

The background of the cover is a deep blue, adorned with various Indigenous art patterns. These include concentric circles, wavy lines, and clusters of dots in shades of white, yellow, red, and light blue. The patterns are stylized and reminiscent of traditional Aboriginal dot painting.

**Innovate**  
**Reconciliation Action Plan**  
September 2024 – September 2026

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### Contact Details

Position: Assistant Director, Diversity and Inclusion

Email: [diversity@fwo.gov.au](mailto:diversity@fwo.gov.au)



## Acknowledgement of Country and Traditional Custodians

The Fair Work Ombudsman acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters, skies, and community. We pay our respect to them, their Cultures, and Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander people today.

Please note: Aboriginal and Torres Strait Islander readers are warned that this document may contain images and names of deceased persons.



## Our Artwork

### Stepping Forward

Stepping forward represents taking the next step on the journey towards reconciliation and the potential possibilities when everyone is included.

Connecting with diverse people; meeting, listening, and sharing together, can build respect and trust. Working in concert for a common purpose and united in the mission to make meaningful change.

It serves as a reminder of the dynamism and vibrancy of First Nations people and the lands from which they come, making the emergence of new ideas and ways of being possible that enables the envisioning of a brighter future.



Artist: Timothy Buckley

Artwork License: 3 years (2024—2027)

## About the Artist



### About the Artist

Timothy Buckley is a queer, First Nations creative professional living and working on his traditional lands, Yugambeh Country. His work is inspired by life, growing up as Aboriginal, Pasifika and European, and what it means to be Blak and queer in Australia today.

‘I’ve often found myself existing between many different spaces – an intersection of culture, race, and sexuality, the old and the new – often on the outside. Navigating these challenges has heavily influenced my career and creative development over the past 15 years.’

Tim has worked as an artist, creative director, designer, and photographer, designing award-winning campaigns for humanitarian aid and environmental agencies in Australia and abroad.

‘Through these experiences, I’ve learned much about who I am, what I stand for and how I can make a difference. Representation and inclusion are especially important, particularly for those on the margins. When we include everyone, real change is possible. Through my own creativity, I’ve been able to continue pursuing my passion of working with communities and advocating for change to create a better world.’

‘I’m continually inspired by the grit, determination, and strength of our people. Each in their own way fought for the many opportunities I have today. Through reconciliation, we can lay the foundation for a better and brighter future for the next generation.’





## Foreword from Anna Booth, Fair Work Ombudsman

As the accountable authority for the Office of the Fair Work Ombudsman (OFWO) I am honoured to present our Reconciliation Action Plan (RAP) for the period September 2024 to September 2026. The plan is a testament to our unwavering commitment to reconciliation, showcasing our initiatives and the path we aspire to follow in this journey.

In preparing this RAP we acknowledge the Traditional Custodians of Country throughout the lands on which we operate and their connection to lands, waters, and communities. We extend this respect to our First Nations employees, customers, partners, and stakeholders, acknowledging their valuable contributions and perspectives.

Our RAP reflects our dedication to fostering a culture of understanding, respect, and inclusivity. We recognise the unique challenges faced by First Nations people, and we celebrate their rich Cultures, heritage, and values. Through our planned initiatives, we aim to forge lasting and meaningful relationships with First Nations communities, ensuring that our services are relevant, respectful, and inclusive.

We are committed to promoting inclusive participation across our services and supporting First Nations businesses through our commercial activities and procurement processes.

As an employer I am personally committed to providing an environment where the First Nations people within our agency thrive. We aim to increase the representation of our First Nations staff, fostering a workplace environment that is inclusive, respectful, and celebrates the contributions of First Nations Cultures. I am confident that increasing the representation of First Nations people in our workplace will greatly enhance the learning and growth opportunities for all OFWO employees.

I extend my heartfelt gratitude to our Reconciliation Action Plan Working Group and our First Nations employees who have dedicated their time and expertise to the development of our RAP. Their ongoing efforts and continuing consultation across our agency and the community are pivotal in guiding us towards a more inclusive and respectful future.

The responsibility of implementing and living the values of our RAP lies within each of us. I encourage every member of our agency to reflect on their role in advancing reconciliation. Together we will strive to create an agency that champions diversity, equity, and inclusion.

**Anna Booth**  
Fair Work Ombudsman

## Message from our Executive Champion for First Nations People, Naomi Bleeser



I'm pleased to join Anna Booth, the Fair Work Ombudsman, in presenting our RAP. We have a RAP because we are committed to advancing reconciliation by building trust, understanding and respect between First Nations people and the wider Australian community.

