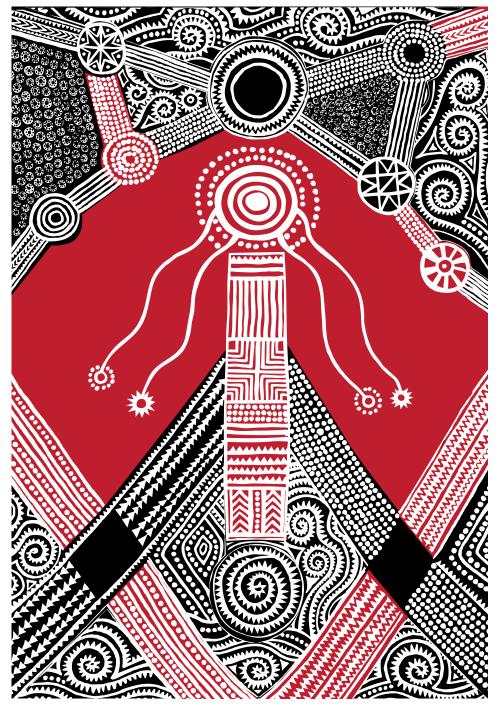
RECONCILIATION ACTION PLAN 2012–2013 AND 2011 REVIEW





Journeys to reconciliation

An old journey, navigating by sky and stars. A modern journey, across land and sea.

This artwork embodies the themes of navigation and travelling across country and countries, both traditional and modern. It represents the opportunities and learning that come from travel.

It represents learning, both old and new, and coming together to share culture.

At the top of the artwork there are circles connected by pathways, representing a constellation and the sky. The stars, sun and moon were used by Indigenous people to navigate on journeys, and to direct planting and hunting activities for survival.

At the bottom of the artwork are two arrowhead shaped pathways, representing Aboriginal and Torres Strait Islander culture, and the meeting of both through trade.

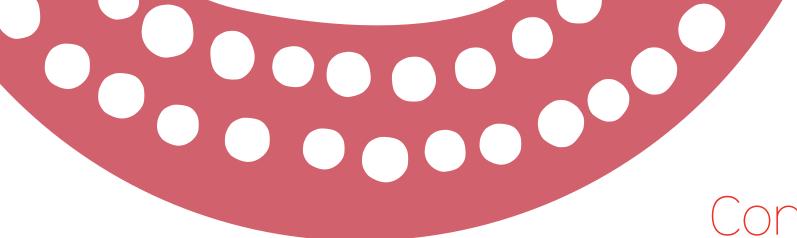
Between the pathways are symbols and patterns representing the landscape, the air and sea currents that were passageways for traditional travel and that are still modern travel routes. Land and sea at the bottom, sky at the top. Elements as important to Qantas as they were and continue to be to Indigenous people.

The interconnected pathways throughout the artwork represent the interweaving of cultures and the coming together of Indigenous and non-Indigenous people to learn from each other.

The artwork uses an earthy, traditional colour palette. The distinct and iconic Qantas red has been deepened to become more earthy.



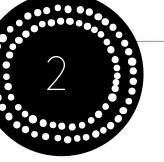
The Indigenous motifs used throughout the document represent elements of this artwork designed for Qantas Reconciliation Programs by Gilimbaa, a company accredited by the Australian Indigenous Minority Supplier Council (AIMSC) of which Qantas is a founding member.





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RECONCILIATION ACTION PLAN 2012–2013 AND 2011 REVIEW



A message from the CEO

I'm delighted to present the Qantas Reconciliation Action Plan for 2012–2013 and the 2011 Review.

As the national airline, Qantas is committed to playing its part in helping end the disparity between Indigenous Australians and other Australians.

Our Reconciliation Action Plan is about building constructive partnerships, promoting Australia's unique Indigenous heritage and supporting Indigenous jobs and sustainable economic development.

We are particularly focused on education as a pathway to employment. A number of our partnerships focus on increasing school attendance and year 12 completion rates for Indigenous students, and we also offer school-based traineeships, university cadetships and internships. A dedicated team—Indigenous Careers @ Qantas—ensures Indigenous Australians are kept well informed about potential employment with Qantas. I'm proud that, with over 350 Indigenous employees, we have a strong Indigenous network and our 2011 Reconciliation Week activities engaged the entire Qantas workforce in Indigenous culture and reconciliation.

