

# Innovate Reconciliation Action Plan



November 2021 – 2023

**AMERICAN EXPRESS**





# Acknowledgment of Country

American Express acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land on which we work and meet each day, throughout Australia. We acknowledge the Gadigal people of the Eora Nation, whose ancestral lands and waters are where the American Express Australia headquarters now stand.

American Express recognises Aboriginal and Torres Strait Islander peoples' continuing connection to land, waters and culture. We pay our respect to past, present and future Elders and to all Aboriginal and Torres Strait Islander peoples.





## ARTWORK *GROWING AND SOARING TOGETHER*

We are thrilled to work again with Wiradjuri woman, Kristie Peters, on the artwork for our RAP and we are grateful for our continuing relationship. Kristie has evolved the original design to symbolise our ongoing and deepening commitment to Reconciliation. The artwork represents our growth along the Reconciliation journey, our support of community (through arts and education) and our learning through and from Aboriginal and Torres Strait Islander peoples.

*American Express artwork, meaning Growing and Soaring Together.*

This artwork represents the heart of American Express and the ongoing commitment to Reconciliation. It is a soulful expression of American Express' values that celebrates a diverse community, colleagues, and customers joining in harmony on a journey of Reconciliation while paying respect to history both past and present

The travelling lines represent a story, a triumph and all the many ways Reconciliation is reminded and celebrated throughout Australia. We bring positive energy and uplift each other's spirits when we come together as one. The lines also represent progression and the many generations to follow that can inclusively make a difference as we walk together, towards a better future.

The patchwork areas are criss-crossed by generations of colours that represent different Aboriginal and Torres Strait Islander nations in Australia, who belong to this land from time immemorial.

The meeting places represent the song lines which trace the path of our spiritual ancestors that are deeply tied to the landscape. Spiritual ancestors guide us from the past to present. We pay our respects to those who have come before us, who share important knowledge and cultural wisdom – standing strong and proud, and guiding us into the future supporting the present generation and passing on the traditional ways in a modern society for Aboriginal and Torres Strait Islander people living today and for those to come.

The handprints represent the Traditional Owners, the Ancestors of this land Australia, honouring the Elders who are the holders of the knowledge of culture and traditional ways through age-old ceremonies of storytelling, song, dance, art, language and ways of living. The handprints also acknowledge those of the future, for they hold the memories, the traditions and hopes of Aboriginal Australians.



## ARTIST BIOGRAPHY, KRISTIE PETERS

Kristie Peters is a proud Wiradjuri woman from Dubbo, Wellington NSW. Kristie is a twin and comes from a large family of fifteen brothers and sisters. She lives in Canberra with her eight beautiful boys.

Recently recognised by ACT NAIDOC as 2021 Artist of the Year, Kristie is the founder of Yarrudhamarra Creations, which provides opportunities for people to learn and experience the beauty of Australian Aboriginal and Torres Strait Islander art and culture. Kristie has always had a passion for creating art and sharing culture: Yarrudhamarra is a Wiradjuri word meaning 'dream' which underpins the mission of the organisation to turn dreams into reality. Yarrudhamarra Creations provides opportunities for people to learn and experience the beauty of Australian Aboriginal art and culture and gain a deeper appreciation for the cultural practices of Aboriginal and Torres Strait Islander peoples.



# Gimbay Wangal (Friendship Dance)

By Nicole Smede

Gathang interpretations guided from *A Grammar and Dictionary of Gathang: the language of the Birrbay, Guringay and Warrimay* by Amanda Lissarrague.

In meeting  
*nyiirun gatha*

cross deep waters  
*bambi* divided range and valley

foot before *djina*  
we weave

muscle, bone and joint in *yawutung*  
preparing *guthi wangga wanyimbuwanyimbu*

hand offered  
in *matjarr*

a balanced union  
wipes *dhunggil* in gesture

ear held to *binagan*  
breaking silence, we *ngarra*

the resonant call placing weighted step  
in entrusted motion

heart beating with *yukul*  
we move, in desire

no longer divided  
now in graceful *wanggal wanyimbuwanyimbu*

In meeting  
we become

cross deep waters  
marry divided range and valley

foot before foot  
we weave

muscle, bone and joint in journey  
preparing to dance a song memorial

hand offered  
in hand

a balanced union  
wipes tears in gesture

ear held to ear  
breaking silence, we tune

the resonant call placing weighted step  
in entrusted motion

heart beating with heart  
we move, in desire

no longer divided  
now in graceful dance memorial.

American Express was grateful to work with Red Room Poetry to create a poem that represented our vision for Reconciliation. The poem by Nicole Smede speaks to a unifying experience of coming together over a shared understanding and acceptance of our history and culture so we can collectively and positively move forward in the future. True Reconciliation is a dance – Gimbay Wangal (friendship dance); the back-and-forth steps of learning, understanding, reflecting, relating and moving together in synchronisation.

Nicole Smede is a multi-disciplinary artist of Worimi and European descent, living and creating on Wodi Wodi Country. Proud of her heritage, Nicole's work explores a reclamation and reconnection of ancestry and Country, through language, poetry and song. Her voice is featured in award-winning film scores and her work has been broadcast on national and international radio, reimagined in music, visual and sound pieces, and published in journals, anthologies and publications.

## MESSAGE FROM AMERICAN EXPRESS AUSTRALIA & NEW ZEALAND MANAGING DIRECTOR



We are committed to advancing national Reconciliation and the role we can play in helping to address some of the challenges that face Aboriginal and Torres Strait Islander peoples.

Our Innovate Reconciliation Action Plan (RAP) is the next milestone in American Express' Reconciliation journey. Central to our commitment is the ongoing exploration and fulfilment of mutually beneficial opportunities in partnership and consultation with Aboriginal and Torres Strait Islander cultures, businesses, and networks.

Since the launch of our Reflect RAP we have garnered support locally and globally, identifying and leveraging the skillset of our colleagues and the capabilities of our business to progress our Reconciliation goals. We are developing and enhancing strong partnerships with our industry peers and community partners to increase the positive impact of our contributions. We have also prioritised access to education for First Nations young peoples and partnered with Western Sydney University to fund a tertiary scholarship and internship program to foster and support First Nations students. As an alum of Western Sydney University, I am looking forward to playing an active role in building strong relationships with the school and its students through the School of Business CEO and Leadership Seminar series.

We realise the importance of ensuring more employment opportunities for Aboriginal and Torres Strait Islander peoples and remain focused on developing employment pathways within our business and supply chain. This year we will also extend our Small Business programs, with the launch of our First Nations Business Growth program, in partnership with Inspiring Rare Birds and as a member of Supply Nation, aimed at providing tangible business support for First Nations businesses.

I am motivated by the momentum our Reconciliation initiatives have gained over the past year. I look forward to continuing to work alongside our team, our partners and with Aboriginal and Torres Strait Islander communities as we take these important steps towards Reconciliation, together.

