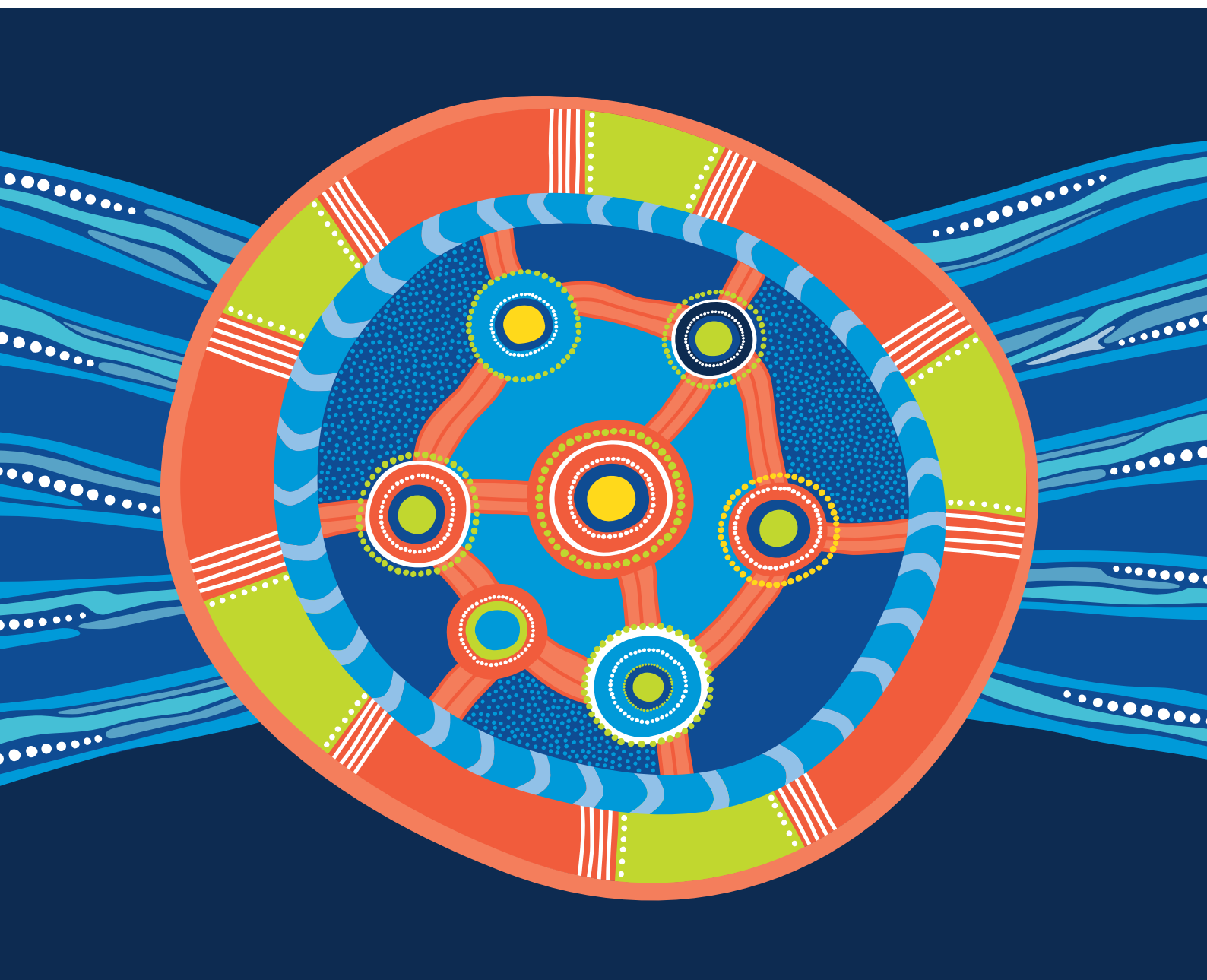


# Sydney Airport Innovate Reconciliation Action Plan

May 2019 - May 2021





## ACKNOWLEDGEMENT OF COUNTRY

Sydney Airport acknowledges the Aboriginal people of coastal Sydney who are the Traditional Custodians of the land on which today's airport sits. They identify themselves in a number of ways including Gamayngal, Bideagal, Gweagal, Gadigal and Gadhungal. We pay our respects to them, and to other Aboriginal and Torres Strait Islander peoples who have made this area their home. We pay respect to their cultures and to their Elders past, present and emerging.

