



Australian Government

Australian Trade and Investment Commission



RECONCILIATION  
ACTION PLAN

INNOVATE

# INNOVATE RECONCILIATION ACTION PLAN

January 2023 - January 2025

## Acknowledgement of Country

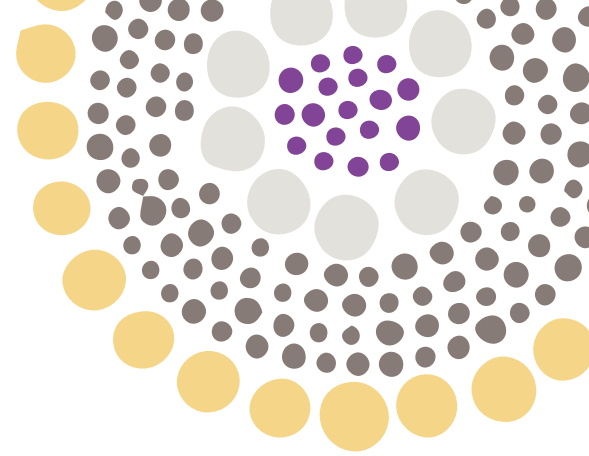
In the spirit of reconciliation we acknowledge the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

### Cover graphic:

We acknowledge local Noongar artist Bradley Kickett for the use of his artwork *Trade Grounds*. The graphic devices featured in Austrade's visual identity are formed using elements from *Trade Grounds*, which was commissioned by Austrade as part of our Reconciliation journey.

[www.austrade.gov.au/reconciliation-action-plan](http://www.austrade.gov.au/reconciliation-action-plan)

# OUR VISION FOR RECONCILIATION



Austrade's collective vision for reconciliation is for all Australians to work together to improve the lives of Aboriginal and Torres Strait Islander peoples. We want to live and operate in an environment that recognises and embraces Aboriginal and Torres Strait Islander peoples, knowledge, and cultures. This vision for reconciliation is grounded in the concepts of learning, empathy, reciprocity, and respect. Austrade will work to ensure that First Nations peoples share in Australia's economic prosperity through the promotion and inclusion of First Nations culture and perspectives across Austrade services and offices. We will also seek to increase First Nations economic prosperity through Austrade's services supporting the new Government's commitment to incorporate First Nation identities, perspectives, and practices into Australia's overseas presence.

As a Commonwealth agency, Austrade is committed to creating opportunities for Aboriginal and Torres Strait Islander businesses and First Nations peoples to be considered and engaged in the work of government. We also strive to help Aboriginal and Torres Strait Islander businesses succeed in global marketplaces. By doing so, we believe we can contribute towards reconciliation, and a more equitable nation. We also believe in the intrinsic value of building strong and productive relationships with Aboriginal and Torres Strait Islander peoples. Austrade recognises, values, and celebrates the enduring connection of Aboriginal and Torres Strait Islander peoples to Australia. We know there is a deep history and will seek as an agency to support its continuation within our sphere of influence. With this renewed Innovate RAP commitment, Austrade re-confirms its promise and ongoing efforts to offer services that are culturally sensitive and equitable.

Achieving our vision for reconciliation requires courage, generosity of spirit, integrity, and truth-telling. We respect and recognise the long-held philosophies, knowledges, research, strengths, and contributions of Aboriginal and Torres Strait Islander communities in this country.

This Innovate Reconciliation Action Plan (RAP) is part of Austrade's ongoing work to increase Aboriginal and Torres Strait Islander community participation, retention and success in business and commits to celebrating Aboriginal and Torres Strait Islander success and self-determination.

This is a whole-of-agency responsibility.

To deliver on our commitment to Inclusion and Diversity, including reconciliation, we embedded this vision and purpose to guide our work, supported by five strategic pillars (BRAVE):

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## *Belonging*

## *Reputation*

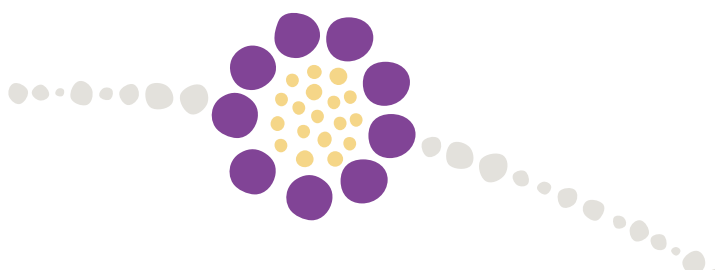
## *Accountability*

## *Values & Behaviours*

## *Equity*

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We recognise that we have exceptional reach (policy, program and structural) across Australia and globally which enables us to develop and execute approaches in partnership with Aboriginal and Torres Strait Islander peoples and communities across Australia and with First Nations peoples more widely. Through this process, we embed reconciliation initiatives and utilise our sphere of influence to raise awareness, drive change, inspire and enable all Australians to contribute to the reconciliation and prosperity of the nation.





# OUR BUSINESS

The Australian Trade and Investment Commission—Austrade—promotes Australian trade, investment and education to the world. We are responsible for tourism policy and deliver a range of programs to support tourism and export businesses. We deliver services to grow Australia's economic prosperity.

Our purpose: To deliver quality trade and investment services to businesses and policy advice to government to grow Australia's prosperity.

We are experts in connecting Australian businesses to the world and the world to Australian business.

Our global network turns local market connections and insights into valuable export and investment support.

We contribute to Australia's prosperity by:

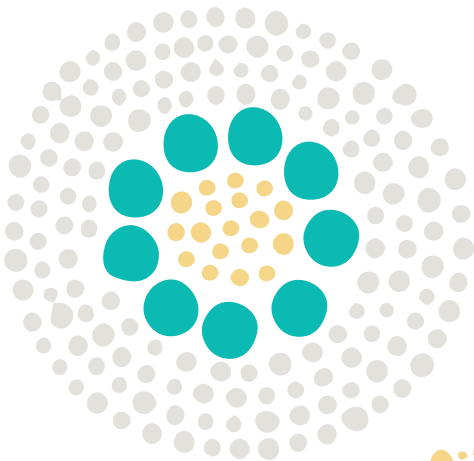
- linking Australian businesses to global export opportunities
- providing market and industry insights, making it easier for businesses to go global
- attracting international investment to grow local jobs and develop skills
- leading policy and programs for Australian tourism and the visitor economy
- attracting international students to study in Australia
- helping businesses grow.



