



Brisbane Airport Corporation
Innovate Reconciliation Action Plan
2016 – 2018

Our Vision for Reconciliation



Brisbane Airport Corporation, through our actions and efforts, aims to contribute meaningfully to 'Closing the Gap' by facilitating 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.

While this RAP was developed in close consultation with Traditional Owners, the Turrbal people, its intention is to include all Aboriginal and Torres Strait Islander peoples within the South East Queensland region and beyond, as applicable.



Culture and Traditional Knowledge
Artist Eric Blair

"Tribes come together to share knowledge of the sun and how to live with it and use its energy. Fire to survive and to do our ceremonies and corroborees for men's secret business for thousands of years. Yellow for the sun, orange for fire, circles are meeting places" – Eric Blair Tribe Wakka Wakka

About Brisbane Airport Corporation



Brisbane Airport Corporation is a performance driven organisation that thrives on partnership and team work. BAC's internal staff structure includes a CEO & Managing Director and nine senior managers. This flat management structure is underpinned by a partnership approach to business with customers, stakeholders, contractors and our local South East Queensland community.

The core businesses of BAC are:

- » Aeronautical provision and services.
- » Retail 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 300 permanent and 130 fixed term contract employees, of which less than 1 per cent identify as Aboriginal and/or Torres Strait Islander.

A brief history of Brisbane Airport

In the early 1970s, in recognition of the growing inadequacies of Brisbane's existing airport at Eagle Farm, an investigation was initiated for an alternative site for a major airport. This resulted in 2,700 hectares being set aside for the new Brisbane Airport site north-east of Eagle Farm, requiring the relocation of over 900 residents from Cribb Island over the next decade.

The new airport was opened in 1988 by Prime Minister Bob Hawke in time for Expo '88 with the operation of the new runway, control tower and Domestic Terminal. In 1996 the privatisation of major Australian airports was enabled through the passing of new Commonwealth legislation, enabling BAC to purchase Brisbane Airport for \$1.4 billion, including a 99 year land lease from the Australian Federal Government, in July 1997.

In 2007 the New Parallel Runway construction project was approved by the Federal Government and construction commenced in 2012. It is anticipated that the New Parallel Runway will be operational by 2020.

Employment Growth

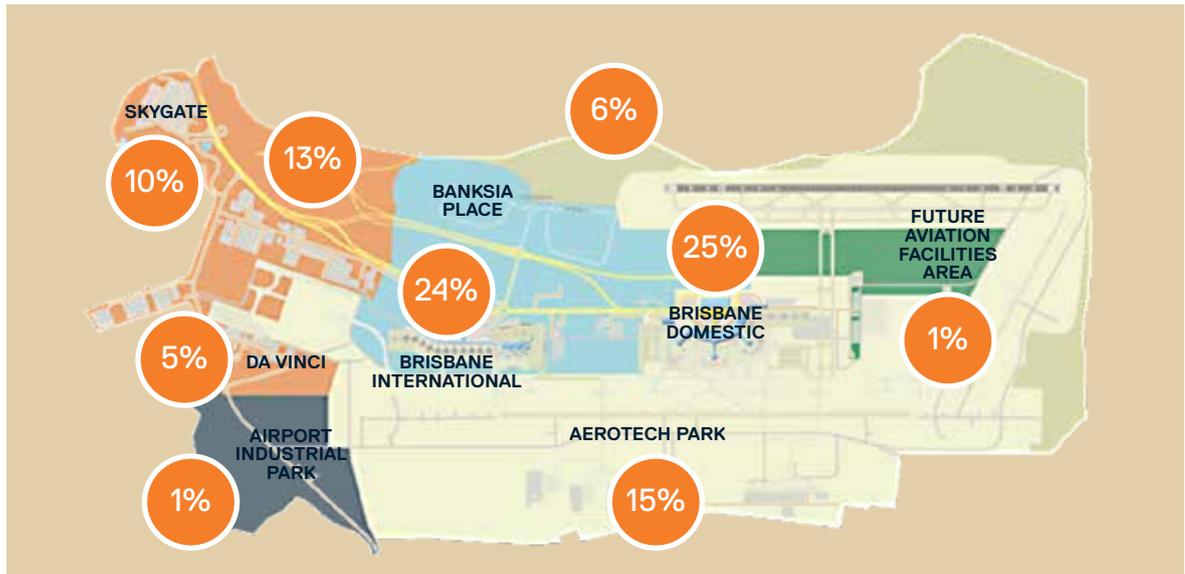
Over 22,000 people currently work at the airport precinct every day with this number expected to exceed 50,000 by 2034. Already there are over 430 businesses on site servicing a diverse range of industries, within which tens of thousands of people are either directly or indirectly reliant on the airport activity as a source of employment.

