

Export Finance Australia

Innovate Reconciliation Action Plan

May 2020 - May 2022



Australian Government





Acknowledgement of Country and Traditional Custodians

Export Finance Australia acknowledges the Traditional Custodians of this country throughout Australia and their continuing connection to land, sea and community.

We pay our respects to them, their cultures, and to their Elders past, present, as well as emerging leaders.

Our Vision for Reconciliation

Our vision for reconciliation is for Australia's First Peoples to be valued, accepted and to experience equality in our society.

We value their customs and rich heritage and want to see them preserved and celebrated for generations to come.

We are committed to generating opportunities for Aboriginal and Torres Strait Islander peoples and communities, to increase equity, engagement and respect.

Export Finance Australia aspires to advance reconciliation in the communities we operate in. We are committed to making a significant difference by supporting new and existing Aboriginal and Torres Strait Islander businesses, committed to a more diverse and inclusive workforce and establishing good working relationships with Aboriginal and Torres Strait Islander organisations.

We seek to display leadership by fostering this conversation in our sphere of influence and take action via our Reconciliation Action Plan commitments.



A message from the Managing Director and CEO

I am delighted to present our first Innovate Reconciliation Action Plan (RAP).

Export Finance Australia has made significant progress since our first Reflect RAP in 2011 to appreciate what Reconciliation means for us and our relationships with our First Peoples.

This Innovate RAP will enable us to make a positive contribution to improve outcomes for Aboriginal and Torres Strait Islander enterprises, reach out to more Aboriginal and Torres Strait Islander organisations and attract Australia's First Peoples to come and work with us. It will guide our efforts for the period 2020 - 2022.

During our Reflect phase, we assisted the Commonwealth Government to support the establishment of the Indigenous Entrepreneurs Capital Scheme, the purpose of which is to transition Indigenous businesses into commercial finance by facilitating a banking relationship and a commercial credit history.

Since 2017, we have hosted three internships and have developed a strong relationship with Career Trackers so we can create more opportunities for Aboriginal and Torres Strait Islander graduates. We look forward to creating more career pathways for Aboriginal and Torres Strait Islander people in future.

We always aspire to do more to promote an appreciation of, and respect for, Aboriginal and



Torres Strait Islander Peoples and Cultures. Our Innovate RAP will help us build momentum, deepen relationships and create opportunities for Aboriginal and Torres Strait Islander people with purpose and the wisdom we have already gained on our journey towards Reconciliation.

I look forward to furthering our reconciliation efforts through our initiatives to forge strong, dynamic connections to Aboriginal and Torres Strait Islander communities.

A handwritten signature in black ink that reads "Swati Dave". The signature is written in a cursive, flowing style.

Swati Dave
Managing Director and CEO

A message from the RAP Executive Sponsor



Export Finance Australia supports an inclusive and diverse workplace that is reflective of the wider communities we operate in.

By drawing on our different cultural experiences, we can create a shared understanding among our employees of the importance of embracing Reconciliation.

We believe that our work on Reconciliation can play a catalytic role in new business opportunities, enabling our organisation to identify new ways Export Finance Australia can engage on the issues and find new solutions.

Our Reconciliation efforts are evolving as we move from the Reflect phase into the Innovate RAP. Over the coming two years we will build on our awareness and celebration activities to promote new pathways to employment for Aboriginal and Torres Strait Islander people, create career outcomes and introduce cultural immersion opportunities for our employees.

As Export Finance Australia's Indigenous Sponsor, I look forward to driving a richer, more holistic approach to our work and how we engage on our shared reconciliation goals. As a leader I have championed Reconciliation Action Plans as an effective mechanism to change the conversation and work towards enabling reconciliation.

Thank you to everyone who contributed to this plan, including our RAP Working Group, Diversity & Inclusion Council and Corporate Affairs team.

A handwritten signature in black ink, reading "V.C. Doherty".

