesses across Australia and New Zealand and is committed to reinvesting its resources into the communities in which it operates. The IntoWork Group provides Apprentice and Employment Services, Registered Training Organisations, Australian Apprenticeship Support Services, Disability Employment and Community Services, Social Enterprises, Workforce Australia, Transition to Work,

Parent Pathways, and various tailored initiatives for marginalised young people.

In addition to our integrated service model, IntoWork collaborates with federal, state, and local governments to deliver contracted services.

Our commitment to excellence and broad range of offerings makes us a valuable resource for both the Australian and New Zealand communities.

IntoWork has grown substantially, especially in recent years, from a turnover of \$41m in 2011–12 to \$376.9m in 2024–25, alongside total assets now exceeding \$174m.



Financial Performance



\$376.9M

Group Revenue



\$174M

Total Assets



\$108.7M

Equity

Our Team



2,400+

Employees (Including full-time,
part-time, and casual)

Our Shared Values

At the heart of our team and culture are our shared values of Collaboration, Courage, Innovation, Integrity and Respect—values that guide not only what we do, but how we do it.



We work as one connected team, seeking diverse perspectives and aligning our efforts to create solutions that deliver better outcomes for the people we support.



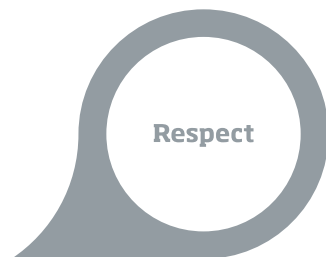
We take responsibility for our actions, speak openly and honestly, embrace change, and hold ourselves accountable for meeting our commitments.



We continuously learn, listen and improve so we can deliver forward-thinking, meaningful and efficient solutions that meet the real needs of our participants and customers.



We act with honesty, transparency and care, ensuring our decisions are ethical, responsible and reflective of the trust placed in us by our colleagues, customers and communities.



We create an inclusive environment where everyone feels valued, heard and empowered, treating one another with kindness, empathy and authenticity.

IntoWork Values Awards

Launched in 2023, the IntoWork Shared Values Awards recognise individuals who demonstrate our shared values of Collaboration, Courage, Innovation, Integrity and Respect.

The winners were selected by a panel of executive and senior staff to go into the finals for 2023's Inaugural Annual IntoWork Values Awards in November.

Each year, winners and runners-up receive a prize and a donation to the charity of their choice.

The response from staff has been overwhelming, with nominations recognising the incredible work being performed across the organisation and in the communities we serve.

2025-28 Strategic Plan

Purpose

Enhancing dignity and hope through the provision of sustainable, integrated models of Employment, Skills, Education, and Support Services across Australia and New Zealand

Vision

Vibrant Futures

Strategic Pillars



One IntoWork Team



Advocacy



Innovation



Social Impact



Sustainable



Effective, Efficient
and Agile

Locations & Geographic Reach

Victoria

Bairnsdale
Bentleigh
Broadmeadows
Brunswick West
Churchill
Cobram
Coburg
Cranbourne
Croydon South
Dandenong
Deer Park
Epping
Frankston
Glenroy
Heidelberg West

Hurstbridge
Korumburra
Lakes Entrance
Leongatha
Mallacoota
Melbourne
Mildura
Moe
Morwell
Narre Warren
Niddrie
Northcote
Orbost
Pakenham
Preston

Ringwood
Sale
Scoresby
Seymour
Shepparton
Somerville
Sunbury
Traralgon
Wangaratta
Warragul
Werribee
West Footscray
Wodonga
Wonthaggi

Queensland

Acacia Ridge
Banyo
Beaudesert
Beenleigh
Bellara
Berserker
Biloela
Bowen
Brendale
Brisbane
Brisbane Airport
Browns Plains
Bundaberg
Caboolture
Caloundra
Cannonvale
Capalaba
Chermside
Clayfield
Coolangatta
Coomera
Deception Bay
Emerald
Fortitude Valley
Gatton
Gladstone
Goodna

Greenslopes
Harristown
Inala
Ipswich
Lawnton
Lowood
Mackay
Margate
Maroochydore
Meadowbrook
Milton
Mitchelton
Moranbah
Mount Pleasant
Nambour
Nerang
Noosaville
North Lakes
Nundah
Oakey
Oxenford
Pialba
Redcliffe
Robina
Samford
Sarina
Scarborough

Sippy Downs
South Brisbane
Southport
Springfield Lakes
Stones Corner
Strathpine
Sunnybank Hills
Taroom
Toowoomba
Toowong
Townsville
Upper Mt Gravatt
Wellington Point
Westcourt
Woodford
Woodridge
Woolloowin
Wynnum
Yarrabilba

New South Wales

Parramatta

Wagga Wagga

Western Australia

Albany
Bunbury
Busselton

Forrestfield
Joondalup
Katanning

Midland
Northam
Perth

South Australia

Adelaide
Berri
Christies Beach
Elizabeth

Loxton
Mawson Lakes
Mount Barker
Mount Gambier

Murray Bridge
Renmark
Waikarie

Northern Territory

Alice Springs

Australian Capital Territory

Canberra

Tasmania

Cygnat
Devonport
Hobart

Launceston
Moonah

Nubeena
Rosny Park

New Zealand

Auckland

Christchurch

Table of Contents

Our Businesses	9
Message from the Chair.....	12
Message from Group CEO	13
Year At A Glance	14
Our Core Areas of Service Delivery	15
Apprenticeships and Traineeships	16
Education and Training	18
Employment and Recruitment	20
Transition and Career Advice	22
Community Support Programs.....	24
Our Reconciliation Journey	26
Inner North Community Foundation.....	28
IntoWork Group.....	29
Organisational Development and Leadership Academy	29
Culture, Safety and Wellbeing	30
Diversity and Inclusion.....	30
Governance and Leadership	31
Board of Directors	31
Business Structure	32
Executive Leadership Team	32

Our Businesses



Founded in 1982, **AGA** is one of Australia's leading providers of employment and training services. It supports apprentices and trainees through its Apprentice and Employment Service, mentoring programs and pre apprenticeship courses.

As a Registered Training Organisation, AGA delivers accredited and non accredited training across pre employment, transition, qualification and industry specific areas.

AGA also partners with Victorian schools to provide trade and industry training for Year 10–12 students through the VDSS program. In addition, it delivers Transition to Work services in Melbourne's north east, helping young people develop practical skills and improve their employment opportunities.



Australian Trade College North Brisbane (ATCNB) is an independent, co-educational senior school that was established to provide students with the opportunity to complete their senior phase of learning whilst pursuing hands-on training towards a trade career.

Located at Scarborough on the Redcliffe Peninsula, ATCNB provides senior school students with a variety of trade study pathways, and a state-of-the-art campus with simulated trade workshops.



The **Australian Trade Training College (ATTC)** specialises in delivering accredited trade training to apprentices and trainees across a range of industries including Automotive, Business, Work Health and Safety (WHS), Cookery & Hospitality, Construction, Carpentry & Joinery, Electrotechnology, Engineering and Plumbing.

