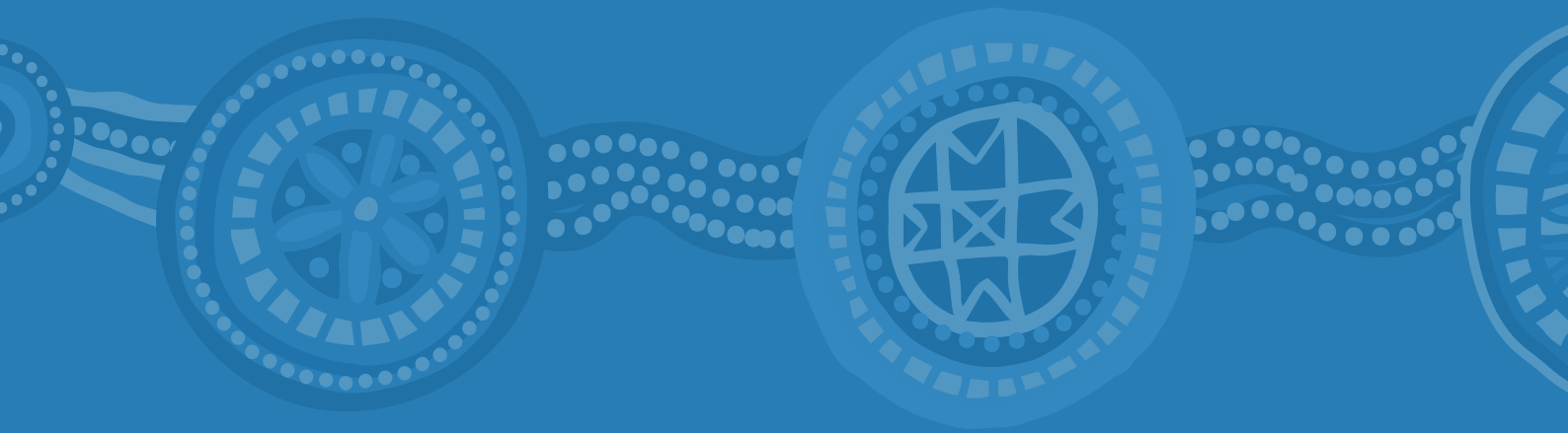


# Innovate

# Reconciliation Action Plan

March 2024 – February 2026





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## Artwork

Protecting Country  
Riki Salam

## Acknowledgement

AUSTRAC acknowledges the traditional owners and custodians of country throughout Australia. We recognise their continuing connection to the land, sea and community. We pay our respects to the people, cultures and elders past, present and emerging.



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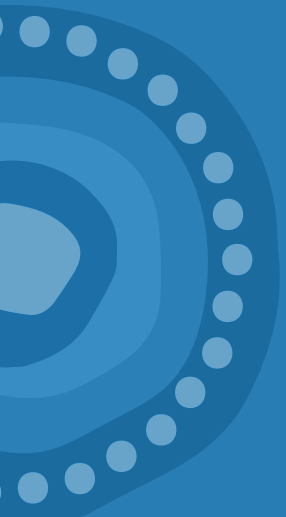


## Protecting Country

Ghostly figures rise from rocky outcrop, greenery  
seeks sunlight in the desert heat.

Black Cockatoo calls, moisture begins to fill the air,  
rumblings begin toward the horizon.

Seeking shelter from the sun, hands twist and turn,  
tension tightens.



Stone grinds, bark is stripped, lines follow  
the contours, fire straightens and curves.

Country spans across the plain  
and continues on following the stars.

These lines have been sung since time immemorial,  
they form the land and connect us all.

We are one through Song and Ceremony,  
woven twine runs deep and wide capturing country,  
protecting and nourishing us all.

Riki Salam



## About our RAP artwork



The artwork represents AUSTRAC's vision and purpose, fighting financial crime together to protect Australians from criminal abuse, both in Australia and beyond its borders.

The background is made up of a fishing net which represents the capture of criminals. The dotted patterning represents many different Country across Australia.

The main theme is teamwork, and how AUSTRAC works together with industry and its partners to fight financial crime.

The symbol found central to the artwork shows people seated in a yarning circle to represent AUSTRAC's organisational culture - trusted, inclusive, collaborative and impactful.

