



Sydney Airport

Innovate Reconciliation Action Plan

September 2024 –
September 2026

SYD



Acknowledgement of Country

Sydney Airport acknowledges the Dharawal People of Coastal Sydney who are the Traditional Custodians of the lands, waterways and skyways where we work and live.

We pay our respects to them, Elders past and present, and to other Aboriginal and Torres Strait Islander peoples who have made this area their home.

We recognise the continuation of unbroken cultural, spiritual and educational practices of First Nations peoples throughout Australia.



About the artwork

"Heart Journey tells the story of people from all walks of life coming together and connecting at a moment in time. It's a meeting place where people gather for social interaction, information exchange and trade. The word heart focuses on people with their own stories, lives and experiences – rather than the terminals themselves."

This artwork was created for Sydney Airport's first Reconciliation Action Plan by Charmaine Mumbulla of Mumbulla Creative. Charmaine is a Kurna and Narungga woman from the Yorke Peninsula in South Australia and is based on Gadigal and Wangal Country.

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 First Nations peoples.



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Message from Sydney Airport CEO

As a leading global airport connecting Australia to the world, we have a unique opportunity to shape visitors' first impressions of our city and country, highlighting the rich Aboriginal and Torres Strait Islander heritage and cultures.

With our 907-hectare airport sitting on the shores of Gamay (Botany Bay), we recognise the deep cultural significance of the land we occupy. For thousands of generations, Dharawal People have thrived in this coastal area, and they continue to do so today. In 1770, Gamay became the site of the first contact between the First Nations peoples of Australia and Europeans.

Over the past few years, we have actively engaged and partnered with the Gujaga Foundation and the La Perouse Local Aboriginal Land Council, in guiding our cultural awareness training and ensuring that our initiatives align with the aspirations and wisdom of First Nations communities. This includes Gujaga Foundation members taking an active role in our Reconciliation Action Plan (RAP) Working Group meetings.

When we launched our first RAP in 2019 at the Innovate, we aimed high, reflecting our strong commitment to driving substantial and meaningful change. However, meeting all our commitments has been challenging due to the far-reaching impacts of COVID-19, which halted domestic travel and led to Australia's international border being closed for more than 700 days.

While we are proud of our work to date, we know there is still much more we can do. Staying at Innovate allows us to build on our experiences, refine our strategies, and achieve even more impactful outcomes.

Reconciliation is a continuous journey, one that requires dedication, collaboration, and a willingness to listen and learn. Our second Innovate RAP will help us build stronger relationships, create greater opportunities, and contribute positively to the lives of First Nations Australians.

Scott Charlton

Sydney Airport | Chief Executive



Message from Reconciliation Australia CEO

Reconciliation Australia commends Sydney Airport on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Sydney Airport continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

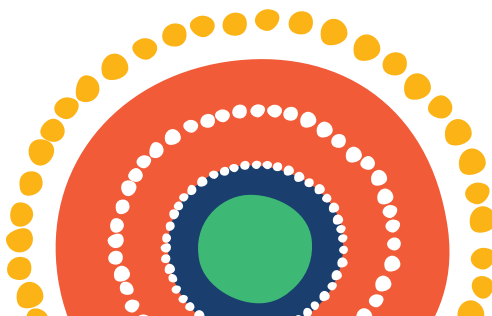
An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Sydney Airport will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to Sydney Airport using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust. This Innovate RAP is an opportunity for Sydney Airport to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Sydney Airport will ensure shared and cooperative success in the long-term.

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

Congratulations Sydney Airport on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
CEO | Reconciliation Australia



Our vision for reconciliation

Australia's major global airport connecting Australia to the world, Sydney Airport has a clear role to play in advancing reconciliation.

Our reconciliation journey is focused on:

- celebrating First Nations culture with our people and passengers
- fostering strategic partnerships with First Nations communities
- diversifying our supplier base and spend with First Nations owned businesses
- educating and empowering our people and precinct partners

We are committed to embracing and learning from the rich culture and history of Australia's First Nations peoples.



