



Work  Rehab
WORKING WITH YOU

Innovate Reconciliation Action Plan



July 2024 – July 2026



Acknowledgement of Country

Work Rehab acknowledges the Traditional Custodians of the lands, seas and waters across Australia. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present and embrace future generations.

Work Rehab acknowledges the Kabi Kabi, Turrbal, Wangal Clan, Ngunnawal, Awabakal people – who are the custodians of the land on which we are located and conduct our business.

Innovate Reconciliation Action Plan

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Work Rehab Message from the Managing Director

As the Managing Director I am delighted to be on a journey towards developing our first Innovate Reconciliation Action Plan.

Our Innovate RAP has been a commitment to ensure Work Rehab's way of working with Aboriginal and Torres Strait Islander peoples is to be considerate, respectful and understanding of their culture and traditions. This document outlines the actions our company will be embarking on to improve the understanding and awareness of Aboriginal and Torres Strait Islander peoples, so they are not disadvantaged and are offered the support and partnerships in our business.

Work Rehab provides compassionate, professional and high-quality services to our clients. Wherever we operate across Australia, we are committed to helping build positive health and wellbeing for all.

Our Innovate RAP has been developed through consultation with our staff, our leadership team and all have committed to helping and contributing to the actions we believe will bring about improvements to our Aboriginal and Torres Strait Islander community, clients, suppliers and staff.

I would like to thank the Work Rehab Team who developed our Innovate RAP and the commitment to ensure our reconciliation approach represents our values of trust, integrity, respect and dignity.

I look forward to realising the positive next steps in our reconciliation journey and committing Work Rehab to build a better unified future for all Australians.

Jacqui Keys
Managing Director



Reconciliation Australia

CEO Message

Reconciliation Australia commends Work Rehab on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Work Rehab to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Work Rehab will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Work Rehab is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Work Rehab's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Work Rehab on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Work Rehab provides compassionate, professional, high-quality services to our clients whilst remaining cognisant of community needs. We actively foster a strong and respectful connection with Aboriginal and Torres Strait Islander peoples, working toward advancing reconciliation both within our workplace and our nation.

As a medium size company with approximately 66 dedicated staff members, we are committed to driving change in how we support and honour Australia's Traditional Owners. This commitment leads us to take regular steps in engaging with the entire community. Our central objective, however, is to champion the voice of Aboriginal and Torres Strait Islander peoples. This mission is built on fostering inclusion, promoting equal representation, and developing a sound understanding of Aboriginal and Torres Strait culture among our staff.

Our vision for reconciliation is aligned with our core values of trust, integrity, respect and dignity, and is grounded in acknowledging the enduring stewardship Traditional Owners have over the lands we work and reside on. Within our industry, we collaborate with, and advocate for, employment opportunities for Aboriginal and Torres Strait Islander peoples. Our aspiration for reconciliation extends beyond a mere partnership to an enduring alliance that secures a harmonious and inclusive future.

Our Business

At Work Rehab, we acknowledge the rich heritage of the land on which we operate, and we actively support its custodians. Through our dedicated effort, we hope to contribute to a future where reconciliation thrives, evidenced by meaningful actions in a harmonious and inclusive community.

Work Rehab delivers specialised Occupational Rehabilitation Services across Australia. Our reach spans various jurisdictions, including Workers' Compensation, Income Protection, Accident Insurance, and Life Insurance. Our dynamic team comprises 66 talented professionals, spread across the nation. Presently, we work from 6 office locations: Noosaville, Brisbane, Newcastle, Coffs Harbour, Sydney, and Canberra.

Our Reconciliation Action Plan

To ensure an inclusive approach to crafting our Reconciliation Action Plan, we've set up a dedicated Working Group. This group comprises a diverse team.

