



QANTAS ELEVATE RAP

Reconciliation Action Plan 2015–2018



Contents

A Message from the CEO Qantas	2
A Message from CEO Reconciliation Australia	3
Our Vision for Reconciliation	5
Our Business	6
Our Reconciliation Action Plan (RAP)	8
Five Focus Areas	11
Qantas' Reconciliation Journey	16
Sustainable Aboriginal and Torres Strait Islander Careers	20
Case Study: Natasha's Story	22
Case Study: Kate's Story	23
Developing Cultural Competency	24
Leading Reconciliation Collaboration	26
Creating an Australian Customer Experience	28
Supporting Aboriginal and Torres Strait Islander Economic Development	30
RAP Governance and Reporting	32
Qantas Partners	34

A Message from the CEO Qantas

ALAN JOYCE



I'm pleased to introduce Qantas' 2015–2018 Reconciliation Action Plan (RAP).

This year, for the first time, Qantas' RAP has achieved Elevate status – the highest level endorsed by Reconciliation Australia.

The publication of an Elevate RAP reflects the progress Qantas has made since we launched our first RAP in 2007. More importantly, it lays strong foundations for the future.

Qantas has a long history of partnership with Aboriginal and Torres Strait Islander peoples. We are especially proud of the work we have done in recent years to support Aboriginal and Torres Strait Islander enterprise and create job opportunities for young Aboriginal and Torres Strait Islander people, in collaboration with organisations like CareerTrackers and Supply Nation.

At the same time, we acknowledge that we have a lot more to do as Australia seeks to close the unacceptably wide gap that still exists between Aboriginal and Torres Strait Islander Australians and non-Aboriginal and Torres Strait Islander Australians.

We know that building the skills and capacity of Aboriginal and Torres Strait Islander businesses is the best way of addressing the challenges of unemployment and social exclusion – and this will remain a major focus of our Reconciliation strategy.

We will also continue to use Qantas' global network to promote Australia's unique and diverse Aboriginal and Torres Strait Islander culture.

A Qantas aircraft is a powerful symbol of Australia for Australians and visitors alike, and no story of our nation is complete without the First Australians.

This new Reconciliation Action Plan will guide the actions we take to advance awareness of Aboriginal and Torres Strait Islander peoples' achievements and opportunities on the national and global stage, and hold us accountable for the agenda we have set out.

I'd like to thank the many Qantas employees and partners involved in developing the 2015–2018 RAP. Thanks to your hard work, Qantas is playing a leadership role as Australia works toward true reconciliation.

A handwritten signature in black ink, appearing to read 'Alan Joyce'.

Alan Joyce
CEO Qantas Airways

A Message from CEO Reconciliation Australia

JUSTIN MOHAMMED



We would like to congratulate Qantas on continuing their genuine efforts in advancing the Reconciliation agenda alongside the Aboriginal and Torres Strait Islander people, the First Nations people and the traditional custodians of the land and sea.

Qantas' dedicated focus since their first RAP was launched in 2007 demonstrates real commitment to the empowerment of Aboriginal and Torres Strait Islander peoples whilst realising the value to their core business.

The launch of the Boeing 737-800 *Mendoowoorji* livery was another testament to Qantas' emphasis on weaving the Indigenous narrative through their organisation and connecting their passengers and employees to the rich story and history of Indigenous Australia.

Ultimately, this livery is merely the foundation for Qantas' wide scope of investment in Aboriginal and Torres Strait Islander cultures and peoples through education, employment outcomes, by promoting Indigenous enterprise and championing inclusiveness.

Qantas was the first to launch a bespoke Online Cultural Competency Training for all employees, one of the first to sign a 10-year partnership with CareerTrackers to provide over 250 internships and amongst the first to support the Recognise Campaign through a fleet of 33 Q400s carrying the 'R' livery.

These are among many achievements Qantas can be proud to celebrate. This Elevate RAP lays an important platform for Qantas to continue their leadership.

Qantas recognises the value of collaboration with other like-minded organisations and key partners to positively impact Aboriginal and Torres Strait Islanders and non-Indigenous Australians in the Spirit of Reconciliation.

We value our partnership with Qantas as a truly iconic Australia brand. We congratulate you on your leadership and look forward to being a part of your success.

A handwritten signature in black ink, appearing to read 'Justin Mohammed'. The signature is fluid and stylized, with a large initial 'J' and 'M'.

Justin Mohammed
CEO Reconciliation Australia

Torres Strait Islander Dancers
2014 Qantas NAIDOC Celebrations,
Sydney Domestic Airport



Our Vision for Reconciliation

Qantas acknowledges the First Nation peoples of Australia as the continuing custodians and traditional owners of the land on which we live and work.