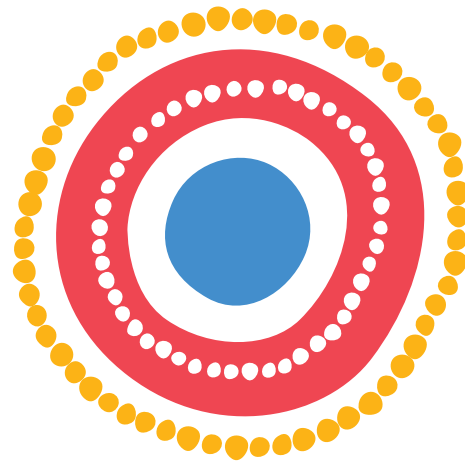


Our business

Sydney Airport is one of Australia's most important pieces of infrastructure. It is our international gateway and an essential part of our transport network, connecting to more than 90 destinations around the world.

We also make a significant contribution to our local and national economies, generating \$38 billion in economic activity a year. This contribution is equivalent to 6.8 per cent of the NSW economy and translates into more than 338,500 jobs.

Sydney Airport employs 591¹ people across five worksites at Mascot in Sydney, with five members of the workforce identifying as First Peoples of Australia. Our sphere of influence is wide and captures more than 800 businesses that operate at the airport with a workforce of more than 30,000 people. We recognise the important role we must play in advancing reconciliation for all Australians.



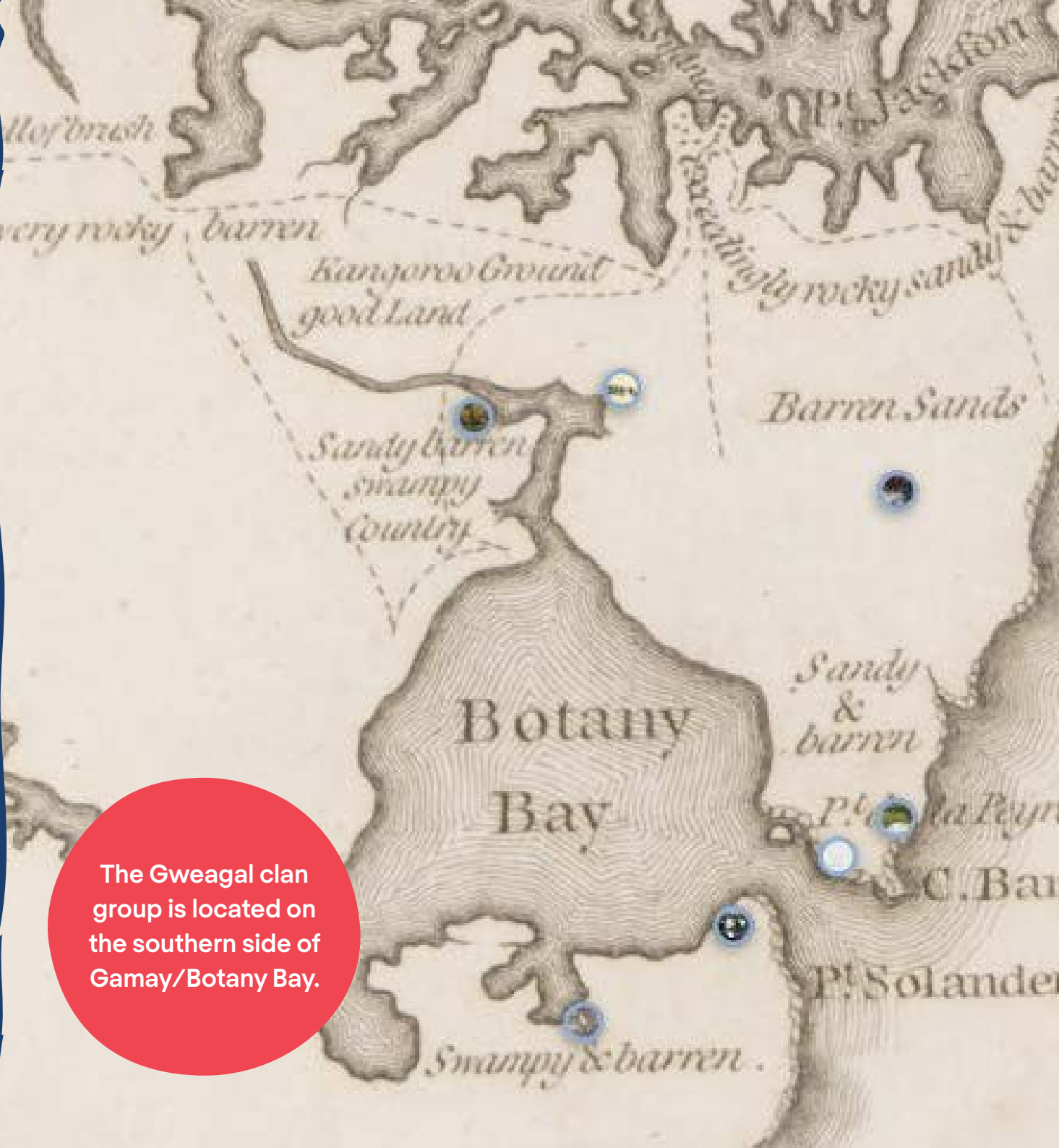
¹ Sydney Airport Sustainability Report 2023

SYD Stories

For hundreds of generations, the people of Gamay (Botany Bay) have lived on and managed the land around Sydney Airport and coastal Sydney.

