



The Alliance

THE NATIONAL INDIGENOUS
EMPLOYMENT & TRAINING ALLIANCE

Capability For First Nations Employment

The Alliance Masterclass Series

Creating workplaces where culture and
capability drive opportunity

Acknowledgement of Country

The Alliance acknowledges the Traditional Owners of Country throughout Australia and recognises their enduring connection to land, waters, skies and communities. We pay respect to all generations of Aboriginal and Torres Strait Islander peoples, their unique cultures and sovereign nations, and to Elders past and present.

We honour the generations of Aboriginal and Torres Strait Islander peoples who have long advocated for justice, self-determination and representation in decisions that impact their lives. Their grassroots leadership has paved the way for progress, and their courage continues to guide our work.

As an advocacy organisation, we stand on the shoulders of those who came before us. We express our deep gratitude to the trailblazers whose legacy of resistance, truth-telling and strength inspires our ongoing commitment to equity and reconciliation. We are all on this journey together.

Artwork Acknowledgement

The artwork featured throughout this Series is *Travelling Emu*, created by Chloe Watego, an Iman and South Sea Islander woman, with ties to Torres Strait and Bundjalung Nation.

Travelling Emu represents a path being walked. The emu's distinctive print captures forward movement, direction and endurance, symbolising connection to Country and the journeys made across it.

Language and Terminology

We respectfully acknowledge that Aboriginal and Torres Strait Islander peoples have diverse cultures, histories and identities, and that individuals and communities may have different preferred terminology. We recognise that language is personal and contextual.

For the purpose of this Series, the terms Indigenous, First Nations and Aboriginal and Torres Strait Islander peoples are used interchangeably, with respect and in recognition that no single term captures the full diversity of peoples, cultures and nations across this land now known as Australia.



A MESSAGE FROM OUR CEO

Aboriginal and Torres Strait Islander peoples are a young and growing population, with more First Nations people entering the workforce. This presents an important opportunity for employers, along with a responsibility to ensure their workplaces are culturally safe, inclusive and ready to support First Nations employees to thrive.

Through our work, I see many employers that are genuinely committed to improving Aboriginal and Torres Strait Islander peoples employment outcomes. This commitment is reflected in Reconciliation Action Plans, Indigenous employment strategies and broader workforce priorities. I also see how challenging it can be to turn this commitment into lasting change without the right knowledge, systems and support.

Recruitment is only the beginning. Organisations need to create workplaces where First Nations people feel culturally safe, respected and valued, with meaningful opportunities to develop, progress and lead.

This requires organisations to look beyond individual initiatives and recruitment targets and consider how leadership, governance, organisational systems, employment practices and workplace culture shape the experiences of First Nations employees.

We developed the Capability For First Nations Employment: The Alliance Masterclass Series to support organisations in this work. Grounded in evidence, informed by lived experience and designed for practical application, the Series gives leaders the knowledge and tools to understand where change is needed and take meaningful action.

As a Supply Nation Certified organisation, The Alliance also gives participating organisations the opportunity to invest in First Nations-led capability development while supporting their Indigenous procurement commitments.

We look forward to working with organisations that want to create workplaces where First Nations people can build rewarding careers, progress and lead.

Kylie Penehoe

Wonnarua and Wiradjuri
Chief Executive Officer
The Alliance





ABOUT THE ALLIANCE

The Alliance is Australia's national voice for Indigenous employment and training. We are the only Indigenous-led peak body solely focused on this sector. As an Aboriginal Community Controlled Organisation (ACCO), we are governed by an Indigenous board and led by an Indigenous CEO. We connect and enable the ecosystem: advocating for our member organisations with government and big business, building the evidence base that shapes policy, and giving industry the tools and expertise to make Indigenous employment commitments real.

Founded in 2023, we are independently governed, evidence-based and already making change happen through policy influence, national research and a growing membership that spans urban, regional and remote Australia.

Our work spans:

- national advocacy and policy leadership
- research and evidence generation
- employer capability development
- workforce innovation
- employer and industry benchmarking (First Nations Employment Index)
- sector leadership and collaboration

Guided by cultural leadership, trust and unity, we take responsibility for supporting strong relationships, encouraging collective action and championing evidence-based approaches that contribute to lasting, systemic change.

