

INNOVATE

RECONCILIATION ACTION PLAN

April 2024 – April 2026



LUKE PENRITH

A modern contemporary artist, Luke is a proud Aboriginal man of the Wiradjuri people with cultural and family ties to Yuin and Wotjoboluk people and the Gumbaynggirr Nation. His art reflects what he can see, hear, smell and touch and is strongly influenced by lore, culture and heritage.

Luke has spent 18 years working within Aboriginal Affairs, 6 years in elite sports administration for the AFL and 11 years in the employment and training industry supporting and mentoring Aboriginal job seekers. Throughout his career, Luke has focused on building a foundation and work ethic in Aboriginal communities to grow and secure long-time careers in their chosen industries.

JOURNEY ALONG THE WATERWAYS

Aboriginal peoples' value to water is sacred, deep and necessary for survival. It is protected by lore which provides a system of sustainable management ensuring healthy peoples. Each person is on a journey, to learn their culture and heritage but also gain knowledge and experience in modern Australia.

Rivers are traditionally important routes, providing food, water and shelter. Gaining knowledge is like a river (Bila) always moving forward. It could be rough at times but can also be calm and gentle. Never underestimate the undercurrent, snags and logs.

The orange (U) symbols are the staff of Sureway supporting each client to gain educational knowledge, build their self-esteem and build capacity and capability in their chosen fields of work. The colourful circles represent a ripple effect of that journey. Be proud of self, family, the wider Aboriginal community and a sense of Reconciliation.

LUKE PENRITH

MESSAGE FROM THE CHIEF EXECUTIVE

**On behalf of the Board,
Executive Team and staff of
Sureway Employment and Training,
I am pleased to present Sureway
Employment and Training's
Innovate Reconciliation Action
Plan (RAP) April 2024 – April 2026.**

Our third Innovate RAP demonstrates our ongoing commitment to building respectful relationships and creating equal opportunities by acknowledging and demonstrating our respect for Aboriginal and Torres Strait Islander peoples.

This RAP leverages the success and learnings of our previous RAPs, and will continue to inform our reconciliation journey, building on the way we make reconciliation an embedded part of what we do every day. It provides opportunities for our staff to learn from Aboriginal and Torres Strait Islander cultures, and guides our operational policies, systems and planning so that our services are informed by the people and communities we support.

We are proud to partner with Reconciliation Australia and many other agencies to ensure that we continue to build respectful relationships, improve outcomes and create opportunities for Aboriginal and Torres Strait Islander peoples.

Matthew Hall
Chief Executive Officer





MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Sureway Employment and Training on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Sureway Employment and Training continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation’s reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Sureway Employment and Training will continuously

draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Sureway Employment and Training using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Sureway Employment and Training to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Sureway Employment and Training will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Sureway Employment and Training’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations Sureway Employment and Training on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

INNOVATE RECONCILIATION ACTION PLAN

April 2024 – April 2026

Our Vision for Reconciliation

Sureway's vision for reconciliation is for all Australians to come together to achieve a socially inclusive community through acknowledgement and respect of Aboriginal and Torres Strait Islander peoples and to respect, value, and celebrate their continued connection to Country, community, culture, family, language and knowledge.

We are committed to building respectful relationships and creating equal opportunities throughout our organisation by understanding and building awareness of Aboriginal and Torres Strait Islander cultures within our organisation where histories, knowledge and connections to Country are valued and celebrated.

Sureway’s RAP will improve our ability to support and serve Aboriginal and Torres Strait Islander peoples, improve the quality of our services, and promote positive change through the five dimensions of reconciliation.

Sureway delivers employment, training and health support services to Australian communities that support reconciliation through:

- Promoting positive two-way relationships between Aboriginal and Torres Strait Islander and non-Indigenous peoples.
- Providing opportunities for Aboriginal and Torres Strait Islander peoples to participate equally and equitably.
- Actively including reconciliation in our business and program structures.
- Respecting Aboriginal and Torres Strait Islander histories, cultures and rights.
- Acknowledging the past through education and understanding.

Sureway aims to do this by:

- Respecting and building mutually beneficial relationships with local Aboriginal and Torres Strait Islander peoples and organisations in the communities where we operate.
- Building on our organisational setting where staff can develop a strong understanding and appreciation of the histories, cultures and issues affecting Aboriginal and Torres Strait Islander peoples.
- Supporting access to employment, health support and training opportunities for Aboriginal and Torres Strait Islander peoples.



