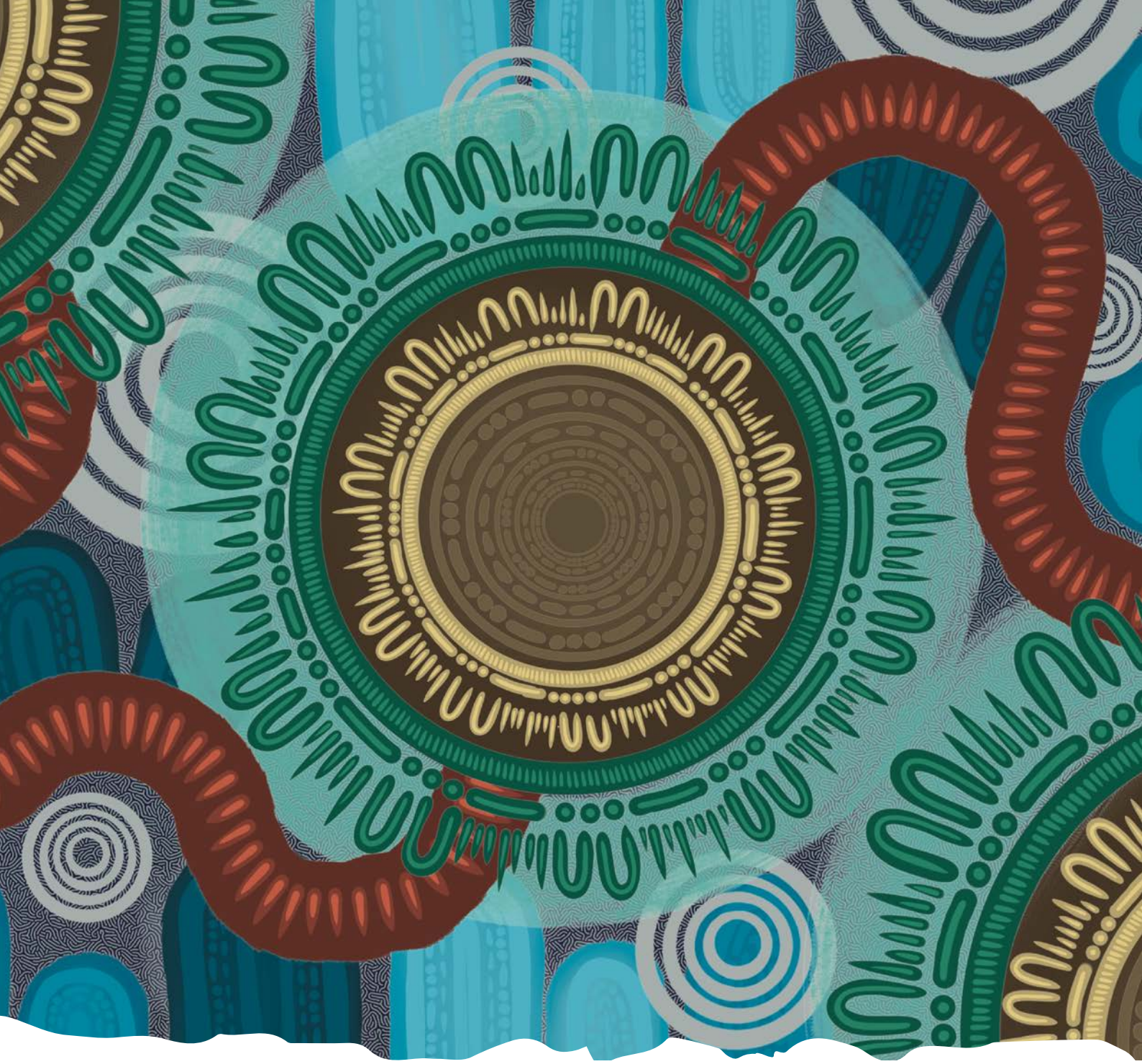


Innovate

Reconciliation Action Plan

July 2026 - July 2028

Australian Government

Australian Trade and Investment Commission

RECONCILIATION ACTION PLAN

INNOVATE

We acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



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Publication date: July 2026



The artwork: Ngala Trails

The name ‘Ngala Trails’ comes from the Noongar word Ngala, meaning ‘together.’ It represents the journey of connection, collaboration and shared opportunities that Austrade fosters in its mission to promote Australia’s presence in the global community.

