

### 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 Supply Nation of which Qantas is a founding member.



### A message from the CEO

I'm delighted to introduce this update on the Qantas Group's Reconciliation Action Plan (RAP).

Inside you will find details of some of the great work Qantas is doing with the Indigenous community and our achievements over the past 12 months.

I'm very proud of how far we have come since we introduced our RAP in 2007, making Qantas one of the first major Australian businesses to do so.

We have a number of Indigenous programs in place, but education and pathways to employment are a particular focus of the Qantas RAP. I have always been passionate about the power of education and training to create life and work opportunities, and it's something that is a priority for me as Qantas CEO.

I was fortunate enough to visit the Clontarf Foundation in Perth this May, an inspiring example of harnessing sport to realise the benefits of education for young Indigenous Australians. We continue to help Indigenous
Australians learn skills and find
employment, whether with Qantas or other
businesses. Our new partnership with
Career Trackers will see 20 Indigenous
interns take placements at Qantas over
the next two years. And our dedicated
Indigenous careers team remains focused
on identifying cadetships and other job
opportunities across the Qantas Group.

At the same time, we are engaging Qantas employees in our Indigenous programs and helping them better understand Indigenous culture, whether through formal training or by facilitating visits to Indigenous communities.

While education is undoubtedly a top priority, this report covers important actions in a range of other areas, from procurement to our relationships in our local community, Redfern/Waterloo. It has been a year of encouraging progress on many fronts, and as we move toward 2014 we are determined to keep up the momentum.



My sincere thanks to everyone at Qantas and all our partners for helping us deliver the goals of the Qantas RAP. I look forward to another successful year ahead.

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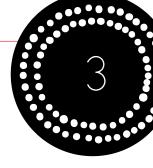
Alan Joyce





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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Develop opportunities for Qantas employees to build relationships with Indigenous communities through our partnership with Jawun Indigenous Corporate Partnerships	12 Qantas secondees per year in two regions (Redfern and Cape York)	Quarterly	In year one Qantas placed 13 secondees in three regions — inner Sydney, Cape York and East Kimberley. The secondees were from a range of business areas including Ground Operations, Contact Centres, Engineering, Q Catering, HR and Cabin Crew
			A comprehensive suite of processes, including recruitment, risk and internal engagement programs were developed to support the Jawun program integration, and further refinement of these processes will continue to address a range of operational issues that have presented over the first year of the partnership
			In the first half of year two of the Jawun Partnership, Qantas has placed five secondees in North East Arnhem Land and Cape York
Develop a new Reconciliation Action plan (RAP) Working Group	RAP Working Group two meetings per year	2012 and progress reported annually	Expressions of interest submitted by employees in 2012 and finalisation of the working group is planned for July 2013. The Group will consist of Indigenous and non-Indigenous employees



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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Engage our employees in opportunities to build relationships with our community partners through events and volunteering opportunities	Increase employees participation in Bangarra community event (one per year)	Ongoing, reported annually in July	In May and June 2012 Indigenous Qantas employees, their friends and family were offered tickets to Bangarra's community night performances in Sydney and Melbourne
	Promote Bangarra community performances to our internal networks (two or three per year)		In September 2012 the Qantas Community Team hosted a group of 20 Indigenous and non-Indigenous Qantas employees at the annual Deadly Awards
	Promote volunteering and experiential opportunities for our employees with Indigenous community partners		In December 2012 the Qantas Cabin Crew Team collected gifts on behalf of Mudgin-Gal Aboriginal Women's Centre through a 'Giving Tree' placed in the foyer of the Qantas Offices in Mascot. Over 100 gifts were collected for women and children in Redfern
			In February 2013 the Qantas Community Team organised a fundraising barbecue event to raise money and goods for the Bugalma Bihyn Lismore Aboriginal Women's and Children's Refuge. The event raised over \$1,000 in cash and over six boxes (70kg) of goods for the refuge
			During June and July 2013 Qantas Community Champions were offered tickets to see Bangarra's 2013 production 'Blak' as recognition for their commitment to Qantas' Community Program