## COVER ARTWORK

This artwork was created for the Sydney Airport Reconciliation Action Plan by Charmaine Mumbulla of Mumbulla Creative. The large circle at the centre of the artwork represents the busy, vibrant hub of Sydney Airport. Pathways weave and interconnect throughout this space showing connections, communities, gatherings, travel, trade and social interaction. The airport is surrounded by waterways, which were vital to trade, ceremony and cultural life of the First Australians.



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## MESSAGE FROM SYDNEY AIRPORT CEO



Sydney Airport is one of the world's oldest continually operating airports, having launched our first commercial flight nearly one hundred years ago. However, for at least sixty millennia before the airport came into being, thousands of generations of Aboriginal and Torres Strait Islander peoples lived on our ancient continent and across today's coastal area of Sydney, including on and around Sydney Airport.

The 907-hectare airport site sits on the northern shoreline of Botany Bay, close to Aboriginal and Torres Strait Islander communities in La Perouse and Redfern. This coastal area is rich in natural, cultural and historical significance. We recognise the special significance that land in this area holds for Aboriginal and Torres Strait Islander peoples and have invested in programs to protect it, including zoning for environmental conservation and initiatives such as our Sydney Airport Wetlands enhancement program.

Making a positive contribution to the communities around the airport is of great importance to us and we want to ensure as a business we support the people who live in those communities. Through our first Innovate Reconciliation Action Plan (RAP), we are stating our commitment to supporting Aboriginal and Torres Strait Islander peoples and to making a tangible, positive and lasting contribution to reconciliation.

While we are proud of our work to date, we know there is more we all must do to ensure the future prosperity of the First Australians.

We also recognise our unique place as Australia's major gateway to the world and the important opportunity we have to shape visitors' first perceptions of Australia, and to showcase our Aboriginal and Torres Strait Islander heritage and cultures.

We also have an opportunity through our RAP to leverage the important role we play in the NSW and Australian economy. This means helping to build stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians, driving equality and enhancing opportunities for Australia's First Peoples.

**GEOFF CULBERT**

Chief Executive Officer  
Sydney Airport

## MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia is delighted to welcome Sydney Airport to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Sydney Airport joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community - governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities - have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Sydney Airport with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Sydney Airport will develop its approach to driving reconciliation

through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Sydney Airport well as it explores and establishes its own unique approach to reconciliation. We encourage Sydney Airport to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report: "Reconciliation is hard work - it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend Sydney Airport on its first RAP, and look forward to following its ongoing reconciliation journey.

**KAREN MUNDINE**  
Chief Executive Officer  
Reconciliation Australia



## Our business

Our vision is to deliver a world-class airport experience that fosters the growth of aviation for the benefit of Sydney, NSW and Australia.

As Australia's major gateway, Sydney Airport connects people, places and global communities every day. More than 43 million passengers pass through our airport every year, and we facilitate the connection of Sydney to over 100 destinations in Australia and around the world.

Our focus is to continue to strengthen these connections by building new and strengthening existing partnerships, focusing on sustainability, and investing in initiatives that contribute to the experience of both our customers and the 30,900

people who form part of the broader airport community every day. This includes 481 Sydney Airport employees (as at November 2018) across five worksites at Sydney Airport, Mascot. Whilst we have undertaken to understand Sydney Airport employees that identify as Aboriginal and/or Torres Strait Islander peoples, no employees at this point have self-identified. We will continue to offer staff opportunities to self-identify and review the ways we capture this information. Given Sydney Airport directly and indirectly generates or facilitates 338,500 jobs, we recognise the significant economic and social contribution we make to the NSW and Australian economies.

## Our vision for reconciliation

Our vision for reconciliation is to build respect, understanding, unity and equality between Aboriginal and Torres Strait Islander peoples and other Australians.

We will do this by facilitating and driving positive and tangible connections and exchanges with Aboriginal and Torres Strait Islander peoples and communities through engagement with our Airport community of over 30,900 employees and our passengers and customers.





## SITE OF SIGNIFICANCE

Sydney Airport sits on a 907-hectare site and has operated for nearly one hundred years. The airport lies within the coastal area of Sydney; an area where Aboriginal people have lived for tens of thousands of years and continue to live today.

