

DRIVEN BY PURPOSE

POWERED BY PEOPLE

2025/2026 ANNUAL REPORT

ETC

your **future** starts here ...

Employment | Training | Community

Driven by purpose. Powered by people.

For more than 37 years, ETC has been creating opportunities that make a positive impact on people's lives. What began as a community-focused organisation in Coffs Harbour has grown into a trusted provider of employment, training and business support services across New South Wales and Queensland. Along the way, our purpose has remained unchanged: helping people overcome barriers, build skills and achieve their goals.

This report reflects the outcomes achieved throughout 2025-26, but more importantly, it tells the stories behind them. Behind every employment outcome, training success, new business, community partnership and support program are people working together to create positive change. From our employees and customers to employers, community organisations, volunteers and stakeholders, it is these relationships that bring ETC's purpose to life each day.

The year was shaped by collaboration, innovation and a shared commitment to supporting stronger communities. Through employment services, training programs, business support initiatives and community investment, ETC continued to respond to local needs while building foundations for the future. Our impact is made possible by the dedication of our people, the strength of our partnerships and the trust placed in us by the communities we serve.

Driven by purpose and powered by people, ETC remains committed to creating opportunities, strengthening communities and making a positive difference in the lives of others.

All information, including staff names, roles, and achievements, reflects the period 1 July 2025 to 30 June 2026 and was accurate as of this timeframe.





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Pictured on left: *ETC employees celebrating culture and building stronger communities through connection, support and opportunity.*



ACKNOWLEDGEMENT OF COUNTRY

ETC acknowledges Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia. We honour the Traditional Custodians of the lands on which we live and work and pay our respects to Elders past, present and future.

ETC is committed to advancing reconciliation through meaningful partnerships, culturally responsive services, and opportunities that support social and economic inclusion. Through our Reconciliation Action Plan, we seek to contribute to a fairer and more equitable society by supporting Aboriginal and Torres Strait Islander peoples to achieve economic self-determination through employment, skills development, education, and enterprise opportunities. We are committed to contributing to the goals of Closing the Gap and creating pathways that strengthen individual, family, and community prosperity.



The Brisbane River (Maiwar) and its tributaries are part of Country connected to the Jagera, Yuggera and Ugarapul peoples. For countless generations these waterways supported gathering, travel and the sharing of cultural knowledge. ETC honours this enduring heritage and proudly supports local communities through employment, training and community services delivered across the Wivenhoe region.

Source: Yuggera Ugarapul People Development Association; Queensland Government Aboriginal and Torres Strait Islander Cultural Heritage Database and Register; Seqwater Lake Wivenhoe information.



Some of the ETC team creating opportunities and strengthening communities across our regions.

About ETC

Driven by purpose. Powered by people.

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

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.



Loyal Partnerships

We seek more than 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.

CREATING LASTING IMPACT

ETC believes employment and training services should be judged by the value they create for participants, employers, communities and taxpayers.

As a purpose-led, community-oriented not-for-profit organisation, we are committed to building and maintaining trust through personalised support, strong employer and community partnerships, and responsible stewardship of public and community resources.

Our focus extends beyond service delivery to creating sustainable outcomes, strengthening communities and generating measurable social and economic benefit. Through transparent governance, continuous improvement and evidence-informed practice, we strive to ensure our impact is meaningful, lasting and accountable.

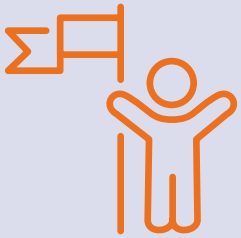
Since 1989, ETC has created value and fostered change and development for our customers, resulting in:



Over 130,000
job seekers assisted into jobs



Over 61,000
learners trained through our training programs



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

Our Achievements 2025/2026

During 1 July 2025 - 30 June 2026, we've supported:



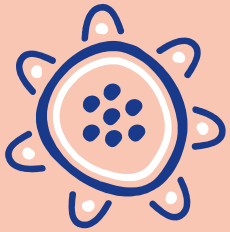
8,551

UNEMPLOYED PEOPLE SECURED JOBS THROUGH WORKFORCE AUSTRALIA – EMPLOYMENT SERVICES:



5,907

LONG-TERM UNEMPLOYED PEOPLE



1,197

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



1,367

PEOPLE WITH DISABILITY, INJURY OR HEALTH CONDITIONS



1,614

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



2,358

STUDENTS COMMENCED TRAINING THROUGH ETC'S REGISTERED TRAINING ORGANISATION



1,800

PARENTS AND CARERS SUPPORTED THROUGH PARENT PATHWAYS



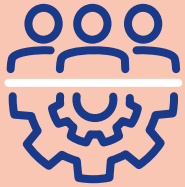
536

INCLUSIVE EMPLOYMENT AUSTRALIA CUSTOMERS COMMENCED WITH ETC



111

TRAINEESHIPS AND SCHOOL BASED TRAINEESHIPS COMMENCED



472

MATURE AGE PARTICIPANTS SUPPORTED THROUGH WORKFORCE AUSTRALIA – CAREER TRANSITION ASSISTANCE



914

NEW BUSINESSES STARTED THROUGH WORKFORCE AUSTRALIA – SELF-EMPLOYMENT ASSISTANCE



182

LEARNERS SUPPORTED THROUGH SKILLS FOR EDUCATION AND EMPLOYMENT (SEE)



Our **footprint**

Investing in communities, strengthening our presence

ETC's footprint reflects our commitment to being local, accessible and responsive to the communities we serve. Across Queensland and New South Wales, our offices, training centres and outreach locations provide employment, training and business support where it is needed most.

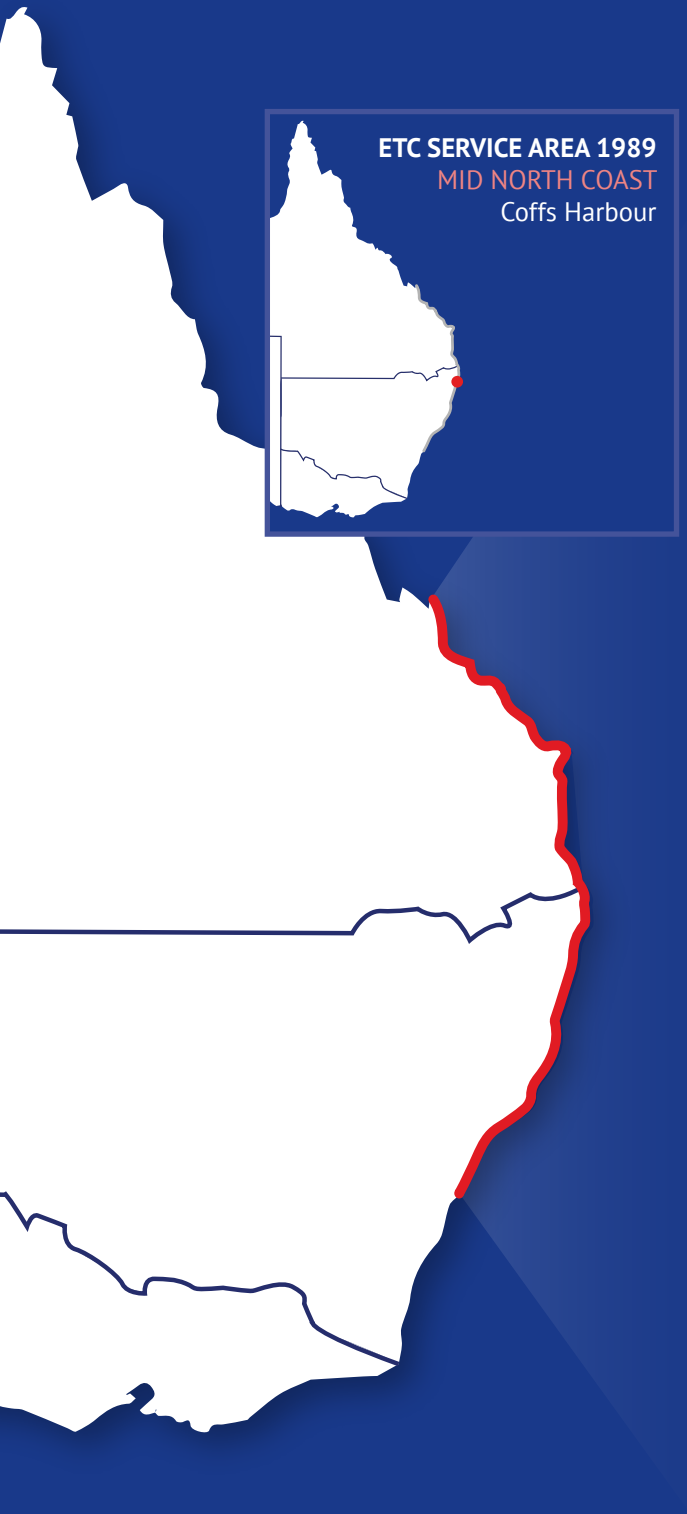
During 2025/2026, we continued to invest in our service network by:

- Opening a new Bundaberg office, providing an improved environment for customers, employers and staff while strengthening ETC's presence in the Wide Bay region.
- Refurbishing our Kempsey office following the significant flooding event that impacted the Mid North Coast, creating a modern, welcoming and resilient space for customers and staff.
- Introducing dedicated Wellness Rooms and customer-focused spaces within selected sites, reinforcing our commitment to creating safe, private and supportive environments for the people who access our services.
- Continuing to enhance our offices and service locations to ensure they remain welcoming, accessible and fit for purpose for both customers and staff.