Our commitment is to work collaboratively with First Nations people to promote harmonious, productive, cooperative, and compliant workplace relations by ensuring that First Nations organisations, employers and workers have access to accurate and accessible information on workplace rights and obligations. We will do this by building our understanding of First Nations people's cultures whilst supporting our First Nations employees.

We continue to articulate our strategy through the key pillars of our RAP – building relationships, respect, and opportunities with First Nations people. We intend to take this forward to improve our work with each iteration of our RAP.

Thank you to those people who have been instrumental in shaping the future of our approach to reconciliation. We continue a successful partnership with Reconciliation Australia while also undertaking consultation with our employees through the hard work of our RAP Working Group (RAP WG) and First Nations Employee Network.

**Naomi Bleeser**  
RAP Executive Champion

## Message From Reconciliation Australia CEO

Reconciliation Australia commends the Office of the Fair Work Ombudsman (OFWO) on the formal endorsement of its fourth 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. OFWO continues to be part of a strong network of more than 3,000 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 OFWO will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to OFWO 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 people rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for OFWO 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, OFWO will ensure shared and cooperative success in the long-term.

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

Congratulations OFWO on your fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





## Our vision for reconciliation

Our vision for reconciliation is for a diverse and socially inclusive workplace where we build understanding and respect amongst our employees for the histories and living Cultures of First Nations people and empower First Nations communities through meaningful engagement.

This understanding and respect will be reflected in our services.

## Our business

The Fair Work Ombudsman (FWO) is Australia's workplace regulator, and our purpose is to promote harmonious, productive, cooperative, and compliant workplace relations. As a national agency we regulate around 13 million workers and 1 million workplaces across Australia through various functions and responsibilities, ranging from education and advice activities to compliance and enforcement actions. The community has high expectations of the FWO, as the national workplace regulator and as an employer, to uphold Australian workplace standards and protect the most vulnerable workers in our community. We are here to help all Australians understand their rights and responsibilities at work.

Our Mission and Values are further set out in our [Corporate Plan](#).

The FWO is an Australian Public Service (APS) agency, created by the Fair Work Act 2009 (FW Act).

We have a workforce of approximately 1,000 employees nationally, with offices located in all capital cities and 14 regional locations. At the time of developing the RAP, we had 14 employees who identified as Aboriginal and/or Torres Strait Islander people.

Our functions outline the responsibilities we have set by the FW Act to achieve our purpose:

- ▶ Provide education, assistance, advice and guidance to employers, employees, outworkers, outworker entities and organisations.
- ▶ Promote and monitor compliance with workplace laws.
- ▶ Inquire into and investigate breaches of the FW Act.
- ▶ Take appropriate enforcement action.
- ▶ Perform our statutory functions efficiently, effectively, economically, and ethically.



## Our RAP

FWO recognises the value of diversity and inclusion in the workplace. By engaging in reconciliation efforts, we aim to create a more inclusive environment that respects and celebrates First Nations histories, heritage, and Cultures. Developing a RAP demonstrates a commitment to social responsibility and ethical business practice.

### The goals of this RAP are to:

- ✔ **demonstrate through our organisational behaviours, activities, and relationships that we acknowledge and respect First Nations people and Cultures.**
- ✔ **assist agency employees in gaining a deeper understanding of First Nations people and Cultures.**
- ✔ **make our workplace one where First Nations employees thrive.**
- ✔ **ensure that our employees are equipped to provide the best possible service to First Nations people.**
- ✔ **promote our education resources to engage with First Nations communities.**

Our RAP has been developed in consultation with our employees and the RAP Working Group (RAP WG). The RAP WG is made up of at least six Aboriginal and Torres Strait Islander employee representatives and several non-Indigenous employees from across the Agency. Our RAP Champion Naomi Bleeser, Executive Director, Analytics and Intelligence and the People and Internal Communications Branch assist in the administration of the actions of the RAP. At the time of the development of the RAP, the members of the RAP WG were:

- ▶ Naomi Bleeser – Executive Champion for First Nations People
- ▶ Jane Bayas – Customer Services
- ▶ Kathryn Cole – People
- ▶ Corinna Coleman – Enforcement
- ▶ Daina Hopkins-Farrow – Compliance and Enforcement
- ▶ Davin Foulkes – Enforcement
- ▶ Kerry Lejsek – Corporate Services
- ▶ Benson McClelland – Enforcement
- ▶ Penny Moore – Corporate Services
- ▶ Lucy Olsen – Engagement
- ▶ Vanessa Richmond – Communications
- ▶ Kate Rossiter – Engagement
- ▶ Nick Shearer – Engagement
- ▶ Lisa Smith – Enforcement
- ▶ Carey Trundle - Engagement
- ▶ Sharon Ware – People
- ▶ Jacqui Whittet – People



## Our reconciliation journey

We have had RAPs in place since 2009 and continue to advance reconciliation. Our most recent was an Innovate RAP.

