

Export Finance Australia

# Innovate Reconciliation Action Plan

May 2023 - May 2025





## 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

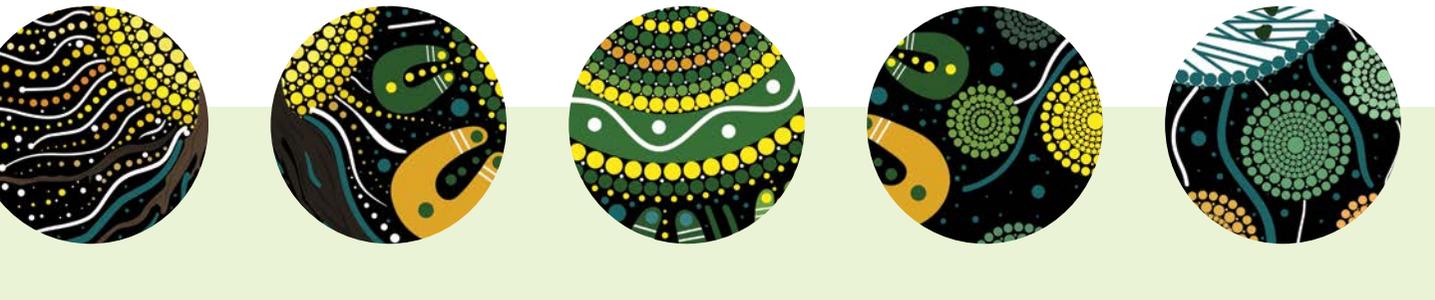
Our vision for reconciliation is for Export Finance Australia to contribute to and promote a more respectful and inclusive community in which Aboriginal and Torres Strait Islander people are empowered to reach their full potential in all areas of life.

As an Australian Government financier, we understand the role we can play in contributing to the financial wellbeing and access to economic opportunities for First Nations people.

When it comes to reconciliation, our vision is to create and sustain an inclusive and diverse workforce. We want to ensure all voices are heard and valued and to continue to develop productive and mutually beneficial working relationships with Aboriginal and Torres Strait Islander organisations that will make a positive difference.

Export Finance Australia commits to driving social change and improving economic opportunities for First Nations peoples by acting on our Reconciliation Action Plan commitments. Through our Reconciliation Action Plan (RAP), we will commit to:

- › providing opportunities for our employees to build their awareness and increase their understanding of issues that are important to Aboriginal and Torres Strait Islander cultures
- › celebrating the accomplishments and recognising the contributions of Aboriginal and Torres Strait Islander peoples
- › building strong relationships with an aim of supporting Aboriginal and Torres Strait Islander businesses and creating meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples.





## A message from the CEO

In 2017, Aboriginal and Torres Strait Islander people gathered at Uluru and invited all Australians to walk with them toward a better future for our nation. As Export Finance Australia joins the First Australians on this journey, it gives me great pleasure to present our second Innovate Reconciliation Action Plan (RAP).

Over the past three years of our first Innovate RAP we have taken practical steps to advance reconciliation. This has included expanding our collaboration with the Career Trackers internship program to give Aboriginal and Torres Strait Islander graduates valuable exposure to our work and to ongoing employment opportunities, renaming our meeting rooms with appropriate Aboriginal and Torres Strait Islander names in consultation with local Traditional Custodians and sending our first employee

on a 6-week immersive Jawun secondment to South Australia. We also delivered 100% of our Innovate RAP deliverables over this period.

In this RAP, we're continuing to take practical action to drive greater Aboriginal and Torres Strait Islander workplace participation, improve our First Nations procurement and leverage our insight as both a government agency and financial institution to support First Nations exporting businesses to achieve their full potential.

Through this Innovate Reconciliation Action Plan, we will measure our progress to ensure that our actions give practical effect to our commitment to respect, honour and celebrate the First Australians as Custodians of the world's oldest continuous civilisation.