The sustained long-term growth, coupled with the aeronautical and commercial developments at Brisbane Airport over the last decade, have proven to support the

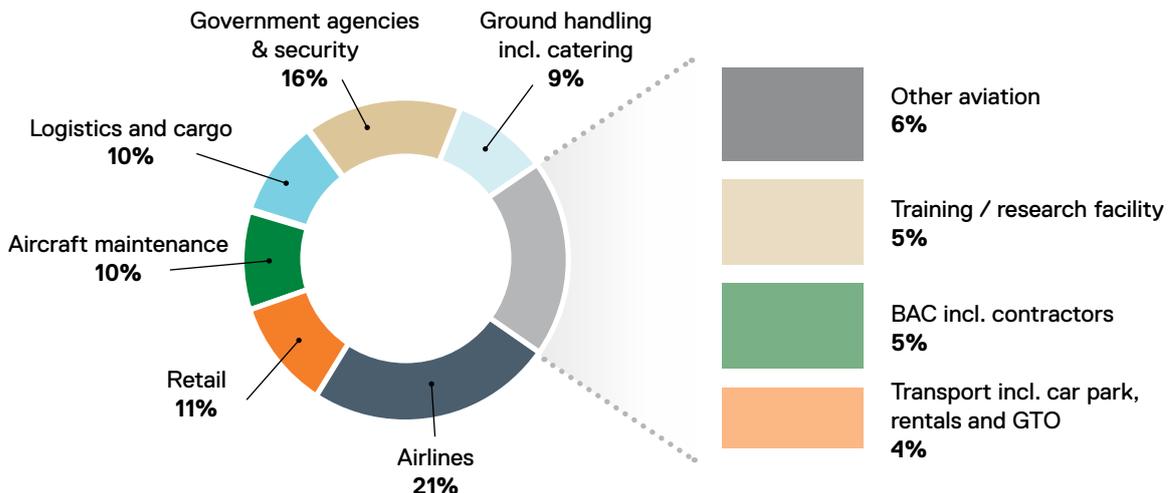
economy through consistent employment growth. A 30 per cent increase in the growth of jobs at Brisbane Airport occurred between 2009 and 2014, which is higher than the Queensland average of 5 per cent for the same period.

The key employment sectors for which growth is forecast includes aviation, aviation maintenance and training, commercial, retail and government.

On airport employment breakdown by airport precinct (as at 30 June 2014)



On airport employment by business type (as at 30 June 2014)



Our RAP



BAC team members
Parastoo Sinaei and
Karen Joinbee Rosas.

BAC is committed to working towards the achievement of genuine and sustainable reconciliation between Australian 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 Australian Aboriginal and Torres Strait Islander peoples. We recognise that Australian Aboriginal and Torres Strait Islander peoples continue to face disadvantages as well as prejudice and racism.

BAC acknowledges that Australian 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.

BAC's relationship with the Traditional Owners of the land on which Brisbane Airport now stands is a collaborative partnership involving regular, positive communications about heritage, environmental, cultural, historical and RAP matters.

In acknowledgement of and respect for the Traditional Owners, Turrbal Elders are invited as VIP guests to significant company events to provide 'Welcome to Country'.

The development of this RAP involved close consultation and collaboration with Turrbal Elders, senior managers and employees of BAC, including Aboriginal and Torres Strait Islander employees, and other key stakeholders. The RAP has the full support of BAC's CEO and Managing Director and Board.

Throughout our reconciliation journey and in achieving actions from our Plan, 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 Australian Aboriginal and Torres Strait Islander peoples today.

BAC also recognises the need to support the employment of Indigenous 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 First Australian Peoples. BAC's vision is to increase the employment rate of Aboriginal and Torres Strait Islander peoples to 2.5 per cent of BAC's total workforce by 2019.

Our Reconciliation Journey



Maroochy Barambah of the Turrbal-Gubbi Gubbi people with **Vanessa Stiffarm**, First Nation Calgary Princess from the Canadian Blood Tribe, at BNE's Air Canada inaugural flight celebrations.