Whether through procurement, community partnerships, tourism promotion or the simple provision of flights—such as for Indigenous children who may never have seen the ocean—delivering our Reconciliation Action Plan is a priority for Qantas. I thank our people and partners for their continued support.

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Alan Joyce







A message from Reconciliation Australia

As the Chief Executive Officer of Reconciliation Australia I would like to congratulate Qantas on its third Reconciliation Action Plan (RAP). This marks the transition of Qantas into a select group of organisations that have reached this milestone.

The RAP program is one of Reconciliation Australia's key strategies. The program uses a holistic approach to create meaningful relationships and sustainable opportunities for Aboriginal and Torres Strait Islander Australians.

Qantas is an iconic Australian brand and this new RAP has the potential to reach and impact on many aspects of the Australian community.

Across its previous two RAPs Qantas has shown real leadership in both the practical aspects of reconciliation, such as employment and procurement, and also in the equally important symbolic aspects of reconciliation.

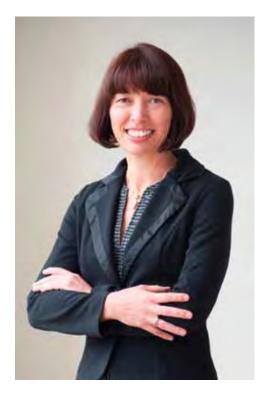


This nuanced and deep understanding of what reconciliation truly means is continued in the actions contained in this document. We particularly welcome the role that Qantas is seeking to play in bringing reconciliation to wider audiences through its inflight communication channels.

We are excited by the energy and commitment of Qantas that this new RAP demonstrates. We know that it will achieve great success as it builds on the considerable successes of the past.

Klemstra

Leah Armstrong







Our vision for reconciliation

Qantas has a long and proud history of working with Indigenous Australia and is committed to reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians. We endorse the vision of a nation which values Aboriginal and Torres Strait Islander heritage, culture and peoples and recognise their unique position as the original custodians of Australia.

We acknowledge that as a young and growing population, Indigenous Australians will increasingly form a larger percentage of our workforce, our customer base and our business partners. With our reach across Australia and internationally, Qantas has a responsibility to ensure that our business reflects the values of inclusion and diversity in line with the Qantas values; Care, Forward Thinking, Wisdom of Experience and Contemporary Australia. This plan outlines our ongoing commitment to the reconciliation journey. We will demonstrate this commitment through a range of existing initiatives, new relationships, and continued education and engagement of our workforce. In 2011, Qantas celebrated its 91st anniversary and as the world's second oldest airline and an Australian icon we are proud to support the world's oldest continuous living culture.





Image © of the Yothu Yindi Foundation, Garma Festival 2011, Australia's leading Indigenous cultural exchange event.

Our business

Qantas was founded in the Queensland outback in 1920 and has been in continuous operation since that date, longer than any other airline. Over our 91-year history we have built a reputation for excellence in safety, operational reliability, engineering and maintenance, and customer service.

Today, Qantas is widely regarded as the world's leading long-distance airline and one of the strongest brands in Australia. Qantas is Australia's largest airline.

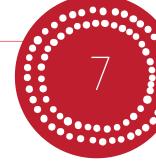
The Qantas Group's main business is the transportation of passengers using two complementary airlines, Qantas and Jetstar, operating international, domestic and regional services. The company employs approximately 35,000 people.

The Qantas Group operates a diverse portfolio of airline-related businesses. These include Ground Operations, Aviation Services, Q Catering, Qantas Engineering, Qantas Freight, Qantas Holidays and Qantas Frequent Flyer.





Today, Qantas is widely regarded as the world's leading long-distance airline and one of the strongest brands in Australia.



Our Reconciliation Action Plan

This Reconciliation Action Plan (RAP) builds on our work to date and outlines our focus areas for the next two years.

It also brings a new focus to education partnerships that will build our 'education to employment pipeline' of Indigenous talent. We will increase our support of the Indigenous community through relationships with key community organisations. We will continue to promote respect for Indigenous culture to our employees, the travelling public and the broader community.

