



## RAREKIND RETURN TO WORK PROGRAM

### Introduction

Rarekind is committed to providing a safe, inclusive, and supportive work environment for all workers. While we actively work to prevent workplace injuries and illnesses, we recognise that incidents can still occur.

This Return to Work (RTW) Program outlines Rarekind's approach to injury management and recovery at work. It supports our goal of assisting all workers - including those placed with host employers under labour hire arrangements - to recover in a safe, timely, and sustainable manner.

Rarekind recognises the health benefits of good work and is committed to early intervention, open communication, and a collaborative approach to recovery at work, in accordance with our obligations under NSW workers compensation legislation and SIRA guidelines.

### Definitions

**Workers Compensation:** insurance designed to cover the cost of a staff member's medical treatment and rehabilitation costs, and to assist them to recover and return to work as soon as practicable after a work-related injury. Depending on the type, nature and severity of the injury, a staff member may be eligible to receive one or more of the following benefits:

- weekly benefits
- permanent impairment benefits
- medical, hospital and rehabilitation expenses
- compensation for property damage.

**Worker:** Under the Workplace Injury Management and Workers Compensation Act 1998 a worker is defined as a person who has entered into or works under a contract of service or a training contract with an employer (whether by way of manual labour, clerical work or otherwise, and whether the contract is expressed or implied, and whether the contract is oral or in writing).

**RTW Coordinator:** A competent person with the relevant skills, knowledge and experience who coordinates with return to work for an injured employee. They act as the link between all parties in the return to work process and in the development, review and monitoring of the return to work plan.

#### Newcastle

02 4935 3500  
14 Honeysuckle Dr  
Newcastle NSW 2300

#### Western Sydney

02 4725 6800  
The Henry, Shop 1/91  
Lord Sheffield Cct  
Penrith NSW 2750

#### Central Coast

02 4356 4300  
3 Amy Cl  
Wyong NSW 2259

#### Hunter Valley

02 6572 6700  
2/162 John St  
Singleton NSW 2330

#### Brisbane

07 3607 2700  
223 Leichardt St  
Spring Hill QLD 4000

**Injury Management Plan:** A plan developed by the Insurer for coordinating and managing those aspects of injury management that concern the treatment, rehabilitation and retraining of an injured worker, for the purpose of achieving a timely, safe and durable return to work for the worker.

**Suitable Duties:** Are temporary work tasks designed to assist the recovery of an injured or ill employee. Suitable duties are consistent with medical advice and appropriate for the injured persons physical and psychological condition. They are usually identified by either the Return to Work Coordinator or Rehabilitation Provider

Suitable duties could include:

- parts of the job the injured staff member was doing before the injury or illness
- the injured staff member's pre-injury job on reduced hours
- training opportunities
- or different duties altogether.

**Recover at Work Plan:** A documented plan developed by the RTW Coordinator or Rehabilitation Provider when an employee is returning to work with partial capacity. It is developed in consultation with all parties including the worker, supervisor and treating doctor and will be reviewed regularly. The plan outlines the duties being performed, medical restrictions, hours worked, supervision arrangements and review dates.

**Workplace Rehabilitation Provider:** Approved workplace rehabilitation providers are organisation approved by SIRA to offer specialised workplace rehabilitation services to assist injured workers return to work. Rehabilitation Providers have skilled staff with the appropriate qualifications to provide specialist assistance in the return to work process.

## Legislative References

Workplace Injury Management & Workers Compensation Act 1998
Guidelines for Workplace Return to Work Programs, May 2017
Workers Compensation Act 1987 and the Workers Compensation Regulation 2016
Work, Health & Safety Act 2011 and the Work, Health & Safety Regulations 2017

## Leadership and Commitment

Rarekind is committed to the principles of recovery at work and actively supports the health, safety, and wellbeing of all workers. We recognise that good work plays a critical role in supporting

recovery and rehabilitation, and we take a proactive approach to integrating return to work with our broader work health and safety (WHS) systems.

In line with our obligations under the Workplace Injury Management and Workers Compensation Act 1998 and the Work Health and Safety Act 2011, Rarekind demonstrates our leadership through:

- Educating workers and host clients on the health benefits of good work.
- Supporting early, safe, and sustainable recovery at work wherever possible.
- Promoting a culture that values wellbeing, inclusion, and collaboration.
- Reviewing WHS systems and operational procedures following incidents to identify opportunities for prevention and improvement.