I would like to thank everyone at Export Finance Australia who contributed to this plan, and invite every staff member to take time to consider the plan, and ask themselves: **“What can I do to support the Plan and reconciliation more broadly, both at work and in my daily life?”**

**John Hopkins** | Managing Director & CEO  
Export Finance Australia



## A message from the Executive RAP Sponsor

Export Finance Australia is proudly continuing our reconciliation journey. This journey commenced in 2011 with the launch of our first RAP and is now progressing with our second Innovate RAP.

Over the last decade or so, our RAPs have been pivotal in building our employees' cultural capabilities, increasing awareness, understanding, respect and appreciation of First Nations histories and cultures. Our employees have embraced our RAP and have shown ongoing commitment to supporting and executing the actions within it.

As Export Finance Australia's RAP Sponsor, I look forward to working with our RAP Working Group to strengthen our relationship with Aboriginal and Torres Strait Islander people and communities. I want to work to ensure that we play our part to provide opportunities for the economic empowerment of First Nations people.

A Reconciliation Action Plan requires the contribution and commitment of many people across an organisation. I would like to thank the many individuals who so enthusiastically contributed to this plan, including our RAP Working Group and our Diversity & Inclusion Council.

**Amanda Copping** | Chief Project & Structured Finance Officer  
Export Finance Australia



# A message from Reconciliation Australia

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Export Finance Australia continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Export Finance Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Export Finance Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Export Finance Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Export Finance Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Export Finance Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Export Finance Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# About the Artist and the Artwork

**Lani Balzan** is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe.

Her family originates from Mudgee, but she grew up all over Australia and lived in many different towns. She now calls the Illawarra home. Lani is a nationally recognised Aboriginal Artist. She has been creating art for over 10 years and has had continued success across the country. One of her biggest goals and inspirations with creating her artwork is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about what amazing culture we have here in Australia.

## Artwork | **Creating Connections**

The artwork represents the connections Export Finance Australia has created and enhanced in its Reconciliation journey; the ongoing connections that Export Finance Australia has within Australia and internationally in trade.

I wanted to symbolise the importance of the journey Export Finance Australia has taken on, its connection, growth and overall, its Reconciliation journey.

The artwork centrepiece represents a Gathering symbol which depicts Export Finance Australia as a whole. It represents its connection and commitment to its reconciliation journey. The symbols surrounding the centrepiece signify the coming together of people.

The tree represents its connection to ongoing growth and commitment towards the future with the sun behind it as a symbol of light leading the way to reconciliation and understanding of Aboriginal culture.

The bottom white elements represent the growth and the financial assistance Export Finance Australia provides to its customers.

The main elements on the right represent where Export Finance Australia is located; in Australia, and the connections with customers that it supports via exporting solutions, and infrastructure for growth within the industry.

The colours used in the artwork are representative of the organisation's corporate colours.



# Our **business**

Export Finance Australia is the Australian Government's export credit agency.

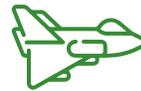


**Our purpose** is to support Australian export trade and overseas infrastructure development that delivers benefits to Australia.

We do this by:



**Supporting** SMEs, corporates and governments to realise export opportunities



**Providing** defence export finance through the Defence Export Facility



**Helping** finance sustainable infrastructure in the Indo-Pacific region and beyond



**Supporting** the critical minerals sector through the Critical Minerals Facility.

We also enable broader Government objectives by supporting other Commonwealth entities such as the National Housing Financing and Investment Corporation, Northern Australia Infrastructure Facility and the Australian Infrastructure Financing Facility for the Pacific, for which we also act as the lender of record.

In 2021–22, we helped 132 customers with a record \$4.9 billion in finance across 228 transactions. This helped support 34,538 jobs in Australia and \$10.6 billion in contracts or projects.

As at 30 June 2022, we had 122 employees nationally across our five offices located in Sydney, Melbourne, Brisbane, Perth and Adelaide. At the time of publication of this RAP, two employees have voluntarily identified to Export Finance Australia as an Aboriginal and/or Torres Strait Islander person.