[Corrina Davison](#)

Managing Director,  
American Express Australia and New Zealand



## MESSAGE FROM STEPHEN PENDERGAST, RAP EXECUTIVE SPONSOR



The launch of our Reconciliation Action Plan last year represented a significant milestone for American Express Australia, and our global organisation, and I am delighted that we can share positive outcomes and what we have learnt so far.

In the past year we've had the opportunity to support initiatives and start conversations with Aboriginal and Torres Strait Islander peoples to unlock mutually beneficial projects and opportunities. This has included meeting with organisations with a strong focus on Reconciliation and engaging with other like-minded businesses who have established themselves as leaders in this space. We're now committing to formal activities and initiatives that speak directly to our Reconciliation aspirations.

Since the launch, we have reinforced our commitment to education through the establishment of our First Nations Education Framework which includes a secondary school scholarship with Gawura Indigenous College and a scholarship and internship program with Western Sydney University. Our philanthropic partnerships with the Clontarf Foundation and The Australian Literacy

and Numeracy Foundation continue to deliver positive outcomes for First Nations communities.



*Building the foundation for Reconciliation requires all of us to recognise and acknowledge the histories, cultures and rights of Aboriginal and Torres Strait Islander peoples and to also help create a shared sense of belonging and identity.*



Our Innovate RAP was developed through engagement with our people and the communities in which we work. The quotes and stories demonstrate our shared commitment. I acknowledge everyone who has contributed to this RAP, and all who will bring it to life as we strive to advance Reconciliation in Australia, together.

**Stephen Pendergast**  
Vice President &  
General Manager of  
Commercial Services

## MESSAGE FROM KAREN MUDINE, RECONCILIATION AUSTRALIA CEO



Reconciliation Australia commends American Express 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 American Express 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, American Express 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 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. American Express is part of a strong network of more than 1,100 corporate, government and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals American Express' 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 American Express on your Innovate RAP and I look forward to following your ongoing Reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Our Business

## VISION AND MISSION

*Our purpose is to back people and businesses to thrive and create equitable, resilient and sustainable communities globally. Our vision is to provide the world's best customer experience every day. Our mission is to become essential to our customers by providing differentiated products and services that help our customers achieve their aspirations.*

American Express is a globally integrated payments company that provides customers with access to products, insights and experiences that enrich lives and build business success. We provide innovative payment, travel and expense management solutions for individuals and businesses of all sizes. More than 170 years of history built on service, trust and security have helped us develop one of the world's most recognised brands. In 2020 we launched our first Reconciliation Action Plan. Our ongoing commitment is to provide more opportunities for Aboriginal and Torres Strait Islander peoples within the American Express Australia team, as well as First Nations businesses and other community engagement opportunities

Our general-purpose card network, card-issuing and merchant-acquiring and processing businesses are global in scope. We are a world leader in providing Charge and Credit Cards to consumers, small businesses, mid-sized companies and large corporations. Building and developing trusted relationships have been key to our business success. In every interaction and in everything we do, our goal is to provide the best customer experiences every day. No matter what they need, big or small, we're there to back them.

## AUSTRALIAN OPERATIONS

American Express has been doing business in Australia since 1954, opening our first travel office in the David Jones department store on Gadigal Country, on Elizabeth Street, Sydney.

Our local focus shifted to payment products when we introduced the first American Express Card in Australia in 1974, expanding to more than 100,000 Cards issued by the end of 1978. The following year, we introduced the American Express Corporate Card program, helping Australian companies to reconcile expenses and business payments. Today, it's the largest program of its kind in Australia.

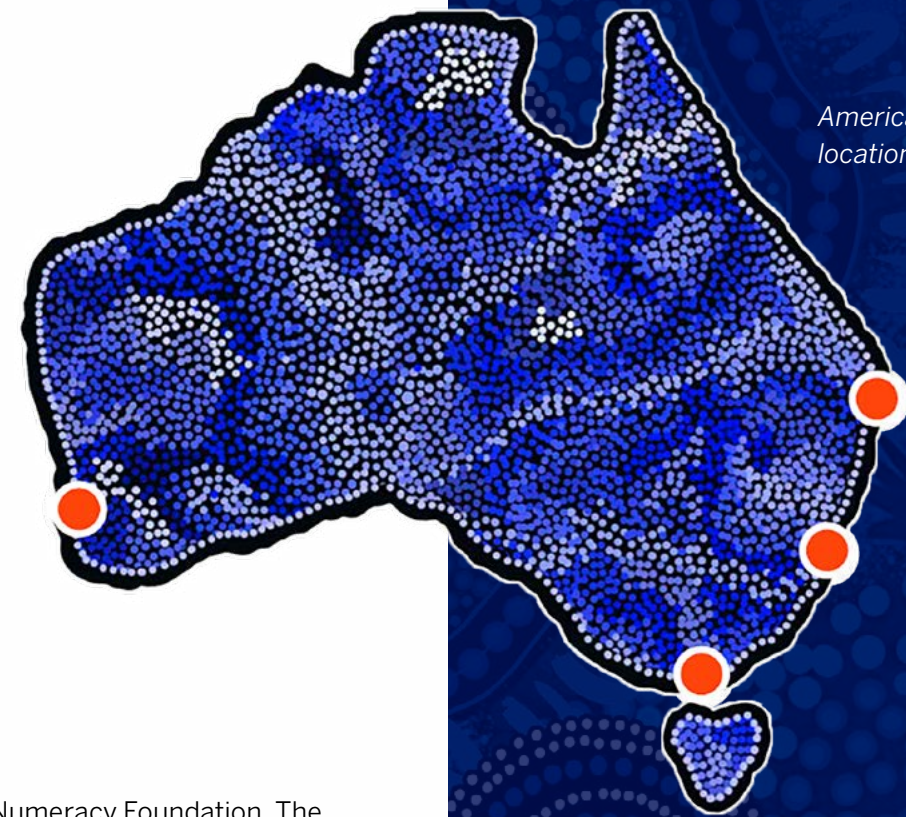
Through our partnerships and stakeholder networks, we aim to bring a positive influence and generate impact across a range of communities and stakeholders.

Our network of friends and partners is extensive and diverse. These include our co-brand partnerships with Qantas, Velocity and David Jones, our memberships with Australian Payments Network, Council of Small Business Organisations Australia, Supply Nation, Diversity Council of Australia, and our various corporate and community partners, for example, Arrilla Consulting, American Express Global Business Travel, The Australian

Literacy and Numeracy Foundation, The Clontarf Foundation, The Australian Business and Community Network and Two Good Co.

Our Australian headquarters are in Sydney, but our focus is national. We have physical presences in Melbourne, Brisbane, and Perth; and remote colleagues are located throughout Australia. As of 31 December 2020, American Express employed approximately 63,700 people globally, with just over 1,300 based in Australia.