OUR BUSINESS

In 1991, Sureway commenced operations as a training provider. The opportunity to collaborate with business and industry gave us the knowledge and skill set that businesses were seeking in candidates. Beginning in rural, remote and regional NSW in 1998, we were given a contract to provide employment services to customers on behalf of the Australian Government. With time, Sureway expanded to offer services in South Australia's metropolitan and rural districts as well as rural and regional areas of Victoria and metropolitan ACT.

Our knowledge of employment and training has allowed us to assist clients in finding long-term work. We capitalise on our extensive understanding of the local sector to identify the skills that are in demand and creating training programs for customers that are specific to the needs of the local labour market. As a result, our clients are well positioned to accept employment opportunities in their local community.

Through perseverance and foresight, Sureway has become a prosperous and significant provider of employment services, training services and health supports. Sureway employs more than 380 staff with 31 Aboriginal and/or Torres Strait Islander people on our teams that are located in over 100 sites across NSW, ACT, Victoria and SA.



Creating opportunities for job seekers to achieve their employment goals



Connecting job seekers with employment opportunities



(RTO) Bridging skills gaps to create employment outcomes



Supporting people with disability to find and keep a job



Achieving positive change through counselling and support services



Assisting people living with disability to lead a fulfilling life



OUR SERVICES AND SITES

Our teams work with a diverse range of clients including seniors, people with disabilities, Aboriginal and Torres Strait Islander peoples, and individuals with a variety of cultural and linguistic origins. With sites across metropolitan, rural and regional areas of NSW, ACT, Victoria and SA, our teams excel at linking clients with a range of local opportunities.

By helping clients overcome obstacles to employment, we strive to transform their lives through services that include:

- getting ready for the workplace
- accredited and non-accredited training
- connecting with employers and work experience opportunities
- support to maintain employment
- practical and mental health support to overcome barriers to employment

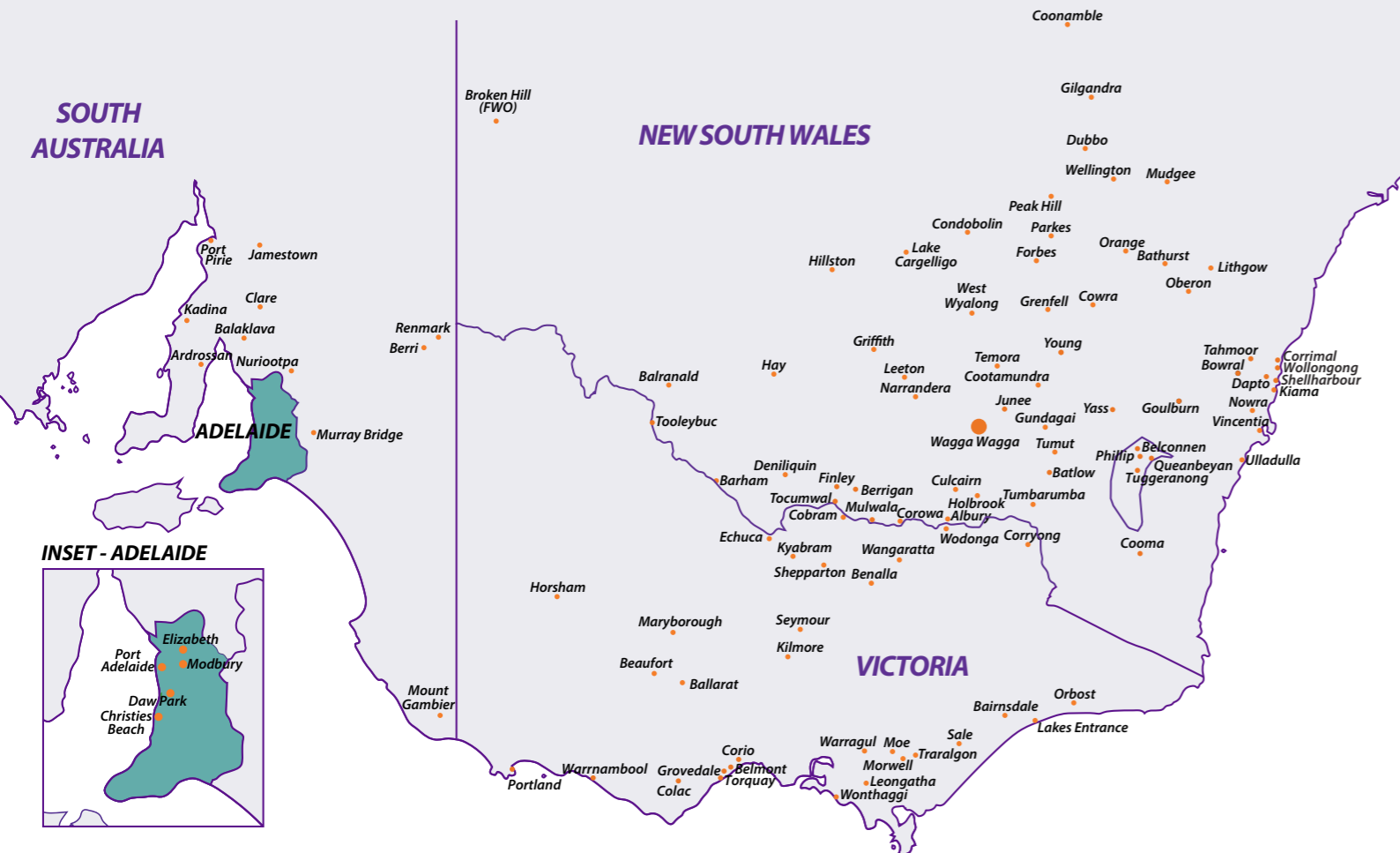
Every year, we help more than 13,000 people find employment. With more than 30 years of experience, we are dedicated to helping clients succeed.





