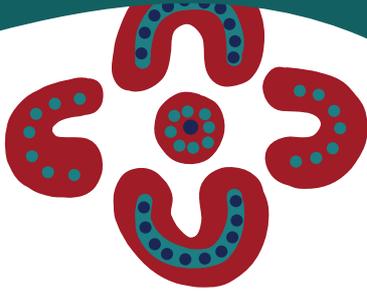


Reconciliation
Action Plan

Innovate

July 2021 – July 2023



ACKNOWLEDGEMENT OF COUNTRY

*Boorloo Worlak Kornt kaadatj Aboriginal wer
Torres Strait Islander Moort Australia boodja-k.*

*Ngalak Noongar boodja-k Wadjak moort-ak
warniny wer kaadatj baalang malayin
noyinang boodja-k. Ngalak Noongar
Birdiya-k wer baalabang nakolak wer
malayin Boorloo-k kaaradjiny.*

Perth Airport acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of Australia. We operate on the traditional lands of the Whadjuk people of the Noongar Nation and respect their ongoing cultural connection to this region. We value the insights and guidance of the Noongar signatories to the Perth Airport Partnership Agreement, as we work together to preserve and honour this connection.

ABOUT THE ARTWORK

This artwork is a visual representation of the journey of reconciliation across the nation, but also representing everyone's individual personal journey with reconciliation.

The bottom in red represents the journey, the ground work of what we need to do as a nation. The personal journey for reconciliation is not an easy road and isn't always smooth sailing, so I wanted to use this symbol to represent that.

The green section is about the acknowledgement of Aboriginal and Torres Strait Islander peoples and the barriers we as people have faced since colonisation and continue to face.

The circle in the middle represents the moon, whilst it gives you direction amid darkness. It will leave you for a new day where you must find your own way. The moon (father), guides you in important times and will show you the way of walking on country. When he's at his fullest, he's showing you the way. With the RAP for Perth Airport, it is showing you the way you need to walk with Aboriginal people as one and after a while you're going to be able to do it yourself.

Symbols surrounding the moon represent the Noongar groups and people coming together and uniting.

The white lines in the background are a visual representation of each person's individual journey coming in and going out.



ABOUT THE ARTIST

My name is Jarni McGuire, and I was born and raised in Noongar country; a Whadjuk, Ballardong and Yued woman living in Boorloo (Perth).

I am a contemporary Noongar artist and designer who loves to bring our traditional stories and art into a modern world by running 'JARNI Creative'.

My inspiration is found in my culture, using my language and listening to my Elders by hearing their stories, asking questions and following Noongar protocols. My father (Morris McGuire) is the one I seek knowledge from and as an artist, I am constantly inspired by the artwork my father produces.

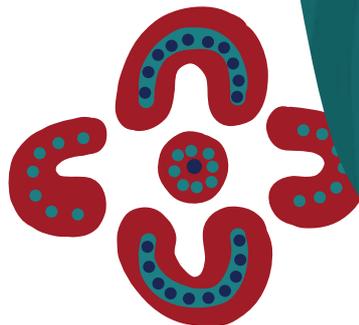
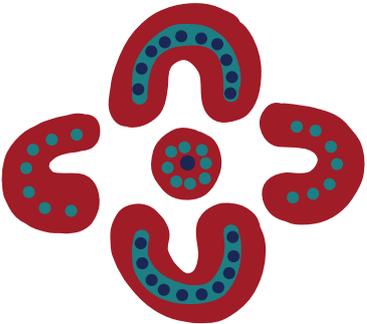
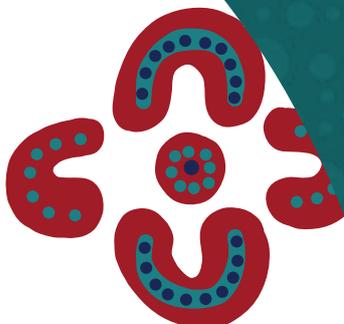
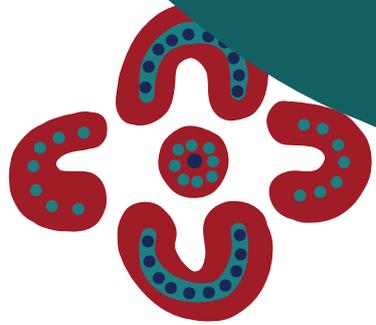
LANGUAGE

The Whadjuk / Wadjak language used in this RAP is the work of Sharon Gregory of Koort-kadak Consultancy. Sharon is a Noongar woman who works as a Noongar language teacher and consultant in the Perth-Fremantle area. She teaches in the Noongar language and provides translation services to schools, councils, businesses and private entities. Sharon has published a Noongar / English dictionary and her aim is the "passing of Noongar knowledge, culture, spirit and Dreaming through Noongar language".

