



# ANNUAL REPORT 2024-2025

Our stories, Our impact



**Our Annual Report shares the stories that shaped our year and the impact we've made together. From empowering individuals to strengthening communities, every achievement reflects our commitment to creating opportunities and changing lives.**

All information, including staff names, roles, and achievements, reflects the period 1 July 2024 to 30 June 2025 and was accurate as of this timeframe.

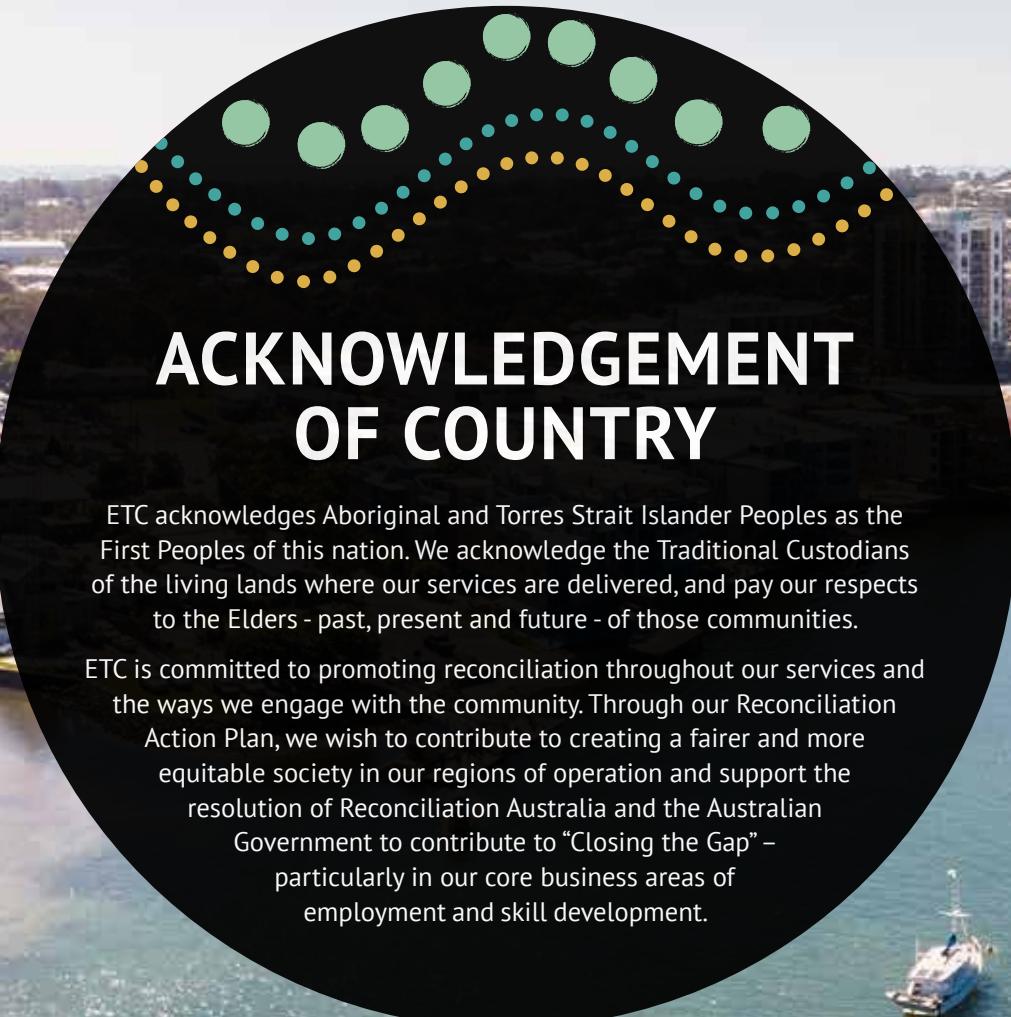




# Contents

<b>About ETC</b>	<b>06</b>
<b>Our Strategic Goals</b>	<b>08</b>
<b>Our Achievements</b>	<b>10</b>
<b>Our Footprint</b>	<b>12</b>
<b>Our Reports</b>	<b>15</b>
Message from the Chair	
Message from the CEO	
<b>At a Glance</b>	<b>20</b>
Employment	
Training	
Community Programs	
<b>Our Responsibilities</b>	<b>34</b>
Our People	
Reconciliation Milestones & Insights	
Our Standards	
<b>Our Executive Management</b>	<b>48</b>
Organisation Chart	
Executive Management Team	
Board of Directors	
Lived Experience Advisory Group(LEAG)	
<b>Our Governance</b>	<b>60</b>

*Pictured on left: ETC Staff members during the ETC Community Support Fund publicity event for Youth Express.*



## ACKNOWLEDGEMENT OF COUNTRY

ETC acknowledges Aboriginal and Torres Strait Islander Peoples as the First Peoples of this nation. We acknowledge the Traditional Custodians of the living lands where our services are delivered, and pay our respects to the Elders - past, present and future - of those communities.

ETC is committed to promoting reconciliation throughout our services and the ways we engage with the community. Through our Reconciliation Action Plan, we wish to contribute to creating a fairer and more equitable society in our regions of operation and support the resolution of Reconciliation Australia and the Australian Government to contribute to "Closing the Gap" – particularly in our core business areas of employment and skill development.



*Bribie Island (Yarun) was sacred country to the Djinduburri clan of the Gubbi Gubbi (Kabi Kabi) people. Its waterways and shell middens reflect thousands of years of sustainable living. ETC honours this heritage and supports local communities through employment and training services delivered across the Somerset region.\**

\*Source: Indigenous People of Bribie Island – Bribie Island Historical Society; Cultural Heritage, Moreton Bay Ramsar (DCCEEW); Kabi Kabi Peoples' Shell Midden Project (Bribie Island/Pumicestone Passage).

# About ETC

Enterprise & Training Company Limited (ETC) is a community orientated, not-for-profit provider of employment, and training services.

We help people in many different situations to overcome their personal challenges and develop the skills they need to find sustainable employment.

We are committed to reinvesting our profits back into the business and into the communities where we operate – it's our way of giving back and thanking those communities which continue to support us.

ETC has been operating since 1989 and was originally established in Coffs Harbour, which has become the company's head office.

Over the years, ETC has grown and expanded our footprint due to the ongoing success of our employment and training programs. We now provide services along the East Coast of Australia from the NSW Hunter region all the way up to the Wide Bay Sunshine Coast region in Queensland, as well as inland New South Wales around the New England North West region.

This report highlights our efforts to make a difference and help change the course of peoples' lives.

## OUR VISION

To make a positive impact on people's lives.

## OUR MISSION

We strengthen our community through engagement and support

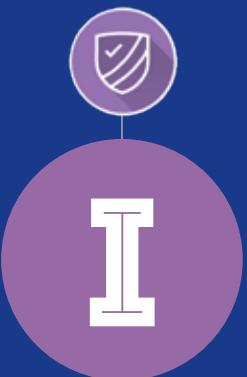
## — OUR VALUES —

*Together* We Rise



### Respect

to listen, appreciate and recognise all people



### Integrity

to be honest, ethical and fair



### Success

to build a sustainable organisation through service excellence



### Empowerment

to inspire and enable people to make a positive difference in our communities



Some of the incredible  
ETC Taree staff creating  
opportunities in the region.



# Our Strategic Goals

ETC's Strategic Plan reflects our unwavering commitment to a future where employment and training services empower individuals and transform communities.

**Here's how we plan to make this vision a reality:**



## Connected Communities

We strive to build meaningful connections across diverse communities. Through advocacy, collaboration, and a deep understanding of local needs, we aim to foster trust and engagement.



## Sustainability & Innovation

ETC is dedicated to sustainability on multiple fronts. We plan to harness technology, implement financial initiatives, and champion environmental responsibility. Innovation will be at the heart of our services, ensuring we remain adaptable and relevant in a changing landscape.

*Staff at the ETC Community Support Fund event for InCommunity Inc.*



## Loyal Partnerships

We seek more than mere transactions; we aim for enduring partnerships. By connecting our staff, clients, and employers in a collaborative ecosystem, we plan to create lasting value.



## Our People

At ETC, our people are our heartbeat. Their dedication fuels our success and service to the community. Our core values—Respect, Integrity, Success, and Empowerment—guide us as we pursue our strategic priorities.

**Over the past 36 years, ETC has turned vision into action. Our commitment to having a positive impact on peoples' lives has resulted in thousands of success stories, stronger communities and brighter futures.**



**121,000+**  
job seekers into jobs



Over **58,000**  
learners trained through our training programs



Almost **45,000**  
new business owners mentored in their own small business

# Our Achievements 2024/2025





YOUNG PEOPLE WERE  
ENGAGED IN OUR  
WORKFORCE AUSTRALIA  
– TRANSITION TO WORK  
PROGRAM



STUDENTS COMMENCED  
TRAINING WITH ETC



PARENTS WERE  
SUPPORTED THROUGH  
PARENT PATHWAYS



DISABILITY EMPLOYMENT  
SERVICE CUSTOMERS  
COMMENCED WITH ETC



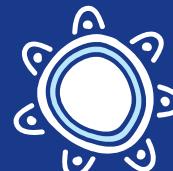
TRAINEESHIPS  
COMMENCED



MATURE AGE  
PARTICIPANTS  
SUPPORTED THROUGH  
WORKFORCE AUSTRALIA  
– CAREER TRANSITION  
ASSISTANCE



NEW BUSINESSES  
STARTED THROUGH  
WORKFORCE AUSTRALIA  
– SELF-EMPLOYMENT  
ASSISTANCE



MENTORING AND  
CULTURAL SUPPORT  
ACTIVITIES DELIVERED  
BY OUR INDIGENOUS  
SERVICES TEAM



# Our footprint

## Connecting communities, growing our reach

ETC's physical footprint reflects our commitment to being local, accessible, and responsive. With offices and outreach sites spanning coastal and inland communities across two states, we deliver employment, training, and business support where it matters most.

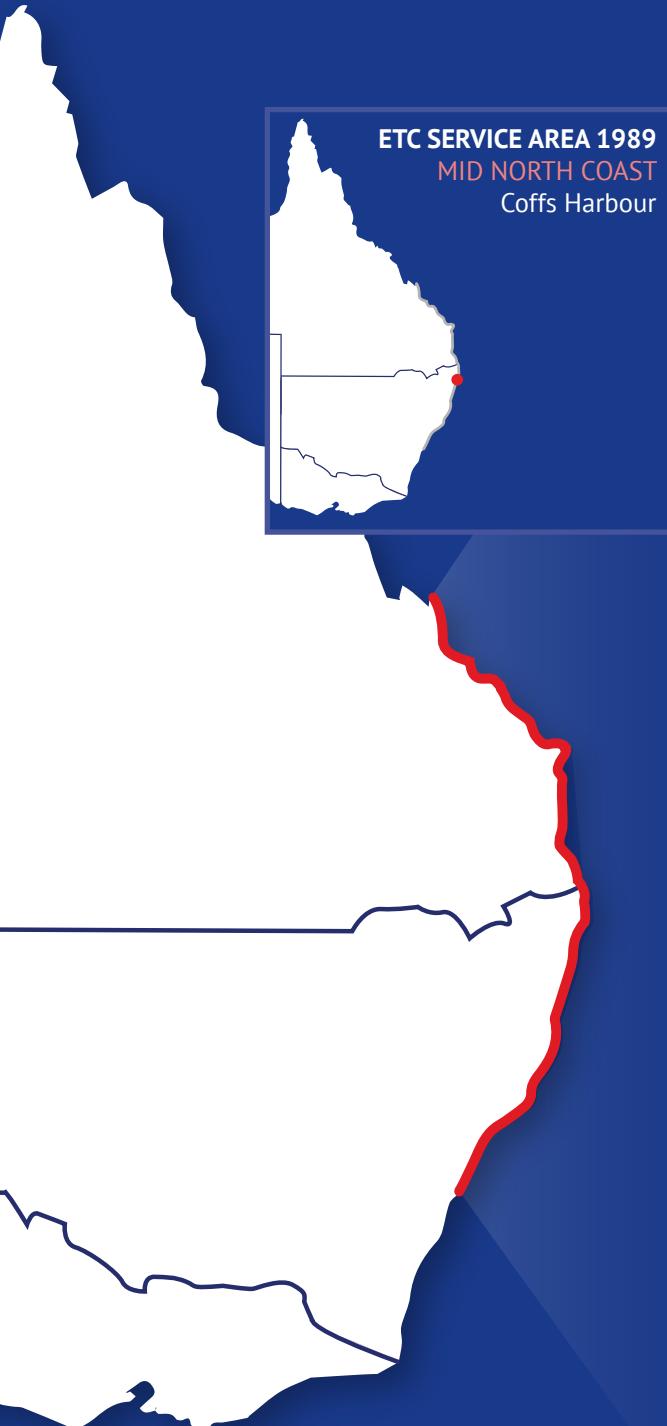
### In 2024/2025, we expanded our reach by:

- Launching a new training hub in Inala to deliver the Skills for Education and Employment (SEE) program, featuring five purpose-built rooms and capacity for 100 students daily. SEE is also delivered at Richlands, Goodna, and Ipswich.
- Establishing Parent Pathways sites across three regions:
  - **Gold Coast:** Southport (Full Time), Nerang, Coomera, Tweed Heads (Part Time), plus outreach sites in Miami, Robina, Arundel, Pimpama.
  - **Brisbane South East:** Logan Central (Full Time), plus outreach sites in Upper Mount Gravatt, Capalaba, Wynnum.
  - **Somerset:** Caboolture (Full Time), Strathpine, Deception Bay, Kippa-Ring, Mitchelton (Part Time), plus outreach sites in Kallangur, Burpengary, Mango Hill.