Our vision is to be a corporate leader in Reconciliation by continuing to build on our long-standing commitment to reconciliation between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander Australians. Our actions as an organisation will deliver meaningful impact for Aboriginal and Torres Strait Islander people through employment, education and by supporting Aboriginal and Torres Strait Islander-owned enterprises.

The Qantas network stretches across Australia and internationally and we recognise our responsibility to ensure that our business reflects the values of inclusion and diversity in line with the Qantas values (Together, Genuine, Inventive, Optimistic and Experienced). We will work closely with our partners and stakeholders to collaborate in our efforts so as to drive and deliver community impact.

Qantas Ambassador Adam Goodes
2013 Qantas Boeing 737-800
Mendoowoorji Ceremony in Seattle



Our Business

Qantas is Australia's largest airline. We were founded in the Queensland outback in 1920 and have been in continuous operation since that date, longer than any other airline.

Over our 94-year history we have built a reputation for excellence in safety, innovation, 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. 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 31,000 people, with just over 1 per cent (317) representing Aboriginal and Torres Strait Islander employees. 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.

(right) Qantas Group domestic network



Our Reconciliation Action Plan (RAP)

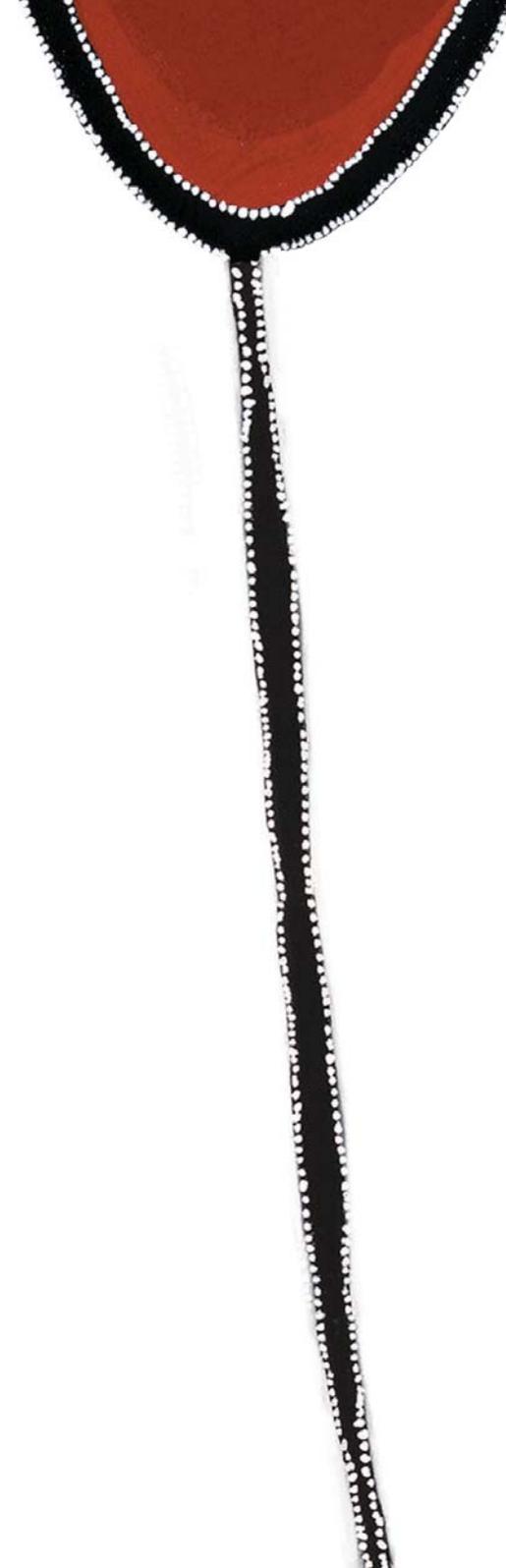
We are proud to advance to the Elevate RAP status, celebrating our achievements and contribution to Reconciliation, a contribution that dates back decades well before our first RAP launch in 2007.

Whilst we celebrate and acknowledge our long commitment to Aboriginal and Torres Strait Islander Australians, we also recognise the importance of reflecting on the challenges we have faced and what we have learnt as a business as a result. In doing this, we build upon the strong foundation of success for our Reconciliation journey and share our learnings with our RAP peers.

In this latest version of the Qantas RAP, we outline a vision for Reconciliation that will support Qantas' business strategy through innovative commitments based on cultural competency, education and employment opportunities, employee engagement, and building the capability of Aboriginal and Torres Strait Islander peoples.

We will implement a broad scope of initiatives that provide business outcomes and continue to focus on an increase in Aboriginal and Torres Strait Islander employee representation in our key domestic regions and non-operational areas.

We understand the need to focus on building strong collaboration amongst our community and corporate partners. Collaboration between our partners is essential to realise our RAP commitments and encourage new perspectives on the great value Aboriginal and Torres Strait Islander peoples and their cultures have as a growing and emerging market.