ATTC partners with senior secondary schools to provide VETiS programs and operates campuses in Brendale, Meadowbrook, Toowoomba and Banyo.

ATTC also delivers trades recognition skills assessment services, under contract to Trades Recognition Australia, for people with trade skills gained overseas or in Australia for the purposes of migration.



Founded in 1991, the **Apprenticeship Training Trust (ATT)** was established in response to the decline in apprenticeship opportunities within major public institutions across New Zealand. Its model combines practical, on-the-job training provided by host businesses with educational support and mentoring delivered by ATT, ensuring apprentices receive guidance at every stage and achieve the best possible outcomes.

ATT strengthens the future of trades by supplying a consistent pipeline of skilled workers, positioning itself as an industry leader in managed apprenticeships.

Today, ATT recruits, employs and places apprentices in plumbing, drainlaying, gasfitting and electrical businesses across New Zealand.



IntoJobs provides high-quality advice, support and care to Australians seeking to enter or re enter the workforce. Guided by the core belief that there is "a job for everyone," IntoJobs delivers personalised and effective assistance through its Workforce Australia contracts, supported by an innovative mobile delivery model, smaller caseloads, end-to-end support and a highly skilled team of consultants.

Drawing on the collective expertise of the IntoWork Group of Businesses, IntoJobs delivers employment and career transition services that help clients and employers build sustainable futures.



Since 1998, the **Institute of Training and Further Education (iTFE)** has been a leader in private training in Australia, delivering a wide range of qualifications and courses to support learners at all stages of their education and career journeys. Education is made accessible through a flexible mix of online and face-to-face delivery, including short courses, certificate and diploma-level qualifications, and customised training solutions designed to meet the needs of corporate clients.

iTFE offers programs across a broad spectrum of disciplines, including hospitality, business, community services, healthcare, workplace health and safety, and logistics, ensuring it can respond to diverse learner and industry needs. Operating nationally with regulatory approvals in every Australian state, iTFE delivers high-quality training and education to individuals and businesses across the country.



Kestrel is a provider of Apprentice and Employment Services in North East Victoria and Southern NSW.

We employ, manage and support apprentices and trainees across Albury Wodonga, Wagga Wagga, Benalla, Wangaratta, North East Victoria, Shepparton and the Goulburn Valley.

We offer short-term placements, providing quality staffing solutions to local businesses across a range of industries.



Learning Partners is an innovative and highly respected Registered Training Organisation (RTO) that has operated successfully within the Vocational Education and Training (VET) sector for 30 years. The organisation's name reflects its core philosophy of forming strong partnerships with industry, employers and learners to ensure positive and successful outcomes for all stakeholders.

Its programs are flexible, customised and contextualised to meet the needs of both learners and their employers. With a strong focus on client needs and the development of high-quality, long-term stakeholder relationships, Learning Partners has continued to achieve mutual growth and sustained success.



FindStaff is a high performing labour hire and permanent recruitment specialist operating across Australia. The team delivers innovative and customised hiring solutions across dynamic sectors, including printing, manufacturing, transport and logistics, government, administration and civil services.

Backed by a deep industry insight, FindStaff's dedicated specialists are passionate about driving business success, offering strategic talent sourcing that powers growth and ensures long-term prosperity.



For over 50 years, **Help Enterprises (Help)**, a Queensland-based social enterprise, has been dedicated to assisting individuals with disabilities to lead fulfilling and independent lives.

Through an integrated network of services, Help supports a variety of needs, including employment, education, living arrangements and community involvement. They achieve this by working closely with their clients, utilising social enterprise businesses, forming organisational partnerships and providing support to participants through Disability Employment Services (DES) and the National Disability Insurance Scheme (NDIS).



Hospitality Training Network (HTN) provides Apprentice and Employment Services (AES) across New South Wales, Western Australia and the Australian Capital Territory.

With nearly four decades of experience, HTN has established a strong reputation as a leading AES provider for the hospitality, food services and tourism industries, built on its commitment to high-quality recruitment, rigorous performance management and comprehensive pastoral care.



Interact Australia is a national not-for-profit dedicated to supporting people with disabilities and those experiencing disadvantage for over 35 years.

Through a comprehensive range of services, including Community and Care Services, Employment Support Services and partnerships with organisations like CoAct, Interact empowers individuals to grow, learn and succeed in their communities.

Interact Australia has established a strong presence across Australia, driven by the belief that every individual deserves the opportunity to thrive.



Mas National has been delivering employment and apprenticeship support services across Australia for more than 25 years. The organisation partners with government, industry, employers, individuals and other stakeholders to facilitate apprenticeship sign ups, provide targeted mentoring and create workforce participation opportunities across all sectors.

As a trusted Apprentice Connect Provider, Mas delivers Australian Apprenticeship Support Services to employers and apprentices in NSW, ACT, Qld, SA and Tas, and operates as a Workforce Australia Provider in NSW, Qld, SA, Vic and WA. Mas is committed to delivering effective workplace solutions for individuals and businesses through nationally recognised Australian Apprenticeships and employment programs.



MRAEL is a leading national provider of education, training and Apprentice and Employment Services. With 40 years of industry experience, the organisation operates several entities—Australian Trade Training College (ATTC), Hospitality Training Network (HTN), Capricornia Training Company (CTC) and Australian Trade College North Brisbane (ATCNB)—all unified by the goal of supporting the growth, development and sustainability of a skilled future workforce.

MRAEL also delivers Workforce Australia services in the Mackay and Fitzroy regions of Queensland in partnership with IntoJobs and works alongside Mas National to provide Apprentice Connect Australia Provider services across Queensland.



Founded in 1997, **Nara Training & Assessing** provides individuals and businesses with personalised and flexible training solutions. The organisation delivers industry leading training opportunities for school leavers, job seekers, skilled labour and specialised trades.

Nara Training & Assessing places strong emphasis on tailoring its programs to meet the specific needs of each learner and employer, ensuring a personalised approach to skills development. With a focus on workplace safety and high risk work, the organisation ensures that businesses learn from passionate, highly experienced trainers committed to delivering practical, high-quality education.



NextGen Skills is a Western Australia based Apprentice and Employment Services provider and a Registered Training Organisation – formerly named MPA Skills – with over 40 years' experience in the trade industry.

NextGen Skills offer a unique Group Training model, employing plumbing and painting apprentices and placing them with host employers for hands-on industry experience. This approach supports apprentices in earning a wage, while working toward a nationally recognised qualification and provides businesses with flexible, reliable workforce solutions.



Founded in 1992, **Skill Hire** provides training, employment and support services to individuals and businesses seeking sustainable workforce solutions. Today, the organisation is a respected Registered Training Organisation (RTO), Apprentice and Employment Services (AES) provider and recruitment agency, operating across both regional and metropolitan Western Australia.