The Return to Work Program is a key part of Rarekind's broader WHS framework and is reviewed regularly to ensure it remains effective, practical, and aligned with current legislative requirements and best practice.

### Workplace Arrangements

As per Section 52 of the Workplace Injury Management & Workers Compensation Act 1998, Rarekind employs a Return to Work Coordinator with relevant training, skills and experience to facilitate the Return to Work process.

#### Key Contact Details

Name: John Gallagher

Position: Risk Director

Phone: 0418 160 022

Email: [jgallagher@rarekind.com.au](mailto:jgallagher@rarekind.com.au)

Name: Paris Barclay (RTW Coordinator)

Position: WHS Coordinator

Phone: 0459 918 782

Email: [pbarclay@rarekind.com.au](mailto:pbarclay@rarekind.com.au)

RTW Coordinators are authorised to:

- Prepare, monitor, and review Recover at Work Plans in consultation with key parties, including host employers where applicable.
- Refer injured workers to external rehabilitation providers where appropriate.
- Assist in redeployment, internally or externally, into suitable employment where practicable.
- Contribute to the continuous improvement of injury management systems and processes.
- Educate the workforce and promote the health benefits of good work and recovery at work.

*Note:* RTW Coordinators do not make decisions on claims liability or funding for treatment. These are managed by the insurer.

Rarekind engages Hardmans Risk Management to provide expert guidance and support in managing its workers compensation policies and claims.

### **Workplace Rehabilitation Provider**

A Workplace Rehabilitation provider (WRP) may also be engaged throughout the recovery process of an injured employee. The following WRP is the preferred provider of Rarekind:

Name: Star Injury Management

Phone: (02) 8029 0593

Email: [referrals@starims.com.au](mailto:referrals@starims.com.au)

Where workplace rehabilitation is required and approved by Rarekind's insurer, Star Injury Management may assist with:

- Assessing the worker's capacity for work and suitable duties.
- Advising on assistive equipment or training for alternate duties.
- Designing RTW Plans in collaboration with the worker, employer, host, and treating doctor.
- Coordinating work trials, redeployment or facilitated discussions where returning to pre-injury duties is not possible.

Workers have the right to nominate or change their WRP at any time.

### **Communication, Consultation & Access**

Rarekind communicates its RTW Program to all employees, including those on labour hire assignments, via:

- WHS inductions and onboarding sessions.

- Toolbox talks and site visits.
- Ongoing consultation through safety meetings and team feedback loops.

The RTW Program can be accessed via:

- Rarekind Intranet (internal staff)
- Rarekind Website – Temp Resources section
- Temp WHS Policy Manual (includes a brief summary of the RTW Program)

### **Continuous Improvement**

Rarekind encourages all employees to provide feedback on this RTW Program at any time. Feedback can be directed to the WHS Coordinator or Risk Director via the contact details listed above.

Rarekind is committed to reviewing and improving its RTW Program in consultation with employees. The program is formally reviewed every two years, or sooner if required. Review processes include:

- Worker and management feedback through toolbox talks and safety meetings.
- Ongoing evaluation of RTW outcomes and injury management practices.
- Recognition of successful return to work achievements.

## **Rights and Obligations**

Workers will be informed of their rights and responsibilities throughout the recovery process by the Return to Work (RTW) Coordinator, insurer, and, where relevant, the rehabilitation provider.

Workers have the right to:

- Choose their own nominated treating doctor.
- Participate in the development of their Injury Management Plan and Return to Work Plan.
- Receive suitable work consistent with certified capacity, where reasonably practicable.
- Be treated with respect and have their personal and health information kept confidential.
- Nominate or change their workplace rehabilitation provider.

Workers are expected to:

- Promptly notify Rarekind of any work-related injury or illness
- Provide current Certificates of Capacity every 28 days (or as required)

- Cooperate with Rarekind, the insurer, and treating practitioners in developing and following Injury Management and RTW Plans.
- Participate in medical case conferences where appropriate.
- Raise any concerns or barriers to return to work as early as possible.
- Make all reasonable efforts to return to work, including considering alternate or host-based duties.