Achieving meaningful reconciliation is a long-term process that requires sustained commitment and dedication. Maintaining momentum and staying focused on the ultimate goals can be challenging over time. By implementing strategies and prioritising reconciliation as an Agency, we can leverage our learnings to effectively counteract challenges faced in previous RAPs, such as the importance of allocating resources and including reconciliation actions into business plans.

This Innovate RAP builds on previous RAPs and includes deliverables that move the Agency towards developing a Stretch RAP in the future. It also builds upon our RAP journey so far and learnings from other organisations, including:

- ▶ reconciliation is everyone's business; therefore, action items should reflect both an internal and an external focus.
- ▶ an effective RAP should be tied to our purpose.
- ▶ engagement and collaboration with other Australian Public Service agencies is critical to the success of our reconciliation efforts.
- ▶ personal experiences and insights of our First Nations employees are invaluable in improving our services.

Since the commencement of our 2020-2022 RAP, we have:

- ✔ Implemented face-to-face Indigenous Cultural Awareness Training, completed by 29 FWO managers, supervisors, and mentors of First Nation apprentices. Face-to-face training provides an opportunity for participants to engage in conversations with First Nations facilitators and learn from the questions and experiences of other participants.
- ✔ Developed an Affirmative Measures Toolkit to increase the awareness and application of affirmative recruitment measures in the agency, particularly among hiring managers and others involved in the attraction, recruitment, and onboarding pathway.
- ✔ Continued to promote the online AIATSIS CORE Cultural Learning program to all employees through intranet articles and other internal communications. 7% of current employees have completed this training, and a further 11% have commenced the program. This comprehensive program consists of ten interactive modules. It is available to all employees on demand via our internal learning systems, providing flexibility to incorporate into work schedules and individual learning programs.
- ✔ Become a partnering agency in the Australian Government Indigenous Entry Level Programs, resulting in the recruitment of five new ongoing First Nations employees. These programs offer entry-level opportunities for First Nations people to kick-start their careers in the Australian Public Service.
- ✔ Continued our participation in the Jawun secondment program, supporting one senior leader each year to undertake a secondment of up to 12 weeks with a First Nations community organisation to facilitate two-way sharing of knowledge and skills. On completion of the program, participants shared their experience, learning and growth with the agency, to contribute to improved cultural awareness.
- ✔ Reviewed and updated our Acknowledgement of Country and Welcome to Country Guiding Principles.
- ✔ Developed a new Aboriginal and Torres Strait Islander Employment Strategy, which included consultations with FWO's First Nations Employee Network, senior executives, and employees. As a result, the new strategy includes a range of more explicit and quantifiable goals including recruitment targets, retention strategies and compulsory manager cultural awareness training.
- ✔ Conducted several webinars and presentations for First Nations students, employers, and employees in a range of industries across the workplace relations landscape. Examples of these include webinars on Workplace Essentials for Aboriginal and Torres Strait Islander people, as well as presentations to First Nations students as part of our ongoing relationship with Charles Darwin University in Darwin.



- ✔ Community Engagement has worked closely with First Nations stakeholders, including assisting Aboriginal Resource and Development Services (ARDS Aboriginal Corporation) in the production of the Yolnu Matha in-language workplace materials for First Nations people and presenting to the Northern Territory Indigenous Business Network (NTIBN) on FWO tools and resources and what to expect from a visit from a Fair Work Inspector.
- ✔ Delivered webinars to Services Australia employees who work in remote locations across the Northern Territory, to provide participants with an overview on workplace basics so they are better equipped to provide assistance or direction to employees and employers on various workplace relations topics.
- ✔ Partnered with a First Nations organisation to deliver local cross-cultural training for seven employees in our Darwin office. This training covered a range of topics including an understanding of who the Larrakia people are and what Larrakia Country is, basic history of Darwin and the contribution of First Nations people, awareness of some key cultural values and good communication practices with First Nations workmates.
- ✔ Awarded multiple contracts to Aboriginal and Torres Strait Islander suppliers for a range of products and services including office furniture, computer services, software, building construction and maintenance services and temporary personnel services.
- ✔ Continued to maintain and provide tailored resources for First Nations people to assist them in the workplace. These include videos to help employees understand workplace basics and foster confidence to talk to their boss about Sorry Business, fact sheets and postcards exploring cultural issues relevant to First Nations employees and employers, and tailored guides about common workplace entitlements or issues.
- ✔ Developed and executed several communications activities to build awareness of the FWO and the resources available for First Nations communities. These included a paid campaign during October/ November 2021 which generated over 2.6 million impressions and over 35,500 clicks to resources on the FWO website through organic posts across our social media channels, targeted Facebook posts, programming across radio networks and publications such as Koori Mail, Mulga Mail and Cape York Weekly.