Today, ETC's footprint spans nine Employment Regions, connecting communities from the Hunter region in New South Wales to Bundaberg in Queensland, and extending inland through the New England North West region. Our network of offices, training facilities and outreach locations enables us to deliver tailored services that reflect the unique needs of each community.

Every ETC location is more than an office. It is a community hub where people connect with opportunity, develop skills, build confidence and take positive steps towards their future.

ETC's new Bundaberg office, designed to create a welcoming, accessible and supportive experience for customers, employers and staff.



ETC SERVICE AREA 2026

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
Inala
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


1800 007 400
etcltd.com.au



ETC's 2026 Leadership Conference, bringing leaders together to strengthen communities, partnerships and impact.

Our Reports



Message **from the Chair**

Throughout 2025-26, ETC has continued to make a positive impact on people's lives, while also remaining focused on strengthening the organisation's long-term sustainability. This balance between delivering positive outcomes today while preparing for tomorrow continues to guide the Board's strategic priorities.

One of the highlights of the year has been seeing lived experience become increasingly embedded within our organisation. Through the continued development of the Lived Experience Advisory Group (LEAG), the perspectives of people with lived experience are helping to inform discussions at the Board level and contributing to the way ETC shapes services, partnerships and future priorities. This important work reflects our commitment to inclusion, participation and continuous improvement.

The year also marked an important step in our reconciliation journey. Through a series of collaborative workshops, ETC commenced the foundations for our next Stretch Reconciliation Action Plan, helping to inform our future direction and strengthen our relationships with Aboriginal and Torres Strait Islander peoples and communities. Reconciliation remains a shared responsibility across our organisation and an important part of who we are.

ETC is a not-for-profit organisation that means we can focus solely on achieving our purpose. Social impact through local and regional partnerships is a critical aspect of our mission, service models and sustainability. Achieving positive outcomes aligned to our mission and purpose is at the heart of what we do that benefits our participants and wider communities.

This year, we invested a further $400,000 through the ETC Community Support Fund, supporting 16 community organisations delivering practical assistance, opportunities and positive social outcomes across our service regions. It is a commitment we are incredibly proud of and one that continues to create lasting impact.

The Board remains focused on ensuring ETC is a strong, sustainable and future-ready organisation. As government programs, community needs and workforce priorities continue to evolve, we are committed to maintaining the agility, governance and financial strength required to continue delivering meaningful outcomes for many years to come.

On behalf of the Board, I thank our employees, customers, partners, funders and community stakeholders for their ongoing support and contribution.

Together, we continue to create opportunities, strengthen communities and make a positive impact on people's lives.

P. Kelly

Paul Kelly
ETC Chair

"Social impact through local and regional partnerships is a critical aspect of our mission, service models and sustainability."



Message **from the CEO**

The 2025-26 financial year was a powerful reminder that positive outcomes are created when passionate people, strong partnerships and shared purpose come together. Across ETC, this was reflected in the relationships we strengthened, the opportunities we created, and the continued investment in our people, services and communities.

Throughout the year, ETC worked closely with government, employers, customers and community organisations to create opportunities for the people and communities we serve. Ministerial visits, partnership activities and collaborative initiatives helped strengthen these relationships, while deeper engagement with employers continued to create sustainable employment pathways for people facing disadvantage and retrenched workers, helping to address local workforce needs.

We also continued to create new opportunities through programs that help people build skills, confidence and pathways for the future. This included successfully commencing the new Inclusive Employment Australia contract in two service areas, continuing the growth of Parent Pathways, and securing Local Skills Solutions funding to deliver the Women in Motion program, plus additional funding through Skilling Queenslanders for Work.

Additionally, we established a dedicated Partnerships and Growth Team, bringing together partnership development, First Nations engagement, business growth and tender functions. The team has strengthened collaboration across the organisation and helped identify new opportunities that support ETC's long-term sustainability and community impact.

Internally, we launched The ETC Way Culture Playbook, providing a shared foundation for the values and behaviours that guide our organisation. We also introduced updated workplace standards and customer-focused improvements to a number of our sites, including enhancements to our Kempsey and Tweed Heads offices that created more welcoming and supportive environments through customer-centred design and dedicated wellbeing spaces.

I would like to thank our people, Board of Directors, employers, community organisations, funding bodies, customers and stakeholders for their continued support throughout the year. The achievements outlined in this report reflect the collective effort of many people working towards a shared goal of creating opportunities and strengthening communities.

As we look ahead, we remain focused on strengthening partnerships, responding to changing community needs and continuing to deliver meaningful outcomes across the regions we serve.

D. Munt

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)**
- **Inclusive Employment Australia**
- **Workforce Australia - Career Transition Assistance (CTA)**

See details on page 20.

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 eight Employment Regions. This year, we have successfully supported over 2,385 participants and assisted 914 new start-up businesses in their entrepreneurial journeys.

See details on page 27.

Training

ETC is a Registered Training Organisation (RTO 6998). This year, ETC enrolled 2,358 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**
  - → Home & Community Care
  - → Early Childhood Education & Care
  - → Youth Work
  - → Individual Support (Aged Care and Disability)
  - → Health
  - → Community Services
  - → Employment Services

Workforce Australia – Career Transition Assistance

ETC continued to deliver Workforce Australia – Career Transition Assistance across seven service regions, supporting mature age participants to build confidence, strengthen digital skills and prepare for today's workforce. During the year, 472 participants were supported through the program, helping them develop the skills and knowledge needed to pursue employment opportunities.

See details on page 24.

The Skills for Education and Employment (SEE) program

The Skills for Education and Employment (SEE) program continued to grow throughout the year, supporting participants to improve their language, literacy, numeracy and digital skills. A key milestone was the opening of an additional training site in Ipswich, expanding access to foundation skills training across the Wivenhoe region.

See details on page 25.

Parent Pathways

Parent Pathways continued to grow throughout 2025-26, supporting more than 1,800 parents and carers across service regions. Through personalised mentoring, education and employment support, and strong community partnerships, the program helped participants build confidence, develop skills and work towards their personal and career goals

See details on page 22.

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 $400,000 through the ETC Community Support Fund this year.

See details on page 28.





Parent Pathways and Transition to Work teams engaging with local communities and creating pathways to education, employment and support.

Helping others through **Employment Services**

Highlights:

8,551
PEOPLE SECURED JOBS

3,113
VACANCIES FILLED FOR EMPLOYERS

2,097
JOB SEEKERS ENGAGED IN TRAINING

Of the people ETC placed into employment:

5,907
HAD BEEN UNEMPLOYED FOR MORE THAN 12 MONTHS

1,197
WERE FIRST NATIONS CUSTOMERS

1,367
HAD AN INJURY, ILLNESS OR DISABILITY

Workforce Australia – Employment Services

Workforce Australia Services continued to play a vital role in supporting individuals, employers and communities across our service regions throughout the year. Demand for services increased by almost 11%, reflecting both changing labour market conditions and the growing need for personalised support to help people overcome challenges, build capability and connect with employment opportunities.

Through a strong focus on customer-centred service delivery, ETC supported 7,293 customers into employment. Among these outcomes were 915 First Nations customers securing employment, reflecting our commitment to creating opportunities, supporting economic participation and contributing to stronger communities.

Strong employer partnerships remained central to our success. By working closely with employers to understand workforce needs and connect them with suitable candidates, Workforce Australia Services helped create meaningful employment opportunities while supporting local businesses to address workforce needs and contribute to economic growth.

We also supported retrenched workers to transition into new employment opportunities through personalised assistance, training pathways and employer connections.

Throughout the year, we continued to strengthen our services through innovation, continuous improvement and evidence-informed practice. As the employment services sector evolves, ETC remains committed to creating opportunities that improve lives, strengthen businesses and contribute to thriving communities.

Disability Employment Services (DES)
- 1 July to 31 October

Inclusive Employment Australia
- 1 November to 30 June

During the final months of the Disability Employment Services (DES) contract, ETC remained focused on supporting participants and employers while preparing for the commencement of the new Inclusive Employment Australia program.