All translations in the RAP were made by Sharon, using the Marribank Orthography. This orthography was based on historical records and a series of Noongar language and culture meetings that took place in the South-west over a period of twelve years from the mid 1980s. It was at the 1997 meeting at Marribank (formally an Aboriginal Mission) that an agreement was made on a standard orthography to be used for teaching in schools.

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Our Vision for Reconciliation

Perth Airport acknowledges the strong cultural and spiritual connection that the Whadjuk people and other members of the Noongar Nation have to the airport estate. Reconciliation is about connections and our vision for our inaugural Reconciliation Action Plan (RAP) is to connect with the First Nations peoples of Australia in genuine and meaningful ways.

We will work together to develop a shared understanding of both the educational and economic challenges that many Aboriginal and Torres Strait Islander peoples face today and the steps that we can take to instead create opportunities. We will continue to promote the ancient and storied cultures of First Nations peoples and take advantage of the opportunity that reconciliation creates to bring all Australians together.

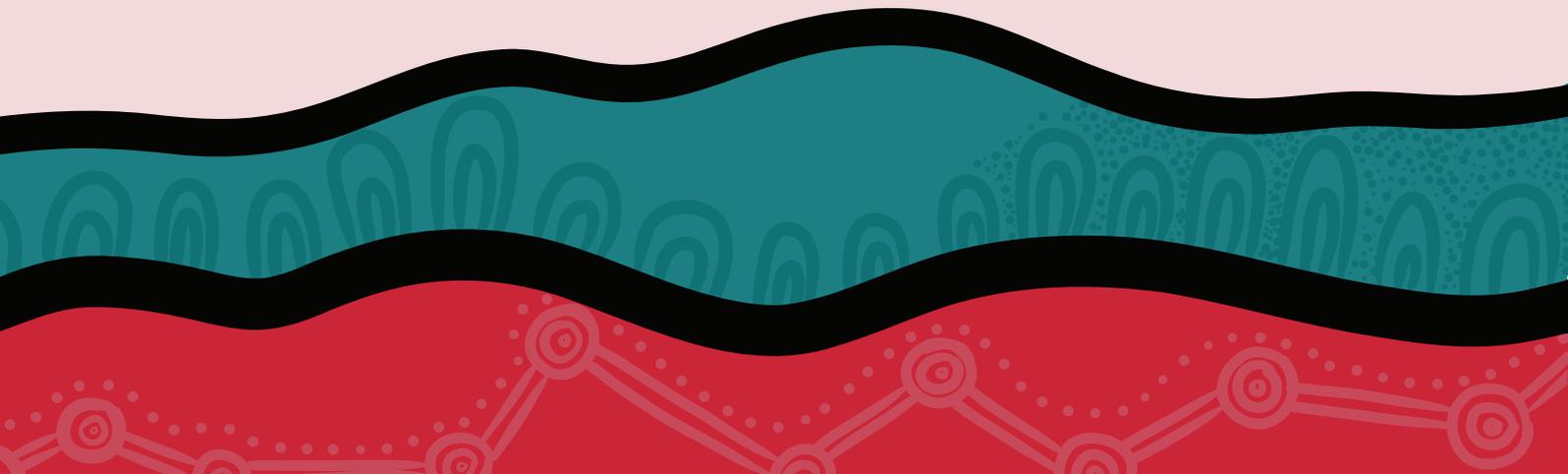
Our values are to:

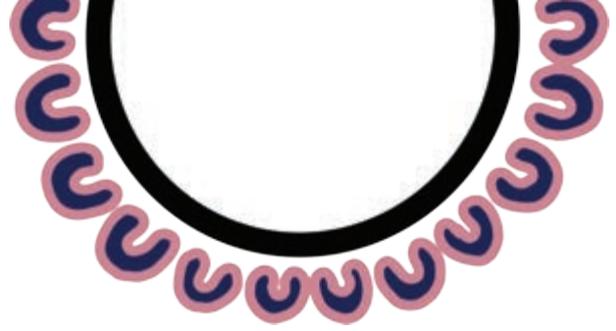
- Listen,
- Keep promises,
- Work as one community, and
- Be curious and continuously learn.