Skill Hire supports a wide range of people—from high school students needing career guidance to business owners looking to grow their teams—by upskilling individuals and connecting them with meaningful, long-term employment opportunities. The organisation also delivers targeted assistance to marginalised individuals, helping them transform their lives and reach their full potential.



For more than 30 years, **Work & Training** has strengthened the skills and employment prospects of Tasmanians. A provider of Apprentice and Employment Services, the business employs, places and supports apprentices and trainees across the state, ensuring they receive the training and guidance needed to succeed.

Work & Training also delivers Nationally Recognised Training, short courses, Foundation Skills programs, skills assessments and support for retrenched workers, aligning its programs with evolving workforce and industry needs.

With experienced teams based in Hobart, Launceston and Devonport, the organisation provides personalised support to help individuals and businesses achieve meaningful and sustainable employment outcomes.

Message from the Chair

The 2024/25 financial year marked the beginning of a new strategic direction for the IntoWork Group. Under the IntoWork Board's stewardship, we welcomed new businesses into the Group and strengthened the governance foundations to support sustainable performance and social impact in the years ahead. These achievements did not happen by chance; they were the result of clear strategic intent, careful risk oversight, and a deep commitment to our vision of creating Vibrant Futures.

The Board's focus throughout the year was to balance ambition with accountability. We oversaw a diversified growth agenda—evident in the onboarding of Learning Partners, the rebranding of MPA Skills to NextGen Skills and the transitions of Help Enterprises and ATT into the Group—while ensuring that integration aligned to our long-term strategy. We supported the commencement of the Australian Apprenticeship Support Service contract across multiple jurisdictions (New South Wales, Queensland, Tasmania, South Australia and the Australian Capital Territory). These initiatives extend our impact across communities and industries, demonstrating the value of scale when it is coupled with strong governance and service quality.

Equally central to the Board's oversight has been our commitment to diversity, equity and inclusion. We recognise the importance of a diverse workforce who support and embrace inclusion, equality, cultural capability, disability confidence and reconciliation. This year, we made meaningful steps to instil these principles through future participation in training and workshops, including our partnership with Our Watch, a leader in the prevention of violence against women. We continued to advance Reconciliation Action Plans across the businesses, working with First Nations community leaders, participants and local businesses towards a shared future. We took steps to ensure psychosocial hazards are identified and addressed, maintaining a healthy and safe work environment for our team and our participants. As stewards of the organisation's purpose, the Board recognises that inclusive practices are core to our long-term success and our responsibility to the communities we serve.

We were pleased to see a strengthened leadership pipeline and capability across the Group. The Leadership Academy (including the Emerging Executive Leader Program, Senior Leader Development Program, Frontline Leadership Development Program) and the inaugural Craig James Leadership Award demonstrate our belief in investing for the future.

In parallel with growth and capability building, we continued to prioritise social impact and community engagement. Philanthropic initiatives—such as Help's annual charity events—alongside programs addressing employment barriers (e.g., EmpowHer) reflect an organisation that measures success not only in revenue and reach, but in outcomes for participants, apprentices, and communities.

Our commitment to creating lasting social impact was evident through continued support for the Inner North Community Foundation and its three-decade partnership with Darebin, Merri-bek, and Yarra City Councils. Together, we're building pathways to employment for job seekers in Melbourne's inner north. This year, the Foundation allocated \$260,000, enabling 13 organisations to deliver Pathway to Employment Grants—helping hundreds of people take meaningful steps toward sustainable careers.

As part of our 2025-28 Strategic Plan, the Board has prioritised innovation, sustainability, advocacy and social impact, delivered by one connected team using effective, efficient and agile methods. These priorities will help us to build services that are simpler for customers to navigate, stronger for partners to engage with, and more resilient to sector change.

Across the year, we exercised careful oversight of risk and opportunity, ensuring that decisions were grounded in evidence and aligned to our purpose. We remain vigilant to external shifts—economic conditions, workforce dynamics, regulatory reforms—and we continue to engage constructively with government, industry bodies and our partners in the community.

On behalf of the Board, I extend my heartfelt thanks to our Leadership Team, led by Group CEO Poul Bottern, and our dedicated team across Australia and New Zealand, who demonstrate values of Collaboration, Courage, Innovation, Integrity and Respect in their lives and work every day. As we look ahead, we do so with confidence: our strategy is clear, our governance is strong and our culture is committed to the outcomes that matter—**safer, more inclusive workplaces; strong community partnerships; and meaningful pathways to work and learning.**



Elizabeth Board
Chair
IntoWork Australia

Message from Group CEO

This year has been defined by operational excellence, continued growth, and the collective effort of our team to deliver positive social impact to communities. With the establishment of our 2025-28 Strategic Plan, we are ready to leverage the strength of the IntoWork Group through integrated models of employment, skills, education, and support services across Australia and New Zealand.

We continued to deliver strong organisational growth, with over 2,400 staff in over 200 locations across Australia and New Zealand. We welcomed new businesses, including Learning Partners in Tasmania and NextGen Skills in Western Australia. Both businesses bring with them strong ties within their local communities. Learning Partners has over 30 years of experience as a Registered Training Organisation (RTO), providing work-based programs to existing workers, trainees and apprentices. NextGen Skills brings 40 years of experience in providing innovative training and employment programs designed for the next generation in Western Australia's plumbing and painting trades.

During the 2024/25 financial year, we made a significant impact across our service streams. We supported more than 80,000 apprentices and trainees, delivered training to over 11,000 students through our Registered Training Organisations (RTOs) and helped nearly 4,000 people secure employment through Workforce Australia Services. In addition, we worked alongside more than 3,600 participants in Disability Employment Services (DES) and supported over 1,000 individuals through the National Disability Insurance Scheme (NDIS). By year-end, Group revenue reached \$ 376.9 million, with total assets valued at \$174 million.

Our operational achievements span multiple fronts. The Australian Apprenticeship Support Service contract commenced across New South Wales, Queensland, Tasmania, South Australia and the Australian Capital Territory, strengthening our capacity to support apprentices, employers and training pathways nationwide. We also launched the integrated Apprentice & Employment Services model, bringing together Group Training Organisation (GTO), labour hire and recruitment capabilities to create a customer experience that delivers greater value and more opportunities.

Our people remain the driving force behind these outcomes. This year, we invested heavily in leadership capability through the Leadership Academy, supporting leaders at every stage to grow, mentor and deliver results. We celebrated excellence with the inaugural Craig James Leadership Award, highlighting individuals whose leadership embodies Our Shared Values of Collaboration, Courage, Innovation, Integrity and Respect.

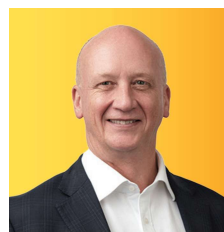
Our Community Support Programs continued to create positive engagement, with Interact Australia partnering with Help Enterprises to strengthen service delivery during the Australian Government's extension to DES. Our year was rich in community engagement and recognition: NAIDOC Week, Reconciliation Week learning sessions and sector partnerships, such as Our Watch's "No to Family, Domestic & Gender Based Violence" initiative, demonstrate our continued commitment to a society that is inclusive, safe and gives everyone the opportunity to walk their own unique path.