Also included are symbols that represent AUSTRAC's strategic objectives: to discover, understand, strengthen, disrupt and optimise.

Surrounding these symbols are innovative tools that were used in everyday life. Fighting shields represent protection of the community, the boomerang represents innovation and the different ways that AUSTRAC is fighting financial crime.

**Riki Salam**

Artist, We Are 27 Creative



## CEO Reconciliation Australia Statement

### Reconciliation Australia commends AUSTRAC on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for AUSTRAC to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, AUSTRAC will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. AUSTRAC is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals AUSTRAC's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations AUSTRAC on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## AUSTRAC CEO Statement

### I am delighted to present AUSTRAC's Innovate Reconciliation Action Plan (RAP) 2024-26.

At AUSTRAC, we understand that reconciliation is an ongoing process and we are committed to taking meaningful action to create lasting change. This plan represents our dedication to reconciliation and outlines the steps AUSTRAC will take to sustainably and strategically take action. I am excited that this plan moves us forward with renewed determination.

By implementing this RAP, we envisage we can make a meaningful contribution to reconciliation in Australia, with practical actions and goals to drive greater equality and understanding of Aboriginal and Torres Strait Islander cultures within AUSTRAC. We aim to achieve better results in attracting, retaining, advancing and celebrating Aboriginal and Torres Strait Islander employees and making a positive impact by promoting reconciliation, reflecting on our internal practices and engaging with the communities in which we live and work.

AUSTRAC will work closely with Aboriginal and Torres Strait Islander community leaders and organisations, as well as our Indigenous employees, to ensure that our efforts spelt out in this RAP are inclusive and effective. Additionally, we will ensure that our actions and policies support the principle of self-determination and address social and financial inclusion for the Aboriginal and Torres Strait Islander community.

Together, we can play a vital role in building a bright future for the Aboriginal and Torres Strait Islander community and Australian society as a whole.

**Brendan Thomas**  
Chief Executive Officer  
AUSTRAC



## Our vision for reconciliation

Our vision for reconciliation is an Australia committed to equality and unity between Aboriginal and Torres Strait Islander peoples and other Australians, and acceptance of both our shared history and our shared future.

At AUSTRAC, this is represented in our rich and diverse workplace culture. It is also demonstrated in the ways we work to remove barriers for Aboriginal and Torres Strait Islander peoples within our sphere of influence as Australia's financial intelligence agency and financial regulator.



## Our business

AUSTRAC is the Australian Government agency responsible for detecting, deterring and disrupting criminal abuse of the financial system to protect the community from serious and organised crime. For more than 30 years, AUSTRAC has been evolving to address the challenges in a financial system that is rapidly changing and targeted by criminals in complex ways.

Through strong regulation, and enhanced intelligence capabilities, AUSTRAC collects and analyses financial reports and information to generate financial intelligence. This vital information about potential criminals and criminal activity contributes to our national security and law enforcement investigations.

Today, AUSTRAC finds itself working in a disrupted financial landscape, with new and emerging technologies changing the way financial services are delivered, in an increasingly globalised economy. These disruptions have created significant changes in the sector and AUSTRAC has adapted to these shifts in how it regulates businesses to disrupt financial crime to protect the community.

As criminals become more sophisticated and develop new ways to exploit vulnerabilities in the Australian financial system, we will continue to evolve and deepen how we work with our reporting population and partners. This is enabled by our highly collaborative approach and specialist work force.

At December 2023, AUSTRAC had 678 members of staff consisting of 478 ongoing employees, 34 non-ongoing employees, 70 secondees and 96 contractors, including six Aboriginal and/or Torres Strait Islander staff members. AUSTRAC has four offices in Sydney, Melbourne, Canberra and Brisbane, in addition we also have outposted officers located in:

- Perth, Australia
- Adelaide, Australia
- Kuala Lumpur, Malaysia
- Beijing, China
- London, United Kingdom
- Washington DC, United States of America
- Suva, Fiji.