HERE'S OUR LINEUP:

Leading the charge as Chair:	General Manager
Guiding our People & Culture approach:	National People & Culture Manager
Shaping our outreach:	National Customer Relationship Manager
A First Nations representative:	Office Coordinator
Spearheading operations:	National Operations Manager
Cultural engagement:	Work Rehab Team Members

This Working Groups mission is clear: to scrutinise our efforts and evaluate our policies and procedures in the realm of reconciliation and our understanding of Aboriginal and Torres Strait Islander workplace dynamics, recruitment, well-being, and health. Armed with these insights, the Group will chart the course for our cultural journey, paving the way for fresh initiatives and guiding the future direction of Work Rehab.

We are committed to an active approach in building bridges, fostering understanding, and taking meaningful strides on our path toward reconciliation.

Our Journey

Since Work Rehab's inception, our reconciliation journey has steadily evolved. A pivotal moment arrived in 2019 when we embraced NAIDOC week's "Voice; Treaty; Truth" theme.

Our staff collectively brainstormed ways to carve out opportunities for Aboriginal and Torres Strait Islander peoples, through recognition and meaningful employment support. This ignited a realisation: our rehabilitation consultants should develop a sound awareness of Aboriginal and Torres Strait Islander customs and traditions. We embarked on cultural training to ensure respect and cultural appropriateness in our service provision.

Amid crafting Our People Strategy for 2020-2021, we recognised the pressing need for a recruitment strategy built on diversity and inclusivity. It was clear that Work Rehab needed a diverse, versatile, capable workforce, with cultural intelligence, to effectively serve our diverse clientele, especially those among the Aboriginal and Torres Strait Islander communities.

In 2022, we conducted a staff survey to explore ways of supporting Aboriginal and Torres Strait Islander people within Work Rehab. Through this process, we learned that three of our employees identify as Aboriginal and Torres Strait Islander individuals. In a significant stride during July that year, we developed a Cultural Action Plan as part of our Strategic Plan. It embodies our firm commitment to nurturing robust, respectful relationships with Aboriginal and Torres Strait Islander communities.

This proactive approach prompted an overhaul of our recruitment strategies, aiming to eliminate barriers to employment applications from Aboriginal and Torres Strait Islander peoples. We undertook an extensive audit of policies and practices to remove any form of direct or indirect discrimination. Equally, we restructured procurement policies and procedures to actively promote goods and services from Aboriginal and Torres Strait Islander owned businesses.

Continuing our proactive approach, Work Rehab has collaborated closely with Indigenous owned companies, including Accelerate Injury Management, to explore accessible, affordable products and services. We source suppliers from Indigenous Business Direct and other Indigenous enterprises, including through Supply Nation.

Our connection with Aboriginal and Torres Strait Islander communities remains vibrant. From commemorating events like NAIDOC Week, Close the Gap Day, and National Apology, to developing an Indigenous Participation Plan with the Department of Veterans Affairs in November 2022, we champion participation and engagement.



OUR PLAN



Relationships

Work Rehab is dedicated to increasing staff awareness of Aboriginal and Torres Strait Islander Cultures. This commitment finds expression through our participation in events that hold deep significance for the Indigenous community.

Simultaneously, we cultivate enduring partnerships with external Indigenous entities, including Accelerate Injury Management / Consumables. These collaborations have impacted every aspect of our operation.

Our purpose remains clear: to empower people and organisations to achieve optimal health and wellbeing through the services we provide. This mission underscores our drive to ensure we deliver services that yield exceptional positive and health-focused outcomes for all Australians.

Recognising the unique needs of Aboriginal and Torres Strait Islander peoples, our staff are equipped to provide culturally sensitive and respectful rehabilitation services. This capability is pivotal in our drive to achieve positive outcomes for every client.

To deliver effective and culturally appropriate rehabilitation services, we understand the pivotal role of consultative relationships with Aboriginal and Torres Strait Islander companies and Indigenous Elders. This collaborative approach ensures our services resonate with the clients we proudly support, while being deeply rooted in cultural respect and compassion.