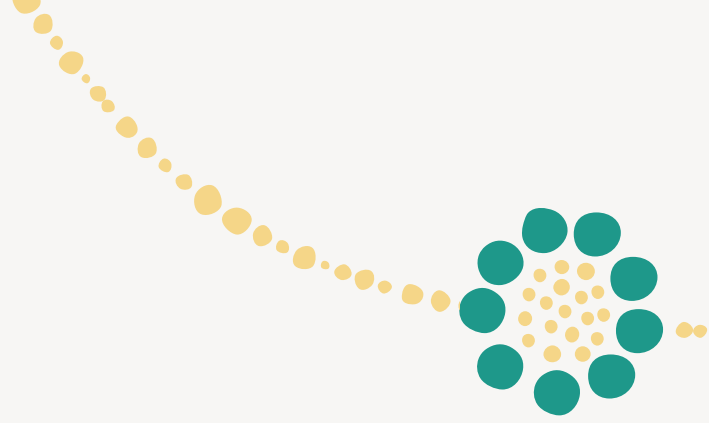
# OUR EMPLOYEES

In September 2022, Austrade employed around 1,350 staff with 879 Australian based and 471 locally engaged overseas. Of these staff, 17 identify as Aboriginal and/or Torres Strait Islander people. Austrade has offices in 10 locations across Australia and we acknowledge the Traditional Custodians of these lands.

Austrade is an agency within the Foreign Affairs and Trade portfolio. We provide services to over 4,700 Australian exporters and international investors each year. We maintain close relationships with other key organisations in the international business area, including Commonwealth and state government agencies, industry associations, chambers of commerce and private companies.



# OUR RAP



We are committed to contributing to the wellbeing and quality of life of Aboriginal and Torres Strait Islander peoples. Our commitment is reflected across the work of our core business – international trade, education, investment, and tourism. This will be our fourth RAP. We aim to build on the learnings and challenges of previous RAPs to strengthen our commitment to reconciliation. We want to set our ambitions, intentions, and plans for all to see, to provide our people with expectations, guidelines and support, and to stimulate conversations about what reconciliation means to us.

## Our RAP Working Group

Our RAP working group is made up of staff from across Austrade who have an interest and commitment to Aboriginal and Torres Strait Islander Peoples and workplace diversity.

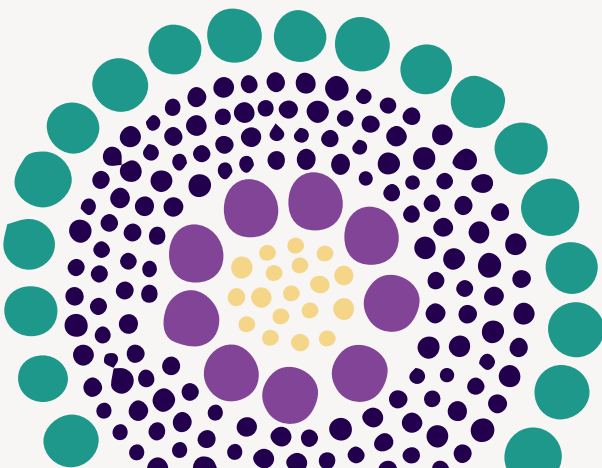
The work areas the current members represent include:

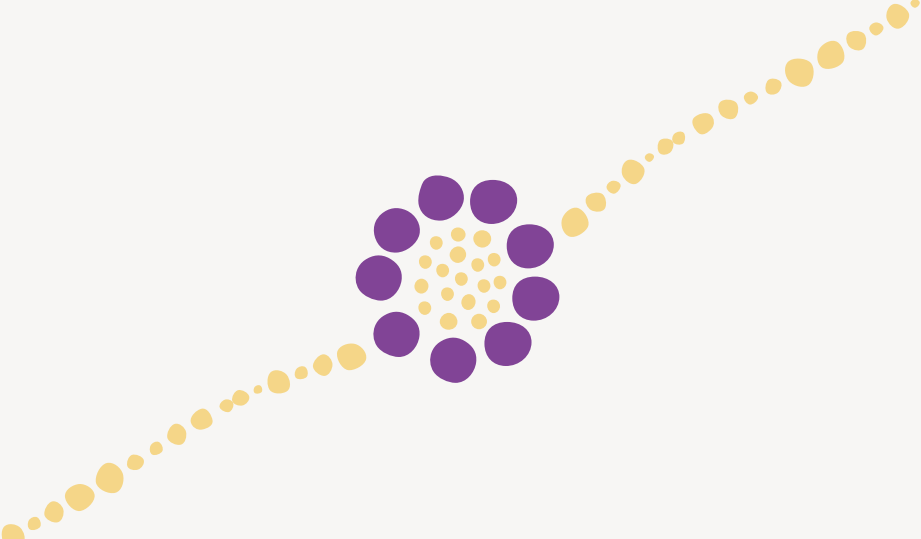
- People Branch
- Strategic Projects & Change
- Information Technology Services
- Overseas regions – South Asia, ASEAN and Greater China
- Trade
- Government and Policy
- Visitor Economy.

The current members' position titles:

- Diversity and Inclusion Adviser
- Digital and Technology Sourcing Adviser
- Senior Global Engagement Manager
- Global Engagement Manager
- Trade Commissioner, New Delhi
- Senior Policy Officer
- Assistant Manager
- General Manager
- General Manager, Greater China
- Trade Commissioner, Kuala Lumpur.

This working group is co-chaired by the First Nations Champions, the General Manager Greater China and Trade Commissioner of Kuala Lumpur. The Diversity and Inclusion Team will also assist with administering the actions of the RAP working group. Championing this strategy is our Chief Executive Officer, Xavier Simonet and our Senior Executive team. They are committed to increasing Austrade's diversity across a range of metrics and specifically for Aboriginal and Torres Strait Islander staff and exporters, and who are ultimately responsible for its implementation and success. The overarching aim of this strategy is to focus on the importance of reconciliation to the agency and commit us to meaningful action, including cultural change. We believe that committed and genuine engagement based on our strengths as an organisation is the most effective way we can contribute to the wellbeing and quality of life of Aboriginal and Torres Strait Islander peoples. Therefore, we have added our commitment to assisting more Aboriginal and Torres Strait Islander people-owned businesses to succeed globally.





## Aboriginal and Torres Strait Islander representation

Our RAP Working Group has 13 active members that include our two First Nations Champions and two members of staff who identify as Aboriginal and/or Torres Strait Islander people. The RAP Working Group will also be seeking to add an external representative to ensure the RAP is guided by external and internal Aboriginal and Torres Strait Islander knowledge and perspectives.

