

Innovate

Reconciliation Action Plan

October 2021 to October 2023



**BRISBANE
AIRPORT
CORPORATION**



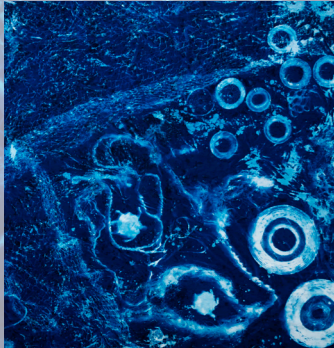
**RECONCILIATION
ACTION PLAN**

INNOVATE

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**We acknowledge the
Turrbal people, the Traditional Custodians of
the land on which we work, and pay respect
to their Elders past, present and emerging.**

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Cover: Dabiyil wunjayi (water today)
Artist: Elisa Jane Carmichael
Elisa Jane Carmichael is one of several
Indigenous artists whose artworks are proudly
on display throughout the BNE precinct.

A message from our CEO

The land on which Brisbane Airport operates is an area that is rich in natural, cultural, and historical significance.

It spans 2,700 hectares of land on a reclaimed portion of the Brisbane River delta, with its northern boundary forming the shoreline of Moreton Bay.

Today, it is a place of connection. We connect people and families, communities and countries, businesses and opportunities, the present and the future. But we must never forget its history.

More than 40,000 years before the airport came into being, the Turrbal people occupied the country as far north as the North Pine, south to the Logan, and inland to Moggill Creek.

For thousands of years, Maiwar (Brisbane River) and its surrounds offered an abundant source of food and places that were integral to their connection to country, with Dreaming Tracks, Dreaming Songs, Camps, and Bora Rings. We acknowledge the Turrbal people's connection to country as the traditional custodians of this land and we pay our respects to their Elders past and present, and to those now emerging.

Brisbane Airport Corporation (BAC) recognises the special significance that land in this area holds for those who inhabited it before us.

We have worked in close partnership with the Traditional Owners over many years to ensure they are engaged with Brisbane Airport in developing meaningful, tangible, and lasting steps towards reconciliation. And we have allocated 285 hectares of airport land as a dedicated biodiversity zone to protect and preserve the flora and fauna of these beautiful lands.

We are proud to have been the first Australian airport to formally commit to celebrating and promoting the traditions, laws, and customs of Aboriginal and Torres Strait Islanders, and while we are proud of our work to date, we know there is more to be done.