**“... NO STORY OF OUR NATION IS COMPLETE
WITHOUT THE FIRST AUSTRALIANS.”**

Alan Joyce
Qantas CEO

Five Focus Areas

SUSTAINABLE INDIGENOUS CAREERS

We acknowledge the need to gain better traction in Aboriginal and Torres Strait Islander employment within our organisation. Our RAP employment targets have been significantly impacted in recent years due to the numerous challenges the business has faced, ranging from business structural changes to operational turnover.

It is a focus of the organisation to increase the percentage of Aboriginal and Torres Strait Islander employees in our business and this is reflected in the commitments outlined in this new RAP. We believe the continued development of a more culturally safe workplace and Aboriginal and Torres Strait Islander career pathways, should be the main focus for longer-term sustainability. Additionally, implementing better retention initiatives for our current Aboriginal and Torres Strait Islander employees will be a focus over this RAP period.

We will continue to provide career pathways for Aboriginal and Torres Strait Islander high school and university students and partner with key decision makers within the organisation to provide direct entry opportunities for exceptional talent.

In 2015, Qantas was proud to announce our 10-year partnership with CareerTrackers' Indigenous Internship Program that will ensure a sustainable approach to investing in Australia's best talent. Qantas will provide a minimum of 250 Aboriginal and Torres Strait Islander internships over the partnership period and we will offer 100 Indigenous internships over the next three years.

DEVELOPING CULTURAL COMPETENCY

Aboriginal and Torres Strait cultural awareness and competency is a critical dimension of our RAP strategy as it underpins all of our initiatives and commitments whilst offering learning, engagement and professional development opportunities for our employees. To make a meaningful contribution to Reconciliation, we must provide culturally safe working environments and a broad suite of activities promoting accurate and truthful perspectives on Aboriginal and Torres Strait Islander peoples and cultures.

Diversity training for our employees is essential given we work in our emerging markets. Engaging with Aboriginal and Torres Strait Islander learning opportunities offers a unique perspective to introduce leadership capabilities to our people leaders.



Five Focus Areas (continued)

Qantas launched an online Indigenous Cultural Competency Training (ICCT) course in 2014 developed in-house, the first of its kind for a corporate organisation. The training provides an engaging introduction to Aboriginal and Torres Strait Islander cultures and peoples in a contemporary environment set against the background of Qantas operations through filmed scenarios.

In 2015, the ICCT course received a National Learn X Award for Best New Technology in recognition of its innovative approach to traditional learning methods (cultural awareness).

The course is available for to all Qantas employees and we have committed to ensuring the content is included in our mandatory training requirements for all staff.

We now have 24 Qantas employees trained and accredited with a Cert IV Mentoring Diverse Cultures. They form our current mentoring group for Aboriginal and Torres Strait Islander employees across various businesses.

We will be expanding this initiative to recruit a further 60 mentors.

SUPPORTING ABORIGINAL AND TORRES STRAIT ISLANDER ECONOMIC DEVELOPMENT

We recognise that the success of Aboriginal and Torres Strait Islander enterprise has a far reaching positive impact in the wider community, from employment opportunities to unique offerings of products and services as well as a strong platform for creating social reform.

Our strategy will be focused on creating pathways for Aboriginal and Torres Strait Islander enterprise through our networks and developing opportunities to build capacity and a commercial presence for Aboriginal and Torres Strait Islander suppliers.

We will form a Supplier Diversity Group with decision makers in Qantas to drive activity for business and create a culture of partnership with emerging and established Indigenous enterprises.

We have also committed to utilising our marketing and sales channels to offer a unique platform for Aboriginal and Torres Strait Islander businesses both domestically and internationally.

LEADING RECONCILIATION COLLABORATION

As one of the first organisations to release a RAP, we have built on our experiences and have a proven track record in creating sustainable Aboriginal and Torres Strait Islander career pathways, cultural competency training and mentoring through our dedicated Community and Indigenous Careers team and partnership portfolios.

We believe that collaborating with other committed organisations will help to address the disparity, collectively between Aboriginal and Torres Strait Islander peoples and other Australians. This will be a focus of this RAP period and open opportunities to share successes and





Traditional Dancers
2013 Qantas Boeing 737-800
Mendooworri Ceremony in Broome, WA
Photographer: Damien Kelly

Five Focus Areas (continued)

learnings with other corporate and community partner organisations.

Notably, in 2014 we partnered with Recognise, an organisation driving a campaign to support recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution. We now have 31 of our regional fleet of Q400 aircraft carrying the Recognise logo to 58 destinations across Australia.

Qantas facilitated the first corporate led Reconciliation Partnership Forum, showcasing outcomes, best practice and creating networks amongst our community partners, key stakeholders and valued customers.

This forum will continue as an annual event in collaboration with other like-minded organisations during our RAP term.

