

**aimbig**<sup>TM</sup>  
bigger than employment

part of the  
**arriba**<sup>GROUP</sup>  
let's create the future together

## **Indigenous Participation Plan**

AimBig Employment Pty Ltd

2022–2025



## Acknowledgement to Country

AimBig Employment acknowledges the Traditional Owners of the land where we work and live. We pay our respects to Elders past, present and emerging. We celebrate the stories, culture, and traditions of Aboriginal and Torres Strait Islander Elders of all communities who also work and live on this land.



### Painting of The Arriba Group - by Artists Dawn-Natalie Brown

The painting tells a story of The Arriba Group.

The middle symbol is the main symbol of the painting, which represents The Arriba Group. The surrounding red symbols represent the other enterprises under The Arriba Group, Rehab Management, AimBig Employment and LiveBig.

The white symbols around these represents the men and woman of the Arriba Group, alongside with the footprints. These represents everyone's journey that are apart of or have been a part of The Arriba Group, Marcella's, the workers and the customer/client's journey.

The blue arms represent the connection of the enterprises to The Arriba Group and shows combined, they're all one. The brown and orange dots together represents that no matter the difference of a person, we are all the same.

Throughout the painting it shows colours that make The Arriba Group, red and grey being two of the main colours.





## About AimBig Employment

We are an Employment Services Provider that's bigger than employment!

We service the Work Force Australia & Disability Employment Services Contracts. We support people to secure, maintain and thrive in meaningful work, and businesses of all sizes to recruit a valuable and diverse workforce.

Over the years, we have helped thousands of Australians improve their lives through genuine understanding and respect. Collaborative and inclusive, our personalised process helps tailor individual outcomes to complex needs by applying innovative thinking, evidence-based approaches, and best practice to match the right people with the right opportunities.

AimBig Employment is part of the Arriba group of companies



## About Arriba Group

The Arriba Group is a family of companies that have been created to give people their best opportunity in life. Founded in 1998, the group includes Rehab Management, AimBig and LiveBig.

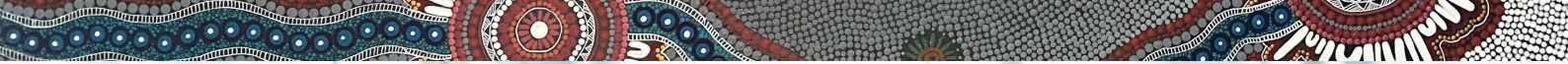
Our success is underpinned by the commitment, dedication, and passion of our people. Through consistently looking for ways to improve, we innovate to raise the bar in our service delivery and outcomes for our customers and our people.

As a proud Australian privately-owned company, Arriba Group directly employs over 500+ people across the country. We consistently achieve greater than 85% in our annual employee engagement survey, a testament to our continuing business growth and a clear philosophy of internal progression, retention development, training, and opportunity. Our founder and Managing Director, Marcella Romero, has been leading the business for over 24 years. Marcella encourages a culture where everyone is respected and valued, always.

Our workforce is one of our greatest strengths. We have been externally recognised as a best practise place to work having been listed on the AFR Boss Best places to Work, #1 Health Care category in 2022, and #2 in 2021. However, we recognise that our people's motivations and aspirations change, and we must respond to meet their needs.

We have taken several measures to continuously develop the careers of our diverse workforce. This includes the appointment of a Chief People Officer in 2022 to lead our People, Culture and Talent function and develop robust people initiatives and plans to support continued growth and diversification.





## A message from the group CEO

I am pleased to present our 2022–2025 Indigenous Participation Plan (IPP), which formally extends our existing social responsibility actions to include Aboriginal and Torres Strait Islander people.

My commitment outlines the approach and initiatives that AimBig Employment, part of the Arriba Group will make over the coming three years.

The Plan reinforces our long-term commitment to diversity within our organisation, whilst meeting the changing needs and aspirations of our talented workforce.

As a leading Australian employer and proud advocate of providing meaningful employment, we have always encouraged and celebrated diversity. However, we also recognise there is more to be done.

Research shows that Aboriginal and Torres Strait Islander people sit at the lower end of various social measures, including employment, education, health, and housing. This fundamentally impacts on their ability to live healthy, fulfilling, and productive lives.