Since the launch of our inaugural RAP in 2020, we have committed to ensuring that we are reporting the number of Aboriginal and Torres Strait Islander colleagues employed in Australia. At the time of writing our RAP, the number of colleagues that identified as Aboriginal and Torres Strait Islander was under 15. We realise the critical role of providing more employment opportunities for Aboriginal and Torres Strait Islander peoples and have incorporated ways for colleagues to self-identify into our recruitment process and annual colleague satisfaction survey. Through the development of this RAP we're committed to identifying ways of increasing employment opportunities for Aboriginal and Torres Strait Islander peoples and are closely tracking our progress towards this goal.



American Express  
locations in Australia



# Our Values

## WE BACK OUR CUSTOMERS

Relationships are at the heart of our business. We strive to be essential to our customers by delivering exceptional products, services and experiences every day – and promise to have their backs in everything we do.

## WE STAND FOR INCLUSION

We all have biases. However, we do not tolerate bias that excludes or minimises anyone – all people belong. We're committed to ensuring that we have a welcoming and inclusive culture where everyone's voice matters and where people of all races, ethnicities, genders, gender identities, sexual orientations, ages, religions, disabilities and viewpoints can thrive.

## WE DO WHAT'S RIGHT

Customers choose us because they trust our brand and people. We earn that trust by ensuring everything we do is reliable, consistent, and with the highest level of integrity.

## WE EMBRACE DIVERSITY

We see diversity of people and experiences as fuel for the creativity and innovation we need to be and deliver our best.

## WE WIN AS A TEAM

We view each other as colleagues – part of the same team, striving to deliver the brand promise to our customers and each other every day. Individual performance is essential and valued, but never at the expense of the team.

## WE MAKE IT GREAT

We deliver an unparalleled standard of excellence in everything we do, staying focused on the biggest opportunities to be meaningful to our customers. From our innovative products to our world-class customer service, our customers expect the best – and our teams are proud to deliver it.

## WE RESPECT PEOPLE

We trust and respect one another for who we are and what we contribute. We are accountable to one another and empower every voice through open, courageous dialogue so others feel heard.

## WE SUPPORT OUR COMMUNITIES

We respect our communities and are committed to working together so they can thrive and make a meaningful difference in the world.



# Our Vision for Reconciliation

*For American Express Australia, citizenship entails certain responsibilities and a commitment to, and acknowledgement of, place. In Australia, we acknowledge the Traditional Owners of the land on which our four offices are located. Our Australia/New Zealand headquarters based in Sydney reside on Gadigal Land belonging to the Eora Nation.*

Our vision for Reconciliation is an Australia that celebrates and honours the oldest continuous culture in the world. We will achieve our vision by focussing on equitable education and employment opportunities for Aboriginal and Torres Strait Islander peoples and supporting the success and growth of Aboriginal and Torres Strait Islander-owned organisations and businesses. Central to achieving our vision for Reconciliation is the exploration and

fulfilment of mutually beneficial opportunities in partnership and consultation with Aboriginal and Torres Strait Islander peoples, businesses, and networks. We're committed to establishing strong and long-standing relationships with First Nations peoples, with a desire to learn from and better understand the unique perspectives, experiences and aspirations of Aboriginal and Torres Strait Islander Communities.

## Backing Communities

### SOCIAL IMPACT

Enshrined in our Values, the phrase, 'We Support Our Communities' says American Express recognises the importance of making a positive contribution and a meaningful connection to the communities in which we live and work. An important element of this contribution is the positive social impact we can have through supporting the not-for-profit organisations and social enterprises that make the Australian and New Zealand communities more inclusive, liveable and resilient.

The launch of our second RAP supports the broader agenda of American Express Australia's journey of social inclusion. As part of our commitment to make bolder contributions to the community, we have reflected on how to build upon past achievements and further leverage our strengths to create meaningful change. To do this, we have invested in our Social Impact Framework, with the help of our Corporate Social Responsibility (CSR) Working Groups and feedback from our community partners.

Our Social Impact Framework helps us tackle some of the key issues and opportunities that are important to our stakeholders in Australia. It is based on four priorities:

1. Backing communities in times of need
2. Supporting future youth through inclusive skills and educational opportunities
3. Fostering leaders and entrepreneurs of tomorrow; and
4. Enabling vibrant and creative communities

American Express is working with Aboriginal and Torres Strait Islander communities through partnerships with different First Nations businesses and organisations. American Express has built relationships with community partners like The Australian Business and Community Network (ABCN), Two Good Co, KidsCan NZ, The Australian Literacy and Numeracy Foundation and the Clontarf Foundation. In recognition of our commitment to pro bono work such as with Redfern Legal Centre, American Express was invited as a founding signatory to the National Pro Bono Target for in-house legal teams in 2020, committing 20 hours of pro bono work for each lawyer in the team, every year. Further information on our community partnerships and broader social impact program can be found in our Corporate Social Responsibility (CSR) Report. American Express is committed to working with organisations to ensure we address the needs of our communities to achieve a more positive, united future.



CASE STUDY

SUPPORTING SOCIAL JUSTICE PROGRAMS THROUGH THE REDFERN LEGAL CENTRE

The Redfern Legal Centre (RLC) was founded in 1977 to address the scarcity of affordable legal services for disadvantaged and marginalised people. The second oldest community legal centre in Australia, RLC has been at the forefront of legal service delivery ever since, innovating and expanding to meet the needs of the community.

The American Express legal team provides pro bono legal support to the Redfern Legal Centre (RLC) in Sydney through its Financial Abuse Service NSW. In 2020, American Express lawyers contributed over 200 hours of direct pro bono assistance to clients of the Financial Abuse Service NSW.

Across RLC, **23% of their clients in the last financial year identified as Aboriginal or Torres Strait Islander.** Established in 2019 as a new program, the Financial Abuse Service NSW is in the early stages of building trust with First Nations communities around identifying and responding to financial abuse. **Currently, 7% of all financial abuse clients identified as Aboriginal or Torres Strait Islander.** Of those clients, 43% disclosed a disability and/or mental illness and 100% were experiencing financial disadvantage.

The Financial Abuse Legal Service was set up after RLC's Sydney Women's Domestic Violence Advocacy Service identified a significant demand for advice and representation services for women experiencing financial abuse. This issue can have a significant psychological impact on victims and present a substantial barrier for individuals seeking to leave an abusive relationship. Those who have suffered financial abuse are often left with substantial debt or poor credit histories, compounding their financial vulnerability.