CREATING AN AUSTRALIAN CUSTOMER EXPERIENCE

Qantas has long represented the sense of 'home' through our connection to Australia, our land and our people. Through the perspective of Aboriginal and Torres Strait Islander peoples, we appreciate their unique position as Australia's First Peoples and the richness their cultures bring to our national identity.

We continuously look for innovative and engaging ways to connect with our customers to provide great travel experiences that position Qantas as a leader in celebrating Aboriginal and Torres Strait Islander cultures and peoples across marketing and customer touch points.

RAP GOVERNANCE

We have introduced a Qantas RAP Advisory Group. The RAP Advisory Group will drive the outcomes we have committed to as part our RAP vision for an inclusive and collaborative culture. The RAP Advisory Group will collaborate closely with our network of RAP champions across our national footprint.

The Qantas RAP Advisory Group members include: Domestic CEO, Head of Engineering, Executive Manager Shared Services, Chief Procurement Adviser, Executive Manager Customer Experience, Executive Manager, Commercial and Customer Relations.

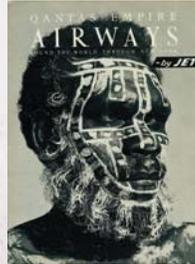
Our next step is to establish an External RAP Advisory Group. This will allow us to gain critical insights from Aboriginal and Torres Strait Islander thought leaders to ensure our Indigenous strategy is tested against the wider Aboriginal and Torres Strait Islander landscape relevant to our sphere of influence.



QANTAS' RECONCILIATION JOURNEY

Qantas has a long history of partnership with Aboriginal and Torres Strait Islander peoples.

1960



Cover image of the Qantas Albert Namatjira postcard set from c.1960 DC.

1994

May article *Qantas Aboriginal Training Program*

Almost 40 young Aboriginals trained with Qantas as part of a program to provide employment training.

1961



November article *Aboriginal Art Draws Crowds*

Nearly 20,000 people visited the Qantas House Booking Hall to see one of the finest displays of Aboriginal art ever assembled in Australia. The exhibition opened in Tokyo in November 1961 and visited many other cities supported by Qantas.



1995

Nalanji Dreaming (Boeing 747-300 VH-EBU) was also painted to a design by Balarinji and was launched in 1995.



2002

Yananyi Dreaming (Boeing 737-800 VH-VXB) launched in 2002; the base artwork was by Rene Kulitja, a Pitjitiyantjarra woman from Mutitjulu, near Uluru, and the design by Balarinji.

1994

Wunala Dreaming (Boeing 747-400 VH-OJB and Boeing 747-400ER VH-OEJ after retirement of OJB, which was then repainted into regular Qantas livery). The design was by John and Ros Moriarty's Balarinji Studio; the artwork depicts the Spirit Ancestors of the kangaroo people as they travelled across country in the Dreaming. *Wunala* means kangaroo.



1998



Tour by Aboriginal and Torres Strait Islander cricketers to England – sponsored by Qantas. It was a celebration of the bicentenary.

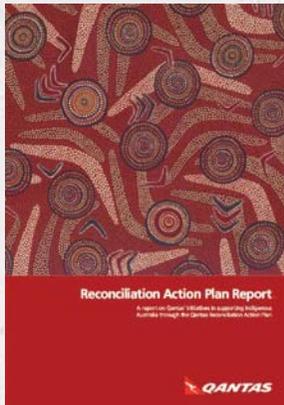
2003

Peter Morrissey launches Aboriginal and Torres Strait Islander uniform textile design by Balarinji.



2007

Qantas is the third organisation to launch a Reconciliation Action Plan.



2011



Qantas introduces Aboriginal and Torres Strait Islander Internship Initiative in partnership with CareerTrackers.

2014



Qantas releases internally produced Aboriginal and Torres Strait Islander Cultural Competency Training to all employees.

2008



Qantas introduces Aboriginal and Torres Strait Islander School Based Traineeship program.

2013



Mendooworjji (Boeing 737-800 VH-XZJ) was designed by Balarinji based on the 2005 painting *Medicine Pocket* by West Australian Aboriginal artist Paddy Bedford. It was launched in November 2013.

2015



Qantas signs 10-year agreement with CareerTrackers to recruit a minimum 250 Aboriginal and Torres Strait Islander university undergraduates.

**“QANTAS HAS TAKEN ITS RAP TO NEW HEIGHTS
THROUGH THE DELIVERY OF INNOVATIVE COMMUNITY
AND CORPORATE ENGAGEMENT PROGRAMS.”**

Michael Combs
CareerTrackers CEO

Sustainable Aboriginal and Torres Strait Islander Careers



Our strong commitment to build sustainable Aboriginal and Torres Strait Islander career and development opportunities will continue to form an integral part of our Reconciliation strategy.