We celebrated apprentice achievements at conferences and graduations, continued philanthropic traditions such as the Help Brisbane Charity Lunch, which raised around \$200,000 to provide community support for people with disabilities. IntoWork Australia was instrumental in the establishment of the Inner North Community Foundation 30 years ago, and it continues to demonstrate its commitment to fostering positive change by allocating \$260,000 to 13 Pathways to Employment grants across various organisations this year.

Looking ahead, our focus is to deepen integration, accelerate innovation, and scale social impact.

We will continue to simplify pathways for customers, invest in leadership and technology, and strengthen partnerships with government, industry and community organisations. We do this with gratitude to our team, who consistently bring skill, care and courage to their work; for our Board members, led by our Chair, Elizabeth Board, who provide guidance with their wealth of experience; for our partners, who expand our reach and capability; and for our participants, whose goals are the reason we exist.

Thank you for your continued trust and support. Together, we will build on this year's momentum and keep creating Vibrant Futures—one person, one business, one community at a time.



Poul Bottern
Group Chief Executive Officer
IntoWork Australia

Year At A Glance

(Fast Facts and Infographics)



1,400

Short-Term Placements



3,900+

Apprentices employed
and managed



81,000

Apprentices and
Trainees supported



11,000

Students annually



8,000

Job Seekers supported



1,000+

NDIS Participants



3,600+

DES Participants

Our Core Areas of Service Delivery

We leverage the expertise of our 20 businesses to deliver a strategic blend of services that enhances the value of our offerings.

Apprenticeships and Traineeships

The IntoWork Group supports apprentices and trainees through employment, host placements and ongoing mentoring to improve retention and completion. The Apprentice Connect Program further streamlines the process by managing contracts, providing expert guidance and delivering tailored support for employers and participants. Together, these services create strong, supported pathways into skilled careers and help businesses build a capable, job ready workforce.



Education and Training

Nationally accredited training programs and qualifications are delivered through our Registered Training Organisations, offering pre-employment, pre-apprenticeship, short courses and Certificate II through to Diploma. The service includes individual and business clients with tailored solutions to meet their needs. Our education services include Vocational Education in Schools, School Based Apprenticeships, and the Australian Trade College North Brisbane which is a trade based college for Year 10, 11 and 12 students.



Employment and Recruitment

We offer client focused recruitment solutions, which include permanent recruitment, short-term placements, and executive search. Our recruitment and placement services have been integrated with other streams to offer end-to-end solutions for individuals and businesses.



Transition and Career Advice

We provide tailored support to help people enter, re-enter or progress in the workforce. Through Workforce Australia Provider Services, Transition to Work (TtW), Career Transition Assistance (CTA) and Self Employment Assistance (SEA), the Group delivers personalised coaching, skills development and employment pathways. These programs empower individuals of all ages to overcome barriers, build confidence and secure sustainable employment or self-employment opportunities.



Community Support Programs

We are proud to promote social inclusion through the delivery of the NDIS, Injury Support Services, Disability Employment Services, and Youth Housing and Reintegration Services, ensuring people are connected and empowered to achieve their dreams and aspirations.





Apprenticeships and Traineeships

Group-wide Performance



81,240

Apprentices and trainees supported (AASS)



3,988

Total apprentices, trainees and casual staff employed and managed

In 2024/25, the IntoWork Group's Apprentice and Employment Services (AES) delivered strong results across Australia and New Zealand. The Group's network of AES providers continued to support thousands of apprentices and trainees through employment, host placements, education and pastoral care.

Key Outcomes

Across the Group, key apprenticeship employment outcomes remained strong. In Victoria, AGA employed 468 apprentices, while also maintaining stable AES numbers and strengthening engagement with schools to build future talent pipelines. AGA continues to advocate effectively with businesses and community organisations to support apprenticeships, training and employment opportunities while elevating the importance of apprenticeships within regional areas.

In New Zealand, ATT managed over 225 apprentices at year end and ensured continuity of employment through proactive host mobility and wellbeing support initiatives.

In Albury-Wodonga, Kestrel deepened its regional engagement by partnering with local schools, TAFEs and employers to attract new apprentices and enhance retention.

Nationally, the Apprentice Connect Program—delivered through Mas National (MRAEL in Queensland)—achieved significant scale and impact. Mas supported over 80,000 employers, apprentices and trainees, delivered cultural and wellbeing programs, and enhanced engagement through the MasConnects mobile app. MRAEL completed 11,103 sign ups

in Queensland, exceeding targets by 118%, while also delivering nearly 8,000 mentoring sessions to improve retention and completion. Both providers expanded targeted programs for women, First Nations participants, young people and remote apprentices, demonstrating a commitment to inclusive participation.

In WA, Skill Hire fully integrated into the IntoWork ecosystem to maximise the opportunities available. This also took place during a period of further transition, with NextGen Skills joining the group and needing to be housed on Skill Hire sites.

In Tasmania, Work & Training increased its presence within schools and colleges. Visits and presentations were made to students enrolled in a Vocational Education Training (VET) course, as well as attending several career expos. A number of college students have progressed into either a school-based or full time Apprenticeship or Traineeship.

Collectively, these outcomes highlight the Group's consistent delivery of high-quality apprenticeship services, its ability to adapt to economic challenges, and its contribution to growing skilled workforces across diverse communities.



Participant and Employer Stories



Work & Training trainee, Hadi Rezale, received the 2024 Lance Barnard Memorial Award at the Tasmanian Training Awards, given for encouragement and in recognition of excellence.

Since arriving in Australia in 2016, Iranian-born Hadi has overcome numerous challenges to thrive in his new career with Oral Health Service Tasmania. He expressed his appreciation, saying, "I'm grateful for the opportunity to make a difference in people's lives and I look forward to continuing my journey in this field."



(L-R) Kirsten and Elke, who is doing her apprenticeship in landscape construction

When Kirsten Macquet was diagnosed with PTSD, she knew it was time for a career change. After completing her qualification in Landscape Construction, Kirsten took a bold step into the unknown by opening her own business. She was able to take on an apprentice with the help of Rosie McKenzie, an Apprenticeship Consultant from Mas National. Besides the contracts, training requirements and paperwork, Kirsten said Mas have offered invaluable personal support.

Kirsten said, "Rosie's been really supportive, letting me know that there's mentoring through Mas and linking us to all the services available. It's been amazing, the support that Rosie's given. It's been so smooth and easy, so I can't thank her enough."