OUR SERVICES AND SITES

- IN 2021/22 SUREWAY**
- placed over **13600** clients into work
- more than **2250** identified as Aboriginal and/or Torres Strait Islander people
- more than **5200** identified as having a disability, injury or health condition



OUR RAP IS UNDERPINNED BY OUR

- PURPOSE**
Changing lives, building stronger communities
- VISION**
Be the best provider of employment, training and health support solutions in the country
- MISSION**
Deliver innovative employment, training and health support solutions to meet the needs of business and individuals





Building upon our previous RAPs, Sureway has developed our 2024-2026 RAP to support the strengthening of respectful relationships, the creation of equal opportunities, and the promotion of employment, development and retention of Aboriginal and Torres Strait Islander people through our organisation in order to continue to make progress towards reconciliation with Aboriginal and Torres Strait Islander peoples. It will guide the next two years of decision-making, provide ways for us to hold ourselves accountable to the goals we have set, and help Sureway's relationships with Aboriginal and Torres Strait Islander peoples grow.



Acknowledging the importance of providing a holistic perspective, we recognise the necessity of sharing the challenges encountered during the implementation of previous Reconciliation Action Plans (RAPs). In reflection, challenges such as difficulties in measuring the impact of initiatives, and resource allocation constraints were notable. To address these in our upcoming RAP and beyond, we are committed to a more inclusive stakeholder engagement strategy, implementing a robust measurement framework to transparently report progress, and adopting a strategic approach to resource allocation. These adaptations reflect our dedication to continuous improvement and learning from past experiences, ensuring that our approach to reconciliation is not only highlighted by successes but informed by challenges, ultimately fostering a more impactful and sustainable journey towards reconciliation.




OUR RAP

The Internal RAP working group comprises staff from across Operations, People and Culture, Marketing, Risk Audit and Compliance and includes Executive sponsorship from the General Manager Corporate Services (GMCS), our RAP Champion. Our RAP Working Group includes three First Nations colleagues from different language or custodial groups across our footprint. Through a series of workshops, the group encourages discussion and consultation from the Sureway Executive Team.

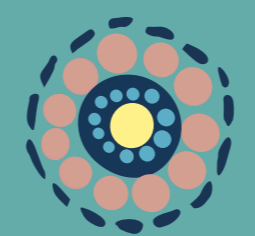
RWG MEMBERS	Tania Contogorge – General Manager Corporate Service	Anne Love – People & Culture Business Partner
	Lennie Frail – First Nations Programs Officer	Dean Clarke – Property Infrastructure, Assets & Fleet Manager
	Margie Goode – Strategic Development Specialist	Charlie Krebs – Marketing & Communications Coordinator
	Amie Fazekas – Training Facilitator	Bibek Bista – Programs Manager Operations

The RAP is built around yearly goals, with some longer-term initiatives that will run through to 2026. It aims to expand on earlier initiatives to strengthen our ties with Aboriginal and Torres Strait Islander peoples and give us the chance to duplicate successful parts of our organisation across other areas. Working with schools, education and training providers, employment services providers, and community organisations to offer pre-employment training to Aboriginal and Torres Strait Islander peoples are just a few of our previous initiatives and relationships that will continue to shape our business.