We also believe success of our career pathway initiatives should be measured on the high employability of the participants once they enter the broader workforce.

Our Indigenous employment strategy will continue to be embedded across our RAP, with a strong focus on investing in talent, supporting the employment life cycle and building cultural capability of non-Indigenous employees.



Clontarf Foundation Boys
2013 Ross Kelly Cup in Erskineville, NSW



Renee Wootton
Qantas Engineering Intern

ACTION	RESPONSIBLE	TIMELINE	TARGET
Invest in Aboriginal and Torres Strait Islander career pathways and develop talent	Indigenous Engagement Adviser, Manager Diversity & Inclusion	December 2016	Introduce an Aboriginal and Torres Strait Islander Leadership Module Initiative for Aboriginal and Torres Strait Islander employees and career pathway participants
	Qantas Diversity Council	Reported in December 2016, 2017, 2018	Increase Aboriginal and Torres Strait Islander employment to 1.2% (372) in 2016, 1.4% (403) in 2017 and 1.5% (465) in 2018
	Indigenous Engagement Adviser/Manager Diversity & Inclusion	June 2016	Introduce an Indigenous Leadership Module for emerging Aboriginal and Torres Strait Islander employee talent
	Chief Pilot (QantasLink), Manager Indigenous Partnerships & Reconciliation	December 2016	Develop an Aboriginal and Torres Strait Islander Pilot Pathway Program for QantasLink to be offered to 15 Aboriginal and/or Torres Strait Islander students. Program and funding model established by June 2016 Pilot program introduced by December 2016
	Indigenous Programs Adviser, Business Owners	Reported annually	Employ a minimum of 150 new School Based Trainees during the RAP period across the Qantas Group: 60 by 2015, 90 by 2016, 120 by 2017, 150 by 2018 with a retention rate of at least 80% (retention includes students completing the program, going to further education or employment)
	Qantas Diversity Council	July 2018	Employ a minimum of 100 Aboriginal and Torres Strait Islander interns across the Qantas Group inline with Qantas' 10 year agreement with CareerTrackers (25 internships provided each year)
	Business Owners	December 2017	Employ 10 Aboriginal and Torres Strait Islander interns eligible for vacancies across the Qantas Group (min 3 interns each RAP year)
	Aboriginal and Torres Strait Islander Engagement Adviser	Ongoing	Develop a longitudinal reporting of School Based Trainees and intern alumni Framework by September 2015
Support Aboriginal and Torres Strait Islander employees through the lifecycle of employment	Indigenous Careers @ Qantas/Manager Diversity & Inclusion	January 2016	Train 80 internal mentors across key business areas in as part of Qantas' Malu Mentoring initiative: 20 in 2015, 20 in 2016, 20 in 2017 and 20 in 2018
	Indigenous Careers @ Qantas/Community Manager Events	Annually	Introduce a Reconciliation Week and NAIDOC Week Events Group
	Indigenous Engagement Adviser/HR Assignment Advisers	June 2016	Pilot five Aboriginal and Torres Strait Islander engagement focus groups to map drivers/obstacles for career advancement within Qantas representing Ground Services, Corporate, Customer Experience and Engineering

Natasha's Story



GUMBAYNGIRR WOMAN NATASHA DARGAN, QANTASLINK FLIGHT ATTENDANT

Natasha Dargan joined Qantas in 2011 when she was just 16 years of age, a high school student from Moorebank High School in Western Sydney, New South Wales. Following a challenging conversation with her Year 10 careers adviser, she decided not to quit her schooling as planned, and continue on to Year 11 if she was successful at gaining a place in the Qantas School Based Traineeship (SBT) program. Natasha successfully gained a place on the program in Qantas' Shared Services department. To this day, Natasha believes she would have quit High School in Year 10 if it was not for this program.

The Shared Services SBT program involves rotations through various teams whilst completing a Certificate II in Business Services. Natasha worked within the Uniforms and Staff Travel teams before doing her final year in the Indigenous Careers @ Qantas team. Her commitment to the program saw her shine not only in her studies but also at work. Her dedication to excel, led her to be successful in getting the first Indigenous full-time traineeship position at Qantas after graduating Year 12.

During her full-time traineeship, Natasha completed rotations as a Customer Service Agent with QantasLink at Sydney Domestic Terminal, and within the QantasLink Customer Experience team, whilst completing a Certificate III in Business Services. It is at QantasLink where she found herself really working towards her dream – to be a Flight Attendant.

Natasha immersed herself within the Customer Experience team, and absorbed all aspects of the QantasLink service offerings. After graduating from the traineeship, QantasLink opened up expressions of interest for flight attendants, providing the perfect opportunity for Natasha to secure her ideal role. With the knowledge she had gained throughout the traineeships, Natasha applied and was successful in getting her dream position as a Flight Attendant.

