



QANTAS ELEVATE RAP

Interim Reconciliation Action Plan

January 2021 – March 2022

Acknowledgement of Country

We acknowledge the Aboriginal and Torres Strait Islander Traditional Custodians of the land on which we work, live and fly.

We pay respect to Elders past, present and emerging.



Our commitment

At Qantas, we strive to reflect the spirit of Australia. That spirit isn't 200 years old. It's over 60,000 years old.

It's an unbelievably vast history of people, culture and knowledge.

Through our Reconciliation Action Plan (RAP), we seek to honour that knowledge, celebrate those cultures, and make amends for past wrongs.

That's not just our responsibility as a leading Australian company and the national carrier.

That's our responsibility as a group of people, who are lucky enough to live and work on these lands and in these skies.

The impact of COVID-19 on the Qantas Group meant we were unable to launch the next iteration of our Elevate RAP in 2020.

While the COVID crisis has compelled the Group to restructure much of its business, one thing that won't change is our commitment to advancing national reconciliation, including our RAP and the Elevate RAP cohorts' obligations.

And, for the first time, we're expanding our RAP to include actions for all parts of the Qantas Group, including Jetstar.

As the business recovers, this Interim RAP will play a role in ensuring the Qantas Group remains committed to reconciliation and building a more inclusive society for all.



Alan Joyce
Qantas Chief Executive Officer



Reconciliation Australia CEO statement

On behalf of Reconciliation Australia, I am pleased to see Qantas sustain its commitment to reconciliation through this interim plan.

We understand the significant challenges posed by COVID-19 over the past twelve months and the unique impact it is having on the tourism sector.

While the pandemic disrupted the launch of Qantas' new RAP, they remain an important leader in the RAP network and a highly valued partner for Reconciliation Australia.

We are pleased to see Qantas' continued commitment to driving reconciliation outcomes through this plan, despite these challenges. We are working to support Qantas through the pandemic by providing a formal extension to the RAP until March 2022.

Qantas will retain its place in the Elevate cohort during this extension period and we look forward to its continued engagement in the program.



Karen Mundine
Reconciliation Australia Chief Executive Officer



**RECONCILIATION
ACTION PLAN**

ELEVATE

Our vision for reconciliation

Our vision for reconciliation is a shared national identity that celebrates the knowledge and cultures of Aboriginal and Torres Strait Islander Australians. This will be achieved through social, economic and cultural inclusion of Aboriginal and Torres Strait Islander people.

Through the RAP, we seek to achieve our vision by:

- Fostering awareness and appreciation of Aboriginal and Torres Strait Islander knowledge and cultures.
- Promoting economic and social inclusion by increasing the diversity of our workforce and supplier base to better reflect the communities we serve.
- Using our relationships and influence to grow the reconciliation movement size and impact.



The five pillars of our RAP

The RAP pillars and actions are an evolution of the pillars we established in our 2015–2018 RAP.

These pillars are the foundation for building our vision, and are underpinned by the values of respect, creating opportunities, building positive relationships for influence, and ensuring accountability through strong governance.



How to navigate our RAP

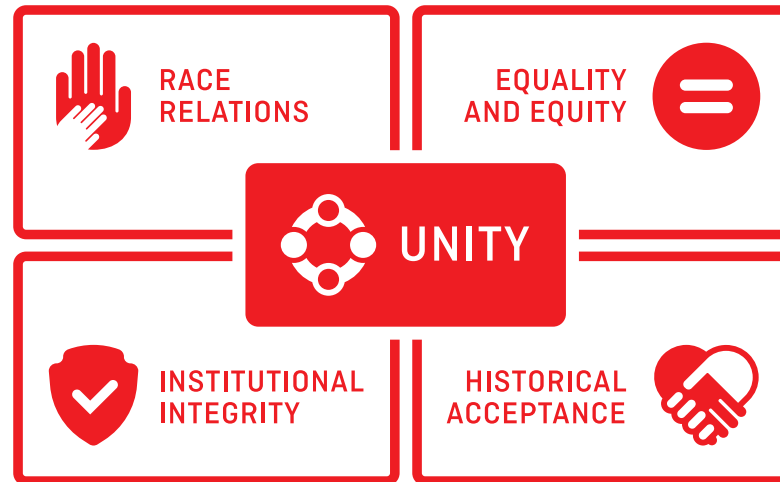
Our RAP actions are designed to provide direction and ambition, while being broad enough to allow innovation and flexibility in response to emerging opportunities in our business and the external environment.