Our goals are to:

- Develop a shared understanding,
- Build our knowledge of culture and history,
- Contribute to keep culture alive,
- Reflect and respect culture in the development of the estate,
- Provide procurement and contracting opportunities,
- Provide employment opportunities,
- Respect Aboriginal and Torres Strait Islander peoples,
- Help educate the broader community.

Perth Airport will continue to improve our relationship with both Whadjuk, Noongar and other Aboriginal and Torres Strait Islander peoples. We will embed education and continuing cultural change within our organisation in order to develop a new cohort of cultural allies. We will leverage our position as an international airport to help educate the local and international community and become leaders in supporting the celebration and preservation of Aboriginal and Torres Strait Islander cultures.





Message from Perth Airport CEO

Airports are about connections. We connect people, families, communities, businesses. Those connections span across regions, states and international borders. We create opportunities. We bring people together.

Perth Airport sits on the traditional lands of the Whadjuk people of the Noongar Nation. It once formed part of their traditional travelling networks.

Today we are a part of a modern travelling network – one that takes Western Australians to all parts of the globe and also welcomes the people of the world to our home.

For international and interstate visitors, our airport should be the first point of connection to the vibrant and unique cultural heritage of our state's Aboriginal peoples.

In recent years this aspiration has increasingly driven our thinking and planning: how can we - as an airport - showcase, celebrate and reflect the deep historical, cultural and spiritual ties that First Nations' Australians have to the lands and waters we now all call home.

This ethos was central to our recently completed 'skybridge', which links our Terminal 1 to the new Airport Central train station.

We simply could have built a functional bridge that would have given visitors a safe and sheltered, albeit unimaginative walking path to connect them to the next part of their own personal travelling network.

Instead we chose to use this opportunity to connect with local Noongar families by working with them to install a unique soundscape to reflect the significance of the *Derbarl Yerrigan* (the Swan River) and Wadjak Boodja (Whadjuk Country) and their personal experiences of this place. We hope to encourage visitors to immerse themselves in the extraordinary array of Aboriginal cultural experiences that Western Australia has to offer.

The bridge has also been given the appropriate Noongar name *Worl Bidi* (*Worl* meaning sky and *bidi* meaning path) to honour the connections the families feel for these lands.

In doing so, a functional bridge for travellers has become a metaphorical bridge between the modern world of aviation and the ancient world of our First Nations.

This Reconciliation Action Plan recognises that there are more bridges to be built, more paths to walk together, more opportunities to learn, share and connect with each other.

Our journey together has already begun. We commit ourselves to the challenges and opportunities of bringing together the modern and traditional travelling networks for the benefit of all Australians.

Kevin Brown
Chief Executive Officer
Perth Airport



This Reconciliation Action Plan recognises that there are more bridges to be built, more paths to walk together, more opportunities to learn, share and connect with each other.

Message from Reconciliation Australia

Reconciliation Australia commends Perth Airport on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Perth Airport to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Perth Airport will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Perth Airport is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Perth Airport's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Perth Airport on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Implementing an Innovate RAP signals Perth Airport's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Message from the Partnership Agreement Group

The Partnership Agreement was originally signed in 2009 by the CEO of Westralia Airports Corporation [Brad Geatches] and a group of Noongar community leaders and Traditional Custodians [Sullivan Patrick Hume, Victor Warrell, Corrie Bodney, Greg Garlett, Ken Colbung and Phil Prosser].

The agreement was signed during a NAIDOC ceremony officiated by the Minister for Health and Indigenous Affairs (Dr Kim Hames) and it established a steering committee of Noongar Elders to guide the Airport on Aboriginal Heritage matters.



Some of the original members of the Partnership Agreement Group, 2009. (L to R) Brad Geatches, Sullivan Patrick Hume, Phil Prosser, Victor Warrell, Corrie Bodney and Dr Kim Hames (MLA), 2009



Since its origin, the Partnership Agreement Group has grown in size to seven members. The Partnership Agreement Group guides Perth Airport in matters relating to Aboriginal Culture and Heritage.