Kate's Story

**NGARRINDJERI WOMAN KATE TREZONA,
QANTAS HUMAN RESOURCES SENIOR CONSULTANT**

Kate Trezona began her journey with Qantas many years ago while studying a Bachelor of Commerce through the University of Wollongong, New South Wales. Following a meeting with the Woolyungah Indigenous Centre at the university, Kate was informed about the opportunity for an Internship with Qantas – her dream employer. After contacting the Reconciliation team at Qantas, Kate was successful in gaining a place in the Qantas Indigenous Internship Program and was positioned with the Group Organisational Development team, working full-time during her university breaks. Kate's chosen majors of Human Resources (HR) and Marketing, coupled with her position in the Qantas HR team, gave Kate the perfect opportunity to put her learnings into practice.

During her final year of study, Kate applied for the Qantas Graduate Program and successfully gained a graduate position. This was a true testament to her dedication to excel and realise her aspirations.

Through the program, Kate was placed in Perth within our Regional HR team at Network Aviation, People Services, Engineering HR and Corporate HR. Kate's accomplishments throughout the program resulted in her gaining a permanent position as Senior Consultant in the Corporate HR team.

Kate looks forward to a time when there will be no barriers for Aboriginal and Torres Strait Islander peoples. She believes Qantas is on the right track and on the front foot towards Reconciliation and is proud to be a part of Qantas' journey.



Developing Cultural Competency



As Qantas continues to support the Spirit of Reconciliation, we pay respect to the national footprint in which we operate by providing insights into Aboriginal and Torres Strait Islander cultures to our customers and employees.

We will also continue to acknowledge significant cultural events that promote inclusion and diversity across our network, and to ensure our frontline employees are well informed of our Reconciliation commitments.



Indigenous Marathon Project (IMP) 2014 Squad
Todd River, Alice Springs, NT

ACTION	RESPONSIBLE	TIMELINE	TARGET
Provide meaningful cultural learning opportunities to empower our employees to practically apply cultural competency	Human Resources (Organisational Development), Manager Aboriginal and Torres Strait Islander Partnerships & Reconciliation	Mandatory for Qantas by June 2018	Introduce Online Qantas-produced Aboriginal and Torres Strait Islander Cultural Competency Training (ICCT) to Qantas induction program for new starters/front line leaders of Aboriginal and Torres Strait Islander employees
	Manager Indigenous Partnerships & Reconciliation/External Provider/Manager Learning Services	December 2016	Adapt Qantas Online ICCT into classroom workshops for non office-based Qantas employees
	Group OD Manager/Manager Indigenous Partnerships & Reconciliation	January 2016 Reviewed annually	Develop and implement a Cultural Competency Engagement Framework to ensure all Qantas employees are introduced to cultural competency
	RAP Advisory Group	December 2016	Incorporate face to face Aboriginal and Torres Strait Islander Cultural Awareness Workshops into Talent and Succession Planning
	Manager Indigenous Partnerships & Reconciliation, Manager Diversity & Inclusion	June 2017	15 Senior Executive representatives to commit to 'on country' experiences through our Aboriginal and Torres Strait Islander partners
	Manager Organisational Development	June 2016	Include Aboriginal and Torres Strait Islander attitudinal questions into the Qantas Group Engagement Survey
	Organisational Development Manager/Indigenous Programs Adviser/Business Owners	July 2018	Provide 45 skilled volunteering opportunities for people leaders (12 per RAP reporting year) in Qantas within Aboriginal and Torres Strait islander communities through our Aboriginal and Torres Strait Islander partnership portfolio
	RAP Advisory Group	December 2015	Develop and implement a business-wide scorecard for the completion of the online ICCT course and classroom workshops
Create inclusive Aboriginal and Torres Strait Islander events and content throughout the year to celebrate and reflect on Aboriginal and Torres Strait Islander contributions to Qantas and community	RAP Advisory Group	Annually	Implement NAIDOC/National Reconciliation Week (NRW) Event committees with Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander representatives
	Manager Indigenous Partnerships & Reconciliation Community	June 2015	Company-wide distribution of the Elevate RAP via website and print
	Manager Indigenous Partnerships & Reconciliation/Manager Diversity & Inclusion	June 2016	Showcase NRW on all flights through inflight announcements, hold at least 2 internal and 2 external NRW events during NRW, and register all NRW events on Reconciliation Australia's NRW website
	Manager Indigenous Partnerships & Reconciliation/Manager Diversity & Inclusion	June 2016	All staff and Senior Leadership to provide an <i>Acknowledgement of Country</i> at all public events Maintain and review a list of key contacts for organising a <i>Welcome to Country</i> Develop and implement a Qantas-wide Cultural Protocol document relevant to specific local communities in which we work

Leading Reconciliation Collaboration



We have set out a number of commitments to promote exchanges of ideas, initiatives and processes with our RAP peers, Aboriginal and Torres Strait Islander partners, commercial networks and the community.

