



Reconciliation Action Plan

October 2025 - October 2027

WorkCover
QUEENSLAND





Acknowledgement of Country

In the spirit of reconciliation, WorkCover Queensland acknowledges the Traditional Custodians of Country throughout Australia and their connection to land, water, sky and community.

We acknowledge that while we are based on Turrbal and Yagera Country, our work connects us to people from many nations.

We pay our respect to their Elders past and present and extend that respect to all First Nations (Aboriginal and/or Torres Strait Islander) peoples.

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Our Innovate RAP Design



The WorkCover Queensland Innovate Reconciliation Action Plan (RAP) design, created by Indigenous creative agency ingeous studios, reflects WorkCover Queensland's ongoing commitment towards Reconciliation—embracing its people, leadership, and stakeholders along the way.

Building on the foundation laid by the Reflect RAP, this new design marks the organisation's growth and deepening commitment to Reconciliation. It maintains a sense of visual continuity through the use of familiar colour palettes, while introducing new design elements that symbolise healing waterways, knowledge sharing, and the core principles of Reconciliation.

The design reflects the organisation's growth of understand and respect for First Nations Peoples, Cultures and Country.

About the studio

We create bespoke First Nations designs that are culturally safe and diverse. In the ideation and creation of all designs we ensure that we depict the diversity of First Nations cultures throughout Australia. We use both Aboriginal and Torres Strait Islander cultures throughout our designs to represent this diversity through modern design elements throughout our creatives.

As a First Nations owned and operated design agency, Aboriginal and Torres Strait Islander creatives are engaged throughout the creative process to ensure the depiction of culturally safe elements in client designs.

At ingeous studios we refer to all of our work as designs rather than artworks as they are descriptors of a product or service by an organisation or business.

We do not depict items directly related to our Dreamtime / Songlines through our designs nor talk directly about Country / Culture through these works as this is cultural safe and appropriate for us to do so.

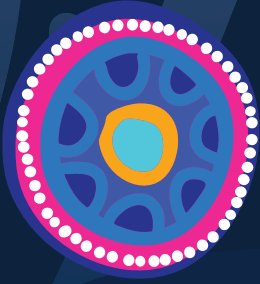
Design

An Indigenous design is a descriptor of a program or product and does not speak directly to our Dreamtime / Songlines nor our Country / Culture.

Artwork

An Indigenous artwork speaks directly about our Dreamtime / Songlines or Country / Culture.

Designed by Leigh Harris from ingeousstudios.com



Unity

Building a nation where Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians feel a sense of belonging and connection, moving forward together.



Institutional Acceptance

Ensuring that the rights and interests of Aboriginal and Torres Strait Islander peoples are embedded within the structures and practices of all institutions.



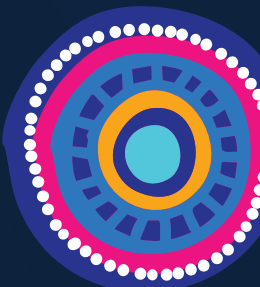
Equality and Equity

Ensuring Aboriginal and Torres Strait Islander peoples have equal opportunities and that their unique rights are recognised and upheld.



Historical Acceptance

Acknowledging and understanding the historical wrongs, injustices, and their impact on Aboriginal and Torres Strait Islander peoples.



Race Relations

Fostering understanding and respect for all cultures, leading to positive, two-way relationships free from racism.

Message from Our CEO



To support anyone, we need to include everyone.

This is the guiding principle at the heart of our Innovate Reconciliation Action Plan (RAP), the next chapter in WorkCover Queensland's journey towards an ongoing commitment to reconciliation.

As an organisation supporting Queensland workers and employers through work-related illness and injuries for decades, we know the importance of providing tailored support where it matters most.

To truly support every Queensland worker and business, we need to embrace the unique needs, stories, and strengths of all Queenslanders including First Nations (Aboriginal and/or Torres Strait Islander) peoples.

Our Innovate RAP builds on the foundations of our Reflect RAP process, undertaken and delivered throughout 2021-2022. In doing so, we join more than 3,300 organisations across Australia by formalising our commitment to reconciliation through a RAP.

It also represents the crucial next step in WorkCover's First Nations Strategy, which outlines how we will build an inclusive service that supports the wellbeing of all Queenslanders.

We'll do this by fostering a workplace – and broader workers' compensation system – where safety, equity, and inclusion for First Nations peoples and communities are fully realised. It also means improving cultural competence for people who work for and with us.