- Introducing modern office design concepts to create welcoming, private, and functional spaces for customers and staff.

Our footprint spans nine Employment Regions and 52 offices, co-sharing sites and outreach services areas - connecting communities from the Hunter to Bundaberg and inland NSW. Every ETC site is more than an office - it's a hub for opportunity, collaboration, and support.

*ETC's new Training Centre in Port Macquarie - creating opportunities for skills and growth.*



## ETC SERVICE AREA 2025

This map includes our ETC offices, co-sharing sites and outreach service areas.

### WIDE BAY SUNSHINE COAST

Caloundra  
Childers  
Gin Gin  
Gympie  
Maroochydore  
Maryborough  
Nambour  
Noosaville  
Pialba  
Bundaberg

### SOMERSET

Chermside  
Caboolture  
Deception Bay  
Kippa-Ring  
Mitchelton  
Nundah  
Strathpine

### BRISBANE SOUTH EAST

Beenleigh  
Browns Plains  
Capalaba  
Logan Central  
Stones Corner  
Upper Mount Gravatt  
Wynnum

### WIVENHOE

Ipswich  
Springfield Central  
Goodna  
Richlands

### GOLD COAST

Coomera  
Helensvale  
Miami  
Nerang  
Palm Beach  
Southport  
Tweed Heads South

### NORTH COAST

Ballina  
Byron Bay  
Casino  
Kingscliff  
Lismore  
Grafton  
Murwillumbah

### MID NORTH COAST

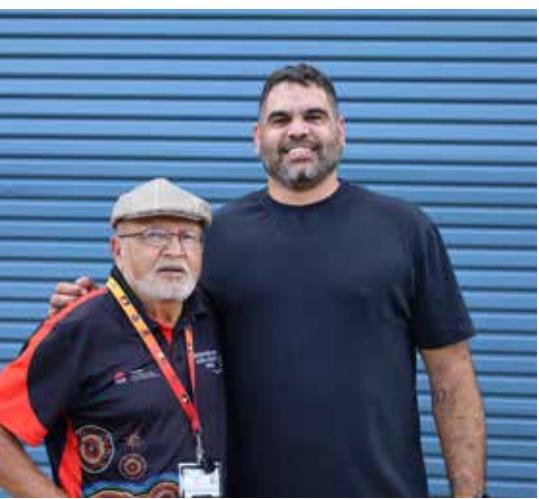
Coffs Harbour  
Kempsey  
Nambucca Heads  
Port Macquarie  
Wauchope  
Tuncurry  
Taree

### NEW ENGLAND NORTH WEST

Armidale  
Tamworth  
Inverell  
Glen Innes

### HUNTER

Charlestown  
Cessnock  
Maitland  
Mayfield  
Newcastle  
Raymond Terrace  
Toronto



# UPHOLD CULTURE: GOANNA ACADEMY

## CASE STUDY

ETC strengthened its commitment to cultural wellbeing through a collaborative partnership with Greg Inglis' Goanna Academy, an organisation dedicated to promoting mental health and cultural identity for First Nations people.

This collaboration delivered the Uphold Culture program for some of ETC's First Nations customers, focusing on resilience, cultural awareness, balancing identities and mental wellbeing.

It aimed to empower individuals by celebrating and integrating cultural heritage into their professional lives. ETC's ongoing dedication to reconciliation ensures cultural values remain at the heart of everything we do.



To learn more about Greg Inglis' Goanna Academy and other programs, please visit [etcltd.com.au/OurStories](http://etcltd.com.au/OurStories)

*Celebrating the launch and graduation of the Goanna Academy Uphold Culture program in Kempsey.*



# Our Reports

*Image taken at an ETC Community Support Fund event celebrating recipient Serving our People.*



# Message from the Chair

This year has been one of reflection, impact, and strategic progress for ETC - driven by innovation, inclusion, and a deepening commitment to community.

We proudly launched the **Lived Experience Advisory Group (LEAG)**, a new governance initiative that ensures the voices of lived experience are embedded in our decision-making. This group is already helping shape our services in more inclusive and responsive ways, and I look forward to its continued impact.

2025 also marked **10 years of Reconciliation** at ETC. Since launching our first Reconciliation Action Plan (RAP) in 2015, we've implemented three RAP's and built strong partnerships with First Nations communities. This year, we celebrated our journey with a dedicated campaign and several videos, shared across our footprint and internal platforms. The campaign reflected on our progress and reaffirmed our commitment to reconciliation, cultural learning, and community empowerment.

One of the highlights of our reconciliation efforts has been our ongoing partnership with the **Goanna Academy**, led by Rugby League player Greg Inglis. The Academy's UpHOLD Culture program has now been delivered across our Mid North Coast and Somerset regions. These workshops have empowered our First Nations customers by strengthening identity, promoting mental wellbeing, and celebrating culture.

Through the **ETC Community Support Fund**, we allocated another **\$500,000** to support grassroots organisations across our footprint. Taking our total given back to **\$3 Million**. This year, we proudly supported 17 initiatives: Agape Outreach Inc, Caloundra Community Care, Community Action Gympie, Connecting With Bricks Inc, Disability Entertainment Australia Inc (DEAI), Emerge Youth, Encircle Community Services Ltd, Ipswich PCYC, Manning Valley Neighbourhood Services, Miyay Birray Youth Services Inc, New Life - Foodbarn, Pete's Place - St Vincent de Paul Society, Rosies - Friends on the Street, Fruit2Work, St Thomas Anglican Church Port Macquarie, Tribe Social Belonging, and Youth Express.

These organisations are doing incredible work in areas such as homelessness, youth mentoring, disability inclusion, food relief, and employment pathways, and we're honoured to stand beside them.

We also welcomed **Amanda Mather** to the ETC Board. Amanda brings extensive experience in inclusive governance, aged care, and disability services, and we are delighted to have her join us.

As we prepare for the future, ETC remains focused on sustainability, innovation, and community connection. I'm proud of the leadership shown by our Executive Team, the dedication of our staff, and the trust placed in us by our customers and partners.

As I prepare to step down as Chair, I want to express my heartfelt thanks to our many dedicated directors, senior staff, and every member of our team. Together we have built and enhanced a culture that truly reflects our shared values and commitment to the communities we serve. It has been an absolute privilege to work alongside so many passionate and capable people, whose drive, care and collaboration will ensure our vision and mission continues to thrive well into the future.

Thank you for being part of ETC's journey.

*R. McKelvey*

**Rod McKelvey**  
ETC Chair



Celebrating ETC Community  
Support Fund recipient  
Nambucca Valley Phoenix.



*Celebrating Strong Spirit Aboriginal Services at ETC's Community Support Fund event in Port Macquarie.*



# Message from the CEO

As we close out another impactful year, I'm proud to reflect on ETC's continued growth, innovation, and unwavering commitment to making a positive impact on peoples' lives.

In 2024/2025, we secured and launched the **Parent Pathways program**, a new government-funded contract supporting parents and carers of young children to access education and employment. This initiative has already made a meaningful difference across the Somerset, Brisbane South East, and Gold Coast regions.

We also commenced delivery of the **Skills for Education and Employment (SEE) program**, expanding our reach in foundation skills training and helping job seekers build confidence and capability in the Wivenhoe region.

Internally, we've made significant strides in improving how we work. We implemented a new **HR and Payroll system (ELMO)** and introduced **Viva Engage**, our internal social media and collaboration platform, which has helped foster stronger communication and connection across our teams. We also rolled out **Culture Development Workshops** to support leadership, inclusion, and team cohesion.

ETC was proud to be named a **Finalist in the Queensland Training Awards**, recognising the quality of our training services and the dedication of our staff.

We also introduced **new office design concepts** to create more welcoming, private, and functional spaces - based on feedback from staff, customers, and advisory groups.

Innovation remains a key focus. This year we launched our **AI Fusion Team**, exploring how artificial intelligence can enhance service delivery, and we introduced a **Community Directory** to better connect customers with local support services and highlight our partnerships.

We responded swiftly and compassionately to both Cyclone Alfred and the major flooding that impacted our Kempsey and Taree sites, ensuring our teams and customers were supported during each crisis. And we continued to invest in thought leadership, with a research paper published by **Charles Sturt University** titled "Supporting People Experiencing Long-Term Unemployment to Achieve Their Employment Goals," which we are using to help guide our service delivery model.

Importantly, 2024 also marked ETC's participation in the **Reconciliation Australia Workplace RAP Barometer**. The survey revealed overwhelming support for reconciliation

across our workforce, with 99% of staff confident in engaging respectfully with Aboriginal and Torres Strait Islander peoples, and 93% calling for ETC to maintain or increase its commitment to reconciliation following the referendum. These insights are helping shape our next **Stretch RAP (2026–2029)** and have already informed new initiatives including cultural awareness workshops, truth telling activities, and a podcast series exploring the lived experiences of First Nations peoples.

As we look ahead, I'm confident that ETC's strategic vision, strong partnerships, and passionate team will continue to drive meaningful outcomes for the communities we serve. Thank you to our Board, staff, partners, and customers for your continued support and belief in our mission.

Damon Munt  
CEO

# ETC at a Glance

Employment, Training and Community Programs underpin the essence of ETC. All business units link together to provide the support, skills and guidance needed to help our customers.

## Employment

Throughout the year, ETC provided assistance to job seekers and worked closely with employers to find the best candidates to fill job vacancies. This work is the key focus of the **Workforce Australia Employment Services** contracts and the following specialised employment and training programs:

- **Workforce Australia - Transition to Work (TtW)**
- **Disability Employment Services (DES)**
- **Workforce Australia - Career Transition Assistance (CTA)**
- **ETC's Indigenous Services Team (IST)**

See details on page 22.

ETC continued to provide business support services for start-up and existing small businesses through Workforce Australia – Self-Employment Assistance.

Building on our previous expansion, we have further solidified our presence across nine Employment Regions. This year, we have successfully supported over **2418** participants and assisted **855** new start-up businesses in their entrepreneurial journeys.

See details on page 29.

## Training

ETC is a Registered Training Organisation (RTO 6998). This year, ETC enrolled 3,678 learners into our training courses. We delivered a range of accredited and non-accredited courses, certificates, diplomas, and traineeships in:

- **Hospitality**
- **Retail**
- **Business**
- **Community Services**
  - Aged Care
  - Disability
  - Home & Community Care
  - Early Childhood Education & Care
  - Youth Work
  - Community Services
  - Employment Services

We continued to deliver **Career Transition Assistance (CTA)**, supporting job seekers aged 45 and over to build confidence, digital literacy, and job-ready skills. Operating across **seven Employment Regions** under the Workforce Australia Services contract, CTA remained a vital service for mature-age participants navigating a changing labour market.