Historian and archaeologist Dr Paul Irish has written that more than a thousand generations of Aboriginal people have lived in and travelled throughout this coastal area, including on today's airport site.<sup>1</sup>

However, the coastal area of Sydney we know today, and which Lieutenant James Cook first saw when he sailed the *Endeavour* through the Botany Bay headlands to land in 1770 – now called the Kurnell Meeting Place – was very different 20,000 years ago.

At that time, during the last Ice Age, Botany Bay itself did not exist and the coastline was situated up to 20 kilometres to the east of where it lies today. The area in and around the bay, including today's airport site, was a vast wetland, fed by waters flowing down the Cooks and Georges Rivers. Sydney Harbour was a deep sandstone river valley, as was Broken Bay to the north and Port Hacking to the south of Sydney.

But as the Ice Age came to an end, the shoreline started moving westwards toward its present location. Some estimates place its movement at the phenomenal rate of two metres per year for nearly ten thousand years.

Gradually, the coastal landscape with which we are now familiar – including Botany Bay and Sydney Harbour – was formed. Aboriginal people lived during – and successfully adapted to – this period of rapid change to both the environment and the landscape itself.

The Aboriginal people of coastal Sydney would no doubt have lived off not just the food that was available on the land, but also on the plentiful supply of fish, shellfish and other marine life that these rivers and wetlands, as well as the bay and ocean itself, provided in abundance.

The arrival and landing of Arthur Phillip on 26 January 1788 at Sydney Cove – today's Circular Quay – changed everything. This included the expanding colony, which was building upon and farming the most fertile land across the Sydney region.

However, in those areas where the ground was either too rocky or sandy, and therefore not suited to farming by Europeans, many Aboriginal people continued to live. They lived in parts across today's coastal area of Sydney well into the 19<sup>th</sup> century, with family groups living at Elizabeth Bay, Double Bay, Rose Bay, Camp Cove, Botany, La Perouse and Kurnell, as well as along the Georges and Cooks Rivers. The descendants of many of these families live in these areas to this day.

<sup>1</sup> P Irish, *Hidden in Plain View: The Aboriginal People of Coastal Sydney*, NewSouth Publishing, Sydney, 2017.



## OUR RECONCILIATION ACTION PLAN

We recognise our commitment to strengthen our support for Aboriginal and Torres Strait Islander peoples can be achieved through development of our Innovate RAP - to strengthen and drive new relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations, to truly understand the history and challenges Australia's First Peoples face and to work together to create tangible positive outcomes for Aboriginal and Torres Strait Islander peoples. We recognise these areas are the key to driving positive and lasting change for Aboriginal and Torres Strait Islander peoples and reconciliation between Aboriginal and Torres Strait Islander Australians and non-Aboriginal and Torres Strait Islander Australians and those within our sphere of influence.

Healthy, vibrant and connected communities is important to us as is supporting people to be their best and this is reflected in our aspirations for our community investment strategy.

### Our reconciliation journey so far

Our community investment strategy seeks to support local communities, emerging leaders and initiatives that drive and facilitate tourism. This complements our community engagement strategy which seeks to foster positive, strong and lasting relationships with all those who might be affected by decisions and activities related to the airport's operation. We are committed to working with these communities to drive positive outcomes for all.

In 2000, we made a substantial investment in Aboriginal artwork which is showcased within our T1 International precinct. The collection includes Judy Watson's 'Walama Forecourt' and Brook Andrew's 'Flying Boomerang'; Guy Boyd's 'Flying Foxes'; and Bede Tungatalum's 'Irrikipayi the Crocodile'. In 2018, we added to this collection in the T1 Marketplace through a landmark partnership with the Museum of Contemporary Art and artist Archie Moore of Kamilaroi, German and English descent with the unveiling of the commissioned work titled 'United Neytions'.

Over the past three years, we have increased our investment in supporting Aboriginal and Torres Strait Islander peoples. We have focused on contributing to better socio-economic outcomes for Aboriginal and Torres Strait Islander peoples, as well as playing a role in increasing awareness of the heritage and cultures of Australia's First Peoples.

Through our partnership with CareerTrackers, we have created internship opportunities in our workplace for Aboriginal and Torres Strait Islander university students and by supporting the Clontarf Foundation we have helped Aboriginal and Torres

Strait Islander boys complete high school at the Endeavour Academy in Caringbah. We also support local Aboriginal and Torres Strait Islander communities through our partnership with Inner West Council. Since 2015, we have funded the coordination of the Marrickville Souths Fitness and Breakfast Program where about half of all participants identify as Aboriginal and/or Torres Strait Islander peoples. The program has achieved positive outcomes in education, health and wellbeing, including a 14% increase in school attendance.