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### **ACTION**

Engage our employees and our Qantas Ambassadors in opportunities to build relationships with our community partners through our promotion of Indigenous sporting excellence and achievement

### MEASURABLE TARGET

Develop new opportunities with existing sporting partners for Indigenous content

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 *Qantas the*Australian Way Magazine and Inflight
Entertainment (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

Support Indigenous Marathon Project (IMP) and provide opportunities for Qantas employees involvement

Engage new Indigenous community leaders in the 'Friends of Qantas' program

### TARGET DATE

Ongoing, reported annually in July

### PROGRESS AND LESSONS LEARNED

 The Indigenous Careers @ Qantas team attended the Football Dreaming Festival in Alice Springs and presented career opportunities to the 150 participants

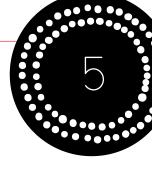
Catherine Freeman played an important role in the promotion of Qantas in the lead up to, and during the 2012 London Olympic Games.

Ms Freemann participated in an 'Olympic' version of the Qantas Inflight Safety Video promoting our partnership with the Australian Olympic Team and travelled to London during the games to participate in media and PR activities on behalf of Qantas

During the first quarter of 2013 a Qantas Ground Operations employee trained and completed the Boston Marathon with members from IMP. This was promoted throughout the Qantas network via *Friday Flyer*, *Qantas News*, QTube and local communication channels to promote fundraising and further engage the workforce in the partnership. The next phase of this engagement activity will involve recruiting a small team of Qantas employees to prepare to run the New York Marathon in November to support the new IMP squad

Qantas provided sponsorship for young Indigenous golfer Jessica Pickwick, to travel to the United States to participate in international competitions with the hope of eventually qualifying for the PGA

We continue to explore opportunities to engage Indigenous Community Leaders in our Friends of Qantas and Ambassador programs



ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Work with Reconciliation Australia to develop industry based reconciliation opportunities and share best practice  Participate in forums and meetings involving Industry partners and other RAP organisations in consultation with Reconciliation Australia	involving Industry partners and other		<ul> <li>Representatives from the Community Team and the Indigenous Careers</li> <li>Qantas Team attended the Reconciliation Australia RAP showcase</li> <li>event at Parliament House in February 2013</li> </ul>
	with Reconciliation Australia		Qantas, along with representatives from a number of other corporate organisations, attended a workshop facilitated by Reconciliation Australia to share ideas and best practice for planning and promoting National Reconciliation Week (NRW) activities
		Qantas representatives, including the Head of Community, Senior Adviser Indigenous Recruitment and Engagement, and Indigenous Partnerships Adviser regularly meet with peers from other corporate organisations and Reconciliation Australia to collaborate, share information and ensure our approach is best practice	





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ACTION	MEASURABLE TARGET
Provide opportunities for Indiaenous	Host NRW barbecue

and non-Indigenous employees to

build relationships through NRW

Host NRW barbecue for all Sydney-based employees with Indigenous guest speaker

Encourage business units to host events in other locations

Promote NRW events through Qantas internal communication channels

### TARGET DATE PROGRESS AND LESSONS LEARNED

Ongoing,

reported

annually

 Qantas hosted a NRW barbecue at the Mascot campus in 2012 and a number of our partner organisations and Indigenous suppliers were invited to showcase their organisations. Casey Donovan performed for employees and CEO Qantas Domestic Lyell Strambi gave an address in support of NRW. Employees based throughout the Qantas network were also encouraged to host events in their own areas

NRW 2012 and 2013 was promoted throughout Qantas communication channels to encourage employees to celebrate in their local areas. Internal channels included *Qantas News, Friday Flyer* and local publications including direct emails to Qantas' Indigenous employee network

NRW 2012 and 2013 was promoted externally through Social Media, IFE, *Qantas the Australian Way* Magazine and onboard inflight announcements

During NRW 2013 members of the Community Team and Indigenous Careers @ Qantas presented a road show at Qantas mainline ports, to speak with Indigenous and non-Indigenous employees about Qantas' progress to date. The road show also gave employees the chance to interact with the teams, provide feedback and suggestions, and network with each other