To celebrate the the airport's centenary in 2019, we engaged with local First Nations communities and Traditional Owners to understand more about the histories of the land today's airport sits on, and the cultural significance of the area.

We share this story with the Traditional Owners permission on a purpose-built website that outlines the history of the airport from pre-European settlement to today. This is a snippet of the first chapter of Sydney Airport's story, titled Gamay.



The Gweagal clan group is located on the southern side of Gamay/Botany Bay.

South Head

Aboriginal sites

Traces of Aboriginal use of Gamay (Botany Bay) still survive around Sydney Airport, behind beaches, on outcrops of sandstone, and even buried under buildings and roads.

These sites contain a wealth of information about how Gamayngal (Aboriginal People of Botany Bay) lived in the past.

Arrival of the Endeavour

"Gamay, Botany Bay is the place where Lieutenant James Cook and his crew landed in 1770. My family has continuous cultural connection to the Kurnell Peninsula and my great-uncle King Burruga, spoke of his great-grandfather being present at the time of Cook's landing.

Lieutenant James Cook and his crew aboard the HMAS Endeavour first came to Point Hicks in Victoria and immediately saw smoke going into the air. From that point onwards all the way up here to Gweagal Country, the vessel was being followed by fires. They were smoke signals, so we believe, our people already knew they were on their way.

When our old people saw the sails coming up the coastline, all they saw was whiteness and it was getting bigger and bigger, we thought they were clouds starting to build coming up the coastline. When they did come into the bay, our old people thought the vessel was a 'barranga', which in the Dharawal language means 'island' and as the sailors climbed up the mast, they looked like possums, which in the Dharawal language, we call 'gurauara'.

As Cook and his crew got closer, we thought they was ghosts of our old people, coming back to visit us again, which in the Dharawal language is called 'guwinjs'. We soon realised they weren't spirits or ghosts.

They were immediately challenged by two warriors, who threw stones and spears at them. The spears didn't hit them because it was only meant to scare them away. But what the crew did is return fire with their muskets, actually hitting one of the men in the leg. This man returned with a shield. They soon retreated into the bush, because they were completely outnumbered by the troops and their muskets.

After several days in Gamay (Botany Bay), Cook and his crew departed and set sail north. This place is very special, not just for Gweagal people and Dharawal people, but for Aboriginal people and Torres Strait Islander people right across the nation. Because this is where the British first came and actually annexed Australia to the British Empire.

It might not have been a good meeting at first, but it was a part of our history, a shared history. That event is very much a part of Dharawal culture and Gweagal history as well."

Dr Shayne T Williams | Aboriginal community of La Perouse Elder

Lat: 33.59 S.
Long: 151.25 E.

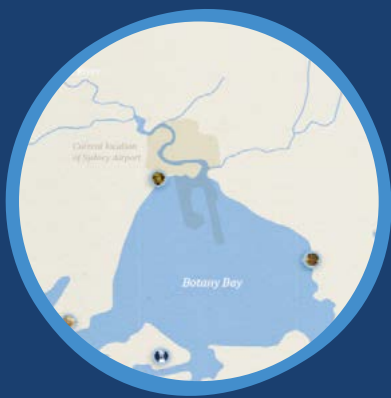
Impact of Europeans

Soon after Europeans arrived in 1788, Aboriginal people of coastal Sydney were decimated by a deadly smallpox epidemic that radiated out from the fledgling colony. Every family lost loved ones, and some families perished entirely.

Adding to the turmoil of the survivors was the theft of land and resources by the new arrivals, as well as random and targeted acts of violence against them.

Some, like Aboriginal warrior Pemulwuy (c.1750s–1802), met violence with violence. At the Cooks River in 1790, Pemulwuy speared and killed colonial gamekeeper John McIntyre in retaliation for attacking Aboriginal people.