The artist Jarnda Bina Councillor-Barns shared the moving story behind the artwork and the ways in which its symbolism will carry the message of Australia's expertise in trade further and faster, right around the world.

"Long ago, mine and many others' Ancestors created trails across the land, connecting people to each other, to knowledge, and to Country. These trails carried stories, trade, and wisdom, ensuring prosperity for all who walked them. Guided by respect and spirit of unity, each traveller knew their journey was not only for their benefit but for the growth and strength of their entire community."

Today, Ngala Trails continue, spanning not just the land but the world. Austrade is a modern custodian of these trails, creating pathways that link Australia to the rest of the globe. These trails carry innovation, opportunity, and partnerships, bridging cultures and ensuring mutual prosperity.

The design features intersecting pathways that radiate outward, symbolising the connections Austrade fosters cross industries and nations. Elements of Country, such as waterholes, signify points of collaboration and growth, while lines extending into the distance represent the boundless opportunities created through unity and shared purpose.

Through Ngala Trails, we honour the wisdom of the past and walk forward together, forging strong, sustainable partnerships that celebrate diversity and create a prosperous future for all.



The artist: Jarnda Bina Councillor-Barns

Jarnda is a Noongar, Naaguja, Karajarri and Maori artist from Western Australia, celebrated for her vibrant and culturally rich artworks that reflect deep connection to Country, heritage and community. With a focus on integrating traditional practices with contemporary themes, Jarnda weaves the stories and knowledge of her ancestors into each piece, creating a bridge between past and present.

With a strong background in art, Jarnda works across various mediums including painting, sculpture and mixed media. Her work often features elements that resonate with the natural landscapes of the native land, employing colours and patterns that evoke the spirit of the land and its people.



Premium Kakadu plums, sustainably harvested by Aboriginal Community Harvest in the Northern Territory.

Our vision for reconciliation

The Australian Trade and Investment Commission's (Austrade's) vision for reconciliation is to embed our First Nations work into everything we do externally and internally. We see respectful partnerships with First Nations peoples at the heart of our trade, investment and visitor economy initiatives.

At Austrade, reconciliation means a future where First Nations knowledge, cultures and histories inform how we connect and promote Australian businesses globally, highlight Australia's unique tourism offerings and support internal development.

First Nations businesses and communities have always participated in international trade and investment, but there is more work to do at Austrade. We are working together to share the unique histories and cultures of First Nations people through the visitor economy and backing the bold ambition of First Nations exporters across all sectors on the international stage. In the workplace, we are creating a more diverse and inclusive space that recognises and embraces First Nations peoples, knowledge, cultures and histories.

Through our national and global reach, we collaborate closely with First Nations communities to promote inclusion, raise awareness, and contribute to a more equitable and prosperous Australia.

The Innovate Reconciliation Action Plan (RAP) strengthens our commitment to reconciliation by embedding it into every aspect of our operations, ensuring First Nations voices are heard and their contributions are recognised.

Australian Government
Australian Trade and Investment Commission

Our business

Austrade supports Australian businesses to expand and diversify internationally including to grow their exports, attract productive international investment, and develops and delivers policy to grow the tourism and visitor economy. We also deliver consular functions around the globe.

Austrade's primary focus is to deliver quality trade and investment services to businesses and policy advice to government with key activities delivered through deep collaboration with Commonwealth, state, territory and industry partners. We work across multiple sectors and locations to amplify opportunities for Australian businesses, including those that are First Nations owned and operated. Austrade also partners with international governments, trade missions, industry bodies and multilateral organisations to facilitate market access and attract investment.