The Partnership Agreement Group 2020 (L to R) back row: Rebecca Hume, Karen Jacobs, Kelvin Garlett, Violet Bodney; seated: Richard Wilkes, Vita Warrell; front row: Olive Wilkes, Esandra Colbung

We're the oldest, still practicing Indigenous culture on the planet.

Rebecca Hume

Our heritage is invaluable and it's a finite resource. We need to make sure that it is protected.

Keziah Jacobs-Smith

We're connected to the Elders that came before us and the ones coming up.

Kelvin Garlett

Heritage is really important to us, it's our spiritual connection to the land and our ancestors which must be respected.

Violet Bodney

It's our land, let's share it together. Let's walk down that long road together. Our heritage must always be protected by our people.

Richard and Olive Wilkes

It comes down to respect.

Vita Warrell

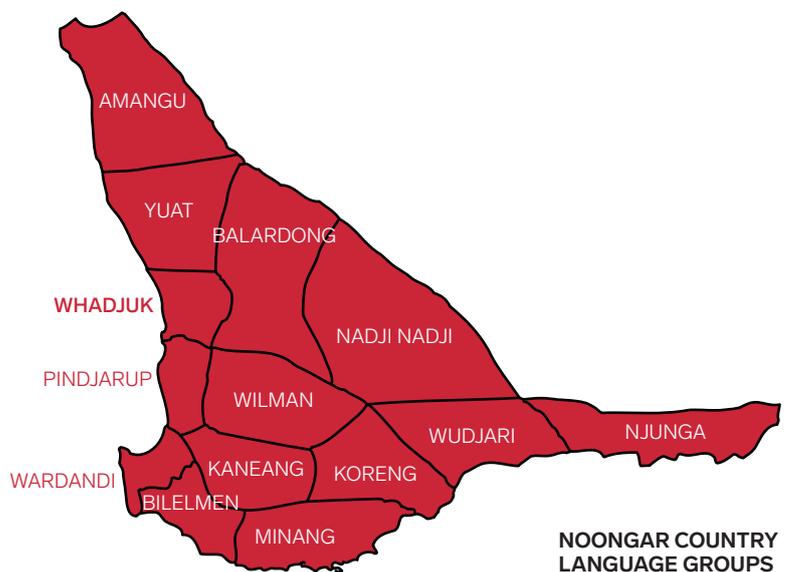
Acknowledging the First Peoples of this land we come together on. Creating pathways whilst learning from the journeys of our ancestors. Preservation of the oldest living culture in the world. Respecting one another.

Esandra and Lalita Colbung

The Perth Airport Estate

Perth Airport is located on the traditional lands of the Whadjuk People, a dialect group of the Noongar Nation. Whadjuk are the Traditional Custodians of the Derbal Yerrigan [Swan River], its tributaries and surrounding hills, wetlands and flood plain. Noongar Country encompassed the entire south-western region of Western Australia and is now divided into 14 language groups

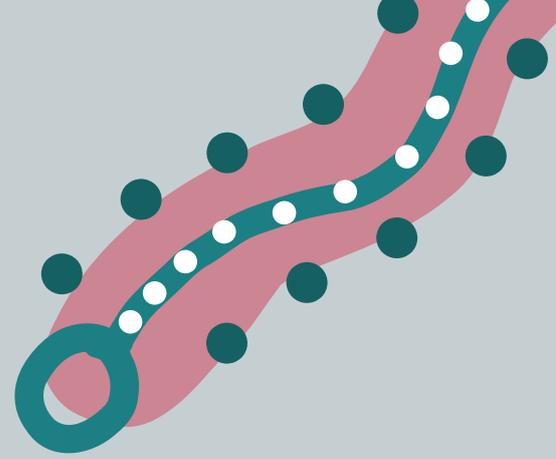
The Perth Airport estate contains sites that once formed part of the traditional travelling networks for Whadjuk. These sites were utilised as meeting places, campgrounds, hunting areas and Lore grounds. They were created during the *Nyitting*, the Dreaming or creation time, by the *Waakarl* (Rainbow Serpent) and remain important to Whadjuk People and the wider Noongar Community to this day. There are also contemporary sites on the estate; sites that were used as base camps for resistance against colonisation, a government run Aboriginal Reserve and bushcamps. Many of these sites are listed on the Aboriginal Heritage Inquiry System maintained by the State Government's Department of Planning, Lands and Heritage (DPLH).