This year, we refreshed our program content, introduced new learning modules, and strengthened employer engagement to ensure participants were equipped with the tools and mindset needed to succeed.

See details on page 28.

In July 2024, ETC commenced delivery of the **Skills for Education and Employment (SEE) program** under contract with the Department of Employment and Workplace Relations (DEWR). The program has been a strong addition to ETC's training offerings, supporting job seekers across the **Wivenhoe region** to build foundation skills in language, literacy, numeracy, and digital capability. Throughout the year, SEE has helped participants grow in confidence, improve employability, and take meaningful steps toward further education or employment.

See details on page 27.

## ETC's commitment to community

As a not-for-profit organisation and registered charity, ETC has helped many organisations reduce disadvantage, generate opportunity, increase support services and/or build capacity in the communities in which we operate through local community grants and sponsorships. We are proud to have invested \$500,000 through the ETC Community Support Fund this year.

See details on page 30.

## Parent Pathways

In November 2024, ETC began delivering the **Parent Pathways program** under contract with the Department of Employment and Workplace Relations (DEWR). The program supports parents and carers of children under six years of age to access education and employment pathways through tailored mentoring and wrap-around support.

Delivered across ETC's **Somerset, Brisbane South East, and Gold Coast regions of QLD**, Parent Pathways has quickly established a strong presence and built meaningful connections with local communities. The program has helped participants overcome barriers, build confidence, and take positive steps toward long-term goals in work and learning.

See details on page 29.

ETC's Parent Pathways Team members.



# Helping others through Employment Services

## Highlights:



**7,704**

PEOPLE SECURED JOBS



**2,880**

VACANCIES FILLED FOR EMPLOYERS



**2,423**

JOB SEEKERS ENGAGED IN TRAINING

## Of the people ETC placed into employment:



**3,566**

HAD BEEN UNEMPLOYED FOR MORE THAN 12 MONTHS



**996**

WERE ABORIGINAL OR TORRES STRAIT ISLANDER



**1,537**

HAD AN INJURY, ILLNESS OR DISABILITY

## Workforce Australia – Employment Services

Reflecting on 2024/2025, ETC's Workforce Australia Services program has continued to deliver strong outcomes in an ever-evolving employment landscape.

Despite ongoing economic and environmental pressures, including cost-of-living increases, housing shortages, mental health challenges, and severe weather events, our teams have remained focused and adaptable. These conditions have at times changed participation requirements for customers, impacting engagement levels and our ability to support people into employment. Nevertheless, our teams have found innovative ways to connect with customers and maintain momentum in service delivery.

While the national unemployment rate has remained steady at around 4.1%, ETC has been proud to outperform national benchmarks across our service delivery footprint.

This year, we have supported over 6,387 unemployed people into employment, including 785 First Nations peoples.

As we prepare for the next phase of Employment Services reform, our teams have embraced a forward-thinking approach. We are actively engaging in co-design processes to ensure our service delivery model reflects the lived experiences and unique needs of our customers.

Our focus on meaningful partnerships has been central to our success. We've strengthened relationships with local employers, community organisations, and training providers to create inclusive pathways into work. These partnerships are expanding opportunities for our customers and contributing to broader community development.

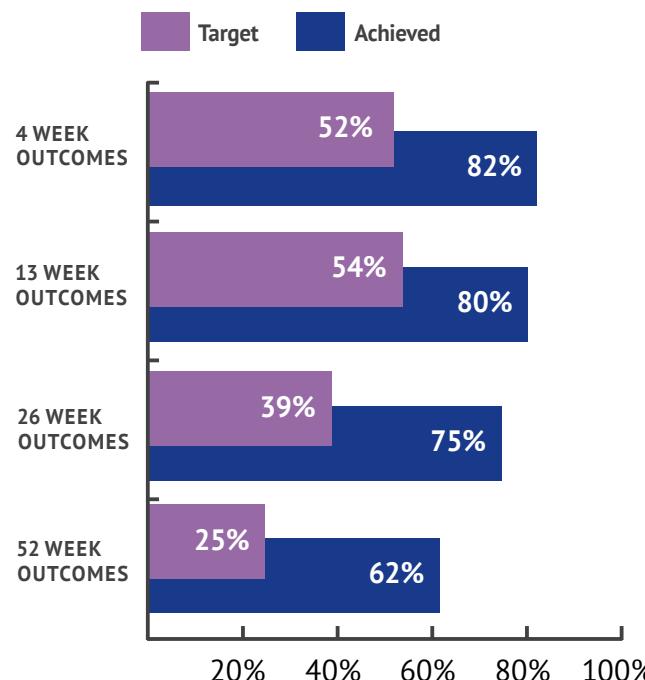
Looking ahead, our focus remains on our Strategic Plan commitments to loyal partnerships, connected communities, sustainability, innovation, and our people. We remain committed to delivering customer-centred services that are responsive, inclusive, and impactful.

## Disability Employment Services (DES)

In 2024/2025, ETC's DES team delivered their strongest performance to date - a remarkable achievement in the final year of the contract. Our focus remained firmly on supporting participants to overcome barriers and achieve long-term career goals, while strengthening relationships with employers to create inclusive job opportunities.

Built on a foundation of trust and engagement, our team continued to provide high-quality, individualised servicing. Performance was measured by conversion rates, and ETC consistently exceeded both internal targets and national benchmarks.

These results are a testament to the dedication, resilience, and professionalism of our DES team. Their commitment to empowering participants and delivering excellence has set a benchmark for the sector. Thank you to every team member for your committed efforts and achievements - your impact has been extraordinary.



Over the past 12 months, we supported **210 participants** into employment, with **148 achieving a 52-week outcome** - both increases on the previous year.

The final performance data released by the Department ranked ETC as:



**NUMBER 5**

OVERALL OUT OF 92 PROVIDERS ACROSS THE COUNTRY



**NUMBER 1**

PROVIDER NATIONALLY IN DMS



**NUMBER 10**

IN AUSTRALIA FOR ESS



*ETC Transition to Work team member and participant at one of their "Empower her" workshops.*

## Combatting youth unemployment through Transition to Work (TtW)

Throughout 2024/2025, ETC's Transition to Work (TtW) program team has continued to deliver youth-focused employment services that are responsive, inclusive, and empowering. Over **1,278 young** people were supported into employment, education, or training across our service footprint.

TtW has embraced a diverse range of engagement strategies to meet the evolving needs of young people. These have included youth-led advisory sessions, cultural engagement activities, and creative workshops designed to foster personal growth, confidence, and connection. These initiatives have helped shape service delivery and ensure young people feel heard, valued, and supported.

Innovative partnerships with industry and community organisations have provided young people with exposure to real-world employment pathways. Through interactive experiences, career information sessions, and employer engagement events, participants have gained valuable insights into various industries and built connections that support their transition into the workforce.

Creative and wellbeing-focused initiatives have also played a key role in enhancing engagement. Programs that combine storytelling, art, and digital tools have helped young people develop soft skills such as communication, teamwork, and leadership skills that are essential for long-term success.

As we look ahead, TtW remains committed to co-design, innovation, and community collaboration. Our focus continues to be on delivering services that reflect the lived experiences of young people and provide inclusive pathways to employment.

## ETC's Indigenous Services Team (IST)

This year, ETC's Indigenous Services Team (IST) has continued to play a pivotal role in supporting Aboriginal and Torres Strait Islander communities across our Employment Services regions. The IST delivered a remarkable **2,042 mentoring and cultural support activities**, providing holistic, culturally safe, and practical guidance to First Nations customers at every stage of their employment journey.

ETC's Indigenous Services Team remains dedicated to empowering Aboriginal and Torres Strait Islander peoples through culturally responsive mentoring, advocacy, and practical support. Our focus is on creating meaningful, sustainable employment outcomes - helping First Nations customers not only secure jobs, but also build long-term careers, strengthen their skills, and achieve economic independence.

# Key Highlights

## Employment Outcomes:

ETC's IST directly supported 274 First Nations customers into employment, apprenticeships, and traineeships, with tailored mentoring that extended well beyond job placement. Post-placement support ensured that individuals remained connected, confident, and able to sustain their roles.

## Cultural Connection & Empowerment:

Yarning Circles, Mob Yarn, and cultural mentoring sessions were central to the IST's approach, fostering cultural identity, healing, and a sense of belonging. Customers were encouraged to participate in community events, cultural activities, and storytelling, strengthening both individual and community resilience.

## Holistic, Wrap-Around Support:

The team addressed a wide range of barriers including transport, licensing, housing, health, mental health, and financial hardship. Mentors provided advocacy, referrals, and practical assistance – such as help with driving lessons, accessing medical care, and securing stable housing – ensuring no one was left behind.



*IST's First Nations Yarning Circles  
- Powerful Celebrations of Culture,  
Connection & Opportunity.*

# Developing skills through Training Services

## Highlights:



**3,678**

STUDENTS COMMENCED  
TRAINING WITH ETC



**139**

TRANEESHIPS  
STARTED



**855**

NEW BUSINESSES  
STARTED

Of the 3,678 students enrolled in ETC courses in 2024/2025:

**15.28%**

WERE  
YOUTH

**64.14%**

WERE JOB  
SEEKERS

**28.87%**

WERE MATURE  
AGE

**9.27%**

IDENTIFIED AS  
INDIGENOUS

**14.87%**

IDENTIFIED AS  
HAVING A  
DISABILITY

## Training

The 2024/2025 year has been an inspiring chapter for ETC's Training Services team, defined by proud achievements, strategic change, and resilient growth. Through a period of transformation and adaptation, the team continued to expand its reach and impact, demonstrating agility in change management and a steadfast commitment to delivering high-quality training across our communities.

We were proud to be named a finalist in the Queensland Training Awards 2024, recognised at the state-level ceremony in Brisbane. This honour reflects our unwavering commitment to delivering high-quality training and creating meaningful pathways to employment and further education for our job seekers.

In terms of delivery, ETC supported 3,678 student enrolments across full qualifications and short courses. These programs were supported by work placements with employer partners such as Kalwun, Chemist Warehouse, Ozgroup, JBS, Concentrix, and Serco, providing students with real-world experience and direct pathways to employment.

ETC continued to secure funding under the Skilling Queenslanders for Work initiative through the Department of Trade, Employment and Training (DTET). Projects delivered across Somerset, Brisbane South East, Wivenhoe, and Gold Coast regions enabled 160 fee-free training places in accredited Community Services and Hospitality qualifications.

We also launched our first OpsServices4 Health funded program, in partnership with QEII Hospital, supporting 50 students to enter the Health sector workforce.

A major highlight for the Training Services department was the successful expansion of the Skills for Education and Employment (SEE) Program into the Wivenhoe Region, marking a strategic step forward in ETC's commitment to inclusive and accessible training. The SEE Program supports job seekers by delivering accredited training in Foundation Skills, Workplace Skills, Hospitality, and Individual Support, helping participants build confidence, improve employability, and transition into further education or meaningful employment.

This expansion also saw the opening of a new training site based in Inala - featuring five purpose-built training rooms with capacity to support up to 100 students per day. The site has quickly become a vibrant hub for learning and community engagement, offering tailored support services and flexible delivery models to meet the diverse needs of learners. The program's success reflects ETC's resilience and adaptability in managing change, and our ongoing dedication to empowering individuals through quality education and employment pathways.

ETC also secured another NSW 2024/2025 Smart & Skilled funding contract, expanding our delivery of state-wide traineeships, including School-Based Traineeships (SBATs). Additionally, we were awarded a new Skills Assurance Supplier contract, enabling the rollout of Career Start and Career Boost initiatives for Queensland operations.

Internally, we celebrated the completion of 32 staff qualifications in areas including Youth Work, Community Services, Employment Services, Business, and Leadership & Management. Graduation ceremonies were held in Deception Bay, QLD and Port Macquarie, NSW in July 2025 to honour these achievements.