In 2017, we also provided a grant from the Sydney Airport 'Bid for Good' Lost Property Auction to the Malabar Midwives, part of the Royal Hospital for Women Foundation. This pioneering service, which has national recognition, addresses the inequities in accessing maternal and infant health care for Aboriginal women. Our funding is helping an estimated 400 women annually through provision of essential necessities such as pharmacy supplies, transport and fresh food as well as a social support network for new mums, the Wugongga Young Parents Group. Provision of these resources contributes greatly to engagement and trust, contributes to long term health benefits and increases confidence in health service provision which historically has been a barrier to accessing health care for Aboriginal women.



## Our focus areas

We acknowledge that in preparing our Reconciliation Action Plan we need to give consideration to past mistakes and current challenges for Aboriginal and Torres Strait Islander peoples.

Though progress in some areas has been encouraging, the *Closing the Gap Prime Minister's Report 2018* highlights that more work needs to be done to close the gap in school attendance, reading and numeracy levels, employment and life expectancy. We also note that the *2016 State of Reconciliation Report* and the recommendations as outlined in the *2017 Uluru Statement from the Heart* indicate that further work needs to be undertaken to improve relations between Aboriginal and Torres Strait Islander peoples and other Australians.

We believe we can and should play a stronger role to advance human rights and improve outcomes for Aboriginal and Torres Strait Islander peoples. In preparing our 2019–2021 Innovate RAP, we have focused on four areas where we believe we can achieve positive outcomes. In framing our focus areas, we have considered the United Nations Sustainable Development Goals (SDG). These seventeen goals seek to address the most significant challenges our world is facing today. We have also considered the United Nations *Declaration of the Rights of Indigenous Peoples*. Our actions to address these focus areas are outlined in our action plan as set out in this RAP (Table 1).

Table 1: Sydney Airport RAP United Nations SDG Focus Areas

FOCUS AREA	UNITED NATIONS SDG
<b>Showcasing Aboriginal and Torres Strait Islander cultures and place significance</b> We will celebrate and showcase Australia's Aboriginal and Torres Strait Islander cultures and heritage to the broader airport community and to the 44 million passengers who pass through Sydney Airport annually.	
<b>Generating respect and understanding</b> We will work to create a workforce that understands, values and respects Australia's Aboriginal and Torres Strait Islander cultures and histories.	
<b>Building meaningful relationships</b> We are committed to engaging with, and building stronger local partnerships with, Aboriginal and Torres Strait Islander peoples and working together to deliver reconciliation activities.	
<b>Supporting Aboriginal and Torres Strait Islander communities</b> We will support the long-term empowerment of Aboriginal and Torres Strait Islander communities through our community investment programs, supply chain and by enhancing employment opportunities.	 

Our inaugural RAP outlines how we propose to embed reconciliation into our broader business strategy and support Aboriginal and Torres Strait Islander peoples to prosper. Through our 2019-2021 Innovate RAP, we are stating our commitment to further reconciliation in Australia.

## CASE STUDY

### Supporting Aboriginal and Torres Strait Islander boys to finish high school

In 2016 we formed a partnership with the Clontarf Foundation, which supports 24 Aboriginal and Torres Strait Islander boys to complete high school at the Endeavour Academy in Caringbah. We've hosted some of the boys at the airport on airside tours, giving them a behind-the-scenes experience and insight into the vast array of job opportunities. Sydney Airport staff and Clontarf boys have also

taken part in a volunteer day for Conservation Volunteers Australia at Kamay Botany Bay National Park. Clontarf Foundation CEO Gerard Neesham said: "These opportunities have the potential to be life-changing for many of these boys because it builds their confidence, sense of self-worth and gives them something to aspire to."



I really enjoyed spending time with the Sydney Airport staff volunteering at Kamay National Park. The experience of helping maintain the park, hearing from the local Aboriginal people and also mingling with Sydney Airport staff was very valuable for me. I have just graduated from Endeavour Sports High in the Clontarf programme so the opportunity to learn about the different jobs at Sydney Airport whilst being outdoors and giving back to the local community and environment was a great one for me.