Victoria Doherty
Chief Human Resources Officer

A message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see Export Finance Australia continue its reconciliation journey and to formally endorse its Innovate RAP.

Through the development of an Innovate RAP Export Finance Australia continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking,

Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community - governments, civil society, the private sector, and Aboriginal and Strait Islander communities - have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Export Finance Australia with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Export Finance Australia will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Export Finance Australia well as it embeds and expands its own unique approach to reconciliation.

We encourage Export Finance Australia to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work - it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Export Finance Australia on its RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

About the Artist and the Artwork

Bradley Kickett is a local Noongar artist. He was born in Northam and grew up in Perth. He is descended from the Kickett clan in York, Western Australia and began painting in 2007.

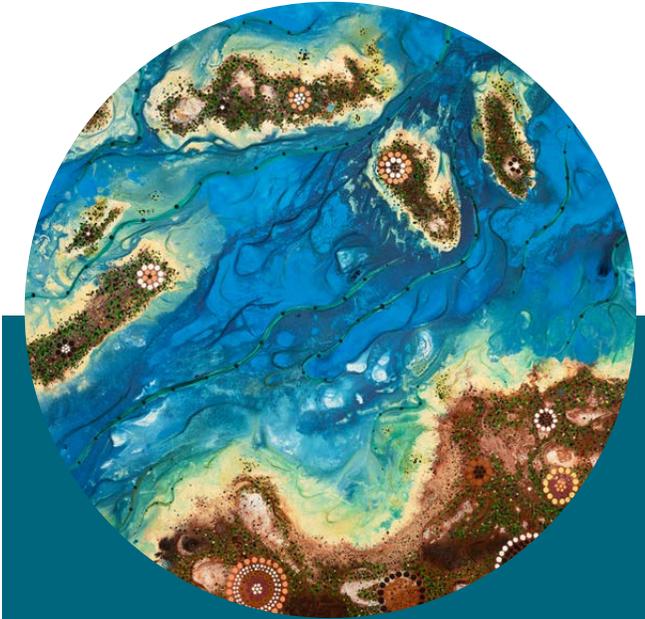
Bradley's style of art is abstract with paintings depicted from an aerial view and illustrated in a fluid style that he has developed over the last three years. Bradley's art pieces are influenced by experiencing Noongar country, from the oceans to the rivers and seeing the wildflowers and the land from the air and showing the flow and the shapes of the earth. These images are all interwoven with the history and the stories that are shared and passed down to him from his family and Elders.

Since 2007, Bradley has exhibited and sold work at True Blue Gallery, Maaliup Aboriginal Art Gallery, Kings Park Aboriginal Art Gallery, Yonga Boodjah Aboriginal Art Gallery and the Walliup Cultural Centre in Fremantle.

Bradley has also exhibited and sold work at the Animal Art Awards, 2010, Manjar Art Awards (2010-2016), City of Gosnells Art Awards (2011, 2015 & 2016), City of Belmont Art Awards (2015 & 2016) and the City of South Perth, Emerging Artist Award (2015).

Bradley was the winner of the Acrylic Award at the City of Gosnells, 2015 and received the Highly Commended Award at the City of Belmont, 2016.

Bradley is currently studying in his third year at Curtin University, towards a Bachelor of Arts majoring in fine art.



'Bookootjwoorar Moort' (Noongar term for 'far or distant relations')

The artwork, entitled Bookootjwoorar Moort, depicts the northern part of Australia and its neighbouring countries where the proximity of each land mass brings to mind our history of trade and connection. Bookootjwoorar Moort talks to our ability to connect Australians to other parts of the world, no matter how near or far.

The ocean, which moves outwardly from the coastal regions of Australia, depicts local businesses taken to the world and is reminiscent of our past and present journey. The circles on the rich earth of Australia represent the multicultural makeup of our country and symbolise how we are all connected through diversity.

Our **business**

Export Finance Australia is the government's export credit agency.