ACTION:

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Identify and connect with Aboriginal and Torres Strait Islander community organisations across our main offices in Noosaville, Brisbane and Sydney.	July 2024 January 2025 July 2025	National People & Culture Manager [Lead] and Office Coordinator
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2024 October 2024	RAP Working Group Chair [Lead] and National People & Culture Manager

ACTION:

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & 2026	National People & Culture Manager
RAP Working Group members to participate in an external NRW event.	27 May–3 June 2025 & 2026	RAP Working Group Chair
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2025 & 2026	National People & Culture Manager
Organise at least one NRW event each year.	27 May–3 June 2025 & 2026	National People & Culture Manager
Register all our NRW events on Reconciliation Australia's NRW website	May 2025 & 2026	National People & Culture Manager

ACTION:

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Initial draft strategy – July 2024 Approved strategy – September 2024	RAP Working Group Chair [Lead] National People & Culture Manager
Host a RAP morning tea in each office to undertake reconciliation work	July 2024	Office Coordinator
Publish the RAP on Work Rehab’s Yammer Site and in the Work Rehab Newsletter	July 2024	National People & Culture Manager
Include RAP in Work Rehab’s Induction Program	July 2024	National People & Culture Manager
Host a learning session in each office around the Uluru Statement from the Heart.	August 2024	Office Coordinator [Lead] RAP Working Group Chair
Communicate our commitment to reconciliation publicly	July 2024	General Manager
Publish this RAP on our external website	July 2024	General Manager [Lead]
Arrange for marketing to incorporate Aboriginal and Torres Strait Islander representation on our external website / email signature blocks / presentation folders.	July 2024 October 2024 January 2025	National People & Culture Manager
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024 October 2025	RAP Working Group Chair [Lead] National People & Culture Manager
Announce to our business partners our key RAP commitments and engage in influencing and promoting opportunities to drive reconciliation outcomes	October 2024 October 2025	RAP Working Group Chair [Lead] National People & Culture Manager
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2024 November 2025	General Manager [Lead] National People & Culture Manager

ACTION:

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy on its development.	October 2024	General Manager [Lead] National People & Culture Manager
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2024	National People & Culture Manager
Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2024	National People & Culture Manager
Educate senior leaders on the effects of racism.	October 2024	National People & Culture Manager



Respect

Work Rehab's core business is providing accredited workplace rehabilitation services across Australia. Our sphere of influence extends to collaborating with insurers, government entities, employers, and legal firms. This collaboration allows us to deliver top-tier occupational rehabilitation services that epitomise best practice.

A vital aspect of our operation involves facilitating employment placement opportunities for individuals seeking to return to work. Our highly skilled employment consultants play a pivotal role in this, working meticulously to match candidates with suitable host employment opportunities. This undertaking includes a conscious effort to support Aboriginal and Torres Strait Islander peoples as they reintegrate into the workforce.

To ensure that our approach is culturally sensitive and respectful, we've enlisted the invaluable insights of one of our Aboriginal and Torres Strait Islander Team Leaders. Their guidance has proven instrumental in fostering cultural awareness and respect among our employment consultants. However, we recognise the need to amplify our efforts, broadening the scope of awareness and training across our entire staff. This commitment underscores our determination to drive reconciliation and elevate Aboriginal and Torres Strait Islander awareness.

Our approach is pivotal in nurturing a collaborative and professional rapport when meeting the needs of our Aboriginal and Torres Strait Islander clients. As staunch proponents of equality, we have reviewed our recruitment strategy, committed to growing a diverse workforce that mirrors the rich tapestry of our community.

Moving forward, Work Rehab is poised to refine and enhance our recruitment practices by redefining our recruitment messaging in advertisements and crafting an inclusive narrative that actively encourages and welcomes applications from Aboriginal and Torres Strait Islander peoples.