Outlook for 2026 Financial Year

Apprentice & Employment Services

- Expand apprentice & trainee sectors
- Enhance secondary school pathways
- Deliver more flexible training solutions
- Grow services across metropolitan & regional areas
- Increase retention & completions

Apprentice Connect Program (ACAP)

- Expand NSW & ACT presence
- Develop the MasConnects app
- Strengthen online workplace support
- Expand allied health services
- Increase apprentice mentoring



Education and Training

Group-wide Performance



11,394

Number of students trained

The IntoWork Group's Education and Training Services delivered strong results across its network of Registered Training Organisations (RTO), specialist colleges and school based training programs. These providers continued to expand access to high-quality, industry aligned learning through pre-employment programs, pre-apprenticeships, short courses and accredited qualifications.

Key Outcomes

AGA significantly broadened its education footprint in Victoria, doubling participation in Vocational Education Delivered to School Students (VDSS) programs and introducing flexible online delivery modes to enhance accessibility. iTFE delivered more than 5,700 enrolments across Australia in short courses and qualifications, secured major capital grants from state governments to upgrade training infrastructure and expanded partnerships with employers nationwide to ensure training remained aligned with industry needs.

In Tasmania, Work & Training and Learning Partners continued to deliver a diverse suite of accredited and pre-employment programs, including high performing Individual Support courses that achieved employment outcomes above 90%. Their programs supported jobseekers, school leavers and adult learners with tailored, pathway focused support.

In WA, NextGen Skills strengthened delivery of accredited trade programs across multiple campuses, while Skill Hire maintained strong demand for pre-employment and pre-apprenticeship offerings, including its successful TradeStart program designed to prepare young people facing educational barriers and reach

the level required for vocational entry. Nara Training and Assessing continued to deliver high risk and industry specific training with strong utilisation and expanded capacity through dedicated training facilities across Bunbury, Joondalup and Forrestfield in Western Australia.

In Queensland, the Australian Trade Training College achieved substantial year on year growth, supporting more than 1,100 active apprentices, nearly 1,000 VET in Schools (VETiS) enrolments and expanding participation in trade recognition and job ready programs.

The Australian Trade College North Brisbane Student employability outcomes continue to reflect the strength of its educational and industry training model. Over 70% of Year 12 students successfully secured school-based apprenticeships during their senior studies, a result made possible through the sustained support of our host employers and the professional expertise of our teachers, trade trainers, and support staff.

Together, these achievements reflect a high performing national training network delivering meaningful, future focused education pathways across Australia.



Student Success Stories



Certificate I in Construction student Skye

Skye is enrolled in the Australian Trade Training College's new pre-employment program, Next Step, and has demonstrated exceptional commitment to her learning. Currently completing a Certificate I in Construction, she has consistently impressed her trainer and others on the Brendale campus through her strong work ethic and proactive attitude. Skye regularly takes initiative in maintaining a clean and organised workshop environment and contributes thoughtful suggestions to improve shared workspaces for fellow learners.

As part of her program, Skye will commence work experience with ALJAY Cabinets, further strengthening her practical skills and industry exposure. Her communication skills, motivation and readiness to contribute position her as a valuable future member of the construction workforce.



ATCNB Year 12 leader Charley Wyatt

ATCNB Year 12 leader Charley Wyatt has forged an impressive pathway into the health and disability sector while still at school. During Year 12, she completed a Certificate III in Individual Support through Mater Education, a school based traineeship at BallyCara Residential Aged Care, and her first Bachelor of Nursing subject through University of Sunshine Coast's HeadStart program.

In 2024, Charley was also busy launching her own business in disability support. Her dedication earned her the Year 12 Health Excellence Award and the IntoWork Australia Vibrant Futures Award.

Outlook for 2026 Financial Year

- Expanding short course offerings
- Increasing training flexibility & accessibility
- Strengthening pathways for secondary students
- Growing pre-employment & pre-apprenticeship programs
- Broadening vocational training across metro & regional areas
- Aligning training with employer and emerging industry needs



Employment and Recruitment

Group-wide Performance



1,394

Candidates placed



419,188.87

Hours worked



102

Permanent/Part-time positions filled

Employment and Recruitment Services delivered strong and consistent outcomes across short-term placements, permanent recruitment and executive search activities. Through brands such as FindStaff, Skill Hire and Kestrel the Group continued to support employers nationwide with flexible, high-quality workforce solutions. These services played a critical role in helping businesses meet immediate staffing needs, fill specialised roles and build long term workforce capability.

Key Outcomes

FindStaff achieved significant results across both short-term placements and permanent placement streams. Over the financial year, the team delivered 1,394 short-term placements equating to more than 419,000 hours worked, demonstrating strong client demand and operational efficiency. Additionally, the business successfully filled 102 permanent and part time roles, driven by disciplined account management and a strong focus on service quality. Strategic partnerships continued to fuel growth, with FindStaff supporting major employers such as RSEA Safety and the Australian Manufacturing Technology Institute Limited (AMTIL). Their Executive Recruitment service delivered impressive outcomes, including a targeted search that produced eight highly qualified candidates for AMTIL's CEO role, ultimately securing an experienced and high calibre leader.

Skill Hire also expanded its employment focused services, strengthening labour hire capabilities across Western Australia.

The opening of new training and employment facilities in Welshpool enhanced the pipeline of job ready workers and supported the seamless transition of program participants into roles within the warehousing and logistics sector. These initiatives complemented Skill Hire's broader short-term placements operations, which supported more than 1,000 contract staff, apprentices and trainees across the state.

Kestrel continues to empower apprentices and trainees across northeast Victoria and southern New South Wales. Despite facing industry-wide challenges, Kestrel strengthened its community ties and expanded its outreach through innovative partnerships and targeted engagement.

Collectively, these outcomes highlight the Group's ability to meet diverse employer needs through responsive short-term placement services, targeted permanent recruitment and specialised executive search.



Business Success Stories



RSEA Safety's new team members

RSEA Safety, Australia's largest independent safety business, achieved significant growth with FindStaff's recruitment expertise. RSEA Safety needed to expand its team to keep up with the growing demand for its services, and FindStaff's 360 Recruitment Manager Verica Purda worked closely with RSEA Safety.

FindStaff provided exceptional candidates who adapted well to various roles, enabling RSEA Safety to meet its expanding demands. The partnership resulted in successful placements and long-term growth for the company.

Shannon Blackman, RSEA Safety's NCD Supervisor, praised FindStaff's efforts, stating, "The candidates provided by FindStaff have always been hard workers who have then transitioned to RSEA full-time staff. Since partnering with FindStaff, we have had great success in navigating the ongoing challenges of finding staff."



AMTIL CEO Lorraine Maxwell

Australian Manufacturing Technology Institute Limited (AMTIL) is a leading body in the precision engineering and advanced manufacturing sector. They faced a significant challenge with the retirement of its long-serving CEO and to find a suitable replacement. AMTIL partnered with FindStaff's Executive Recruitment service.

FindStaff's comprehensive and targeted search process yielded impressive results, presenting eight highly qualified candidates from 120 candidates approached. After a thorough assessment, Lorraine Maxwell was selected as the new CEO of AMTIL. Her extensive experience as a CEO and Managing Director made her the perfect fit.