We provide financial expertise and solutions to drive sustainable growth that benefits Australia and our partners. Through our loans, guarantees and bond options we:

-  › **support** SMEs, corporates and governments to realise export opportunities or contribute to the export supply chain
-  › **help** finance sustainable infrastructure in the Pacific region and beyond
-  › **provide** defence export finance through the Defence Export Facility.

No one takes on the world alone, so we work together with banks, other government agencies and our partners to drive international success.

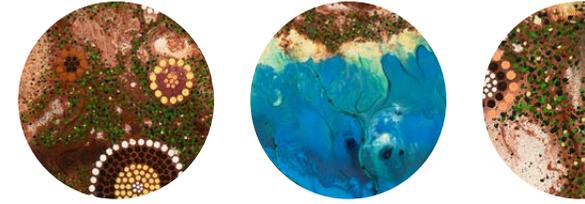
In 2018/19 we helped 107 businesses realise export opportunities with over \$2.3b export contracts. This has helped support 13,622 jobs in Australia and contributed \$1.64b to the Australian GDP*.

As at 29 February 2020, Export Finance Australia had 100 employees nationally across our five offices located in Sydney, Melbourne, Brisbane, Perth and Adelaide.

At the time of publication of this RAP, one employee had formally identified to Export Finance Australia as an Aboriginal and Torres Strait Islander person.

** Analysis on the value of Export Finance Australia's contribution to the Australian Economy undertaken by the Centre of International Economics.*

No one
takes on
the world
alone



Our Reconciliation Action Plan **(RAP)**

RAP Working Group

Our Diversity and Inclusion Council oversees and governs the Export Finance Australia RAP. The RAP Working Group (RWG) is a sub-set of the Diversity and Inclusion Council, which leads the development and implementation of the RAP and reports to the Diversity and Inclusion Council quarterly. The Chair of the Diversity and Inclusion Council is the Managing Director and CEO, Swati Dave.

The RWG is comprised of Export Finance Australia employees, including one Aboriginal and Torres Strait Islander representative.

Our Chief Human Resources Officer and Executive Sponsor, Victoria Doherty, has been appointed to act as the Export Finance Australia RAP Champion and convene the RWG.

RAP Working Group members

- › **Blake Sherry*** (Kalkadoon People), Paralegal
- › **Chris Munro**, External Relations Manager
- › **Corey Beggs**, Environmental & Technical Review (ETR) Director
- › **Dougal Crawford**, Project & Structured Finance (PSF) Director
- › **Geir Kristiansen**, Business Intelligence & Analytics (BIA) Director
- › **Nessa McCarthy**, Head of Transaction Management – Small to Medium Enterprises (SME)
- › **Sasha Cotis**, Executive Assistant - Legal Services
- › **Stacey Zannakis**, Senior Learning & Development (L&D) Manager
- › **Tuneah Plumb*^** (Wiradjuri People), Corporate Affairs Intern

**CareerTrackers Interns with non-permanent employment contracts*

^Part of the RWG prior to the launch of the RAP

Additional stakeholders

- › Chief Customer Officer - Small to Medium Enterprises (SME)
- › Communications Manager
- › Counsel & Contracts Manager
- › Executive Receptionist
- › Head of Human Resources (HR)
- › Human Resources (HR) Coordinator
- › Marketing Director
- › Portfolio Management Director
- › Senior Talent Acquisition Consultant

Export Finance Australia has a specific business mandate, to provide financial solutions to assist exporters in securing export related business. Through the RAP, Export Finance Australia commits to working with Aboriginal and Torres Strait Islander businesses that may require support in exporting or who may be involved in the export supply chain.

Our **reconciliation journey** to date

Export Finance Australia launched its inaugural RAP in 2011, with an aim to deepen our relationships, our respect and opportunities with our Aboriginal and Torres Strait Islander clients, suppliers, employees and the wider Export Finance community.