# Our Reconciliation Action Plan (RAP)

## RAP Working Group

The Diversity & Inclusion Council (D&I Council) oversees and governs the Export Finance Australia RAP. The Chair of the D&I Council is the CEO and Managing Director, John Hopkins.

The D&I Council has five different diversity and inclusion work streams, one of which is the dedicated First Nations stream. This stream champions this area of D&I across the organisation.

The RAP Working Group (RWG) is comprised of Export Finance Australia employees, including one employee who identifies as a First Nations person. The RWG is responsible for leading the development and implementation of the RAP. The RWG reports to the D&I Council.

The RWG reports on the progress of the RAP deliverables to all Export Finance Australia employees at least three times a year. It is also the role of the RWG to share learnings and experiences with the broader business.

Pleasingly, we have a cross representation of people across the business in the RWG. We are conscious to ensure we have a mix of internal as well customer facing roles in order to engender business opportunities and partnerships that will support First Nations businesses.

An Executive Sponsor has also been nominated to act as the Export Finance Australia RAP Champion and convene the RWG. This is the Chief Project & Structured Finance Officer, Amanda Copping.

## RAP Working Group members

- › **Adam Pearce**, Director Business Development
- › **Andrew Perkins**, Director SME Distribution
- › **Cariss Guo**, Senior Manager Transaction Management
- › **Chris Munro**, Director External Relations
- › **Kirri Stone**, Chief Equity Finance Officer
- › **Krystal Doyle**, Associate Director Business Development
- › **Layla Markovski**, Senior Legal Counsel
- › **Margot Foster**, Workplace Manager
- › **Maria Apostolas**, Director Human Resources Employee Relations and Inclusion
- › **Sasha Cotis**, Executive Assistant Legal Services
- › **Susan Wang**, Senior Manager Transaction Management
- › **Trent Baldacchino**, AML Compliance Officer
- › **Zarnie Robertson**, Associate Director Transaction Management SME



# Our **reconciliation journey** to date

At Export Finance Australia, we launched our inaugural RAP in 2011. Since that time, we have made great progress on our reconciliation journey with another two Reflect RAPs before progressing to our first Innovate RAP in 2020.

With each RAP, our focus has been on strengthening our relationships, our respect and opportunities with our Aboriginal and Torres Strait Islander clients, suppliers, our employees and the wider Export Finance Australia community.

As we embark on our fifth RAP, we reflect on our progress and learnings from our previous RAPs.



## **Progress and learnings** from our Innovate RAP

### › **Celebrated National Reconciliation Week**

In 2022, we hosted an in-house event with a presentation from the CEO of Indigenous Business Australia (IBA), Ms Kirsty Moore and one of her Executive team members. The event commenced with a Welcome to Country and our employees were interested to hear how IBA facilitates the financial success and economic independence of Indigenous Australians. The event was closed out with an afternoon tea showcasing Indigenous dishes. National Reconciliation Week was further promoted through a range of news items, events and resources in raising awareness around the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

### › **Promoted NAIDOC Week**

NAIDOC Week was promoted internally through a range of news items, events and resources that raised awareness around the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

### › **Supported the Australian Indigenous Mentoring Experience (AIME)**

We have a number of community partners as part of our Matching Donations Program, one of which is AIME. 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 2021, Export Finance Australia employees and Export Finance Australia made donations to AIME.

### › **Strengthened relationship with Career Trackers and ongoing internships**

We hosted our first Aboriginal and Torres Strait Islander graduate intern in April 2017 and have since fostered ongoing employment opportunities for Indigenous interns. A strong relationship with CareerTrackers has been developed in the last few years, and consequently, we have hosted four interns across four teams within Export Finance Australia, providing them with valuable exposure, mentoring and coaching, and ongoing employment opportunities.

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# Our **reconciliation journey** to date

## › Our first Jawun secondment

In May 2022, our External Relations Director was our first employee to complete a 6-week immersive Jawun secondment in South Australia. Our employees were kept up to date with his journey via a series of video blogs. Upon completion of the secondment, we held an all-employee call as well as a lunch and learn session. The Director shared details of his experience and learnings, and our employees were afforded an opportunity to ask questions and increase their knowledge of the benefits of such a secondment.