In 2012 we will establish a RAP consultative committee with representatives from across the various areas of our business. This committee will assist in promoting the Qantas RAP to our workforce and the community and will provide feedback on our current initiatives.

Our focus areas for the next two years will be to:

- Continue to develop and integrate partnerships that support the education to employment pipeline, and our commitment to Indigenous employment;
- Support Indigenous-owned enterprises through the development of a more comprehensive supplier diversity program;
- Offer our employees a range of opportunities and experiences to learn about Indigenous culture and heritage so as to facilitate higher levels of engagement within our workforce;
- Continue to use our unique position in the Australian community to promote and educate Australian customers and overseas visitors about Indigenous art and culture, and excellence in education, sport and the performing arts.











Qantas 2011 Reconciliation Week barbecue.



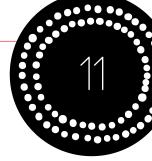


OUR PROGRESS IN 2011

Relationships

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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Develop a procurement strategy which incorporates Indigenous suppliers relevant to Qantas business segments Council (AIMSC)	Australian Indigenous Minority Supplier	December 2011	 Qantas has contracted with eight AIMSC-certified businesses in 2011 Qantas Procurement policy and guidelines have been amended and now instruct Qantas Procurement buyers to consult the AIMSC supplier list when developing a quotes list of potential suppliers and include capable suppliers in the sourcing process
			Qantas participated in AIMSC's pilot training course 'The First Step' and attended the National Minority Supplier Development Conference in the United States of America as part of the AIMSC delegation
		Qantas' Reconciliation and Procurement teams are collaborating on developing policies, procedures and communication tools to ensure the supplier diversity commitment is articulated	
people through Qantas channels, such refere	such referenced in channels azine, quarterly	Ongoing	 In 2011, Indigenous content featured in <i>Qantas The Australian Way</i> magazine (diary/ features/upfront sections) for 11 out of 12 months of the year profiling various art, tourism and cultural items.
Inflight Entertainment (IFE) and other onboard products			 Inflight screening features included: National Gallery of Victoria International—two Indigenous exhibitions screened in October, November, December across Melbourne international and various domestic services; <i>Tjukurrtjanu: Origins of Western Desert Art</i>; <i>Living Water: Contemporary Art of the Far Western Desert</i>; Gurrumul Yunupingu music clips; Five episodes on the Northern Territory featuring the Red Centre, Darwin, Katherine, Kakadu and Indigenous art



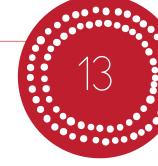
Relationships

ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Support initiatives which bring Aboriginal and Torres Strait Islander cultures to Qantas, and reach into the broader Australian community in the fields of art, sport and performance and support for tertiary education for Aboriginal and Torres Strait Islander students	Maintain current level of four major sponsorships across Qantas Group	Ongoing	Qantas increased the number of Indigenous partnerships in 2011 by 65 per cent over the previous year
Support Indigenous enterprise through strategic partnerships, for example, tourism	Establish a key partnership per annum	Ongoing	Established a number of new partnerships and currently support Indigenous enterprise through our AIMSC membership—direct business to business relationships. We 'piloted' our involvement in the Jawun Indigenous Corporate Partnerships program, supporting Indigenous enterprise in Cape York and inner Sydney
			Qantas is an active member of the Australian Tourism Export Council's National Indigenous Tourism Taskforce



Image © The Australian Indigenous Education Foundation.

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Relationships: Other actions in 2011 at a glance

- Commenced discussions with seven new Indigenous organisations and signed new partnerships with four.
 The remainder will be signed and announced in 2012;
- Sponsored the Koori Mail 20/500 dinner in Sydney through provision of flights for a number of Indigenous VIP guests;
- Sponsored the 2011 Deadly Awards and ran an internal competition for Indigenous employees to attend the awards ceremony;
- Provided flights for the Chooky Dancers to attend and perform at the Healthy Lifestyle Festival, Roebourne, Western Australia;
- Provided flights for the Indigenous Marathon Project participants, coaches, officials and media representatives to attend running events for the project, including the New York Marathon;
- Assisted Djarragun College student with airfares for travel to Sydney for a conference and with airfares for a Djarragun employee to travel to Garma Festival 2011;

- Provided drink bottles, hats and other merchandise for students at Turkey Creek, Western Australia, following floods in the area;
- Assisted with flights for Harold Ludwick from Cape York to fly to Geneva for a United Nations conference through our relationship with Jawun Corporate Partnerships;
- Assisted with flights for Indigenous student Lucy Doolan from Mildura to travel to Perth for attendance at the Commonwealth Youth Forum in conjunction with Commonwealth Heads of Government Meeting (CHOGM);
- Assisted with group bookings for 28 students from Shepherdson College, Galiwin'ku, Elcho Island to travel to Sydney for a school excursion designed to increase attendance and classroom engagement.