Through these partnerships, we contribute to policy outcomes, enhance market strategies and drive community engagement.

We contribute to Australia's prosperity by:

- supporting businesses to grow and diversify into new international markets
- providing market insights and advice to enable businesses to access international opportunities
- attracting productive international investment to support nationally significant project and jobs and skills development
- leading national visitor economy policy development and implementation

Austrade operates across 98 locations, including 60 overseas offices, with 11 providing consular and passport services on behalf of the Australian Government. Across all our locations, we engage approximately 1170 employees, with 10 self-identified First Nations staff. Within Australia, Austrade employs 651 people, has 8 offices, complemented by 30 TradeStart offices, ensuring a presence in every state and territory.



Austrade CEO statement

Dear colleagues,

I am pleased to share with you Austrade's Innovate Reconciliation Action Plan for July 2026 to July 2028.

At Austrade, we all have a role to play in contributing to reconciliation. We do this by listening to and strengthening our relationships with First Nations peoples and businesses, and using our influence to support equitable outcomes.

Our RAP Working Group has made sure Austrade's new RAP is strong, simplified and achievable.

The plan represents a critical step in:

- strengthening partnerships with First Nations businesses
- embedding First Nations cultures and histories in our workplaces
- driving employment outcomes for our First Nations employees
- improving governance to strengthen accountability and transparency.

Austrade's RAP shares our commitment to strengthening allyship across Austrade. We will do this by building cultural capability at all levels of our organisation, and encourage our people to take responsibility for reconciliation in their role. We will focus on learning and respectful engagement, embed reconciliation into Austrade's core functions, and strive to create lasting and meaningful change.

The RAP also reflects our commitment to improving economic outcomes for Aboriginal and Torres Strait Islander people. This means we must focus more attention on how we support First Nations businesses and foster partnerships that promote sustainable growth.

Austrade also supports the Australian Government's Priority Reforms under the National Agreement on Closing the Gap. Our RAP guides our reconciliation efforts, while The Priority Reforms Roadmap guides broader government reform. Together, they support sustained change aligned with Closing the Gap.

Our RAP has been a team effort and I would like to acknowledge everyone who has contributed: our RAP Working Group, our First Nations Champions, the Diversity and Inclusion Team, the teams driving initiatives on the ground, and the many Austraders who continue to learn, listen and champion reconciliation in their everyday actions. I encourage all Austraders to embrace the RAP and to act as allies in advancing reconciliation.

Paul Grimes
Chief Executive Officer



Our RAP

Austrade is committed to improving the wellbeing and quality of life of First Nations peoples through our work in Trade, Investment, Tourism and Visitor Economy. This is our fifth Reconciliation Action Plan. We are continuously building on past learnings and strengthening our commitment and drive change and action.

Austrade's RAP Steering Committee (Steer Co) includes our Chief Executive Officer (also our RAP Champion), our Chief People Officer and other key senior executives representing core business divisions: Trade, Investment, Office of Tourism and Visitor Economy and Corporate Services. The Steer Co ensures strategic leadership and operational focus – embedding reconciliation into core Austrade functions as well as providing high-level ownership, accountability and alignment of our RAP with wider agency objectives.

Austrade's RAP Working Group is chaired by Austrade's Diversity and Inclusion Advisor and is made up of staff from various divisions who lead the day-to-day delivery and execution of the RAP, ensuring actions are implemented effectively across the agency. Our RAP Working Group includes fourteen members from across the business, three First Nations staff and members of our First Nations & Indigenous Ally Employee Networks. We ensure Aboriginal and Torres Strait Islander voices are consulted at every stage of our RAP commitments.

We are continuously building on past learnings and strengthening our commitment to drive change and action.

We maintain core representation across Austrade by nominating members from each division, regularly refreshing membership to balance continuity with new perspectives, and enabling proxies where required. Ensuring strong Aboriginal and Torres Strait Islander representation in our RAP governance structures is a core imperative and will continue to be prioritised. This whole-of-organisation approach strengthens accountability and ensures RAP commitments are embedded into core business functions across the agency.