AUSTRAC's sphere of influence stretches beyond Australia's shores and we work closely with Government and industry to protect the Australian community from serious crime and terrorism. Internally, our stakeholders include employees, seconded staff, and contractors. Our external stakeholders consist of businesses we regulate, federal and state Government agencies and law enforcement, other regulators, other financial intelligence units internationally, and the National Intelligence Community. Where opportunity arises, AUSTRAC will seek to collaborate with these key stakeholders to enhance policy and guidance material on Anti-money Laundering/Counter-Terrorism Financing for Aboriginal and Torres Strait Islander peoples.

## Our RAP

A 'Reflect' RAP was in place at AUSTRAC during 2010 and from 2016 to 2017. During this time AUSTRAC gained confidence in engaging with entry level reconciliation activities and implemented an Indigenous Employment Plan in 2019. Unlike previous RAPs, the 2024-26 RAP will be supported by an agency working group and will feature as a regular internal reporting requirement to ensure momentum is maintained. AUSTRAC has undertaken an internal assessment to ensure we are resourced and capable to achieving an Innovate RAP.

By implementing a RAP, we envisage we will make a meaningful contribution to reconciliation with practical actions and goals to drive greater equality and understanding of Aboriginal and Torres Strait Islander cultures. Our aim is to achieve better results in attracting, retaining, advancing and celebrating Aboriginal and Torres Strait Islander Staff and promoting reconciliation by reflecting on our internal practices and engaging and positively impacting the communities in which we live and work.

AUSTRAC's third RAP – an Innovate RAP – has been approved by AUSTRAC's Governance Committee and Reconciliation Australia. The key themes of AUSTRAC's Innovate RAP are:

- Establishing strong relationships with Aboriginal and Torres Strait Islander people through operational innovation and enhanced engagement with public and private sector networks, and programs and advocacy associations.
- Respecting Aboriginal and Torres Strait Islander peoples, cultures and histories through enhanced staff education.
- Working with Aboriginal and Torres Strait Islander peoples to create opportunities within AUSTRAC through policy and strategy considerations – particularly in respect to recruitment (e.g. identified designated positions across the agency). When these policies and strategies are determined we will communicate effectively with potential and current Aboriginal and Torres Strait Islander employees about the opportunities available at AUSTRAC and measure the effectiveness of our communications.

AUSTRAC's previous Reconciliation Action Plan 2016-2017 was established to demonstrate our commitment to building respect and understanding of Aboriginal and Torres Strait Islander peoples. Since 2017, AUSTRAC's approach to reconciliation and engagement with Aboriginal and Torres Strait Islander communities has matured. During this time when AUSTRAC did not have an active RAP, we have:

- Launched an Indigenous Employee Plan as part of our broader Diversity and Inclusion Program 2019-23. This included a variety of activities relating to attraction and recruitment, retention and support, capability and advancement and celebrating days of significance. Since the plan's inception, AUSTRAC has demonstrated a strong agency-level commitment to raising staff awareness on issues which are centric to Aboriginal and Torres Strait Islander peoples. Participation in Whole of Australian Government recruitment programs relating to Aboriginal and Torres Strait Islander people has been identified as an area requiring improvement and AUSTRAC is currently working with the Department of Defence to enhance our maturity in this space.

- Released AUSTRAC guidance including 'Assisting customers who don't have standard forms of identification' to identify the impact and future improvements for Aboriginal and Torres Strait Islander people. This guidance supports members of the community, including Aboriginal and Torres Strait Islander people, who cannot access traditional forms of documentation to prove their identity in order to access the financial services they need. AUSTRAC engaged in extensive consultation in the development of this guidance including with a range of other organisations representing the interests of Aboriginals and Torres Strait Island customers such as the Indigenous Consumer Assistance Network and Consumer Action Network.
- Participated in Jawun's Indigenous Secondment Program. The participant was able to share their experience with all staff members via an internal blog and also AUSTRAC staff with considerations for ways they could improve their Indigenous Cultural Intellectual Property (ICIP) and general Intellectual Property (IP) processes going forward.
- Participated in the 'Affirmative measures – Indigenous Recruitment' scheme. A learning from this process was to improve our recruitment strategies by researching talent pools most applicable to Aboriginal and Torres Strait Islander people. This research will enable us to better align our resource planning with affirmative measures vacancies.
- Partnered with Indigenous Creative Agency We are 27 to create a bespoke artwork to represent AUSTRAC's vision and purpose, and
- Embedded the use of 'Acknowledgement of Country' throughout our workplace. Including the introduction of 'Acknowledgement of Country' cards for all staff.