Throughout our RAP, all actions, targets and accountabilities with the prefix 'Group' include Jetstar.

RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

Reconciliation Australia's vision of reconciliation is based and measured on five dimensions.

Each of the actions in our RAP are aligned to Reconciliation Australia's dimensions.









1. SUSTAINABLE ABORIGINAL AND TORRES STRAIT ISLANDER CAREERS

Sustainable, meaningful employment is critical to our vision for reconciliation. Through our career and development opportunities, we aim to remove barriers to employment and promotion, and to empower Aboriginal and Torres Strait Islander people to contribute meaningfully within their communities and in the workplace.

STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
External partnerships	1. Partner with organisations to build an external pipeline of Aboriginal and Torres Strait Islander talent into the Qantas Group	<ul style="list-style-type: none"> Maintain current partnerships with Aboriginal and Torres Strait Islander-led organisations, e.g. Career Trackers, Australian Indigenous Education Foundation (AIEF) and Clontarf 	<ul style="list-style-type: none"> Group Head of Inclusion and Diversity Partnerships Manager 	
Attraction	2. Continuously improve our employment strategy to increase Aboriginal and Torres Strait Islander recruitment across the Qantas Group, with a focus on participation beyond entry-level roles	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employment strategy formalised in writing and available on the Qantas and Jetstar intranets for recruitment in the future Recruitment materials updated to reflect findings of our Aboriginal and Torres Strait Islander employee value proposition research project for recruitment in the future Participation in external research project on Aboriginal and Torres Strait Islander leadership in corporations 	<ul style="list-style-type: none"> Group Head of Inclusion and Diversity Talent Acquisition Manager 	
	3. Focus on direct entry talent attraction to accelerate Aboriginal and Torres Strait Islander representation in people leadership roles	<ul style="list-style-type: none"> Current partnerships maintained to target and attract talent for recruitment in the future Current and new partnerships leveraged to engage and attract alumni for recruitment in the future Consultation with partners undertaken to understand and address barriers to employment for recruitment in the future 	<ul style="list-style-type: none"> Talent Acquisition Manager Group Head of Inclusion and Diversity Partnership Manager 	
Engagement, retention and pipeline development	4. Refresh and implement Aboriginal and Torres Strait Islander employee engagement and development strategy to drive improved retention of Aboriginal and Torres Strait Islander employees	<ul style="list-style-type: none"> Explore diversity mix of Aboriginal and Torres Strait Islander employees, including specific talent analysis in Qantas Group Talent Review process Barriers to retention and development investigated through listening groups and ongoing engagement conversations with Aboriginal and Torres Strait Islander employees All insights, including data, barriers, feedback and recommendations, shared regularly with relevant internal senior stakeholders, including RAP Executive Steering Committee and Working Group, People Leadership Team and Group Inclusion and Diversity Council 	<ul style="list-style-type: none"> Group Head of Inclusion and Diversity Senior Manager, Executive Talent and Programs 	
	5. Seek and incorporate feedback about Aboriginal and Torres Strait Islander employees' experiences at Qantas Group	<ul style="list-style-type: none"> Two listening groups conducted annually, with Aboriginal and Torres Strait Islander employees from all business units. Feedback sought on experiences of inclusion, exclusion and discrimination in order to continuously improve company policies Aboriginal and Torres Strait Islander employee feedback survey implemented annually Ensure all engagement surveys strive to understand the experiences of our Aboriginal and Torres Strait Islander employees Feedback presented to RAP Committee and Group Inclusion and Diversity Council Evaluate all feedback and evolve approach based on findings 	<ul style="list-style-type: none"> Group Head of Inclusion and Diversity 	
	6. Support networking and peer support for Aboriginal and Torres Strait Islander employees	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employee network (Daramu) engagement facilitated by Qantas Inclusion and Diversity team 	<ul style="list-style-type: none"> Group Head of Inclusion and Diversity 	