ACTION	MEASURABLE TARGET	TARGET DATE		PROGRESS AND LESSONS LEARNED
Develop closer business relationships with the local communities in which we work	Provide experiential visits to Qantas sites and discussions about employment opportunities with Babana Men's group participants	Ongoing		Qantas has developed strong relationships with Indigenous organisations in the Redfern community — Babana Men's Group, Mudgin-Gal Aboriginal Women's Centre, and Tribal Warrior Association. Qantas has connected with these organisations in a number of ways including presenting employment opportunities, hosting site visits, fundraising activities and community events
	Explore options to			Qantas supported the Indy-Kindy program by freighting over 100 kilograms of books to Darwin for Indigenous children in Boroloola, NT
	engage more closely with Mudgin-Gal women's group in Redfern/ Waterloo			Qantas provided upgrades for the Aboriginal Disability Network of New South Wales to travel to a United Nations forum
				Over the past 12 months Qantas' relationship with Babana has involved:
				<ul> <li>Assisting the Men's Group to develop an Indigenous education, employment and retention conference</li> <li>Facilitating a site visit to Qantas for job seekers from the Men's Group</li> <li>Facilitation of information sessions for Babana members both at Babana and on the Qantas campus about employment opportunities</li> <li>Sponsoring a local community-lead employment event</li> <li>Provision of a Jawun secondee</li> <li>Employment of five members of the Men's Group in Qantas operations</li> </ul>
				Qantas' relationship with Mudgin-Gal Women's centre has grown over the past 12 months and Qantas has engaged in a number of ways including:
				<ul> <li>Hosting a site visit to Qantas for a group of women</li> <li>Donation of over 100 Christmas gifts through the Qantas Cabin Crew Team Giving Tree</li> <li>Indigenous Partnerships Adviser attended the inaugural Deadly Chicks event with representatives from Mudgin-Gal in February 2013</li> </ul>



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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED

- Providing flights for Mudgin-Gal representatives to travel to the 2013 United Nations Forum on Violence Against Women
- Connecting Mudgin-Gal representatives with the Indigenous representative at Accor to organise accommodation for them during their stay in New York for the United Nations Forum

Provide pathways for further education and/or employment for Aboriginal and Torres Strait Islander students Integrate into the business new partnerships with Australian Indigenous Education Foundation, Clontarf Foundation, Career Trackers and Engineering Aid Australia New partners to be signed and announced first quarter 2012  Qantas partners with a number of organisations that are focussed on educational and employment outcomes for Indigenous students

In early 2013 Qantas signed a formal agreement with Career Trackers Indigenous Internship Program with a target to place 20 interns across the organisation over two years. By April 2013, Qantas had placed 11 Career Trackers interns in six business areas

Throughout 2012 and early 2013 a number of opportunities have been identified for existing partner organisations to collaborate and develop pathways for Indigenous students. This will be further progressed throughout 2013

During NRW 2013 Qantas CEO Alan Joyce visited an Indigenous partner organisation, the Clontarf Academy in Perth. During the visit Alan spoke to the Clontarf Chairman Ross Kelly and CEO Gerard Neesham, and met with the students

Qantas participated in Engineering Aid Australia's Indigenous Australian Engineering Summer School in January 2012 and 2013. During the summer schools Qantas hosted site visits for the students at our Engineering facilities. Qantas Engineering and Community Team employees also attended networking functions and other events with the students

In April 2013 Qantas CEO Alan Joyce hosted the AIEF's 2012 Annual Report launch event at the Centre of Service Excellence





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### Case Study #1: Clontarf - Network Aviation/Perth Airport

As an extension of our partnership with Clontarf, Qantas' Senior Adviser Indigenous Recruitment and Engagement met with Clontarf's Employment Manager to discuss employment opportunities. It was identified that the most appropriate employment pathway was the Indigenous School-Based Traineeship (SBT) Program. At this time Network Aviation, which had just become part of the Qantas Group, was looking to place some SBTs in their business. Maxima, our employment provider who specialises in School-Based Traineeships, together with Clontarf successfully placed two students on traineeships with Network Aviation at Perth Airport. The two students. Warrick Wilson and Willy Rioli, are thriving at their traineeships and both are proud to be working for Qantas. During a Qantas visit to the Clontarf Aboriginal Academy during NRW Warrick and Willy had the opportunity to meet CEO Alan Joyce and when asked how his traineeship is going Warrick said: "I'm learning all aspects of Ground Services and really enjoying working with Qantas, they



are very welcoming and make me feel comfortable".