ETC's Training Services team delivered a strong and resilient performance throughout 2024/2025, demonstrating adaptability, strategic growth, and a continued commitment to quality. While expanding programs, securing new funding, and launching new training sites, the team maintained a consistent presence across regions.



*ETC's Staff graduations for Queensland staff (Top) and New South Wales staff (Bottom).*



## Career Transition Assistance (CTA) and JobLab

Career Transition Assistance continues to play a pivotal role in supporting individuals aged 45 and over as they navigate today's evolving workforce. Delivered over four to six weeks, CTA focuses on building digital literacy, boosting confidence, and equipping participants with practical, job-ready skills tailored to the modern employment landscape.

This year we placed 737 participants into the program and proudly supported 590 participants to successfully complete the program or secure employment. Our commitment to real-world readiness is strengthened by regular engagement with employers, who share firsthand insights into the skills and mindset needed to thrive in today's job market.

In collaboration with our JobLab training initiative, we have re-launched several key programs with refreshed content to better reflect the evolving needs of our customers. The updates feature new learning modules, up-to-date insights into the local labour market, and enhanced digital tools designed to help participants build resilience, strengthen employability, and engage in supported job searches.

Together, these programs are helping people step into the workforce with clarity, capability, and renewed motivation.

## Parent Pathways

Launched in November 2025, Parent Pathways operates across the Somerset, Brisbane South East, and Gold Coast regions. This voluntary initiative is designed to support parents and carers of children under six years of age in accessing pathways to education and employment.

Our service footprint spans from Caboolture to Tweed Heads South. Thanks to our current Workforce Australia sites, we were able to co-locate services and rapidly establish a presence. Within the first two months, we secured a full-time site in Logan Central, a part-time site in Tweed Heads South, and nine outreach locations across the region.

During the initial two months of the contract, we engaged 600 participants. By the end of June 2025, this number had grown to 1,150. To support program delivery, we recruited 23 staff members, 18 of whom were new to ETC.

Our dedicated mentors have successfully placed 190 parents into employment and facilitated over 1,500 activity placements. Community engagement remains a cornerstone of the Parent Pathways program. We have cultivated strong relationships with local organisations including: Kingdom Makers and Micah Projects in Somerset; Hope Ventures in Somerset and Brisbane South East; Gunya Meta in Logan Central; and Play Matters and Churches of Christ on the Gold Coast.

To enhance program visibility and engagement, our marketing team developed a suite of promotional materials (from drink bottles and slinkys to colouring packs) which have been enthusiastically received by the community.

## Business Training and Mentoring

Workforce Australia – Self-Employment Assistance, provides a range of services for current and aspiring business owners, ranging from flexible individual Business Advice Sessions, Business Health Checks, Exploring Self-Employment Workshops, Business Plan Development to a structured 12-month program of Small Business Coaching.

In 2024/2025, ETC proudly continued our role as an industry leader in delivering Self-Employment Assistance, supporting aspiring and existing business owners across eight regions spanning from the Hunter, New England North West, and North Coast of NSW to the Wide Bay region of Bundaberg in QLD.

We successfully met and exceeded our annual participation caps for Self-Employment Assistance in 6 of our 8 regions which was an outstanding effort and really epitomised ETC's vision of making a positive impact on our people's lives. This success enabled us to secure additional Small Business Coaching places in the Gold Coast and North Coast regions, providing vital support to local businesses, particularly those recovering from severe weather events.

A highlight of the year was our annual **ETC MySmallBiz Expos**, held across multiple regions. These events provided a vibrant platform for participants to showcase their products and services, connect with local networks, and celebrate their entrepreneurial journeys.

# In 2024/2025 ETC delivered:

SMALL BUSINESS  
COACHING:

**855**

BUSINESS PLAN  
DEVELOPMENT:

**907**

EXPLORING  
SELF-EMPLOYMENT  
WORKSHOPS:

**274**

SMALL BUSINESS  
TRAINING:

**677**

BUSINESS ADVICE AND  
HEALTH CHECKS

**437**

# ETC's commitment to Community

As a not-for-profit organisation and registered charity, ETC has helped many organisations reduce disadvantage, generate opportunity, increase support services and/or build capacity in the communities in which we operate through local community grants and sponsorships.

Since 2012, ETC has given back \$3 Million to a range of deserving organisations as part of our philanthropic commitment, including \$2 Million over the past 4 years.

**Here's a list of the initiatives ETC supported with our 2024/2025 financial year profit allocation - which totalled \$500,000 in funding:**



## Agape Outreach Inc

- North Coast

**\$55,000**

Agape Outreach supports people experiencing homelessness and poverty across the North Coast of NSW.

With ETC's support, they are expanding their reach across northern NSW and North Gold Coast with a new van, delivering over 1,000 meals, toiletries, and clothing weekly to people in need.



## Caloundra Community Centre

- Sunshine Coast

**\$18,000**

Caloundra Community Centre provides social support and community development programs.

With ETC's funding, they are upgrading their IT systems to enhance services across Caloundra, Baringa, and the emerging Glass House Country program in Beerwah.



## Community Action Gympie

- Wide Bay

**\$5,000**

Community Action Gympie offers emergency relief and housing support to those in need.

ETC is supporting the organisation with emergency relief vouchers for petrol, clothing, and food - providing vital resources to those affected by domestic and family violence in regional and remote areas.



## Connecting With Bricks INC

- New England

# \$10,000

Connecting With Bricks uses Lego-based programs to foster creativity and connection.

ETC is funding staff training in Lego Serious Play methodology in New England, enabling innovative leadership and team-building programs for youth and local businesses..



## DEAI (Disability Entertainment Australia Inc.)

- Brisbane South

# \$19,500

DEAI creates inclusive music and performance opportunities for neurodivergent individuals with a passion for music and the performing arts.

Thanks to support from ETC, DEAI is delivering inclusive guitar, drums, and singing workshops in Brisbane South.



## Emerge Youth

- Sunshine Coast

# \$50,000

Emerge Youth supports young people experiencing homelessness through mentoring and training.

Thanks to ETC's support, they are able to provide training and support to young people experiencing homelessness on the Sunshine Coast, helping them build brighter futures.



*ETC staff making an impact across the regions.*

OUR STORIES, OUR IMPACT 31



## Encircle Community Service Ltd

- Somerset

# \$11,000

Encircle Community Service provides community support and employment pathways in the Somerset region.

ETC is funding a barista training program in Somerset, helping people facing barriers to work build skills and community connections through local morning tea events.



## Miyay Birray Youth Service INC

- New England

# \$20,000

Miyay Birray Youth Services supports Aboriginal youth through education and employment programs.

With ETC's support, Miyay Birray is delivering a hands-on training program in Moree, creating employment pathways in lawn, yard, and home maintenance for Aboriginal community members.



## Ipswich PCYC Breaking the Cycle

- Wivenhoe

# \$40,000

Ipswich PCYC runs youth development and driver education programs.

Thanks to ETC's support, they are purchasing a new vehicle to help disadvantaged youth obtain their driver's licenses, opening doors to independence and opportunity.



## New Life Community Care - Foodbarn

- Gold Coast

# \$26,500

New Life Foodbarn provides food relief to vulnerable families and individuals.

ETC is funding vital upgrades to Foodbarn's operations on the Gold Coast, including refrigeration and vehicle repairs, to improve working conditions and ensure continued food support for the community.



## Manning Valley Neighbourhood Services

- Mid North Coast

# \$25,000

Manning Valley Neighbourhood Services offers community support, youth mentoring, and training.

ETC is supporting the expansion of mentoring and training programs on the Mid North Coast, helping disengaged youth and vulnerable adults reconnect with employment and community through initiatives like Community Cuppa.



## Pete's Place - St Vincent de Paul Society

- Mid North Coast

# \$20,000

Pete's Place provides support for people experiencing homelessness in Coffs Harbour.

With funding from ETC, Pete's Place is able to continue to provide essential food support to people experiencing or at risk of homelessness across the region.



### Rosies - Friends on the Street

- Wivenhoe

**\$20,000**

Rosies offers street outreach and companionship to people experiencing homelessness.

With funding from ETC, Rosies Ipswich branch continues to offer friendship and connection through its street outreach program, supporting homeless and socially isolated individuals.



### Tribe Social Belonging

- Somerset

**\$75,000**

Tribe Social Belonging fosters inclusion and independence through driver training and community support.

With funding from ETC, they are purchasing a new vehicle and delivering driver training to disadvantaged individuals in Somerset, helping them gain independence and mobility.



### Seconds Out Round 2 Pty Ltd

### Trading As Fruit2Work

- Brisbane South

**\$35,000**

Fruit2Work creates employment opportunities for people impacted by the justice system.

With funding from ETC, Fruit2Work is rolling out the "Build a Better You" program in Brisbane South—empowering individuals impacted by the justice system to rebuild their lives through personal development and reintegration support.



### Youth Express

- Hunter

**\$30,000**

Youth Express connects young people with education and employment opportunities.

Thanks to ETC's support, they are launching a community podcast in the Hunter region, offering guidance on career development, education, mental health, and life skills to local youth.



### St Thomas Anglican Church

### Port Macquarie

- Mid North Coast

**\$40,000**

St Thomas Anglican Church runs a soup kitchen and food relief programs in Port Macquarie.

Thanks to ETC's funding, they are purchasing a new vehicle to collect donated groceries for their soup kitchen, ensuring continued support for those facing food insecurity.

# Our Responsibilities



ETC Somerset  
Recruitment Team.

# Our People

ETC employs 433 staff including Job/Youth Advisors; Recruitment Advisors; Trainers; Administrators; Finance, Marketing, Information Technology, Facilities, Innovation and Human Resources personnel; and operational, regional and senior managers.

They represent a wide range of backgrounds and beliefs and all share ETC's Corporate Values of Respect, Integrity, Success and Empowerment.

\*Key demographic data obtained from ETC's People Matter Survey in 2025 in which 72% of the workforce responded.

## ETC Staff Profile

### Team Member Type

433

TOTAL EMPLOYEES

375

FULL TIME

57

PART TIME

1

CASUAL

### Gender



320

FEMALES



110

MALES



3

GENDER UNSPECIFIED/  
UNDISCLOSED



82

CULTURALLY AND  
LINGUISTICALLY DIVERSE

### Demographics



160

MATURE  
(OVER 50)



94

YOUTH  
(UNDER 30)



81

PEOPLE WITH  
DISABILITY



32

ABORIGINAL AND TORRES  
STRAIT ISLANDER

## Investing in Professional Development

ETC has always been committed to staff training and increasing our staff capacity and capability through professional learning and development. **In 2024/2025, ETC invested more than \$630,000 in staff professional development.** This included training in Mental Health and Team Wellbeing, Suicide Prevention, Respect in the Workplace & Sexual Harassment, Sales, Work Health & Safety, Privacy, Cultural Awareness, Cyber Awareness, DiSC, Employment Services, and various soft skills. We also introduced a new Leadership Training program in consultation with a global organisational consulting firm, tailored for our Team Leaders, Operational Leaders and Senior Managers. Our training programs were delivered through a combination of face-to-face and virtual workshops, best practice days, e-learning and webinars.

We continued to support a number of our employees to complete nationally recognised qualifications at Certificate III, Certificate IV and Diploma levels through our Registered Training Organisation (RTO 6998). Our Learning Management System (ETC Learning Hub) continues to enhance the learning opportunities for our employees, from on boarding, compliance-based training, and ongoing professional development through a broad range of internally developed and external content options available to our staff, providing a consistent and efficient delivery of learning across the organisation.

## Service Awards

ETC is proud to celebrate the dedication of our team – with 89 employees who have been with the company for over 5 years, including 32 who have contributed their talent and commitment for 10 years or more.

This year we recognised and celebrated the following team members for 10 years of service: Stacey Connell, Kerri Cowan, Zoe Gillard, Alana Hardin, Chloe Hutchinson, Alice Innes, Damon Munt, Marion Pauden, Natasha Quinn, Jennifer Reeve, Christopher Spencer and Aileen Wallace.