Since Austrade's first RAP in 2013, we have embraced our many successes and learned from our challenges. Whilst some RAP activities have proudly become part of our business-as-usual operating model, like an uplift in our cultural capability and agency wide integration of cultural protocols, we have found some other actions harder to embed.

Reflecting on past RAPs and commencing our fifth, we have recognised changes that must be made to move the dial for our reconciliation outcomes internally. We also see new opportunities to bring about external changes to the way we work. We want to ensure our RAP foundations are right by reviewing and updating all current processes. We have overhauled our RAP governance structure to strengthen accountability, transparency and create role clarity by implementing an overarching RAP Steering Committee. We are simplifying, engaging with external First Nations Advisors, and streamlining processes that better capture our First Nations outcomes.

The RAP is an opportunity for Austrade to be more strategic in our collective efforts. We



Corey Grech, founder of Native Botanical Brewery, sourcing native Australian ingredients, New South Wales.

have included three unique objectives that cover key outcomes for our frontline teams: in Trade, Investment and Visitor Economy.

The objectives include:

1. Scaling our support to reach more and grow existing First Nations exporters.
2. Helping to build significant opportunities in First Nations tourism.
3. Promoting inclusive engagement with foreign investors and First Nations groups.

This RAP aims to find and show the intersection of all our First Nations activities – strengthening our partnerships with First Nations employees and clients to drive First Nations employment and business outcomes. The changes will help Austrade provide better economic opportunities for First Nations Australians and accelerate our reconciliation efforts.

Reconciliation Action Plan timeline

2012
Austrade participated in a First Nations targeted employment Program – Indigenous Australian Government Development Program. We continue to participate in First Nations targeted employment programs.

2013
Launch of Austrade's first Innovate RAP.

Austrade developed our internal First Nations Portal that links to resources and helps raises awareness of First Nations cultures and protocols.

2014
Creation of our RAP Working Group.

2016
Launch of our second Innovate RAP 2016–18.

Austrade participated in our first Jawun APS Secondment Program.

2018
For NAIDOC Week in July 2018, Austrade held events hosted by local First Nations communities in our offices across Australia.

2019
Our Third Innovate RAP 2019–2021 was launched.

For National Reconciliation Week, Austrade marked the week by unveiling an artwork commissioned from Noongar artist, Bradley Kickett.

2020
Formal announcements of our first First Nations Consul General and first female First Nations Trade Commissioner.

Austrade's Senior Executive Service (SES) undertook Ngunnawal Language training. We also internally published Acknowledgement of Country Guidelines and an Inclusive Language Guide.

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

2023
Launch of Fourth Innovate RAP 2023-2025.

Our First Nations Framework was developed as a tool that connects Australian Government policy across the agency and supports our delivery of First Nations policy priorities.

2024

Austrade announced a First Nations category for the Australian Export Awards to celebrate the outstanding international success of First Nations businesses. The First Nations Award recognises the growing number of First Nations exporters and their economic, social and cultural impact.

Engaged a culturally competent Employee Assistance Program service for our First Nations staff.

2025

In March, Austrade hosted the inaugural meeting of the First Nations Visitor Economy Partnership, representing a key milestone in the Australian Government's support for increased First Nations participation in our tourism industry. Austrade's Tourism Research Australia found that 3 million trips incorporated First Nations activities in 2023–24.

Pauly Vandenbergh, Founder and Chair, Munda Wines, winner of the inaugural First Nations Exporter award at the 63rd Australian Export Awards 2025.





Statement from CEO of Reconciliation Australia

Reconciliation Australia commends the Australian Trade and Investment Commission on the formal endorsement of its fifth Innovate Reconciliation Action Plan (RAP).

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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Australian Trade and Investment Commission continues to be part of a strong network of more than 3,000 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 Australian Trade and Investment Commission will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Australian Trade and Investment Commission 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.