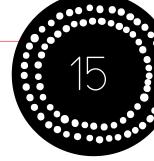
Image © of the Yothu Yindi Foundation, Garma Festival 2011, Australia's leading Indigenous cultural exchange event.





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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
'Welcome to Country' and 'Acknowledgement of Country' protocols developed and in use	Announcements on all international flights during NAIDOC and	Ongoing	 Acknowledgement of Country and Welcome to Country performed at major internal and external events in 2011 Announcements on international flights in 2011 during NAIDOC and Reconciliation
where appropriate	Reconciliation Week		Weeks were not undertaken but will resume in 2012
Access to cultural awareness workshops for Qantas employees as necessary	Hold six workshops annually	Ongoing	 Conducted eight tailored Cultural Awareness workshops in 2011 and introduced targeted training for Ground Operations Cabin Crew employees where appropriate
Promote and celebrate Aboriginal and Torres Strait Islander cultures within Qantas and with our customers through:	Hold three internal events annually	Ongoing	 Reconciliation @ Qantas hosted the Reconciliation Week barbecue at Sydney corporate offices for all employees, profiling Indigenous chef Mark Olive, AIMSC- certified suppliers, Indigenous entertainment and other Qantas Foundation partners
marking key events on the Indigenous calendarthrough the Indigenous Intranet Portal			We supported employees in other centres to host their own events to celebrate the week and published photos and stories internally in <i>Qantas News</i> of the different ways employees participated
on the Qantas Intranet featuring employees' profiles and Indigenous protocols			The Reconciliation and Indigenous Careers @ Qantas teams hosted a NAIDOC event in Sydney and Indigenous employees from around Australia were invited. The event featured entertainment, speakers and bush tucker food. This is now scheduled to become an annual event to bring the Indigenous employee community together
			 The Indigenous intranet portal has been put on hold as a review of the whole Qantas Intranet takes place. Streamlined communications through Indigenous Careers Qantas (IC@Q) and Reconciliation @ Qantas directly to employees have replaced this content in the short term. The Diversity and Inclusion page on the intranet provides information on programs, opportunities and key contacts for our employees. We publish stories in <i>Qantas News</i> every month



Respect

ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Showcase Indigenous Culture on Qantas Inflight Entertainment (IFE), in <i>Qantas</i>	Indigenous content referenced in channels	Ongoing	 Content featured in <i>Qantas The Australian Way</i> magazine (diary/features/upfront sections) for 11 out of 12 months in 2011
<i>The Australian Way</i> magazine and other Qantas publications or initiatives	quarterly		Inflight radio features Indigenous music every month
durida publications of initiatives			IFE content included:
			 The new Indigenous Galleries at The National Gallery in Canberra as the main feature in June and shorter versions July/August/September, filmed by Qantas; Bangarra feature on the production <i>Belong</i> in July and August and was the lead feature in July, screened on all domestic services and Sydney international services; Short five-minute vignettes on Kids to Coast Initiative, the 2011 Garma Festival, State Library of NSW program—Mawi tribe
	Opportunity to participate in cultural immersion activity four times annually	December 2011	 Qantas was a sponsor of Yothu Yindi Foundation for the 2011 Garma Festival and a group of Qantas employees attended Garma 2011;
to experience and learn more about Indigenous culture			Qantas Indigenous employees had the opportunity to attend the 2011 Deadly Awards;
			Qantas piloted two secondees in the Jawun Indigenous Corporate Partnerships program in inner Sydney and Cape York regions. Program to expand in 2012 with a commitment of 12 secondees across the two regions;
			Qantas managers and executives participated in Jawun community visits to Cape York and inner Sydney



lmage © Katrina Clarke. Bangarra dancers.