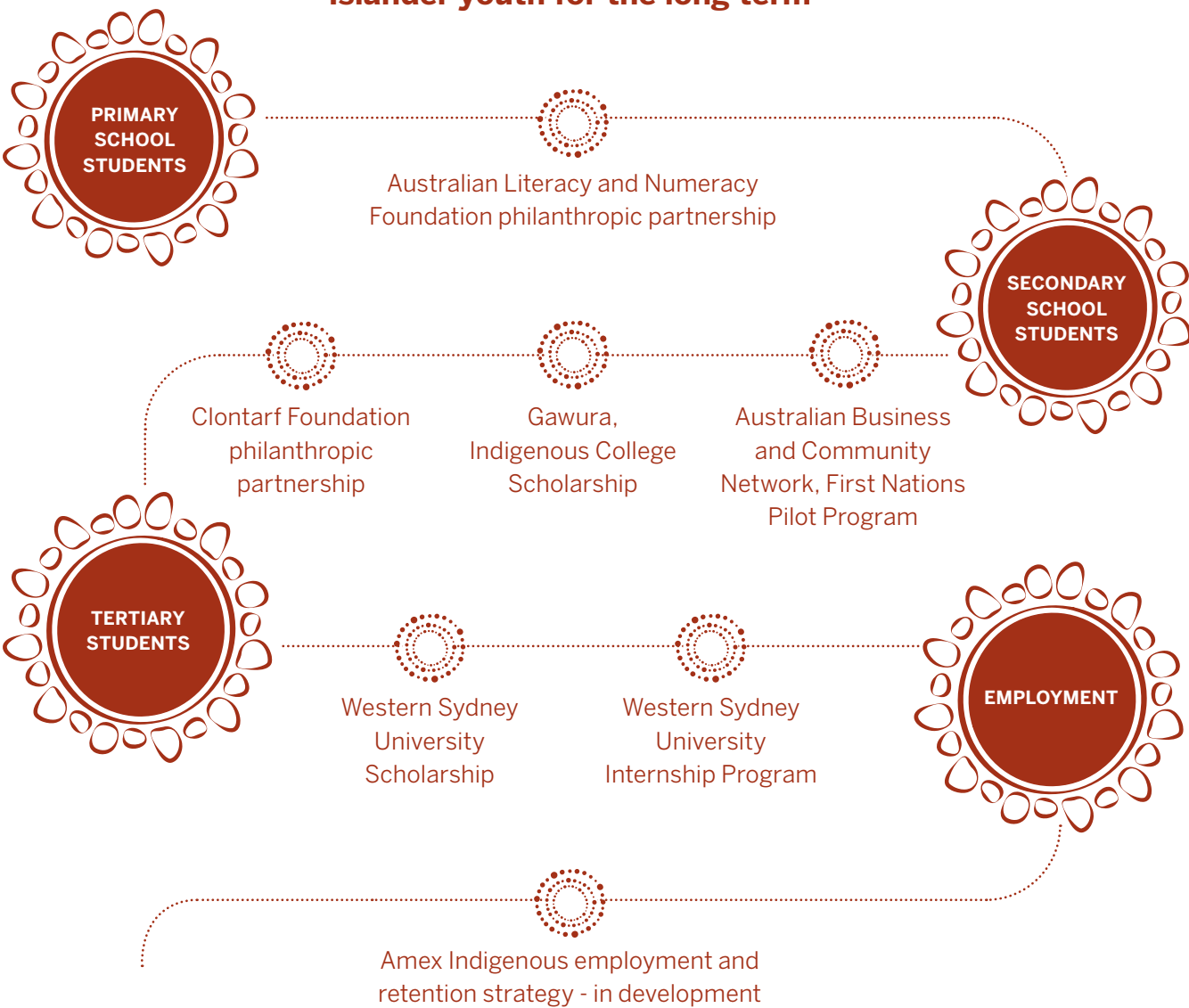
Our partnership includes a financial contribution and employee pro bono engagement to assist RLC in supporting clients who have experienced financial abuse. We provide two lawyers on six-monthly rotations, with each lawyer committing a half-day at the centre as well as providing ad hoc research support on legal and regulatory reform issues.

Supporting First Nations Youth with Inclusive Skills and Education Opportunities

American Express Australia has an important role to play in supporting Aboriginal and Torres Strait Islander communities and voices and addressing some of the challenges that face Aboriginal and Torres Strait Islander peoples. Access to quality education is an integral step towards self-determination and independence. Our vision for Reconciliation includes equitable education and employment opportunities for Aboriginal and Torres Strait Islander peoples.

Our plan to support Aboriginal and Torres Strait Islander youth upholds our long-term commitment to support programs and initiatives that help young people gain the confidence and skills they need to be future-ready.

How we plan to support Aboriginal & Torres Strait Islander youth for the long term





## CASE STUDY

### **GAWURA COLLEGE, SUPPORTING FIRST NATIONS YOUTH THROUGH THE AMERICAN EXPRESS SCHOLARSHIP**

Research shows that First Nations children do better long-term academically when immersed in culture. Gawura Indigenous College is part of St Andrew's Cathedral School and was established in 2007. It is the first all-Indigenous independent school in Australia. Gawura is a K-6 school for local First Nations children. Students live on Gadigal Land but come from nations all over NSW. They are selected based on financial need. Gawura is a culturally-safe environment that nurtures students and integrates language and culture into every part of the curriculum.

Students graduate from Gawura to St Andrew's Cathedral School for their secondary education. They are supported by a full-time Aboriginal Education Mentor and an Aboriginal Education Consultant, in addition to a part-time Elder in Residence for cultural learning, and a Community Support Officer who liaises with, and supports families.

American Express is very proud to have become a Gawura supporter this year through the funding of a scholarship for a year 7 student. This scholarship for Sonny, a Gamilaraay and Yuwaalaraay boy, will pay for his education through to the end of year 12.

The support of the American Express scholarship will enable Sonny to attend a First Nations Homework Group three times a week, participate in camps and On Country excursions for First Nations students and attend weekly guitar lessons. The scholarship also goes towards school-related purchases including a laptop computer, books, uniforms and any equipment needed for extracurricular activities.

Education provides choice. It makes a difference now and for generations to come.



*Elder in Residence, Ms Carr Smith, with Gawura Kindergarten.  
Gawura students are surrounded by language and culture from day one.*





*A mother and daughter reading at the Indulkana Family Centre in the Anangu Pitjantjatjara Yankunytjatjara of South Australia.*

## CASE STUDY

### EMPOWERING FIRST NATIONS YOUTH THROUGH THE AUSTRALIAN LITERACY & NUMERACY FOUNDATION

Literacy is freedom. In the Indigenous communities of the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands of remote South Australia, some of the most marginalised children in our nation continue to be left behind when it comes to literacy and education. American Express is supporting The Australian Literacy & Numeracy Foundation (ALNF) to help break the cycle of illiteracy and disadvantage by giving Indigenous kids in the APY Lands the opportunity to write their own bright futures.

ALNF's flagship Early Language and Literacy Program is designed to optimise the language and literacy outcomes of vulnerable children in their early years. Through the program, community members work in their own Pitjantjatjara and Yankunytjatjara languages, to support literacy learning in both English and first languages.

The COVID-19 pandemic threatened to halt the delivery of this vital literacy work. Communities felt the additional pressures caused by the COVID-19 crisis and needed our support more than ever. As a result of the support of American Express, ALNF was able to continue delivering its Early Language & Literacy Program through a multitude of digital innovations, enabling children on the Mid North Coast to continue to make critical progress in their oral language and early literacy development.

Over 1,500 children directly benefited:

- 38 early learning, primary school and community sites were supported across Nambucca, Taree and Kempsey
- 164 educators, parents and community members were engaged and upskilled
- 120 families were given extra support with their children's home learning during COVID-19 lockdowns through ALNF's Tommy Turtle parent packs.