## Reconciliation Action Plan Working Group

AUSTRAC's RAP is championed by the National Manager, Legal and Enforcement. The RAP Champion is supported in their role by AUSTRAC's RAP Working Group and Employee Experience.

At the time of publishing, our RAP Working Group Members were:

- National Manager, Legal and Enforcement
- Manager, Strategic Communications
- Manager, Integrity and Training
- Senior Analyst, Strategic Assessments
- Specialist, Industry Education and Outreach
- Specialist, Industry Education and Outreach
- Senior Specialist, Regulatory Guidance

AUSTRAC's RAP Working Group is currently supported by one Aboriginal representative. Where nominations for the RAP Working Group are held, Aboriginal and Torres Strait Islander staff are encouraged to participate. Members of the Indigenous Employee Network at the Attorney General's Department are also welcomed to participate and share their unique contributions with the group.



## Relationships

AUSTRAC recognises the value and importance of meaningful and respectful relationships and understand this is a critical element to the overall success of our RAP and reconciliation. Directly engaging with Aboriginal and Torres Strait Islander businesses and communities is an important way for AUSTRAC to consider the perspectives of all Australians, as we fulfil our mandate of preventing, detecting and responding to criminal abuse of the financial system to protect the community from serious and organised crime.

We strive to create opportunities for staff to interact with each other to discuss and reflect on our cultural differences and similarities. We aim to do this through regular engagement with Aboriginal and Torres Strait Islander organisations.

### 01. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2024	RAP Champion
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	RAP Champion

### 02. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 and 2025	Director, Employee Experience
RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024 and 2025	RAP Champion
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024 and 2025	RAP Champion
Organise at least one NRW event each year.	27 May – 3 June 2024 and 2025	RAP Champion Director, Employee Experience
Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2024 and 2025	Director, Employee Experience

### 03. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2025	RAP Champion
Include an overview of AUSTRAC's RAP commitments in new employee onboarding	June 2024	Director, Employee Experience
Communicate our commitment to reconciliation publicly.	June 2024	Director, Strategic Communications
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2024	RAP Champion
Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	December 2024	RAP Champion

### 04. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2024	Director, Employee Experience Director, Workforce Intelligence and Talent
Develop, implement and communicate an anti-discrimination policy for our organisation.	April 2025	Director, Employee Experience
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2024	Director, Employee Experience
Educate senior leaders on the effects of racism.	May 2025	Director, Employee Experience





## Respect

AUSTRAC strives to create a diverse and inclusive workplace, one which has respect at the centre of our interactions with each other and our stakeholders. We are dedicated to building and maintaining an environment of respect and appreciation for Aboriginal and Torres Strait Islander cultures, and providing staff with the opportunity to learn about First Nations cultures and customs. These opportunities will be a combination of targeted and open to all activities. Their promotion and visibility will be embedded in key AUSTRAC communications and the effectiveness of communications measured.

### 05. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of AUSTRAC's cultural learning needs	June 2024	Director, Employee Experience
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2024	Director, Employee Experience
Develop, implement and communicate a cultural learning strategy for our staff.	May 2025	Director, Employee Experience
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025	Director, Employee Experience
Increase staff's understanding of the purpose and significance behind cultural protocols.	September 2024	RAP Champion

## 06. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Design information module on Acknowledgement of Country and Welcome to Country protocols and include in new employee starter inductions.	August 2024	Director, Employee Experience
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2024	Director, Employee Experience
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2025	RAP Champion
Ensure Acknowledgment of Country cards are made available to all AUSTRAC staff to encourage the appropriate use of cultural protocols'	September 2024	Director, Strategic Communications
Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2024	Director, Strategic Communications

## 07. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Working Group to participate in two external NAIDOC Week events.	July 2024 and 2025	RAP Champion
Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2024 and 2025	Director, Employee Experience
Promote and encourage participation in external NAIDOC events to all staff through the promotion of access to cultural leave.	3 July – 10 July 2024 and 2025	Director, Employee Experience