## Austrade's reconciliation journey

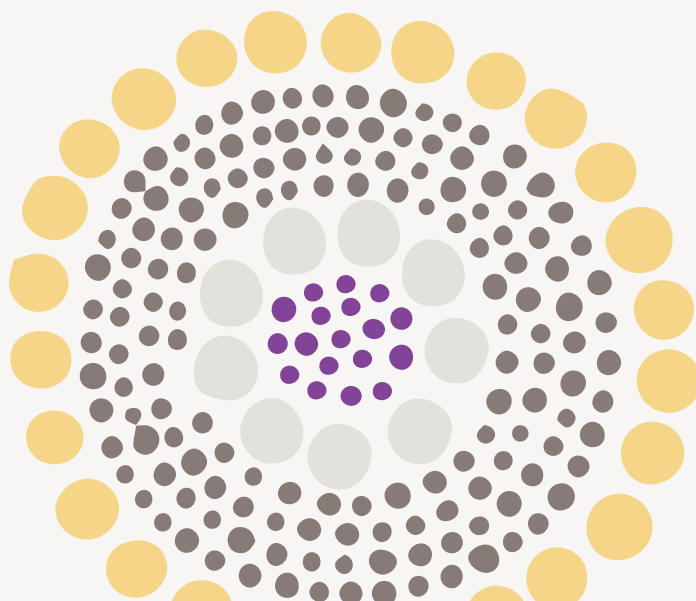
We began our reconciliation journey with Reconciliation Australia in 2013 with the establishment of our first RAP. We have since established two (2) RAPs, embracing the journey by celebrating our successes but also acknowledging and growing from challenges.

This RAP will be our Third Innovate RAP. We are seeking to improve, simplify and embed actions from our 2019 to 2021 RAP while also introducing new opportunities. We acknowledge there have been some challenges that has led to the delay and adoption of some actions from our previous RAP. Our Innovation Track – Austrade Back to Country initiative – was launched in 2019 but unfortunately did not have the anticipated uptake. Feedback was sought from our Aboriginal and Torres Strait Islander staff. From this, a decision was made to cancel the program and direct

resources towards other RAP initiatives. The Radical Empathy Program - a training program aimed to educate senior leaders on the effects of racism - has been removed from this RAP due to a review of the program determining the program will not have the intended impact. We instead aim to run similar program aimed to educate senior leaders of the effects of racism. Other deliverables impacted were our Cultural Learning Strategy and the establishment of a Procurement Working group. From these learnings, we have noticed a gap. We will aim to engage with external First Nations representatives to guide and shape our approach so we can achieve our deliverables.

Austrade's most recent RAP (2019 to 2021) provided a building block in our Indigenous International Business Strategy. The Strategy set us up well to work with the Department of Foreign Affairs and Trade (DFAT) on the Indigenous Diplomacy Agenda (IDA), launched in May 2021. In the agenda, specifically pillar 2, Trade and Economic Policy, we aim to support opportunities for First Nations peoples in a globalised world. This RAP outlines the deliverables that support the IDA.

We have learnt a lot over the past 9 years, and perhaps quite a lot more in the previous few years. With these challenges comes progress and opportunities to celebrate. Our Reconciliation Action Plan Timeline outlines our growth and successes that have mostly become embedded practices and cultural norms at Austrade.



# RECONCILIATION ACTION PLAN TIMELINE

## ***First Nations Employment***

**2012**

2012 was the first year that Austrade participated in a First Nations targeted Employment Program – Indigenous Australian Government Development Program. Austrade has continued to participate in First Nations targeted Employment Programs. More specifically, in 2020 Austrade participated in multiple First Nations targeted employment programs including Career Trackers, Indigenous Apprenticeship Program and Indigenous Apprenticeship Graduate Development Program.

## ***Indigenous Information Portal established***

**2013**

Austrade developed an Indigenous Portal on its intranet that links to First Nations resources and helps raise awareness of First Nations cultures and protocols. This portal has been reviewed and updated yearly.

## ***Making connections with First Nations Communities – Jawun***

**2016**

In February 2016, Austrade participated in our first Jawun APS Secondment Program. The successful participant was Luisa Rust, Austrade's Senior Trade Adviser, International Operations, who gained first-hand insight into the opportunities and challenges of economic development of the Kimberley.

## ***NAIDOC Week***

**2018**

For NAIDOC Week in July 2018, Austrade held events in offices across Australia, including joint events with local First Nations communities and an art workshop in Canberra with Wiradjuri Echoes. Austrade also partnered with the Department of Communications and the Arts, attending its NAIDOC Week smoking ceremony in Canberra.

## ***National Reconciliation Week: Grounded in Truth: Walk Together with Courage***

**2019**

The theme of National Reconciliation Week 2019 was 'Grounded in Truth: Walk Together with Courage'. Austrade marked the week by unveiling an artwork commissioned from Noongar artist, Bradley Kickett.

## ***Opening of Sydney office with First Nations support***

**2020**

Austrade's new Sydney office includes meeting room name plaques and a reception desk created by a First Nations furniture company, Manapan. Unfortunately, the opening occurred during the first week of the pandemic and Austrade had to cancel the formal events.

## ***First Nations language training for SES***

**2020**

Austrade's Senior Executive Service (SES) undertook Ngunnawal Language training. We also published Acknowledgement of Country guidelines/article and an Inclusive Language Guide. These guides are used by all Austrade staff and will be reviewed and updated yearly.

## ***Language guidelines***

**2021**

Austrade published Acknowledgement of Country guidelines and an Inclusive Language Guide.

**2013**

## ***Launch of Austrade's first RAP***

In October 2013, Bruce Gosper, Austrade's then CEO, officially launched Austrade's first Reconciliation Action Plan (RAP) in the Canberra office. He was joined by one of Canberra's Aboriginal Elders, Aunty Agnes Shea; Simon Gordon, General Manager Programmes, Reconciliation Australia; and Yidinji Joseph, a local Aboriginal artist whom Austrade commissioned to design the Aboriginal imagery to support its RAP. Yidinji and his son, Matthew Joseph, gave a moving didgeridoo performance at the launch.

**2014**

## ***Creation of RAP working group***

Austrade created an Indigenous Working Group and nominated Marcia Kimball, Austrade's Chief Operating Officer, as its Indigenous Champion.

**2016**

## ***Launch of second RAP***

In May 2016, Austrade launched its new Reconciliation Action Plan 2016–18. This plan was a continuation of Austrade's commitment to reconciliation and to increasing the representation of Aboriginal and Torres Strait Islander employees across the agency. Austrade participates in the Indigenous Australian Government Development Program. We also explore other employment options in an effort to increase the representation rate of Aboriginal and Torres Strait Islander employees in Austrade.