We are well placed as the 'Spirit of Australia' with our national reach in urban, regional and international networks to lead collaboration in Reconciliation.



2013 GARMA Festival



ACTION	RESPONSIBLE	TIMELINE	TARGET
<p>Create a platform of events and forums to share the Qantas Reconciliation journey by promoting shared success and the broad impact on the Aboriginal and Torres Strait Islander communities</p>	<p>Community/Aboriginal and Torres Strait Islander Careers@Qantas</p>	<p>2017, 2018</p>	<p>Facilitate a Reconciliation Partnership Forum</p>
	<p>Community/Aboriginal and Torres Strait Islander Careers@Qantas</p>	<p>June 2016, Reported annually</p>	<p>Mentor three organisations on their RAP journey per year</p>
	<p>Manager Indigenous Partnerships & Reconciliation</p>	<p>December 2015, 2016, 2017</p>	<p>Implement Annual Qantas Reconciliation Partnership Forum to collaborate with others to showcase outcomes, best practice and create networks amongst our community partners, key stakeholders and valued customers</p>
	<p>Manager Indigenous Partnerships & Reconciliation</p>	<p>June 2016</p>	<p>Establish an industry working group within our RAP peer networks to share best practice and learnings and discover opportunities across training, employment, procurement</p>
	<p>Manager Indigenous Partnerships & Reconciliation – Aboriginal and Torres Strait Islander Engagement Adviser, Group Manager Sustainability</p>	<p>December 2016, 2017, 2018</p>	<p>Attend three community-led forums per year as keynote contributors relating to Mentoring, Cultural Competency and Aboriginal and Torres Strait Islander Tourism</p>
<p>Promote the Recognise Campaign through customer platforms to increase support for recognition of Aboriginal and Torres Strait Islander peoples in Australia's Constitution</p>	<p>Manager Change, Manager Partnerships & Reconciliation</p>	<p>December 2016</p>	<p>Introduce a Change program for the Recognise Campaign aimed at employees and customers</p>

Creating an Australian Customer Experience



Aboriginal and Torres Strait Islander cultures have been respectfully woven through our uniforms, our aircraft livery and we appreciate the potential of emerging Aboriginal and Torres Strait Islander businesses, artists and partners that have the ability to connect with our customers inflight and on the ground.

Collaboratively, we will continue to capture customer insights, feedback and seek opportunities introduce Aboriginal and Torres Strait Islander inspired products, content and services.

ACTION	RESPONSIBLE	TIMELINE	TARGET
Introduce distinctive Aboriginal and Torres Strait Islander themed experiences for our customers and employees	Manager Customer Experience, Manager Indigenous Partnerships & Reconciliation	January 2016, 2017, 2018	Deliver five distinctively Aboriginal and Torres Strait Islander themed inflight products/content
	Manager Indigenous Partnerships & Reconciliation/ Manager Airports (Regional)	June 2016, 2017, 2018	Deliver five distinctively Aboriginal and Torres Strait Islander themes in regional airport spaces
	Head of Customer Experience	January 2016, 2017, 2018	Deliver two distinctively Aboriginal and Torres Strait Islander themed lounge products
	Manager Aboriginal and Torres Strait Islander Partnerships & Reconciliation	January 2016	Create an engaging suite of inflight and internal content to showcase Qantas' contribution to the Spirit of Reconciliation
	Head of Food & Beverage, Manager Procurement Category	December 2017	Introduce a range of Aboriginal and Torres Strait Islander inspired series of inflight food & beverage



Torres Strait Islander Dancers
2014 Qantas NAIDOC Celebration,
Sydney Domestic Airport

Supporting Aboriginal and Torres Strait Islander Economic Development



At Qantas, we are committed to supporting Aboriginal and Torres Strait Islander economic development and realise the potential value to our supply chain and our customers' experience whilst we encourage Aboriginal and Torres Strait Islander engagement within our current supplier network.

We are also well positioned to promote and support Aboriginal and Torres Strait Islander enterprises through our marketing channels with a strong focus on environment, sustainability and tourism.