## 08. Demonstrate respect to First Nations peoples by creating a culturally welcoming office environment.

Deliverable	Timeline	Responsibility
Explore naming new AUSTRAC meeting rooms in language (in partnership with local Traditional Owners)	April 2025	Director, Physical Security, Facilities and Deployments
Purchase AIATSIS map of Indigenous Australia and display in AUSTRAC offices in Sydney, Melbourne, Canberra and Brisbane.	May 2024	Director, Physical Security, Facilities and Deployments



## Opportunities

AUSTRAC is committed to creating opportunities in the areas of recruitment, supplier diversity, cultural awareness training. The aim of this is to create positive outcomes for employment, employee retention, provision of goods and services and social change for Aboriginal and Torres Strait Islander people that will support AUSTRAC's contribution to reconciliation.

### 09. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Continue to build an understanding of current Aboriginal and Torres Strait Islander staffing as appropriate, to inform future employment and professional development opportunities	February 2025	Director, Employee Experience  Director, Workforce Intelligence and Talent
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2024	Director, Employee Experience
Review and update our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategies which support our Indigenous Employee Plan 2019-23	December 2024	Director, Employee Experience  Director, Workforce Intelligence and Talent
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2024	Director, Workforce Intelligence and Talent
Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2024	Director, Employee Experience  Director, Workforce Intelligence and Talent
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	February 2025	Director, Employee Experience  Director, Workforce Intelligence and Talent

**10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**

Deliverable	Timeline	Responsibility
Continue to implement the Commonwealth Indigenous Procurement Policy	March 2024	Director, Budgets, Travel and Procurement
Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2024	Director, Budgets, Travel and Procurement
Develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses via implementation of the Commonwealth Indigenous Procurement Policy.	July 2024	Director, Budgets, Travel and Procurement
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2024	Director, Budgets, Travel and Procurement
Investigate Supply Nation membership	July 2024	Director, Budgets, Travel and Procurement
Participate in Jawun secondment program with at least one employee per year to support Aboriginal and Torres Strait Islander businesses	December 2024 and 2025	Director, Employee Experience

**11. Continue to work towards anti-money laundering and counter-terrorism financing reporting frameworks/guidance which are inclusive of Aboriginal and Torres Strait Islander cultures.**

Deliverable	Timeline	Responsibility
Review and update supporting guidance material to identify opportunities to maximise financial inclusion for Aboriginal and Torres Strait Islander people, enabling financial institutions and superannuation funds to apply a flexible and compassionate approach to customer identification processes.	April 2024 and 2025	National Manager, Reform Policy and Mutual Evaluation
Maintain relationships with subject matter experts from relevant industry bodies (Australian Banking Association, Australian Institute of Superannuation Trustees), regulators (e.g. Australian Securities and Investments Commission (ASIC) Indigenous Outreach Program) and other relevant stakeholders (e.g. Indigenous Consumer Assistance Network, Financial Counselling Australia), and work collaboratively to promote AUSTRAC guidance and First Nations financial inclusion	April 2024 and 2025	National Manager, Reform Policy and Mutual Evaluation
Monitor the use and application of AUSTRAC guidance, including enhanced and revised 'Assisting customers who don't have standard forms of identification' to identify the impact and future improvements for Aboriginal and Torres Strait Islander people.	April 2024 and 2025	National Manager, Reform Policy and Mutual Evaluation





## Governance

### 12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March, June, September, December 2024 and 2025	RAP Champion
Review and refresh Terms of Reference for the RWG.	July 2024	RAP Champion
Meet at least four times per calendar year to drive and monitor RAP implementation.	March, June, September, December 2024 and 2025	RAP Champion