**Keiran Fields, Student**







United Neytions artwork by Archie Moore

## CASE STUDY

### Promoting Aboriginal and Torres Strait Islander cultures at the Airport

In 2017 Sydney Airport commissioned a major public art project in a landmark partnership with the Museum of Contemporary Art (MCA). The partnership will create opportunities for the public to engage with exhibitions and programs at the MCA as well as create opportunities for the public to engage with the newly commissioned work, 'United Neytions', by artist Archie Moore of Kamilaroi, German and English descent. This piece was unveiled on 9 August 2018, International Day of the World's Indigenous Peoples.

The artwork celebrates the diversity of Aboriginal cultures and will create a sense of place for millions of people each and every year. Visitors to Australia will walk away with a better appreciation for the diversity and vibrancy of Aboriginal cultures. Indeed, Moore said: "It is said Australia is now a multicultural country, yet we have always been a multicultural country." Moore's art will reinforce Sydney Airport's vision to deliver a unique, world-class airport experience for visitors to Sydney.



## CASE STUDY

### First Hand Solutions and BLAK Markets

Sydney Airport has partnered with First Hand Solutions Aboriginal Corporation to bring the celebrated Blak Markets to Sydney Airport.

As a local organisation, First Hand Solutions is focused on practical solutions and programs that empower Aboriginal and Torres Strait Islander peoples. Resilient Aboriginal and Torres Strait Islander communities are a key goal, and First Hand Solutions provides educational and community-based programs and services, driven by thorough research, that help bring positive change across a number of social indicators.

The Blak Markets aim to showcase a diverse range of superb Aboriginal products; from beautiful examples of art and craft to incredible bushfoods from across Australia. Visitors to the Blak Markets can be assured that all products they purchase are authentic,

with proceeds going directly back to Aboriginal and Torres Strait Islander peoples. As part of the experience, sellers will also tell their story to help spread awareness about Aboriginal and Torres Strait Islander cultures and histories.

Sydney Airport is proud to support the Blak Markets – an initiative that actively fosters greater appreciation for, and an enhanced understanding of, Aboriginal and Torres Strait Islander cultures and helps drive international awareness of Aboriginal and Torres Strait Islander art and products. The Blak Markets also provide employment opportunities and assist with the development of skills. NSW is the most popular state for Aboriginal and Torres Strait Islander tourism and it's important that initiatives such as the Blak Markets continue to be supported.



Clapsticks by various Aboriginal artists sourced through Blak Markets who sell directly on behalf of Aboriginal organisations and artists.



## Governance

In 2017, recognising the key areas and focus needed to drive positive outcomes for Aboriginal and Torres Strait Islander communities, our RAP Working Group was formed. It includes members from Corporate Affairs, People and Performance, Procurement, Sustainability and Aviation teams, as well as an Aboriginal student from CareerTrackers undertaking their internship with Sydney Airport (Table 2). We also extended the opportunity to the wider business sector to join the Working Group. The Working Group sought to understand where Sydney Airport was best placed to make positive changes and areas in which we needed to make a greater focus. Together we identified our key strengths and these are outlined in our Focus Areas in this RAP.

Table 2: Sydney Airport RAP Working Group Members

DEPARTMENT	ROLE
Corporate Affairs	Stakeholder Manager - Community and Corporate Social Responsibility
People and Performance	Business Partner
Finance - Procurement	Strategic Sourcing Specialist
Aviation Operations and Safety, Sustainability and Environment	Head of Sustainability
Aviation Services	Aviation Business Development Analyst
<i>External Organisations</i>	
CareerTrackers	Internship

The RAP Working Group reports to the Sustainability Steering Committee, part of the formalised governance structure as set out below (Table 3) to ensure the effective delivery of our RAP. Our Chief Operating Officer, Hugh Wehby is our RAP Champion and our RAP is sponsored by our General Manager Corporate Affairs, Sally Fielke.

Table 3: Sydney Airport RAP Governance Structure

WHO	RESPONSIBILITY
Sydney Airport Limited Board	Responsible for corporate governance policies, strategic direction and risk management including those relevant to sustainability.
Board Safety, Security and Sustainability Committee	Assist the Board to fulfil responsibilities relevant to sustainability.
Executive Committee	Responsible for overseeing the planning and implementation of key projects and initiatives and monitoring their progress.
Sustainability Working Group	Responsible for the implementation of Sydney Airport's sustainability strategies.
Reconciliation Action Plan (RAP) Working Group (staff)	Develop RAP direction including objectives, initiatives, deliverables and reporting in line with Reconciliation Australia's RAP Innovate framework.