Outlook for 2026 Financial Year

- Expand industries and geographies
- Scale permanent recruitment search
- Streamline processes to reduce costs
- Lift service quality responsiveness and access
- Strengthen school employer partnerships
- Explore emerging sectors beyond traditional trades



Transition and Career Advice

Group-wide Performance



3,678

Participants supported into employment



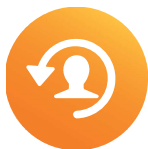
260

CTA participants



323

SEA participants



1,492

Transition to Work active caseload @ 30 June 2025

Transition and Career Advice Services delivered meaningful impact across its suite of employment support programs, helping people build confidence, overcome barriers and move into sustainable work or self employment. Through IntoWork's Workforce Australia Provider Services, Transition to Work (TtW), Career Transition Assistance (CTA) and Self-Employment Assistance (SEA), the Group provided tailored support to jobseekers of all ages and backgrounds, reinforcing its position as a leading provider of personalised employment pathways.

Key Outcomes

IntoJobs, the Group's Workforce Australia provider, achieved substantial impact by supporting more than 3,678 participants into employment, including over 634 First Nations participants. Its CTA program assisted more than 260 mature age jobseekers to identify transferable skills, while the SEA program supported 323 participants to explore, design or launch viable small businesses. IntoJobs also delivered cohort specific programs such as EmpowHer, ElevateMEN and Kicking Goals Youth, engaging 89 participants and strengthening employability through targeted soft skills development, wellbeing support and career readiness initiatives.

Transition to Work (TtW) programs across the Group continued to deliver meaningful outcomes for young people. In Victoria, AGA's TtW service supported participants experiencing significant personal challenges, helping them build confidence and secure long term employment opportunities. In WA, Skill Hire's TtW program performed

above national benchmarks across most KPIs, expanding community partnerships to increase engagement with young jobseekers across the Great Southern and Wheatbelt regions.

Self-employment and entrepreneurial pathways also featured strongly. In various regions across Australia, the SEA program supported people facing multiple barriers—including long term unemployment, mental health challenges and caring responsibilities—to build the confidence, structure and planning required to start and sustain successful small businesses.

As a result, the Group's Transition and Career Advice Services continue to play a crucial role in strengthening workforce participation across diverse communities. The combination of personalised guidance, practical skill building and targeted support ensures participants are not only job ready but equipped for long term success.



Student Success Stories



(Pictured centre)
Back2Work participant Chenoa

IntoJobs supported Chenoa's journey to employment by connecting her with programs like Back2Work and Moving the Mob, which helped her build resilience and work readiness. With the help of her Mobile Employment Consultant, Chenoa discovered a passion for hospitality and obtained necessary certifications, including RSA and RSG.

IntoJobs then recommended her to Magpies Sporting Club, where she secured a role as a food and beverage attendant. Ongoing support from both IntoJobs and Magpies, including a youth bonus wage subsidy, ensured her success in the position.



SEA participant Tracy

Tracy was long-term unemployed due to homeschooling her seven children over the past 23 years. Tracy was facing mental health barriers including, anxiety, depression, lack of confidence, low self-esteem and feelings of doubt due to being out of the workforce for many years. Tracy explained that she always felt as if she didn't "fit into any specific box" and was feeling overwhelmed by stress due to lack of opportunity or things not going to plan.

IntoJobs helped Tracy overcome her mental health barriers and start her own business, "The Health Patch Clinic," in the naturopathy industry. With the support of her Mobile Employment Consultant, Tracy was referred to the Self Employment Assistance (SEA) program, which helped her build confidence, identify transferable skills and develop a business plan. After participating in the program, Tracy gained the momentum needed to launch her business, and she is now successfully sharing her knowledge and passion with the local community.

Outlook for 2026 Financial Year

- Enhancing digital tools and technology
- Improving staff onboarding and development
- Expanding pre-employment offerings
- Strengthening support for young jobseekers
- Broadening services across participant cohorts
- Increasing TtW employment outcomes



Community Support Programs

Group-wide Performance



1,091

NDIS (Community Support Programs)



3,673

Disability Employment Services

Community Support Programs delivered significant social impact through integrated services supporting people with disability, injury, housing insecurity and complex barriers to participation. Across NDIS, Insurance & Attendant Care, Disability Employment Services, and Youth Housing and Reintegration Services, IntoWork was there to strengthen independence, inclusion and long-term economic participation.

Key Outcomes

Interact Australia continued its strong performance as a national NDIS provider, expanding disability accommodation, community nursing and high intensity supports while maintaining a person centred model of care. Interact Australia also delivered improved outcomes within Disability Employment Services, with performance increasing and services returning to surplus. In parallel, Interact partnered with Mas Allied Health to deliver the National Panel of Assessors, strengthening IntoWork's capability in injury management, assessment and recovery focused services.

Mas Allied Health completed its first full year of operation, delivering more than 1,200 individual allied health sessions alongside group programs designed to support participants experiencing significant barriers to employment. These services enhanced participant wellbeing, improved job readiness and contributed to stronger employment outcomes across multiple programs.

Help Enterprises played a vital role in delivering inclusive community support through disability services, supported employment and social

enterprises. Help continued to provide meaningful work and training opportunities for people with disability, supported independent living options and expanded community-based services through its Hubs. The business was recognised nationally as a finalist in the National Disability Awards for Excellence in Service Quality and media impact, reflecting the quality and reach of its work.

The Annual Brisbane Charity Lunch raised nearly \$200,000 to support Help's independent living accommodation and community services. Funds raised directly contributed to improved housing, accessibility and participation opportunities for people with disability, demonstrating strong community engagement and social impact.

Youth Housing and Reintegration Services delivered across Queensland supported young people experiencing homelessness or housing instability, stabilising living arrangements while reconnecting participants to education, training and employment pathways.



Student success stories



Interact Australia Workforce Solutions Coordinator Chris

After a workplace accident resulted in a permanent injury, Chris faced the need to change careers. Supported by Interact Australia's Disability Employment Services, he was ultimately offered a newly created role that aligned with his strengths.

Chris progressed into a national leadership position with Interact Australia and now plays a key role in workforce coordination, demonstrating the impact of inclusive employment and employer led job design.



(Pictured right) Locksmith apprentice Hugh

When Hugh joined Help, he had one clear goal: to secure a locksmith apprenticeship and become a qualified locksmith. He shared his passion for working with his hands and with steel, and the Help team worked closely with him to build his confidence and job-ready skills.

He started by gaining hands-on experience at a local bakery, which boosted his skills and confidence. Then, Help's Employment Business Development Manager, Olivia, stepped in to shape a role for Hugh with Inclusive Employer: Bretts Trade in their locksmith division.