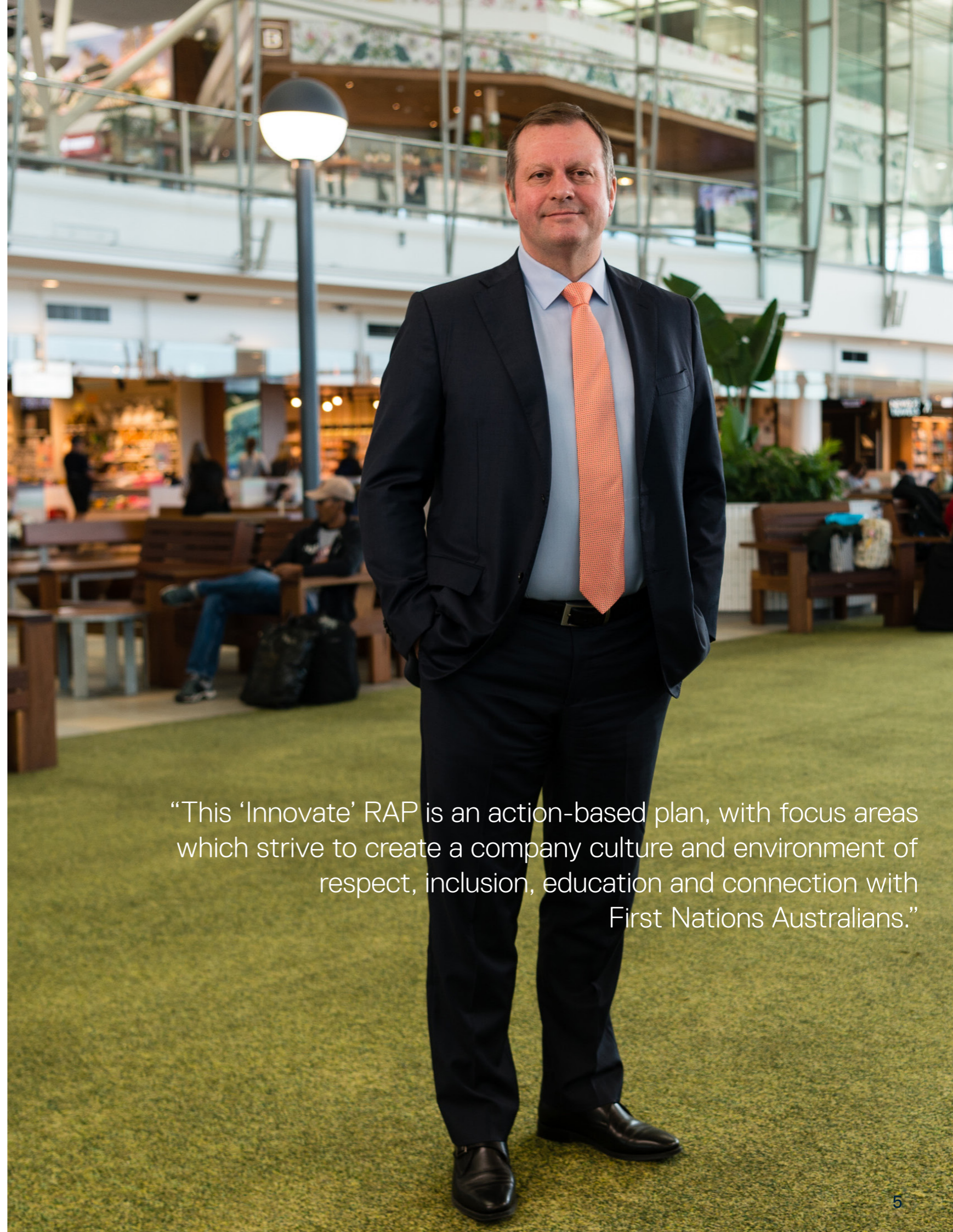
This 'Innovate' Reconciliation Action Plan, our third to date, demonstrates BAC's commitment to building stronger relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Queenslanders, non-Indigenous Australians, and indeed the thousands of overseas nationals living and working in Australia.

It is an action-based plan, with focus areas which strive to create a company culture and environment of respect, inclusion, education, and connection with First Nations Australians.

Recent world events, specifically the COVID crisis, have slowed travel into and out of Brisbane Airport, however BAC's commitment to reconciliation and its RAP remains absolute. We look forward to sharing our reconciliation journey with you over the next two years.



Gert-Jan de Graaff
Chief Executive Officer



“This ‘Innovate’ RAP is an action-based plan, with focus areas which strive to create a company culture and environment of respect, inclusion, education and connection with First Nations Australians.”

A message from Reconciliation Australia

Reconciliation Australia commends Brisbane Airport Corporation 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 Brisbane Airport Corporation 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, Brisbane Airport Corporation will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

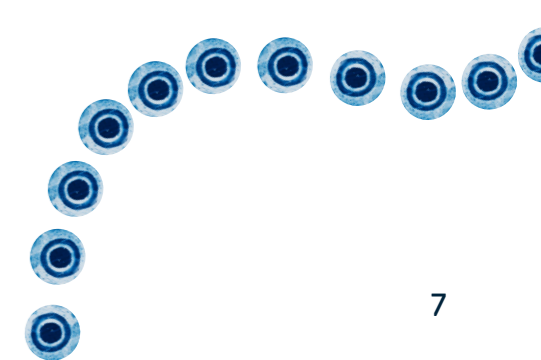
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Brisbane Airport Corporation is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



“Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey.”