What we have learnt:

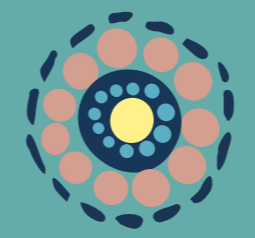
-  Bridging cultural engagement both within our organisation and with external partners can be improved by establishing a First Nations Programs Officer position to develop strategic relationships with Custodian groups and Aboriginal and Torres Strait Islander organisations to enhance cultural capability and execute Sureway's First Nations Strategic Initiatives.
-  The value of culturally safe workplaces, and the link to the attraction and retention of Aboriginal and Torres Strait Islander people in our organisation, Sureway sought to roll out Cultural Awareness training to existing staff and to new employees through our onboarding training package to engage staff in reconciliation. By changing attitudes, we change the way people think about Aboriginal and Torres Strait Islander people, leading to greater respect for one another, building a more respectful and cohesive organisation.
-  To promote and show awareness to the broader community that Sureway is committed to taking this journey towards reconciliation via extending our corporate wardrobe and shopfront signage to include Aboriginal and Torres Strait Islander artwork.

OUR RAP IN ACTION



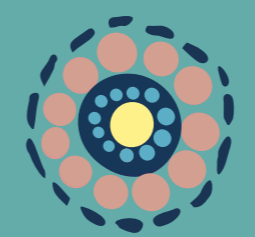
Arrilla Cultural Awareness Project

Sureway has engaged Arrilla to provide cultural awareness training to our staff, providing management and staff with the knowledge, skills and confidence to employ, retain, partner, procure from and work with Aboriginal and Torres Strait Islander peoples. Arrilla delivers a range of services that help individuals, teams and entire organisations to become competent to work with Aboriginal and Torres Strait Islander people, or to better understand the nation's journey to reconciliation and their part to play.



First Nations Programs Officer

Sureway has appointed a First Nations Programs Officer to engage with Custodian Groups and other significant First Nations groups of influence to build stakeholder relationships and, where appropriate, engage in strategic partnerships. The First Nations Programs Officer will also coordinate and lead the implementation, monitoring and reporting of Sureway's RAP and Indigenous Participation Plan commitments.



Sponsorship of Orange Warriors Sporting Club

We are proud to sponsor the Orange United Warriors, who have Rugby League and League Tag teams for the 2023 Woodbridge Cup competition. The Orange United Warriors are coming into their fourth year, underpinned by the community principle of building social capital. The inclusive sporting/community club welcomes people of all ages from a wide range of cultural backgrounds and personal circumstances offering access to junior and senior sporting opportunities across the sports of Netball, Basketball, Touch Football, Soccer, Hockey and Dance in local, regional and state competitions. Sureway actively promotes changing lives and building strong communities and are pleased to support community growth.



RESPONSIBILITY KEY	
CFO	Chief Financial Officer
EA	Executive Assistance
FNPO	First Nations Programs Officer
GMCS	Executive: General Manager Corporate Services
GMPC	Executive: General Manager People & Culture
MCC	Marketing & Communications Coordinator

RELATIONSHIPS

Sureway recognises the value of building and upholding enduring partnerships based on respect with Aboriginal and Torres Strait Islander peoples. We are dedicated to achieving the best possible results for clients and employees. We understand that improving outcomes for Aboriginal and Torres Strait Islander clients and employees requires that we develop strong internal and external relationships and work cooperatively with Aboriginal and Torres Strait Islander peoples, communities, organisations and programs.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2024	First Nations Programs Officer (FNPO)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2024	FNPO
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2024, April 2025	Marketing & Communications Coordinator (MCC)
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024, 27 May - 3 June 2025	General Manager Corporate Services (GMCS)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024, 27 May - 3 June 2025	GMCS
	Organise at least one NRW event each year.	27 May - 3 June 2024, 27 May - 3 June 2025	FNPO
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2024, May 2025	FNPO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July, October 2024, January, April, July, October 2025, January, April 2026	GMCS
	Communicate our commitment to reconciliation publicly.	June, December 2024, June, December 2025	GMCS
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024 - October 2025	FNPO
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2024 - October 2025	FNPO
Promote positive race relations through anti-discrimination strategies.	Conduct a review of Sureway policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	General Manager People & Culture (GMPC)
	Maintain and communicate Sureway's anti-discrimination policy.	January 2025 - January 2026	GMPC
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2025	GMPC
	Educate senior leaders on the effects of racism.	January 2025 - January 2026	GMPC