## › Cultural Learning launch

As part of our commitment to reconciliation, we introduced a cultural learning program for all Export Finance Australia employees. This was launched in 2021 and in the last 12 months alone, we have had 112 employees complete the online learning.

## › Meeting room names changed

To acknowledge and demonstrate our respect to the traditional lands of Australia's First Peoples, we renamed a number of our meeting rooms with appropriate Aboriginal and Torres Strait Islander names, in consultation with local Traditional Custodians.

## What we learned

At Export Finance Australia, we have learned a number of lessons through our Innovate RAP.

Covid-19 presented unforeseen challenges in actioning some of our RAP deliverables. This included being unable to hold face-to-face meetings and events, both internally and externally, as well as needing to reschedule some of the experiences we had planned, including going on Country, given COVID impacts.

During a period of remote working and increased uncertainty, it was important to be flexible and creative in order to maintain momentum. The RAP remained a priority for our business even when there were other conflicting priorities.

The support and commitment of key groups such as our RWG as well as our Board and CEO were instrumental in sustaining the focus and momentum, which resulted in 100% of our RAP deliverables being met.

Ensuring the right people were engaged, including senior leaders and employees who were not part of the RWG, meant that we were successfully able to explore

and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. Rather than going it alone, we realised that it would be more effective to create meaningful and mutually beneficial partnerships. An example of this is the relationship we will continue to foster with Indigenous Business Australia (IBA). This mutually beneficial relationship will allow us to share our deep expertise in business lending and learn from IBA's experiences supporting Aboriginal and Torres Strait Islander businesses as they grow and take on new challenges.

Whilst we have established a successful relationship with CareerTrackers, we realised in order to create a longer pipeline of talent, it would be beneficial to consider interns who were school leavers, who would be able to work with us over the longer term.

As we progressed on our reconciliation journey, our employees were keen to hear and learn more about what we were doing and about the positive impact of meeting the RAP deliverables. Consequently, we increased the number of learning opportunities for our employees, so they were kept informed, involved, and had the opportunity to ask questions and increase their knowledge.

# Relationships

At Export Finance Australia, we are committed to fostering long-term relationships with First Nations peoples, built on respect and trust.

As a Commonwealth Government entity, we understand the unique role we have to play in establishing, developing and maintaining relationships that will continue to advance reconciliation.



## Focus area

Continue to build strong relationships that will drive reconciliation.



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2023	Lead: Director SME Support: Senior Manager TM, Associate Director SME
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	Lead: Director SME Support: Associate Director SME, Senior Manager TM
	Report to RAP Executive Sponsor annually on principles for future engagement with Aboriginal and Torres Strait Islander Stakeholders as well as the engagement plan.	March 2024 March 2025	Lead: Director SME Support: Associate Director SME, Senior Manager TM
	Explore opportunities to strengthen our current relationships with First Nations partners for mutually beneficial outcomes, including Jawun, Career Trackers and Indigenous Business Australia.	October 2023 October 2024	Lead: Director HR Support: Senior Manager TM, Director SME Distribution
	Involve employees in skilled volunteering for the benefit of Aboriginal and Torres Strait Islander people and communities via existing and new First Nations partners.	July 2023 May 2024	Lead: Director HR Support: Senior Manager TM, Associate Director SME