As a result of American Express' support, ALNF is able to continue its long-standing relationship with the APY Lands to foster community-driven and sustainable two-way language and literacy teaching and learning.



## CASE STUDY

### THE CLONTARF FOUNDATION SUPPORTING FIRST NATIONS YOUTH TO BE FUTURE-READY

The Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men to enable them to participate more meaningfully in society. Over the last 20 years, their impact has grown significantly with 131 Clontarf academies operating across Australia. As a result of the global pandemic and natural disasters, 2020 was a challenging year for the Foundation. During the pandemic, American Express provided additional philanthropic funding to the Foundation which was used to purchase staff laptops to assist with program delivery during the COVID-19 lockdowns and 'work from home' periods. Despite the COVID-19 pandemic, the Foundation still managed to open seven new academies during the year across Queensland and Western Australia.

In 2021, the Foundation continues to positively impact the individuals, families and communities who engage with the program. Clontarf academies are helping to address issues at the grassroots level and in doing so, are bringing about sustainable change.

American Express commenced its Financial Wellness speaker series, presenting to Clontarf students in NSW with a view to extend to academies across the country. These sessions aim to equip the students with information and resources to effectively manage their finances. The rest of the 2021 Clontarf program includes a variety of engagement activities: upskilling training sessions for Clontarf sales staff, resumé writing and mock interview sessions with the Clontarf employment team, academy visits, employment forums and attending and participating in sports carnivals.

We look forward to deepening our engagement and continuing to build our relationship with the Foundation and the Clontarf students.



*Cindy Frontino and Anne Marie Galaz (American Express) attended the Clontarf Cup Carnival in Waterford, WA.*



## CASE STUDY

### RED ROOM POETRY'S YOUTH UNLOCKED PROGRAM

Red Room Poetry's Youth Unlocked program collaborates with students, teachers and educational communities in Behavioural Intervention Centres, Rehabilitation and Juvenile Justice Centres to deepen creative expression through poetry.

Youth Unlocked demonstrates the benefits of early intervention programs for young people at risk. Also the need for programs to nurture the potential of young people, such as through the reflective and healing power of poetry that encourages self-expression and helps young people find their voice, write, record, perform and share their stories. The program supports literacy, learning and well-being, and encourages creativity, confidence, and connection.

In March and April 2021 Red Room Poetry (RR) delivered a five-week Youth Unlocked program to 15 young women at Dorchester School. The program was designed and led by RR's First Nations Project Manager, Koori Munkata Yuin

woman, Lyndsay Urquhart, in collaboration with Aunty Rayma Johnson, Aunty Joyce Mate, Lillian Rodrigues Pang, Nicole Smede and Sara M. Saleh. Expert facilitation was required to ensure the successful and safe delivery of the programs with the participants who may have experienced significant trauma in their lives.

This bespoke program was inspired by the four elements of earth, wind, fire and water; with an emphasis on writing poetry individually and in groups, as well as physical activities that best support the young women's learning and healing. Most of the young women who participated in this program are First Nations peoples. They range in age between 12 and 18 years old and all experience living with a disability.

American Express understands the importance of social justice programs like Youth Unlocked and we are a proud supporter of this program.

***"I was wowed by the competence of every single participant both in storytelling, poetry, heart, and soul. I am super impressed by how hard they each tried, their faith in us, in themselves, their honesty, integrity, listening skills, their encouragement of each other and themselves. I saw shy and somewhat suspicious women who were a little nervous and unsure quickly transform into powerful storytellers who trusted the process and were competing only to be heard."***

~ Lyndsay Urquhart, First Nations Project Manager (reflecting on the Youth Unlocked program at Dorchester School in Reiby Youth Justice Centre).



## Working with businesses to enable vibrant and diverse local communities

### CREATING A MOVEMENT TO ENCOURAGE AUSSIES TO SHOP SMALL

Shop Small has been a hugely successful national movement, backed by government and industry, that ignites passion for small businesses, calls attention to the valuable contributions they make to their communities and the economy, and encourages shoppers to support them.

Almost all First Nations businesses are small businesses. The Shop Small movement provides a great platform and endorsement for First Nations businesses to receive recognition and economic support from the wider Australian public, and we're exploring ways we can further support First Nations small businesses via Shop Small.



**FIRST NATIONS  
BUSINESS GROWTH  
PROGRAM**

*Logo created by Kamilaroi and Jerrinja woman, Jasmine Sarin, of JSKoori Designs.*

## CASE STUDY

### ESTABLISHING A FIRST NATIONS BUSINESS GROWTH PROGRAM

Central to achieving our vision for Reconciliation is the exploration and fulfilment of mutually beneficial opportunities in partnership and consultation with Aboriginal and Torres Strait Islander cultures, businesses and networks.

As part of our commitment to First Nations businesses, in partnership with Inspiring Rare Birds and as a member of Supply Nation, we have established the First Nations Business Growth program to provide tangible business support for First Nations businesses.

Jo Burston leads Inspiring Rare Birds to create, support and promote diverse and inclusive workplaces, where opportunities in entrepreneurship and leadership exist for everyone. Supply Nation's vision is to have a prosperous vibrant and sustainable First Nations business sector and provides Australia's leading database of verified First Nations businesses.

Inspired by the notion of kinship and respect, the program is structured and outcomes-based, authentically committed to building relationships with the First Nations business community. The program runs over the course of a year and includes a series of eight expert-led business masterclasses, as well as mentoring and knowledge sharing sessions.

The program ambassador, Leah Cameron, is a Palawa woman from Tasmania and the Principal Solicitor and owner of Marrawah Law. Marrawah Law is certified by Supply Nation as a majority First Nations-owned, controlled and managed legal practice. Leah has recently received the 2021 Certified Supplier of the Year for Marrawah Law award and Indigenous Businesswoman of the Year award at the Supplier Diversity Awards.

Applications opened in September 2021 for Supply Nations certified businesses.

***"I am delighted to have an opportunity to be program ambassador for the First Nations Business Growth Program. Participating in mentoring programs has been incredibly beneficial personally and for my business, I am pleased to share my experiences and support this initiative. For me, not only did I learn some great skills, but I also gained a lot of confidence – I hope to do the same for participants in this program."***

– Leah Cameron



## Inclusion and diversity at American Express: our commitment

Our differences are what shape the world, and we're committed to ensuring everyone is seen, heard, and feels like they truly belong. That's why we're actively cultivating an inclusive and diverse workplace where every voice is valued, teamwork is rewarded, and different points of view are celebrated.

We see diversity of people and experiences as fuel for the creativity and innovation we need to be and deliver our best, for our colleagues, customers and the communities we serve. Providing an environment where every colleague can be themselves, embrace differences and truly feel included is something we're very proud of and continue to work on every day, especially working with Aboriginal and Torres Strait Islander peoples.

Since the launch of our inaugural RAP in 2020, we realise the critical role of providing more employment opportunities and improved employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. We are working on increasing Aboriginal and Torres Strait Islander employment within our organisation, to ensure our colleagues are as diverse as the customers and communities where we live and work.