Perth Airport Estate

Our Business



Perth Airport is Australia's Western Hub linking Western Australia to the world. It operates 24 hours a day, seven days a week, and occupies a position as one of the most important infrastructure assets in Western Australia. As the fourth-largest airport in Australia by passenger volume, Perth Airport is usually serviced by more than 30 international, interstate and intrastate airline partners that operate to more than 50 destinations.

The COVID-19 outbreak has had a catastrophic and immediate impact to the entire aviation sector. Perth Airport has not been immune to this with international and interstate passenger numbers and air services being dramatically impacted. However, Perth Airport continues to operate and plan for the future in order to provide economic, social and cultural benefits for Western Australians by connecting people, business and communities.

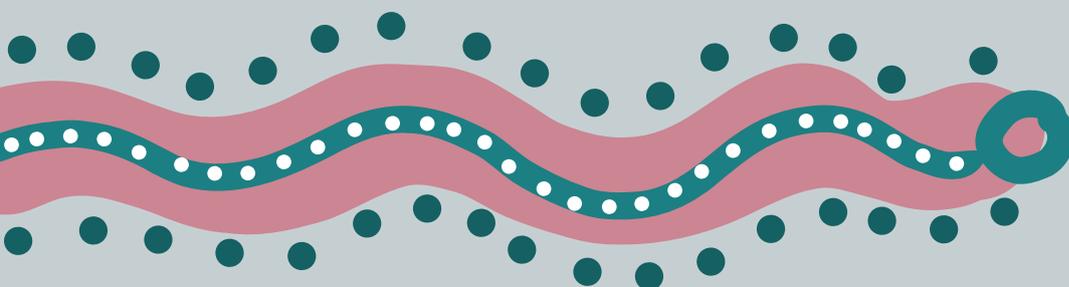
Perth Airport employs 274 people (244 full-time and 30 flexi-time employees) across a broad range of career paths, including one full-time staff member who identifies as Aboriginal. Additionally, Perth Airport is currently hosting an Indigenous Apprentice on a full-time basis as an electrician for a six-month period and has recruited three Indigenous School Based Trainees.

Within Australia, Perth Airport provides an access point to Western Australia from interstate locations and serves as the central transportation hub for regional destinations, such as significant mining regions and popular tourist destinations. The airport is a vital link in the Western Australian resources sector supply chain, providing connectivity for the fly-in fly-out workforce and for Western Australians who live in remote communities.

Internationally, Perth Airport is strategically located for access to Southeast Asia, the Middle East, Europe and Africa. Perth Airport's contribution to employment, business, education, freight and tourism are significant. For example, approximately 93 per cent of people visiting Western Australia arrived by air and contributed more than \$4.1 billion to the Western Australian economy in 2018.

Perth's metropolitan and wider communities are inextricably linked to Perth Airport as the distances between major population centres within the State make air travel and the airport indispensable to the people of Western Australia and to the State's economic, social and cultural development. The airport provides a vital link to Perth for remote Aboriginal communities, allowing access to the health and education services based in the metropolitan area as well as employment opportunities.

At 2,105 hectares, the Perth Airport estate is large enough in size to support Western Australia's demand for commercial aviation services for many decades. Land not required for aviation purposes can be used for commercial and industrial purposes.



Our Reconciliation Journey

This Innovate RAP will be Perth Airport's first Reconciliation Action Plan and the next important step that our organisation will take in our journey to reconciliation.

In 2009, Perth Airport entered into the Partnership Agreement with members of six Noongar families. This group was established to guide the Airport's ongoing engagement with the Aboriginal Community and to help promote cultural awareness and understanding within the organisation and to our customers. As part of this agreement, Perth Airport made commitments to:

- Meet with the Partnership Agreement Group (PAG) at least three times a year.
- Include Traditional Custodians and other Aboriginal Elders in the land use planning process.
- Implement an annual schedule of events to celebrate and enhance awareness of Aboriginal heritage and culture at Perth Airport.
- Continue to undertake activities in a manner that complies with heritage legislation.
- Continue to make Munday Swamp available for cultural purposes.
- Sponsor projects to benefit the local Aboriginal community.
- Employ members of the Aboriginal Community in cultural heritage awareness and land management planning activities.
- Provide scholarships for Aboriginal students undertaking university study.