However, despite the conflict, the story of Aboriginal people living around Gamay did not end here.



Engaging with the colony

Throughout the 19th century, Botany Bay remained sparsely inhabited by Europeans. Gamayngal continued to set up camp along its shores and create a new way of living that merged old ways with new realities.

Culture did not disappear. Marriages continued on traditional lines. Dharawal language echoed around the bay and at night, Aboriginal people still fished the shallow waters by torchlight.

Many Gamayngal developed relationships with Europeans, particularly those living on large estates who were sympathetic to Aboriginal people. This enabled them to continue accessing rich fishing grounds and cultural sites, as well as other supplies from the government.

From their camps around Gamay, Aboriginal people began to engage with the economic opportunities of the colony.

Ongoing connections

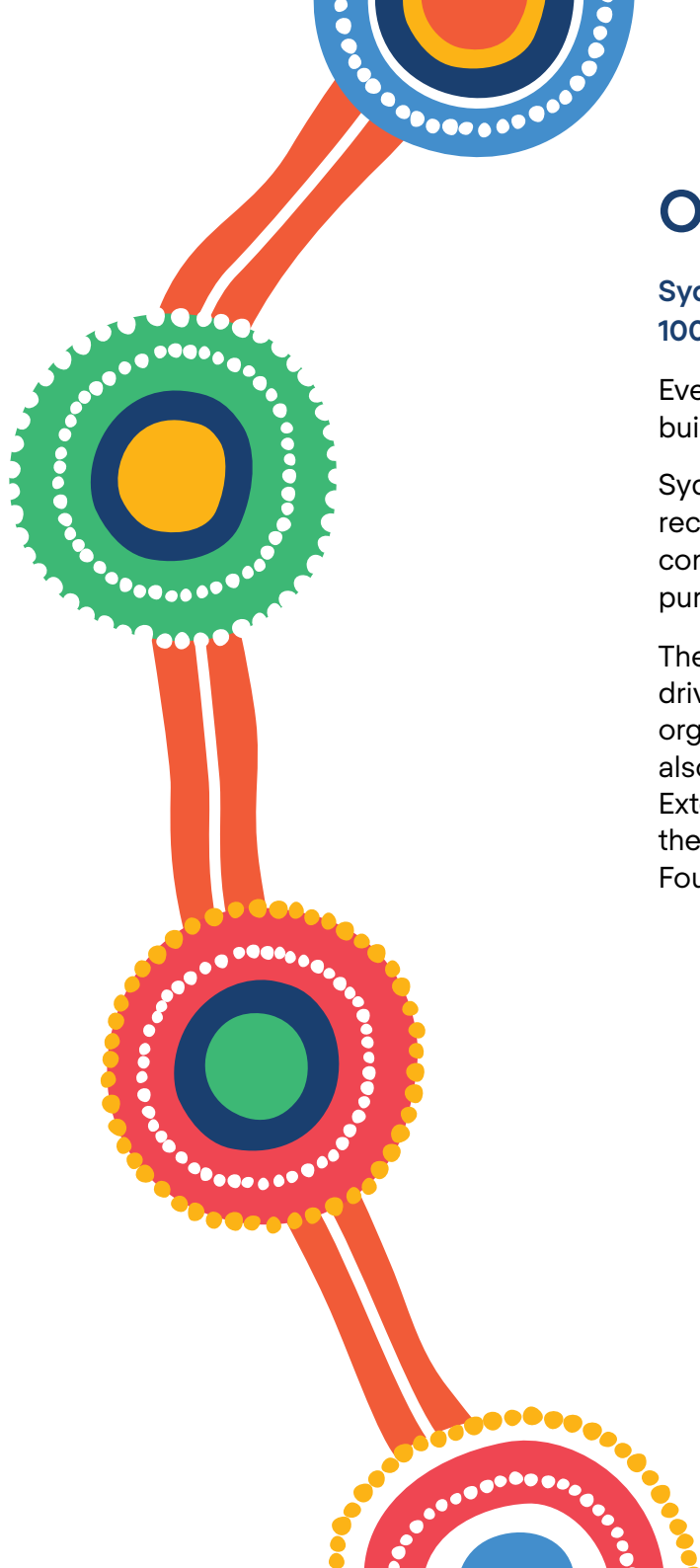
When the government formed the Aborigines Protection Board in the 1880s, La Perouse became one of the only places where Aboriginal people could obtain supplies from the government. Over time, more people moved into the area, and by 1900 it was one of the few Aboriginal settlements left around coastal Sydney.