We offer inclusive leadership training to our colleagues across the globe, highlighting the role inclusive leadership plays in advancing our ability to attract, select, develop, and retain a diverse workforce. In Australia, our Inclusion & Diversity Council, chaired by Corrina Davison, our Managing Director, steers our Inclusion and Diversity enterprise culture, embeds leadership and belonging practices and continues to

enhance how we value and embrace differences. The Council brings together all of our Colleague Networks and Communities to ensure a company-wide approach to inclusion. Our Colleague Networks and Communities reflect a spectrum of diversity, including caregivers and families, faith, gender, ethnicity, gender identity and sexual orientation.

In December 2020, members of the country leadership team and our RAP working group attended a virtual 90-minute cultural capability workshop with Mundanurra Bayles from The Black Card. This session enabled our leaders to immerse themselves into the oldest living culture in world history, increasing their knowledge and understanding of Aboriginal Culture and history to improve communication between Aboriginal and non-Aboriginal people.

In July 2021, we established a partnership with Arrilla Consulting, to implement cultural capability training for all Australian colleagues. We will continue to create a culturally-safe workplace and raise the cultural competency of our colleagues to foster meaningful programs and relationships with Aboriginal and Torres Strait Islander peoples.

### SUPPLIER DIVERSITY

As part of our commitment to advancing inclusion and diversity across the enterprise, American Express has developed a Responsible Procurement Shared Values Statement, disclosing our stance on Reconciliation with Aboriginal and Torres Strait Islander communities, including supplier diversity, ethical sourcing, operating responsibly (including environmental sustainability), modern slavery, human rights and gender equality.

The purpose of this statement is to communicate with our suppliers, clients and partners our shared values, both locally and globally, in relation to responsible procurement. This includes our commitment to responsible sourcing in all our sourcing activities, and our desire to work with suppliers who share the same values.

American Express is in the development stage of establishing targets to increase representation of diverse suppliers in our supply chain to back First Nations businesses. We have also recently become a member of Supply Nation, the national representative body for First Nations businesses to support us with developing mutually beneficial business initiatives, programs and relationships with First Nations businesses. We have also added a First Nations product range to our American Express stationery catalogue, and we are exploring other opportunities with Supply Nation suppliers to incorporate First Nations suppliers into our supply chain.

### DIVERSITY, EQUITY AND INCLUSION FRAMEWORK

To accurately reflect the broad diversity of the Australian population, including First Nations peoples, we are developing a set of guidelines and marketing objectives for all of our communications activity. Our goal is to be recognised as a brand that stands for diversity, always reflecting an inclusive, diverse and real Australia.

To support this initiative, we have introduced a Diversity, Equity and Inclusion (DE&I) Marketing Working Group. This working group aims to deliver diversity and inclusivity across our marketing – always mirroring the inclusive, diverse and realistic marketplace. We seek to create and champion diverse stories and perspectives, challenge stereotypes, and ultimately show that Amex is a brand that can be for you – no matter who you are or what your background.

## CASE STUDY

### STRENGTHENING OUR CULTURE OF INCLUSION AND BELONGING – MANDATORY TRAINING

In 2020 we took an important step to further our commitment to inclusion by introducing a global mandatory training course: Strengthening our Culture of Inclusion and Belonging. This is part of our ongoing effort to hold ourselves accountable and make sure that everyone feels welcome and able to bring their best selves to work – no matter their race, sexual orientation, ethnicity, age, religion or disability.

This collective learning experience is another opportunity for us to become better informed, lead more inclusively and act as stronger allies within our company and our communities.



# Our RAP

The American Express Innovate RAP has been created in consultation with First Nations communities inclusive of First Nations team members from American Express. We have worked alongside Cox Inall Ridgeway, a Supply Nation certified consultancy firm to peer review our Innovate RAP. The American Express RAP is championed by American Express Australia's Managing Director, Corrina Davison, the American Express Australia Limited Board and the country leadership team. The RAP Working Group has 13 members and comprises representatives from across the company, including human resources, corporate affairs and communications, general counsel's organisation, procurement, global merchant services, consumer and commercial services teams. Our RAP executive sponsor is the Vice President, SME Acquisition, Global Commercial Services, Australia, Stephen Pendergast; and our RAP chair is the Corporate Social Reasonability Manager for ANZ, Andy Sarkozy. We have two members in our RAP working group who identify as Aboriginal and/or Torres Strait Islander. RAP initiatives are also run by colleagues outside of the RAP Working Group, across all business units.

## RAP WORKING GROUP MEMBERS:

Alana Barnes	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Charlotte Bigaignon	Internal communications specialist, Corporate Affairs and Communications
Jackie Daher	National Manager, Global Merchant Network Services
Nicholas Frazer	Manager & Counsel, General Counsel's Organisation
Michael Hampton	Client Manager, Global Merchant & Network Services
Emma Hall	Marketing Executive, Consumer Marketing
Erin Hillier	Project Analyst, Project Management Office
Jodie Keir-Price	Director, Strategic Sourcing & Category Management
Alex Krueger	Manager, Strategy and Merchant Value
Stephen A Maoudis	Head of Proprietary Acquisition, Global Merchant & Network Services
Stephen Pendergast	Vice President, SME Acquisition, Global Commercial Services (RAP Executive Sponsor)
Adam Roberts	Vice President, Digital, Data & Payments Innovation
Claire Sandon	Colleague Market Partner, Colleague Experience Group / Human Resources
Andy Sarkozy	Manager, Corporate Social Responsibility (Chair of RAP working group)

## RAP WORKING GROUP PURPOSE:

- Advocate for Aboriginal and Torres Strait Islander peoples and meet our commitments, locally and globally.
- Contribute to raising the cultural competency of American Express Australia colleagues and creating a culturally-safe working environment.
- Ensure actions are incorporated into relevant business areas and new ideas continue to be discussed and developed.
- Mobilise colleagues and develop partner relationships to action RAP deliverables.
- Develop understanding and share knowledge with other American Express markets relating to Indigenous matters.
- Develop, communicate, and execute colleague engagement plans and activities.
- Represent Aboriginal and Torres Strait Islander matters on the American Express Australia Inclusion and Diversity Council.

To support the execution of our plan, our RAP group is made up of four workstreams which focus on:

- Cultural capability; education, learning and employment.
- Communications and colleague engagement.
- Knowledge sharing and relationship building.
- Raising awareness of cultural celebrations and days of significance.

The group convenes up to six times a year to review the status of actions, agree on upcoming priorities and discuss any risks or issues that might impact the delivery of initiatives. American Express will engage with Aboriginal and Torres Strait Islander peoples, communities and organisations, our strategic partners and other stakeholders to better understand how we can best support Reconciliation.