# RELATIONSHIPS



## Why it's important for our business

We recognise that successful, long-lasting reconciliation is dependent on meaningful engagement with Australia's First Peoples. We strive to build relationships with Aboriginal and Torres Strait Islander communities and organisations and are committed to working together on reconciliation activities.

## Action Plan

Action	Deliverable	Timeline	Responsibility
1 RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	• RWG oversees the development, endorsement and launch of the RAP.	May 2019	Stakeholder Manager - Community and Corporate Social Responsibility
	• Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	May 2019, 2020	Stakeholder Manager - Community and Corporate Social Responsibility Senior Advisor, People and Performance
	• Meet at least twice per year to monitor and report on RAP implementation.	September 2019, March and September 2020	Stakeholder Manager - Community and Corporate Social Responsibility
	• Establish Terms of Reference for the RWG.	June 2019	Stakeholder Manager - Community and Corporate Social Responsibility
2 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	• Organise at least one internal event for NRW each year.	May 2019, 2020	Aviation Business Development Analyst
	• Register all NRW events via Reconciliation Australia's NRW website.	May 2019, 2020	Aviation Business Development Analyst
	• Support an external NRW event.	May 2019, 2020	Aviation Business Development Analyst
	• Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	May 2019, 2020	Aviation Business Development Analyst
3 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	• Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	June 2019	Stakeholder Manager - Community and Corporate Social Responsibility Head of Sustainability



Action	Deliverable	Timeline	Responsibility
3 cont'd	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</li> </ul>	July 2019	Stakeholder Manager - Community and Corporate Social Responsibility
	<ul style="list-style-type: none"> <li>Supporting volunteering opportunities for staff with Aboriginal and Torres Strait Islander organisations.</li> </ul>	July 2019, 2020	Stakeholder Manager - Community and Corporate Social Responsibility
4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> <li>Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. This will include publishing our RAP on the Sydney Airport website as well as including it as part of the employee induction process.</li> </ul>	May 2019	Stakeholder Manager - Community and Corporate Social Responsibility Head of Sustainability
	<ul style="list-style-type: none"> <li>Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>	June, September, December 2019, 2020	Aviation Business Development Analyst

# RESPECT



## Why it's important for our business

The Aboriginal and Torres Strait Islander cultures of Australia are the oldest living cultures in the world. As our nation's major gateway, Sydney Airport can help visitors to Sydney and Australia recognise and celebrate Aboriginal and Torres Strait Islander cultures. We can also increase awareness and drive understanding of Aboriginal and Torres Strait Islander heritages and cultures with our employees, with the aim of building respect and promoting equality for all.

## Action Plan

Action	Deliverable	Timeline	Responsibility
<b>5</b> Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</li> </ul>	December 2019	Senior Advisor, People and Performance
	<ul style="list-style-type: none"> <li>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> </ul>	July 2019	Senior Advisor, People and Performance Stakeholder Manager - Community and Corporate Social Responsibility
	<ul style="list-style-type: none"> <li>Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.</li> </ul>	December 2019	Senior Advisor, People and Performance
<b>6</b> Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</li> </ul>	July 2019	Stakeholder Manager - Community and Corporate Social Responsibility
	<ul style="list-style-type: none"> <li>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> </ul>	July 2019	Stakeholder Manager - Community and Corporate Social Responsibility
	<ul style="list-style-type: none"> <li>Invite a Traditional Owner to provide a Welcome to Country at significant events, including Sydney Airport's Annual General Meeting.</li> </ul>	July 2019, 2020	Stakeholder Manager - Community and Corporate Social Responsibility
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country at the commencement of all important internal and external meetings.</li> </ul>	May 2019 and ongoing	Stakeholder Manager - Community and Corporate Social Responsibility