# Relationships (cont.)

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Promote Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 and 2024	Lead: Director HR Support: Director SME
	RWG members to participate in an external NRW event.	27 May – 3 June 2023 and 2024	Lead: Chief Equity Finance Officer Support: AML Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023 and 2024	Lead: Senior Manager TM Support: AML Officer, Director SME
	Organise at least one NRW event each year.	27 May – 3 June 2023 and 2024	Lead: Executive Assistant Legal Support: Director HR, AML Officer, Workplace Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 and 2024	Executive Assistant Legal
	Extend an invitation to Aboriginal and Torres Strait people to share their reconciliation experiences or stories for NRW.	March 2024	Lead: Executive Assistant Legal Support: Director HR
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2023	Lead: Director HR Support: Workplace Manager
	Communicate our commitment to reconciliation publicly and publish our RAP on our external website.	September 2023	Marketing Director
	Promote reconciliation through ongoing engagement with the RWG, the D&I Council and The Executive.	July 2023	Lead: Chief Equity Finance Officer Support: Director HR
	Provide a RAP overview as part of new starter inductions.	May 2023	Senior HR Consultant
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2023	Lead: Senior Manager TM Support: Workplace Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2024	Lead: Director SME Support: Senior Manager TM
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2023	Lead: Director HR Support: Senior Legal Counsel
	Review, update, and communicate an anti-discrimination policy for our organisation.	November 2023	Director HR
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2023	Director HR
	Educate senior leaders on the effects of racism.	November 2023	Director HR

# Respect

At Export Finance Australia, we celebrate our culturally diverse workforce. We understand that by respecting, valuing and celebrating our differences, we can create a stronger and more united workforce that is better able to service our customers.

We recognise the importance of respecting First Nations' histories and cultures and are committed to increasing awareness of matters important for Aboriginal and Torres Strait Islander communities and businesses.



**Focus area**

Continue to develop the cultural understanding of all Export Finance Australia employees to increase the appreciation of the cultures of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Maintain an ongoing review of cultural learning needs within our organisation.	May 2024	Senior Learning Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2023	Lead: Senior Learning Manager Support: Chief Equity Finance Officer
	Review, update and communicate a cultural learning strategy document for our staff.	March 2024	Senior Learning Manager
	Investigate cultural immersion opportunities for employees.	March 2024	Director HR
	Encourage our employees to research the Aboriginal history on the land on which they work/reside and provide information on the local stories and cultural practices for the lands on which they work.	May 2024	Lead: Director External Relations Support: Director HR
	Include Reconciliation Australia's 'Share our Pride' resources as part of our cultural learning framework.	November 2023	Lead: Senior HR Consultant Support: Director HR
	Provide opportunities for RWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2024 March 2025	Lead: Senior Learning Manager Support: Director HR
	Facilitate ongoing awareness sessions on emerging First Nations topics, considerations, and accomplishments.	July 2023 July 2024	Lead: Chief Equity Finance Officer Support: Director HR

# Respect (cont.)

Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through active role modelling.	October 2023 May 2024	Lead: Director External Relations Support: Chief Equity Finance Officer, Associate Director Transaction Management SME
	Maintain a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2023 October 2024	Director HR
	Investigate training providers to increase employees' confidence in delivering a personalised Acknowledgement of Country.	August 2023	Director HR
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2024 March 2025	Lead: Executive Assistant Legal Support: Director HR
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2023	Director HR
	Increase the display and awareness of Aboriginal and Torres Strait artworks in our office.	September 2023	Marketing Director
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RWG to participate in an external NAIDOC Week event.	July 2023 July 2024	Executive Assistant Legal
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023 June 2024	Director HR
	Promote and encourage participation in external NAIDOC events to all staff.	July 2023 July 2024	Director HR
<b>8. Increase the visual connection between Export Finance Australia and the RAP Artwork.</b>	Integrate elements of the commissioned artwork 'CREATING CONNECTIONS' into the Export Finance Australia website, intranet, corporate communications template, email signatures, etc.	June 2023	Lead: Marketing Director Support: External Relations Director, Director HR
	Continue to provide merchandise to employees incorporating elements of the RAP Artist artwork.	June 2023	Marketing Director
	Provide key stakeholders and international visitors with Export Finance Australia memorabilia such as notepads and pens incorporating RAP Artists' artwork.	June 2023	Marketing Director

# Opportunities

At Export Finance Australia, we are committed to developing and implementing strategies that will improve the attraction, engagement, development, and retention of Aboriginal and Torres Strait Islander peoples.

To strengthen the economic empowerment for Aboriginal and Torres Strait Islander people, we

will use our relationships to support more First Nations businesses.

Through our procurement practices, we will strive to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.