We intend to use this IPP as a framework to better understand the specific challenges faced by the Indigenous community.

As a group we have been recognised in the Best Places to Work list (AFR, 2022) our diverse talent profile is our unique competitive advantage. Our commitment to providing educational and ongoing cultural awareness programs for our staff will aid in ensuring that we provide a safe and respectful place for our Aboriginal and Torres Strait Islander people. It will also support servicing our Indigenous clients.

We will take a proactive approach towards working with both our Aboriginal steering committee and our Aboriginal communities to improve education and employment opportunities, whilst continuing to foster a culture of acceptance and a workplace inclusive of all Australians.





# AimBig Employment's Indigenous Commitment Statement

We acknowledge the Traditional Owners, their heritage, customs, culture and connection to the land and sea.

AimBig Employment is committed to engage openly with indigenous communities to build long lasting relationships of respect. We are sensitive to the history, and we acknowledge the Aboriginal and Torres Strait Islander peoples as the first Australians. We acknowledge the impact of settlement to First Nations culture and recognise the social, economic, and educational challenges that continue to be faced today. AimBig welcomes opportunities to build a deeper understanding of the many diverse indigenous cultural groups through our commitment to education and cultural awareness programs.

Together with our Arriba Group Indigenous Steering Committee and guided by our Indigenous Participant Plan, we will work towards ensuring that we understand, appreciate, and respect Indigenous cultures; and to strengthen our relationships, and advocate for culturally appropriate solutions now and into the future.

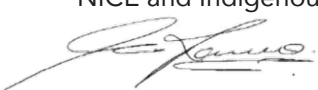
Our aim is to recruit more indigenous staff across all departments and all position levels within AimBig Employment, and we're committed to an Indigenous staffing model of 7% by 2025.

We seek to foster a workplace culture that enables us to attract and retain Indigenous employees, we will do this through the below avenues:

- Raising staff awareness of Aboriginal and Torres Strait Islander culture and increasing Aboriginal and Torres Strait Islander employment by:
  - Tailoring our recruitment and selection strategies to ensure indigenous communities, in reasonable proximity, to our operations are aware of employment opportunities that exist, and are encouraged to apply
  - Reviewing recruitment and selection practices and adapting as required, in recognition of specific needs of Indigenous Australians to ensure applications are engaged in the process
  - Providing tailored individual support, mentoring, and training to build confidence and enhance skills of indigenous Australians upon entry into the workplace and ongoing support channels
  - Commitment to ongoing cultural awareness training and education for all staff and employer networks, including with and for our Indigenous clients.
- Creating a culturally supportive and safe environment for Aboriginal and Torres Strait Islander employees by:
  - Introducing open forums for our AimBig Indigenous people to understand their aspirations and design learning pathways and career development opportunities for our Indigenous People
  - Celebrating the achievements and contributions of Aboriginal and Torres Strait Islander people through select recognition initiatives and dedicated presence at key recognition events.