On 1 November 2025, ETC commenced delivery of Inclusive Employment Australia across two Employment Service Areas (ESAs): Tweed Heads and Bundaberg. While the Tweed team settled quickly and continued the strong momentum established in DES, our newly formed Bundaberg team made an immediate and impressive start. The Bundaberg site opened with a refreshed office layout, high school sponsorships, radio advertising, an office launch event, and representation at the local disability expo. The local team have already established a strong presence in the community, supported by their extensive local knowledge.

In the first eight months of delivery, ETC supported 54 participants into sustainable employment. As at 30 June 2026, the commenced caseload had grown to 316 participants across the Tweed Heads and Bundaberg ESAs, providing a strong foundation for future growth.

The successful transition from DES to Inclusive Employment Australia reflects ETC's ongoing commitment to supporting people with disability, injury and health conditions to achieve their employment goals, while building strong employer and community partnerships across the regions we serve.

The transition from **Disability Employment Services** to **Inclusive Employment Australia** marked a significant milestone during 2025-26. ETC successfully commenced delivery across Tweed Heads and Bundaberg, continuing to create employment opportunities for people with disability, injury and health conditions while strengthening employer and community partnerships.

Inclusive Employment Australia - Key Highlights



536

CUSTOMERS COMMENCED WITH ETC



316

ACTIVE PARTICIPANTS BY 30 JUNE 2026



54

SUSTAINABLE EMPLOYMENT OUTCOMES



2

EMPLOYMENT SERVICE AREAS (TWEED HEADS & BUNDABERG)

ENDEAVOUR MENTAL HEALTH RECOVERY CLUBHOUSE

GOOD NEWS STORY

Endeavour Mental Health Recovery Clubhouse in Port Macquarie is helping people living with mental health conditions build confidence, independence and meaningful community connections. Support from ETC enabled the organisation to purchase a new vehicle, removing a significant barrier to participation for many members. The vehicle has increased access to community activities, appointments and recovery-focused programs, helping members stay connected and engaged. Endeavour's work demonstrates the importance of creating opportunities for inclusion, wellbeing and personal growth within local communities.

To learn more about Endeavour Mental Health Recovery Clubhouse and other community stories, please visit **etcltd.com.au/OurStories**







Combatting youth unemployment through Transition to Work (TtW)

Throughout 2025-26, ETC's delivery of Transition to Work (TtW) continued to support young people to overcome barriers and achieve positive employment, education and training outcomes. Through personalised support, young people built confidence, developed employability skills and connected with opportunities that support long-term success.

During the year, the program achieved more than 1,200 employment placements, with 573 young people reaching 12-week employment outcomes and 337 achieving 26-week employment outcomes, demonstrating the effectiveness of sustained support in helping young people secure and maintain work. In addition, 323 education placements were achieved, with 101 participants successfully completing or progressing their studies, reinforcing the program's commitment to supporting pathways beyond employment alone.

This year, TtW strengthened its focus on education engagement, inclusive service delivery and co-design. By embedding the ETC Way Culture Playbook and Diversity, Equity and Inclusion (DEI) Strategy principles, teams delivered tailored support that responded to the diverse needs of young people and helped create pathways to brighter futures.

Strong partnerships with employers, schools, training providers and community organisations provided valuable opportunities for career exploration, skill development and wellbeing support, helping young people take meaningful steps towards sustainable employment and education outcomes.

Parent Pathways

Parent Pathways continued to grow throughout 2025-26, supporting more than 1,800 parents and carers across ETC's service regions, with significant growth in Somerset and Brisbane South East.

Employment and education remained key priorities, with more than 600 participants achieving employment outcomes and over 2,800 referrals made to activities supporting personal, education and career goals.

Strong community partnerships continued to enhance outcomes for participants. ETC worked closely with organisations including The Benevolent Society, Play Matters and Encircle. Through a partnership with Modern Teaching Aids, returned and surplus educational resources were donated to ETC and redistributed to community organisations including Starlight Foundation, Kalwun and Gold Coast University Hospital, supporting families and communities across the region.

We also introduced Eric the Koala, who quickly become a much-loved part of ETC's Parent Pathways team, resonating with customers, employees and stakeholders, and creating a shared sense of connection across the organisation.

The year ended with a visit from Kara Cook MP, Federal Member for Bonner, to ETC's Upper Mount Gravatt site, and the Department of Employment and Workplace Relations (DEWR) filming a Good News Story featuring ETC Mentor Becky Xie. Becky progressed from Parent Pathways participant to mentor, supporting members of the local Chinese community and demonstrating the opportunities created through the program.

First Nations Services

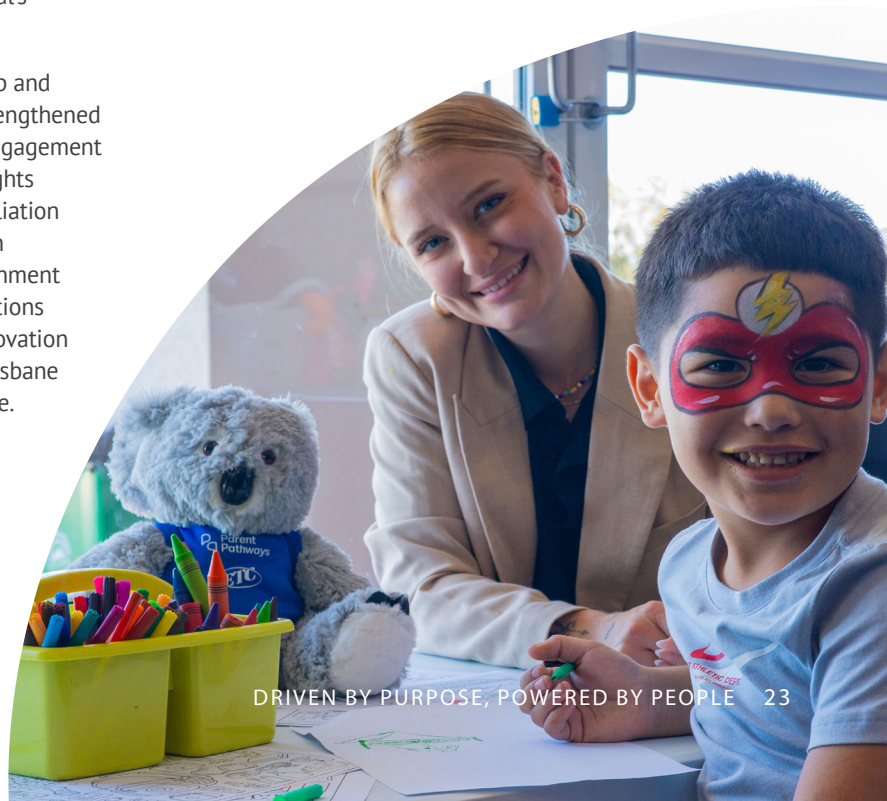
This year, ETC continued to strengthen its commitment to Aboriginal and Torres Strait Islander peoples through culturally responsive employment support, community connection, strategic partnerships and reconciliation leadership. Building on the legacy of our Indigenous Services Team, ETC expanded its approach through the appointment of First Nations Advisors embedded across Workforce Australia regions and the introduction of a dedicated First Nations Partnership and Growth Manager within the Partnerships and Growth Team.

A key highlight of the year was the continued delivery of culturally safe, wrap-around support for First Nations customers, with more than 1,755 mentoring and cultural support sessions delivered by ETC's First Nations Advisors. This support included mentoring, advocacy, referrals, yarning, practical assistance and connection to community, tailored to each individual's goals, aspirations and barriers to employment.

Throughout the year, ETC's First Nations Partnership and Growth Manager progressed key initiatives that strengthened First Nations employment pathways, community engagement and organisational reconciliation outcomes. Highlights included the development of ETC's Stretch Reconciliation Action Plan, coordination of National Reconciliation Week and NAIDOC Week activities, and the establishment and growth of strategic partnerships with organisations including Goanna Academy, EndED, Indigenous Innovation Ventures, and Feros Care. ETC also co-facilitated Brisbane City Council's Traineeship Program with Career Voice.

Partnerships and Growth Team

Our new Partnerships and Growth Team brings together ETC's strategic partnership, First Nations engagement, business growth and tender functions under one team. Working across Queensland and New South Wales, the team identifies opportunities that can be leveraged across programs, regions and stakeholders, while supporting ETC's regional teams to deliver strong local outcomes. Through partnership development, business growth initiatives and funding opportunities, the team helps expand pathways for participants and students, strengthen employer connections, and support ETC's ongoing community impact and sustainability.