## Focus area

Creating employment and business opportunities for Aboriginal and Torres Strait Islander peoples.



Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2024	Lead: Director HR Operations Support: Senior HR Consultant
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2024	Lead: Director HR Operations Support: Senior HR Consultant, Senior Learning Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	Lead: Director HR Operations Support: Senior HR Consultant
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2024	Lead: Director HR Operations Support: Senior HR Consultant
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2024	Lead: Director HR Operations Support: Senior HR Consultant
	Ensure 'Aboriginal and Torres Strait Islander people are encouraged to apply' is included in all job posts and advertisements.	June 2023	Senior HR Consultant
	Continue implementation of Aboriginal and Torres Strait Islander employment pathways via partnership with Career Trackers Internship program.	May 2023	Director HR

# Opportunities (cont.)

Action	Deliverable	Timeline	Responsibility
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Review and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2024	Lead: Procurement Manager Support: Legal Counsel, Director External Relations
	Investigate Supply Nation membership.	October 2023	Legal Counsel
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2024	Lead: Procurement Manager Support: Legal Counsel
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2024	Lead: Procurement Manager Support: Legal Counsel
	Continue to explore and develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	Procurement Manager
	Promote Aboriginal and/or Torres Strait Islander catering for Export Finance Australia events and meetings.	July 2023	Executive Assistant Legal
<b>11. Improve accessibility of our services for First Nations people.</b>	Explore and implement ways to support a simpler identification process that recognises the needs of Aboriginal and Torres Strait Islander customers.	March 2024	Senior Manager Transaction Management
	Partner with Supply Nation to leverage their data base of First Nations exporting businesses with a view to provide appropriate financial assistance to support these businesses.	September 2023	Director, External Relations
<b>12. Partner with Government affiliates and agencies in extending opportunities to Aboriginal Torres Strait Islander businesses and communities.</b>	Work with lead agency Department of Foreign Affairs and Trade to support the implementation of Australia's Indigenous diplomacy agenda, particularly under Pillar 2, which supports promotion of First Nations commerce and investment.	September 2023	Lead: External Relations Director Support: Director Business Development
	Participate in Department of Foreign Affairs and Trade Jawun's secondment, providing a secondee and funding for at least one individual per annum.	February 2025	Lead: RAP Executive Sponsor Support: External Relations Director
	Ensure Export Finance Australia Executive participates in at least one Jawun Executive visit.	May 2024	Lead: CHRO Support: RAP Executive Sponsor

# Governance and Reporting



Action	Deliverable	Timeline	Responsibility
<b>13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2023, August 2023, December 2023, February 2024, April 2024, August 2024, November 2024, February 2025	Director HR
	Review and apply a Terms of Reference for the RWG.	May 2023	Director HR
	Meet at least four times per year to drive and monitor RAP implementation.	May 2023, August 2023, December 2023, February 2024, April 2024, August 2024, November 2024, February 2025	Director HR
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	May 2023	Director HR
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2023	Director HR
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2023	Director HR
	Appoint and maintain an internal RAP Champion from senior management.	May 2023	CHRO

# Governance and Reporting (cont.)

Action	Deliverable	Timeline	Responsibility
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	1 June annually	Director HR
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Director HR
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Director HR
	Report RAP progress to all staff and senior leaders quarterly.	August 2023, November 2023, February 2024, May 2024, August 2024, November 2024, February 2025, May 2025	Lead: Marketing Director Support: Director HR
	Publicly report our RAP achievements, challenges and learnings, annually.	September annually	Director HR
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Director HR
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2025	Director HR
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP based on learnings, challenges and achievements.	March 2025	Director HR

**RAP enquiries**  
**Maria Apostolas**  
 Director Human Resources  
 Employee Relations and Inclusion  
 maria.apostolas@exportfinance.gov.au  
 0499 541 901



Australian Government

export  
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RECONCILIATION  
ACTION PLAN  
INNOVATE

Export Finance Australia  
[exportfinance.gov.au](http://exportfinance.gov.au) 1800 093 724