Willy, who works in Baggage Handling said: "I like working for Qantas because the managers look after me and make me feel welcome. They are helping me learn what Qantas is all about and what the future could hold for me if I end up working for them, which I am hopeful of doing".

Willi Rioli (left) and Warrick Wilson (right) with Clontarf CEO Gerard Neesham and Qantas CEO Alan Joyce at the Clontarf Aboriginal College, Perth. Photography Brent Winstone

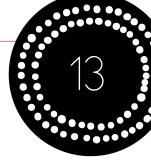




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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Promote reconciliation and programs of national significance through Qantas' communication channels	Inform Qantas customers and employees through internal channels, social media and/or IFE as appropriate	Ongoing, reported annually	Indigenous content featured on IFE and Qantas Radio during NRW in 2012
			A full page of reconciliation content was featured in the <i>Qantas News</i> publication on average each month throughout 2012
			Indigenous programs and events are promoted in <i>Friday Flyer</i> , which reaches a large portion of our workforce. Content is submitted at least once every second month
Develop an online cultural awareness training package	Pilot online course with 100 employees — Feedback forms to indicate above 95 per cent of participants learn and can apply to work situations	December 2012	In December 2012 an online cultural awareness pilot was rolled out to 110 operational and non-operational business units. Over 80 per cent of participants indicated that they were able to apply learning outcomes to work situations
	Online program to be offered as part of current eQ online Qantas training packages		Online content is in further development in partnership with Qantas College and Learning and Development to reflect the diverse needs of Qantas
	Develop implementation plan for online training options across the business		





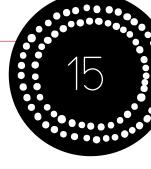
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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Expand offering of classroom based cross-cultural awareness workshops to new areas of our business	Explore options for RAP Working Group participants to encourage local Cultural Awareness sessions and to organise them in their areas in consultation with the People and Culture team	June 2012 (December 2012	The RAP working group has not yet been established; Indigenous Careers @ Qantas, in consultation with Performance and Culture team, offered Cultural Awareness sessions to Loyalty, Regional Airlines and Supply Chain. Above 90 per cent of feedback forms indicated that participants could apply learning outcomes in work
	Feedback forms to indicate above 95		situations
	per cent of participants learn and can apply to work situations		The RAP Working Group will explore broader implementation of this learning opportunity once established
Increase opportunities for on-country immersion experiences for our Executive and other employees	Indigenous guest speaker at People and Culture leadership event (one per year)	Reported (	In 2012 three Qantas executives attended Jawun Executive visits in Cape York and Sydney
	Guest speaker at ExCo meeting (one per year)		In May 2013 Qantas hosted a Senior Executive luncheon with special guest Noel Pearson who spoke to the group about the
	Encourage CEO, Board and Senior Executives to participate in Jawun		national Indigenous landscape and how it relates to Qantas' Indigenous initiatives
	Executive and CEO visits (two per year)		In 2012 Qantas began a formal partnership with Lirrwi Yolgnu
	Investigate Bawaka Cultural visits in conjunction with Reconciliation Australia and Commonwealth Bank (one-two per year)		Aboriginal Tourism in North East Arnhem Land. Through this partnership Qantas will explore opportunities to host cultural site visits for employees at Bawaka and will consult with Reconciliation Australia on these visits
	Further develop Garma Festival cultural experience for up to 10 Qantas employees per year in conjunction with the Yothu Yindi Foundation		The Qantas/Yothu Yindi Foundation partnership was on hold in 2012 due to the reduction in size of the Garma Festival during event site refurbishments. Qantas will be a Platinum Sponsor of the 2013 Garma Festival and this will enable us to engage more employees in this partnership, including senior members of staff