**2019**

## ***Launch of third RAP***

Austrade's Reconciliation Action Plan 2019–2021 was launched by our then CEO Dr Stephanie Fahey and Indigenous Champion Chris Rees in September 2019.

**2019**

## ***Welcome to Country at Austrade's orientation program***

Austrade invited a First Nations Elder to perform a 'Welcome to Country' at Austrade's flagship orientation program 'Austrade Today'.

**2020**

## ***Formal announcements of our first First Nations Consul General and first female First Nations Trade Commissioner.***

These announcements were major milestones for Austrade and are instrumental in helping ensure Australia's growth and a global future for all.

**2020**

## ***Intersectionality with International Women's Day***

Austrade's Indigenous Co-Champion hosted a First Nations Female Entrepreneurs Panel in March 2020 as part of International Women's Day.

**2021**

## ***First Nations Affirmative Measures Three First Nations Trade Commissioners***

From the Affirmative measures round run in 2019, three First Nations candidates were offered and commenced their Trade Commission postings. By the end of 2021, all three First Nations Trade Commissioners were in the following markets: Houston, Toronto and Kuala Lumpur.



# MESSAGE FROM OUR CEO AND RAP CHAMPION



**Xavier Simonet**  
*Chief Executive Officer The Australian Trade and Investment Commission*

I am pleased to present Austrade's Reconciliation Action Plan (January 2023 to January 2025) (RAP). This plan was developed by Austrade's RAP Working Group in collaboration with Melanie Harris and Rob Donnelly, Austrade's First Nations Champions, and Austrade's Diversity and Inclusion Team.

Special thanks to Nadine O'Brien, who has been working with the team to produce a RAP which will make a meaningful difference for our staff and First Nations exporters.

A diverse organisation is a stronger organisation. I am personally committed to increasing Austrade's diversity across a range of metrics and specifically for First Nations staff and exporters. This includes the insights, knowledge and histories of Aboriginal and Torres Strait Islander peoples.

Through our core work, Austrade can contribute to the Indigenous economy across tourism, trade and investment. Five per cent of Australian businesses are owned or led by First Nations peoples. I am enthusiastic about Austraders showcasing and helping these businesses on the international stage.

Closer to Australia, we can support these First Nations businesses through our procurement. I encourage everyone to continue to use First Nations suppliers. First Nations businesses exist in many sectors, and we should be expanding the range of businesses from whom we buy.

Together with the overarching Austrade Diversity and Inclusion Strategy (2022–25), this RAP shows how Austrade will work with Aboriginal and Torres Strait Islander communities to make a positive difference.

I invite every Austrader – in Australia and internationally – to read this RAP and ask, "How can I contribute to achieving the actions in the RAP?"

**Xavier Simonet**  
*Chief Executive Officer The Australian Trade and Investment Commission*

# MESSAGE FROM OUR FIRST NATIONS CHAMPIONS

Along with our Chief Executive Officer, we are pleased to present Austrade's fourth Reconciliation Action Plan (RAP), and our first as joint First Nations Champions. When we started the process for developing this RAP, we decided to look back at our previous RAPs and review our progress made and areas for improvement. Through that review and the guidance of Reconciliation Australia, we decided to develop another Innovate RAP. We reduced the number of actions, while ensuring the actions we do take have more impact.

Reconciliation is about understanding the true depth, diversity and uniqueness of Australia's history. As First Nations Champions, we are passionate about reconciliation and achieving success for our First Nations employees, clients and businesses. To achieve this, we have three focus areas: Our People, Our Clients, and Our Community.

We will continue to focus on our employees by developing our existing Aboriginal and Torres Strait Islander staff, enhancing our current strategies in attracting Aboriginal and Torres Strait Islander talent and working on First Nations procurement. Austrade has a unique advantage as a global Australian public service agency. We can support First Nations companies as clients across trade, investment and tourism, and through the Export Market Development Grants (EMDG) program. We are excited by this RAP as we have set clear actions and targets that will have a meaningful impact on First Nations businesses.

Of course, this RAP is a team effort. We are grateful for the support, advice and guidance from our colleagues in the Austrade RAP Working Group, who helped shape the RAP into a practical document that signals Austrade's commitment to reconciliation.

We encourage all Austraders to read the RAP and look for ways they can help Austrade achieve its goals.

**Melanie Harris**  
*Trade Commissioner, Malaysia & Brunei*

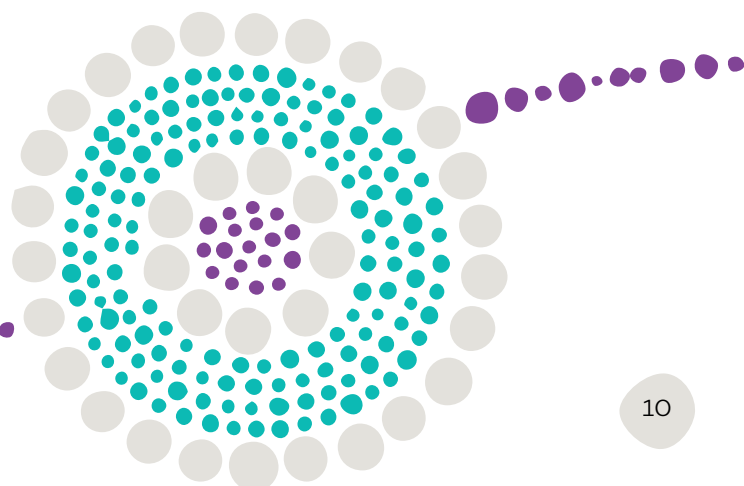
**Rob Donnelly**  
*General Manager, Greater China*



**Melanie Harris**  
*Trade Commissioner Malaysia & Brunei*



**Rob Donnelly**  
*General Manager Greater China*



# MESSAGE FROM RECONCILIATION AUSTRALIA



**Karen Mundine**  
*Chief Executive Officer 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. Austrade 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 Austrade will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

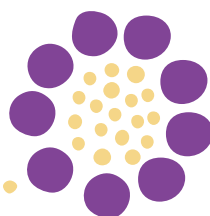
The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