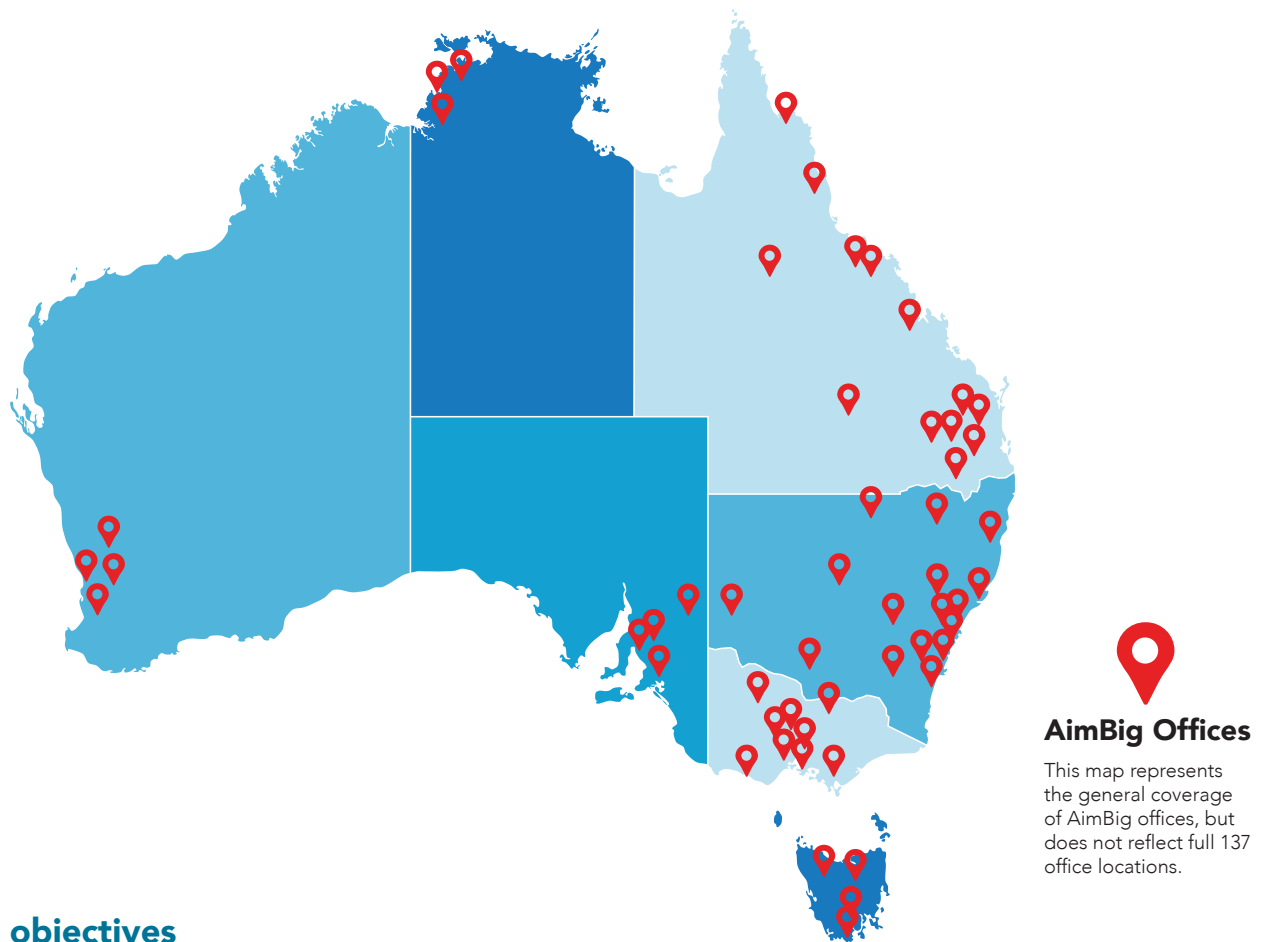
Our Statement applies to all AimBig operational locations in Australia and is supported by all Arriba Group staff at each position level. It is maintained by careful management, monitoring and dedicated, on the ground, approach to deliver appropriate and meaningful initiatives.

To ensure our commitments remain relevant and our actions are delivered, we will engage our Indigenous Steering Committee and our National Indigenous Community Engagement Manager for Workforce Australia to review the Commitment Statement every year, and this will include appropriate consultation with Local Elders, Community Leaders and our Indigenous people employed by Arriba Group.

<b>Developed by:</b>	National Indigenous Community Engagement Manager [NICE]
<b>Issued Date:</b>	2022
<b>Review Date</b>	2023
<b>Responsibility for review:</b>	NICE and Indigenous Steering Committee [ISC]
<b>Group Chief Executive Sign Off:</b>	

# Our Employment Commitment

AimBig is committed to having 7.0% of its workforce represented by Indigenous employees by 2025.



## Our Key objectives

We recognise we have much to learn. We have sought advice from Local Elders and Community Leaders as well as external trusted advisory partners who are leading the way in Indigenous employment. We are particularly grateful for the ongoing advice and support provided.

Our 3-year Indigenous Participation Plan (IPP) will focus on the key objectives highlighted below:

- Developing a IPP that aligns with our employment, training, procurement, and business engagement strategies that works towards Indigenous targets that are appropriate for the size and scope of our business
- A whole of organisation approach with senior level commitment and involvement.
- A focus on developing and leveraging employment opportunities in those areas where we have proven employment capabilities
- Growing Indigenous cultural awareness and understanding across the organisation
- Reviewing all employment and recruitment processes to ensure they do not disadvantage Indigenous candidates
- Establishing key partnerships with other experienced organisations and institutions to increase the Indigenous employment opportunities available
- Enhancing our community profile through culturally sensitive branding, appropriate language, and having a more active presence in the Indigenous communities in which we work
- Creating sustainable opportunities for Indigenous communities in which we work
- Establishing a sustainable employment and business engagement framework that provides long term opportunities.