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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Engage our Indigenous employees network in RAP initiatives and build the network to ensure our employees remain connected to the program, and have access to opportunities through our community partnerships	Minimum quarterly email communications to employees network	reported annually	Throughout 2012 email communication was sent to the Indigenous employee network every 4–6 weeks
	Publicise opportunities for employees to participate in internal events and visits/volunteering/events with our community partners		Indigenous employees were offered the opportunity to participate in the following events/programs:
			<ul> <li>Bangarra Community nights in Sydney and Melbourne</li> <li>NRW barbecue</li> <li>Qantas' 2012/13 RAP launch</li> <li>NAIDOC Week event hosted at Qantas' Centre of Service Excellence</li> <li>Bangarra Private Performance</li> <li>Deadly Awards</li> <li>Garma Festival</li> <li>Press Club address — Recognise Campaign launch</li> <li>Reconciliation Australia's RAP showcase at Parliament House</li> <li>Indigenous All Stars games in 2012 and 2013</li> </ul>
Welcome to Country (WTC) and Acknowledgement of Country (AOC) protocols in use where appropriate	Have WTC and AOC protocols integrated into the Events Team templates and	Ongoing, reported annually	Protocols have been integrated into the Events Team planning templates
	guidelines		WTC is performed by a local Elder at all major events including
	Announcements on all international flights during NRW and NAIDOC Week		(but not limited to) eXcel awards, Leadership Forums, Qantas Gala Dinner, CEO CookOff, Qantas Foundation Art Award, International Women's Day
			Onboard announcements are performed during NRW only on all domestic and international flights



### Respect

ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
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	A video developed based on 'share our pride' content to be made available through Qantas IFE on qantas.com and on our intranet site by June 2012	June 2012 •	Not achieved in timeframe originally proposed. New timeline of October 2013
Develop new reconciliation pages as part of the Qantas Intranet refresh	Interim content uploaded on current intranet site	December 2012 •	The Indigenous Employee Engagement Intranet Portal went live in March 2013. The portal has been named 'Daramu' (Dharug Aboriginal word for tree)
	New design and content developed in		
	line with RAP style guidelines including potential member only portion for Indigenous employees		The Indigenous Recruitment and Engagement intranet portal for those that manage or support Indigenous employees went live in March 2013
			The newly formed Community Team is in the process of developing an intranet page, which will include information about Indigenous partnerships and reconciliation programs





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### ACTION MEASURABLE TARGET Continue to promote shared pride in Aboriginal and Torres Strait Islander per quarter) cultures throughout our business and to our customers

Indigenous programs airing on Qantas IFE Ongoing, (minimum once per quarter), Qantas The Australian Way magazine; (minimum once

Qantas internal publications (minimum once per quarter)

Assistance in production of videos promoting Indigenous culture

Photographic exhibitions in airport lounges and/or on Qantas inflight

Mark key events on the Indigenous calendar with annual NAIDOC event for all Indigenous employees

### TARGET DATE

reported annually in July

### PROGRESS AND LESSONS LEARNED

- Between April 2012 and May 2013 Indigenous content appeared in Qantas the Australian Way Magazine in the following months:
  - June 2012 one story
  - July 2012 one story
  - August 2012 two stories
  - November 2012 two stories
  - May 2013 three stories
  - June 2013 one story

Between April 2012 and June 2013 Indigenous content appeared on Q Radio in the following months:

- April 2012 three Indigenous tracks on *The Spirit* with Clare Bowditch
- May 2012 three Indigenous tracks on *The Spirit*
- June 2012 three Indigenous tracks on The Spirit
- July 2012 three Indigenous tracks on *The Spirit*
- September 2012 three Indigenous tracks on *The Spirit*
- October 2012 Special guest Jessica Mauboy on Billboard, and three Indigenous tracks on *The Spirit*
- November 2012 three Indigenous tracks on The Spirit
- December 2012 three Indigenous tracks on The Spirit
- January 2013 Special guest Archie Roach on *The Spirit*, and three Indigenous tracks on *The Spirit*



