



Veterans Employment Policy



1. Purpose

Rae & Sara is a proud veteran-owned business committed to supporting the meaningful employment, development, and long-term career success of Australian Defence Force (ADF) veterans. This policy outlines our principles, commitments, and practical actions to ensure veterans are welcomed, valued, and empowered within our organisation. It also affirms our belief that the skills, discipline, leadership, and lived experience of veterans significantly strengthen our capability and the services we deliver to clients across government and industry.

2. Scope

This policy applies to all Rae & Sara employees, contractors, directors, and recruitment partners. It covers recruitment, onboarding, professional development, workplace adjustments, wellbeing support, and ongoing employment practices that relate to veterans and their families.

3. Policy Statement

Rae & Sara recognises the unique contribution veterans make to the Australian community and the workforce. As a veteran-owned business, we are committed to creating an environment where veterans can thrive professionally, transition confidently into civilian roles, and continue to apply their expertise in ways that benefit our clients and the broader community.

We actively seek to employ veterans, support their career pathways, and remove barriers to employment. We also acknowledge the importance of supporting partners and families of veterans, who often share the impacts of service and transition.

4. Definitions

- **Veteran:** Any person who has served in the Australian Defence Force (full-time or reserve), regardless of length of service or operational deployment.
- **Transitioning Member:** ADF personnel preparing to leave service within the next 24 months.

- **Veteran-supportive practices:** Employment practices that recognise the unique needs, strengths, and experiences of veterans and their families.

5. Guiding Principles

Rae & Sara's approach to veteran employment is guided by the following principles:

5.1 Respect and Recognition

We honour the service and sacrifice of veterans and acknowledge the diverse experiences they bring. We recognise that military service develops highly transferable skills, including leadership, teamwork, resilience, problem-solving, and ethical decision-making.

5.2 Inclusion and Equity

Veterans will be treated equitably and without discrimination. We ensure our recruitment and employment practices are inclusive, accessible, and free from bias.

5.3 Flexibility and Support

We provide flexible work arrangements and tailored support to assist veterans in transitioning to civilian employment, managing health needs, or balancing family responsibilities.

5.4 Skills Translation

We commit to recognising military qualifications, training, and experience when assessing suitability for roles. We work with veterans to translate their service experience into civilian-aligned competencies.

5.5 Continuous Improvement

We regularly review our veteran employment practices to ensure they remain contemporary, effective, and aligned with national best practice.

6. Recruitment Commitments

Rae & Sara actively encourages veterans to apply for roles across the organisation. To support this, we commit to:

6.1 Targeted Outreach

- Advertising roles through veteran-focused networks, transition programs, and ex-service organisations.
- Engaging with ADF transition centres and veteran employment initiatives.

6.2 Fair and Inclusive Recruitment

- Ensuring job descriptions focus on core capabilities rather than narrow industry experience.
- Training hiring managers to recognise and value military skills.
- Guaranteeing that all veteran applicants who meet the essential criteria are offered an interview.

6.3 Recognition of Military Experience

- Assessing military qualifications and experience as equivalent to relevant civilian competencies where appropriate.
- Considering leadership, operational planning, risk management, and training experience gained in service as directly transferable to our work.

7. Onboarding and Workplace Support

Rae & Sara provides a supportive onboarding process tailored to the needs of veterans. This includes:

7.1 Structured Induction

- A clear introduction to organisational culture, expectations, and civilian workplace norms.

- Access to a designated onboarding mentor, ideally another veteran where possible.

7.2 Workplace Adjustments

- Flexible work arrangements to support medical appointments, rehabilitation, or family needs.
- Adjustments to workload or responsibilities where required.

7.3 Mental Health and Wellbeing Support

- Encouraging open conversations about wellbeing and transition challenges.
- Providing access to employee assistance programs and external veteran-specific support services.
- Promoting a culture that prioritises psychological safety and mutual respect.

8. Professional Development and Career Progression

Rae & Sara is committed to supporting veterans in building long-term, fulfilling careers. We will:

8.1 Tailored Development Plans

- Work with veterans to identify career goals and development pathways.
- Provide training to bridge any gaps between military and civilian skillsets.

8.2 Leadership Opportunities

- Encourage veterans to pursue leadership roles, recognising their experience in leading teams, managing risk, and operating in complex environments.

8.3 Ongoing Learning

- Provide access to professional development, industry certifications, and continuous learning opportunities relevant to procurement, probity, governance, and consulting.

9. Support for Veteran Families

Rae & Sara acknowledges the vital role families play in supporting veterans. We commit to:

- Considering family needs when offering flexible work arrangements.
- Supporting partners of veterans who may also face employment challenges due to service-related mobility or caring responsibilities.
- Promoting family-friendly workplace practices.

10. Partnerships and Community Engagement

Rae & Sara will continue to strengthen relationships with organisations that support veteran employment, including:

- Ex-service organisations
- ADF transition programs
- Veteran-focused recruitment agencies
- Community and wellbeing organisations including Veterans SA and its Mentoring Program (of which our Director is a volunteer).

We will also participate in initiatives that promote veteran employment and awareness across industry.

11. Monitoring and Reporting

To ensure accountability and continuous improvement, Rae & Sara will:

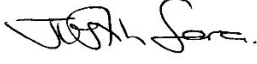
- Track veteran employment metrics, including recruitment, retention, and progression.
- Seek feedback from veteran employees on their experience.
- Review this policy annually to ensure it remains relevant and effective.

12. Responsibilities

- **Directors and Senior Leaders:** Champion veteran employment and ensure organisational alignment with this policy.
- **All Employees:** Contribute to a respectful, supportive workplace for veterans and their families.

13. Review

This policy will be reviewed every two years, or sooner if required due to legislative, organisational, or industry changes.

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