We'll focus on embedding reconciliation into our service design, delivery, leadership, and governance at every level, so that we can better serve every Queensland worker and business across the many cities, towns, localities, varied landscapes and traditional Countries that make up our state today.

Our reconciliation artwork by Goreng Goreng artist Rachael Sarra represents the support system WorkCover provides after an injury at work, much like the cells in our body rebuilding and growing.

To ensure our support system is effective, we recognise the importance of developing both individual and organisational understanding of community cultures and unique needs, enabling us to provide the best possible care and service.



Musgrave Park NAIDOC, 2025

We are dedicated to listening to and partnering with First Nations peoples, whether through internal networks, or external organisations and businesses, to guide us in our reconciliation journey.

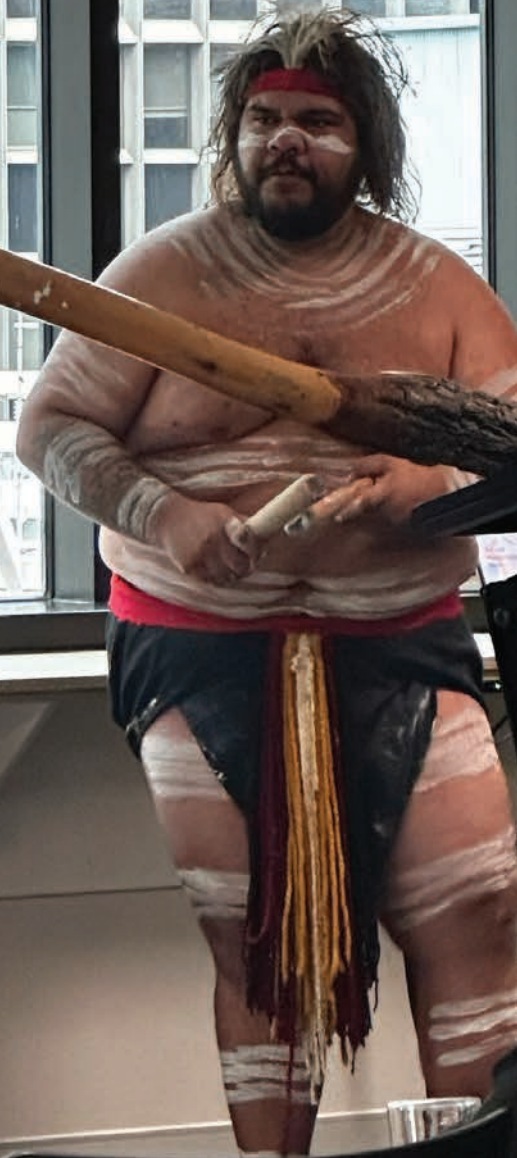
Reconciliation is everyone's business. By striving to create equity for First Nations peoples who work for us and with us, we can build a better WorkCover and contribute to a better, more inclusive Queensland, where the cultures, perspectives, and wisdom of First Nations peoples are celebrated.

We look forward to sharing our progress with you along the way.

Michael Pennisi
Chief Executive Officer
WorkCover Queensland

WorkCover
QUEENSLAND

We partner with
stakeholders to help keep
Queenslanders working



Message from CEO Reconciliation Australia



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

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. WorkCover QLD is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations WorkCover QLD on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

WorkCover Queensland (WorkCover) believes that First Nations peoples and cultures should be embraced with equity, dignity, and respect. We share Reconciliation Australia's vision of a just, equitable, and reconciled Australia.

WorkCover's Innovate RAP reflects our aspiration to be bolder, more visible, and more impactful in our actions and practices towards creating a safer, more inclusive Queensland. We aim to truly support every Queensland worker and business by embracing the unique needs, stories, and strengths of Queenslanders, including First Nations peoples.

Our goal for reconciliation is to foster a community where the histories, cultures, and contributions of First Nations peoples are respected and celebrated. WorkCover strives to create meaningful relationships, enhance cultural understanding, and provide equitable

opportunities for First Nations peoples across all our operations. By striving to create equity for First Nations peoples who work for us and with us, we can build a better WorkCover and contribute to a better, more inclusive Queensland.

Our reconciliation aspirations will be achieved through the delivery of our First Nations Strategy. In the spirit of self-determination, this strategy has been developed both internally and externally in consultation with, and delivered by, First Nations peoples, businesses, and our teams leading our reconciliation activities:



Wear it First Nations Wednesday, 2025.



To support anyone, we need to include everyone.