BAC set out to develop a RAP after the Environment and Sustainability Manager held a meeting in December 2014 with Traditional Owners, the Turrbal people, to discuss the development of a Heritage Management Plan (HMP) for Brisbane Airport. During the HMP consultation process it was identified that a number of the recommendations that the Traditional Owners had did not fit within the scope of a HMP. As BAC's Head of Corporate Relations was already familiar with RAPs she recommended this as an excellent process to capture the additional items. BAC's CEO and Managing Director formally supported the development of a RAP in March 2015, and it was mentioned publically for the first time in BAC's 2015 Annual Report.

Initially three members were chosen from BAC to head up the development of BAC's Reconciliation Working Group (RWG). These were the Environment and Sustainability Manager, Media and Corporate Communications Manager, and People Services Manager. An initial RAP brainstorming exercise was held in June 2015 in conjunction with representatives of the Traditional Owners to not only identify and

provide input to BAC RAP actions, but also to ensure cultural protocols were met and to seek guidance in respecting cultural beliefs and practices – which will be ongoing as part of involvement in BAC's RWG.

BAC's RWG is responsible for overseeing, guiding and championing RAP activities. As part of our RAP we encourage and increase key employee participation in forming part of our RWG to support our RAP commitments and its delivery.

Since this workshop, Aboriginal or Torres Strait Islander employees/contractors were invited to participate in the RWG, and to assist 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's RAP is championed internally by the Head of Corporate Relations and is supported not only by the CEO and Managing Director, but also by the Board. It is available on our website www.bne.com.au and on our staff intranet.

Our Achievements to date



The major artwork 'Sensory Hug' by acclaimed Indigenous artist, the late Mirdidingkingathi Juwarnda Mrs Sally Gabori, stretches the entire 750 metres of BNE's International Terminal arrivals concourse and is seen by more than 5 million passengers each year.

- » Regular, positive meetings occur between representatives of the Traditional Owners, the Turrbal people, and BAC.
- » The establishment of an active RAP Champion and Working Group including representatives of the Turrbal people and Aboriginal and Torres Strait Islander employees/contractors.
- » Cultural protocols for Acknowledgement of Country have been established in collaboration with the Turrbal people.
- » Turrbal Elder invited to and performing 'Welcome to Country' for significant company events.
- » Acknowledgement of Country' undertaken for other official events.
- » A permanent 'Acknowledgement of Country' included in every edition of Brisbane Airport's BNE Magazine, along with a commitment to include an Indigenous-related article in each edition. Major stories include a profile piece about Turrbal Elder, Maroochy Barambah, in the September/October 2015 edition and Rugby star Johnathan Thurston being the cover story for May/June 2016 edition.
- » BAC actively seeks to support 'Supply Nation' certified suppliers through stationery procurement. As an example, an Indigenous range of note books has been procured from 'Cultural Choice' and Indigenous-designed coffee cups have been procured from 'CorporateConnect. AB'. Both businesses are certified with 'Supply Nation', a registration and certification body for Indigenous ownership of businesses. BAC purchases these products through its stationary provider at special request when available.
- » In August 2015, Brisbane Airport became home to one of Australia's most significant Aboriginal art installations with the official unveiling of a major artwork by acclaimed Indigenous artist, the late Mirdidingkingathi Juwarnda Mrs Sally Gabori. As part of a \$45 million redevelopment of the Brisbane Airport International Terminal, a selection of Mrs Gabori's artworks were digitally rendered, reproduced in large scale and applied from ceiling to floor along the entire 750 metres of the arrivals concourse.
- » In October 2015, Brisbane Airport acquired a substantial outdoor play-scape artwork 'Woven Wonders of the Reef' by Indigenous artist Brian Robinson – which is located at the entrance of the busy DFO precinct.
- » In 2012 BAC established an Indigenous Scholarship Program in partnership with QUT. The scholarship funds the cost of one Indigenous student's bachelor degree and provides the student with annual internships at BAC. It is BAC's aim to employ these students on a full time capacity following the completion of their education. QUT is responsible for selecting the recipient of the scholarship, and the scholarship is offered every three-four years, upon the previous student completing their degree.
- » BAC has a representative on the Queensland Tourism Industry Council's (QTIC) Indigenous Employment Champions Network in an effort to increase BAC's engagement of, and commitment to, Indigenous employees and developing corporate partnerships

Relationships

BAC is committed to building stronger relationships between Australian Aboriginal and Torres Strait Islander peoples and other Australians. We strive to create a company culture and environment that connects Australian 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.