## CASE STUDY

### YARNING CIRCLE WITH DUNGHUTTI WOMAN, AUNTY MARGRET

We are focussed on raising the cultural competency of our organisation and cultural capability of our colleagues through cultural awareness activities, training and by facilitating conversations with First Nations peoples. To acknowledge and celebrate NAIDOC Week in 2020, American Express hosted a virtual yarning circle for American Express colleagues with Dunghutti Woman, Aunty Margret Campbell, and our colleague host, Wiradjuri woman, Alana Barnes.

A yarning circle is an important process within Aboriginal and Torres Strait Islander cultures which has been used for centuries, to share knowledge, learn collectively, to build respectful relationships and to preserve and pass on cultural stories.

The yarn focused on the theme of NAIDOC 2020 – Always Was, Always Will Be – which highlights the importance of acknowledging our First Nations history, First Nations peoples as the traditional custodians of Country, and the continuing connection First Nations peoples have with land, waters and culture. Alana and Aunty Margret talked about what it means to be a Cultural Custodian and how American Express colleagues can advance their personal journey of connecting with First Nations culture and communities.

**"It's so important to continue to teach the next generation and pass on these stories because we do have such a rich culture and history. As a next generation First Nations woman I thank you for continuing to teach and tell these stories because it's something that makes me feel connected to my culture and proud to be an Aboriginal, Australian woman."**

Wiradjuri woman and Amex colleague, Alana Barnes.



# American Express RAP journey to date

## July 2019:

Commissions Wiradjuri artist, Kristie Peters, to create an artwork that symbolises American Express' commitment to Reconciliation to be hung in the American Express Sydney headquarters.

## September 2019:

Forms the inaugural RAP Working Group.

## November 2019:

Partners with the Australian Literacy and Numeracy Foundation (ALNF) and the Clontarf Foundation through the philanthropic American Express Foundation.

## March 2020:

Gunai woman and 2020 NSW Aboriginal Woman of the Year, Kirli Saunders, speaks to American Express employees at American Express' International Women's Day event and launch of the American Express Ambition Project.

## August 2020:

Develops education resources for American Express colleagues and implements cultural protocols like Acknowledgement of Country at meetings and colleague email signatures.

## October 2020:

Becomes a member of Supply Nation

## November 2020:

Celebrates NAIDOC Week program including a yarning circle with Aunty Margret Campbell.

## February 2021:

Partners with Gawura Indigenous College and establishes six-year scholarship.

## July 2021:

Establishes partnership with Arrilla Consulting to implement Arrilla Digital Cultural Capability Training for all Australian colleagues.

2019

## August 2019:

Reveal of Kristie Peters' artwork. Welcome to Country conducted by Wiradjuri woman, Yvonne Weldon. Bundjalung descendant, poet Evelyn Araluen, shares knowledge about First Languages through her poetry and writing.

## August 2019:

With cultural consultation, American Express renames its meeting rooms after First Nations' Countries along with a short description of the land and its significance.

## October 2019:

Hosts a Q&A with former Australian of the Year, Adam Goodes of Adnyamathanha and Narunga descent, before the private screening of the Stan Grant documentary: *The Australian Dream* for all Sydney based American Express employees.

## December 2019:

RAP Working Group and members of the executive team take a cultural walking tour around Barangaroo to gain a better understanding of the First Nations Country on which American Express operates.

## May 2020:

Colleagues participate in and celebrate National Reconciliation Week.

2020

## August 2020:

Launches Reflect RAP at Universal Music studios with a celebration of First Nations voices and performances by poet, musician and educator, Nicole Smede of Worimi and European heritage, and hip hop artist: Barkaa – a Malyangapa, Barkindji woman from Western NSW. Yorta Yorta man, Briggs, also joined the launch and spoke to American Express colleagues about his journey as an artist. Briggs is the founder and director of his own Indigenous hip hop record label, Bad Apples Music. Briggs announced Barkaa as the latest addition to the Bad Apples family.

## December 2020:

Country leadership team and RAP working group participates in a 90-minute cultural capability workshop with Mundunarra Bayles from The Black Card.

## May 2021:

Acknowledges and celebrates National Reconciliation Week 2021 and hosts a First Nations interactive language lesson in partnership with ALNF and their First Language Program facilitator Lala Gutchen and her father Kapua, who are working to revitalise Erub Mer, the endangered language of Erub Island in the Torres Strait.

## July 2021:

Celebrates NAIDOC week with First Nations Speaker Series. Special guests were Baker Boy and Professor Tom Calma.

## August 2021:

Establishes First Nations Business Growth Program to support First Nations businesses.

2021



## CASE STUDY

### CELEBRATING FIRST NATIONS' VOICES THROUGH THE MUSIC BACKERS FUND

As part of our vision for Reconciliation, we are committed to learning from and better understanding the unique perspectives, experiences and aspirations of Aboriginal and Torres Strait Islander communities. One way we have demonstrated this, is through the \$1m American Express Music Backers Fund.

Bad Apples Music record label is a recipient of one of our Music Backers grants founded by musician and Yorta Yorta man, Briggs.

The label was born from Briggs recognising that he is a product of his community and, through his art, he constructs a reflection of his People that educates and inspires.

Briggs reflects, "There are so many pieces missing from the music industry for Indigenous Australians to be able to tell the story of their home, their people and for the wider community, the Aboriginal experience. Bad Apples set out to do small things great. Even if we only put out one or two artists, that means there are two albums out in the world, in the ether, that weren't there before."

Briggs used the funding provided by American Express to renovate the creative arts precinct space for First Nations artists and purchase new equipment and instruments. When COVID-19 hit, he pivoted his plan to build a space for live streaming and recording, business, and community-building mentorships.

Through the funding received from American Express, Bad Apples Music can continue to amplify First Nations voices, so they can tell their stories for many years to come.



*Bad Apples Music, recipients of one of our Music Backers grants*



# Our Commitments

## Relationships

*This is about making the right connections with people and organisations that share our aspirations. This has an internal and external focus – making our people aware of their responsibilities and getting them actively involved, while working closely with Aboriginal and Torres Strait Islander peoples, communities and organisations.*

Deliverable	Timeline		Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.			
Meet with local Aboriginal and Torres Strait Islander Traditional Owner groups and local communities	Dec	2021	Manager, Corporate Social Responsibility and all workstreams of RAP Working Group
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. This would include: <ul style="list-style-type: none"><li>Developing guiding principles and protocols as part of the approach</li><li>Developing localised or sector specific plans as required</li></ul>	Jan	2022	Manager, Corporate Social Responsibility and all workstreams of RAP Working Group
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.	Feb	2022	Colleague Market Partner – HR
Develop, implement and communicate an anti-discrimination policy for our organisation.	Oct	2022	Colleague Market Partner – HR
Engage with Aboriginal and Torres Strait Islander colleagues and/or Aboriginal and Torres Strait Islander advisers to consult on our anti-discrimination policy.	Oct	2022	Colleague Market Partner – HR
Educate senior leaders on the effects of racism.	Oct	2022	Colleague Market Partner – HR