Ilona Tulia, Darren Warner, Peter Stephens, David Cameron, David Hearne, Luci Avard, Dylis Tatchell, Kylie Hampshire, Serenade Tulia, Lanuola Mateo, Caroline Hair, Marina Tretyak, Vaughn Govender, Kirsty Parsons, Tracy Coster and Tenae Jordan were recognised for five years of service.

## Reward and Recognition Program

ETC continues to reward and recognise employees through performance bonuses, peer to peer social recognition, quarterly Above and Beyond Awards, and three categories of Annual Awards: Employee of the Year, Manager of the Year, and Best New Talent.

## Scholarships Program

ETC has invested in providing a Scholarship for two outstanding staff members which provides them with attendance at the annual ETC Leadership Conference and a relevant industry conference of their choice). The 2024 winners were Crystal Meyer, Recruitment Advisor DES North Coast/Gold Coast and Kiahna Conroy, Recruitment Advisor WAS in Richlands.



# STRONG SPIRIT ABORIGINAL SERVICES

## CASE STUDY

ETC has proudly supported Strong Spirit Aboriginal Services with \$30,000 through the ETC Community Support Fund.

This funding enabled the launch of an innovative Employment Support Program featuring cultural immersion, licensing assistance, and targeted training. The program helps Aboriginal and Torres Strait Islander participants build confidence, develop job-ready skills, and strengthen cultural identity.

By investing in community-led initiatives, ETC continues its commitment to reconciliation and closing the gap. This partnership reflects ETC's dedication to fostering culturally safe environments and creating meaningful pathways to employment for First Nations communities.



To learn more about Strong Spirit Aboriginal Services, and other stories visit [etcltd.com.au/OurStories](http://etcltd.com.au/OurStories)



Celebrating ETC  
Community Support  
Fund recipient,  
Strong Spirit  
Aboriginal Services.



*Our staff in action:  
connecting, collaborating,  
and creating opportunities.*

## Staff Consultation

ETC's Human Resources team conduct regular surveying of staff through our:

- Induction Survey
- Monthly Mood Survey, which provides a health check on the organisation each month
- Employee Experience Survey
- Leadership Survey
- Exit Survey
- People Matter Survey (Diversity, Equity and Inclusion)
- Support & Safety Survey

Feedback from these surveys is used to guide continuous improvement within the business.

## Staff Health and Wellbeing

ETC is committed to providing a workplace that puts staff health and wellbeing at the forefront. Initiatives undertaken during 2024/2025 included:

- Healthy Body & Mind portal which offers a variety of health and wellbeing resources
- Continuation of our Employee Assistance Program to provide free counselling to staff and their families on a range of issues/events
- Free flu shot for all staff
- Wellbeing hour each quarter
- Sourcing special offers for staff from private health insurance providers such as BUPA and Medibank Private
- Blood donation leave
- R U OK, Beyond Blue resources, Health Apps (including Quit Smoking) provided on company Intranet for all staff to access
- Sourcing discounted accommodation and holiday package deals for staff
- Employees with 5 years' service to receive an additional 1 week's leave
- Birthday leave (a day off)
- Paid Community Services leave
- Paid parental and secondary carer's leave
- Successful trial of flexible work arrangements, which now permanently form part of our broader suite of employee benefits
- Access to the Fitness Passport for all ETC staff and family members

# ETC Award Winners

## Annual Award Winners



### EMPLOYEE OF THE YEAR SELENA BAILLIE

Tender Writer – Community Programs, Southport

In the past 12 months in ETC's Tender Writer role, Selena has had success with every piece of writing she has undertaken. She has been instrumental in achieving new services and revenue streams for ETC through new contracts for Skills for Education and Employment (SEE) in Wivenhoe, Parent Pathways in 3 employment regions, and 4 Skilling Queenslanders for Work projects. As a result of the submission she wrote for the Queensland Training Awards, ETC became a finalist.



### BEST NEW TALENT

**LISA HUGHES**

Team Leader WAS Goodna

Lisa was recognised for her empathy, initiative, and dedication to supporting vulnerable customers. In one standout instance, Lisa assisted a customer experiencing homelessness and in a fragile emotional state. Drawing on her deep knowledge of local support services, she guided the customer toward a more stable future. Lisa referred the customer to counselling services, helping to remove significant barriers. She also provided a list of places offering food and assistance, and purchased phone credit and fuel vouchers to help the customer regain independence. Lisa encouraged the customer to volunteer at a local charity to stay engaged and focused - an opportunity that ultimately led to paid employment.



### MANAGER OF THE YEAR

**MATT DABRON**

Operations Manager – DES, Nerang

Matt's leadership has been nothing short of transformative. Under his guidance, ETC's DES customer satisfaction scores have soared, climbing well into the high 90%. His team consistently dominates the leaderboards, a testament to his ability to drive outstanding performance and foster a culture of excellence. This is evident in the regular outcome results, as well as the performance of his team. ETC has been celebrated as being in the top 8% of providers nationwide, and thanks to Matt's support and guidance, Crystal Meyer won a national award for excellence in Disability Employment.

# Quarterly Above & Beyond Award Winners



## ABOVE & BEYOND TEAM WINNER DISABILITY EMPLOYMENT SERVICES TEAM JAN – MARCH 2024

The Disability Employment Services (DES) team was recognised for their outstanding teamwork, resilience, and commitment during a period of significant challenge. Despite being short-staffed, each team member stepped up to support one another: covering multiple regions, managing diverse caseloads, and consistently delivering high-quality outcomes. Their collaborative spirit was especially evident amid the uncertainty surrounding the tender contract process.

Through it all, the team remained focused, adaptable, and united in their mission to support customers. The DES team's success speaks for itself, with results among the highest in the country. Their impressive achievement of over 70% in 52-week outcomes highlights their ability to help participants secure and sustain long-term employment. This success is a testament not only to their performance but to their strong "one team" approach.



## ABOVE & BEYOND OCT – DEC 2024

### STEVE MAI

#### ICT Service Delivery Lead – Operations, Coffs Harbour

Steve demonstrated exceptional dedication and commitment above and beyond his regular duties to complete the critical replacement of two server racks. While standard business hours are 8:30am to 5:00pm Monday to Friday, Steve stayed on-site until 2:00am on Friday night and returned early Saturday morning, working through until midday. His willingness to sacrifice personal time ensured minimal disruption to ETC's operations and highlighted his strong sense of responsibility and pride in his work. Steve's extraordinary efforts were instrumental in maintaining business continuity and exemplify his dedication and commitment to ETC's success.

## ABOVE & BEYOND JULY – SEP 2024

### FIONA ROSTEN

#### Local Area Manager, Kempsey

Fiona was recognised for her dedication in coordinating the Mid North Coast Workforce Australia Employment Services team's delivery of the Goanna Academy's UpHOLD Culture mental health program for First Nations customers. This initiative had been in development for some time, and Fiona was instrumental in bringing it to life. Her organisational skills, attention to detail, and unwavering commitment ensured the event's success. Whilst we had a working group to bring our ideas together, Fiona never switched off. She was excited to host this event in Kempsey and went above and beyond to make it meaningful for the Region.



## ABOVE & BEYOND JAN – MARCH 2025

### MAXINE FAAMALOLOGA

#### Jobs Advisor, Goodna

Maxine was recognised for her extraordinary compassion, initiative, and unwavering commitment to supporting both customers and colleagues, particularly during recent

challenges, including severe flooding in her region. She went above and beyond by donating her own clothing to a homeless customer in need, organising the delivery of a bed through her charity connections, and ensuring sandbags were delivered to a colleague during the floods. Maxine's selfless actions reflect ETC's core values and made a meaningful difference in the lives of those around her. Her dedication, empathy, and proactive support truly demonstrate what it means to go above and beyond.



*ETC's First Nations employees united for a cultural catch-up.*

# Reconciliation Milestones & Insights

## Reconciliation Action Plan

ETC has been supporting reconciliation through Reconciliation Action Plans (RAPs) for 10 years. Since the launch of our first RAP in 2015, we have implemented 3 RAPs and developed strong partnerships with First Nations communities.

We launched a celebratory campaign and video during National Reconciliation Week 2025 highlighting ETC's commitment to reconciliation and our reconciliation journey over the last decade. The campaign will continue to run throughout 2025 via our website, media releases, e-mail signatures, social media, posters and flyers, and our internal staff communications platform Viva Engage.

2025 is also the final year of our current Stretch RAP. We are embarking on the journey of developing a new RAP for 2026 - 2029. This new RAP will guide us on our ongoing reconciliation journey and focus on the achievement of meaningful and positive impacts in partnership with First Nations stakeholders. During 2024, we participated in the Workplace RAP Barometer; a survey conducted every 2 years by Reconciliation Australia with RAP organisations. Survey results for ETC have provided us with valuable insights about the impact of our reconciliation strategies, and will help inform the development of strategies for our new RAP.

As part of our RAP commitments during 2024/2025, we strengthened our focus on the cultural competency of our staff through the "Aboriginal People and Strengths-based

Practices" workshops program delivered by Big River Connections. The program was designed to explore practical solutions for holistic and effective service delivery for First Nations people, and was run across 8 ETC locations in 4 ETC regions in NSW and Queensland. We also held a First Nations Best Practice Gathering which brought together staff and community members to strengthen cultural pride, build connections and enhance workplace cohesion.

We developed and maintained strategic partnerships such as the delivery of the Uphold Culture program with the Goanna Academy, led by legendary Rugby League player Greg Inglis, a proud Dunghutti man. This program empowers ETC's First Nations customers by celebrating culture, strengthening identity, and promoting mental wellbeing through a unique series of workshops.

As part of our efforts to advocate for reconciliation and First Nations peoples, ETC submitted a response to the Australian Government Inquiry into Economic Self-Determination for First Nations Australians. Our submission focussed on the challenges and opportunities for First Nations people in training, employment and business development.

We continued to be actively involved in National Reconciliation Week and NAIDOC Week events. We hosted or participated in 12 NRW events in 2025, and supported 2024 NAIDOC Week events including Hastings and Manning Family Fun Days, and the Gold Coast Titans NAIDOC community BBQ. We distributed over 2000 sausage sandwiches at our free BBQ at the NAIDOC celebration in Deception Bay.



## RAP Barometer – 2024 Staff Insights Driving Reconciliation

In 2024, ETC participated in the national **Reconciliation Australia Workplace RAP Barometer**, a biennial survey that measures the impact of reconciliation initiatives in the workplace. The results revealed strong support for reconciliation, cultural respect, and truth telling across the organisation.

These results reflect ETC's deep and enduring commitment to reconciliation as a shared responsibility and lived value. They also reinforce the importance of cultural learning, inclusive leadership, and community engagement as part of ETC's strategic direction.

In response to the survey, ETC is rolling out a series of **educational and cultural awareness workshops**, expanding opportunities for staff to engage in reconciliation activities, and exploring **truth telling initiatives** such as a podcast series featuring the lived experiences of Aboriginal and Torres Strait Islander peoples.

These actions will complement the development of ETC's next **Stretch RAP (2026–2029)**, which will introduce fresh and innovative strategies to guide our reconciliation journey with a strong focus on collaboration, inclusion, and lasting impact.



## Key findings from ETC's staff responses include:

99%

feel confident engaging respectfully with Aboriginal and Torres Strait Islander peoples

93%

believe ETC should maintain or increase its commitment to reconciliation following the referendum

85%

are interested in participating in reconciliation activities

86%

support truth telling processes

88%

have seen senior leaders speak passionately about reconciliation internally

94%

agree that learning about colonisation and past government policies is important





# Celebrating 10 YEARS of RECONCILIATION

## A Decade of Impact at ETC

2025 marks a significant milestone in ETC's reconciliation journey - 10 years since the launch of our first Reconciliation Action Plan (RAP) in 2015. This anniversary is more than a date; it represents a decade of listening, learning, and walking together with First Nations peoples.