To truly support every Queensland worker and business, we need to embrace the unique needs, stories, and strengths of all Queenslanders, including First Nations (Aboriginal and/or Torres Strait Islander) peoples. Reconciliation is everyone's business. By striving to create equity for First Nations people who work for us and with us, we can build a better WorkCover and contribute to a better, more inclusive Queensland.

WorkCover
QUEENSLAND

The Reconciliation Steering Committee leads and endorses WorkCover Queensland's Reconciliation journey. It is made up of our First Nations Strategy Identified positions, the senior leader of these areas and our Executive Reconciliation Sponsor.

40% First Nations representation

Reconciliation Steering Committee

First Nations Strategy Team

WorkCover's First Nations Strategy was developed in early 2024 in collaboration with First Nations consultancy. This strategy is internally led by First Nations professionals, strategically positioned to create meaningful change for First Nations customers, employees, businesses and communities.

100% First Nations representation

The First Nations Network is a culturally safe and supportive environment for First Nations employees within WorkCover Queensland. The network provides a platform for professional and cultural development, offers a First Nations cultural perspective on business matters, and contributes to initiatives aimed at enhancing services and support for First Nations customers.

100% First Nations representation

First Nations Network

Reconciliation Working Group

The Reconciliation Working Group supports the Reconciliation Steering Committee in the development, endorsement and implementation of WorkCover Queensland's Reconciliation journey.

40% First Nations representation



Our First Nations Strategy is intrinsically linked to our Innovate RAP. Together, they guide WorkCover on a journey of truth-telling, respectful relationships, and practical action. The RAP provides a structured framework for reconciliation, while the First Nations Strategy brings that framework to life through focused cultural, strategic, and community outcomes.

The reconciliation framework above creates a culturally responsive engagement flow within WorkCover, with the First Nations Strategy Team engaging with the Reconciliation Steering Committee, Reconciliation Working Group and First Nations Network on a regular basis.

The First Nations Network empowers WorkCover's First Nations employees, acknowledging them as the cultural experts in the business, where regardless of their functional role or responsibilities they have the opportunity to contribute, respecting their cultural knowledge and perspectives.



First Nations Network members, 2025.

The First Nations Strategy Team was established in 2024 through consultation with a First Nations consultancy to develop a First Nations Strategy that empowered First Nations professionals to lead this work. The team has developed a vision for their work on the First Nations Strategy and the WorkCover Innovate RAP, which is for *“a safe and thriving future for First Nations peoples - built on cultural strength, driven by innovation and shaped by progressive collaboration”*.

This vision is interwoven through both the First Nations Strategy and the Innovate RAP, it challenges us to do better and be better. It asks us to lead with courage, work with community, and walk together in creating safe, inclusive, and meaningful opportunities for First Nations peoples.

The First Nations Strategy Team spans across the organisation with First Nations professionals in all four Identified roles. The four areas the team are positioned in are considered critical and influential in executing the Relationships, Respect, Opportunities, and Governance actions and deliverables.

The First Nations Strategy Team’s values are testament to how the Strategy aligns with the Innovate RAP:

- **Community wellbeing** - We prioritise the social, emotional, and cultural wellbeing of First Nations peoples in everything we do
- **Identity** - We honour and celebrate First Nations identities, stories, and cultures as central to our work
- **Empowerment** - We uplift First Nations voices and leadership through respectful collaboration and self-determination
- **Equity** - We work to remove barriers and create fair, inclusive systems that support First Nations peoples to thrive.

Reconciliation Steering Committee

The Reconciliation Steering Committee is recognised as the senior leadership group responsible for leading, enabling and endorsing the work outlined in the First Nations Strategy and RAP.

Chief Partnerships and Relationships Officer and Reconciliation Sponsor

First Nations Strategy Lead

General Manager People Innovation

First Nations Customer Experience Specialist

Head of Experience Insights and Design

First Nations Community Engagement Specialist

Head of Stakeholder Engagement

Head of Communications

General Manager Procurement and Provider Partnerships

First Nations Procurement Specialist

Reconciliation Working Group

The Reconciliation Working Group empowers First Nations employees and non-Indigenous allies who are passionate about reconciliation to utilise their business knowledge and networks to contribute to the development and implementation of reconciliation actions.

Chief Partnerships and Relationships Officer and Reconciliation Sponsor

First Nations Strategy Lead

Manager Internal Communication

Customer Support Representative

Manager Diversity Inclusion & Belonging

Procurement Analyst

Premium and Credit Representative

Visual Brand Specialist

Customer Advisor

Customer Advisor

Our Business

WorkCover's vision is to be the best workers' compensation insurer and make a positive difference to people's lives. Since 1997, WorkCover has been one of the leading government-owned statutory bodies, providing workers' compensation insurance in Queensland.