Eric the Koala connects with a young attendee at an ETC Parent Pathways Family & Community Connect event.

Developing skills through **Training Services**

Highlights:



2,358

STUDENTS COMMENCED TRAINING THROUGH ETC'S REGISTERED TRAINING ORGANISATION



111

TRAINEESHIPS STARTED



182

LEARNERS SUPPORTED THROUGH SEE



9

APPRENTICESHIPS IN CERTIFICATE III COMMERCIAL COOKERY COMMENCED

Training

The 2025-26 year has been a successful period of growth, innovation, and impact for ETC's Training Services department. Through the dedication and expertise of our teams across Queensland and New South Wales, we continued to expand training opportunities, strengthen employer partnerships, and deliver quality programs that support individuals to build skills, gain employment, and achieve their career goals.

During the year, ETC supported 3,669 enrolments across all training, including accredited qualifications, traineeships, and short courses. A key contributor to this success has been our strong employer engagement strategy, with ETC continuing to deliver pre-employment programs in partnership with employers across our service footprint. These programs supported pathways into Health, Disability, Community Services, Hospitality, Retail and Customer Service, ensuring participants developed industry-relevant skills aligned to local workforce demand. Collaborations with organisations including Tailored Workforce, Chemist Warehouse, Serco, Kalwun, and Blooming Kids Early Learning provided participants with practical workplace exposure and direct connections to employment opportunities.

A significant highlight for the year was the continued success of our Skilling Queenslanders for Work (SQW) contracts across the Metropolitan, South East and North Coast regions. Through these projects, ETC delivered 180 fee-free training places, supporting participants to gain nationally recognised qualifications, build confidence, and create pathways into sustainable employment.

Building on this success, ETC further strengthened its presence within the Health sector through the delivery of Health and Hospital programs in partnership with Metro South Health and West Moreton Health. These programs provided participants with industry-relevant training, practical experience, and direct exposure to employment opportunities within Queensland's growing healthcare workforce. The continued success of these contracts and partnerships reflects ETC's strong reputation for delivering quality training, supporting workforce development priorities, and creating positive employment outcomes across Queensland communities.

ETC was also successful in securing funding through the Local Skills Solutions (LSS) initiative for the delivery of the Women in Motion program across the Gold Coast and Logan regions. Designed to support 50 women into non-traditional career pathways, the program focuses on creating employment opportunities within industries including manufacturing, warehousing, marine, and logistics. Through tailored training, confidence building, employability skills development, and strong industry engagement, Women in Motion is helping participants explore new career opportunities while addressing workforce shortages within key growth industries. The success of the program demonstrates ETC's commitment to delivering innovative workforce development solutions that create meaningful opportunities for individuals while responding to local community and employer needs.

The Skills for Education and Employment (SEE) Program continued to grow across the Wivenhoe region, reflecting increasing demand for foundation skills and employment-focused training. During the year, 182 participants commenced in the program, further demonstrating the growing need for accessible education and employment support services across the region. A key milestone was the expansion of delivery through the opening of an additional training site in Ipswich, strengthening ETC's ability to provide accessible and flexible training opportunities for local communities.

In New South Wales, ETC was once again successful in securing its Smart and Skilled funding contract, enabling the continuation of high-quality training and traineeship opportunities across our delivery regions. Throughout the year, a key focus remained on expanding traineeship pathways and supporting workforce development outcomes. Supporting this strategy was the relaunch of the YES Chef Program, which supports apprentices undertaking their Certificate III in Commercial Cookery. The refreshed program focuses on flexible, work-based training and support, allowing apprentices to develop their skills and complete their qualification while continuing to work within the hospitality industry. Through tailored support and practical workplace learning, the program helps apprentices build the knowledge, confidence, and capability required for long-term success in their chosen profession.

Overall, ETC's Training Services department has delivered a strong performance throughout 2025–26, continuing to grow its programs, partnerships, and impact.



RICARDO'S JOURNEY

CASE STUDY

Ricardo joined ETC's Skills for Education and Employment (SEE) Program after being referred by his Jobs Advisor, seeking to strengthen his language, literacy, numeracy and digital skills.

Initially quiet and uncertain, Ricardo embraced the supportive learning environment and began rebuilding his confidence. Through personalised support and tailored learning strategies, he improved his communication, numeracy, writing and digital skills while becoming more engaged in the classroom. Ricardo's journey demonstrates the power of adult learning to transform lives, helping participants build confidence, achieve personal goals and create new opportunities for their future.

To learn more about Ricardo's journey and other success stories, please visit **etcltd.com.au/OurStories**







Career Transition Assistance (CTA) and JobLab

During 2025-26, Career Transition Assistance (CTA) continued to play a key role in supporting individuals aged 45 and over to build confidence, strengthen employability, and successfully navigate today's rapidly changing workforce. Delivered over four to six weeks, the program focuses on practical skill development, digital capability, career planning, and helping participants recognise the value of their existing experience while adapting to emerging workplace expectations.

This year, we supported 472 participants through CTA, with 348 successfully completing the program and progressing towards employment opportunities. A key strength of the program remains our close engagement with local employers and industry partners, ensuring participants gain current insights into labour market trends, recruitment expectations, and the skills most sought after by employers.

Alongside CTA, JobLab has continued to evolve as ETC's innovative employability and workforce readiness initiative. During the year, we further enhanced the program through refreshed content, contemporary job search strategies, and the introduction of new digital learning resources designed to better support participants in an increasingly technology-driven employment environment.

ETC's Self-Employment Assistance, Career Transition Assistance and Training teams supporting individuals and communities across our regions through training, mentoring and employment support.

Looking ahead, Artificial Intelligence (AI) will become a core component of both CTA and JobLab delivery. Significant work has commenced to develop AI-enabled learning and employability resources that will help participants adapt to the changing world of work. By building awareness, confidence, and practical skills in the use of AI technologies, we are ensuring participants are better prepared for future employment opportunities and the evolving expectations of employers. AI will continue to be embedded across our programs as a key driver of innovation, digital capability, and workforce readiness.

Together, CTA and JobLab are empowering participants with the skills, confidence, and adaptability needed to succeed in today's job market. Through a combination of practical learning, employer engagement, digital innovation, and personalised support, these programs continue to create meaningful pathways to employment and lifelong learning opportunities.

Business Training and Mentoring

Workforce Australia – Self-Employment Assistance

Self-Employment Assistance, delivered by ETC, provides practical support for current and aspiring business owners through a flexible suite of services.

These include individual Business Advice Sessions, Business Health Checks, Exploring Self-Employment Workshops, Business Plan Development, Small Business Training, and a structured 12-month program of Small Business Coaching.

In 2025-26, ETC continued to strengthen its role as an experienced and trusted provider of Self-Employment Assistance, supporting participants across eight regions from the Hunter, New England North West and North Coast of NSW through to the Wide Bay region of Bundaberg in QLD.

The program continued to help people explore self-employment, build viable business plans, develop practical business skills, and receive tailored mentoring as they established or strengthened their small businesses.

Throughout the year, ETC focused on delivering quality, compliant and participant-centred services that supported both new and existing small business owners.

This included ongoing guidance from experienced Business Trainers and Advisors who brought local knowledge, business experience and practical mentoring to participants navigating the opportunities and challenges of self-employment.

ETC's MySmallBiz Expos again provided valuable opportunities for participants to showcase their products and services, connect with local networks, and celebrate their entrepreneurial progress.

In 2025/2026 ETC delivered:

SMALL BUSINESS COACHING

914

BUSINESS PLAN DEVELOPMENT:

950

EXPLORING SELF-EMPLOYMENT WORKSHOPS:

278

SMALL BUSINESS TRAINING:

673

BUSINESS ADVICE AND HEALTH CHECKS

489

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 $3.4 Million to a range of deserving organisations as part of our philanthropic commitment, including $2.4 Million over the past 5 years.

Here's a list of the initiatives ETC supported with our 2025-26 financial year profit allocation - which totalled $400,000 in funding:

The Acorn Pantry
- Wivenhoe

$15,000

The Acorn Pantry provides affordable food and practical support to individuals and families experiencing financial hardship.

ETC funding will assist with the fit-out of a new shop space, expanding access to affordable groceries and increasing the organisation's capacity to serve the Ipswich community.

Agape Outreach Inc
- North Coast

$40,000

Agape Outreach supports people experiencing homelessness and disadvantage.

With funding from ETC, they will deliver a stability and skills pathway program across the Gold Coast and North Coast. Participants will be supported to build confidence, develop skills and access employment opportunities.

Eats 4 The Streets
- Somerset

$10,000

Eats 4 The Streets provides food relief and support to people experiencing hardship in the Somerset region.

Thanks to ETC funding, the organisation will purchase new refrigeration equipment to expand its mobile food outreach service and support more people in need.