### **Employer (Rarekind) Responsibilities**

Rarekind is committed to supporting injured workers, both internal staff and those placed with host employers, by:

- Notifying all work-related injuries to the insurer within 48 hours of being informed.
- Taking all reasonable steps to prevent workplace injury and illness.
- Participating in the development and implementation of the worker's Injury Management Plan and Return to Work Plan.
- Supporting early and safe return to work as a normal and expected practice.
- Coordinating the provision of suitable duties in collaboration with host employers or, if not available, at Rarekind offices.
- Ensuring injured workers (and their representatives) are informed of their rights and obligations, including the right to choose their doctor and rehabilitation provider.
- Consulting directly with workers, and unions if applicable, about return-to-work processes.
- Protecting the privacy and confidentiality of all RTW records.
- Not dismissing a worker due to a work-related injury within six months of them becoming unfit for employment.

### **Host Employer Responsibilities**

Where a worker is placed at a host employer site, Rarekind will liaise with that host to support return to work arrangements. Host employers are expected to:

- Notify Rarekind of any incidents or injuries involving placed workers.
- Cooperate in providing suitable duties, where possible and appropriate.
- Participate in discussions with Rarekind and Rehab Providers (where applicable) regarding RTW Plans.
- Provide access to the workplace for Rarekind's RTW Coordinator and/or rehabilitation provider as required.

### **Insurer (GIO) Responsibilities**

The insurer is responsible for coordinating the injury management process and must:

- Contact the worker, Rarekind, and (if necessary) the treating doctor within 3 working days of notification of a significant injury
- Develop an Injury Management Plan in consultation with all relevant parties
- Begin provisional payments of weekly benefits within 7 days (if applicable)
- Inform the worker of their entitlements and obligations under the Injury Management Plan
- Allow the worker to change their nominated treating doctor or rehabilitation provider
- Arrange vocational retraining or assistance with new employment if return to pre-injury duties is not possible
- Ensure weekly benefits are paid correctly and on time based on advice from Rarekind.

### **Workplace Rehabilitation Provider (WRP) Responsibilities**

Where engaged, the WRP supports the injured worker, Rarekind, and the insurer by:

- Promoting early and safe recovery at work through assessment, planning, and stakeholder coordination
- Identifying suitable duties in consultation with Rarekind and host employers
- Addressing barriers to return to work and recommending workplace adjustments or supports
- Designing tailored RTW Plans in line with the worker's capacity and goals
- Assisting with redeployment, retraining, or work trials where return to pre-injury duties is not possible.

### **Supervisor Responsibilities**

Whether based at Rarekind or a host employer site, the supervisor plays an active role in supporting recovery at work by:

- Ensuring first aid and immediate incident reporting requirements are followed.
- Maintaining regular, respectful contact with the injured worker during recovery.
- Providing accurate information about pre-injury duties and available suitable duties.
- Assisting with the development and review of the worker's RTW Plan.
- Ensuring confidentiality of personal and medical information.

## **After an Incident**

### **Reporting a Workplace Injury or Illness**

All work-related injuries or illnesses, regardless of severity, must be reported as soon as practicable.

- For internal employees: Notify your Rarekind manager or team leader and complete the Incident Reporting Form, available via the Rarekind intranet.
- For workers placed with a host employer: Notify the onsite supervisor or manager and inform your Rarekind consultant. An Incident Reporting Form must still be completed.

The form can be accessed via the Rarekind website (under 'Temp Resources') and is submitted to the WHS Coordinator upon completion.

Rarekind's Incident Reporting Procedure is outlined in the Temp WHS Policy Manual and forms part of employee onboarding.

### **First Aid and Initial Treatment**

Rarekind confirms that all host employers are required to have certified First Aid Officers on site. These officers will assess whether medical treatment is required and arrange appropriate care, including emergency transport if needed.

- Where appropriate, a Rarekind representative may attend the medical review with the injured worker to provide support and assist with claim requirements.
- Rarekind's internal First Aid Officers are listed on the intranet and digital noticeboards. The location of the First Aid Kit is also available via the intranet FAQs.

### **Injury Notification and Insurer Contact**

Once an incident is reported and the form is submitted, Rarekind's WHS team will review the details and notify our workers compensation insurer (GIO) as required. Notification occurs within 48 hours of Rarekind becoming aware of the injury.