The Aboriginal community at La Perouse made a living by working, fishing and selling artefacts to visiting tourists.

By the mid-twentieth century, they also began working in many of the industries established around Botany Bay, including Boral, Caltex and Sydney Airport.

This connection continues to this day. Along with gaining community control of the former Aboriginal reserve lands, working in local industry has helped Aboriginal people at La Perouse to continue living around Gamay as their ancestors did throughout history.

This story and resources can be found on SYD Stories sydstories.com.au



Our RAP

Sydney Airport has been part of the social and economic fabric of Sydney for more than 100 years and we will continue to prioritise advancing reconciliation into the future.

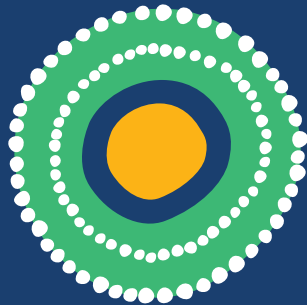
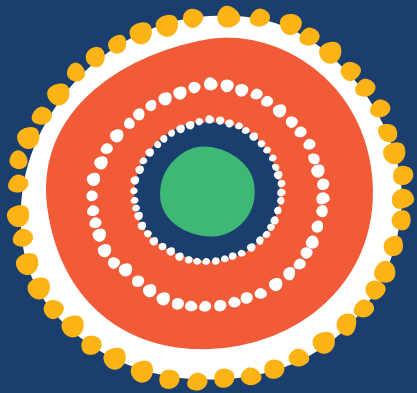
Every organisation's RAP journey is unique. Throughout our journey, we have focused on building a genuine and meaningful connection with local First Peoples of Australia.

Sydney Airport's second RAP will remain at Innovate as we continue to engage our people in reconciliation, strengthen our partnerships with local Aboriginal and Torres Strait Islander communities, collaborate with our airport community to advance reconciliation and develop purpose-led procurement outcomes with First Nations organisations.

The airport's RAP Working Group (RWG) is a cross-functional team that is passionate about driving and delivering the actions. The group is made up of key decision makers within the organisation and is championed by our Group Executive - People & Corporate Affairs. The group also includes five First Nations employees, who are invited to voluntarily join the working group. Externally, we engage with the La Perouse Aboriginal community, who are Traditional Owners of the land on which Sydney Airport sits, through Gujaga Foundation. Two members of the Gujaga Foundation attend quarterly Sydney Airport RWG meetings.



Sydney Airport NAIDOC
Week celebration 2024



Our reconciliation journey

In our inaugural RAP, we proposed to embed reconciliation into our broader business strategy and support Aboriginal and Torres Strait Islander peoples to prosper.

We began our reconciliation journey embedding foundational elements into our ways of working. During our first RAP, we have:

- Built a strong relationship with the Traditional Owners of Coastal Sydney through the Gujaga Foundation and Gamay Rangers
- Embedded Acknowledgement of Country into our business practices
- Provided education to our people about our RAP artwork and artist through NAIDOC Week
- Highlighted our RAP artwork in a uniform update for our airport Ambassadors
- Proudly acknowledged Traditional Custodians across our terminals on digital screens, hoardings, entry points to our precinct and at our office sites with plaques
- Annually celebrated National Reconciliation Week and NAIDOC Week with our people and airport stakeholders including Australian Federal Police and Border Force, highlighting the history and culture of the Gamayngal, the Aboriginal people belonging to Botany Bay
- Embedded cultural awareness training within our training suite. The face-to-face sessions, hosted by Gujaga Foundation, help to build the cultural capacity of our people
- Continued our relationship with Career Trackers, a partnership the airport has held since 2016
- Reviewed our Supplier Code of Conduct and tender process to outline our expectations of our suppliers in relation to First Nations engagement
- Diversified our supply chain and engaged First Nations-owned businesses.

Here are the moments we are most proud of during our **reconciliation journey.**



Learning from the Gamay Rangers

Through our work with the Gujaga Foundation, we formed a relationship with the Gamay Rangers, a ranger program in La Perouse that undertakes land management activities on cultural areas within Botany Bay.

The RWG visited the Gamay Rangers at Kamay Botany Bay National Park where they learnt about how the Gamay Rangers patrol the waters, their marine mammal awareness and protection work, cultural heritage protection and conservation and threatened species management.