Purpose

To support the growth and impact of the Indigenous employment and training sector, contributing to closing the gap in employment and training outcomes.

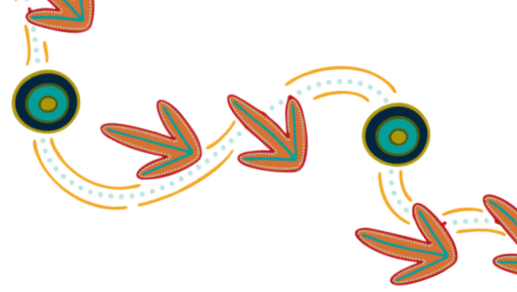
Vision

A future where Aboriginal and Torres Strait Islander peoples are self-reliant, valued and economically prosperous.

Mission

To revolutionise the employment landscape by empowering the Indigenous employment and training sector to create sustainable impact for Indigenous people.

WHY THIS MATTERS



Across Australia, organisations are strengthening their commitments to First Nations employment through Reconciliation Action Plans, Indigenous employment strategies and broader workforce priorities.

First Nations people make up about **3.0%** of Australia's working-age population but only **2.3%** of employees in organisations participating in the First Nations Employment Index 2025. This shows a clear opportunity for employers to strengthen representation by building systems that attract, retain and progress First Nations talent.

The Index shows many organisations still focus on recruitment, with less attention to retention, career development, cultural safety and leadership pathways.

- **82%** of organisations had a Reconciliation Action Plan, but only **29%** reported it was effective.
- Many First Nations employees could not name a First Nations leader in their organisation; only **1%** were represented in leadership roles.
- **41%** of organisations said their most effective recruitment outcomes were driven by dedicated First Nations capability, not recruitment functions alone.
- First Nations employees reported colonial load, increasing the risk of isolation, stress and burnout.
- **62%** of organisations reported lower retention rates for First Nations employees than for the overall workforce.

Behind these figures are workplace systems and practices that can unintentionally exclude Aboriginal and Torres Strait Islander peoples. Recruitment can overlook diverse strengths and experiences, while employees may face isolation, additional cultural responsibilities or pressure to represent all First Nations perspectives. Development opportunities may exist, but are rarely tailored to their needs and aspirations.

These challenges cannot be solved through short-term initiatives or recruitment targets alone. Sustainable progress requires cultural capability embedded across leadership, workforce systems and everyday practice.

The opportunity is to create workplaces where Aboriginal and Torres Strait Islander peoples can build lasting careers and progress into leadership.

Source: First Nations Employment Index 2025





HOW THE PROGRAM WORKS

The Capability For First Nations Employment: The Alliance Masterclass Series is an annual subscription giving organisations ongoing access to capability workshops, evidence-informed resources and practical tools.

The masterclasses build on one another but can also stand alone, so participants can join at different points. Organisations joining partway through the year can access the Series on a pro-rata basis, with each workshop strengthening practical knowledge and capability across leadership, workforce systems and workplace culture.

Designed for shared organisational learning

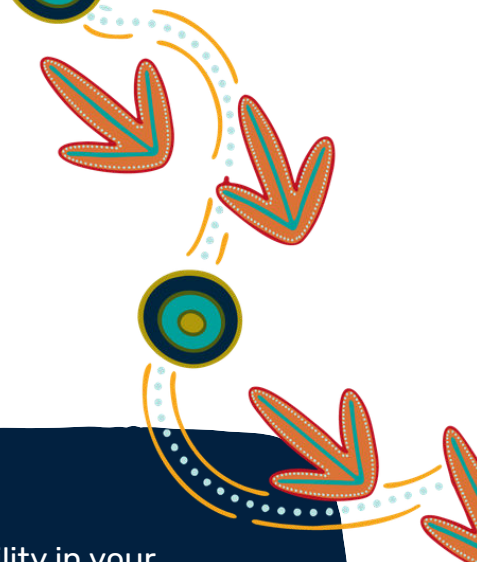
The Series builds organisational capability, not just individual knowledge. Each subscription includes up to three participants per masterclass, helping leaders across roles build shared understanding and drive coordinated change.