The Executive Champion for First Nations People/ RAP Champion and the RAP WG will work together to continue to raise internal awareness about our commitment to reconciliation by promoting the RAP to employees and providing opportunities to engage in reconciliation activities.

Our First Nations Employee Network, established in 2016, is currently comprised of ten First Nations employees. The network provides a culturally safe forum for holistic peer support, networking, guidance, consultation, and collaboration for the facilitation of national events. The Network members' generous sharing of their skills, knowledge and lived experience is integral to building the Agency's cultural competence and enabling our agency strategies and initiatives for employment, retention, and career progression of First Nations people.



## Relationships

We are dedicated to respectfully maintaining existing and, fostering and sustaining new collaborative partnerships with First Nations people and communities, valuing, and embracing their rich customs and traditions.

This commitment will be reflected in our culturally attuned, respectful, and inclusive workplace relations guidance for First Nations organisations, businesses, employers, and employees. By prioritising these efforts, we aim to establish enduring and mutually enriching connections, paving the way for a more inclusive and equitable future for all Australians.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	▶ Engage with First Nations stakeholders and organisations to identify and develop opportunities for collaboration across FWO functions.	June 2025, 2026	Executive Director Engagement and Communications
	▶ Foster and maintain partnerships with First Nation stakeholders and organisations and seek feedback on FWO activities, tools, and resources.	June 2025, 2026	Executive Director Engagement and Communications
	▶ Engage with First Nations stakeholders to review and update our engagement plan, including guiding principles, to build connections and identify new and innovative opportunities to collaborate and partner with First Nation stakeholders, organisations, and peak bodies to increase awareness, knowledge and understanding of FWO and the support and services provided for First Nation people.	June 2026	Executive Director Engagement and Communications
2. Build relationships through celebrating National Reconciliation Week (NRW).	▶ Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff across FWO.	May 2025, 2026	Executive Director People and Internal Communications
	▶ RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2025,2026	RAP Champion
	▶ 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	RAP Champion
	▶ Provide support and opportunities to FWO offices to organise at least one NRW event each year.	27 May- 3 June 2025, 2026	RAP Champion, Executive Director People and Internal Communications
	▶ Register FWO NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2025, 2026	Executive Director People and Internal Communications RAP Champion

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	▶ Implement a framework across all FWO internal platforms to provide opportunities for increased staff engagement, understanding and awareness of reconciliation across our workforce.	December 2024	Executive Director People and Internal Communications
	▶ Communicate our commitment to reconciliation publicly through appropriate channels available to FWO.	May 2025, 2026	Executive Director Engagement and Communications, Executive Director People and Internal Communications
	▶ Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2025, 2026	Executive Director Engagement and Communications
	▶ Jawun secondee to assist in FWO's reconciliation objectives with their partner organisations and regions.	November 2024, 2025	FWO Jawun Secondee, RAP Champion
	▶ Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2024, 2025	Executive Director People and Internal Communications, RAP Champion
	▶ Should FWO branded uniforms be implemented, consider use of RAP artwork to promote our commitment to reconciliation.	March 2025	RAP Champion
	▶ Investigate procuring First Nations merchandise that can be incorporated into our internal and external agency activities to promote reconciliation across FWO and the wider community.	June 2025	RAP Champion
4. Promote positive race relations through anti-discrimination strategies.	▶ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Executive Director People and Internal Communications
	▶ Review and promote our Managing and Reporting Unacceptable Behaviour Policy across FWO. This policy articulates behaviours and consequences for all FWO staff, relating to discrimination and specifies unacceptable behaviours that constitute workplace harassment and discrimination based on race.	April 2025	Executive Director People and Internal Communications
	▶ Engage with members of our First Nations Employee Network and/or First Nations advisors to consult on anti-discrimination policies.	December 2024	Executive Director People and Internal Communications
5. Develop and maintain mutually beneficial relationships with APS diversity networks to support FWO's reconciliation journey.	▶ Continue participating in APS diversity and First Nations people's networks including the APS Indigenous Champions forum, Human Resources (HR) inclusion forum and APS Indigenous Employee Network.	November 2024, 2025	Executive Champion First Nations Employee Network
	▶ Investigate new opportunities to engage with APS diversity networks.	November 2024, 2025	Executive Director People and Internal Communications
6. Improve employment outcomes for Aboriginal and Torres Strait Islander people throughout the community we serve, including understanding of their workplace rights and obligations, by continuing to build awareness of resources provided by the FWO	▶ Develop and implement communications activities to raise awareness about FWO's information and resources for First Nations business owners and workforce throughout the communities who are covered by the services of the FWO.	November 2024, 2025	Executive Director Engagement and Communications