The Australian Trade and Investment Commission continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

This Innovate RAP is an opportunity for Australian Trade and Investment Commission 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, Australian Trade and Investment Commission will ensure shared and cooperative success in the long-term.

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

Congratulations Australian Trade and Investment Commission on your fifth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Staff member displays a t-shirt at First Nations retailer, House of Darwin, Northern Territory.

Relationships

Strengthening Partnerships with First Nations Peoples

Austrade has continually deepened its commitment to reconciliation by evolving how we build meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples. Through recognising that reconciliation is a dynamic journey, we have learned the importance of listening, adapting and embedding cultural understanding across all aspects of our work. These relationships are fundamental to our ability to foster inclusion and agility within Austrade, enabling us to better serve First Nations communities and contribute to a more equitable organisation.

As we progress throughout this RAP, we are focussed on strengthening these connections to ensure Aboriginal and Torres Strait Islander voices positively influence our trade, investment and tourism initiatives. We are committed to developing a culturally confident and capable workforce that embraces inclusive practices, reflecting our ongoing growth and dedication to meaningful outcomes that support reconciliation.

Melissa Cole, founder of Yaye, shares a selection of skincare products from her Indigenous-owned beauty brand.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations for guiding principles for future engagement.	July 2026, 2027	First Nations Champions
	Review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026, 2027	First Nations Champions
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027, 2028	Diversity & Inclusion Adviser
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2027 & 2028	Diversity & Inclusion Adviser
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2027 & 2028	First Nations Champion, Diversity & Inclusion Adviser
	Organise at least one NRW event each year.	27 May- 3 June 2027 & 2028	RAP Working Group, Diversity & Inclusion Adviser
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2027, 2028	
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement and communication strategy to raise awareness of reconciliation across our workforce.	July 2026	Internal Communications Adviser, Diversity & Inclusion Adviser
	Communicate our commitment to reconciliation publicly through our social media channels and website.	July 2026, 2007	Diversity & Inclusion Adviser
	Promote reconciliation through ongoing active engagement with all stakeholders.	July 2026, 2027	First Nations Champions
	Collaborate with RAP and other like-minded organisations and APS agencies to develop ways to advance reconciliation.	May 2027, 2028	Diversity & Inclusion Adviser

Action	Deliverable	Timeline	Responsibility
4. 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.	October 2026	Workplace Relations Advisor, Diversity & Inclusion Adviser
	Review, update and communicate the anti-discrimination policy for our organisation.	October 2026	Workplace Relations Advisor, Diversity & Inclusion Adviser
	Engage with Aboriginal and Torres Strait Islander staff and/ or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2026	Workplace Relations Advisor, Diversity & Inclusion Adviser
	Educate senior leaders on the effects of racism.	July 2026	Capability Director
Unique Objective 1: Visitor Economy Partnership	Publish a First Nations Tourism Insights Report each year.	November 2026, 2027	General Manager, Office of Tourism and the Visitor Economy
Support and increase the economic participation and success of First Nations businesses and their representative organisations, including those in the Visitor Economy.	Raise awareness of and increase participation (where possible) for First Nations owned businesses within relevant Austrade-run tourism programs and the Export Markets Development Grants (EMDG) program.	July 2026, 2027	Head, Grants Management Branch Special Advisor, EMDG, Grants Management Branch
	Continue to support the First Nations Visitor Economy Partnership, including through Secretariat work, and engage with state governments, industry partners and other stakeholders to respectfully embed First Nations cultures into the visitor economy.	July 2026, January 2027	General Manager, Office of Tourism and the Visitor Economy
	Include at least four articles within the Visitor Economy News that promote a First Nations business within the Visitor Economy.	July 2026, 2027	Manager, THRIVE 2030 Strategy Section Manager, Industry Capability Section
	Build cultural capability within the Office of Tourism and the Visitor Economy and Grants Management Branch to support First Nations businesses, including those in the Visitor Economy.	July 2026, 2027	General Manager, Office of Tourism and the Visitor Economy



Respect

Embedding First Nations Cultures & Histories in our Workplace

We acknowledge that truly understanding the rich knowledge, cultures, and histories of First Nations peoples is an ongoing journey that deepens our appreciation of the core values underpinning Aboriginal and Torres Strait Islander cultures. This understanding is essential for Austrade to foster a workplace culture where all employees feel empowered to bring their whole selves to work, to experience genuine belonging and purpose.