RESPECT

The foundation of all of Sureway's interactions is respect in order to build positive two-way relationships. Sureway respects the fact that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the Land and acknowledges the variety of Aboriginal and Torres Strait Islander cultures and communities throughout Australia. Through cultural education and awareness training for staff and clients, Sureway will continue to show respect for Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	January 2025	GMPC
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2025	GMPC
	Maintain and communicate a cultural learning strategy document for our staff.	April 2025	GMPC
	90% of new staff to complete cultural learning within first six months of commencement.	April 2025, April 2026	GMPC
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2025, February 2026	GMPC
	Promote National Employment Services Association webinar on Aboriginal and Torres Strait Islander Cultural Awareness to all staff.	October 2024, October 2026	GMPC
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2024, July 2025	GMCS
	Review and evaluate Standard Operating Procedure - Marketing, Sureway's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2024	GMCS
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2025, April 2026	Executive Assistance (EA)
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2025, April 2026	GMCS
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024 and 2025	FNPO
	Review Sureway policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	GMPC
	Promote and encourage participation in external NAIDOC events to all staff.	First week in June 2024 and 2025	FNPO
Promote understanding of the First Nations history of the places we work on	Create materials for our Wagga Wagga head office that offer insights into the local histories of Aboriginal and Torres Strait Islander communities.	March 2026	FNPO
	Inspire our staff to compile information about the local histories of Aboriginal and Torres Strait Islander communities in their respective areas of residence through research, and then report their findings to us for the purpose of creating a compilation of the traditional lands and Traditional Custodians where we reside and operate.	June 2025	FNPO



OPPORTUNITIES

By forming strong alliances with Aboriginal and Torres Strait Islander organisations and communities, Sureway aims to provide sustainable, equal job opportunities and career advancement for Aboriginal and Torres Strait Islander peoples. Sureway is dedicated to helping close the educational and employment achievement gaps for Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Review and evaluate Sureway's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2025, July 2026	GMPC
	Implement our Aboriginal and Torres Strait Islander Employment Policy to work towards goal of 5% Aboriginal and Torres Strait Islander employment across the Sureway workforce.	July, October 2024, January, April, July, October 2025, January, April 2026	GMPC
	Strengthen Aboriginal and Torres Strait Islander staff retention across the Sureway workforce to be within 5% of overall business retention (or better).	October 2024, January, April, July, October 2025, January, April 2026	GMPC
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2025, April 2026	GMPC
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2024	GMPC
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2024, October 2025	GMPC
	Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2024	GMPC
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Ensure that an Aboriginal and Torres Strait Islander supplier will be preferred in a procurement or tender process where the procuring and/or delegate is satisfied it is suitable in quality of product and service, technical ability, WH&S and value for money.	January 2025, January 2026	CFO
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	January 2025, January 2026	CFO
	Review and evaluate the Aboriginal and Torres Strait Islander procurement strategy.	October 2025	CFO
	Investigate Supply Nation membership	July 2025	CFO
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2025, January 2026	CFO
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	January 2026	CFO

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2024, February 2025, February 2026	GMCS
	Review and update the Terms of Reference for the RWG.	May 2024, February 2025, February 2026	GMCS
	Meet at least four times per year to drive and monitor RAP implementation.	July, August, November 2024, February, May, August, November 2025, February 2026	GMCS
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	GMCS
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June, December 2024, June, December 2025	GMCS
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024	GMCS
	Appoint and maintain an internal RAP Champion from senior management.	May 2024, February 2025, February 2026	GMCS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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	GMCS
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	GMCS
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	GMCS
	Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2024, January, April, July 2025, August, November 2024, February, May, August, November 2025, February 2026	GMCS
	Publicly report our RAP achievements, challenges and learnings annually.	October 2025, October 2026	GMCS
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	August 2024	GMCS
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2026	GMCS
	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2025
Include First Nations participation at a governance level.	Review Aboriginal and Torres Strait Islander representation and participation across Sureway governance structures including People & Leadership sub-committee, service delivery co-design panel.	September 2025	GMPC
	Explore the opportunity to engage local First Nations people or Organisations to function as a cultural advisor to the Executive team.	September 2025	GMPC



sureway



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