WorkCover is committed to fostering inclusion and diversity in every decision, every discussion, every day, recognising that the breadth of our work is enriched by embracing these values.

We believe that a diverse and inclusive workforce leverages the unique skills, experiences, and perspectives of all individuals and teams. By cultivating a workplace where everyone has the opportunity to contribute, participate, and reach their full potential, we strengthen our ability to deliver exceptional outcomes for our customers and the community.

We maintain high return-to-work rates by partnering with our customers and stakeholders, balancing low premium costs for employers with providing injured workers access to evidence-based rehabilitation and the best possible support for returning to work.

At the core of our operations is a commitment to understanding and addressing the diverse needs of our customers. This requires a continuous evolution of our business processes, ensuring they remain adaptive, customer-focused, and aligned with contemporary best practices in return-to-work solutions.



WorkCover Customer Advisor with Family Support Practitioner at Aboriginal & Torres Strait Islander Community Health Service.

Our WorkCover Values

Our values reflect a commitment to caring deeply, taking responsibility, thriving in collaboration, and embracing possibility.

Deliver with heart: We turn care into action. We balance the needs of workers, employers and stakeholders with business decisions to deliver outcomes that matter. We listen to understand and communicate with empathy, compassion and respect. This makes every interaction clear, human and easy to navigate.

Own the outcome: We act with integrity and focus on what matters. We set clear expectations, hold ourselves to high standards and take responsibility for results. We celebrate success and reflect on and learn from our mistakes. By performing at our best, we uphold the trust that's placed in us.

Best together: We work with and for each other. We connect across teams and focus our energy behind shared goals to succeed every day. We seek out diverse perspectives, respect every voice and make it safe to speak up and ask for help. By combining our expertise and inviting contribution, we achieve the extraordinary together.

Unlock what's possible: We stay open to possibility and improve every day. We are proactive, responsive and use smart solutions to deliver outcomes. Guided by purpose and evidence, we remove barriers and act with focus. With curiosity, we seek feedback, evaluate, adapt and progress. By learning and refining what works, we shape what's next.

Our People

WorkCover Queensland employs around 1,150 people with 13 (1.2%) identifying as First Nations peoples. We foster an inclusive workplace, providing opportunities for all employees to achieve their potential through meaningful work and authentic purpose.

As a Byellee, South Sea Island man and the WorkCover First Nations Strategy Lead, I am proud to be contributing to WorkCover's commitment to reconciliation. At WorkCover, we know that to truly support people, we must include everyone. Through the work of the First Nations Network, Reconciliation Working Group and Amplify (our diversity, inclusion and belonging employee representative group), WorkCover is embracing the unique needs, histories, and strengths of all Queenslanders, including First Nations peoples.

At WorkCover, we know reconciliation is not just about symbolic gestures but about meaningful actions. It requires open and honest conversations, healing, and building respectful relationships between First Nations peoples and non-Indigenous Australians. Because together we can build a stronger WorkCover, and contribute to a more inclusive Queensland.

Aaron Nagas
First Nations Strategy Lead
WorkCover Queensland



“True reconciliation does not only mean saying sorry; it means listening, understanding, and taking action.”

— Professor Marcia Langton, Yiman and Bidjara woman, academic and activist

Our Reconciliation Action Plan Journey

Reflecting on WorkCover's reconciliation journey to date, the experiences and learnings we have had as an organisation have shaped our future reconciliation efforts. Developing and implementing WorkCover's Reflect RAP (2021-2022) was a valuable opportunity for WorkCover to establish our organisation-wide commitment to reconciliation. The First Nations Voices Program that followed our first RAP was a deeply insightful and reflective experience that has shaped our First Nations Strategy and this Innovate RAP.

In order to move forward with the meaningful progress we're committed to as an organisation, we have learnt we must first focus on strengthening cultural safety within our workforce. This critical foundation will enable us to build a workforce that recognises, respects, and nurtures the cultural identity of our First Nations colleagues (and customers) and is a key priority within this RAP. Our experiences have re-affirmed our belief

that this work should be designed and delivered by First Nations peoples, and we are proud to have welcomed four Identified roles to deliver on our First Nations Strategy.

We understand there are many opportunities to better support our First Nations customers, from providing injured workers with the option to identify as First Nations as part of their claim application process, to connecting them with culturally safe and appropriate health care services as part of their return to work journey. Customer experience and community engagement forms a critical component of our current and future reconciliation activities. We know that in order to make sustainable, impactful change across any area of our business, we need the support of our senior leadership, and establishing our Reconciliation Steering Committee in 2024 ensures the ongoing governance of this important work.