Grainery Care
- Hunter

$10,000

Grainery Care supports people facing barriers to employment through training, mentoring and community-based programs.

ETC funding will help deliver the Community Pathways to Employment program, combining hospitality training, job readiness activities and wrap-around support to assist participants into work.

Helping Our Homies
- Wivenhoe

$40,000

Helping Our Homies provides outreach and practical support to people experiencing homelessness and hardship in the Ipswich region.

With funding from ETC, the organisation will purchase a new vehicle to expand the delivery of food, essential supplies and support services to those who need them most.

Hope Ventures
- Somerset

$20,000

Hope Ventures works alongside families to build resilience, strengthen connections, and create positive futures.

Through ETC funding, the organisation will deliver a family mentoring program that supports parents to build confidence, develop new skills and establish stronger family foundations.











Inala Community House
- Wivenhoe

$10,000

Inala Community House provides a range of community programs and support services for individuals and families experiencing disadvantage.

ETC funding will support the purchase of new refrigeration equipment, increasing the organisation's ability to store and distribute fresh produce to people experiencing food insecurity.

Picabeen Community Centre
- Somerset

$40,000

Picabeen Community Centre supports individuals and families experiencing hardship through a range of community services and development programs.

With funding from ETC, the organisation will expand its Future Ready Initiative, helping vulnerable young people and job seekers build life skills, financial resilience and pathways to employment.

Oldies Angels
- Wide Bay Sunshine Coast

$20,000

Oldies Angels supports vulnerable members of the community through practical assistance and food relief initiatives.

With support from ETC, the organisation will undertake facility upgrades to enhance its School Lunch Program, helping ensure more students have access to nutritious meals.

Riding for the Disabled Association Kempsey Macleay
- Mid North Coast

$35,000

Riding for the Disabled Association delivers equine-assisted programs that support people of all ages and abilities to build confidence, skills and social connection.

ETC funding will assist the organisation to replace critical flood-damaged infrastructure, allowing more resources to be redirected into programs supporting job seekers and community engagement.

Our Neighbourhood (Ipswich Connect)
- Wivenhoe

$30,000

Our Neighbourhood is a community-led organisation focused on strengthening social connections and improving outcomes for vulnerable people across the Ipswich region.

ETC funding will support the Side-by-Side initiative, helping young people transitioning from youth detention access mentoring, employment pathways and positive community connections.

ShoreTrack
- Mid North Coast

$45,000

ShoreTrack supports young people facing barriers to employment through mentoring, training and work readiness programs. Thanks to ETC funding, the organisation will expand its operations with new equipment and a vehicle, creating more traineeship and work experience opportunities for young people on the Mid North Coast.

Strength Potential Inc
- Wide Bay Sunshine Coast

$20,000

Strength Potential Inc delivers programs that empower men to build resilience, connection and personal growth.

With support from ETC, the organisation will deliver an eight-week program focused on identity, purpose and belonging, helping participants develop greater confidence and wellbeing.

Vibe Care
- Gold Coast

$45,000

Vibe Care supports people experiencing hardship through practical assistance, community outreach and connection to essential services.

With funding from ETC, the organisation will purchase a vehicle to help transport people to job interviews and employment opportunities, while also delivering food and essential supplies throughout the community.

The Women's Shelter Armidale
- New England

$10,000

The Women's Shelter Armidale provides crisis accommodation, support services and pathways to safety for women and young people experiencing vulnerability.

Through ETC funding, the organisation will support the Trackside youth hub, helping provide accommodation, food and essential support services for young people in the New England region.

Youth Outreach
- Gold Coast

$10,000

Youth Outreach supports vulnerable and disadvantaged young people through housing, mentoring and wellbeing programs.

ETC funding will assist with the fit-out of the organisation's Micro Housing Community, creating safe and welcoming spaces for young people taking their first steps toward independence.

"This year, we invested a further $400,000 through the ETC Community Support Fund, supporting 16 community organisations delivering practical assistance, opportunities and positive social outcomes across our service regions. It is a commitment we are incredibly proud of and one that continues to create lasting impact"

Our **Responsibilities**



Supporting learners to build skills, confidence and pathways for the future.

Our **People**

Our people are at the heart of our organisation and play a vital role in delivering positive outcomes for the communities we serve. ETC has a workforce of 457 employees, including Jobs Advisors, Youth Advisors, Recruitment Advisors, Trainers, Administrators, and professionals across Finance, Marketing, Information Technology, Facilities, Innovation, and People & Culture, supported by operational, regional, and senior leadership teams.

We are proud to employ a diverse workforce with a broad range of skills, experiences, beliefs and backgrounds. United by our shared values of **Respect, Integrity, Success, and Empowerment**, our employees work collaboratively to support individuals, employers, and communities while fostering an inclusive, respectful, and high-performing workplace culture.

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

Staff Composition*

Team Member Type

457	380	75	2
TOTAL EMPLOYEES	FULL TIME	PART TIME	CASUAL

Gender



335
FEMALES



118
MALES



4
GENDER UNSPECIFIED/ UNDISCLOSED



82
CULTURALLY AND LINGUISTICALLY DIVERSE

Demographics



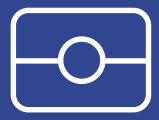
144
MATURE (OVER 50)



84
YOUTH (UNDER 30)



81
PEOPLE WITH DISABILITY



27
ABORIGINAL AND TORRES STRAIT ISLANDER

Investing in Capability and Growth

At ETC, we recognise that our people are our greatest asset. During 2025-26, ETC invested almost $592,000 in learning, development and capability initiatives designed to strengthen workforce capability, support professional growth and improve outcomes for the people and communities we serve. This investment included qualifications, certifications, conferences, professional development workshops, leadership development, Mental Health First Aid, DiSC, Prepare to Coach training, and team-based learning activities such as Best Practice Days.

This year also marked an important shift in ETC's approach to employee development. Building on consultation with employees and leaders across the organisation, ETC developed and commenced implementation of a new Capability Framework and Performance & Growth approach. Together, these initiatives provide a shared language for performance, development and career growth, helping to define not only what success looks like, but how it is achieved through the skills, behaviours and capabilities that underpin strong performance.

To further support capability development, ETC introduced a new Learning & Capability Investment Framework, Learning Request & Approval Process, and updated Learning & Development Policy, ensuring learning investment is aligned to workforce capability needs, organisational priorities and employee growth opportunities.

Through these investments, ETC continues to build a culture of continuous learning and capability development—equipping our people with the skills, confidence and adaptability needed to deliver exceptional outcomes today while preparing for the opportunities and challenges of the future.

Service Awards

ETC is proud to celebrate the dedication, commitment, and longevity of our employees and are fortunate to have 84 employees who have been with the organisation for five or more years, including many who have reached the remarkable milestone of 10 years or more of service.

This year, we proudly recognised the following employees, celebrating key milestones of service and contribution to ETC.

5 Years:
Kirsty Parsons, Marina Tretyak, Carol Hair, Tracy Coster, Tenae Jordan, Holly Parsons, Sarah Hunkin, Fiona Rosten, Donna Bonser, Ben Perkins, Kellee Morris, Lisa Klenk, Janine White, Shania Mustapic, Shannen Dawson, Sue Duckett and Petah Russell.

10 Years:
Felicity Howe, Emma Jeffriess, Deborah Mowle, Michelle Bissett, Ian White, Megan Kellar, Sharon Matthews, Selena Baillie and Jade Williams.

20 Years:
Sally Petersen and Dena Mullens

30 Years:
Shiree Hampel

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 invested in providing a Scholarship for two outstanding employees who were awarded the opportunity to attend the annual ETC Leadership Conference and a relevant industry conference of their choice. The 2025 winners were Breana Webster, Team Leader Employment – Taree, and Natalee Riedel, Media and Communications Specialist – Kempsey.

Bree Webster, Team Leader Employment



Bree had an unforgettable experience attending the NESA Conference in Cairns. She came away with fresh insight into how organisations across the sector are tackling challenges and delivering impactful services. From new ideas around resilience to practical, strengths-based strategies she could immediately apply — the experience was both inspiring and energising. And it didn't stop there. At the ETC Managers Conference, Bree gained a deeper understanding of the business and strengthened connections across ETC. She described the entire experience as eye-opening, confidence-building and incredibly worthwhile.

Natalee Riedel, Media & Communications Specialist



Nat also had an amazing opportunity, attending the Mumbrella Conference in Sydney. She stepped back to reflect on how marketing is evolving in a fast-changing world, returning with fresh perspectives, practical ideas and a renewed focus on creativity, authenticity and human insight. Nat also loved attending the ETC Leadership Conference, gaining valuable insight into ETC's direction and priorities. She described the experience as insightful, motivating and rewarding.