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STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
Attraction and development	7. Support the next generation of Aboriginal and Torres Strait Islander pilots	<ul style="list-style-type: none"> Provide strategic advice on the design of the Australian Indigenous Aviation Foundation (AIAF) training program 	<ul style="list-style-type: none"> Manager, Qantas Group Future Pilot Program and Academy 	 
	8. Qantas Group Future Pilot Program (Qantas Group Pilot Academy and University stream)	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employee numbers monitored and reported Mentoring relationships reviewed with an Aboriginal and Torres Strait Islander lens Leveraging the Aviation Ambassador program (when developed) where Aboriginal and Torres Strait Islander pilots spend time in local communities and online presence 	<ul style="list-style-type: none"> Manager, Qantas Group Future Pilot Program and Academy 	 
	9. Support Aboriginal and Torres Strait Islander leadership development	<ul style="list-style-type: none"> Track and report Aboriginal and Torres Strait Islander participation in Qantas Group leadership programs provided 	<ul style="list-style-type: none"> Group Head of Inclusion and Diversity 	 





2. ABORIGINAL AND TORRES STRAIT ISLANDER ECONOMIC DEVELOPMENT

A key part of our vision for reconciliation is the economic inclusion of Aboriginal and Torres Strait Islander people. We recognise the mutual benefit of doing business with Aboriginal and Torres Strait Islander suppliers.

STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
Capability and awareness	10. Partner with Supply Nation and Business Council of Australia (BCA) to support growth of the Aboriginal and Torres Strait Islander business sector	<ul style="list-style-type: none"> For life of RAP, membership of Supply Nation is maintained Continue consultation with BCA and RAP Elevate cohort who are committed to the <i>Raising the Bar</i> initiative 	<ul style="list-style-type: none"> Partnerships Manager Aboriginal and Torres Strait Islander Procurement Lead 	
Procurement target	11. Develop, implement and continuously improve our Aboriginal and Torres Strait Islander Group Procurement Strategy	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander Procurement Strategy reviewed and approved annually Procurement will explore opportunities to include Aboriginal and Torres Strait Islander procurement education session in Group Procurement Town Halls 	<ul style="list-style-type: none"> Group Chief Procurement Officer Group Aboriginal and Torres Strait Islander Procurement Lead 	
	12. Procure goods and services from Aboriginal and Torres Strait Islander-owned businesses to achieve 3% of contestable spend by FY24	<ul style="list-style-type: none"> 1% of FY21 contestable spend with Aboriginal and Torres Strait Islander businesses Average of 21% (or more) carbon credits (units) purchased annually for our Fly Carbon Neutral program (customer offset program) will be purchased from Aboriginal and Torres Strait Islander-owned and operated carbon offset projects. (This excludes carbon offsets sold to customers under the Qantas Future Planet program) 	<ul style="list-style-type: none"> Group Management Committee Group Chief Procurement Officer Group Aboriginal and Torres Strait Islander Procurement Lead Executive Manager, Sustainability 	

3. CULTURAL INCLUSION AND CELEBRATION







We want to foster a shared national identity where Australians take pride in our Aboriginal and Torres Strait Islander heritage and contemporary cultures. This is critical to our reconciliation vision of a shared national identity, grounded in social and cultural inclusion.

STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
Acknowledgement of Country and Welcome to Country	13. Continue to embed Acknowledgement of Country and Welcome to Country protocols	<ul style="list-style-type: none"> • Qantas Group protocol guide reviewed and updated in line with current best practices; includes Traditional Owners for each port • Promoted annually in internal communications across the Qantas Group • Acknowledgement of Country performed on all domestic and international routes during National Reconciliation Week (NRW) and NAIDOC week • Acknowledgement of Country included in the safety video screened on all Qantas flights where there is a safety video (watch Qantas' safety video) • Group Management Committee members share an Acknowledgement of Country every time they speak publicly 	<ul style="list-style-type: none"> • Chief Corporate Affairs Officer • Partnerships Manager • Head of Brand, Sponsorships and Community • Group Executive Committee 	 
Compliance and governance	14. Principles of non-discrimination are embedded in the Qantas Group Non-Negotiable Business Principles, the Qantas Group Code of Conduct and Ethics and mandatory training	<ul style="list-style-type: none"> • Non-discrimination training is mandatory for all Qantas Group employees • The Qantas Group Non-Negotiable Business Principles and Code of Conduct and Ethics are updated to reflect changes in our operating environment • Our Standards of Conduct Policy applies to all Australian-based Qantas Group employees and covers our standards of expected behaviour and how misconduct is managed. This makes clear reference to discrimination on the grounds of race 	<ul style="list-style-type: none"> • Group Executive, Strategy, People and Technology • Group Head of Inclusion and Diversity 	 