Maroochy Barambah

Songwoman, lawwoman and respected Elder of the Turrbal-Gubbi Gubbi people. "Meeanjin is the place which is known to most people as Brisbane and it is on part of our Turrbal ancestral homelands".

Reconciliation Result Areas

Action Plan

Actions	Responsibility	Timeline	Target
1.1 RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	Environment and Sustainability Manager	May 2016	RWG oversees the development, endorsement and launch of the RAP
	Media and Corporate Communications Manager		
	People Services Manager	May 2016	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG
	RWG members	May & November annually	Meet at least twice a year to monitor and report on RAP implementation
	Environment and Sustainability Manager Media and Corporate Communications Manager People Services Manager	November 2016	Establish a Terms of Reference for the RWG
1.2 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Media and Corporate Communications Manager	November 2016	Implement and review a strategy to communicate our RAP to all internal and external stakeholders
	People Services Manager		
	Head of Corporate Relations	June annually	Promote reconciliation through ongoing active engagement with all stakeholders
1.3 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Environment and Sustainability Manager	November 2016	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders
	Media and Corporate Communications Manager		
	Environment and Sustainability Manager Media and Corporate Communications Manager	November annually	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement
1.4 Celebrate, participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	People Services Manager	27 May – 3 June annually	Organise at least one internal event for NRW each year
	Head of People and Culture	27 May – 3 June annually	Encourage staff to participate in external events to recognise and celebrate NRW
	Environment and Sustainability Manager	May annually	Register our NRW event via Reconciliation Australia's NRW website
	Partnership and Events Advisor	27 May – 3 June annually	Support an external NRW event
	BAC RWG members	27 May – 3 June annually	Ensure our Working Group participates in an external event to recognise and celebrate NRW

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 Australian 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.

Amanda Gabori

Origin Dulkawalne – Bentinck Island
An artist and the daughter of Sally Gabori, creator of BNE's 'Sensory Hug', Amanda was inspired to paint after seeing her mother paint the many reefs and salt pans surrounding Bentinck Island in such a unique and beautiful approach.



Reconciliation Result Areas

Action Plan

Actions	Responsibility	Timeline	Target
2.1 Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Learning and Development Manager	June 2018	Develop and implement a 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 such as online, face-to-face and immersion
	Learning and Development Manager	June 2018	Provide opportunities for RWG members, RAP Champion, HR managers and other key leadership staff to participate in cultural training
	Learning and Development Manager	June 2018	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training
2.2 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Acknowledgement of Country and Welcome to Country, to ensure there is a shared meaning	Media and Corporate Communications Manager	June 2017	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country
	Media and Corporate Communications Manager	June 2017	Develop and communicate a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships
	People Services Manager Partnership and Events Advisor	27 May – 3 June annually	Invite a Traditional Owner to provide a Welcome to Country to at least one significant event
	Marketing and Events Manager		
	Partnership and Events Advisor Marketing and Events Manager	September 2016 - annually	Include Acknowledgement to Country at the commencement of important internal and external meetings
2.3 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC week	People Services Manager	May 2017	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week
	Head of People and Culture	1st week of July annually	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week
	Head of People and Culture	September annually	Host one internal event each year to acknowledge and participate in NAIDOC Week. Invite Aboriginal and Torres Strait Islander peoples, stakeholders and Traditional Owners to attend as guest speakers at BAC NAIDOC event