ACTION:

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	November 2024	General Manager [Lead] National People & Culture Manager
Create and distribute a calendar to staff highlighting Aboriginal and Torres Strait Islander dates of cultural significance and events that will be occurring across each office	August 2024	National People & Culture Manager [Lead] Office Coordinator
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2024	National People & Culture Manager [Lead] General Manager
Develop, implement, and communicate a cultural learning strategy document for our staff.	October 2024	National People & Culture Manager
Develop an online reconciliation library through GO1 for staff to continue their cultural learning journeys	November 2024	National People & Culture Manager [Lead] National Operations Manager
Provide opportunities for RAP Working Group members, National People & Culture Manager and other key leadership staff to participate in formal and structured cultural learning.	November 2024 July 2025	General Manager [Lead] National People & Culture Manager

ACTION:

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2024 November 2025	National People & Culture Manager [Lead] National Operations Manager
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2024	National People & Culture Manager
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2024	General Manager
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2024	General Manager
Acknowledge and compensate Aboriginal and Torres Strait Islander artists for any works Work Rehab use and publish.	July 2024	General Manager

ACTION:

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024 and 2025	National People & Culture Manager
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2024	National People & Culture Manager
Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024 and 2025	National People & Culture Manager



Opportunities

Work Rehab is committed to expanding our workforce by actively welcoming more Aboriginal and Torres Strait Islander peoples into our fold, in various capacities and professions. We wholeheartedly recognise the urgency of refining our recruitment strategies to Aboriginal and Torres Strait Islander individuals, urging them to join our ranks. Our proactive approach extends to fostering connections with universities to take-up graduates. We are especially keen to launch a graduate program, designed to bolster and support Aboriginal and Torres Strait Islander students in their journey.

Our vision extends beyond university graduates. It encompasses a sweeping commitment to champion the growth of Aboriginal and Torres Strait Islander talent across all roles. This deliberate strategy anchors our reconciliation journey, empowering our staff to actively engage with and contribute to Aboriginal and Torres Strait Islander cultures. The result - a workforce equipped with a solid understanding of the challenges confronting these communities, cultivating an environment of inclusivity and consideration.

Work Rehab regularly reviews our Indigenous Procurement Strategy. We proudly collaborate with organisations led by Aboriginal and Torres Strait Islander peoples. Our current support for a range of entities, diligently sourced through Indigenous Business Direct, underlines our dedication. We are continually motivated to explore, uncover, and embrace goods and services offered by Aboriginal and Torres Strait Islander businesses.

In essence, Work Rehab's journey is one of purposeful action, animated by the resolve to diversify our workforce and foster a culture of respect, understanding, and inclusivity.

ACTION:

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander staff to consult on the development of our recruitment, retention and professional development strategy.	September 2024	National People & Culture Manager
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024 July 2025	Manager People & Culture [Lead] National Operations Manager
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2024	National People & Culture Manager
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2024	National People & Culture Manager
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2024	National People & Culture Manager

ACTION:

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2024	General Manager [Lead] National People & Culture Manager
Investigate Supply Nation membership.	July 2024	National People & Culture Manager
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2024	National Operations Manager
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2024	National People & Culture Manager
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2024 Review progress December 2024	General Manager



Governance

ACTION:

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2024	RAP Working Group Chair
Establish and apply a Terms of Reference for the RWG.	July 2024	National People & Culture Manager
Meet at least four times per year to drive and monitor RAP implementation.	July 2024 October 2024 January 2025 April 2025 July 2025 October 2025 January 2026	RAP Working Group Chair

ACTION:

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	August 2024	General Manager
Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2024	General Manager
Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024	National People & Culture Manager [Lead] People & Culture Officer
Appoint and maintain an internal RAP Champion from senior management.	July 2024	General Manager

ACTION:

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
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	National People & Culture Manager
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	National People & Culture Manager
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	National People & Culture Manager
Report RAP progress to all staff and senior leaders quarterly.	September and December 2024 March 2025 June 2025, September 2025, and December 2025	National People & Culture Manager
Publicly report our RAP achievements, challenges and learnings, annually.	January 2025 January 2026	General Manager
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	National People & Culture Manager
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026	General Manager [Lead] National People & Culture Manager

ACTION:

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	National People & Culture Manager



Contact Us

We welcome enquiries and feedback on our Innovate Reconciliation Action Plan commitments and are very happy to discuss any aspects of our commitments for reconciliation.

Please email our RAP Working Group at Info@workrehab.com.au.

Work  Rehab
WORKING WITH YOU

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