Respect: Other actions in 2011 at a glance

- Partnered with AIMSC-certified supplier Gilimbaa to redesign the Indigenous employee pin. Qantas Indigenous employees had the opportunity to vote on their preferred design. The new employee pin was distributed to employees in January 2012;
- Delivered a suite of tailored Cultural Awareness workshops to a broad base of employees—at least 95 per cent of attendees rated content as 'excellent' on feedback forms;
- Developed new relationship with AIMSCcertified supplier Corporate Culcha to broaden suite of Cultural Awareness training across the business;
- Qantas executives attended Jawun Corporate Partnerships visits to Redfern and Cape York to experience the program first hand;
- Each Graduate Program cohort participates in a session on Qantas Indigenous Careers and engagement as part of their orientation to the business.



Images © Katrina Clarke. Celebrating with our Indigenous community partners and employees at our annual Bangarra private performance.





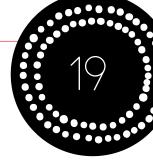




Opportunities

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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED	
Provide employment opportunities for Indigenous Australians at Qantas. This will include: - Employment into mainstream roles	450 Indigenous employees by December 2011	December 2011 🧲	December 2011	• The impact of the Global Financial Crisis and subsequent downturn in the aviation industry forced us to review the timeframe for our Indigenous employment targets. Whilst the number of employees we aim to employ has not changed, the timeframe was extended, and the target of 450 employees has been pushed to December 2013
across a range of business segments;Support for Indigenous university students through cadetships;	ange of business segments;We exceeded our revised June 2011 target of 330 Indigenous employed employ over 350. We are on track to achieve our target of 450 employed revised date of December 2013Ir Indigenous school nrough school-based osQantas continued to support Indigenous university students through o program, Career Trackers internships, a scholarship at the University of or the University of the	We exceeded our revised June 2011 target of 330 Indigenous employees and currently employ over 350. We are on track to achieve our target of 450 employees by the revised date of December 2013		
 Support for Indigenous school students through school-based traineeships. 		• Qantas continued to support Indigenous university students through our cadetship program, Career Trackers internships, a scholarship at the University of NSW and the Qantas Graduate Program		
			 In 2011 Qantas welcomed one Indigenous university graduate into the Qantas Graduate Program 	
			The School-Based Trainee Program (SBT) has been an ongoing success for our business. In 2011, we had a total of 35 SBTs with 12 trainees from Ground Operations and Shared Services graduating from the program in December 2011	
Quarterly Indigenous employees forums	Hold forums quarterly	Ongoing,	• The quarterly employee forums held in each capital city were replaced in 2011 by a	
Employee network to provide feedback on Reconciliation Action Plan activities and Indigenous initiatives at Qantas		reported annually	national event for all of our Indigenous employees as part of our NAIDOC celebrations. Qantas is currently reviewing ways to communicate with our Indigenous workforce on a more regular basis and through organised events	



Opportunities

ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Establish and build an Indigenous employee network to ensure our employees remain connected and informed	Engage the network quarterly, through forums, newsletters and other means	Ongoing, reported annually	• The Qantas Indigenous employee network receives communication through internal channels such as email and <i>Qantas News</i> . The employee network is kept informed of initiatives undertaken on a regular basis and invited to stay in contact with the Reconciliation and Indigenous Careers @ Qantas teams as often as necessary
Participate in community and recruitment fairs and events to provide information about the Qantas RAP and employment opportunities at Qantas	Attend two fairs annually	Ongoing, reported annually	 Indigenous Careers @ Qantas attended two major Indigenous careers fairs in Qeensland for over 5,000 young Indigenous job seekers and presented at four forums outlining Indigenous Careers @ Qantas' strategy at the Australian Sourcing Summit in Sydney, Indigenous Recruitment and Training Summit in Perth, Indigenous Employment and Economic Summit in Sydney and the Indigenous Employment Exchange



Customer Service Agent Shanise Lawrence proudly wears the new Indigenous employee pin. 00

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Opportunities: Other actions in 2011 at a glance

- Implemented an Indigenous portal on our main Careers website to offer high level support to Indigenous candidates, and an option to register an expression of interest for Qantas vacancies;
- New IC@Q employer branding launched featuring design elements from the Gilimbaa Reconciliation Action Plan artwork;
- Indigenous career development workshops delivered to over 60 Indigenous employees in Perth and Brisbane;
- New partnership developed with National Aboriginal Sporting Chance Academy (NASCA) to facilitate career camp visits to Qantas facilities for Indigenous high school students and discuss career opportunities;
- Increased the number of school-based trainees working at Qantas and had national representation across the program in 2011;
- Partnered with Career Trackers to recruit two Indigenous interns in Accounting and Finance, and Engineering.