Action	Deliverable	Timeline	Responsibility
6 cont'd	<ul style="list-style-type: none"> <li>Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.</li> <li>Organise and display an Acknowledgement of Country plaque at Sydney Airport.</li> </ul>	<p>May 2019 and ongoing</p> <p>June 2019</p>	<p>Stakeholder Manager - Community and Corporate Social Responsibility</p> <p>Stakeholder Manager - Community and Corporate Social Responsibility</p>
7 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>Provide opportunities for Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</li> <li>Provide opportunities for staff to participate in NAIDOC Week activities.</li> </ul>	<p>June 2019, 2020</p> <p>July 2019, 2020</p> <p>July 2019, 2020</p>	<p>Senior Advisor, People and Performance</p> <p>Aviation Business Development Analyst</p> <p>Aviation Business Development Analyst</p>
8 Showcase Aboriginal and Torres Strait Islander cultures and histories within Sydney Airport.	<ul style="list-style-type: none"> <li>Research and communicate externally Sydney Airport's local Aboriginal and Torres Strait Islander cultures and histories.</li> <li>Investigate opportunities and where relevant implement initiatives that promote Aboriginal and Torres Strait Islander cultures and histories to visitors to Sydney.</li> <li>Consult with local Traditional Owners to investigate including a Welcome to Country sign in language within the airport.</li> </ul>	<p>June 2019 and ongoing</p> <p>December 2019</p> <p>June 2019</p>	<p>Stakeholder Manager - Community and Corporate Social Responsibility</p> <p>Stakeholder Manager - Community and Corporate Social Responsibility Aviation Business Development Analyst</p> <p>Stakeholder Manager - Community and Corporate Social Responsibility</p>



## OPPORTUNITIES

### Why it's important for our business

As one of the oldest continually operating airports in the world, we value and recognise the importance of history and heritage. As Australia's gateway, Sydney Airport plays host to people from diverse cultural backgrounds from around the world. It is important that this diversity is reflected in our workforce to achieve success and as a proudly customer-focused organisation, it's important to us that we reflect the broad community we serve. This community includes a local Aboriginal community and as a gateway to Australia, our focus will be on recognising and celebrating local Aboriginal culture as well as Aboriginal and Torres Strait Islander cultures more broadly.

We have a commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander Australians. We are focused on the following:

- Supporting Aboriginal and Torres Strait Islander economic development through the inclusion and active participation of the Aboriginal and Torres Strait Islander business sector and the creation of sustainable partnerships.
- Fostering employment and capability-building opportunities and driving employee engagement.
- Creating a customer experience that provides passengers and our broader airport community with a true sense of place and culture.
- Helping our local communities thrive, supporting our leaders of tomorrow and embracing and showcasing Sydney's best.

### Action Plan

Action	Deliverable	Timeline	Responsibility
9 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	• Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	December 2019, November 2020	Senior Advisor, People and Performance
	• Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	November 2019	Senior Advisor, People and Performance
	• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	May 2020	Senior Advisor, People and Performance
	• Advertise all vacancies in Aboriginal and Torres Strait Islander media.	June 2019	Senior Advisor, People and Performance
	• Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2019, 2020	Senior Advisor, People and Performance



Action	Deliverable	Timeline	Responsibility
10 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> <li>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	June 2019, 2020	Manager, Strategic Sourcing
	<ul style="list-style-type: none"> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> </ul>	June 2019, 2020	Manager, Strategic Sourcing
	<ul style="list-style-type: none"> <li>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</li> </ul>	June 2019, 2020	Manager, Strategic Sourcing
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	June 2019, 2020	Manager, Strategic Sourcing
	<ul style="list-style-type: none"> <li>Investigate opportunities to update tender applications to include information about supplier's Aboriginal and Torres Strait Islander engagement.</li> </ul>	June 2019, 2020	Manager, Strategic Sourcing
11 Investigate opportunities to collaborate on reconciliation initiatives with suppliers who work at Sydney Airport.	<ul style="list-style-type: none"> <li>Investigate opportunities to include targets for Aboriginal and Torres Strait Islander employment with relevant suppliers who work at Sydney Airport.</li> </ul>	June 2019	Manager, Strategic Sourcing
	<ul style="list-style-type: none"> <li>Create a network with relevant suppliers to identify opportunities and learnings on Aboriginal and Torres Strait Islander supplier diversity across the Airport community.</li> </ul>	June 2019	Manager, Strategic Sourcing