Over the past 10 years, ETC has taken deliberate and meaningful steps to embed reconciliation into our culture, operations, and community partnerships. These efforts have been guided by a commitment to listening, learning, and walking together with First Nations peoples.

We've built strong relationships with First Nations communities, delivered regular cultural competency training, launched an Aboriginal and Torres Strait Islander Employment Strategy, and established a dedicated Indigenous Services Team to provide culturally safe mentoring and support.

ETC has also partnered with First Nations businesses, supported community-led initiatives through grants and sponsorships, and hosted cultural immersion programs and events during NAIDOC and National Reconciliation Week.

To commemorate this milestone, ETC released a special video featuring reflections from staff, community partners, and participants who have shaped our reconciliation journey. The video celebrates the stories, relationships, and achievements that have defined our RAP legacy.

Our RAP is more than a document. It's a living commitment to creating a more inclusive, respectful, and equitable future. We're proud of what we've achieved, and we look forward to the next decade of walking together with purpose.

As we look ahead to this next chapter, we remain committed to deepening our impact and continuing the journey with purpose, respect, and unity.

## OUTCOMES

Over the past 10 years during 2015-2025, ETC has supported:

**6900**  
EMPLOYMENT

Aboriginal or Torres Strait Islander job seekers into employment

**3081**  
TRAINING

Aboriginal or Torres Strait Islander people commenced ETC training courses

**279**  
BUSINESS

Aboriginal or Torres Strait Islander people supported to start or grow their own business



## Jessyka's Story

Jessyka, a proud Quandamooka woman from North Stradbroke Island, is ETC's Indigenous Employment Advisor in Wivenhoe. She provides wrap around support for our First Nations customers, including cultural mentoring and guidance. For Jessyka, reconciliation is a journey built on the work of elders and ancestors, a space to continue their legacy. Since joining ETC, she has led initiatives like cultural yarns on Sorry Business and Confirmation of Aboriginality. This has helped non-Indigenous staff understand First Nations identity. Jessyka values ETC's commitment to reconciliation through our dedicated Indigenous Services Team and cultural protocols.



To learn more about ETC's 10 Years of RAP, please visit [etcltd.com.au/celebrating-10-years-of-reconciliation-etc-s-rap-journey-milestones/](http://etcltd.com.au/celebrating-10-years-of-reconciliation-etc-s-rap-journey-milestones/)



## Donald's Story

Donald, a proud First Nations man, began his journey with ETC as a Trainee - an opportunity that he said really changed things for him. His reflections on reconciliation highlight the importance of listening, sharing, and creating space for culture to thrive. For Donald, it means giving back and walking alongside Mob who may face similar challenges, and helping each other move forward. At ETC, he knows his culture is valued, not just accepted. His story is a reminder that when reconciliation is done with heart and purpose, it makes a real difference for everyone.



# Our Standards

ETC maintains all required certifications and accreditations in accordance with the Workforce Australia Services contract. This includes the Right Fit for Risk (RFFR) accreditation under the External Systems Assurance Framework (ESAF) and the Quality Assurance Framework (QAF) certification for our Employment Services contracts, which align with the National Standards for Disability Services (NSDS).

Additionally, the Business Integrity Unit (BIU) ensures compliance with the Australian Skills Quality Authority (ASQA) standards for our Registered Training Organisation (RTO).

The RFFR model, mandated by the Department of Workplace Relations (DEWR), ensures that providers effectively manage information security risks. It requires the design and implementation of an Information Security Management System (ISMS) that complies with ISO 27001 standards, along with meeting DEWR's core expectations for ETC's security posture. This accreditation remains valid for three years and is reviewed annually by an external auditor, followed by departmental endorsement.

ETC's Quality Management certification is based on adherence to the six NSDS Standards and the seven Principles outlined in the QAF. This certification is also valid for three years and is subject to annual monitoring to ensure continued excellence in governance, systems, operational performance, continuous improvement, and customer satisfaction. Each Quality Principle is supported by Key Performance Measures (KPMs), which include specific Practice Requirements that ETC must fulfill to demonstrate compliance.

Our Quality and Information Security Management Systems are guided by both departmental mandates and our internal strategic framework. These systems are embedded across ETC, with all teams contributing to operational success through a structured approach and a commitment to ongoing improvement. For our Employment Services programs, BIU oversees a comprehensive range of functions including QA Claims & Compliance, Quality Systems & Processes, and QA Reporting & Compliance. These responsibilities span across programs such as Workforce Australia Services, Transition to Work (TtW), Disability Employment Services (DES), Career Transition Assistance (CTA), and Self-Employment Assistance. In 2024, ETC expanded its service offerings with the introduction of two new contracts: Parent Pathways and the Skills for Education & Employment (SEE) Program, which BIU also supports. Through these functions, BIU ensures that service

delivery is consistent, compliant, and continuously improving. In addition to its program-specific responsibilities, BIU plays a critical role in overseeing ETC's organisational risk management framework. BIU ensures that risk controls are embedded across the organisation, regularly reviewed, and aligned with strategic objectives to safeguard ETC's operations, reputation, and long-term sustainability.

Following the January 2025 restructure of ETC's Registered Training Organisation (RTO 6998), BIU assumed responsibility for a dedicated arm focused on Training Services Quality Assurance and Compliance. This function oversees the integrity and effectiveness of all training programs, ensuring alignment with regulatory standards and internal benchmarks. Responsibilities include conducting regular audits, monitoring completions and certifications, evaluating the learning and training experience, and driving continuous improvement initiatives. By integrating training quality systems and reporting into broader compliance frameworks, this arm reinforces ETC's commitment to delivering consistent, high-quality learning outcomes across our RTO.

Together, these certifications, frameworks, and expanded responsibilities reflect ETC's unwavering commitment to excellence, integrity, and continuous improvement across all areas of service delivery and organisational governance.



ETC staff at the  
Queensland Business  
Excellence Awards.



Jacob with his Jobs Advisor Tiarni.

# JACOB'S JOURNEY

## CASE STUDY

Jacob's path to employment wasn't easy. Initially, facing challenges with mental health and medical conditions, finding work felt out of reach.

With personalised support through ETC's Disability Employment Services (DES) program, Jacob worked closely with his Jobs Advisor to build confidence, improve wellbeing, and set achievable goals. Together, they navigated health appointments and job opportunities, leading to Jacob securing a cleaning role. Ongoing post-placement support helped him settle into work and grow in confidence.

Jacob's journey reflects the power of resilience and tailored support. ETC is proud to help individuals like Jacob overcome barriers and achieve meaningful employment.

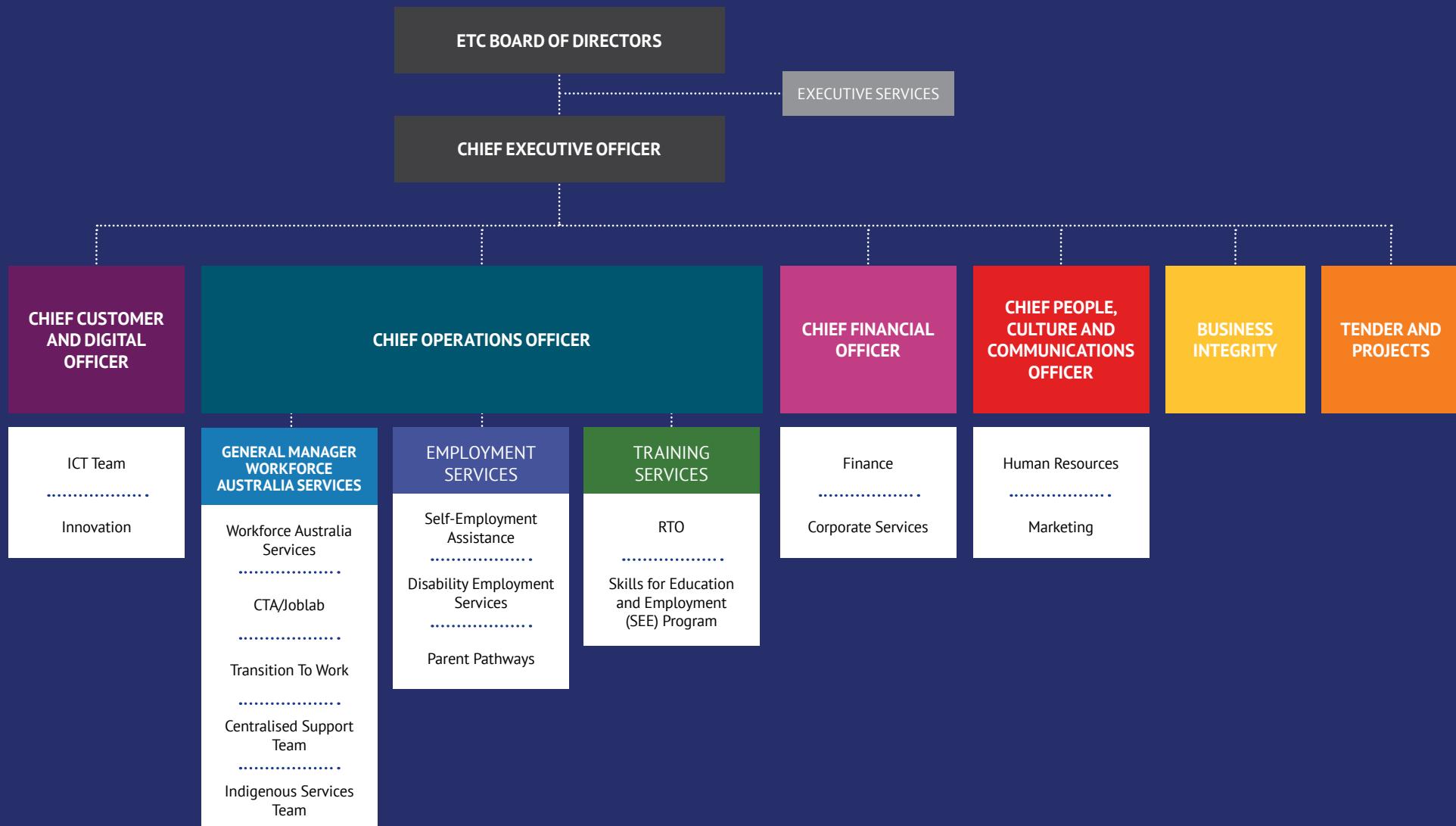


To learn more about Jacob's Journey  
and other success stories, please visit  
[etc ltd.com.au/OurStories](http://etc ltd.com.au/OurStories)

# Our Executive Management



# Organisational Chart



# Executive Management Team



**Damon Munt**

**Chief Executive Officer**

*Diploma of Management, Certificate IV Workplace Leadership, Certificate IV Workplace Training and Assessment.*

Damon has established an extensive career within the Employment Services sector over the past 25 years. He has worked across all levels of service delivery including Employment Consultant, Placement Consultant, small and large site management, business management, regional management and executive management.



**Sally Petersen**

**Chief People, Culture and Communications Officer**

*Master of Arts (Majoring in Journalism); Bachelor Degree in Arts (Majoring in Politics)*

As one of ETC's longest serving employees, Sally is focused on ensuring ETC attracts and retains the right people, for the right roles within the company. She is committed to ensuring staff experience a positive team culture that is geared towards providing customer-centric service delivery to ETC's job seeker and employer customers. Sally has held numerous roles at ETC including Business Development Manager, Tender Writer, Communications Manager; and Marketing and Communications Manager. She started her career as a Broadcast Journalist and then moved into Public Relations and Communication roles before joining ETC in 2006.





**Rob Wallace**

**Chief Financial Officer**

*Certified Practising Accountant (CPA),  
Graduate Certificate of Business Administration,  
Bachelor of Financial Administration*

Rob has over 25 years' experience in the accounting industry across multiple sectors including financial services, health care, local government and taxation. He is passionate about delivering long term financial sustainability to not-for-profit and community-based organisations.



**Marion Paulden**

**Chief Operations Officer**

*Diploma of Leadership and Management,  
Certificate IV in Employment Services*

Marion has a strong Employment Services background with over 15 years' experience working in a variety of government contracts including Jobactive and Disability. Prior to this Marion spent several years in call centre operations and private recruitment including labour hire.