To further this engagement, a group of Sydney Airport volunteers spent a morning with the rangers completing weed management and litter clearing at the national park, while learning about the rangers' connection to Country and land management practices. Through these visits, our people have built a stronger understanding of the work of the Gamay Rangers in our local community.





Apprenticeship program

We were delighted to welcome our first group of Aboriginal and Torres Strait Islander-identified apprentices in 2022, as part of our reconciliation journey. They have been learning practical skills, working towards earning TAFE certification in Electrotechnology Electrician and Engineering – Mechanical Trade. The program is in collaboration with Hunter Valley Training Company.

As the newest members of our Technical Services team, we provided support and mentoring for these young men. This included cultural capacity training and workshops for the broader team with our partner, Gujaga Foundation, which leads all language, culture and research activities from within the La Perouse Aboriginal community. The apprentices were also given the opportunity to connect with Aboriginal youth who are in out-of-home care as part of our partnership with ID Know Yourself.

One of our first apprentices, Preston, was awarded the Milton Morris Encouragement Award.

“After experiencing some hardships throughout his childhood and relocating to Sydney from Wellington, Preston decided that school wasn’t for him and wanted to pursue an apprenticeship to support himself and his family. At 16, Preston is currently in the second year of his Electrical apprenticeship at Sydney Airport. He is continuously developing his skills and demonstrating his maturity well beyond his years. As a proud First Nations man, Preston is also involved with his local community, where he shares his experience and raises awareness to show that anyone can achieve what he has.”

HVTC 2022 Awards

The apprentices completed their second year of learning practical skills in 2023, as part of their TAFE certification. One of the young apprentices finished his studies and earned his NSW Electrical License and Sydney Airport was delighted to offer him a full-time role within the airport’s baggage team.

In 2024, we also welcomed four new apprentices, who identify as First Peoples of Australia, and they have joined our Mechanical and Electrical Engineering teams.



Connecting with Wildflower

We recognise the importance of supporting First Nations enterprise and service providers. Our T1 International terminal arrivals forecourt project is one example of our commitment to working with First Nations partners to deliver an outcome that all Sydneysiders can be proud of. The forecourt was a challenging, large-scale project, where First Nations land care experts, Wildflower, oversaw the landscaping of 35,000 new plants and have continued as caretakers of the forecourt gardens.

Wildflower is a First Nations-owned social enterprise dedicated to creating green spaces and empowering the community with sustainable employment. Our ongoing partnership with Wildflower aims to provide safe and meaningful work for people facing barriers to employment.

Sydney Airport also engaged Wildflower in a long-term contract to restore the wetlands and enhancing biodiversity around Mill Pond, Engine Ponds, and Mill Stream.

By using a First Nations approach to bush regeneration, the Wildflower team is rejuvenating the environment by removing noxious weeds, planting thousands of native species, and collecting native seeds for propagation.

We are proud to be increasing the biodiversity of the wetlands while supporting our partner, Wildflower, in its mission to provide meaningful and culturally safe employment to young people in our local community.

Roman Deguchi, Co-founder and Director of Wildflower, said: "We're grateful to Sydney Airport as they have been an important part of Wildflower's growth. By partnering with Wildflower, the airport is contributing to the empowerment of our community."



Celebrating Dharawal language at the airport

We are proud to celebrate the language of our local community in our refreshed T1 International terminal arrivals forecourt and collaborated with our long-standing partner, Gujaga Foundation to include a connection to Dharawal language and culture.

Features in the new T1 international terminal arrivals forecourt include several statuesque Cabbage Tree Palms, called dharawal by the Aboriginal people of Gamay, Botany Bay:

"Dharawal is... the name of the Cabbage Tree Palm, the overarching spirit ancestor (totem) for people that speak the Dharawal language and belong to the Dharawal nation.

First Nations uses of the Cabbage Tree Palm (include) 'baskets from the leaves; eat the middle of the trunk; ropes, nets and traps from leaf base.' These plants are landscape markers for Dharawal campsites. They are also Dharawal ceremonial trees."

Source: Dharawal Language has been provided by the Gujaga Foundation on behalf of the Dharawal People belonging to the La Perouse Aboriginal Community.

Passengers will also be welcomed to Sydney in Dharawal through sandstone inscriptions throughout the forecourt:

 **naggangbi, gamay nhay**

Hello/Welcome this is Botany Bay

 **gamaydha dharamabi njinjang**

You are standing here at Gamay



Unveiling a new look for the airport's volunteer ambassadors

Sydney Airport's popular volunteer ambassadors are now sporting a new uniform, which has been 100 per cent Australian designed and made.