## Respect

We acknowledge and value the Traditional Custodians of the lands on which we operate.

We are committed to fostering a supportive, respectful, and inclusive workplace environment where all employees have an opportunity to gain an understanding of and celebrate the heritage, values and beliefs of First Nations People. We will prioritise and focus on taking deliberate and measurable steps to build greater depth and reach of formal cultural learning across the agency. Building on the work undertaken under the previous RAP to embed cultural protocols across the agency, we will take measurable steps to expand on this, and identify further opportunities to bring First Nations cultural protocols such as Welcome to Country into our workplace experience. In doing this, we will improve our service delivery to the community, foster a culturally safe workplace, and contribute to the reconciliation objectives of the broader APS.

Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	▶ Conduct a progress review of cultural learning needs within our organisation and incorporate learnings into future iterations of the Aboriginal and Torres Strait Islander Employment Strategy and other strategies and frameworks that support cultural learning.	December 2024, 2025	Executive Director People and Internal Communications
	▶ Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform implementation of our cultural learning strategy, as contained in the Aboriginal and Torres Strait Islander Employment Strategy. This includes the development of any new strategies to uplift cultural learning.	November 2025	Executive Director People and Internal Communications
	▶ Continue to implement and communicate our cultural learning framework to our staff, as contained in the Aboriginal and Torres Strait Islander Employment Strategy.	August 2025	Executive Director People and Internal Communications
	▶ Commit all RAP Working Group members, HR employees, and senior managers to undertake formal and structured cultural learning.	May 2026	RAP Champion, Executive Director People and Internal Communications
	▶ Encourage employees to identify and participate in local cultural immersion opportunities.	August 2025, 2026	Executive Director People and Internal Communications
	▶ At least 60% of all staff to undertake formal and structured online or face-to-face cultural learning.	December 2025	Executive Director People and Internal Communications
	▶ Encourage participation in the Jawun secondment program including the provision of any cultural learning requirements needed for participation in this program.	March 2025, 2026	Executive Director People and Internal Communications

Action	Deliverable	Timeline	Responsibility
8. Demonstrate respect to Aboriginal and Torres Strait Islander people 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 2025, 2026	Executive Director People and Internal Communications
	▶ Continue to implement, communicate, and inform employees about Welcome to Country and Acknowledgement of Country Guidelines.	July 2025, 2026	Executive Director People and Internal Communications
	▶ Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a minimum of eight significant events over the course of the RAP.	May 2026	RAP Champion
	▶ Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2024, 2025	All SES
9. 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 2025, 2026	RAP Champion
	▶ Review HR policies and management practices to maximise opportunities for employees to participate in NAIDOC Week.	December 2024, and ongoing	Executive Director People and Internal Communications
	▶ Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	RAP Champion
10. Build respect and cultural safety for Aboriginal and Torres Strait Islander cultures within our offices.	▶ Undertake a cultural safety audit of our offices.	December 2025	RAP Champion
	▶ Increase visible demonstration of our commitment to reconciliation within all our offices. For example, naming meeting rooms, displaying language maps or Acknowledgement plaques. Consult with local community groups, Elders, and family members on protocols around naming meeting rooms as appropriate.	June 2026	RAP Champion
	▶ Commission First Nations artwork to display in our offices that can also be used to create a visual identity for use in future RAPs and other related documents/items.	December 2025	RAP Champion
	▶ Publish the details of any purchased First Nations artwork on the FWO intranet including the artist and meaning/story.	December 2025	RAP Champion