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STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
Awareness and engagement	15. Deliver multi-channel NRW campaign to promote positive relationships between Aboriginal and Torres Strait Islander people and non-Indigenous people	<p>NRW Internal</p> <ul style="list-style-type: none"> • Announcements in all employee e-newsletter • RAP Committee participation in NRW events <p>NRW External</p> <ul style="list-style-type: none"> • NRW TVC on inflight entertainment and Wi-Fi • Explore inclusion of bespoke videos about Qantas' Aboriginal and Torres Strait Islander partners or RAP program in Qantas-owned channels 	<ul style="list-style-type: none"> • Partnerships Manager 	
	16. Promote reconciliation and NRW to Qantas customers	<ul style="list-style-type: none"> • Provide contra marketing support to Reconciliation Australia's NRW campaign 	<ul style="list-style-type: none"> • Partnerships Manager 	
	17. Deliver multi-channel NAIDOC Week campaign to promote Aboriginal and Torres Strait Islander success including internal National NAIDOC Week Awards	<p>NAIDOC Internal</p> <ul style="list-style-type: none"> • Announcements in all-staff e-newsletter • Qantas RAP Working Group members participate in external NAIDOC Week events <p>NAIDOC External</p> <ul style="list-style-type: none"> • NAIDOC TVC and content inflight and Wi-Fi • Explore inclusion of bespoke videos about Qantas' Aboriginal and Torres Strait Islander partners or RAP program in Qantas-owned channels 	<ul style="list-style-type: none"> • Group Head of Inclusion and Diversity • Partnerships Manager 	
	18. Develop and implement internal RAP communications plan to show-case engagement opportunities for staff and RAP success stories	<ul style="list-style-type: none"> • Communications plan developed • 'RAP on a page' provided to all business units • RAP webpage on Qantas and Jetstar intranets updated 	<ul style="list-style-type: none"> • Partnerships Manager • Chief Corporate Affairs Officer 	
Capability and accountability	19. Refresh Qantas Group Aboriginal and Torres Strait Islander cultural competency learning strategy based on learning needs of different business units and role types	<ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander cultural competency training strategy refreshed (including online training course) and signed off annually • Review of Group-wide cultural learning needs conducted and incorporated into strategy 	<ul style="list-style-type: none"> • Group Head of Inclusion and Diversity 	
	20. Implement Aboriginal and Torres Strait Islander cultural awareness learning to foster an inclusive environment for Aboriginal and Torres Strait Islander employees	<ul style="list-style-type: none"> • Online Cultural Awareness learning is available to 100% of Qantas Group Australian based employees • 100% of RAP Executive Steering Committee and Working Group members have completed face-to-face cultural competency learning • Regular promotion of online learning through employee communications channels at relevant times with measurement of progress and forecast insights • Refresh internal online knowledge site to provide education, resources and support to all employees to drive reconciliation 	<ul style="list-style-type: none"> • Group Head of Inclusion and Diversity 	