Our vision for reconciliation

Brisbane Airport Corporation's vision for reconciliation is a unified community, with strong and productive relationships and a chain of connections between Aboriginal and Torres Strait Islander peoples (including cultures, heritage, creative works, perspectives and experiences), the airport community, visitors to Brisbane and the wider Australian community.

About our business



Brisbane Airport Corporation Pty Limited (BAC), the operator of Brisbane Airport (BNE), is a private, unlisted Queensland company that proudly takes on the challenge of connecting Australia to the rest of the world every day. Our passion and perseverance has cemented BNE as Queensland's most important transport hub and Australia's third busiest airport, well on its way to becoming Australia's best gateway.

At BAC, we believe our role extends beyond simply providing effective and efficient aviation services and facilities. It is also about connecting people and building a place where our community can work and play – a precinct that fosters cultural growth, and a hub that builds opportunities for our great city and state.

We shape Queensland's future, helping employ thousands of people and creating economic benefit equating to more than \$4 billion annually, thriving on the knowledge that we are guiding BNE towards a bright future.

BAC is a performance driven organisation that thrives on partnership and teamwork. BAC's internal staff structure includes a CEO and seven Executive General Managers.

This flat management structure is underpinned by a partnership approach to business with customers, stakeholders, contractors and our local South East Queensland community. Our offices are located at Brisbane Airport, Queensland, Australia.

The core businesses of BAC are:

- » Aeronautical provision and services.
- » Retail and property leasing.
- » Property development.
- » Parking and transport services.

Services such as airport security, construction, cleaning and landscaping are contracted out to external service providers.

To date, BAC has approximately 333 employees, of which five (1.5 per cent) identify as Aboriginal and/or Torres Strait Islander peoples.

The global pandemic has had a significant impact on BAC operations and subsequently the BAC workforce, which has hindered efforts to increase Aboriginal and/or Torres Strait Islander representation in our workforce.

Our RAP

BAC is committed to working towards the achievement of genuine and sustainable reconciliation between Aboriginal and Torres Strait Islander peoples and the wider community.

BAC believes that a commitment to the ongoing process of reconciliation is vital to the attainment of a better future for all Australians.

BAC acknowledges that the impact of colonisation, public policies, racial discrimination and prejudice have had a major effect on the lives of Aboriginal and Torres Strait Islander peoples. We recognise that Aboriginal and Torres Strait Islander peoples continue to face disadvantages as well as prejudice and racism.

BAC acknowledges that Aboriginal and Torres Strait Islander peoples are the original inhabitants and Traditional Owners of this continent and that they have unique cultural and spiritual relationships to the land and waters.

Throughout our reconciliation journey and in achieving actions from our first two RAPs, BAC aims to promote justice, recognition and healing. It is about helping all Australians move forward, creating a better understanding of Australia's past and how it affects the lives of Aboriginal and Torres Strait Islander peoples today.

BAC also recognises the need to support the employment of First Australians. It is our belief that lifting education, workforce readiness and, ultimately, economic participation are key priorities for BAC in contributing to the advancement of Australia's First Peoples.





Our Reconciliation Journey

This is BAC's third Innovate RAP. BAC's RAP Working Group (RWG) is responsible for overseeing, guiding and championing RAP activities. As part of our RAP we encourage employee participation in our RWG to support our RAP commitments and its delivery.

BAC's RAP is championed internally by the Executive General Manager Governance and is supported not only by the CEO, but also by the Board of Directors. It is available on our website www.bne.com.au and on our staff intranet.