Celebrating the completion of the Uphold Culture program delivered in partnership with Goanna Academy.

UPHOLD CULTURE GRADUATION

CASE STUDY

ETC celebrated the achievements of First Nations participants who completed the Uphold Culture program, delivered in partnership with Greg Inglis' Goanna Academy.

The program supported participants to strengthen resilience, explore cultural identity and build confidence through culturally safe learning experiences. Graduates were recognised for their commitment and personal growth, marking an important milestone in their journey. By combining cultural connection with wellbeing and personal development, the program helped participants build skills and confidence that support positive outcomes both personally and professionally. ETC remains committed to supporting initiatives that empower First Nations peoples and celebrate the strength of culture and community.

To learn more about Uphold Culture and other success stories, please visit **etcltd.com.au/OurStories**

NAMBUCCA VALLEY PHOENIX

GOOD NEWS STORY

Nambucca Valley Phoenix is creating meaningful opportunities for people with disability through supported employment, skill development and community participation.

Support from ETC helped expand activities at The Phoenix Depot in Bowraville, including a Community Shed and plant nursery where participants can learn practical skills, build confidence and connect with others. These inclusive spaces provide pathways to greater independence while fostering a strong sense of belonging. The initiative reflects a shared commitment to building stronger, more inclusive communities where everyone has the opportunity to thrive.

To learn more about Nambucca Valley Phoenix and other community stories, please visit **etcltd.com.au/OurStories**





Employee Consultation

ETC's People & Culture team conduct regular surveying of its employees 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)

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

Employee Health and Wellbeing

ETC is committed to providing a workplace that prioritises the health, safety and wellbeing of our people. During 2025-26, ETC continued to invest in initiatives that support employees' physical, mental, financial and social wellbeing, including:

- Healthy Body & Mind portal offering a range of health and wellbeing resources (ceased May 2026 and replaced by internal wellness resource monthly emails)
- Employee Assistance Program (EAP) providing free and confidential counselling and support services for employees and their immediate family members
- Access to a culturally safe First Nations Employee Assistance Program, providing dedicated counselling and wellbeing support delivered by First Nations practitioners for Aboriginal and Torres Strait Islander employees and their families
- Free annual flu vaccinations offered to all employees
- Quarterly Wellbeing Hour, encouraging staff to prioritise self-care and wellbeing during work hours
- Regular wellbeing campaigns, webinars and awareness initiatives covering topics such as mental health, financial wellbeing, physical health, Dry July, and healthy lifestyle choices
- Staff discounts and special offers through BUPA, Medibank Private and other health and wellbeing providers
- Access to the Fitness Passport program for employees and eligible family members
- Blood donation leave to support staff contributing to their local communities
- Access to a range of wellbeing resources, including R U OK?, Beyond Blue, Lifeline, and health-focused mobile applications via the company intranet
- Discounted accommodation, travel, and holiday package opportunities for employees
- Birthday Leave, allowing employees to take a paid day off to celebrate their birthday
- Paid Community Service Leave to support volunteering and community engagement
- Paid Parental Leave and Secondary Carer's Leave to support employees and their families
- Additional leave entitlements for long-serving employees, including an extra week of annual leave after five years of service
- Flexible work arrangements, providing employees with greater choice in balancing work and personal commitments
- Ongoing investment in workplace culture, recognition programs and employee engagement initiatives that promote connection, inclusion, and a positive employee experience

This comprehensive approach reflects ETC's commitment to fostering a supportive workplace where employees can thrive both personally and professionally.

ETC Award **Winners**

Annual **Award Winners**



EMPLOYEE OF THE YEAR

ALANA HARDIN

People & Culture Team Leader – Miami

Alana was recognised for her outstanding leadership, resilience and commitment to supporting both her team and the organisation through the transition to a new HRIS, ELMO. Throughout a period of significant change, Alana provided consistent guidance while maintaining a hands-on approach to supporting daily operations. She played a critical role in the successful implementation of ELMO, helping to consolidate multiple payroll and HR systems into a single platform. Her ability to lead through complexity, empower others, and deliver positive outcomes makes her a valued leader and role model across ETC.



BEST NEW TALENT

BRYCE COX

Youth Advisor – Ipswich

Bryce was recognised for his exceptional dedication, persistence and ability to achieve outstanding outcomes for young people. Bryce demonstrated remarkable skill in engaging a participant who had previously struggled to connect with the service, using patience, creativity and mentoring to build trust and ultimately achieve a successful employment outcome. His ability to exceed performance targets, embrace challenging cases and inspire both clients and colleagues has quickly established him as a rising talent within ETC. His enthusiasm and commitment continue to create positive and lasting impacts across his caseload and team.



MANAGER OF THE YEAR

VIJAY DHULL

Operations Manager – Nundah

Vijay was recognised for his innovative leadership, strong performance focus, and unwavering commitment to both staff and job seekers. Vijay continually seeks opportunities to improve service delivery and operational efficiency, resulting in exceptional outcomes across his sites. Known for his hands-on management style, he fosters a culture of trust, accountability and continuous improvement while encouraging new ideas and professional growth.
His positive influence, customer-focused approach and consistent embodiment of ETC's values have made a significant impact on both his team and the communities they serve.

Quarterly Above & Beyond **Award Winners**

JUL – SEP 2025



INDIVIDUAL WINNER

SCOTT HATTON

Recruitment Advisor – Taree

Scott was recognised for his leadership, compassion and commitment during recent floods. He supported affected community members and businesses, helped safeguard the ETC site and kept stakeholders informed. His proactive approach reflected ETC's values and made a meaningful difference.



TEAM WINNER

Taree Workforce Australia Services

During the floods, the Taree team demonstrated outstanding resilience, compassion and teamwork, maintaining services and supporting affected customers despite facing their own challenges. Through wellbeing checks, practical assistance and office relocation efforts, the team ensured ETC remained a trusted source of support when the community needed it most.

OCT – DEC 2025



INDIVIDUAL WINNER

GEORGINA SKIMMINGS

Accountant – Coffs Harbour

Georgina demonstrated exceptional teamwork by supporting the Accounts Payable team during significant staff shortages while managing her own responsibilities. Her reliability and willingness to help maintained critical finance operations, reduced pressure on the team and reflected ETC's values.



TEAM WINNER

Strathpine Workforce Australia Services

The Strathpine team demonstrated exceptional resilience and teamwork during significant change, maintaining service delivery despite staffing and operational challenges. By embracing new responsibilities and supporting one another, they strengthened team cohesion and exemplified ETC's commitment to collaboration and excellence.

JAN – MAR 2026



INDIVIDUAL WINNER

RHONDA WILKIE

Training Advisor – Port Macquarie

Rhonda demonstrated exceptional dedication by conducting a late-night workplace assessment to accommodate a student's shift schedule while managing significant personal responsibilities. Her professionalism and student-focused approach ensured a quality outcome and exemplified ETC's values.



TEAM WINNER

Nambour Transition to Work (TtW)

The Nambour Transition to Work team demonstrated exceptional teamwork and resilience during a high-pressure period, achieving all KPIs while continuing to deliver outstanding customer support. Through collaboration, adaptability and a shared commitment to positive outcomes, the team maintained high performance, supported one another and exemplified ETC's values in action.

APR – JUN 2026



INDIVIDUAL WINNER

HOLLY PARSONS

Operations Manager, Taree

Holly demonstrated outstanding leadership through the Career Carnival Tour across Taree and Tuncurry. The initiative supported 29 participants, generated 26 vacancy referrals and created 18 career opportunities. Her collaborative, customer-focused approach embodied ETC's values and delivered lasting impact.



TEAM WINNER

Inclusive Employment Australia (IEA)

The Inclusive Employment Australia team demonstrated resilience, adaptability and teamwork in a rapidly evolving program environment. The team maintained its focus on participant outcomes, strengthened collaboration and upheld ETC's values through its commitment to quality and inclusion.



Reconciliation **Action Plan**

RECONCILIATION ACTION PLAN
STRETCH

Throughout 2025-26, ETC continued to embed reconciliation across the organisation through meaningful engagement, cultural learning and strengthened community partnerships.

A significant milestone was the development of ETC's next Reconciliation Action Plan (RAP), informed by extensive consultation with staff, First Nations customers, community members and stakeholders. ETC engaged Supply Nation-certified consultancy Corporate Culcha to facilitate internal workshops in Coffs Harbour and Inala, and external community consultations in Deception Bay and Kempsey, ensuring local voices directly shaped the priorities, commitments, and direction of our future RAP.

Throughout the year, ETC celebrated National Reconciliation Week and NAIDOC Week across Queensland and New South Wales, creating opportunities for staff, customers and communities to come together, strengthen relationships and deepen understanding of Aboriginal and Torres Strait Islander cultures and histories. Organisation-wide cultural learning initiatives, including Lunch and Learn sessions and awareness activities, continued to build cultural capability and support culturally safe practices across the workforce.