Over time, Austrade has built a strong foundation of cultural knowledge through a range of initiatives that are now embedded into our everyday practices. As we continue to learn and grow, we are committed to further integrating these insights into our broader business strategies, ensuring that respect for First Nations culture remains central to how we operate and evolve.

Action	Deliverable	Timeline	Responsibility
5. 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.	September 2026	Capability Director
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2026	First Nations Champions
	Develop, implement, and communicate a cultural learning strategy document for our staff.	September 2026	Capability Director, Diversity & Inclusion Adviser
	Provide opportunities for RAP Working Group members and key staff who work on First Nations initiatives to participate in formal and structured cultural learning.	July 2026, 2027	First Nations Champions and RAP Working Group
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	First Nations Champions and RAP Working Group
	Review, update and communicate cultural protocols, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	Diversity & Inclusion Adviser
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year.	July 2027	First Nations Champions and Diversity & Inclusion Adviser
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026	First Nations Champions

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Encourage the RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026 and 2027	RAP Working Group and Diversity and Inclusion Adviser
	Review policies and procedures to remove barriers to staff participating in NAIDOC Week.	October 2026	Workplace Relations Diversity and Inclusion Adviser
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026 and 2027	RAP Working Group
Unique Objective 2: Investment **Deliver an inclusive investment agenda that includes fostering collaborative partnerships between investors and First Nations groups.**	Collaborate across government, including through the National Investment Forum, to promote inclusive engagement with foreign investors and First Nations groups.	July 2026, 2027	Senior Investment Advisers, Investment Division and Co-Head, Investment Strategy, Insights & Performance
	Promote inclusive engagement with investors and First Nations groups and share success stories, including through relevant channels, events, and activities.	July 2026, 2027	
	Build cultural capability across Austrade's investment network to support staff to engage with investors about culturally sensitive investment.	July 2027	

Austrade staff member engaging with a client at Supply Nation Connect 2025, a national event showcasing First Nations businesses.





Mandingalbay Authentic Indigenous Tours river cruise vessel on Mandingalbay Yidinji Country in tropical north Queensland.

Image: Tourism Australia



Opportunities

Austrade's core purpose is to promote trade and investment opportunities for Australia that positively contribute to the country's economic prosperity. As our understanding of reconciliation deepens, we recognise the vital role we play in supporting First Nations peoples not only as partners in trade, investment and tourism, but as integral contributors to Australia's economy.

Building on our past efforts, we are committed to continuously enhancing how we attract, retain, and develop First Nations talent within our workforce. Equally, we are dedicated to strengthening our support for First Nations businesses, empowering them to thrive and compete successfully in global markets. This ongoing commitment reflects our evolving approach to reconciliation, ensuring it remains central to our purpose and operations.

Action	Deliverable	Timeline	Responsibility
8. 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 2026	Chief People Officer, Recruitment Director, Capability Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2026	Chief People Officer, Diversity & Inclusion Adviser
	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.	July 2026	Capability Director, Diversity & Inclusion Adviser
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026	Chief People Officer, Recruitment Director, Capability Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2026	Recruitment Director
	Commit to having 1-2 graduate positions for Aboriginal and Torres Strait Islander candidates in each graduate cohort.	December 2026	Chief People Officer