Alan Joyce and Headmaster Peter McLoughlin from Marist College Ashgrove with AIEF students at a function in Brisbane.







OUR PLAN 2012-2013

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Qantas remains committed to building relationships with Indigenous and non-Indigenous Australians. We will continue to engage with the Indigenous community and our community partners to build long-lasting relationships based on mutual trust and honesty. These relationships will foster positive outcomes for our business and the communities in which we work.

Relationships

ACTION	RESPONSIBILITY	TIMELINE	TARGET
Develop opportunities for Qantas employees to build relationships with Indigenous communities through our partnership with Jawun Indigenous Corporate Partnerships	Reconciliation @ Qantas	December 2012, reported annually	Minimum 12 Qantas secondees per year in two regions (inner Sydney and Cape York)
	People and Culture	December 2013	Explore new region(s) and increase secondee numbers to 20
Develop a new RAP Working Group	Reconciliation @ Qantas	2012 and progress reported annually	RAP Working Group—two meetings per year
Engage our employees in opportunities to build relationships with our community partners through events	Reconciliation @ Qantas	Ongoing, reported annually	Increase employee participation in Bangarra community event (one per year) and promote Bangarra community performances to our internal networks (two or three per year)
and volunteering opportunities			Explore opportunities for employee involvement with all current Community Partners
			Support Indigenous Marathon project and provide opportunities for Qantas employees' involvement
Engage Qantas Ambassadors in	Reconciliation	Ongoing,	Develop new opportunities with existing sporting partners for Indigenous content
opportunities to build relationships@ Qantasreported annuallywith our community partners through the promotion of Indigenous sporting excellence and achievementMarketing sponsorships and AmbassadorsImage: Community partners through sponsorships and Ambassadors	Former Olympic Gold Medalist, Catherine Freeman, is a Qantas Ambassador and provides Qantas with eight appearances over two years. Catherine also provides two interviews per year with <i>Qantas the Australian Way Magazine</i> and IFE and will work with Qantas on one third-party interview per year		
			Integrate other current Qantas Ambassadors in Indigenous community partnership activities and promotion where appropriate
			Engage new Indigenous community leaders in the 'Friends of Qantas' program



ACTION	RESPONSIBILITY	TIMELINE	TARGET
Work with Reconciliation Australia to develop industry-based reconciliation Opportunities and share best practice	Reconciliation @ Qantas	Ongoing, reported annually	Participate in forums and meetings involving industry partners and other RAP organisations in consultation with Reconciliation Australia
Provide opportunities for Indigenous Reconciliation Ongoing, and non-Indigenous employees to @ Qantas reported build relationships through National Reconciliation Week		Ongoing, reported annually	Host National Reconciliation Week barbecue for all Sydney-based employees with Indigenous guest speaker
		Encourage business units to host events in other locations and promote across the business	
Develop closer business relationships with the local communities in which we work	Reconciliation @ Qantas	Ongoing, reported annually	Provide experiential visits to Qantas sites and discussions about employment opportunities with Babana Men's Group participants and Mudgin'gal Women's Group in Redfern/Waterloo
Provide pathways for further education and/or employment for Aboriginal and Torres Strait Islander students	Reconciliation @ Qantas	New partners to be signed and announced by June 2012	Integrate new partnerships with the Australian Indigenous Education Foundation (AIEF), the Clontarf Foundation, Career Trackers and Engineering Aid Australia (EAA) into the business





Respect

Through our unique communication media and visual representation, Qantas can promote and publicly celebrate shared pride in Indigenous culture to our workforce, our customers and international visitors. We are strengthening our cross cultural awareness opportunities to better engage our employees in our RAP initiatives and develop champions for our efforts across the business.