As we embark on our fourth RAP, we reflect on our progress and learnings from our former RAPs.



Our Career Trackers interns, Blake Sherry and Tuneah Plumb, at the Annual Career Trackers Gala Dinner in Melbourne on 30 January 2020.

Progress since our first RAP

› Strengthened our relationship with Career Trackers and ongoing internships

Export Finance Australia hosted its first Aboriginal and Torres Strait Islander graduate intern in April 2017. Since this time, we have actively pursued further hosting opportunities and have developed a strong relationship with Career Trackers. This partnership has led to two subsequent internships from November 2018 until today, with structured learning, exposure and ongoing employment opportunities for both interns. The success of the Career Trackers program has showcased our commitment to increasing career pathways and support for Indigenous students and professionals;

› Celebrated National Reconciliation Week 2019

In continuing to celebrate this significant national event, Export Finance Australia hosted an internal event in May 2019 which included a presentation by Chief Archaeologist Jillian Comber on the Aboriginal Archaeological explorations in Circular Quay. This was a unique opportunity to hear first-hand from

the Archaeologist about the history of the land around Circular Quay and the interesting Indigenous discoveries as part of the recent excavations. The event also included a Welcome to Country and engaging Q&A by Gadigal Elder, Charles 'Uncle Chicka' Madden, as well as an afternoon tea showcasing Australian and Torres Strait Islander dishes. Uncle Chicka's insights provided our employees with a greater understanding of the issues that continue to confront the Aboriginal and Torres Strait Islander communities. National Reconciliation Week was further promoted through the dissemination of various resources to our employees on websites, writers, documentaries, TV shows and exhibitions as part of the *Grounded in truth, Walk together with courage* theme;

› Promoted NAIDOC Week

Each year NAIDOC Week has been promoted internally through a range of news articles, events and resources in raising awareness around the history, cultures and achievements of Aboriginal and Torres Strait Islander peoples;

Our **reconciliation journey** to date

Progress since our first RAP (cont.)

› Supported the Australian Indigenous Mentoring Experience (AIME)

Finance Australia supports AIME through its Matching Donations Program. Pursuant to the Matching Donations Program, employees who donate funds to one of the nominated charities have their contributions matched by Export Finance Australia. In 2019 Export Finance Australia employees and Export Finance Australia continued to make donations to AIME;

› Collaborated with Australian Government department on the Indigenous Entrepreneurs Capital Scheme

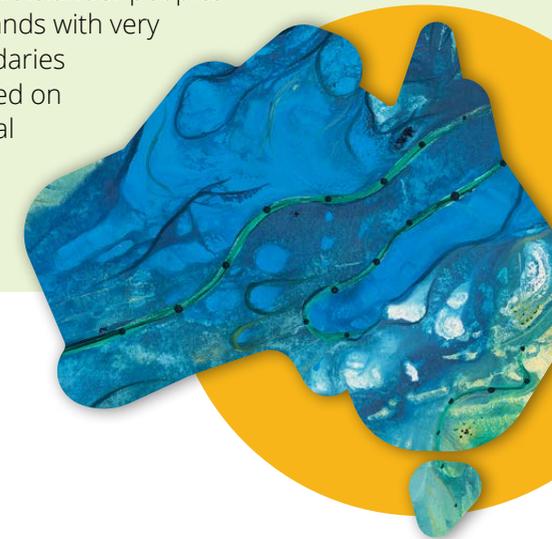
Export Finance Australia has been working with the department of the Prime Minister & Cabinet (PM&C) to establish the Indigenous Entrepreneurs Capital Scheme (IECS). The purpose of the scheme is to transition Indigenous businesses into commercial finance by facilitating a banking relationship and a

commercial credit history. Since the commencement of this initiative in 2018, we have acted as the Commonwealth Adviser to PM&C by providing guidance around the structure, processes and overall design of the scheme. We will continue to assist in the design, assessment and monitoring of the scheme, when and as needed.