## GOVERNANCE, TRACKING OUR PROGRESS AND REPORTING

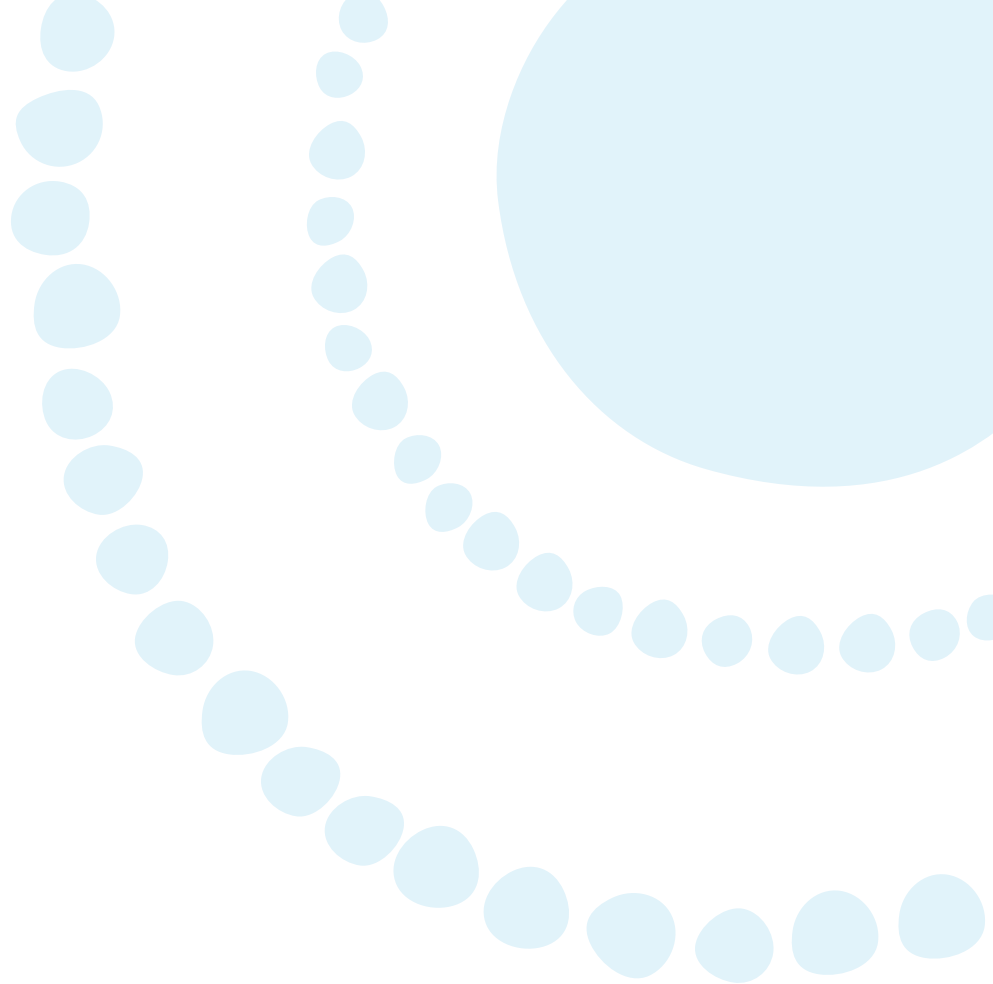


We will track our progress through our Reconciliation Action Plan deliverables. These will be driven by our RAP Working Group, which reports to our Sustainability Steering Committee (see Governance). We will also track our progress by consulting with Aboriginal and Torres Strait Islander stakeholders and other stakeholders as relevant to the deliverable. We will work with Reconciliation Australia to develop and report on our RAP progress and achievements.

### Action Plan

Action	Deliverable	Timeline	Responsibility
12 Report RAP achievements, challenges and learnings to Reconciliation Australia.	• Investigate participating in the RAP Barometer.	May 2020	Head of Sustainability
	• RWG to collect data for the RAP Impact Measurement questionnaire.	July 2019, 2020	Head of Sustainability
	• RWG to seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia.	August 2019, 2020	Head of Sustainability
	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2019, 2020	Head of Sustainability
13 Report RAP achievements, challenges and learnings internally and externally.	• Publicly report our RAP achievements, challenges and learnings to key stakeholders including shareholders, airport and local community and government through our website, face to face briefings and Annual and Sustainability report.	August 2019, 2020	Head of Sustainability
	• Report progress of RAP internally to Sydney Airport employees through internal communication channels including relevant committees.	August 2019, 2020	Stakeholder Manager - Community and Corporate Social Responsibility
14 Review, refresh and update RAP.	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	July 2020	Head of Sustainability Stakeholder Manager - Community and Corporate Social Responsibility
	• Send draft RAP to Reconciliation Australia for review and feedback.	August 2020	Head of Sustainability Stakeholder Manager - Community and Corporate Social Responsibility
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	April 2021	Head of Sustainability Stakeholder Manager - Community and Corporate Social Responsibility





## **CONTACT**

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