- Reconciliation Working Group
- Acknowledgement of Country protocols introduced
- Commissioned Goreng Goreng artist Rachael Sarra to create our Reconciliation artwork.

2020

2022

2021

**Reflect Reconciliation
Action Plan (RAP)
launched in
December 2021**

- First Nations Voices project team was established with understanding First Nations experiences of WorkCover and made recommendations for improvement
- First Nations Employment Strategy was launched
- The Evolve Communities 7 Steps to Reconciliation module introduced inform our online learning platform for all employees.

This Innovate RAP acknowledges WorkCover's responsibility and commitment to being active in this space. We developed this RAP considering the five dimensions of reconciliation:

1. **Race Relations:** All Australians value and understand the rights, experiences, and cultures of First Nations and non-Indigenous people.
2. **Equality and Equity:** First Nations peoples have equal access to life opportunities, and their unique rights are recognised and upheld.
3. **Institutional Integrity:** Political, business, and community structures actively support reconciliation.
4. **Unity:** Australian society values and recognises First Nations cultures and heritage as a shared identity.
5. **Historical Acceptance:** Embracing the truth of our shared histories.



First Nations
Strategy
Developed

2024

2023

- Introduced a Reconciliation Steering Committee and First Nations Network in addition to the Reconciliation Working Group
- Installed a specialised bronze Acknowledgment of Country plaque in our foyer, and replica plaques in all our meeting rooms
- First Nations Strategy positions appointed
- Partnered with First Nations communications business and developed the 'Why' for Reconciliation at WorkCover
- Held our first stall at the Musgrave Park NAIDOC celebrations
- Commenced Acknowledgment of Country workshops with leaders.



Relationships

WorkCover Queensland is committed to building and maintaining respectful, trusted relationships with First Nations peoples, communities, and organisations across all areas of our business. We recognise that these relationships are essential to achieving our purpose of supporting Queenslanders through work-related injury recovery. By amplifying First Nations perspectives and fostering strong, reciprocal connections, we aim to develop services, programs, and policies that are inclusive, effective, and responsive to the diverse needs of all Queenslanders. Through collaboration and shared knowledge, skills, and expertise, we strive to support health, wellbeing, and employment outcomes for Queenslanders.

1 Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">Meet with local First Nations stakeholders and organisations to develop a First Nations guideline for future engagement.	December 2026	Head of Stakeholder Engagement
<ul style="list-style-type: none">Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	January 2026, 2027	Head of Stakeholder Engagement

2 Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.	May 2026, 2027	General Manager People Innovation
<ul style="list-style-type: none">Reconciliation Steering Committee, Executive Leadership Team and key internal stakeholders to participate in an external NRW event.	27 May - 3 June, 2026, 2027	Chief Executive Officer
<ul style="list-style-type: none">Promote and encourage participation in external NRW events to all of our people.	27 May - 3 June, 2026, 2027	General Manager People Innovation
<ul style="list-style-type: none">Organise at least one NRW event each year.	27 May - 3 June, 2026, 2027	General Manager People Innovation
<ul style="list-style-type: none">Register all of our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	General Manager People Innovation

3 Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Develop and implement a First Nations Communications Plan to raise awareness of our commitment to reconciliation including: <ul style="list-style-type: none"> Internal communications. 	January 2026, 2027	Head of Communications
<ul style="list-style-type: none"> Develop and implement a First Nations Communications Plan to raise awareness of our commitment to reconciliation including: <ul style="list-style-type: none"> External communications. 	June 2026, 2027	Head of Communications
<ul style="list-style-type: none"> Develop and implement a First Nations Engagement Plan to consult and build relationships including: <ul style="list-style-type: none"> External engagement. 	January 2026, 2027	Head of Communications
<ul style="list-style-type: none"> Develop and implement a First Nations Engagement Plan to consult and build relationships including: <ul style="list-style-type: none"> Internal engagement. 	January 2026, 2027	Head of Communications
<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	June 2027	Head of Stakeholder Engagement
<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	June 2027	Head of Stakeholder Engagement

4 Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Conduct a review of people policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2026	General Manager People Services
<ul style="list-style-type: none"> Review and communicate our Equal Opportunity Policy. 	December 2026	General Manager People Services
<ul style="list-style-type: none"> Engage with First Nations peoples on our Equal Opportunity Policy. 	December 2026	General Manager People Innovation
<ul style="list-style-type: none"> Our Reconciliation Steering Committee, Executive Leadership Team and Senior Leadership Team to participate in anti-racism learning and development. 	December 2026	General Manager People Innovation



WorkCover Queensland is committed to reconciliation and improving outcomes for First Nations peoples. We recognise the disproportionate challenges faced by these communities, including higher rates of health disparities, and barriers to economic participation. Respecting First Nations cultures, histories and knowledge is essential for truly understanding and supporting the communities we serve.