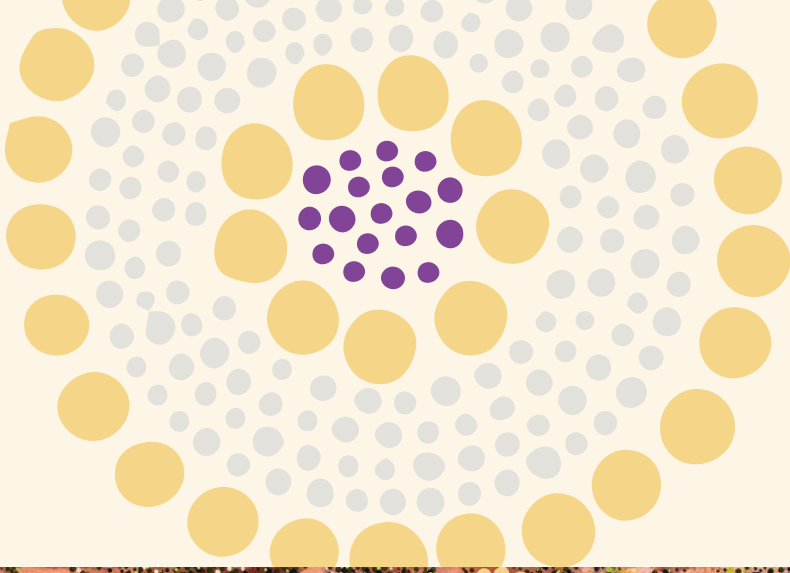
This Innovate RAP is an opportunity for Austrade to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Austrade will ensure shared and cooperative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

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

Congratulations Austrade on your fourth 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



As celebrated in our 2019 Reconciliation Plan, we chose to again highlight and commemorate the ‘Trade Grounds’ artwork in our 2023-2025 Reconciliation Action Plan. Commissioned by Austrade, this artwork was painted for us by Bradley Kickett, a local Noongar artist born in Northam, Western Australia. Trade Grounds depicts the scale and diversity of Bradley’s country, starting in the coastal areas north of Perth and sweeping inland to the desert. The connecting points in this vast landscape are the circles that represent different tribes and language groups. If you look closely, you will see paths connecting these circles as well as cleared common areas where different groups would meet to trade and perform ceremonies. The narrative formed by Trade Grounds is clear. Long before Austrade, long before European settlement, there existed in this country a history and culture of trade that stretched back millennia. A trading network so complex that archaeological digs have shown it criss-crossed the breadth of the continent, where goods were traded between groups without them coming into direct contact

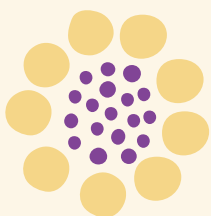
## Artwork: Trade Grounds at Austrade

Trade Grounds is a visually stunning piece of art but, more importantly, it gives Austrade an unequivocal vision of the connection point for our efforts towards reconciliation – trade. The artwork also gives us a point from which to go out into the world and tell the unique stories of the oldest continuous culture on the planet.

## Artist: Bradley Kickett

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.

He 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 eight 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.





# RELATIONSHIPS

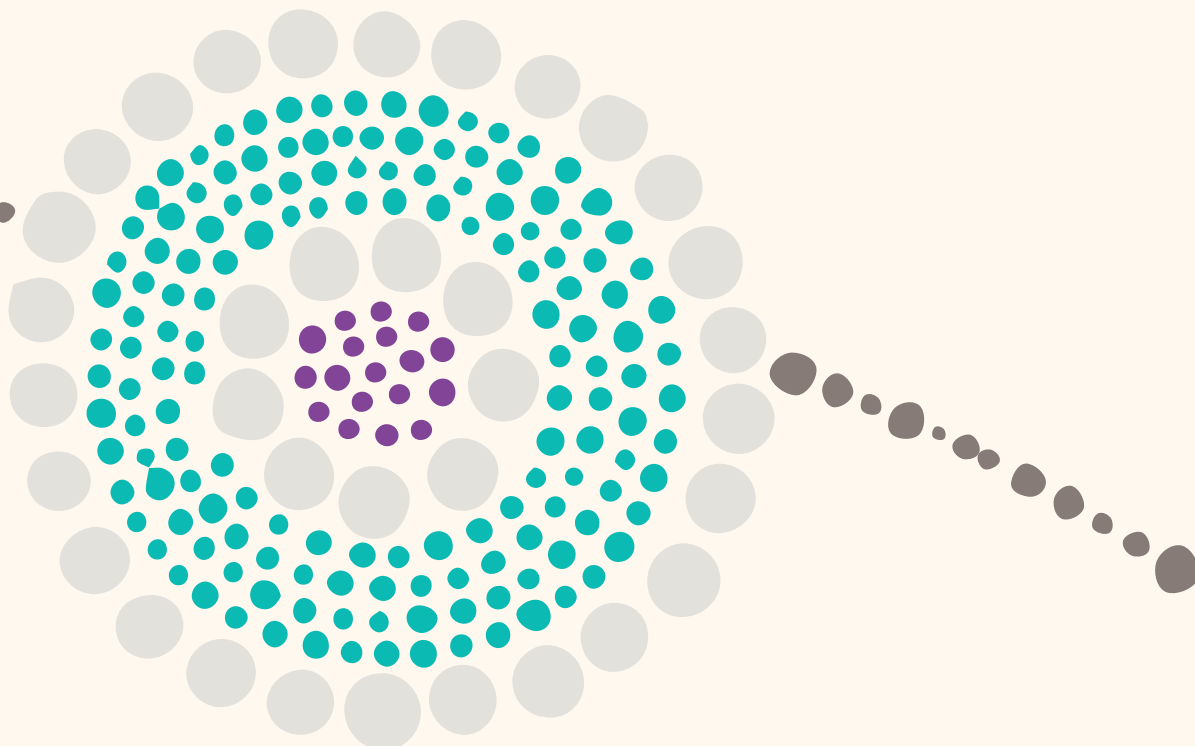
Austrade prides itself on its ability to create connections and build strong relationships to promote Australian trade, investment, tourism and education opportunities. We acknowledge that building strong relationships with Aboriginal and Torres Strait Islander peoples is essential in enabling Austrade to be inclusive and agile

in its approach, leading to a more equitable organisation. By harnessing these mutually beneficial connections, we provide a voice for Aboriginal and Torres Strait Islander people at the forefront of what we do. We will also build a workforce that is culturally aware, confident, capable and inclusive in its practices.