› Participated in an immersion experience

Representatives of the Diversity and Inclusion Council participated in the Spirit of Leadership experience in Alice Springs in May 2017. The Spirit of Leadership experience is a residential immersion in Eastern Arrente country, which exposes participants to the beliefs and cultural practices of Aboriginal and Torres Strait Islander peoples. The experience is designed to challenge participants' beliefs, enhance their resilience and creativity, and involves a three-day journey led by a First Australian Elder into the desert in Central Australia.

In May 2019, we unveiled the AIATSIS (Australian Institute of Aboriginal and Torres Strait Islander Studies) **Indigenous Map of Australia** in our offices which attempts to represent the language, social and nation groups of Indigenous Australia. This map is an acknowledgement of the original inhabitants of Australia. Over thousands of years, Aboriginal and Torres Strait Islander peoples occupied the lands with very different boundaries to today, centred on intimate cultural relationships with the land and sea.



Our **reconciliation journey** to date



What we learned:

At Export Finance, we have learnt several lessons whilst delivering our Reflect RAP.

We have valued the expertise and talent of our Aboriginal and Torres Strait Islander interns and have enriched our organisation through our Career Trackers partnership. We look forward to fostering long-term Aboriginal and Torres Strait Islander talent pipelines.

There are challenges in securing enduring Aboriginal and Torres Strait Islander partners and suppliers for our business. We endeavour to learn from our affiliated departments and agencies in identifying relevant suppliers who meet our procurement needs. We have also seized the opportunity to enter into

supplier agreements with vendors who engage or source products directly through Indigenous suppliers, when we are unable to directly partner with Aboriginal and Torres Strait Islander suppliers.

The support of the Board, Managing Director & CEO and Human Resources has proved essential to our success. This has enabled strong employee advocacy, who are committed to drive reconciliation and contribute to the evolution of our RAP.

Our RWG members will act as RAP Advocates and are charged with socialising the RAP with Export Finance Australia colleagues. The RWG will also monitor and track progress and milestone achievements under this first Innovate RAP.



Relationships

Export Finance Australia is committed to developing long-lasting relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses. These relationships are built on respect and trust. Through these relationships, we seek to expand our supplier diversity, employee pool and customer base, leading to increased opportunities in line with our vision for reconciliation

As an Australian Commonwealth Government entity, Export Finance Australia embraces its role in facilitating understanding of the significance of these relationships in creating a better future.



Action	Deliverable	Timeline	Responsibility
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	October 2020	External Relations Manager, BIA Director
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2020	External Relations Manager, BIA Director, RAP Executive Sponsor
	Report to RAP Executive Sponsor/s annually on the guiding principles for future engagement with Aboriginal and Torres Strait Islander stakeholders and organisations as well as the engagement plan.	December 2020, 2021	External Relations Manager, BIA Director
	Explore opportunities to strengthen relationships with current partners for mutually beneficial outcomes, which include Jawun, CareerTrackers and AIME.	October 2020, 2021	External Relations Manager, BIA Director, Head of HR
	Promote the Jawun secondment experience through an annual publication, key events and Export Finance Australia intranet.	March 2022	External Relations Manager, BIA Director, Communications Manager
	Share the Jawun participant's experience with employees, promoting their learnings from the program.	March 2022	External Relations Manager, BIA Director