We create opportunities to connect with local First Nations communities, celebrate cultural events like NAIDOC Week, and educate our people on the importance of collaborating with First Nations peoples and leaders to improve social, emotional, and employment outcomes.

5 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Conduct a review of First Nations learning and development needs within our organisation. 	December 2025	General Manager People Innovation
<ul style="list-style-type: none"> Consult First Nations peoples to inform our First Nations Cultural Learning and Development Plan. 	December 2025	General Manager People Innovation
<ul style="list-style-type: none"> Develop and implement, a First Nations Cultural Learning and Development Plan for our people. 	December 2025	General Manager People Innovation
<ul style="list-style-type: none"> Provide opportunities for all of our people to participate in formal and structured First Nations learning including: <ul style="list-style-type: none"> online learning face-to-face learning on-Country and experiential learning. 	June 2026, 2027	General Manager People Innovation

6 Demonstrate respect to First Nations peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Increase our people's understanding of the purpose and significance behind cultural protocols, including traditional Acknowledgement of Country and Welcome to Country protocols. 	May 2026	General Manager People Innovation
<ul style="list-style-type: none"> Develop, implement and communicate First Nations Cultural Protocols Guidelines including: <ul style="list-style-type: none"> Traditional Acknowledgement of Country Welcome to Country Artwork and design element usage guidelines. 	March 2026	First Nations Strategy team
<ul style="list-style-type: none"> Invite a local Traditional Custodian to provide a Welcome to Country at significant events (e.g., NRW and regional Board meetings). 	May 2026, 2027	Reconciliation Sponsor
<ul style="list-style-type: none"> Guide leadership on how and when to include a traditional Acknowledgement of Country or Welcome to Country at the commencement of our meetings. 	May 2026	General Manager People Innovation

7 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Reconciliation Steering Committee and Reconciliation Working Group to participate in an external NAIDOC Week event. 	July 2026, 2027	Reconciliation Sponsor
<ul style="list-style-type: none"> Encourage WorkCover Queensland Executive Leadership to participate in an external NAIDOC Week event. 	July 2026, 2027	Reconciliation Sponsor
<ul style="list-style-type: none"> Review people practices to remove barriers to people participating in NAIDOC Week. 	December 2025	First Nations Strategy team
<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all of our people. 	July 2026, 2027	First Nations Strategy Lead

8 Build respect for First Nations cultures and histories with recognition of Culturally Significant Dates.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Reconciliation Working Group, Amplify and First Nations Network to collaborate on which events to recognise in annual inclusion calendar. 	December 2025, 2026, 2027	Manager, Diversity, Inclusion and Belonging
<ul style="list-style-type: none"> Investigate the introduction of Cultural Leave. 	June 2026	Manager, Diversity, Inclusion and Belonging



Opportunities

WorkCover Queensland is dedicated to creating opportunities, enhancing the social and financial participation of First Nations peoples, and building the capacity of First Nations communities. We collaborate to support local economic growth and job creation and provide mentoring and procurement opportunities.

We strive to enrich our workforce's cultural diversity by promoting equal opportunities and reconciliation. By strengthening relationships, we are focused on improving strategies to recruit, retain, and develop First Nations talent.

First Nations peoples are integral to developing and implementing policies, ensuring inclusive and impactful outcomes.

9 Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">Build understanding of our current First Nations workforce to inform future employment and professional development opportunities.	August 2026	First Nations Strategy Lead
<ul style="list-style-type: none">Review and consult on our current recruitment practices and develop a recruitment strategy to attract First Nations Talent.	October 2026	General Manager People Services
<ul style="list-style-type: none">Develop a First Nations, Retention and Professional Development Strategy.	December 2026	General Manager People Innovation
<ul style="list-style-type: none">Advertise job vacancies to effectively reach First Nations stakeholders.	December 2026	General Manager People Services
<ul style="list-style-type: none">Review our policies and procedures to remove barriers to First Nations peoples participating in our workplace.	December 2026	Chief People and Strategy Officer
<ul style="list-style-type: none">Establish a First Nations Employee Pathways Program to encourage and support First Nations development and leadership within our organisation.	December 2026	General Manager People Innovation