### Respect

ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
			<ul> <li>February 2013 - Special guest Archie Roach on <i>The Spirit</i>, and three Indigenous tracks on <i>The Spirit</i></li> <li>March 2013 - Special guest Clinton Hoffman from Walkabout Your Business on <i>Talking Business</i>, and three Indigenous tracks on <i>The Spirit</i></li> <li>April 2013 - three Indigenous tracks on <i>The Spirit</i></li> <li>May 2013 - three Indigenous tracks on <i>The Spirit</i></li> <li>June 2013 - Special guest Melinda Cilento from Reconciliation Australia on <i>Talking Business</i>, Reconciliation Australia Ambassador Alex Dyson hosted Smile High Club featuring two Indigenous comedians, special guest Leah Armstrong CEO of Reconciliation Australia on Up and Away, special guests Naomi Wenitong and Tim Levinson on <i>The Spirit</i>, and three Indigenous tracks on <i>The Spirit</i></li> </ul>
			Between April 2012 and June 2013 the following Indigenous content appeared on <i>Welcome Aboard</i> :
			<ul> <li>April 2013 – Garma Festical TVC</li> <li>May 2013 – NRW TVC</li> <li>June 2013 – AIEF campaign video</li> </ul>
			Between April 2012 and June 2013 the following Indigenous films appeared on IFE:
			<ul><li>Mabo</li><li>The Sapphires</li></ul>







ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
			Between April 2012 and June 2013 the following Indigenous television content appeared on Qantas IFE:
			<ul> <li>Murandak Songs of Freedom</li> <li>Music Clips: Gurrumul with Blue King Brown – Gathu Mawula</li> <li>Music Clips: East Journey – Song of Arnhem Land</li> <li>Music Clips: East Journey – Nharrpiya</li> </ul>
			During 2012/13 Indigenous content appeared in internal Qantas publications at least once per month, with an average of one full page of content each month
			A NAIDOC event was hosted at Qantas Centre of Service Excellence for all Indigenous employees in 2012 and 2013







Clockwise from top
left: Australia's local
hero 2013 Shane
Phillips performing the
Welcome to Country at
Qantas 2013 NAIDOC
event; 'Descendance'
performing for Qantas
guests; Three of the 2013
NAIDOC Award winners:
Merranda Thatcher,
Stacey Bridges and
Chanelle Ugle Reid;
and employees
celebrating at the
2013 NAIDOC event;
Photography:
Brent Winstone











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### ACTION

Increase our support of Indigenous economic development and enterprise through engagement with Indigenous businesses in line with our commitment to the Australian Indigenous Minority Supplier Council (AIMSC)

### MEASURABLE TARGET

Roll out communication plan articulating business case and our AIMSC membership and commitment to all areas of the business

Introduce AIMSC-certified businesses into a minimum of three new areas of Qantas business

10 Indigenous businesses with Qantas contracts and sub-contracts

Conduct a minimum one 'Meet The Buyer' event specific to Qantas business needs per year

Include update on AIMSC at each internal Qantas Procurement Day

### TARGET DATE

### PROGRESS AND LESSONS LEARNED

December 2013 Note: AIMSC changed name to Supply Nation in 2013

> Updates on supplier diversity were presented at the Powering Procurement Day for the Qantas Procurement community in 2012, and again at the Procurement Leadership Team Forum in June 2013. Further updates are scheduled at the 2013 Powering Procurement day

Qantas actively participated in Supply Nation's delegation to the National Minority Supplier Development Council (NMSDC) conference in Denver, USA in 2012

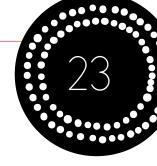
In early 2013 Qantas engaged with Five Grants Consulting to develop a communications and engagement strategy with Qantas Procurement. This strategy will involve pitching hubs and meet the buyer events as necessary in the second half of 2013