### 13. Provide appropriate support for effective implementation of RAP commitments.

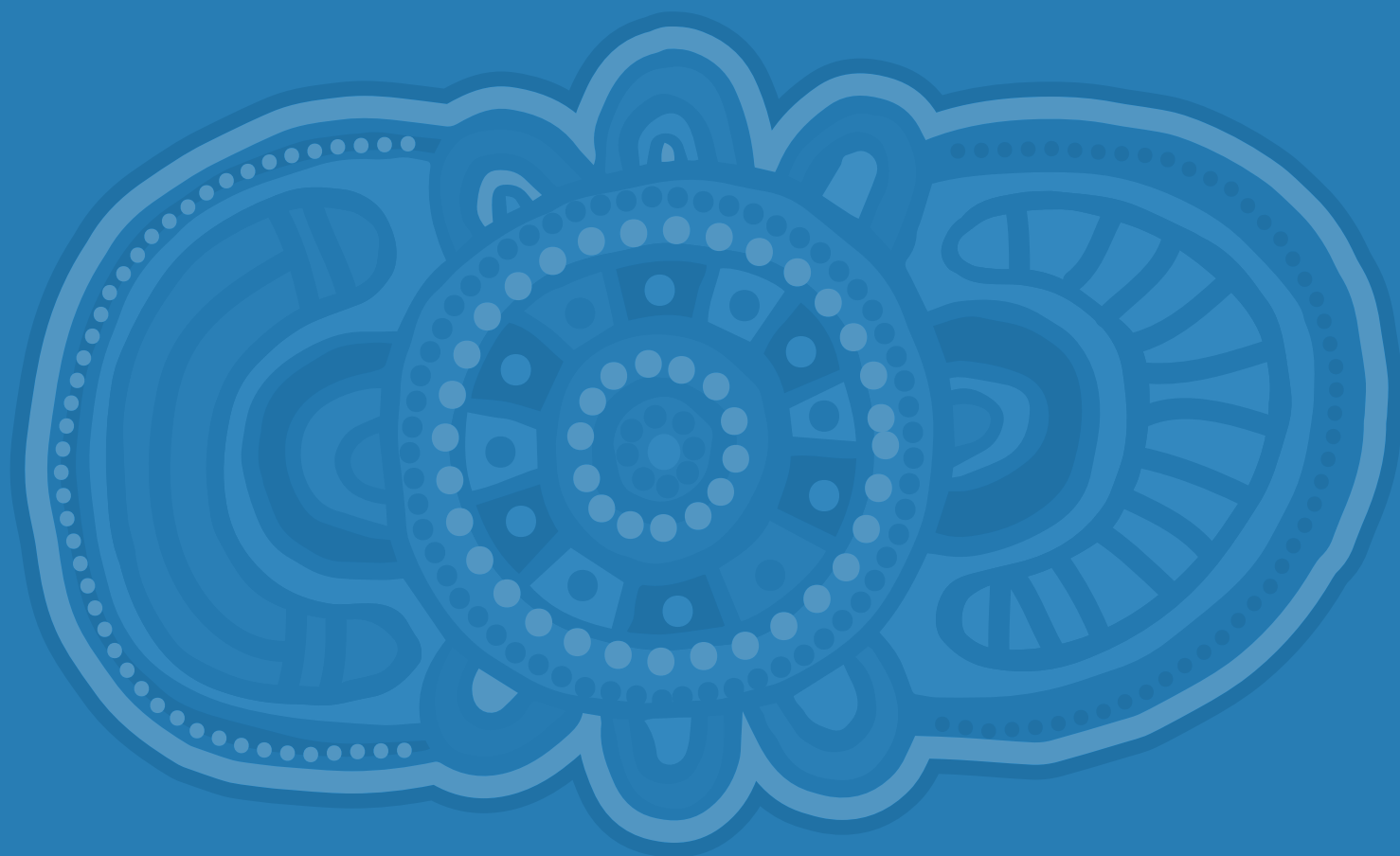
Deliverable	Timeline	Responsibility
Commit to resource needs for RAP implementation.	March 2024	RAP Champion
Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2024	RAP Champion
Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024 and 2025	RAP Champion
Maintain an internal RAP Champion from senior management.	March 2024 and 2025	CEO

#### 14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2024 and 2025	Director, Employee Experience
Report RAP progress to all staff and senior leaders quarterly.	July, October 2024 January, April, July, October 2025 January, April 2026	RAP Champion
Publically report our RAP achievements, challenges and learnings, annually.	November 2024 and 2025	Director, Employee Experience
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2025	RAP Champion
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 2024 and 2025	Director, Employee Experience
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2024 and 2025	Director, Employee Experience
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	Director, Employee Experience

#### 15. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	March 2025	Director, Employee Experience



Contact details for public enquiries about our RAP

Lisette Aarons  
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