Our coordinated approach will ensure we develop the organisational framework needed to support successful and sustainable Indigenous employment opportunities across AimBig Employment, and the Arriba Group. We are committed to delivering on these activities and excited by the prospects they'll bring.



# Indigenous Participation Plan [IPP]

Our IPP is structured according to the three broad pillars of reconciliation underpinned by our Governance, monitoring, and reporting framework.



## 1. Relationships

Encourage and foster meaningful long-term relationships with the Indigenous community. Long term relationships are at the heart of who we are. By working closely with Aboriginal and Torres Strait Islander People we can better understand the barriers and develop strategies to overcome them.

## 2. Respect

Respect the customs and practices of Indigenous people and their communities aligned with our AimBig Employment and Arriba Group values of being People-orientated – putting people first. People are the core of everything we do.

## 3. Opportunities

Build and develop sustainable employment opportunities for local Indigenous people. We recognise the important role employment plays in boosting self-esteem, economic security and overall health and wellbeing for Indigenous people, their families, and the community.

These pillars will provide us with a strong foundation as we embark on delivering on our commitments and to evolving our IPP further. We view the IPP as a living document that will be continuously monitored and improved through our governance, monitoring, and reporting framework.



## Governance

We are establishing an Indigenous Steering Committee consisting of senior Arriba Group and AimBig Employment leadership representation, elected Indigenous Cultural Mentors, and an external Indigenous Advisor by 30 December 2022 to:

- Oversee implementation of the IPP
- Monitor progress against specific project and action timeframes
- Provide regular reports on the employment target to the ELT and senior management teams operating across the group
- Endorse developed strategies, learning material and programs
- Report as required against any external authority requirement.

The opportunity to include external Community Leaders and Local Elders is a key initiative that will be implemented as part of the IPP in early 2023.

## Monitoring & Reporting

From 1 October 2022 onwards, progress will be reviewed quarterly against specific project timeframes and overall Indigenous employment targets. Progress reports will be provided through the governance structure outlined above.

Success will be measured against the following indicators:

- Number of employees placed permanently within AimBig Employment
- Increased Indigenous supplier usage and spend
- Increased cultural awareness levels amongst staff.



# Relationships

## Our Aims

- Build respectful connections and relationships with Indigenous people and communities
- Build partnerships with other key stakeholders to identify mutually beneficial Indigenous employment and participation opportunities.



Actions	Responsibility	Timeframe	Measurable Outcomes	Status
Establish the Indigenous Steering Committee representative of senior AimBig and Arriba Group leaders, Indigenous Cultural Mentors (ICMs) and an external Indigenous advisor/consultant	Chief People Officer / NICE	September 2022 ongoing	Internal Expressions of Interest (EOIs) for the ICMs advertised by 30 November 2022 and six appointed by 30 December 2022  Indigenous Steering Committee [ISC] established by 30 December 2022	
Adopt a governance structure which holds us accountable for our IPP commitments	ELT / NICE / ISC	October 2022	Quarterly reporting on the progress made against the actions identified in this IPP	
Identify and engage appropriate external advisors Community Leaders and Local Elders to the committee to address community, employment, and business matters	Chief People Officer / NICE / ISC	January 2023 April 2023	Two external Community Leaders and/or Local Elders engaged for the ISC	
Build relationships with suitable business and government organisations who can provide advice, education, and guidance on our cultural awareness program in localised areas	ELT and senior/ regional management teams	August 2022 onwards	Register of partnering businesses published.  Current Workforce Australia businesses engaged - Pickwick 1A Facility Service, Waddi Springs, JC Promotions and Apparel.  Janelle Brown (First Nations Consultants) engaged as an advisor for the IPP and IES.	
Use appropriate communication channels to provide Indigenous information promoting greater awareness of Indigenous culture and issues	Marketing Department / NICE / ISC	July 2022 onwards	Provide information about our program and journey on our corporate website/ social media channels	
Collaborate with other organisations to develop relationships and attend networking events	ELT and senior/ regional management teams/NICE	August 2022 onwards	Encourage the attendance of stakeholders to industry networking events, seminars and other relevant activities promoting Aboriginal businesses	
Maintain membership of industry bodies such as Supply Nation	ELT and Property Manager & Procurement Leads	February 2023 onwards	Activate membership with Supply Nation Publish supplier list using the (South East Queensland (SEQ) Indigenous Business Directory) and Supply Nation internally and provide awareness training to all internal procurement leads  Develop and communicate targets for procurement leads to achieve to encourage Indigenous supplier usage, partnerships and spend	