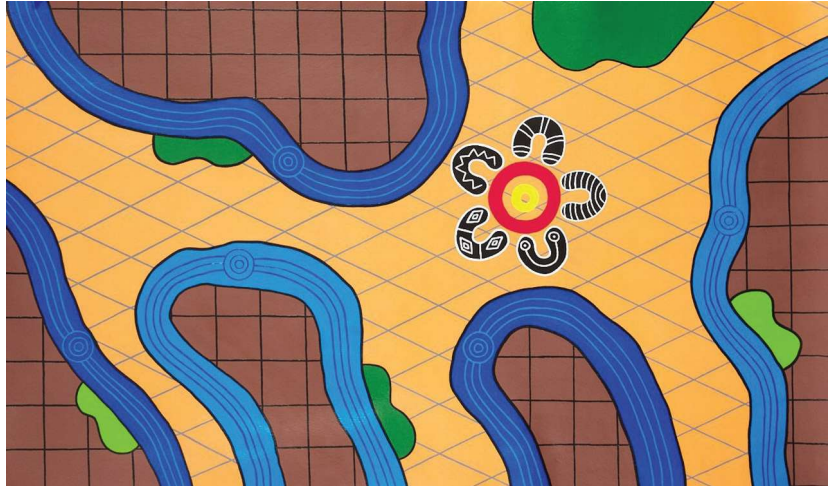
In August 2024, Hugh began field experience in Bretts' inclusive workplace, supported by Help's In Work Support Mentor, Anne-Marie. With their guidance, he developed practical skills in the field.

Outlook for 2026 financial year

- Rollout of new Inclusive Employment Australia
- Growth of Community and Care Services
- Improve allied health access through National Panel of Assessors
- Strengthen delivery of Youth Housing and Reintegration Services
- Strengthen government delivery partnerships
- Create employment opportunities through social enterprises

Our Reconciliation Journey

In 2024/25, the IntoWork Group deepened its commitment to reconciliation through the continued development, launch and implementation of Reconciliation Action Plans (RAPs) and the expansion of culturally grounded programs that strengthen opportunities for First Nations peoples. These initiatives reflected a coordinated Group-wide effort to enhance cultural capability, build stronger community partnerships and create employment, training and leadership pathways that honour the knowledge, identity and aspirations of Aboriginal and Torres Strait Islander peoples.



AGA RAP artwork by Alfred Carter, a proud Gunaikurnai man

During the year, several businesses across the Group advanced significant milestones in their reconciliation journeys. AGA formally launched its Reflect RAP in January 2025, unveiling Gunaikurnai – Retaining our Culture, 2024, a commissioned artwork by Gunaikurnai artist Alfred Carter that symbolises the organisation's ongoing commitment to cultural understanding and respect. iTFE also launched its RAP, supported by artwork from Wamba Wamba artist Keagan Mallia. The RAP outlines commitments across relationships, respect, opportunities and governance, strengthened through partnerships with the Victorian Aboriginal Community Services Association Ltd and Simone Thompson Art to enhance staff cultural learning. Interact Australia completed all actions in its Reflect RAP, reinforcing its organisational commitment to reconciliation and culturally informed service delivery.

MRAEL also launched a RAP, accompanied by a new artwork by Wiradjuri and Mabuiag Island artist Aaron Eastment, celebrating the diversity of the communities it serves and its long-term reconciliation vision. Together, these RAPs helped lay consistent governance framework across the Group, ensuring reconciliation principles were embedded in strategy, decision making and daily operations.

In parallel, the Group delivered a wide range of programs designed to support First Nations peoples through culturally safe, community-led and employment focused approaches. The Moving the Mob program, developed by IntoJobs and MRAEL, continued to expand beyond Queensland into Victoria and South Australia. The program integrates cultural knowledge, life skills, financial literacy, wellbeing support and local employer engagement, providing participants with meaningful opportunities to build confidence, strengthen identity and transition towards work and training.

Mas National's Deadly Start program supported more than 200 First Nations school-based trainees across Queensland Health Services, offering structured traineeships that develop employability and industry experience. The partnership with Kulbardi, Australia's largest First Nations owned workplace supplier, enabled trainees in South Australia to commence Certificate III in Supply Chain Operations, with plans for wider rollout. iTFE also supported First Nations traineeships through its partnership with the ACCOR Group, further strengthening accessible career pathways.

Additional initiatives—such as Mas National's First Nations employer capability workshops, Skill Hire's targeted work to increase First Nations apprenticeships in WA, and expanded cultural advisory roles across the Group—reinforced IntoWork's commitment to culturally responsive practice and inclusive workforce development.



MRAEL RAP artwork by Aaron Eastment, a proud Aboriginal and Torres Strait Islander man with Wiradjuri & Mabuiag Island roots



iTFE RAP artwork by Keagan Mallia, a proud Wamba Wamba man

Inner North Community Foundation



2024/25



\$530,000

in donations from
78 donors



\$304,000

distributed in grants through
47 agreements



\$13.8m

in funds under management
at year-end

On a rolling five-year basis, average annual donations are \$1,163m, with \$411k distributed annually in grants to strengthen Melbourne's inner north.



The Inner North Community Foundation was founded by IntoWork Australia in 2007. The two organisations have since maintained a strong partnership, most notably through the Pathways to Employment Fund, now one of 45 established funds.

This flagship grants program is delivered in partnership with the Cities of Darebin, Merri-bek and Yarra, IntoWork and the Foundation, creating opportunities for people experiencing disadvantage through employment.

The inner north stretches from Brunswick to Bundoora and from Richmond to Reservoir. It is home to 500,000 people, 45,000 businesses and 900 charities across three local governments, eight state electorates and three federal electorates. Some of Melbourne's wealthiest and poorest residents live here, alongside some of its most generous.

The Foundation exists to build a prosperous and vibrant community for all, connecting people who want to contribute with those who can make change happen. The organisation believes partnership and dialogue are the best ways to ensure nobody gets left behind.

In the year ahead, the Pathways to Employment Fund will:

- provide \$260,000 in grants to local organisations creating pathways to work, with a focus on capability-building, skills development and collaborative impact
- involve local people through community advisory panels, ensuring diverse voices and lived experience that will inform grant making decisions

- host forums and events where businesses, individuals and organisations can explore practical ways to strengthen community life in the inner north

Grant case study: Cultivating Community

Cultivating Community has created a social enterprise which is now providing training and paid work experience for Culturally and Linguistically Diverse (CALD) women and young people in the City of Yarra, including those who are deaf or hard of hearing.

Participants take part in a short course foundation program before applying for casual work with direct employment award rates in gardening, maintenance, community development or cooking. While gaining work experience, they can gain valuable qualifications relating to the use of tools and food safety.

At the end of the casual stage, some participants obtain part-time and permanent employment with Cultivated Community's social enterprise, while others are supported to move into further education, volunteering or employment elsewhere.

IntoWork Group

Organisational Development

The IntoWork Group is committed to building capability across its workforce by providing meaningful organisational development opportunities that support learning, performance and career progression. This commitment recognises that a skilled, adaptable and engaged workforce is essential to delivering effective services and achieving long-term organisational sustainability.

Throughout the year, staff have access to a broad range of development opportunities tailored to different roles, career stages and professional aspirations. These include structured induction programs, role specific technical training, compliance and quality development, and access to ongoing professional learning. The Group's Professional Development Fund empowers employees to take ownership of their growth by supporting external courses, qualifications, conferences and industry-based learning aligned to individual development plans.