Marion is focused on providing all people with sustainable employment and has a passion for making a difference to our long-term unemployed. She has extensive networks with government and industry stakeholders and drives regional initiatives to support specific at-risk cohorts.



# SKILLS ON TRACK

## CASE STUDY

ETC's 'Skills on Track' Work for the Dole project has given job seekers practical, hands-on experience while supporting the local community.

Delivered in collaboration with Macleay Valley Motorcycle Club, participants worked on constructing new fencing for the club's track, learning new skills in construction and teamwork.

This real-world project not only improved the club's facilities but also helped participants build confidence and job readiness. By combining meaningful training with community projects, Skills on Track reflects ETC's commitment to create employment pathways and address local skill shortages.



To learn more about Skills on Track, and other stories visit [etc ltd.com.au/OurStories](http://etc ltd.com.au/OurStories)



**Sam Cox**

**Chief Customer & Digital Officer**

*Diploma of Information Technology,  
Certificate IV Training and Assessment*

Sam joins ETC with more than a decade of experience leading large-scale distributed ICT operations and digital transformation programs in NSW Government. He advocates for accessible and inclusive technology with significant ICT delivery expertise in education organisations.



**Julie Powick**

**General Manager – Workforce Australia**

*Diploma in Leadership & Management,  
Justice of the Peace*

Julie is passionate about helping our communities through employment and training. She is committed to leading a team focused on providing our customers with the best possible service through innovation and personalised services.

Julie started with ETC in 2013 as an Employment Services Manager on the Mid-North Coast and shares a wealth of knowledge in the Employment Services sector.



*Empowering people, enriching  
communities - this is ETC in action.*



# EMPOWERED AND EMPLOYED

## CASE STUDY

Maddecen's journey began with high levels of anxiety and depression, compounded with Oppositional Defiance Disorder and Asperger's Syndrome.

These conditions created significant barriers, affecting her concentration, mood, motivation, and relationships. Through regular appointments with ETC's Disability Employment Services (DES) team, counselling, and a tailored mental health plan, she began building confidence and developed coping strategies.

ETC supported her through training at TAFE and helped her secure a housekeeping role at Wyndham Resort, where she's now thriving! Ongoing support (including driving lessons, financial assistance, and mentoring) has helped Maddecen maintain employment and continue transforming her life.

ETC's holistic approach ensures every individual has the tools to succeed, combining emotional wellbeing with career development for lasting impact.



To learn more about Maddecen's journey and other success stories, please visit [etc ltd.com.au/OurStories](http://etc ltd.com.au/OurStories)

# Board of Directors

ETC's Board of Directors set the strategic direction of the organisation.



## Rod McKelvey MAICD

Appointed 26-08-2009  
Board Chair  
Non-Executive Director

*The Chair of the Board is an Ex-Officio Member of all ETC Subcommittees.*

**Qualifications:** AICD Directors Essentials Certificate, AICD National Disability Services Professional Board Member Training 2013, AICD National Disability Services Governance for Directors Training 2013, Governance Institute of Australia Assessing, Analysing & Treating Risk Training 2014, Business Proprietor, Graphic Arts, Advertising, Package Design and Printing and Agribusiness.

**Experience:** Rod was a partner in Sydney-based graphic design, packaging, and print production company, working with national and multinational clients, including a major supermarket chain on reducing waste, new printing processes, new materials, sustainability, and graphic presentation, being the foundation for the presentation seen in the supermarkets of today. He moved to a farming enterprise in 1985 on the Northwest Slopes and Plains and to Coffs Harbour in 1999.

His interest in community and the environment has resulted in over 40 years of activism regarding Indigenous, natural resource management, waste, climate, and planning issues.

Since 1985 he has served on and chaired multiple ministerially appointed Federal, State and Regional boards and committees.

Rod was reappointed to and is chair of the Coffs Coast Regional Park Trust Board in 2022, setting the strategic direction for, and managing the implementation of, the Parks Management Plan through an MOU with partners NPWS and the City of Coffs Harbour. He was a former City of Coffs Harbour Councillor and Deputy Mayor and is an Honorary Life Member of Woolgoolga Surf Life Saving Club.

Rod is a member of the Australian Institute of Company Directors.



## Isabelle Borrelli MAICD

Appointed 12-09-2018  
Deputy Chair from 31-11-2022  
Non-Executive Director

*Chair of Nomination, Remuneration and Performance Subcommittee, and a Member of the Audit and Risk and Governance Subcommittees.*

**Qualifications:** Master of Education (Adult Education), Graduate Diploma and Certificate in Adult Education & Training, BA (International Relations and Business

Management), Post Graduate Diploma in Project Management, Diploma in Children's Services, Certificate III in Children's Services.

**Experience:** Isabelle has worked in organisational change for over 30 years, owning her own best practice consultancy as well as holding senior management roles interstate and overseas and in the northern region of the former Roads and Transport Authority.

Isabelle is a passionate volunteer community educator in environmental conservation. She is Vice President of Northern Region for Refugees,

a highly regarded and successful regional resettlement group; and for the past 14 years has been a member of the NPWS Byron Area Management Committee, an award-winning joint management committee working 'on country' with Arakwal elders, community representatives and NPWS staff. She has previously sat on the state board of the P&C Federation of NSW as a public education advocate and the board of the Northern Rivers Catchment Management Authority.

Isabelle is a member of the Australian Institute of Company Directors.

**Michelle Geddes MAICD**

Appointed 26-06-2012  
Non-Executive Director

*Chair of Finance Subcommittee, and Member of Nomination, Remuneration and Performance, Governance Subcommittees and The External Recruitment Team.*

**Qualifications:** Bachelor of Financial Administration, Masters in Taxation, Chartered Accountant, Chartered Tax Advisor, Chartered Self-Managed Super Fund Specialist.

**Experience:** Michelle has more than 25 years' experience as an accountant in public practice. She is a senior associate at a Coffs Harbour accounting firm.

Michelle is a member of the Australian Institute of Company Directors.

**Chris Hines MAICD**

Appointed 10-10-2013  
Non-Executive Director

*Chair of Governance Subcommittee and Member of Nomination, Remuneration and Performance Subcommittee.*

**Qualifications:** Licensed Real Estate Agent, Stock and Station Agent and Auctioneer, Chair of the Coffs Harbour Branch of the Real Estate Institute of NSW

**Experience:** Chris has been the Director and owner of a real estate business for more than 17 years, also being a past Board member of the Real Estate Institute of NSW. He was also a Senior Investigator/Detective Sergeant as

well as Police Negotiator, in a policing career spanning nearly 20 years. During this time, he was awarded the National Medal, Police Medal, Bronze Medal for Bravery, as well as an NSW Premiers Award and other citations. He is currently a member of the Committee of management of the CanDo Cancer Trust.

Chris is a member of the Australian Institute of Company Directors.

**Chris Spencer MAICD**

Appointed 27-05-2015  
Non-Executive Director

*Member of Nomination, Remuneration and Performance and Governance Subcommittees and The External Recruitment Team.*

**Qualifications:** Diploma Frontline Management; Graduate Certificate Business Administration

**Experience:** Chris possesses over 20 years' experience in leading Aboriginal community-controlled organisation's and is currently the CEO of Coffs Harbour and District Local Aboriginal Land Council. Chris has extensive experience in business leadership, strategic

and operational planning/implementation, community engagement, social housing and policy development. Chris is also the Secretary of Waratah Respite Services in Coffs Harbour.

Chris is a member of the Australian Institute of Company Directors.



### Raj Davio MAICD

Appointed 19-01-2023

Resigned 20-11-2024

Non-Executive Director

*Member of Audit & Risk, and Nomination, Remuneration and Performance Subcommittees.*

**Qualifications:** Master of Business (IT Management); Bachelor of Science (Computer Science)

**Experience:** Raj has technology leadership experience spanning over 18 years within tertiary education and research institutions. He is highly experienced in developing and executing business-aligned technology strategies, implementing large scale digital transformation programs and managing

technology risks, including cybersecurity. He is the current Director of ICT at the Translational Research Institute. He has also served as the Director of IT Services at Bond University and in multiple IT leadership roles at the University of Technology

Raj is a member of the Australian Institute of Company Directors.



### Paul Kelly MAICD

Appointed 14-12-2023

Non-Executive Director

*Member of the Finance, and Audit & Risk Subcommittees*

**Qualifications:** Graduate Certificate in Management and Diploma in Management

**Experience:** Paul Kelly has over 25 years of experience as a CEO, Company Secretary, and Director in the employment services sector, human and disability services, and financial services

**Experience:** He is an Adjunct Professional Fellow of Southern Cross University's School of Health and Human Sciences, collaborating on research into disability service delivery models.

Paul is also a past co-chair of the North Coast Mental Health Collaborative, which was established to drive systemic improvement in the delivery of mental health services and past Chair of Co-Processing of an information technology service provider.

His career has been working in the communities of the Far North Coast, Mid North Coast, and Northern Rivers Regions of NSW.

As a previous CEO of a not-for-profit service provider focused on employment, disability services, and mental health support, he is committed to social and economic inclusion and education on mental fitness and wellbeing in the broader community. Paul is motivated by the challenges and opportunities in these sectors and is committed to a director's governance and quality responsibilities.

Paul is a member of the Australian Institute of Company Directors



### Therese Dogra MAICD

Appointed 26/07/2023

Non-Executive Director

*Member of Audit and Risk and Finance Subcommittees, plus is the Co-Chair of the LEAG.*

**Qualifications:** Bachelor of Arts (Anthropology and World Religion), Graduate Certificate of Disability and Inclusion.

**Experience:** Therese Dogra is an experienced non-executive Board Director and Diversity, Equity and Inclusion specialist with a passion for creating accessible and inclusive communities.

Therese has 15 years of experience in community and human services including employment services, allied health, disability, aged and settlement services.

As a social and cultural anthropologist, Therese partners with organisations facilitating co-design and co-creation initiatives to develop and implement programs and services.

She advocates for and champions the lived experience approach to service delivery and co-creates pathways for future leaders to amplify their voices.

Therese is currently leading a national consortium of allied health disability support providers to deliver inclusive sports and recreation programs across the country.

Therese is a member of the Australian Institute of Company Directors.



### **Mark Griffioen FCPA GAICD**

**Appointed 10-01-2024**  
**Non-Executive Director**

*Chair of Audit and Risk Subcommittee and Member of Finance, Nomination, Remuneration and Performance Subcommittees and The External Recruitment Team*

**Qualifications:** Bachelor of Financial Administration

**Experience:** Mark is an accomplished executive with extensive leadership experience across both public and private sectors.

He has held senior leadership roles in Local Government and brings significant commercial expertise, including serving as Company Secretary and Chief Financial Officer for a New Zealand based Company.

Mark's governance background includes chairing a shared services and IT support organisation, as well as leading a not-for-profit community services company. His career reflects a strong record of strategic leadership, financial stewardship and organisational development.

Mark is a member of the Australian Institute of Company Directors.



### **Amanda Mather MAICD**

**Appointed 07-05-2025**  
**Non-Executive Director**

*Member of Audit and Risk and the Finance Subcommittees.*

**Qualifications:** AsiaLink Leaders Program, Master of Business, Marketing, Graduate Certificate in Management, Bachelor of Business (Marketing)

**Experience:** Amanda Mather is a highly respected executive and non-executive director with more

than 30 years' experience across government, healthcare, disability, aged care and the not-for-profit sectors. She brings a strong track record in strategic leadership, marketing, stakeholder engagement and workforce inclusion.

Amanda is the CEO of TransitCare, Australia's largest and most experienced community transport provider and Chair of TriCare, one of Australia's largest aged care providers, and has held multiple senior executive roles, including CEO of Sporting Wheelies in Queensland, where she transformed workforce diversity by increasing the representation of people with disabilities from 0% to 50% within three years.