RESPONSIBILITY TIMELINE TARGET ACTION Promote reconciliation and programs Reconciliation Ongoing, Promote and inform Qantas customers and employees through internal channels, social media and/or IFE as appropriate of national significance through Qantas' @ Qantas reported communication channels annually Corporate Communication IFE December 2012 Pilot online course with 100 employees Develop an online cultural awareness People and Culture training package June 2013 Develop implementation plan for online training options across the business December 2013 Online program to be offered as part of current Qantas eQ online training packages Expand offering of classroom-based People December 2012 Cultural Awareness sessions offered to two new business areas cross-cultural awareness workshops to and Culture Explore options for RAP Working Group participants to encourage local Cultural Awareness new areas of our business sessions and organise them in their areas in consultation with the People and Culture team Increase opportunities for on-country Reconciliation Ongoing, Guest Indigenous speaker at People and Culture leadership event (one per year) immersion experiences for Qantas @ Qantas reported Guest speaker at Executive Commitee meeting (one per year) executives and employees annually People Encourage CEO, board and senior executives to participate in Jawun executive and CEO and Culture visits (two per year) Investigate Bawaka cultural visits in conjunction with Reconciliation Australia and other corporates (one-two per year) Further develop Garma Festival cultural experience for up to ten Qantas employees per year in conjunction with the Yothu Yindi Foundation



ACTION	RESPONSIBILITY	TIMELINE	TARGET
Engage our Indigenous employee Reconciliation Ongoing, network in RAP initiatives. Ensure @ Qantas reported our employees remain engaged and annually have access to opportunities through our community partnerships		Minimum quarterly email communications to employee network	
		Publicise opportunities for employees to participate in visits/volunteering/events with our community partners and internal events	
Welcome to Country and Acknowledgement of Country protocols	Corporate Communication	Ongoing, reported	Have Welcome to Country and Acknowledgement of Country protocols integrated into the Events Team templates and guidelines
in use where appropriate	Reconciliation @ Qantas	annually	Announcements on all international flights during Reconciliation and NAIDOC Weeks
Partner with Reconciliation Australia to develop cross-cultural video resource based on 'share our pride' to engage with our international and domestic customers and employees	Reconciliation @ Qantas	December 2012	A video developed based on Share our Pride content to be made available through Qantas IFE, on gantas.com and on our intranet site
Develop new Reconciliation pages as part of the Qantas Intranet refresh	Reconciliation @ Qantas		Interim content uploaded on current intranet site
	Corporate Communication		New design and content developed in line with RAP style guidelines including potential member-only section and/or social media portal for Indigenous employees
Continue to promote shared pride in	IFE	Ongoing,	Indigenous programs airing on:
Aboriginal and Torres Strait Islander cultures throughout our business and to our customers	Corporate Communication	reported annually	 Qantas IFE (minimum once per quarter) Qantas the Australian Way magazine (minimum once per quarter) Qantas internal publications (minimum once per quarter)
	IC@Q		Assistance in production of videos promoting Indigenous culture
			Photographic exhibitions in airport lounges and/or on Qantas IFE
			Mark key events on the Indigenous calendar with annual NAIDOC event for all Indigenous employees



Qantas strives to create meaningful and lasting opportunities for Indigenous Australians to build upon their existing skills and experience and to be an employer of choice for Aboriginal and Torres Strait Islander people. We look for and support opportunities with Indigenous-owned enterprises as part of our procurement processes.