YOUR SUBSCRIPTION INCLUDES

- Participation for three people from your organisation
- Four themed capability workshops delivered as three-hour live online sessions
- Flexible attendance options
- On-demand access to recordings when participants cannot attend live
- Exclusive practical tools and implementation guides to support action in your organisation
- Quarterly subscriber updates with policy, research, sector insights and practical resources



THE MASTERCLASS SERIES



1. Positioning Cultural Capability

Establish a baseline and strategic position for cultural capability in your organisation. Understand your current state, identify gaps and set priorities for a measurable approach to change.

2. Cultural Safety in Practice

Translate cultural safety principles into everyday workplace practice. Identify psychosocial risks, address exclusion and racism, and put practical actions in place.

3. Inclusive Employment Pathways

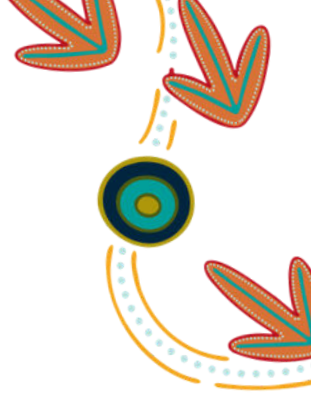
Translate cultural capability into inclusive, compliant recruitment practice. Address barriers in job design and apply practical tools for culturally responsive recruitment.

4. Leadership Accountability in Practice

Sustain outcomes through leadership accountability and organisational systems, including retention strategies, workforce plans and leadership KPIs.

Looking for private delivery? (optional add-on)

Add a private masterclass tailored to your organisation's priorities, leadership team, workforce strategy and capability needs. Available as an optional, separately priced addition to your annual subscription.



BUILD CAPABILITY. STRENGTHEN YOUR WORKPLACE. DELIVER LASTING CHANGE.

Move beyond one-off training and build cultural capability across your organisation.

- ✓ Strengthen leadership and accountability
- ✓ Create culturally and psychologically safer workplaces
- ✓ Support RAP and workforce commitments
- ✓ Embed capability into everyday practice
- ✓ Improve recruitment, retention and career pathways
- ✓ Measure progress and demonstrate impact

Build shared understanding and turn learning into coordinated action.

CAPABILITY + PROCUREMENT VALUE

Invest in lasting organisational change while supporting Indigenous procurement.



YOUR INVESTMENT

Your annual subscription provides a stackable learning journey that builds organisational capability over time. Each masterclass stands alone while contributing to shared knowledge, practical tools and organisational understanding.

The program is designed for depth. Consistent participation helps people build and apply knowledge, while developing shared understanding of what change requires.

One annual investment supports:

- leadership capability and organisational accountability
- stronger workforce systems and First Nations employment outcomes
- confident RAP implementation
- embedded cultural safety and organisational practice
- Indigenous procurement commitments

The focus is genuine internal capability that your organisation can carry forward, not simply training attendance.

ANNUAL SUBSCRIPTION

\$6,000

+ GST per annum

Your subscription includes:

- 3 participants
- Practical tools and resources
- Quarterly insights
- 4 capability workshops
- On-demand recordings

Optional add-on

LOOKING FOR PRIVATE DELIVERY?

\$5,000

+ GST per workshop

Add a tailored capability session delivered exclusively to your organisation.

WHY PARTNER WITH THE ALLIANCE

Partner with Australia's national Indigenous peak body for employment and training to build lasting organisational capability informed by evidence, lived experience and First Nations leadership.

What sets our approach apart

First Nations-led
community-controlled
and grounded in lived
experience

Outcome-focused
supporting meaningful
and measurable progress

Practical
designed for real workplaces
and communities

Evidence-informed
connected to
national policy, industry
and employment practice

Ready to strengthen your organisation's capability?

Joining the masterclass series is simple:

- Express your interest with The Alliance.
- Discuss your organisation's priorities and capability goals.
- Finalise your subscription and arrange participant access to the portal.
- Begin your learning journey with masterclasses, resources and subscriber benefits.



Join The Alliance's Masterclass Series and build the capability to shape the future of Indigenous employment.



Build the skills, leadership and
capability driving Indigenous
employment outcomes



Ready to strengthen your organisation's capability?

Become a subscriber today and
start creating workplaces
where culture and capability
drive opportunity.

CONTACT US:

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