10 Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Develop, implement and communicate a First Nations Procurement Strategy, including risk assessments and measures of success. 	March 2026	General Manager Procurement and Provider Partnerships
<ul style="list-style-type: none"> Investigate Supply Nation membership. 	October 2025	General Manager Procurement and Provider Partnerships
<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from First Nations businesses to our people involved in any procurement, or the engagement process with First Nation SME's and stakeholders. 	March 2026	General Manager Procurement and Provider Partnerships
<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses. 	July 2026, 2027	Head of Strategic Procurement
<ul style="list-style-type: none"> Create an ongoing supply base of culturally appropriate service providers that support injured workers. 	June 2027	Chief Financial Officer
<ul style="list-style-type: none"> Maintain development of relationships with new and existing First Nations businesses. 	July 2026, 2027	General Manager Procurement and Provider Partnerships

11 Improve understanding of and experience of First Nations customers to ensure a culturally safe, sensitive and appropriate experience to improve return to work and life outcomes.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Establish a true baseline of First Nations injured workers' experience and guidance for our people on how to provide a culturally safe, sensitive and appropriate experience via an identifier and service guidelines for our people. This includes a First Nations data framework. 	March 2026	Head of Experience Insights and Design
<ul style="list-style-type: none"> Develop a First Nations Customer Experience Strategy to define what the desired customer experience needs to be for all First Nations worker and employer customers. 	March 2026	Head of Experience Insights and Design
<ul style="list-style-type: none"> Progress First Nations worker-focused improvement concepts as per the customer experience strategy roadmap. 	March 2026	Head of Experience Insights and Design
<ul style="list-style-type: none"> Develop resources and FAQs tailored to First Nations workers explaining the claims process in culturally accessible language. 	March 2026	Head of Experience Insights and Design



Governance

12 Establish and maintain an effective Reconciliation Steering Committee and Reconciliation Working Group to drive governance of the RAP.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Maintain First Nations representation on the Reconciliation Steering Committee and Reconciliation Working Group. 	June 2027	General Manager People Innovation
<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the Reconciliation Steering Committee. 	July 2026	Chairperson of Reconciliation Steering Committee
<ul style="list-style-type: none"> The Reconciliation Steering Committee to meet every six weeks to drive and monitor progress on our First Nations Strategy and RAP. 	June 2027	General Manager People Innovation
<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the Reconciliation Working Group. 	July 2026	General Manager People Innovation
<ul style="list-style-type: none"> The Reconciliation Steering Committee and Reconciliation Working Group to meet every six weeks to drive and monitor progress on our First Nations Strategy and RAP. 	June 2027	General Manager People Innovation

13 Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Define and facilitate resources needs for RAP implementation. 	December 2025	Chief People and Strategy Officer
<ul style="list-style-type: none"> Engage all of our people in the delivery of RAP commitments. 	June 2027	Chairperson of Reconciliation Steering Committee
<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	June 2027	First Nations Strategy Lead
<ul style="list-style-type: none"> Appoint and maintain an internal Reconciliation Sponsor from senior management. 	June 2026, 2027	Chief Executive Officer