Deliverable	Timeline		Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).			
Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our colleagues.	Jun	2021	Internal Communications Specialist
RAP Working Group members to participate in an external NRW event.	Jun	2021	Vice President of Commercial Services and all workstreams of RAP Working Group
Provide opportunities for colleagues to share learnings on NRW	May	2022 & 2023	Internal Communications Specialist
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May	2021	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Organise at least one NRW event each year.	May	2022 & 2023	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ Cultural Events RAP workstream
Register all our NRW events on Reconciliation Australia's NRW website	May	2022 & 2023	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Promote Reconciliation through our sphere of influence.			
Implement strategies to engage our staff in Reconciliation	Annually, Nov	2021 & 2022	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Communicate our commitment to Reconciliation publicly	Annually, Nov	2021 & 2022	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes.	October	2021	Internal communications specialist & Communications RAP workstream
Collaborate with RAP and other like-minded organisations to develop ways to advance Reconciliation.	July	2022	Manager, Corporate Social Responsibility, & Communications RAP workstream
Explore development of an MoU with one like-minded organisation to deliver on Reconciliation projects	Oct	2021	Manager, Strategy and Merchant Value & Manager, Corporate Social Responsibility



## Respect

We're committed to raising awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation. We'll implement training, get our employees involved in local cultural events, investigate cultural immersion programs and recognise significant dates. Our behaviours will influence our diverse range of corporate partners, the communities we operate in and our customers, nationwide.

Deliverable	Timeline		Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.			
Increase colleagues' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Annually May and July	2022 & 2023	Manager, Corporate Social Responsibility & Internal communications specialist
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	November	2021	Manager, Corporate Social Responsibility & Internal communications specialist
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Annually July	2022 & 2023	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Annually July	2022 & 2023	Vice President, Commercial Services & RAP working group
Display personalised Acknowledgement of Country plaques in all offices across Australia.	Annually July	2022 & 2023	Vice President, Commercial Services & RAP working group

Deliverable	Timeline		Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.			
Conduct a review of cultural learning needs within our organisation	Annually, November	2021, 2022	Manager, Corporate Social Responsibility & Colleague Market Partner – HR
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the development and implementation of a cultural learning strategy.	March	2022	Colleague Market Partner – HR
Develop, implement and communicate a cultural learning strategy for our colleagues.	October	2022	Manager, Corporate Social Responsibility & Internal communications specialist & Colleague Market Partner – HR
Provide opportunities for RAP Working Group members, HR managers and other key leadership colleagues to participate in formal and structured cultural learning.	Annually, October	2021 & 2022	Manager, Corporate Social Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week			
RAP Working Group to participate in an external NAIDOC Week event.	Annually July	2022 & 2023	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April	2022	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Promote and encourage participation in external NAIDOC events to all colleagues.	Annually, July	2021 & 2022, 2023	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Continue to develop the NAIDOC Speaker Series with Aboriginal and Torres Strait Islander guest speakers from our community partners, suppliers and industry partners.	Annually, July	2021 & 2022, 2023	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ
Facilitate regular yarning circles and story-based learning sessions for colleagues.	Annually, July	2021 & 2022, 2023	Assistant Manager, Co-Brand Partnerships and Loyalty ANZ



# Opportunities

It's important for us to create employment and development opportunities for Aboriginal and Torres Strait Islander peoples. We want to do more to support their businesses through our supply chain and inspire other companies to follow the example we set.

Deliverable	Timeline		Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.			
Build understanding of current Aboriginal and Torres Strait Islander colleagues to inform future employment and professional development opportunities.	November	2021	Colleague Market Partner – HR
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Annually March and November	2021, 2022, 2023	Colleague Market Partner – HR
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and commit to reviewing this policy annually.	August	2022	Colleague Market Partner – HR
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August	2022	Colleague Market Partner – HR
Engage with First Nations media and social influencers to distribute opportunities	August	2022	Internal communications specialist
Build relationships with Indigenous recruitment companies	August	2022	Colleague Market Partner – HR
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August	2022	Colleague Market Partner – HR
Increase the percentage of Aboriginal and Torres Strait Islander colleagues employed in our workforce.	August	2022	Director of HR Australia/New Zealand

Deliverable	Timeline		Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes			
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September	2022	Director, Strategic Sourcing & Category Management Global Supply Management
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Bi-annually, July November	2021, 2022, 2023	Director, Strategic Sourcing & Category Management Global Supply Management
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Annual review, August	2021 & 2022	Director, Strategic Sourcing & Category Management Global Supply Management
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Annual review, August	2021 & 2022	Vice President, Commercial Services
Consult with the First Nations business community to agree on ways to support First Nations small businesses.	Annually, October	2021 & 2022	Manager, Corporate Social Responsibility
Continue to develop partnerships with the education sector through our established scholarship programs with Western Sydney University and Gawura College.	Annual review, October	2021 & 2022	Manager, Corporate Social Responsibility
Continue to explore partnership opportunities with the education sector to support Aboriginal and Torres Strait Islander youth through capacity building and mentoring.	Annual review, October	2021 & 2022	Manager, Corporate Social Responsibility



## Governance and tracking progress

We realise the need to get this aspect of Reconciliation right from the start. That means defining the resources we'll need to develop and implement our strategies, as well as the systems and capabilities required to track, measure and report on our activities. We will do this in consultation with Aboriginal and Torres Strait Islander peoples, our RAP Working Group and Advisory Group.

Deliverable	Timeline		Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.			
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Annually, December	2021, 2022	Manager, Corporate Social Responsibility, and Vice President of Commercial Services and all members of RAP Working Group.
Establish and apply a Terms of Reference for the RWG.	November	2021	Manager, Corporate Social Responsibility
Meet at least four times per year to drive and monitor RAP implementation.	Annually, January, March, August, November	2021, 2022	Manager, Corporate Social Responsibility
Invite Traditional Owners/other advisers to attend a RAP Working Group 1-2 times a year	Annually, June	2022 & 2023	Manager, Corporate Social Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.			
Report RAP progress to all colleagues and senior leaders quarterly.	Quarterly, March, June, September, December	2021, 2022, 2023	Vice President of Commercial Services and Manager, Corporate Social Responsibility
Publicly report our RAP achievements, challenges and learnings, annually.	December, annually	2021, 2022, 2023	Manager, Corporate Social Responsibility
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April	2022	Manager, Corporate Social Responsibility

Deliverable	Timeline		Responsibility
Provide appropriate support for effective implementation of RAP commitments			
Define resource needs for RAP implementation.	August	2021	Manager, Corporate Social Responsibility
Engage our senior leaders and other colleagues in the delivery of RAP commitments.	Biannually, July, November	2021, 2022	Manager, Corporate Social Responsibility
Define and maintain appropriate systems to track, measure and report on RAP commitments.	June	2021	Manager, Corporate Social Responsibility
Appoint and maintain an internal RAP Champion from senior management.	June	2021	Manager, Corporate Social Responsibility
Continue our Reconciliation journey by developing our next RAP.			
Register via Reconciliation Australia's website to begin developing our next RAP.	February	2023	Manager, Corporate Social Responsibility

CONTACT DETAILS

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