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop the Aboriginal and Torres Strait Islander Procurement Strategy.	March 2027	Assistant Director, Procurement & Contracts
	Renew and maintain Supply Nation MOU and membership.	March 2027	Assistant Director, Procurement & Contracts
	Further develop relationship with Supply Nation to enhance collaboration for planned procurements.	March 2027	Assistant Director, Procurement & Contracts
	Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2027	Assistant Director, Procurement & Contracts
	Utilise the use of Supply Nation Membership Opportunity Board (MOB) to promote planned and upcoming procurement opportunities to Aboriginal and Torres Strait Islander businesses.	March 2027	Assistant Director, Procurement & Contracts
Unique Objective 3: Trade **Support First Nations businesses to export to existing and new markets.**	Continue to build a pipeline of eligible First Nations businesses to benefit from Austrade's trade services.	February 2027, 2028	Head of Indigenous Engagement & Export, Assistant General Manager Trade Division and Global Engagement Managers
	Achieve or exceed the number of First Nations businesses receiving key account management services to 85 by July 2026 and 100 by July 2027.	July 2026, 2027	
	Build cultural capability within Trade Division to support First Nations businesses.	March 2027	
	Initiate a campaign to promote Austrade's services and support for Indigenous businesses.	March 2027	
	Actively engage with state governments, industry partners and other stakeholders to collaboratively support Indigenous clients' export development.	July 2026, 2027	Head of Indigenous Engagement & Export, Assistant General Manager Trade Division and Global Engagement Managers
	Promote Indigenous business capability through relevant channels, trade missions and activities.	March 2027	

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain effective governance structures to support the delivery of RAP commitments.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Monthly	RAP Working Group
	Create a Terms of Reference for the RAP Steer Co and Update Terms of Reference for the RAP Working Group.	July 2026	Diversity & Inclusion Adviser
	RAP Steer Co to meet at least four times per year to drive and monitor RAP implementation.	Quarterly - February, May, August and November	Diversity & Inclusion Adviser
	RAP Working Group to meet monthly to ensure delivery of actions	Monthly	Diversity & Inclusion Adviser
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2026	Diversity & Inclusion Adviser
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2026	First Nations Champions, RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2026	Diversity & Inclusion Adviser
	Appoint and maintain an internal RAP Champion from senior management.	July 2026	RAP Working Group



Aerial view of Humpty Doo Barramundi Farm in the Northern Territory.

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	June annually	Diversity & Inclusion Adviser
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Diversity & Inclusion Adviser
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Diversity & Inclusion Adviser
	Report RAP progress to all staff and senior leaders quarterly.	Every quarter	Diversity & Inclusion Adviser
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2026, 2027	RAP Working Group, Social Media & Communications Specialist
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	August 2026	Diversity & Inclusion Adviser, Communications Specialist
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Diversity & Inclusion Adviser
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Diversity & Inclusion Adviser





The designer: Yindi Artz

De Greer-Yindimincarlie is a proud Aboriginal woman from Wiradjuri Country in Australia. She is a maker, educator, and multi award-winning artist whose work celebrates Aboriginal culture, identity, and creativity every day through her business Yindi Artz.

Working across multiple mediums — including visual art, music, graphic and textile design, and film — De brings her stories and heritage to life through bold, contemporary expressions of Aboriginal culture. Her stunning artworks are held in public and private collections across the globe, connecting audiences to the richness and resilience of her people's traditions.

De's authentic Aboriginal artworks and products are proudly stocked by the National Gallery of Australia, the Toledo Museum of Art in Ohio, USA, and a wide range of galleries and specialty stores. Her creations can be found on every continent, reflecting the universal appeal of her vision and artistry.

As a musician, De has recorded six albums and performed alongside some of Australia's most respected artists, including Dan Sultan, Wolfmother, Neil Murray, Kev Carmody, Archie Roach, and Andrew Farris.

Awards
2008

SE QLD NAIDOC Award:
Distinguished Services | Visual Arts Industry

2013
National Deadly Award:
Professional Deadly Dressed

2022
SA Woman Award:
First Nations Woman in Business

You can contact De through her website:
www.yindiartz.com.au



Close-up of green ants (Oecophylla smaragdina) clustering on woven leaves in the Northern Territory. These ants are traditionally harvested by Indigenous Australians for their medicinal and nutritional properties, and their citrus-like flavour is used in native bush foods.



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Diversity & Inclusion at Austrade
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