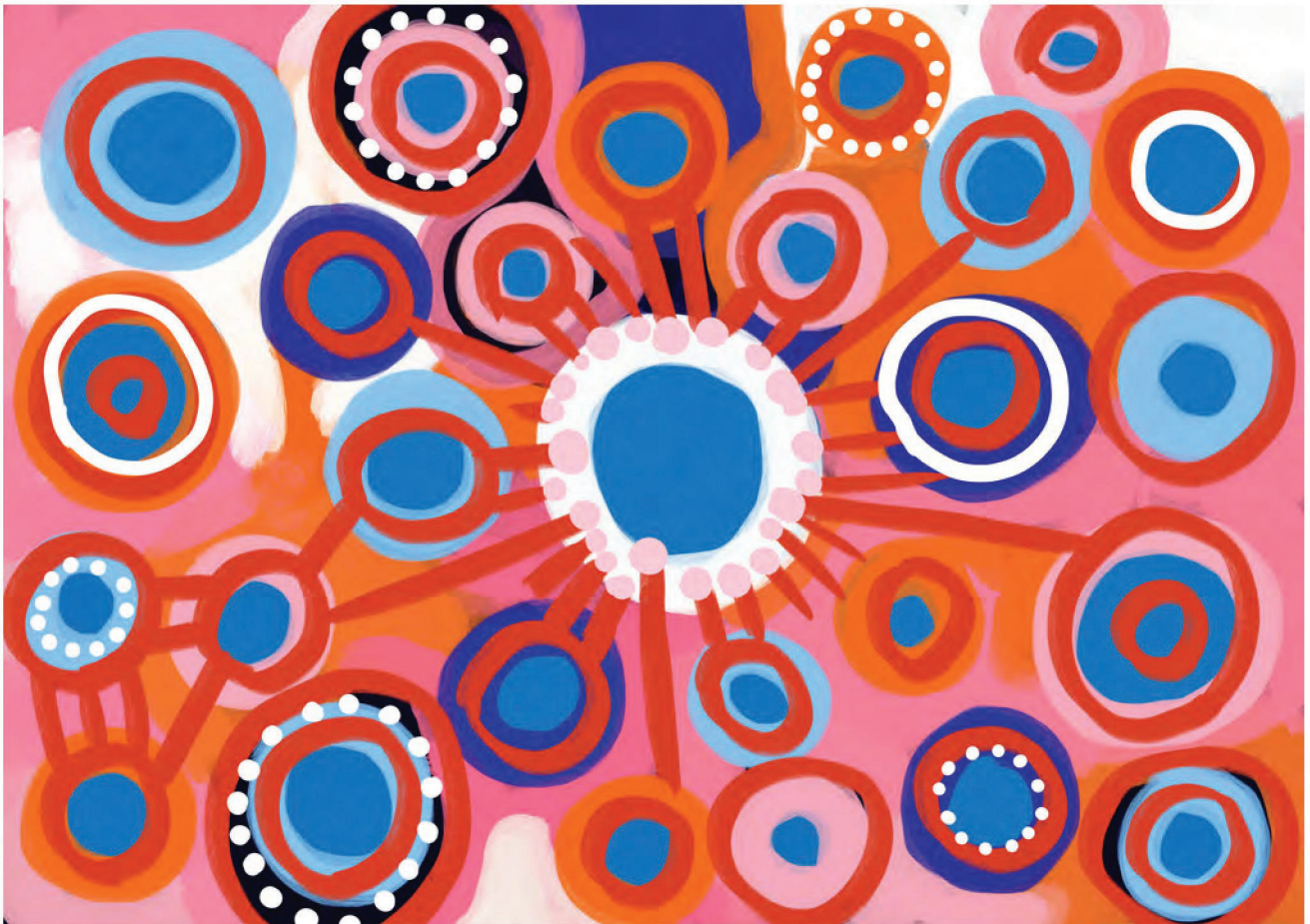
14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Maintain communication and relationship with Reconciliation Australia to ensure appropriate support for the delivery of the RAP and to cover any and all ways to obtain support from them. 	June 2026, 2027	First Nations Strategy Lead
<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2026, 2027	First Nations Strategy Lead
<ul style="list-style-type: none"> Report RAP progress to all of our people quarterly. 	Quarter reporting	Chairperson of Reconciliation Steering Committee
<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	December 2025, 2026	Chairperson of Reconciliation Steering Committee
<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	July 2026	First Nations Strategy Lead
<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2027	First Nations Strategy Lead

15 Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	June 2027	First Nations Strategy Lead

About the artwork and Artist



This artwork was created for WorkCover Queensland by renowned Queensland Aboriginal artist Rachael Sarra.

“WorkCover Queensland acts as a support system for people, both employees and employers. This artwork represents the support system WorkCover provides after an injury at work. Like cells in our bodies rebuilding and growing following injury and illness, they provide structure and support during the rehabilitation process. Built on a platform of strong, authentic relationships, WorkCover Queensland is focused on expanding their existing relationships to create a broader range of genuine and diverse connections with communities throughout Queensland.”

Rachael Sarra, First Nations Goreng Goreng artist

About the artist

Rachael Sarra's vibrant creative practice embodies her experience as a proud mixed race, First Nations woman from Goreng Goreng Country. Driven by a belief that art and design are vital to communication, connection and culture, Rachael invites us to see the world through her eyes with bold colours and dynamic contours. Her distinct contemporary style is resonating around the world, and challenging societal perceptions of Aboriginal art and identity.

Since graduating with a Bachelor of Visual Communication Design from the Queensland College of Art and being awarded a Griffith University 2022 Outstanding Alumni Award, Rachael has produced significant public artworks, is an award winning children's book illustrator and author, delivered major brand collaborations and a TEDx talk. Her work is held in corporate, public and private collections around the world. Rachael integrates her creative practice with community leadership that empowers her communities to tell their stories. If you are interested in finding out more about Rachel and her work, please visit <https://www.rachaelsarra.com/>

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