Rarekind maintains a register of all reported workplace injuries, illnesses, and near misses.

### **Notifiable Incidents**

Some incidents must be immediately reported to the regulator (SafeWork NSW) under legislation. A notifiable incident includes any of the following:

- A death
- A serious injury or illness (e.g. amputation, head injury, spinal injury, serious burns)
- A dangerous incident (e.g. explosion, equipment collapse, exposure to a serious hazard)

Notifiable incidents can involve any person, not just workers - including contractors and members of the public.

If Rarekind becomes aware of a notifiable incident (either directly or through a host employer), the RTW Coordinator or WHS Manager will immediately report the incident to SafeWork NSW on 13 10 50.

## Worker Support

Safe and timely recovery at work is a team effort built on open, respectful, and regular communication. Rarekind is committed to ensuring all injured workers feel supported throughout their recovery.

Following notification of a workplace injury or illness, the Return to Work (RTW) Coordinator will:

- Make contact with the injured worker within 24 hours.
- Maintain ongoing communication to discuss progress, treatment updates, and return to work goals.
- Liaise with the treating doctor, insurer (GIO), and host employer (if applicable) to identify suitable duties and coordinate care.
- Provide guidance and input on the Injury Management Plan developed by the insurer.
- Consult with Hardmans Risk Management, as our workers compensation advisor, to ensure compliance and best practice.

All communication is conducted in a confidential and compassionate manner, focused on supporting the worker's wellbeing and recovery.

## Informed Consent and Information Management

To coordinate injury management and recovery at work, Rarekind requires informed consent to collect and share relevant health information. Consent is typically obtained via:

- The Health & Safety Declaration completed during Rarekind registration; and/or
- The Certificate of Capacity issued by the worker's Nominated Treating Doctor (NTD); or
- A formal consent form provided by the Insurer (GIO), Workplace Rehabilitation Provider or RTW Coordinator.

Rarekind and its representatives (including Hardmans Risk Management) commit to:

- Collecting only information that is necessary to support recovery and coordinate the workers compensation claim.
- Using and disclosing information only for the purpose for which it was obtained.

- Storing health information securely and separately from personnel records.
- Protecting data in accordance with the Health Records and Information Privacy Act 2002 (NSW).
- Allowing the injured worker to access their health information on request, unless doing so would breach legal or safety obligations.

## **Recovery at Work**

When a worker is certified fit for suitable duties, Rarekind will coordinate recovery in partnership with the host employer and treating practitioners. Our process includes:

- Host site consultation: Rarekind first consults with the host employer to identify modified or alternate duties that align with the worker's certified capacity.
- Internal placement: If the host cannot offer suitable work, Rarekind may offer internal, temporary duties such as administrative tasks in our offices;
- Plan development: A Recover at Work Plan is developed in consultation with the worker, the treating doctor, and relevant stakeholders. The plan includes duties, hours, restrictions, and review dates.
- Ongoing review: The plan is reviewed regularly or when medical status changes.

All duties offered must be aligned with the worker's physical and psychological capacity, and not cause further harm.

## **Unfit for Work or Permanent Restrictions**

If a worker is certified totally unfit for work, Rarekind will:

- Maintain regular contact with the injured worker and their treating doctor.
- Monitor capacity and explore suitable options for return to work when appropriate.
- Engage a rehabilitation provider if additional support is needed.

If a worker's capacity is permanently restricted and they are unable to return to their pre-injury role:

- Rarekind will consult with the worker and explore redeployment or alternate employment opportunities.
- Any decisions about ongoing employment will be made in accordance with section 248 of the Workers Compensation Act 1987.

## **Weekly Payments**

Injured workers who are certified as having a partial or total incapacity for work may be eligible for weekly compensation payments under NSW workers compensation law.

Process:

- Rarekind calculates and submits the worker's Pre-Injury Average Weekly Earnings (PIAWE) to the insurer (GIO) based on the 52 weeks prior to the injury (or a shorter relevant period).
- GIO confirms the applicable PIAWE and issues written confirmation to the worker.
- Rarekind continues to pay the worker in line with normal payroll cycles.