## Opportunities

Our aim is to ensure equal opportunities for First Nations staff and the businesses we engage with for procurement purposes. We have developed a FWO Aboriginal and Torres Strait Islander Employment Strategy, which details our commitment to increasing the representation and improving the experience of our First Nations staff. In the procurement space, we are committed to building and maintaining relationships with First Nations businesses.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	▶ Regularly engage with First Nations staff to inform future employment and professional development opportunities.	December 2024, 2025	Executive Director People and Internal Communications
	▶ Progress and annually review the FWO Aboriginal and Torres Strait Islander Employment Strategy 2022-2025, and renew on expiry	December 2024, 2025 May 2026	Executive Director People and Internal Communications
	▶ Regularly engage with First Nations staff to report and consult on the progress of the FWO Aboriginal and Torres Strait Islander Employment Strategy 2022-2025.	January, July 2025, January 2026	Executive Director People and Internal Communications
	▶ Advertise job vacancies to effectively reach First Nations stakeholders.	December 2024, 2025	Executive Director People and Internal Communications
	▶ Review and enhance FWO's inclusive recruitment procedures, policies, and practices to remove barriers to First Nations participation in our workplace.	December 2024, 2025	Executive Director People and Internal Communications
	▶ Work towards increasing the representation of First Nation employees to 2.7% of the FWO workforce by 2025.	December 2025	Executive Director People and Internal Communications
	▶ Participate in the Australian Government Career Pathways Programs which are designed and targeted to uplift First Nations employment across APS agencies.	December 2024, 2025	Executive Director People and Internal Communications
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	▶ Review and update internal procurement guidance to support FWO staff to effectively implement the Commonwealth Indigenous Procurement Policy.	December 2024	Executive Director Corporate Services
	▶ Develop and communicate procurement opportunities, and address current barriers, through building capability for staff to procure goods and services from First Nations businesses.	November 2024, 2025	Executive Director Corporate Services
	▶ Increase the number of commercial relationships with First Nations businesses in a manner consistent with the Commonwealth Indigenous Procurement Policy.	May 2026	Executive Director Corporate Services
	▶ Ensure any external First Nations person or organisation engaged to provide cultural advice or services to the agency (e.g. Welcome to Country, advice on protocols etc) is appropriately remunerated for their time and cultural expertise.	November 2024, 2025	Executive Director Corporate Services
	▶ Investigate Supply Nation membership.	June 2025	Executive Director Corporate Services



## Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RAP WG) to drive governance of the RAP.	▶ Maintain First Nations representation on the RAP WG.	November 2024, 2025, and ongoing	RAP Champion
	▶ Review and maintain Terms of Reference for the RAP WG.	November 2024, 2025, and ongoing	RAP Champion
	▶ RAP WG meet at least four times per year to drive and monitor RAP implementation.	November 2024, February, May, August, Nov 2025, February, May, August 2026	RAP Champion
14. Provide appropriate support for effective implementation of RAP commitments.	▶ Define resource needs for RAP implementation.	November 2024, 2025	Executive Director People and Internal Communications, RAP Champion
	▶ Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2024, 2025	RAP Champion
	▶ Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2024, 2025	RAP Champion
	▶ Maintain an internal RAP Champion from senior management.	November 2024, 2025, and ongoing	Executive Director People and Internal Communications
	▶ Include our RAP as a bi-annual agenda item at senior management meetings.	November 2024, April, November 2025, April 2026	Executive Director People and Internal Communications
15. 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 2025, 2026	Executive Director People and Internal Communications
	▶ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025, 2026	Executive Director People and Internal Communications
	▶ Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2024, 2025	Executive Director People and Internal Communications
	▶ Report RAP progress to all staff and senior leaders twice per year.	November 2024, April, November 2025, April 2026	Executive Director People and Internal Communications
	▶ Report our RAP achievements, challenges, and learnings in FWO's annual report.	July 2025, 2026	Executive Director People and Internal Communications
	▶ Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP Champion
	▶ Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	Executive Director People and Internal Communications
16. Continue our reconciliation journey by developing our next RAP.	▶ Register via <a href="#">Reconciliation Australia's website</a> to begin developing our next RAP.	December 2025	Executive Director People and Internal Communications

**Contact details**

**Position:** Assistant Director, Diversity and Inclusion Team

**Email:** [diversity@fwo.gov.au](mailto:diversity@fwo.gov.au)



**Australian Government**

**Fair Work**  
**OMBUDSMAN**

[www.fairwork.gov.au](http://www.fairwork.gov.au)