The insights gathered through consultation, community engagement and cultural learning activities have strengthened ETC's approach to reconciliation and will guide the delivery of our next RAP. Through ongoing partnerships, local engagement and organisational commitment, ETC remains focused on creating positive outcomes for Aboriginal and Torres Strait Islander peoples, communities and future generations.

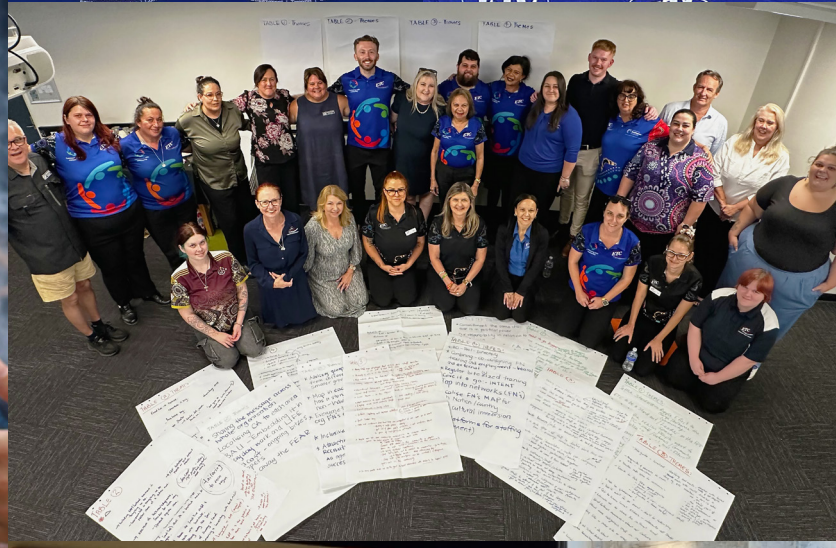
Key Highlights

- Engaged Corporate Culcha to lead internal and external consultation for the development of ETC's next Reconciliation Action Plan.
- Conducted staff consultation workshops in Coffs Harbour and Inala, engaging employees in shaping future reconciliation priorities.
- Facilitated community consultation workshops in Deception Bay and Kempsey, ensuring community voices informed RAP development.
- Celebrated National Reconciliation Week and NAIDOC Week through local events, partnerships and community engagement activities.
- Embedded community feedback, partnership opportunities and local priorities into ETC's future reconciliation commitments.


35th Annual
Aboriginal Network Meeting
Original Members
Ray Kelly
Badger Bates
Evelyn Crawford
Jeanette Crew
Dallas Donnelly
Sabu Dunn
Chris Griffiths
Glenn Morris
NSW
GOVERNMENT


ETC
ETC


Enter our FREE
draw for your
chance to WIN a
$50 Gift Card!
Quick & easy
to enter!
ETC




ETC

Our **Standards**

ETC maintains all required certifications and accreditations to support the delivery of secure, high-quality and compliant services. This includes Right Fit for Risk (RFFR) accreditation under the External Systems Assurance Framework (ESAF), which is supported by an Information Security Management System aligned to ISO 27001 standards, Quality Assurance Framework (QAF) certification aligned to the National Standards for Disability Services (NSDS), and compliance with the Standards for Registered Training Organisations (RTOs) overseen by the Australian Skills Quality Authority (ASQA).

These frameworks provide independent assurance that ETC's information security, governance, service delivery and continuous improvement systems meet rigorous regulatory and contractual requirements. Through annual reviews, external certification activities and ongoing internal monitoring, ETC continues to demonstrate strong performance in quality, compliance, risk management, information security, customer outcomes and organisational accountability.

During 2025-26, the Business Integrity Unit (BIU) strengthened its enterprise-wide oversight of quality assurance, compliance, risk management, information security and continuous improvement across ETC's employment and training programs. BIU's responsibilities include QA Claims, Reporting and Compliance, Quality Systems and Processes, information security coordination and enterprise risk management oversight.

This work supported the identification, monitoring and review of organisational and program-level risks, the embedding of controls into operational practice, the delivery of accurate reporting and assurance activities, and the alignment of compliance and quality systems with ETC's strategic objectives. BIU's employment services oversight extended across Workforce Australia, Transition to Work, Self-Employment Assistance, Career Transition Assistance, Parent Pathways, the Skills for Education and Employment (SEE) Program and Inclusive Employment Australia.

Through its Training Services Quality Assurance and Compliance function, BIU also provided dedicated oversight of ETC's RTO (6998), including training quality, regulatory compliance, training and assessment development in our Learning Management System, audit readiness and learner outcomes.

This included monitoring completions and certifications, evaluating learner experience and training outcomes, supporting continuous improvement activities, and ensuring training and assessment practices and RTO quality systems remained aligned with ETC's broader governance, assurance and risk management frameworks.

Collectively, these certifications, systems and assurance activities reflect ETC's commitment to integrity, accountability, risk-informed decision-making, continuous improvement and delivering quality outcomes for customers, learners and stakeholders.





Jade and ETC Trainer David celebrating a learning journey built on confidence, growth and opportunity.

JADE'S CAREER WITH PURPOSE

CASE STUDY

Driven by a passion for helping others, Jade enrolled in ETC's youth work training program to build her skills and pursue a career in the sector.

Through her studies, she gained valuable knowledge, completed her Certificate IV in Youth Work and developed the confidence to pursue new opportunities.

"I had all the help that I could ever ask for, and any time I ever needed anything or was concerned about anything, my ETC Trainer, David, was available to answer all my questions."

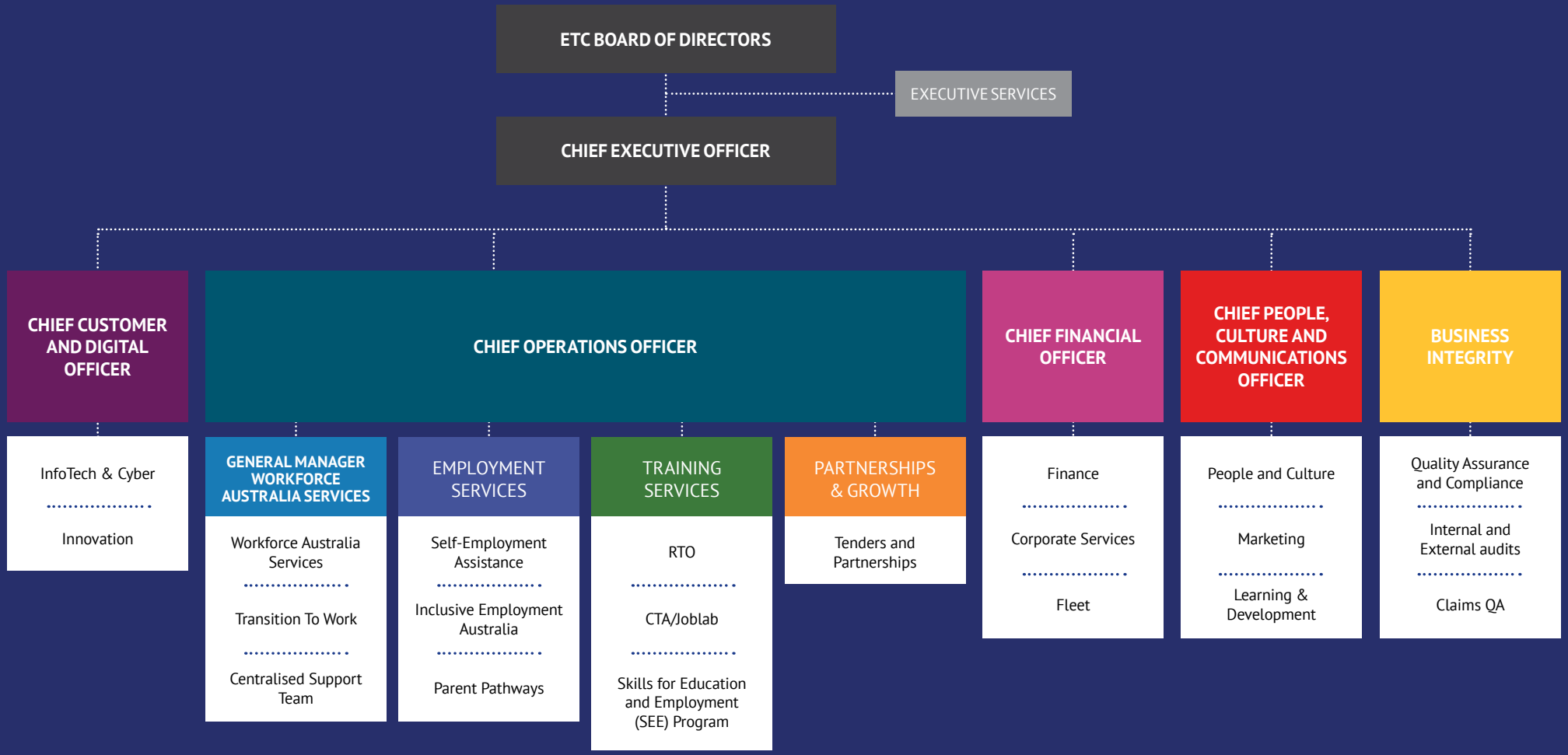
With support from her ETC trainer throughout her learning journey, Jade overcame self-doubt and achieved a goal she is proud of. Her success demonstrates how education and training can open doors, build confidence and create meaningful career pathways.