## Recovery at Work

### Identification and Coordination of Suitable Duties

Suitable duties are identified collaboratively, with input from the Rarekind Return to Work (RTW) Coordinator, the worker's Rarekind Consultant, the host employer, and the nominated workplace rehabilitation provider (if engaged). The goal is to ensure that any duties offered are safe, meaningful, and aligned with the injured worker's certified capacity and recovery goals.

Where possible, duties will be identified at the host employer's site. If this is not practicable, Rarekind may explore alternate duties within our own offices.

### Return to Work Plan Development

Once suitable duties are identified, Rarekind will coordinate the development of a tailored Recover at Work Plan. This plan will outline:

- The worker's diagnosis and certified capacity for work
- Any medical restrictions and recommendations
- The recovery at work goal (e.g. graduated return to pre-injury duties)
- Duties to be performed and work hours
- Treatment or rehabilitation arrangements
- Scheduled review dates and responsible parties

Rarekind currently uses the SafeWork NSW Return to Work Plan template to ensure consistency with state guidelines. The plan must be agreed to and signed by all relevant parties, including the injured worker and treating practitioner.

The RTW Plan will be formally reviewed monthly or whenever there is a significant change.

Updates will be communicated to all involved parties to ensure ongoing alignment with the worker's recovery and operational requirements.

### **Redeployment and Alternative Employment**

If it is determined, based on medical advice, that the injured worker is unlikely to return to their pre-injury role, Rarekind will:

- Review potential internal redeployment options aligned with the worker's skills and certified capacity.
- Collaborate with the insurer and the rehabilitation provider to explore external redeployment or retraining pathways.
- Support the worker in identifying alternate employment where suitable duties are no longer available.

This process is consultative and guided by objective medical evidence and the principles of fairness and procedural compliance.

### **Termination Protections under NSW Law**

Rarekind acknowledges its obligations under section 248 of the Workers Compensation Act 1987, which prohibits dismissal of an injured worker within six months of them becoming unfit for their role due to a work-related injury.

Employment termination is only considered once:

- All return to work and redeployment options have been exhausted.
- Medical evidence confirms the worker will be permanently unfit for their pre-injury role.
- Consultation with the worker and insurer has occurred.

Where alternate employment is required, the claims service provider and rehabilitation provider will assist the injured worker to identify and transition to suitable work with another employer.

## **Dispute Prevention and Resolution**

Disputes during the recovery and return to work process are uncommon but may arise. Rarekind is committed to resolving any concerns in a prompt, respectful, and transparent manner. The following process applies where a worker has concerns about their Return to Work Plan, suitable duties, or the overall injury management process:

The worker is encouraged to raise any concerns directly with their Return to Work Coordinator. The Coordinator will arrange a meeting to discuss the issue and work toward an informal resolution.

If the issue cannot be resolved informally, Rarekind may involve additional support, such as the workers compensation insurer (GIO) or the nominated workplace rehabilitation provider, to assist in reviewing the matter and facilitating agreement.

#### Formal External Assistance:

Where concerns remain unresolved, the worker may seek formal advice or dispute resolution through the following independent bodies:

SIRA (State Insurance Regulatory Authority)

[www.sira.nsw.gov.au](http://www.sira.nsw.gov.au)

IRO (Independent Review Office)

[www.iro.nsw.gov.au](http://www.iro.nsw.gov.au)

Personal Injury Commission (PIC)

[www.pi.nsw.gov.au](http://www.pi.nsw.gov.au)

## Administration and Privacy

Rarekind is committed to protecting the privacy and confidentiality of all workers' health and workers compensation records. All Return to Work (RTW) documentation is managed in accordance with the:

- *Health Records and Information Privacy Act 2002 (NSW)*
- *State Records Act 1998 (NSW)*

### Storage and Security

RTW records are stored securely by the RTW Coordinator and are kept separate from a worker's personnel or HR file. Access is strictly limited to authorised personnel involved in the recovery and claims process.

Records may include:

- Case notes and correspondence;
- Certificates of Capacity and medical certificates;
- Recover at Work Plans and Suitable Duties Plans;
- Signed information consent forms;
- Reports from treating providers and workplace rehabilitation providers.

Records are retained only for as long as necessary in line with legal and operational requirements and disposed of securely once no longer required.

### **Review and Monitoring**

This RTW Program is reviewed at least every two years in consultation with employees. The next scheduled review date is: November 2025