● Complete
 ● In progress
 ● Yet to commence

# Respect

## Our Aims

- Increase appreciation and understanding of Indigenous culture and issues within our organisation
- Develop an inclusive company culture which acknowledges Indigenous culture and values.



Actions	Responsibility	Timeframe	Measurable Outcomes	Status
Expand Indigenous cultural competency awareness across the business	ELT/ Learning & Development	June 2022 July 2022 onwards	All Disability Employment Services and Workforce Australia staff completed training  Included as part of new starters onboarding process	
Conduct Diversity Survey to determine the current workforce composition baseline, including Indigenous employees	People & Culture	December 2022	Annually reported to ELT and included part of the Employee Engagement Survey practices	

 Complete    In progress    Yet to commence

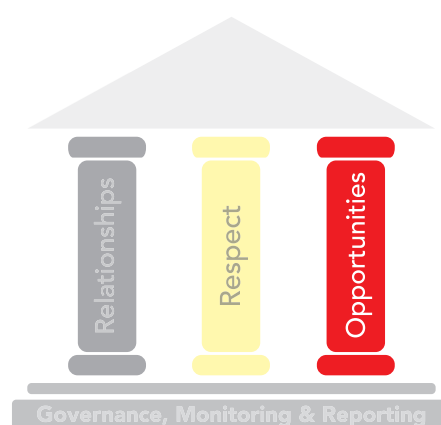




# Opportunities

## Our Aims

- Increase current Indigenous employment level to 7% by December 2025
- Increase Indigenous business' ongoing involvement in our future growth.



Actions	Responsibility	Timeframe	Measurable Outcomes	Status
Improve and retain the percentage of Indigenous employees at AimBig Employment.	ELT and People, Culture & Talent	July 2025	7%  Quarterly Report to ELT on current progress vs target.	
Identify opportunities for our business to partner with Indigenous enterprises, especially those within our supply chain	Regional/Facilities Manager / NICE	July 2022 onwards	Achieve Indigenous business participation spend of 3% annually through localised initiatives and relationships utilising the SEQ distribution list and the Supply Nation partnership.	
Identify opportunities within our subcontractor relationships to support our employment target	Cultural Mentors/ Regional, Business Development / NICE	September 2022  January 2023 ongoing	Identify at least one opportunity where an Indigenous initiative can be undertaken with a subcontractor.  For Workforce Australia sites, Pickwick 1A Facility Services, Waddi Springs, and JC Promotions and Apparel have been engaged.  Expanding servicing to more AimBig sites across Queensland with the view to replicate service model across other states where the Group sites are located.	
Revise recruitment processes and practices to improve Indigenous recruitment and career progression	Chief People Officer – Head of Talent / NICE / regional managers	October 2022	Report quarterly to ELT ongoing process improvements to increase Indigenous employment against agreed annual milestones.	
Work with clients to recognise mutual opportunities for both DES and Workforce Australia to increase service offerings with indigenous partner organisation to support participants entry into the workforce	Regional Managers/BDM/ NICE and ISC	July 2022 onwards	Undertake specific and localised Indigenous participation or employment actions as identified i.e., local employment providers, education services, rehabilitation offerings and other job ready programs to support Indigenous participants.  Identification of Indigenous partner lists and scheduled reviews to advocate and increase the awareness of Indigenous support and employment.	

● Complete
 ● In progress
 ● Yet to commence

# arriba<sup>GROUP</sup>®

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**rehab**  
MANAGEMENT  
putting people first

**aimbig**  
bigger than employment

**livebig**  
beyond allied health

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#1 MOST INNOVATIVE HEALTH COMPANY 2020

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#1 BEST PLACE TO WORK HEALTH COMPANY 2022  
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