Capability building is further strengthened through mentoring, coaching and cross-business collaboration. Staff are encouraged to participate in projects and secondment opportunities across the Group, broadening exposure, sharing knowledge and strengthening enterprise-wide capability.

Leadership Academy

The IntoWork Leadership Academy plays a central role in developing the next generation of leaders across the Group. Designed to build leadership capability at multiple levels, the Academy provides structured pathways for emerging, established and senior leaders to develop the skills, confidence and perspective required to lead in a dynamic and purpose driven organisation.

The Academy delivers a suite of programs focused on frontline leadership, emerging executive development and senior leadership capability. Participants engage in a blend of formal learning, executive coaching, mentoring, peer collaboration and applied business projects.

These programs strengthen strategic thinking, people leadership, financial acumen and change leadership capability, while reinforcing the Group's values and commitment to social impact.

Graduation showcases provide participants with the opportunity to present real world projects to senior leaders and the Board, reinforcing accountability and practical application. The Academy also supports succession planning by identifying and nurturing talent, building leadership depth and ensuring continuity across the organisation.



Emerging Executive Leadership Program Graduates

IntoWork Group

Culture, Safety and Wellbeing

The IntoWork Group is committed to fostering a safe, inclusive and values driven workplace where people feel supported to thrive.

This commitment was demonstrated through continued investment in organisational culture, safety and wellbeing initiatives that support positive behaviours, psychological safety and respectful workplaces.

Safety remains a fundamental priority across the organisation, with a strong emphasis on preventing physical and psychosocial harm.

The Group continued to strengthen Work Health and Safety policies and education focused on promoting respectful behaviour and preventing bullying, harassment and discrimination. This approach supports employee confidence, encourages early intervention and contributes to a psychologically safe working environment.

IntoWork further advanced its wellbeing strategy through its partnership with Our Watch, reinforcing a strong organisational stance against violence against women and all forms of gender-based violence. This partnership supports awareness, education and prevention initiatives that promote gender equality, respectful relationships and lasting cultural change.

Mental health and early intervention remained a key focus throughout the year.

Ongoing delivery of Mental Health First Aid training has built capacity across the workforce, equipping staff with the skills to recognise signs of distress, provide initial support and guide colleagues to professional assistance. This is complemented by access to Employee Assistance Programs and broader wellbeing resources.

**Our
Watch**



Diversity and Inclusion

The Group supports diversity across a broad range of dimensions, including gender, age, disability, cultural and linguistic background, First Nations identity, lived experience and socio economic background. Policies, frameworks and leadership behaviours are designed to promote fairness, remove barriers and foster safe, respectful workplaces where differences are recognised as strengths. Our Diversity, Equity and Inclusion policy underpins this commitment and provides a consistent foundation across all businesses.

IntoWork's inclusive approach is strengthened through targeted programs and partnerships, including initiatives that support women in male dominated industries, First Nations participation and leadership, people with disability, and individuals from culturally and linguistically diverse backgrounds. These programs are complemented by culturally informed service delivery models, the involvement of lived experience advocates and collaboration with community and industry partners.

Workplace inclusion is further supported through ongoing learning and development, cultural awareness activities and leadership programs that build capability and accountability at all levels. Recognition initiatives reinforce inclusive behaviours, while structured induction and professional development ensure employees understand their role in contributing to a positive and respectful culture.

The Group also prioritises accessibility and flexible work practices, recognising the importance of supporting individuals across different life stages, caring responsibilities and health circumstances. This approach helps attract and retain a diverse workforce while supporting employee wellbeing and engagement.

Through these collective efforts, the IntoWork Group continues to strengthen a **culture of inclusion**—one that reflects the communities it serves, empowers its people and supports sustainable organisational success.

Governance and Leadership

Our skills-based IntoWork Board has oversight of a substantial group of businesses. Collaboration with a focus on communities is at the core of how our Board operates. Our highly experienced professionals from different backgrounds come together on the Board to ensure that IntoWork sustains its commercial goals, while remaining focused on its not-for-profit purpose of reducing barriers to employment and providing access to jobs for all people.

The Chair

Elizabeth Board holds a Bachelor of Arts, Master of Education and Graduate Diploma of Business Administration and has experience in Board roles specialising in corporate governance and strategic planning in not-for-profit organisations.

She is an Associate of Philanthropy Squared, a member of the Australian Institute of Company Directors, and a Fellow of Educate Plus.

The Directors

The Directors bring a mix of knowledge in business, education, corporate governance, public policy, strategic planning, financial management and local government.

Some Directors also sit on the controlled entity boards to ensure IntoWork's strong governance is promoted throughout the Group.



Elizabeth Board
Chair



Julie-Anne Busch
Director



Roger Gower
Director



Jamie Harris
Director



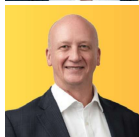
Dale Archer
Director



Kevin Breen
Director



Bridie Gildea
Director



Poul Bottern
Group CEO and
Company Secretary

IntoWork Group

Business Structure

As a national Group, we are committed to connecting all our businesses under the strong IntoWork name. We continually look for business synergies within the Group to maximise cost-effectiveness and improve our purpose to meet the needs of the communities we serve across the country.

The Leadership Team

Comprised of leaders from each business, the Leadership Team meets fortnightly to explore new business opportunities and implement operational synergies and cost-effective strategies.

Discussions have focused on opportunities to expand our national footprint. The Group is focused on finding innovative ways to achieve broader outcomes through collaboration.

Shared Services

A key benefit of being part of the IntoWork Group is access to Shared Services across a range of essential business functions. These include people and culture, marketing and communication, finance, payroll, procurement, asset management, information technology, quality assurance, risk management and business development.

Our internal model of collaboration and shared support assists businesses within the Group to thrive and succeed in their core business endeavours. Businesses benefit from access to essential services delivered by people who are experts in their respective fields and understand how the business operates.

Our Leadership Team



Poul Bottern
Group CEO
Acting CEO
Help Enterprises



Cameron Taylor
Group CFO



Estelle Vorster
Group CIO



Nicolas West
Group CDO



Christine Zechowski
Group COO



Ben Dahlstrom
CEO
Skill Hire, NextGen Skills,
Nara Training and Assessing



Jamie Barden
CEO
Interact Australia



Mark Burns
CEO
AGA, FindStaff



Rodney Hayden
CEO
Work & Training



Steve Wyborn
CEO
IntoJobs



Craig McGrath
CEO
ITFE



Jason Allen
CEO
MRAEL, ATCNB,
ATTC, HTN



Nicola Dashper
CEO
ATT



Ruth Hundertmark
CEO
Mas National



The IntoWork Group would like to acknowledge the Traditional Custodians of Country throughout Australia and recognise their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander people and cultures and we extend our respect to the Elders past and present.

1300 99 WORK (9675)
intowork.com.au