**Focus area:** Austrade Diversity and Inclusion Strategy 2022–2025 “Belonging”

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	First Nations Champions
	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023	First Nations Champions
	• Maintain and strengthen relationships with Traditional Custodians of the lands on which we operate on.	November 2023, 2024	First Nations Champions
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to staff through our employee communications channels.	May 2023, 2024	Diversity and Inclusion Adviser
	• Encourage and support all staff, senior leaders and other Diversity and Inclusion Champions to recognise NRW on their social media accounts.	May 2023, 2024	Diversity and Inclusion Adviser
	• Encourage and support staff, senior leaders and RAP Working Group members to participate in at least one external event to recognise and celebrate NRW.	May 2023, 2024	Diversity and Inclusion Adviser
	• Organise at least one NRW event each year.	May 2023, 2024	Diversity and Inclusion Adviser
	• Register all our NRW events on Reconciliation Australia’s NRW website.	May 2023, 2024	Diversity and Inclusion Adviser

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>	June 2023	First Nations Champions
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly through our social media channels and website.</li> </ul>	August 2023, 2024	Social Media Specialist
	<ul style="list-style-type: none"> <li>Collaborate with RAP and other like-minded organisations and APS agencies to develop ways to advance reconciliation.</li> </ul>	June 2023	First Nations Champions
	<ul style="list-style-type: none"> <li>Design and implement a continuous internal communications plan for this RAP for use throughout year.</li> </ul>	March 2023	Assistant Manager Program Delivery and Design
	<ul style="list-style-type: none"> <li>Establish relationships with other departments and agencies focused on elevating staff engagement with reconciliation through events/activities.</li> </ul>	May 2023, 2024	Diversity and Inclusion Adviser
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR (and related) policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	March 2023	Manager Workplace Relations
	<ul style="list-style-type: none"> <li>Review, update and communicate the anti-discrimination policy for our organisation.</li> </ul>	September 2023	Manager Workplace Relations
	<ul style="list-style-type: none"> <li>Educate senior leaders of the effects of racism</li> </ul>	March 2023	Manager Capability





# RESPECT

The Respect Pillar recognises the importance of understanding the rich knowledge, cultures and histories of First Nations peoples. This will help us ultimately understand the underpinning values of Aboriginal and Torres Strait Islander cultures. It is key to Austrade building a culture where everyone can bring their whole selves to work and feel a true sense of belonging and purpose. Austrade has built a foundation of knowledge through the implementation and ongoing review of the First Nations Portal, continued celebrations of NAIDOC Week, and focus on understanding and respecting First Nations cultural protocols, but more can be done.

## Creating a safe and welcoming environment for Aboriginal and Torres Strait Islander peoples

A welcoming and safe environment in our agency is about creating a place where Aboriginal and Torres Strait Islander peoples feel safe, comfortable, accepted, fully included, and confident that they will be respected, heard and treated equitably while working at or with Austrade.

### FIRST NATIONS LIAISON OFFICER

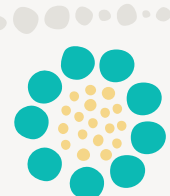
As a part of Austrade’s RAP 2019–2021, we established the position of Indigenous Liaison Officer. The dual purpose of this voluntary role was to support First Nations colleagues, and to provide advice and insight on people policies. Since the establishment of this role, we have seen the value and contribution the Officer has made in making Austrade a safe and welcoming environment for First Nations peoples. We plan to review and update the position in consultation with our First Nations staff and will promote the benefits of this role across the agency.

**Focus area:** Austrade Diversity and Inclusion Strategy 2022–2025 “Values & Behaviours and Reputation”

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	• Identify and review Austrade staff cultural learning needs.	March 2023	Manager Capability
	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2023	Manager Capability
	• Develop, implement, and communicate a cultural learning strategy for our staff.	June 2023	Manager Capability
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2023	Diversity and Inclusion Adviser
	• Encourage Senior Trade Commissioners, General Managers, RAP Working Group members and suitable EL2 /EL1 staff to participate in the ‘Understanding Indigenous Australia program’ at DFAT.	June 2024	First Nations Champions
	• Update the internal First Nations Portal to provide cultural learning information for all staff, including tools and resources to assist staff to be more proactive allies.	February 2023	First Nations Champions
	• Investigate linking Cultural Awareness Training to other Reward, Recognition and Development Initiatives such as Short-Term Overseas Assignments and Jawun.	June 2023	Diversity and Inclusion Adviser



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Continue to educate staff of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	September 2023, 2024	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Empower and encourage all staff to deliver an Acknowledgement of Country in Austrade meetings using internal intranet and communications.</li> </ul>	September 2023, 2024	First Nations Champions
	<ul style="list-style-type: none"> <li>Work with the Events team to include meaningful and connected Acknowledgement of Country and Welcome to Country in relevant external events.</li> </ul>	September 2023, 2024	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Review, update and communicate cultural protocols, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	September 2023, 2024	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	August 2023, 2024	First Nations Champions
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the start of important meetings.</li> </ul>	August 2023, 2024	First Nations Champions
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week virtually.	<ul style="list-style-type: none"> <li>Encourage the RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2023, 2024	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Review HR (and related) policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	May 2023, 2024	Manager Workplace Relations
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	June 2023, 2024	First Nations Champions
	<ul style="list-style-type: none"> <li>Organise at least one internal virtual NAIDOC Week event yearly so staff can engage in NAIDOC Week celebrations safely, and to engage Austrade's global workforce.</li> </ul>	June 2023, 2024	Diversity and Inclusion Adviser
8. Creating a culturally welcoming environment for Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> <li>Organise and host a First Nations activity that celebrates and educates Austraders on the importance of Aboriginal and Torres Strait Islander cultures.</li> </ul>	July 2023, 2024	Lead: Diversity and Inclusion Adviser Support: First Nations Champions
	<ul style="list-style-type: none"> <li>Display the Aboriginal and Torres Strait Islander flags in our offices.</li> </ul>	June 2023	Property Services Manager
	<ul style="list-style-type: none"> <li>Investigate the development of Acknowledgement of Country plaques for our main office locations.</li> </ul>	June 2023	Property Services Manager
	<ul style="list-style-type: none"> <li>Increase the number of Aboriginal and Torres Strait Islander artworks in our offices, including an acknowledgement of the artist and the story behind the artwork.</li> </ul>	June 2023	Property Services Manager
	<ul style="list-style-type: none"> <li>Consult with First Nations staff to review the First Nations Liaison Officer position and promote the value and contribution internally.</li> </ul>	February 2023	First Nations Champions





# OPPORTUNITIES

Austrade's core purpose is to create and promote opportunities for Australia that positively contribute to the country's economic prosperity. Austrade recognises that we have a critical role to play in supporting First Nations peoples. We are committed to focusing our efforts toward attracting, retaining and developing First Nations peoples and supporting First Nations businesses to succeed in a global market.