Qantas actively participated in the Supply Nation Connect 2013 conference with seven employees from across Procurement, Community and Jetstar represented and as the naming rights sponsor of the Supplier to Supplier award category

Qantas currently engages with seven Supply Nation-certified businesses and is on track to have contracts and sub-contracts with 10 Indigenous businesses by December 2013







### Opportunities

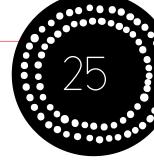
ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Provide employment opportunities for Indigenous Australians in our business	450 Indigenous Australians employed at Qantas across a range of business areas by December 2013	Ongoing to December 2013	Qantas currently employs 354 Indigenous employees. This is projected to reach approximately 380 by December 2013 but will still fall short of our original ambitious target of 450
			Qantas continues to provide employment opportunities for the Indigenous community through key career pathways including School Based Traineeships, Internships and direct entry recruitment. Another key focus area is Indigenous employee retention which includes career development assistance, organising culturally specific events and pre-assessment support
			There have been a number of business transformations across the Qantas Group in 2012. Significantly, the Domestic and International businesses were split. This has resulted in the contraction of the workforce as Qantas aligns the organisation structure with the new strategy
			Qantas is re-defining success measures in relation to Indigenous recruitment that reflect sustainable and diverse employment outcomes
Build on initiatives and programs to retain Indigenous employees in our business	100 per cent of new starters receive tailored new employee starter kit and a call from Indigenous Recruitment Adviser during first month of employment	Ongoing to December 2013	New starter kits have been refreshed and have been sent to 100 per cent of all new Indigenous starters
			Where possible, all Sydney based employees are visited on site within their probation period
	Mentoring/coaching program developed for all Indigenous employees with 100 per cent		The Malu Mentoring program was launched in August 2012 with 10 Qantas employees graduating wirh a Cert IV Mentoring Diverse Cultures (Indigenous). 100 per cent of Indigenous employees are able to connect with the mentors through our Daramu portal and the Indigenous Careers @ Qantas team on an as needs basis
	Indigenous employees able to access the program on an as needs basis		The Second cohort of Malu Mentors commenced training in May 2013



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ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Increase the percentage of Aboriginal and Torres Strait Islander employees in management positions	Work with Talent and Inclusion team to identify Indigenous Talent in Qantas	December 2013	Three Indigenous employees were promoted into Qantas management positions in 2012  Two Indigenous employees were promoted to Cabin Crew Managers
	50 per cent increase in Indigenous people in management positions/ promoted internally		Five Indigenous interns joined Qantas in 2012. A further six joined the business in the first quarter of 2013
	Three new Indigenous cadets to join in 2012 via Career Trackers partnership		
Support and promote Indigenous art and culture and development through partnerships with Indigenous art galleries, dance and performance	Successfully implement new partnership with the National Gallery of Australia as Airline Partner of Indigenous Galleries	Ongoing, reported annually in July	The partnership with the National Gallery of Australia was successfully implemented and in May 2012, Qantas supported the National Indigenous Art Triennial. In addition, Qantas has been working collaboratively with the gallery and Indigenous organisations on a new project to be released in November 2013
	Further enhance partnership with Bangarra Dance Theatre		The Qantas/Bangarra partnership continues to grow as we continue working together to ensure more engagement for Qantas employees and Qantas Indigenous community partners





### Opportunities

ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Support combined educational and	Employ 35 Indigenous school students through School-Based	January 2012	<ul> <li>55 SBTs are now employed in the Qantas Group including new participants in Qantas Lounges, Engineering and Cabin Crew</li> </ul>
employment opportunities for Indigenous high school	Trainees (SBT) program  80 per cent SBT participants go on		A formal partnership with Career Trackers was signed in early 2013 with a commitment to place 20 Indigenous interns in the business over two years
students and tertiary students	to further education or employment opportunities		Two Clontarf students were offered SBT positions in Perth and Darwin airports in early 2013
	Provide opportunities for three university students to complete internships through the Career		Qantas works closely with the AIEF Pathways Manager to ensure representation at AIEF pathways workshops to advise on employment opportunities at Qantas
	Trackers program		Qantas and Leighton Contractors developed and facilitated a workshop about
	Work with new partners, Australian Indigenous Education Foundation		university and employment pathways for Indigenous students, which engaged a number of our shared partners
	(AIEF) and Clontarf Foundation to provide education to employment opportunities for students participating in this program		Qantas continues to explore options for university scholarships for Indigenous students
	Investigate further university scholarship opportunities for Indigenous students		