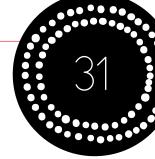
Opportunities

ACTION	RESPONSIBILITY	TIMELINE	TARGET
Increase support of Indigenous economic development and	Procurement Reconciliation	December 2012	Roll out communication plan articulating business case and our AIMSC membership, and commitment to all areas of the business
enterprise through engagement with Indigenous businesses in line	@ Qantas	December 2013	Introduce AIMSC-certified businesses into a minimum of three new areas of Qantas business
with our commitment to AIMSC	All Qantas business segments	December 2013	Ten Indigenous businesses with Qantas contracts and sub-contracts
		Ongoing, reported annually	Conduct at least one Meet the Buyer event specific to Qantas business needs per year
		Ongoing, reported annually	Include update on AIMSC at each internal Qantas Procurement Day
Provide employment opportunities for	IC@Q	December 2013, reported	450 Indigenous Australians employed at Qantas across a range of business areas by
Indigenous Australians in our business	People and Culture	annually re	December 2013
Build on initiatives and programs to	IC@Q	Ongoing, reported annually	100 per cent of new starters receive tailored new employee starter kit and call from
retain Indigenous employees in our business	People and Culture	December 2012, reported	Indigenous Recruitment Adviser during first month of employment
DUSITIESS		annually	Mentoring/coaching program developed for all Indigenous employees with 100 per cent Indigenous employees able to access the program on an as needs basis
Increase the percentage of Aboriginal	IC@Q	December 2012	Five new Indigenous interns to join via our Career Trackers partnership
and Torres Strait Islander employees in management positions		Ongoing, reported annually	Work with the Talent and Inclusion team to identify Indigenous talent at Qantas
		December 2013	50 per cent increase in Indigenous people in management positions/promoted internally
Support and promote Indigenous art and culture and development	Reconciliation @ Qantas	Ongoing, reported annually	Successfully implement new partnership with the National Gallery of Australia as Airline Partner of Indigenous Galleries
through partnerships with Indigenous art galleries, dance and performance		Enhance and grow partnership with Bangarra Dance Theatre	



ACTION	RESPONSIBILITY	TIMELINE	TARGET
Support combined educational and employment opportunities for Indigenous high school and tertiary students	People and Culture	Ongoing, reported annually	Expand the SBT program nationally
	Reconciliation	December 2012	80 per cent SBT participants go on to further education or employment opportunities
	@ Qantas	December 2012	Five new Indigenous interns to join via our Career Trackers partnership
		December 2013	Ten new Indigenous interns to join via our Career Trackers partnership
		Ongoing, reported annually	Work with new partners, NASCA, AIEF and the Clontarf Foundation to provide education to employment opportunities for students participating in this program
		Ongoing, reported annually	Investigate further university scholarship opportunities for Indigenous students
Ensure that career development	Insure that career development IC@Q	Ongoing, reported annually	Employ an Indigenous Career Development Adviser to manage key career transition
for Indigenous employees All I and of I	People and Culture	5 5 1 7	points for our Indigenous employees
	All business units and managers of Indigenous employees		
Promote employment opportunities in the Qantas Group at community	Recruitment Services	Six events per year, reported annually	Participate in community and recruitment events to showcase employment opportunities at Qantas
events	IC@Q		
Engage with school groups to provide site visits and/or presentations on	Recruitment Services	Six events per year, reported annually	Participate in six visits and presentations per year with school groups to showcase employment pathways and opportunities at Qantas
career opportunities with Qantas	IC@Q		
Investigate opportunities for Qantas to engage with the Torres Strait	Reconciliation @ Qantas	June 2012	Arrange meetings with the Torres Strait Regional Authority and Torres Strait Shire to discuss options
Islander community		One per year	Visit to Horn Island to engage Torres Strait Islander Ground Staff
		One per year	Career event at Thursday Island





Tracking progress and reporting

ACTION	RESPONSIBILITY	TIMELINE	TARGET
Distribute Qantas Reconciliation Action Plan to all Qantas community partners and Indigenous stakeholders	Reconciliation @ Qantas	April 2012	RAP distributed to all key internal and external stakeholders
Distribute copies and electronic links of the Qantas RAP across internal employee networks	Reconciliation @ Qantas	April 2012	RAP available on Qantas Intranet and communicated through <i>Friday Flyer, Qantas News</i> and email communication
Make the RAP available on the Qantas and Reconciliation Australia website	Reconciliation @ Qantas	April 2012	RAP available on websites
Communicate RAP outcomes and progress to internal and external stakeholders	Reconciliation @ Qantas	December 2012	Minimum five RAP and Indigenous stories on Qantas intranet site
			RAP update information to appear in Qantas Annual Report
			RAP stories and information to be available on qantas.com and updated quarterly to reflect progress
RAP to be reported on annually and refreshed biannually	Reconciliation @ Qantas	April 2013	RAP report to be published on Qantas and Reconciliation Australia websites
		April 2014	RAP refresh and report to be published on Qantas and Reconciliation Australia websites







Our Partners





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