## Attract, retain and grow First Nations talent

Continuing from our previous RAP, Austrade will participate in the Indigenous Apprenticeship program (IAP) to attract First Nations talent and the JAWUN secondment program. Since Austrade first participated in First Nations employment programs in 2015, we have had 19 successful placements. Due to unforeseen resourcing pressures, we will carry over a deliverable from our last RAP to implement a recruitment, retention and professional development strategy. With this strategy, we aim to retain and grow our existing First Nations talent and be an employer of choice for new First Nations talent.

## First Nations procurement

The Commonwealth Indigenous Procurement Policy's (IPP) purpose is to stimulate First Nations entrepreneurship, business and economic development, providing Indigenous Australians with more opportunities to participate in the economy. In 2019–2020, we committed to sourcing 3% of our contracts for goods and services from Aboriginal and Torres Strait Islander-owned businesses. Unfortunately, the pandemic affected our plans. When the Australian Government introduced temporary emergency support measures in response to COVID-19, we had an increase of domestic contracts that left us unable to reach this target. Since then, we have worked with the National Indigenous Australians Agency (NIAA) to create a 2021–2022 IPP target which falls under the DFAT portfolio.

The creation of this new strategy falls in the latter half of 2022. As part of the strategy, we will commit to driving our Corporate Services Division Indigenous Procurement Pledge. This pledge seeks to encourage and empower our staff to utilise First Nations businesses for their procurement needs.

## Support First Nations businesses to export to existing and new markets

Our Unique Action harnesses what we do best, supporting businesses to export. Our overarching goal is to meet or exceed the following targets for individual First Nations businesses that are eligible for Austrade's key account services:

- 2022–23: 25 First Nations businesses
- 2023–24: 35 First Nations businesses.

We will provide a range of services to these businesses. These include group events such as market and industry webinars and reports, networking and business matching events in Australia and overseas, and individual advice, support and connections.

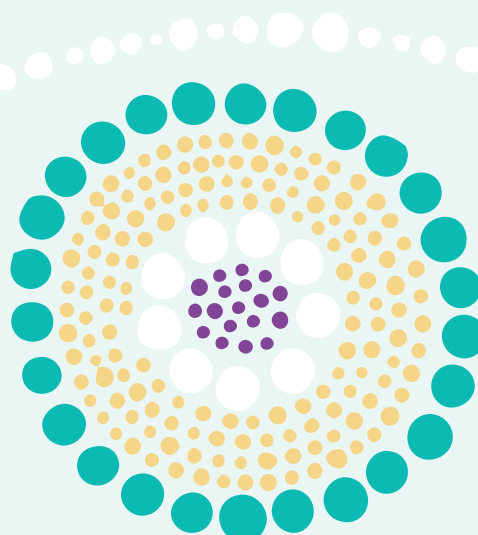
We will refer businesses that are new to export to Austrade's online resources. These resources provide a comprehensive suite of information for new and established exporters. We will also collaborate with Austrade's allies in state and territory governments, industry associations and other organisations to support the export ambitions of First Nations clients.

We aim to build a network of mentors to provide guidance to new First Nations exporters, consisting of experienced First Nations and non-indigenous exporters. We will also seek to leverage our MOU with Supply Nation to promote internal opportunities for secondments with Supply Nation.

These actions will help build a solid pipeline of First Nations businesses from year one and allow for a growing number of First Nations exporters to be serviced in the future.

**Focus area:** Austrade Diversity and Inclusion Strategy 2022–2025 “Equity”

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	March 2023	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.</li> </ul>	May 2023	Lead: Chief People Officer  Support: Manager Recruitment, Manager Talent, Manager L&D
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, tailored to the needs and requirements of our First Nations staff at Austrade.</li> </ul>	May 2023	Lead: Chief People Officer  Support: Manager Recruitment, Manager Talent, Manager L&D
	<ul style="list-style-type: none"> <li>Participate in the Indigenous Apprenticeship Program (IAP) yearly with the aim of bringing on board at least one Aboriginal and Torres Strait Islander apprentice each year.</li> </ul>	July 2023, 2024	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Participate in at least one recruitment process for the Jawun secondment program annually, with the aim of sending at least one application.</li> </ul>	September 2023, 2024	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Encourage Jawun participants to share and embed their learnings with Austrade.</li> </ul>	September 2023, 2024	D&I Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Market job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, including in Aboriginal and Torres Strait Islander media.</li> </ul>	December 2023, 2024	Manager Recruitment
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander engagement in our workplace.</li> </ul>	November 2023	Lead: Manager Workplace Relations  Support: Manager Recruitment
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce by participating in APS-specific First Nations employment programs.</li> </ul>	October 2023, 2024	Diversity and Inclusion Adviser