Action	Deliverable	Timeline	Responsibility
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Organise at least one internal NRW event each year.	May 2020, May 2021	Executive Assistant - Legal Services
	Advise regional employees of partner agency NRW events for them to participate in.	May 2020, May 2021	Executive Assistant - Legal Services
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees.	May 2020, May 2021	Executive Assistant - Legal Services
	Extend an invitation to Aboriginal and Torres Strait Islander stakeholder or partner to share their reconciliation stories or experiences with our employees.	May 2020, May 2021	Executive Assistant - Legal Services
	Register NRW events on Reconciliation Australia's NRW website.	May 2020, May 2021	Executive Assistant - Legal Services
	Ensure our RWG members participate in an external NRW event.	May 2020, May 2021	Executive Assistant - Legal Services
	Encourage employees to participate in at least one external event to recognise and celebrate NRW.	May 2020, May 2021	Executive Assistant - Legal Services
	Advocate and support an external NRW event, through the Diversity Council of Australia or a similar institution, by communicating to employees opportunities for involvement.	May 2020, May 2021	Executive Assistant - Legal Services
Promote reconciliation through our sphere of influence.	Implement a strategy to communicate our Innovate RAP internally and to engage our employees in reconciliation.	May 2020	Senior L&D Manager, Communications Manager
	Communicate our commitment to reconciliation publicly and publish our RAP on our website.	May 2020	Senior L&D Manager, Communications Manager
	Promote reconciliation through ongoing engagement with internal stakeholders, including providing a RAP overview as part of new starter inductions.	May 2021, 2022	Senior L&D Manager, HR Coordinator
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2022	Executive Assistant - Legal Services, Communications Manager
	Collaborate with other RAP and like-minded organisations to develop ways to advance reconciliation.	February 2022	Executive Assistant - Legal Services
Promote positive race relations through anti-discrimination strategies .	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2020	Head of HR
	Review and update, where needed, our anti-discrimination policy.	November 2020	Head of HR
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2020	Head of HR
	Educate senior leader on the effects of racism.	December 2020	Senior L&D Manager, Head of HR
Build on existing connections with other agencies and organisations.	Establish inter-agency meetings at the operation and champion level to discuss actions around encouraging and including Aboriginal and Torres Strait Islander voices within the portfolio.	September 2020	External Relations Manager, PSF Director
	Negotiate access to portfolio resources such as Department of Foreign Affairs and Trade's (DFAT) Indigenous culture program through the Diplomatic Academy and encourage employee use.	December 2020	External Relations Manager, PSF Director



Respect

Export Finance Australia prides itself on its cultural diversity and recognises this as essential in making an impact and delivering success. Respect begins with understanding, and through cultural learning opportunities. Export Finance Australia will deepen the pride and confidence in discussing matters important for Aboriginal and Torres Strait Islander communities and businesses.

Focus area

Developing our cultural awareness, whilst building on existing practices and symbols that promote and celebrate Aboriginal and Torres Strait Islander cultures and peoples.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning .	Conduct a review of cultural learning needs within our organisation.	October 2020	Senior L&D Manager, RAP Executive Sponsor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development of a cultural learning strategy.	November 2020	Senior L&D Manager
	Develop and roll out an Aboriginal and Torres Strait Islander cultural awareness training strategy for our employees which defines cultural learning needs across our business and considers cultural learning delivery (online, face-to-face workshops and experiential learning).	November 2020	Senior L&D Manager
	Provide opportunities for RWG members, RAP champions, HR team members and other key leadership employees to participate in formal and structured cultural training.	March 2021, March 2022	Senior L&D Manager
	Promote Reconciliation Australia's Share Our Pride online tool to all employees and include in New Starter onboarding.	January 2021	HR Coordinator, Senior L&D Manager
	Partner with key stakeholders and community partners to identify local cultural immersion opportunities.	December 2021	RAP Executive Sponsor



Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols , such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Increase our employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2020	ETR Director, Head of Transaction Management - SME
	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	July 2020, July 2021	ETR Director, Head of Transaction Management - SME
	Include an Acknowledgment of Country or other appropriate protocols, at the commencement of important external meetings and/or events.	May 2021, May 2022	ETR Director, Head of Transaction Management - SME
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	July 2020	ETR Director, Head of Transaction Management - SME
	Invite a Traditional Owner or Custodian to provide a Welcome to Country or other appropriate protocol at significant events, including National Reconciliation Week.	May 2021, May 2022	ETR Director, Head of Transaction Management - SME
	Support employees in delivering Acknowledgment of Country or other appropriate protocols by including prompting cards on podiums and lecterns.	July 2020	ETR Director, Head of Transaction Management - SME
	Organise to display an Acknowledgment of Country plaque in Sydney office.	September 2020	ETR Director, Head of Transaction Management - SME
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week .	Liaise with our local NAIDOC Week Committee to identify events in our community.	June 2020, June 2021	Executive Assistant - Legal Services
	Collaborate with other Australian Public Service (APS) agencies to diversify the number of NAIDOC Week events open to Export Finance employees to attend.	June 2020, June 2021	Executive Assistant - Legal Services, Head of HR
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2020	Executive Assistant - Legal Services
	Provide opportunities for all employees to participate in NAIDOC Week activities and encourage participation.	July 2020, July 2021	Executive Assistant - Legal Services
	RWG members to participate in an external NAIDOC Week event.	July 2020, July 2021	Executive Assistant - Legal Services
	Present opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	July 2020, July 2021	Executive Assistant - Legal Services
Actively promote and celebrate Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements internally.	Showcase artwork/s in public areas at Export Finance including an acknowledgment of artwork and artist/s.	May 2020	Marketing Director, Senior L&D Manager, Executive Receptionist
	Acknowledge and demonstrate our respect to the traditional lands of Australia's First Peoples by renaming some Export Finance meeting rooms with appropriate Aboriginal and Torres Strait Islander names, in consultation with local Traditional Custodians.	February 2021	Head of Transaction Management - SME
Create a visual connection between Export Finance Australia and the RAP.	Integrate elements of the commissioned artwork by Bradley Kickett into the Export Finance Australia website, intranet, corporate communication templates, email signatures, etc.	August 2020	Marketing Director, Senior L&D Manager
	Provide employees with lanyards incorporating elements of Bradley Kickett's artwork.	August 2020	Marketing Director, Senior L&D Manager
	Provide key stakeholders and international visitors with Export Finance memorabilia, such as notepads and pens, incorporating elements of Bradley Kickett's artwork.	September 2020	Marketing Director, Senior L&D Manager



Opportunities

Export Finance Australia acknowledges the need for real and sustainable opportunities for Aboriginal and Torres Strait Islander talent and ambitions. We recognise the importance of building meaningful

partnerships with Aboriginal and Torres Strait Islander peoples and businesses to facilitate opportunities, recognising the role our organisation can play within the export landscape.

Focus area

Supporting reconciliation in areas such as employment and procurement. Export Finance Australia will use its mandate to partner with Aboriginal and Torres Strait Islander enterprises in improving business outcomes. This remains a key focal point as we look to the future.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2020	Senior Talent Acquisition Consultant
	Engage with our Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	August 2020	Senior Talent Acquisition Consultant, Senior L&D Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2020	Senior Talent Acquisition Consultant, Head of HR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2020	Senior Talent Acquisition Consultant
	Review Recruitment and HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants taking part in our workplace.	November 2020	Head of HR, Senior Talent Acquisition Consultant
	Ensure 'Aboriginal and Torres Strait Islander peoples are encouraged to apply' is included in all job posts and advertisements.	May 2020	Senior Talent Acquisition Consultant
	Develop and implement Aboriginal and Torres Strait Islander employment pathways strategy via partnership with CareerTrackers Internship program.	November 2020	Head of HR, Senior Talent Acquisition Consultant
	Provide dedicated career planning / mentor programs for Aboriginal and Torres Strait Islander employees.	December 2020	Senior L&D Manager
	Increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce.	May 2022	Senior Talent Acquisition Consultant, Head of HR



Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Further develop and continue implementing our Aboriginal and Torres Strait Islander procurement strategy.	April 2021	Paralegal, Counsel & Contracts Manager
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2021	Paralegal, Counsel & Contracts Manager
	Develop and provide a list of Aboriginal and Torres Strait Islander businesses to employees that can be used to procure goods and services.	May 2021	Paralegal, Counsel & Contracts Manager
	Develop at least one new commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	May 2021	Paralegal, Counsel & Contracts Manager
	Promote Aboriginal and/or Torres Strait Islander catering for Export Finance events and meetings.	December 2020	Paralegal, Counsel & Contracts Manager
	Investigate Supply Nation membership.	December 2020	Paralegal, Counsel & Contracts Manager
Partner with government affiliates and agencies in extending opportunities to Aboriginal and Torres Strait Islander businesses and communities.	Partner with Department of Foreign Affairs and Trade's (DFAT) First Assistant Secretary - Investment and Economic (FAS IVD), to support DFAT's RAP initiative of working with Export Finance Australia and their diplomatic network to encourage Aboriginal and Torres Strait Islander businesses in exporting internationally.	November 2020, November 2021	External Relations Manager, PSF Director, Chief Customer Officer – SME
	Participate in Austrade's Indigenous International Business Strategy by understanding their key initiatives and offering support, where appropriate.	December 2020	External Relations Manager, PSF Director
	Investigate Aboriginal and Torres Strait Islander supply partners used by affiliate agencies (e.g. Department of Foreign Affairs and Trade, Austrade) to identify opportunities to utilise appropriate goods and services.	December 2020	External Relations Manager, PSF Director
	Participate in Department of Foreign Affairs and Trade's (DFAT) Jawun secondment, providing a secondee and funding for at least one individual.	December 2021	External Relations Manager, RAP Executive Sponsor
	Ensure an Export Finance Australia Executive participates in at least one Jawun Executive visit.	December 2021	RAP Executive Sponsor
	Continue supporting the Department of Prime Minister and Cabinet in establishing the Indigenous Entrepreneurs Capital Scheme, providing advice and guidance as requested.	May 2022	Portfolio Management Director
Comply with the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy .	Report statistics to the Department of Prime Minister and Cabinet, as required.	Jul 2020, July 2021	Head of HR
	Publish statistics in the Annual Report.	July 2020, July 2021	Head of HR



Governance

Focus area

Developing our cultural awareness, whilst building on existing practices and symbols that promote and celebrate Aboriginal and Torres Strait Islander cultures and peoples.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	RWG oversees the development, endorsement and launch of the RAP.	May 2020	Senior L&D Manager
	Establish and apply a Terms of Reference for the RWG.	May 2020	Senior L&D Manager
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	May 2020, May 2021	Senior L&D Manager
	Meet at least four times a year to drive and monitor RAP implementation.	May 2020, August 2020, November 2020, February 2021, May 2021, August 2021, November 2021, February 2022, May 2022	Senior L&D Manager, ETR Director
Provide appropriate support for the effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2020	Senior L&D Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2020, May 2021	Senior L&D Manager, ETR Director
	Define and maintain appropriate systems to track, measure and report on our RAP commitments.	May 2020, May 2021	Senior L&D Manager, ETR Director
	Appoint and maintain an internal RAP Champion from senior management.	May 2020	Senior L&D Manager



Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally .	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2020, September 2021	ETR Director
	Investigate participating in Reconciliation Australia's biennial RAP Barometer.	February 2022	ETR Director
	Publicly report our RAP achievements, challenges and learnings annually.	December 2020, December 2021	ETR Director, Marketing Director
	Report internally, to all staff and leaders, each quarter on our RAP achievements, learnings and challenges, using available communication channels.	September 2020, December 2020, March 2021, June 2021, September 2021, December 2021, March 2022, May 2022	ETR Director, Communications Manager
Continue our reconciliation journey by developing our next RAP .	Register via Reconciliation Australia's website to begin developing our next RAP based on learnings, challenges and achievements.	November 2021	Senior L&D Manager, Head of HR

RAP enquiries

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