# Opportunities

ACHIEVED
ON TRACK
NOT ACHIEVED

ACTION	MEASURABLE TARGET	TARGET DATE	PROGRESS AND LESSONS LEARNED
Ensure that career development plans and opportunities are in place for Indigenous employees	Employ an Indigenous Career Development Adviser to manage key career transition points for our Indigenous employees	Ongoing, reported annually	In April 2012 Qantas recruited an Indigenous Career Development Adviser
Promote employment opportunities in the Qantas Group at community events	Participate in community and recruitment events to provide information about the Qantas RAP and employment opportunities at Qantas	Six events per year	<ul> <li>In 2012, Qantas participated in over six events that included, NSW/QLD Learn Earn Legend Career Fairs, hosted National Aboriginal Sporting Chance Academy Career Aspiration Program students, Thursday Island Careers Fair, Babana Men's Group information sessions and provided job information and employment opportunities for the Tribal Warrior Association in Redfern</li> </ul>
Engage with school groups to provide site visits and/or presentations on career opportunities with Qantas	Six visits and presentations per year	Six events per year	<ul> <li>Qantas engaged with school groups to participate in four site visits through the National Aboriginal Sporting Chance Academy (NASCA), two Work Readiness Workshops with AIEF and one site visit for Engineering Aid Australia</li> </ul>
Investigate opportunities for Qantas to engage with the Torres Strait Islander community	Arrange meetings with the Torres Strait Regional Authority and Torres	June 2012	<ul> <li>Indigenous Careers team met with representatives of the Torres Strait Shire to discuss career opportunities particularly in Cairns and Brisbane</li> </ul>
	Strait Shire to discuss options	One per year	Qantas Engaged with Horn Island ground employees and distributed Indigenous
	Visit to Horn Island to engage Torres Strait Islander Ground Employees		Careers @ Qantas merchandise
		One per year	Qantas attended the Tagai College Career Fair on Thursday Island in 2012
	Career event at Thursday Island		



From left: Aaron Pollard, Joanne Barnes, Cheryl Stanes, Tim Elridge at the Maxima Traineeship Awards 2012, Adelaide. Photography: Sarah Long

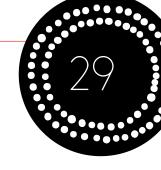


Skye Patterson, 2nd Year SBT with Qantas Ground Services and Equipment (GSE), Adelaide Photography: Sarah Long



Tamika Johnny, 2011 SBT Graguate, Customer Services Agent, Alice Springs Airport Photography: Larissa Holland





### Case Study #2: CareerTrackers - Renee Wootton

Renee started with Qantas Engineering in 2011 as one of our first Indigenous Interns through our partnership with Career Trackers. Career Trackers are a key career pathway partner for Qantas, creating internship opportunities for Indigenous university students.

Qantas' Maintenance Operations Centre (MOC) was able to provide a fantastic opportunity for Renee to gain real work experience within an aviation maintenance team. Renee has been part of a team that reviews operational maintenance activity and not only has she contributed to this project, but her recommendations based on her analysis have been implemented into fleet maintenance.

The contributions that Renee has made have been inspiring to those Indigenous students looking to commence an internship with Qantas and she will continue to provide leadership for incoming interns as she progresses along this career pathway.

The Engineering Leadership Team have shown great interest in Renee continuing her internship during her studies with prospects of a longer term appointment at the completion of her degree.

Renee is studying Aeronautical Engineering with the University of New South Wales and is in her third year of study.



Career Trackers Intern Renee Wootton.





Clontarf students participating in the Great Northern Clean Up in Darwin.





### Our Partners









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