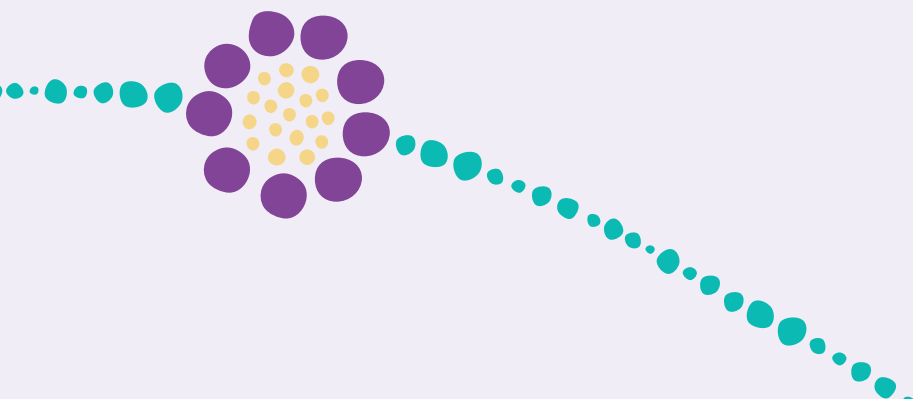


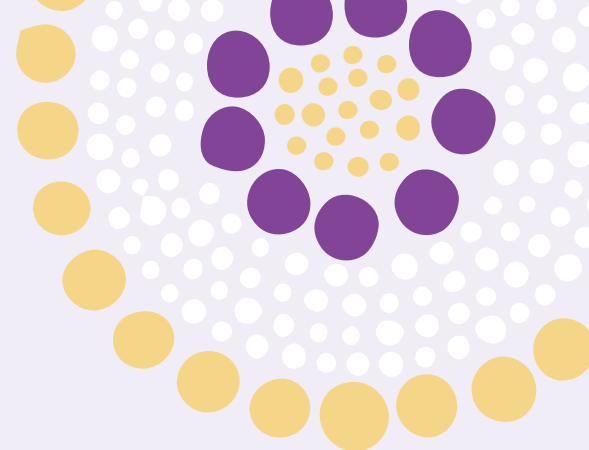
Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Improve accountability by selecting 10 EL1/EL2 managers onshore to attend Supply Nation training.</li> </ul>	September 2023	First Nations Champions
	<ul style="list-style-type: none"> <li>Review and update procurement policies and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	September 2023	Procurement Manager
	<ul style="list-style-type: none"> <li>Review and update the Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	December 2023	Lead: Procurement Manager Support: First Nations Champions
	<ul style="list-style-type: none"> <li>Drive our commitment to the Corporate Services Division Indigenous Procurement Pledge.</li> </ul>	June 2023, 2024	First Nations Champions
	<ul style="list-style-type: none"> <li>Promote the benefits of our Supply Nation membership internally to connect First Nations businesses to key decision-makers in the agency.</li> </ul>	December 2023	First Nations Champions
	<ul style="list-style-type: none"> <li>Continue to implement the MOU between Austrade and Supply Nation to assist more Aboriginal and Torres Strait Islander businesses on their export journey.</li> </ul>	December 2023	First Nations Champions
	<ul style="list-style-type: none"> <li>Encourage and educate senior managers to procure goods and services from First Nations suppliers by showcasing First Nations businesses internally and communicating the benefits of supplier diversity.</li> </ul>	August 2023, 2024	First Nations Champions
	<ul style="list-style-type: none"> <li>Communicate procurement policies and exemptions that promote the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	June 2023	Procurement Manager
11. Support First Nations businesses to export to existing and new markets.	<ul style="list-style-type: none"> <li>Achieve or exceed the number of First Nations businesses receiving account management from Austrade to: <ul style="list-style-type: none"> <li>25 businesses by June 2023</li> <li>35 by June 2024</li> </ul> </li> </ul>	July 2023, July 2024	General Manager Trade Division
	<ul style="list-style-type: none"> <li>Identify and build a pipeline of eligible First Nations businesses to benefit from Austrade's trade services.</li> </ul>	December 2023, 2024	General Manager Trade Division
	<ul style="list-style-type: none"> <li>Initiate a campaign to promote Export Market Development Grants (EMDG), and trade and investment services to First Nations businesses.</li> </ul>	September 2023, 2024,	SES Client Programs, SES Trade, SES Investment
	<ul style="list-style-type: none"> <li>Engage with state governments, industry partners and other stakeholders to collaboratively support First Nations clients' export development.</li> </ul>	December 2023, 2024	Manager Partnerships and Liaison
	<ul style="list-style-type: none"> <li>Identify and encourage mentoring opportunities between First Nations businesses.</li> </ul>	April 2023, 2024	General Manager Trade Division
	<ul style="list-style-type: none"> <li>Promote secondment opportunities between Austrade and Supply Nation by utilising our MOU with Supply Nation.</li> </ul>	April 2023, 2024	First Nations Champion
	<ul style="list-style-type: none"> <li>Update the First Nations Business Portal page to provide staff with information about our client services for Indigenous businesses.</li> </ul>	January 2023, 2024	Lead: First Nations Champions Support: Trade, Tourism, and Investment leads



# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive the RAP's governance.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG).</li> </ul>	March, June, September, December 2023, 2024	Lead: First Nations Champions Support: Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	February 2023	Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Meet quarterly to drive and monitor the RAP's implementation.</li> </ul>	March, June, September, December 2023, 2024	Lead: First Nations Champions Support: Diversity and Inclusion Adviser
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	February 2023	Lead: First Nations Champions Support: Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	June 2023	Lead: First Nations Champions Support: Diversity and Inclusion Adviser
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	March, June, September, December 2023, 2024	Lead: Diversity and Inclusion Adviser Support: First Nations Champions
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	February 2023	Lead: Diversity and Inclusion Adviser Support: RAP working group





Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	September 2023, 2024	Lead: Diversity and Inclusion Adviser Support: First Nations Champions
	<ul style="list-style-type: none"> <li>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.</li> </ul>	June 2023, 2024	Lead: Diversity and Inclusion Adviser Support: RAP Working group
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	August 2023, 2024	Lead: Diversity and Inclusion Adviser Support: RAP Working group
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	January 2025	Lead: Diversity and Inclusion Adviser Support: RAP Working group
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly and publish on First Nations Portal</li> </ul>	March, June, September, December 2023, 2024	Lead: Diversity and Inclusion Adviser Support: First Nations Champions
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings.</li> </ul>	March, June, September and December 2023, and 2024	Lead: Diversity and Inclusion Adviser Support: First Nations Champions
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	April 2024	Lead: Diversity and Inclusion Adviser Support: RAP working Group
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register on Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	January 2024	Lead: Diversity and Inclusion Adviser Support: RAP Working group

# ABOUT THE GRAPHIC DESIGNER

Tanya Bolt is the founder of Mooya Creative, which is a studio that specialises in finished art and graphic design.

Tanya has 30 years of ongoing experience working in printing, publishing, packaging, design and advertising. She has a passion for the technical aspect of print and oversees all artwork that leaves her studio ensuring it is of the highest print ready quality. She has meticulous attention to detail and excellent skills in InDesign, Photoshop and Illustrator.

Tanya has strong communication skills, a flexible approach to work and thrives under pressure.

**Graphic Design** – Tanya respects the thought, time and creativity invested into developing a brand and it's guidelines and is capable of producing artwork on brand and within the brand guidelines. She works well individually, under direction or as part of a team to ensure artwork is of its best quality and on brand.




**Finished Artwork** – Tanya considers herself as a technician and believes it's her job to know the technical side including typography, typesetting, layout specifications, retouching, printing processes, colour management, file formats and file transferring technology.

**Print Production** – Tanya's initial training set her up with a keen interest in printing and finishing processes and has a strong knowledge of the capabilities and limitations of various methods and printing and finishing processes and is able to offer alternative solutions when required.

Mooya Creative is a Supply Nation Registered business.



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Australian Government

Australian Trade and Investment Commission



RECONCILIATION  
ACTION PLAN

INNOVATE

**CONTACT DETAILS**

Diversity & Inclusion Team at [reconciliation@austrade.gov.au](mailto:reconciliation@austrade.gov.au)

**[austrade.gov.au](http://austrade.gov.au)**