RAP Working Group

Membership of the RAP Working Group (RWG) is as follows:

Stephen Kehoe
Head of Procurement (Chairperson)

Jessica Shannon
Community Relations Manager

Geoff Fabila
Control Coordinator, Terminal Operations

Ant Halapua
Infrastructure Development Manager

Rebecca Malhomme
Senior Environment Adviser

Larinda Donnellon
HR Manager

Natalie Myatt
Commercial Manager

Jessica Rudd
Sustainability Manager

The RWG membership includes an Aboriginal and Torres Strait Islander employee who assists with the development of the RAP itself. The RWG will continue to encourage the participation of Aboriginal and Torres Strait Islander employees and contractors on the Working Group.

BAC has previously engaged with the Traditional Owners of the land on which it works and operates to consult on the drafting of its RAP. This consultation continues through the implementation of BAC's engagement plan with Aboriginal and Torres Strait Islander stakeholders and organisations.

BAC has been making steady progress with embedding our RAP into our business, primarily through its inclusion in our Diversity and Inclusion Strategy and through championing social sustainability outcomes through our procurement activities.

Our key learning has been that it takes time to embed change, and that our RAP's objectives need to be included in existing programs to make it work. We also recognise that small changes make a big difference when viewed holistically, and that every action achieved in our RAP, no matter how big or small, is worth celebrating. Reconciliation cannot be achieved overnight and we are in this for the long haul.

The most significant change achieved from the delivery of our first two Innovate RAPs has been the cultural change it has helped create in our company. Our staff are proud of having a RAP and being an active participant in Australia's reconciliation journey. It's not something we have to do, but something we want to do.

One such example of a recent engagement with an Indigenous owned supplier is within BAC's Cyber Security Enhancement Project. BAC had a requirement to source a supplier to design and implement a Microsoft Cloud Application Security platform. Through our membership with Supply Nation, we quickly identified Baidam Solutions, a wholly owned Indigenous supplier who had the required capabilities to meet our need.

One of the benefits of engaging a company such as Baidam is the social outcomes provided through the relationship. Baidam deliver a program called the Baidam Initiative, whereby the program gives a significant percentage of its profits to providing pathways to education and employment in the IT sector for Indigenous and First Nations people. The program delivers ongoing sustainable outcomes to the members of the program, their families and broader community.

Relationships

BAC is committed to building stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians. We strive to create a company culture and environment that connects Aboriginal and Torres Strait Islander peoples and the airport community, neighbouring community, and international visitors to Brisbane. Central to this is fostering mutual respect, sharing and celebrating the rich Aboriginal history of our area and beyond, and building beneficial partnerships to further reconciliation.

Action Plan - Relationships



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 improve and broaden guiding principles for future engagement.	October - November 2021	Executive General Manager (EGM) Governance & EGM CPA
	Broaden and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2021	EGM Governance & EGM CPA
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June 2022 & 2023	RWG Chair
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022 & 2023	HR Manager to coordinate attendance by RWG Members
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022 & 2023	RWG Chair
	Organise at least one NRW event each year.	27 May - 3 June 2022 & 2023	Senior Environment Adviser
	Register all our NRW events on Reconciliation Australia's NRW website .	27 May - 3 June 2022 & 2023	Senior Environment Adviser
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation including internal educational communications and organising of cultural heritage workshops.	27 May - 3 June 2022 & 2023	Community Relations Manager
	Communicate our commitment to reconciliation publicly (in Annual Report).	October 2021 & 2022	Media & Corporate Communications Manager
	Include an overview of the RAP as part of staff induction processes and within the annual Code of Conduct Refresher training.	May 2022	HR Manager
	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	June 2022 & June 2023	Head of Sustainability
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2022 & 2023	Head of Procurement
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.	April 2022	HR Manager
	Host a screening of 'The Final Quarter' for staff and facilitate a discussion following the film utilising the associated resources.	February 2022	HR Manager
	Continue to review, implement and communicate an anti-discrimination policy for our organisation.	April 2022	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2022	HR Manager
	Educate senior leaders on the effects of racism.	April 2022	HR Manager