Amanda is passionate about inclusive community empowerment and was appointed as a Pillar Champion for Connectivity and Mobility on the City of Brisbane Legacy Committee for the Brisbane 2032 Olympic and Paralympic Games. A graduate of the Australian Institute of Company Directors, Amanda brings to ETC a deep understanding of community service delivery, employment pathways for people with disabilities and innovative governance frameworks to support sustainable social impact.

Amanda is a member of the Australian Institute of Company Directors



### **Chris Hodge MAICD**

**Appointed 10-01-2024**  
**Company Secretary**

*Member of the Governance and Nomination, Remuneration and Performance Subcommittees.*

**Qualifications:** Bachelor of Business (Accounting/Marketing), Certified Practicing Accountant.

**Experience:** Chris is the Chief Financial Officer at Bellingen Shire Council and has been employed in the accounting/finance industry for over 23 years.

Throughout this time, Chris has held multiple Chief Financial Officer positions at a number of Local Government Authorities and performed company secretary role for a not-for-profit company.

Chris has been involved with a number of community and not-for-profit organisations over the years and volunteered many hours to local community and sporting organisations.

Chris is a member of the Australian Institute of Company Directors.

# Lived Experience Advisory Group (LEAG)

Established in February 2025, ETC's Lived Experience Advisory Group (LEAG) is a strategic initiative of the ETC Board of Directors, designed to embed the voices of lived experience into the heart of organisational decision-making.

The LEAG plays a vital role in ensuring that ETC's governance, strategy, and service delivery reflect the real-world experiences of the communities we serve. By elevating diverse perspectives, the LEAG helps shape inclusive, responsive, and impactful policies and programs. The group explores meaningful ways to integrate lived experience into decision-making at the highest levels of the organisation.

## Board and Management Representatives

<b>Therese Dogra</b>	ETC Director and LEAG Co-Chair
<b>Rod McKelvey</b>	ETC Board Chairperson
<b>Isabelle Borrelli</b>	ETC Deputy-Chairperson
<b>Paul Kelly</b>	ETC Director
<b>Sally Petersen</b>	ETC Chief People, Culture and Communications Officer

## Lived Experience Advisory Group (LEAG) Members



**Max Dumbrell**  
ETC LEAG Member

Max is an award-winning advocate for diversity and inclusion, with lived experience in sexual and gender diversity (LGBTIQ+SB), hidden disabilities, mental health, and neurodiversity. They contribute lived experience perspectives as a Consumer Representative on several Gold Coast Health committees and volunteer with Lifeline and QLife, offering peer support and crisis assistance. Max is also a founding board member of a community organisation focused on supporting LGBTQIA+SB youth. Through their advocacy, Max works to foster understanding, amplify intersectional voices, and build pathways to meaningful change.



**Royden Fagan**  
ETC LEAG Member

Royden is a proud First Nations advocate with over 20 years' experience across youth welfare, justice, child protection, and trauma-informed practice. He leads national engagement in healing-informed approaches and is deeply committed to culturally grounded service delivery. As ETC's First Nations representative on the LEAG, Royden brings lived experience and cultural insight to guide reconciliation efforts and strengthen relationships with Aboriginal and Torres Strait Islander communities. His contributions support ETC's Stretch RAP pillars of respect, relationships, and opportunities, helping shape inclusive strategies and culturally safe employment pathways.



**Dominique Henry**  
**ETC LEAG Member**

Dom is a senior strategic leader with over 20 years' experience in youth wellbeing, mental health, and community services. She has led high-profile government initiatives and managed multiple headspace centres, and now serves as Senior Manager, Access and Inclusion at The University of Queensland. Dom brings to LEAG her lived experience as a queer, neurodiverse woman, alongside deep professional insight into the challenges faced by young people navigating mental health, employment, and social inclusion. Her involvement with LEAG has focused on contributing to meetings and presenting to the ETC Board, with a strong interest in expanding the group's role in future planning and engagement.



**Ken Newton**  
**ETC LEAG Member**

Ken is an Australian Defence veteran living with disability, bringing both professional insight and lived experience to his advocacy work. His perspective has been shaped by supporting his late father-in-law, a semi-quadruplegic, and through meaningful engagement with First Nations communities in North-West Western Australia. Ken is passionate about improving wellbeing, inclusion, and access to support services for veterans and their families. As a member of ETC's Lived Experience Advisory Group, he contributes to shaping more inclusive and responsive employment services.



**Sandra Perrin**  
**ETC LEAG Member**

Sandra is a passionate advocate for inclusion, with lived experience as an autistic and intersex person, and a background in mental health. Based in Brisbane, she has been active in intersex peer support networks for many years and joined autism advocacy groups in 2018. Sandra has worked as a peer worker and dance therapist in mental health settings. Her personal journey navigating employment challenges has inspired her to help improve services for others. Sandra joined the LEAG to share her insights and contribute to more inclusive employment pathways.



**Geoffrey Singh**  
**ETC LEAG Member**

Geoff is a council ranger and primary producer living on Gumbaynggirr Land on the NSW Mid North Coast. He brings over 25 years' experience in custodial law enforcement, correctional practice, and compliance. As a member of the Punjabi Sikh community, Geoff draws on his lived experience of poverty, underemployment, and long-term caring responsibilities. His involvement in LEAG has broadened his understanding of systemic barriers and inspired a commitment to exploring practical solutions that support people to enter or re-enter the workforce.

# Our Governance

Enterprise & Training Company Limited (ETC) is a public company limited by guarantee, incorporated under the Corporations Act 2001. Ultimate responsibility for the governance of the company rests with the Board of Directors. This governance statement outlines how the Board meets that responsibility.

## Achieving the Vision

The Board's primary role is to ensure that ETC's activities are directed towards achieving our Vision to make a positive impact on peoples' lives.

## Specific Responsibilities of the Board

The Board fulfils its primary role by:

- Formulating ETC's strategic plan in conjunction with the CEO and Executive management
- Selecting, appointing, guiding and monitoring the performance of the CEO
- Developing and maintaining ETC's ethical standards
- Ensuring optimal succession planning is in place for the role of Directors, CEO and Executive management positions
- Approving operating and capital budgets formulated by the CEO and Executive management
- Monitoring ETC's progress in achieving the strategic plan
- Monitoring ETC's financial performance, including management's adherence to

operating and capital budgets

- Ensuring a robust system of internal controls, information management systems, risk management framework and disaster and cyber incident recovery process
- Ensuring that a suite of delegations, policies and procedures are in place
- Ensuring ETC's financial viability, solvency, and sustainability
- Ensuring the company complies with relevant legislation and regulations, as well as the specific requirements of funding bodies
- Overseeing the process of making grants and donations to the community
- Acting as an advocate for ETC in the community

## Management's Responsibility

The Board has formally delegated responsibility for ETC's day-to-day operations and administration to the CEO.

ETC's Executive Leadership Team is comprised of the Chief Executive Officer, Chief Financial Officer, Chief Operations Officer, Chief People, Culture and Communications Officer, Chief Customer and Digital Officer and General Manager of Workforce Australia.

The CEO is also responsible for achieving the results set out in the strategic plan and is authorised by the Board to put in place policies and procedures, make decisions and actions and initiate activities to achieve those results.

## Board Oversight

The Board oversees and monitors management's performance by:

- Meeting at least 12 times during the year
- Receiving a detailed report from the CEO and CFO at these meetings
- Receiving detailed financial and other reports from management at these meetings
- Receiving additional information and input from management, when necessary
- Board subcommittees meet at least 16 times per year and are assigned specific responsibilities in accordance with individual subcommittee Terms of References

## Board Members

All Board members are non-executive Directors and receive a fee for meeting attendance and additional subcommittee work. ETC's constitution provides an



indemnity to Directors and appropriate Director's indemnity insurance has been put in place.

The company's constitution specifies:

- There must be no less than five and no more than nine Directors
- A person may only be a director of the company if the person is also a member of the company

## The Chair

The Chair of the Board is elected by the Board annually. The key internal roles of the Chair are to:

- Ensure Board meetings are effective
- Ensure the Board provides vision and guidance to the CEO
- Ensure the Board considers matters on a timely, transparent basis
- Guide the ongoing effectiveness and development of the Board and individual Directors

Externally, the Chair acts as a spokesperson for ETC, in conjunction with the CEO, and consults and communicates with stakeholders.

# CELTIC STAG'S RISE

## CASE STUDY

Marijke launched Celtic Stag with a clear vision: to create unique, handcrafted Viking-inspired gifware and jewellery.

Her passion and determination was matched by ETC's Self-Employment Assistance team, who provided mentoring, business planning support, and guidance on marketing and financial management.

With ETC's support, Marijke turned her idea into a thriving business that showcases her creativity and craftsmanship. Celtic Stag has grown into a brand known for its unique, bespoke jewellery pieces that celebrate individuality and creativity. Marijke's journey shows how a strong vision matched with passion, determination and expert support can transform an idea into a thriving business.



To learn more about Celtic Stag, and other stories visit [etcltd.com.au/OurStories](http://etcltd.com.au/OurStories)

## Risk Management

The Board oversees the establishment, implementation, and annual review of ETC's risk management framework, which is designed to protect the organisation's reputation and manage those risks which might preclude us from achieving our goals.

The CEO, and management team are responsible for establishing and implementing the risk management system, which assesses, monitors, and manages operational, financial, cyber and compliance risks. The internal Business Integrity unit assists with this process.

## Cybersecurity Risk

An enterprise approach has been taken by ETC to ensure effective cybersecurity practices, policies and tools are in place to manage a robust security posture. Chief Customer and Digital Officer is responsible for ETC's cybersecurity program with the oversight of the Board and support of the Executive Management Team.

The strategic direction of ETC's cybersecurity program is guided by the principles of confidentiality, integrity, and availability. The program takes a risk-based approach to evaluate and manage security controls as part of ETC's Information Security Management System (ISMS) which has ISO27001 accreditation. All ETC staff make an active contribution to managing cybersecurity risk including regular training and awareness campaigns to effectively respond to the latest security threat trends.

ETC's ISMS was externally audited in February 2025 under the Right Fit for Risk (RFFR) framework which upheld ETC's accreditation 'in good standing' as a Category 1 Provider.

## Auditing and Accreditation

ETC's financial statements are subject to an external audit each year undertaken by our auditors, Forsyths, Armidale. ETC's program contracts and RTO are subject to various contractual and national accreditations; the Business Integrity Manager is responsible for ensuring ETC meets these certifications annually.

## Independent Advice

The Board and Board subcommittees have access to advice on legal, investment and industrial relations matters. In particular, the Board and CEO worked with independent experts on the passage of the new 2024-2027 Strategic Plan, and the new Board Risk Appetite Framework. The Board and CFO worked with JBWere to manage investment portfolios, Supported by the Quarterly reports and regular CIO Updates from JBWere regarding the performance of these investment portfolios and noteworthy market conditions and trends. In May 2024 after receiving several very high-quality responses and presentations to our request for proposal (RFP) Koda Capital, were appointed as our new Investment Managers. These portfolios are maintained in accordance with an Ethical Investment Policy.

## Ethical Standards and Codes of Conduct

Board members, managers and staff are expected to comply with relevant laws, provisions of contracts, and are expected to complete ongoing training to maintain relevancy with the aforementioned. They are also expected to act with integrity, compassion, fairness and honesty always when dealing with colleagues, clients and other stakeholders in the company's mission.

## Involving Stakeholders

ETC has many stakeholders, including the customers and clients we care for and their families, those we provide with grants, sponsorships and donations, our staff, the broader community, the government agencies which provide us funds and regulate our operations, and our suppliers. In addition, we have established strong advisory and representative structures to ensure that the voices of those we serve are embedded in our decision-making.

This includes a dedicated Lived Experience Advisory Group, which provides guidance and feedback to our governance processes and helps ensure that our strategies remain relevant, inclusive, and responsive to community needs.



ETC staff changing lives, across our footprint.



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ETC EMPLOYMENT & TRAINING (RTO 6998)  
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ETC acknowledges Aboriginal and Torres Strait Islander Peoples as the First Peoples of this nation. We acknowledge the Traditional Custodians of the living lands where our services are delivered, and pay our respects to the Elders - past, present and future - of those communities.