To learn more about Jade's journey and other success stories, please visit **etcltd.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, MAICD.

Damon has extensive experience across Employment and Training Services with over 28 years of experience, commencing his career in frontline operations with leadership experience in the sector for the past 24 years. Damon joined ETC in 2015 as General Manager / Chief Operations Officer and has been the CEO since 2023. Damon is particularly passionate about leading a dedicated and customer focused team with deep connections across all communities ETC serves.



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.



GROWING CREATIVE ARK

CASE STUDY

Jessica turned her lifelong passion for creativity into a thriving business, Creative Ark.

Looking to strengthen her business foundations and support future growth, she connected with ETC through Workforce Australia - Self-Employment Assistance. Working with ETC's business team, Jessica accessed personalised coaching and practical advice to refine her marketing approach, strengthen her business strategy and build confidence in her future plans. Today, she continues to grow Creative Ark with greater clarity and direction. Her story highlights the impact of personalised support in helping small business owners achieve sustainable success.

To learn more about Jessica's journey and other success stories, please visit **etcltd.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. ETC leaders in action through Community Quest 2026.







COMMUNITY QUEST 2026

CASE STUDY

As part of ETC's annual Leadership Conference, Community Quest 2026 brought ETC leaders together to support five community organisations across the Gold Coast through practical, hands-on volunteering and community engagement.

With a combined budget of $10,000, teams worked alongside local organisations to provide essential supplies, create care packages, support food relief services and improve community spaces. The initiative strengthened connections with local charities while delivering meaningful support to people experiencing hardship. Community Quest reflects ETC's commitment to making a positive difference through collaboration, teamwork and investment in the communities we serve.

To learn more about Community Quest and other community stories, please visit **etcltd.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
Resigned 26-11-2025
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.



Chris Hines MAICD

Appointed 10-10-2013
Resigned 22-04-2026
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.



Paul Kelly MAICD

Appointed 14-12-2023
Board Chair 23-08-2025
Non-Executive Director

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

Qualifications: Graduate Certificate in Management and Diploma in Management

Experience: Paul 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.

Previously he was the CEO of a for purpose, not-for-profit service provider delivering employment, disability services and mental health support. This experience developed a commitment to social and economic inclusion for participants and education about mental fitness and wellbeing for the broader community.

He has skills and experience to achieve social impact through past roles as an Adjunct Professional Fellow of Southern Cross University's School of Health and Human Sciences, collaborating on research into disability service delivery models. Also, as past co-chair of the North Coast Mental Health Collaborative, which was established to drive systemic improvement in the delivery of mental health services.

Paul's governance experience includes past Chair of Co-Processing P/L 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. Paul is motivated by the challenges and opportunities in employment and training services and is committed to a director's governance responsibilities.

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



Isabelle Borrelli MAICD

Appointed 12-09-2018
Deputy Chair from 30-11-2022
Non-Executive Director

Chair of Nomination, Remuneration and Performance Subcommittee, and a Member of the Finance 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 15 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

Member of Finance and Audit and Risk Subcommittees.

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 Spencer MAICD

Appointed 27-05-2015
Non-Executive Director

Member of Nomination, Remuneration and Performance, Audit and Risk and Governance Subcommittees.

Qualifications: Diploma Frontline Management; Graduate Certificate Business Administration.

Experience: Chris possesses over 20 years' experience in leading Aboriginal community-controlled organisations 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.



Therese Dogra MAICD

Appointed 26/07/2023
Non-Executive Director

Member of the Finance and Nomination, Remuneration and Performance Subcommittees, plus is the Co-Chair of the Lived Experience Advisory Group.

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

Experience: Therese is an experienced non-executive Director and Transformation Specialist with deep expertise in Diversity, Equity and Inclusion, co-design and lived experience leadership. She has operational experience in Employment Services in both Australia and the UK and is committed to building inclusive, safe and connected communities through person-centred, collaborative practice.

Therese has over 15 years of experience across community and human services, including employment services, allied health, disability, aged care and settlement services. She has served as a Director for a disability service provider and a domestic and family violence organisation and is the President of the Gold Coast Inclusion Network.

As a social and cultural anthropologist and DEI consultant, Therese leads national projects for not-for-profit organisations, strengthening cultural safety, inclusive governance and community-led program design. She mentors lived experience leaders to support pathways into leadership and amplify community voice.

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



Mark Griffioen FCPA GAICD

Appointed 10-01-2024
Non-Executive Director

Chair of the Finance Subcommittee and a member of the Lived Experience Advisory Group.

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

Chair of the Audit and Risk Subcommittee and a member of the Lived Experience Advisory Group.

Qualifications: Australian Institute of Company Directors (AICD), 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. 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.



Dominique Lamb MAICD

Appointed 08-07-2025
Non-Executive Director

Member of Audit and Risk and the Governance Subcommittees.

Qualifications: Masters in Employment Relations, Brisbane Admission to the High Court of Australia, Graduate Diploma of Practical Legal Training, Bachelor of Laws, Bachelor of Arts (English Literature).

Experience: Dominique Lamb has a diverse background in corporate affairs, industrial relations, and not-for-profits. Dominique was previously the CEO of the National Retail Association and a director of NRA Legal.

In her role as CEO, Dominique advocated on behalf of 60,000 shop fronts across the country about a diverse range of issues, including but not limited to crime, ESG, youth employment, industrial relations, leasing and tenancy, franchising, and the digital economy.

Dominique served as the Queensland Small Business Commissioner from December 2022 until October 2025, where she focused on improving the operating environment for small businesses and reducing the time and cost of resolving disputes.

From October 2025, Dominique has taken on the role of Director of Community Affairs for the Brisbane Olympic Games, where she will continue her commitment to community engagement and advocacy.

Beyond her professional endeavours, Dominique is deeply committed to social causes, particularly those addressing domestic and family violence and closing the gap in our regional, remote, and rural communities.

Dominique 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

Therese Dogra	ETC Director and LEAG Co-Chair
Amanda Mather	ETC Director
Mark Griffioen	ETC Director
Sally Petersen	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 inclusion. 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.



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.

PARTNERING FOR INCLUSIVE EMPLOYMENT

CASE STUDY

ETC's partnership with Programmed demonstrates the value of collaboration in creating inclusive employment opportunities for people with disability.

Through shared values and a commitment to workplace inclusion, the organisations work together to strengthen employment pathways through skills development, workplace preparation and tailored post-placement support.

The partnership also promotes employer education and accessible recruitment practices, helping businesses build more diverse and inclusive workforces. By fostering meaningful partnerships, ETC continues to create positive outcomes for job seekers, employers and communities.

To learn more about inclusive employment partnerships and other success stories, please visit **etcltd.com.au/OurStories**

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 quarterly 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
- Each director must retire at least once every three years.
- A director who has held office for a continuous period of nine years or more may only be re-appointed by a special resolution.

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.



DISABILITY ENTERTAINMENT AUSTRALIA INCORPORATED

GOOD NEWS STORY

Disability Entertainment Australia Incorporated (DEAI) is helping neurodivergent individuals build confidence, develop creative skills and strengthen social connections through inclusive music workshops.

Participants engage in activities such as songwriting, performance and music production in a supportive and welcoming environment. The program encourages self-expression, skill development and community participation while creating opportunities for individuals to showcase their talents. DEAI's work highlights the power of inclusive programs to build confidence, foster connection and create lasting positive outcomes.

To learn more about DEAI and other community stories, please visit **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. The 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 2026 against the ISO27001:2022 standard, recommending that ETC's certification is maintained as a Category 1 Employment Service Provider.

Auditing and Accreditation

ETC's financial statements are subject to an external audit each year undertaken by our auditors, Forsyths, Armidale. ETC's employment and training programs 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 Koda Capital, to manage investment portfolios. This includes quarterly reports and regular updates from Koda Capital regarding the performance of these investment portfolios and noteworthy market conditions and trends. 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.

















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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.