Action Plan - Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2022	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	May 2023	HR Manager
	Maintain and communicate our cultural learning strategy for our staff.	May 2023	HR Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2022 & 2023	EGM HR
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	In line with Action 5 above, develop a Cultural Awareness package to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Manager Stakeholder Relations
	Display Acknowledgement of Country plaques in our offices, on the reception televisions (throughout all buildings) and on our buildings.	August 2022	Commercial Manager
	Implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Monitor implementation August 2022 & 2023	Manager Stakeholder Relations
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Monitor implementation August 2022; August 2023	Manager Stakeholder Relations to advise Event organisers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	All members of the RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022 & 2023	Head of Procurement
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2022 & 2023	HR Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2022 & 2023	EGM HR
	Undertake internal awareness and acknowledgement communications across the business, specifically for NAIDOC week.	First week in July 2022 & 2023	Senior Environment Adviser

Respect

As a gateway to Australia, BAC recognises and values cultural diversity as an asset that enriches our community. We will continue to respect and incorporate Aboriginal and Torres Strait Islander art and cultures into our physical structures and spaces at BNE, and celebrate and share First Australian peoples' cultural knowledge, relationship to land and sea, histories, perspectives and experiences throughout our core business activities.

Opportunities

BAC understands the significant social and economic barriers experienced by Aboriginal and Torres Strait Islander peoples and communities within our region. We will contribute to the efforts to strengthen professional development, employment, access and economic opportunities for Aboriginal and Torres Strait Islander peoples through our continuing engagement across all facets of our core business activities.



Action Plan - Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2023	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2023	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, including supporting leadership pathways for Aboriginal and Torres Strait Islander staff.	May 2023	HR Manager
	Promote and support leadership pathways for Aboriginal and Torres Strait Islander staff.	May 2023	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2022 & 2023	Recruitment & HR Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July annually	Recruitment & HR Advisor
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	May 2023	Recruitment & HR Advisor
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.	November 2022	Head of Procurement
	Maintain Supply Nation membership.	April 2022 & April 2023	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2021	Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2021	Head of Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2022 & June 2023	Head of Procurement
10. Explore opportunities to deliver social outcomes for local Aboriginal and Torres Strait Islander communities through our procurement process.	Include a Tender Schedule on Major Projects to identify tenderers that have Aboriginal and Torres Strait Islander employment strategies in place.	Reported Quarterly through Supply Nation October, January, April, July 2022 & 2023	Head of Procurement
	Explore opportunities for allocating a percentage of a tender evaluation criteria that aligns to our vision for reconciliation.	October, January, April, July 2022 & 2023	Head of Procurement

Action Plan - Governance

Action	Deliverable	Timeline	Responsibility
11. 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.	July annually	HR Manager
	Review and apply a Terms of Reference for the RWG.	October 2021	RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	January, April, July, September 2022 & 2023	RWG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2022 & 2023	RWG Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2022 & 2023	RWG Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022 & 2023	Sustainability Lead
	Appoint and maintain an internal RAP Champion from senior management.	July 2022 & 2023	RAP Chair
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 & 2023	RWG Chair
	Report RAP progress to all staff and senior leaders quarterly.	January, April, July, September 2022 & 2023	EGM Governance
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2022 & 2023	Media & Corporate Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	HR Manager
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2022	RWG Chair



Acknowledgment of Country for events

The following wording for Acknowledgement of Country was developed in consultation with Traditional Owners, the Turrbal people.

Acknowledgement of Country for events taking place at Brisbane Airport

In keeping with the spirit of reconciliation, I respectfully acknowledge the Turrbal people, the Traditional Owners of the land on which we are meeting today and pay respect to their Elders past, present and emerging.

Acknowledgement of Country for events NOT at Brisbane Airport at which BAC staff are speaking

In keeping with the spirit of reconciliation, I respectfully acknowledge the Traditional Owners of the land on which we are meeting today, pay respect to their Elders past, present and emerging and acknowledge the important role Aboriginal and Torres Strait Islander peoples continue to play within the community.

Contact

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