Founder of Native Secrets Phil Thompson
Supplier currently featured on the Qantas Store

ACTION	RESPONSIBLE	TIMELINE	TARGET
Develop opportunities to build capacity for Aboriginal and Torres Strait Islander suppliers	Chief Procurement Officer	June 2018	Direct \$1.75 million supply chain spend to Aboriginal and Torres Strait Islander suppliers (\$600,000 in 2016, \$600,000 in 2017, \$550,000 in 2018)
	Manager Product Development, Manager Qantas Store/Duty Free Manager/ Procurement Category Manager	June 2017	Facilitate 5 engagement forums for Aboriginal and Torres Strait Islander businesses and key Qantas teams ranging from Procurement, Loyalty, Customer Experience and Operations in partnership with Supply Nation
	Procurement Category Manager/Manager Indigenous Partnerships & Reconciliation	December 2015	Establish a Supplier Diversity Working Group commissioned by the RAP Advisory Group
	Supplier Diversity Working Group, Chief Procurement Officer	June 2016	Introduce a Qantas Supplier Diversity Charter specifically relating to Aboriginal and Torres Strait Islander engagement for our current and potential suppliers through the tender process
	Manager Indigenous Partnerships & Reconciliation, Manager of Cabin Crew Team, Manager Arts & Community Partnerships, Manager Qantas Store	June 2016	Create a 'Give Back' initiative for our employees and customers to directly contribute to Aboriginal and Torres Strait Islander social enterprises
Create pathways for Aboriginal and Torres Strait Islander enterprises	Manager Qantas Store, Manager Product Development	January 2016	Introduce an Aboriginal and Torres Strait Islander category to the online Qantas Store and In-Sky shopping channels for relevant Aboriginal and Torres Strait Islander suppliers exclusively
	Group Manager Environment & Sustainable Fuel	January 2016	Introduce an Aboriginal and Torres Strait Islander category to the Qantas Sustainable Tourism initiative to facilitate the promotion, sales and distribution of unique Aboriginal and Torres Strait Islander tourism products and experiences
	Group Manager Carbon Strategy	December 2015	Develop a pathway for Aboriginal and Torres Strait Islander enterprises to join the Qantas Carbon Credit initiative
	Head of Tourism Development	March 2016	Sponsor an Aboriginal and Torres Strait Islander category in the State and National Tourism Awards each year

RAP Governance and Reporting

We recognise that the deeper the Qantas RAP strategy can be embedded in core business strategy, the higher the likelihood of successful outcomes. There is a crucial influencing role to focus the attention of key decision makers.

We have outlined a set of objectives below to involve several key structural parts of the business with the aim of securing insight and commitment as we move through our Elevate RAP journey.



Qantas CEO Alan Joyce with CareerTrackers CEO Michael Combs and CareerTrackers interns
2014 Qantas HQ, Mascot, NSW

ACTION	RESPONSIBLE	TIMELINE	TARGET
RAP Advisory Group actively monitors RAP development and implementation of actions, tracking progress and reporting	Manager Indigenous Partnerships & Reconciliation	July 2015	Ensure Qantas RAP Advisory Group has Aboriginal and Torres Strait Islander representation RAP Advisory Group to meet at least four times per year to monitor and report on RAP implementation Appoint an internal RAP Champion from senior management Establish a Terms of Reference for the RAP Advisory Group
Establish an external Aboriginal and Torres Strait Islander RAP Advisory Group to provide cultural guidance and benchmark achievements against the wider social agenda	Manager Indigenous Partnerships & Reconciliation	December 2015	External RAP Advisory Group to meet three times a year
Establish a formal RAP Ambassadors network to champion RAP objectives across the Qantas Group	Manager Indigenous Partnerships & Reconciliation	December 2015	RAP Ambassadors to meet quarterly and participate in significant Aboriginal and Torres Strait Islander events
Report achievements, challenges and learnings	Manager Indigenous Partnerships & Reconciliation	July 2016, 2017, 2018	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually
	Manager Indigenous Partnerships & Reconciliation	February 2017	Produce Annual RAP Report
	Manager Diversity & Inclusion	December 2016	Participate in the RAP Barometer Survey
	Manager Diversity & Inclusion	December 2016	Develop an Aboriginal and Torres Strait Islander Social Impact Report for internal and external distribution
Report achievements, challenges and learnings	Manager Indigenous Partnerships & Reconciliation	Annually	Create a tool/system to track, measure and report on RAP progress Complete half-yearly Diversity & Talent dashboard Report on RAP progress and implementation to Diversity Council and Talent Council twice per year
Review, refresh and update Qantas RAP (responsibility)	Manager Indigenous Partnerships & Reconciliation	July 2018	Review, refresh and update Qantas RAP based on achievements, challenges and learnings of previous RAPs Submit to Reconciliation Australia for review and endorsement

Qantas Partners



**Manager Indigenous Partnerships
& Reconciliation Qantas Airways**
10 Bourke Road, Mascot NSW 2020
(02) 9691 2541



Document produced by Qantas, in partnership with Balarinji.

The artwork featured throughout this Plan interprets the Paddy Nyunkuny Bedford painting *Medicine Pocket*, which was the base art for the Balarinji-designed Qantas Boeing 737-800 *Mendoowoorji*. *Mendoowoorji* is the newest Aboriginal and Torres Strait Islander livery in the Qantas fleet, launched in November 2013.

Balarinji is a long-time design partner of Qantas, and has created all four Qantas 'Dreaming' 747 and 737 aircraft art, the first in 1994.