The ambassador program was introduced to help with the influx of visitors for the 2000 Sydney Olympic Games. It was so successful, they have become a permanent fixture across the domestic and international terminals.

Today, there are more than 80 volunteers, who collectively speak over 20 languages and come from varied backgrounds, including retired airline workers, nurses, teachers and current aviation students.

The new uniform includes a cornflower blue jacket made from Superfine Merino wool and cotton shirts, all designed in Australia by M.J. Bale.

The scarves and ties are adorned with artwork specifically designed for Sydney Airport by First Nations artist, Charmaine Mumbulla. The artwork, titled 'Heart Journey' reflects the airport's strength as a gateway and connector of people, places and communities and acknowledges its unique location surrounded by water.





Governance

Sydney Aviation Alliance Holdings Pty Ltd Board

Responsible for reviewing our Reconciliation Action Plan.



Safety, Security and Sustainability Board sub-committee

Monitors the delivery of the Reconciliation Action Plan.



Environment, Social and Governance SteerCo

Oversees and monitors the implementation of the Reconciliation Action Plan.



Reconciliation Action Plan Working Group

Responsible for RAP direction and deliverables aligned with Reconciliation Australia's RAP framework.

Business functions within the working group includes People and Corporate Affairs, Procurement, Commercial, Operations, Sustainability, Planning & Design and Delivery and Technology.

Our RWG also includes First Nations employees.



Relationships

We will continue to educate our people, meaningfully engage with local Aboriginal and Torres Strait Islander communities, collaborate with our airport community to advance reconciliation, and connect with First Nations businesses to build economic capacity.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	▶ Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Aug 2026	Community Investment & Partnerships Manager
	▶ Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Oct 2024	Community Investment & Partnerships Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	▶ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025/2026	Community Investment & Partnerships Manager
	▶ RWG members to participate in an external NRW event.	27 May-3 Jun 2025/2026	Community Investment & Partnerships Manager
	▶ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 Jun 2024/2026	Community Investment & Partnerships Manager and Group Executive - People & Corporate Affairs
	▶ Organise at least one NRW event each year.	27 May-3 Jun 2024-2026	Community Investment & Partnerships Manager
	▶ Register all our NRW events on Reconciliation Australia's NRW website .	May 2025/2026	Community Investment & Partnerships Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	▶ Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Jan 2025	Senior Communications Manager and Community Investment & Partnerships Manager
	▶ Develop and implement a strategy to communicate our RAP to our airport stakeholders. This will include publishing our RAP on the Sydney Airport website.	Sep 2024	Senior Communications Manager and Community Investment & Partnerships Manager
	▶ Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2026	Community Investment & Partnerships Lead
	▶ Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Jun 2026	Community Investment & Partnerships Lead
4. Promote positive race relations through anti-discrimination strategies.	▶ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2024	Senior Manager Learning & Organisational Development
	▶ Develop, implement, and communicate an anti-discrimination policy for our organisation.	Dec 2024	Senior Manager People & Performance
	▶ Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Jun 2025	Senior Manager People & Performance
	▶ Educate senior leaders on the effects of racism.	Dec 2024	Group Executive - People & Corporate Affairs





Respect



Sydney Airport plays a unique role as the nation’s major international gateway. As the first place where people from all over the world land, we have the opportunity and responsibility to highlight and build education about Aboriginal and Torres Strait Islander people, cultures and histories both internally and externally. We want to foster a shared national identity so our workforce, precinct partners and passengers take pride in our First Nations heritage and cultures.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> ▶ Conduct a review of cultural learning needs within our organisation. 	Jun 2025	Community Investment & Partnerships Lead and Senior Manager Learning & Organisational Development
	<ul style="list-style-type: none"> ▶ Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to further mature Sydney Airport’s cultural awareness training 	Jun 2025	Community Investment & Partnerships Lead
	<ul style="list-style-type: none"> ▶ Provide opportunities for RWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	Jun 2025	Community Investment & Partnerships Lead and Senior Manager Learning & Organisational Development
	<ul style="list-style-type: none"> ▶ Develop, implement, and communicate a cultural learning strategy document for our staff. 	Jun 2025	Community Investment & Partnerships Lead and Senior Manager Learning & Organisational Development
	<ul style="list-style-type: none"> ▶ Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	Jun 2025	Community Investment & Partnerships Lead