4. CREATING AN AUSTRALIAN CUSTOMER EXPERIENCE

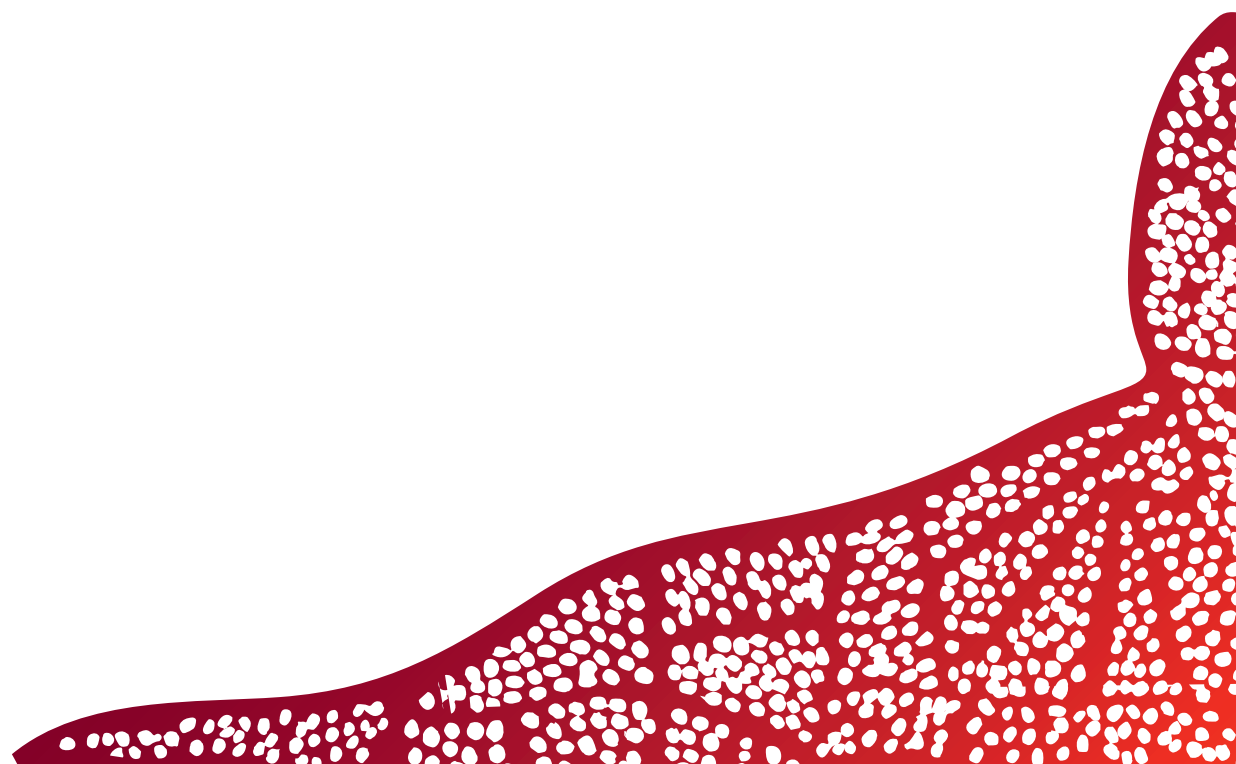
Aboriginal and Torres Strait Islander cultures are integral to the Spirit of Australia and we seek to amplify this throughout our customers' journeys.

STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
Collaborate with Aboriginal and Torres Strait Islander communities	21. Collaborate with Aboriginal and Torres Strait Islander people and communities to amplify Aboriginal and Torres Strait Islander knowledge and cultures along our customer journey	<ul style="list-style-type: none"> • Two Flying Art liveries maintained • Partnership with Bangarra Dance Theatre maintained and promoted on Qantas channels at least twice annually • Explore PR opportunities to connect customers and the public to Aboriginal and Torres Strait Islander communities, e.g. Emily Joy Flight, including Uluru • Sponsorship support to Aboriginal and Torres Strait Islander tourism organisations-maintained, e.g. sponsorship of the World Indigenous Tourism Summit (WAITOC postponed 2020 event till end of Nov 2021) 	<ul style="list-style-type: none"> • Chief Marketing Officer • Partnerships Team 	
Promote Aboriginal and Torres Strait Islander knowledge and cultures	22. Promote Aboriginal and Torres Strait Islander knowledge and culture through Qantas-owned channels and external channels	<ul style="list-style-type: none"> • Increase Aboriginal and Torres Strait Islander representation across major Qantas brand advertising • Aboriginal and Torres Strait Islander content to feature in Qantas Group inflight magazines • Include Aboriginal and Torres Strait Islander content in new releases inflight across film, TV or audio content • Aboriginal and Torres Strait Islander tourism experiences promoted on Qantas-owned channels • Qantas website updated to include content about Aboriginal and Torres Strait Islander tourism, including common cultural protocols 	<ul style="list-style-type: none"> • Chief Marketing Officer • Partnerships Manager • Executive Manager, Customer Product and Service 	
Integrate Aboriginal and Torres Strait Islander services and products into the onboard customer journey	23. Showcase Aboriginal and Torres Strait Islander products and content across inflight service items, food and beverage, and lounge spaces	<ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander businesses, brands and/or ingredients are sought for all new initiatives and projects • Reconciliation News is offered in all lounges (two editions annually) 	<ul style="list-style-type: none"> • Executive Manager, Customer Product and Service 	

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Aboriginal and Torres Strait Islander cultures are integral to the Spirit of Australia and we seek to amplify this throughout our customers' journeys.

STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
Collaborate with tourism organisations	24. Collaborate with Aboriginal and Torres Strait Islander people and communities to amplify Aboriginal and Torres Strait Islander knowledge and cultures along our customer journey	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander tourism support is a biannual agenda item at Qantas partnership meetings with state and national tourism authorities Aboriginal and Torres Strait Islander tourism forms a part of our shared marketing plans with state and national tourism authorities 'always on' deliverables (specific channels and outputs will vary by state) 	<ul style="list-style-type: none"> Chief Marketing Officer 	
Promote responsible tourism	25. Educate customers about responsible tourism as it pertains to Aboriginal and Torres Strait Islander country and cultures	<ul style="list-style-type: none"> Explore opportunities to include articles across Qantas-owned channels about responsible Aboriginal and Torres Strait Islander tourism 	<ul style="list-style-type: none"> Partnerships Manager 	



5. COLLABORATION AND ACCOUNTABILITY

Reconciliation is a national effort and we're excited about the growth of the RAP community. We continue to share learnings with the RAP community, both informally and through Reconciliation Australia's reporting processes.

STRATEGIC GOAL	ACTION	DETAIL	ACCOUNTABLE	ALIGNMENT
Participation and collaboration	26. Participate in business/ Aboriginal and Torres Strait Islander engagement networks	<ul style="list-style-type: none"> Engage with Leadership Cohort (i.e. Stretch and Elevate) Participate in collaborations led by the BCA, Supply Nation and other similar organisations e.g. <i>Raising the Bar</i> initiative Contribute to collaborative initiatives and projects (e.g. advocacy for constitutional reform, anti-racism campaigns) Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism 	<ul style="list-style-type: none"> Head of Brand, Sponsorship and Community Group Head of Inclusion and Diversity 	
Governance and reporting	27. Participate and report on internal and external reports e.g. RAP Impact Measurement Survey	<ul style="list-style-type: none"> RAP Impact Measurement questionnaire completed annually, by end of September Participate in the Workplace Reconciliation Barometer (WRB) Quarterly meetings with Reconciliation Australia to share Qantas RAP updates RAP traffic light progress report provided to RA ahead of every quarterly meeting 	<ul style="list-style-type: none"> Partnerships Manager 	
Leader accountability	28. Drive leader accountability for RAP implementation	<ul style="list-style-type: none"> Dynamic dashboard to provide quarterly reports in Aboriginal and Torres Strait Islander employment, procurement, cultural competency and other key actions Qantas Group Executive leaders' performance goals for Aboriginal and Torres Strait Islander employment, procurement and cultural competency (subject to increased operations and employees being stood up) Group Steer-co meetings (Exec, RAP working group, Jetstar Aboriginal and Torres Strait Islander working group, GMC and Group Inclusion and Diversity Council) to continue (subject to increased operations and employees being stood up) 	<ul style="list-style-type: none"> Group Head of Inclusion and Diversity/ Procurement Lead Chair, RAP Executive Steering Committee Partnerships Manager 	



© Artistic Work
Estate of Emily Kame Kngwarreye



Document produced by Qantas.

The artwork featured throughout the plan interprets the 1991 artwork *Yam Dreaming*, painted by the late artist, Emily Kame Kngwarreye. This work is the base art for the Balarinji-designed Qantas Boeing 787 Dreamliner, *Emily*.

The painting captures the essence of the yam plant, an important symbol in Emily's Dreamtime story, and an important food source in her home region of Utopia, 230 kilometres north east of Alice Springs.

Yam Dreaming has been conceptualised by design studio, Balarinji, and for just the second time in our history, the iconic tail is included in the design, with our trademark red tail adapted to match the earthy red tones and white dotting technique of the original piece.

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.