Reconciliation Result Areas

Action Plan

Actions	Responsibility	Timeline	Target
2.4 Showcase static and video images of Aboriginal and Torres Strait Islander peoples, histories, events, activities and news to visitors of Brisbane Airport	Environment and Sustainability Manager	June 2016	Develop and include content for BNE website about Traditional Owner history and culture in consultation with the Traditional Owners
	Media and Corporate Communications Manager	January, March, May, July, September, November annually	Include at least one article about Aboriginal and Torres Strait Islander histories, events, activities, news or profile in each edition of BNE Magazine, as well as a permanent Acknowledgement of Country in the information section of BNE Magazine
	Media and Corporate Communications Manager	December 2016	Explore options for the inclusion of Traditional Owner information in the Airport Discovery Centre static display
	Media and Corporate Communications Manager	June 2017	Investigate options for the inclusion of Welcome to Country and farewell message in traditional language on signage on Level 2 and 3 of the International Terminal
2.5 Investigate options for purchasing and displaying Aboriginal and Torres Strait Island flags on airport	Media and Corporate Communications Manager	June 2016	Purchase Aboriginal and Torres Strait Island flags and display alongside Australian flag and/or in prominent areas of the airport/terminals
2.6 Engage with Traditional Owners for the use of significant words in public spaces within Brisbane Airport	Environment and Sustainability Manager	December 2016	Identify significant words in consultation with Traditional Owner representatives
	Infrastructure Development Manager	December 2017	Investigate the opportunity to utilise significant Traditional Owner words on airport (e.g. street naming)
2.7 Identify and design an area for a cultural space at Brisbane Airport that will promote Aboriginal and Torres Strait Islander culture	Head of Corporate Relations	December 2017	Identify areas within airport premises that can be used for a cultural space
	Head of Corporate Relations	December 2018	Consult Aboriginal and Torres Strait Islander peoples regarding the design of interpretative artwork for the cultural space on airport

Opportunities

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BAC understands the significant social and economic barriers experienced by Australian 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 Australian Aboriginal and Torres Strait Islander peoples through our continuing engagement across all facets of our core business activities.

Reconciliation Result Areas

Action Plan

Actions	Responsibility	Timeline	Target
3.1 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	People Services Manager	December 2018	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy
	People Services Manager	December 2018	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development
	Learning and Development Manager		
	HR Advisor	June 2017	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants from participating in our workplace
	People Services Manager	December 2017 December 2016	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities Ensure BAC vacancies advertised include statement 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'
HR Advisor	As needed	Advertise all BAC vacancies in Aboriginal and Torres Strait Islander media	
3.2 Engage Aboriginal and Torres Strait Islander artists and performers to conduct art workshops and performances at the airport	Marketing and Events Manager	27 May – 3 June annually from 2017	Host events with Aboriginal and Torres Strait Islander artists and performers on the International Terminal Village Green
3.3 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	People Services Manager	June 2017	Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business
	People Services Manager	June 2017	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used procure goods and services
	Environment and Sustainability Advisor	December 2016	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services
	People Services Manager	June 2017	Investigate Supply Nation membership
	Marketing and Retail Operations Manager	June 2017 - annually	Facilitate introductions between Indigenous-owned suppliers and terminal retailers
	Marketing and Retail Operations Manager	June 2017 - annually	Encourage terminal retail stores to procure goods from Aboriginal and Torres Strait Islander suppliers

Actions	Responsibility	Timeline	Target
3.4 Encourage and support Aboriginal and Torres Strait Islander organisations to request funding for initiatives through the BAC Community Giving Fund	Partnership and Events Advisor	April and October 2016, 2017, 2018	Promote BAC's Community Giving fund to Aboriginal and Torres Strait Islander peoples, communities and organisations
	Partnership and Events Advisor	April and October 2016, 2017, 2018	Provide support to one charitable Aboriginal or Torres Strait Islander service or organisation through the Community Giving Fund
3.5 Encourage service providers to promote the employment or engagement of Aboriginal and Torres Strait Islander peoples	Terminals Operations Manager	December 2016	Encourage and support the airport Visitor Information Centres and BNE Ambassador Program to engage Aboriginal and Torres Strait Islander peoples
3.6 Leverage Aboriginal and Torres Strait Islander employment pathways	Learning and Development Manager	December 2018	Sponsor at least one Aboriginal and Torres Strait Islander student's university degree every three-four years

Tracking Progress and Reporting

Actions	Responsibility	Timeline	Target
Report RAP achievements, challenges and learnings to Reconciliation Australia	Environment and Sustainability Manager	30 September each year	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually
	Environment and Sustainability Manager	Biennial	Investigate participating in the RAP Barometer
Review, refresh and update RAP	Environment and Sustainability Manager	May 2017, 2018	Review, refresh and update RAP based on learnings, challenges and achievements
	Environment and Sustainability Manager	June 2017	Send draft RAP to Reconciliation Australia for formal feedback and endorsement
Report RAP achievements, challenges and learnings internally and externally	Media and Communications Manager	October 2017, 2018	Publicly report our RAP achievements, challenges and learnings

Contact Details

Contact details for public and media enquiries about BAC's RAP:

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Appendix

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.