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> ▶ Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	May 2025	Community Investment & Partnerships Lead
	<ul style="list-style-type: none"> ▶ Communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	Jun 2026	Community Investment & Partnerships Lead
	<ul style="list-style-type: none"> ▶ Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Jun 2026	Community Investment & Partnerships Lead and Group Executive - People & Corporate Affairs
	<ul style="list-style-type: none"> ▶ Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	Jun 2026	Community Investment & Partnerships Lead and Group Executive - People & Corporate Affairs
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> ▶ RWG to participate in an external NAIDOC Week event. 	First week in Jul 2025 & 2026	Community Investment & Partnerships Lead
	<ul style="list-style-type: none"> ▶ Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	Apr 2025 & 2026	Senior Manager People & Performance
	<ul style="list-style-type: none"> ▶ Promote and encourage participation in external NAIDOC events to all staff. 	First week in Jul 2025 & 2026	Community Investment & Partnerships Lead and Group Executive - People & Corporate Affairs



Opportunities

We recognise we have the opportunity further our reconciliation journey through partnership with First Nations organisations, enriching our supply chain with procurement from businesses owned by First Australians and developing more employment pathways for First Nations people. With millions of overseas visitors coming through the airport every month, we also have the opportunity to showcase our rich Aboriginal and Torres Strait Islander cultures with people from all over the world.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	▶ Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Aug 2026	Senior Manager People & Performance and Senior Manager Learning & Organisational Development
	▶ Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Aug 2026	Senior Manager People & Performance
	▶ Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Aug 2026	Senior Manager People & Performance
	▶ Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Aug 2026	Senior Manager People & Performance
	▶ Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Aug 2026	Senior Manager People & Performance



Action	Deliverable	Timeline	Responsibility
9. 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.	Dec 2025	Group Sourcing Manager and Community Investment & Partnerships Lead
	▶ Investigate Supply Nation membership.	Oct 2025	Group Sourcing Manager and Community Investment & Partnerships Lead
	▶ Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Feb 2025	Group Sourcing Manager and Community Investment & Partnerships Lead
	▶ Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Mar 2025	Group Sourcing Manager
10. Encourage precinct partners to increase Aboriginal and Torres Strait Islander supplier diversity.	▶ Meet with key retail partners to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Jul 2026	General Manager - Retail Performance & Growth
	▶ Meet with key property and hotel partners to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Jul 2026	Head of Property, Stakeholder & Transformation
11. Encourage precinct partners to develop their own Reconciliation Actions Plans.	▶ Meet with key precinct partners to communicate our RAP commitments and encourage partners to consider implementing their own RAP (if they do not already have one).	Jul 2026	Community Investment & Partnerships Lead and Senior Manager Learning & Organisational Development



Governance

Action	Deliverable	Timeline	Responsibility
12. Maintain an effective RWG to drive governance of the RAP.	▶ Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Sep/Dec 2024 Mar/Jun/Sep/Dec 2025 Mar/Jun/Sep 2026	Community Investment & Partnerships Lead
	▶ Review and update Terms of Reference for the RWG.	Nov 2024	Community Investment & Partnerships Lead
	▶ Meet at least four times per year to drive and monitor RAP implementation.	Sep/Dec 2024 Mar/Jun/Sep/Dec 2025 Mar/Jun/Sep 2026	Community Investment & Partnerships Lead
13. Provide appropriate support for effective implementation of RAP commitments.	▶ Define resource needs for RAP implementation.	Jan 2025, Jan 2026	Community Investment & Partnerships Lead
	▶ Engage our senior leaders and other staff in the delivery of RAP commitments.	Aug 2025	Community Investment & Partnerships Lead and Group Executive - People & Corporate Affairs
	▶ Define and maintain appropriate systems to track, measure and report on RAP commitments.	Oct 2024	Community Investment & Partnerships Lead
	▶ Appoint and maintain an internal RAP Champion from senior management.	Jan 2025, Jan 2026	Group Executive - People & Corporate Affairs

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	▶ Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun, annually	Community Investment & Partnerships Lead
	▶ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug, annually	Community Investment & Partnerships Lead
	▶ Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep, annually	Community Investment & Partnerships Lead
	▶ Report RAP progress to all staff and senior leaders quarterly at Environment, Social and Governance SteerCo.	Sep/Dec 2024 Mar/Jun/Sep/Dec 2025 Mar/Jun/Sep 2026	Community Investment & Partnerships Lead
	▶ Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2025	Community Investment & Partnerships Lead
	▶ Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Sep 2026	Community Investment & Partnerships Lead
15. Continue our reconciliation journey by developing our next RAP.	▶ Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2026	Community Investment & Partnerships Lead



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