To this end Perth Airport has strived to increase its engagement with the Noongar community and increase its support of Aboriginal focused or led programs and activities every year. NAIDOC Week celebrations are held every year, including Welcome to Country ceremonies, dancing, art exhibitions, cultural activities for staff and

much more. Cultural ceremonies are also included in other events at the airport and a Welcome to Country Statement has been installed at the airport terminals. Aboriginal art is also displayed throughout the terminals and Perth Airport office buildings and the airport regularly purchases pieces to add to the corporate collection.

Perth Airport encourages the commercial businesses within the terminals to stock Noongar and Aboriginal owned brands and products. Kirrikin, an Indigenous luxury resort wear store, opened in Terminal 4 in 2020. Featuring the design of Aboriginal artists on a wide range of fashion & accessories, Kirrikin is a social enterprise with profits going to the artists and their communities. In addition to its own Kirrikin merchandise, the store stocks multiple local Aboriginal brands including Deadly Denim, Gungurra, IndigiEarth, Paperbark Prints and more.

Perth Airport has also been a proud sponsor and supporter of various awards and initiatives such as Aboriginal artist awards (establish and emerging) in the City of Belmont Art and Photographic Awards (2006-2016); the Indigenous Small Business category in the Belmont Business Awards (2008-2018); Naming right sponsor of the Perth Airport WA Tourism Awards which includes awards for Individual Excellence in Aboriginal Tourism and business awards for Cultural and Aboriginal and Torres Strait Island tourism (Tourism Council WA); and the Western Australian Indigenous Tourism Operators Council (WAITOC).

The Perth Airport Aboriginal and Torres Strait Islander Scholarship at Edith Cowan University (ECU) was established in 2009. These scholarships are valued at \$15,000 each and over the last decade \$300,000 has been awarded to Aboriginal and Torres Strait Islander students studying at ECU. The Airport also contributed in-kind support to *The Herbert Mayer Collection of Carrollup Artworks* exhibition at the John Curtin Gallery, at Curtin University.



In 2018 Perth Airport commissioned six Aboriginal artists and five other artists to contribute to the new Perth Airport brand. The new brand is a unique reflection of Western Australia and our journey towards reconciliation. We are in the process of additional measures to increase the visibility of the Noongar Whadjuk language and Aboriginal culture throughout the airport terminals and wider estate.

Our Reconciliation Action Plan

We believe that Perth Airport has a significant role to play in the prosperity and well-being of Western Australia and its people – a role that extends beyond the economic benefits delivered by this major piece of transport infrastructure.

We believe in playing our part in building the social and cultural fabric of our State for the benefit of all Western Australians.

While this is our inaugural RAP, it is a reflection of our continued commitment to reconciliation. We recognise the need to maintain and celebrate Aboriginal heritage and culture. As a gateway to both the State and Australia, we appreciate the unique opportunity to promote the world's oldest continuous culture to our visitors.

Perth Airport understands that reconciliation can only be achieved by establishing a strong partnership founded on equity and truth. Therefore, Perth Airport is committed to developing and delivering the initiatives outlined within this plan in consultation with Aboriginal people, including the Partnership Agreement Group. The reconciliation initiatives defined within this plan are organised around key themes of Relationships, Respect and Opportunities, within an overarching governance, tracking and reporting structure.



Our RAP Working Group



In 2019 the Perth Airport RAP Working Group was established as a first step towards developing the RAP. Members include staff from our Executive, Operations, Corporate Affairs, People and Culture, Finance, Customer and Digital and Projects and Development teams. One member of our RAP Working Group is a proud Noongar woman from the south-west of Western Australia.

The composition of our RAP Working Group is outlined below and in addition to this group, we have numerous RAP Champions across all levels of the wider business, who support the Working Group and advocate for the reconciliation actions by allocating budget and resources where required. Perth Airport RAP Champions include the Chief Executive Officer, Chief Commercial Officer, Chief Projects and Development Officer, General Manager Ground Transport, Head of Approvals, Environment & Heritage, and the Community & Partnerships Program Manager.

Team	Role
Corporate Affairs	General Manager Corporate Affairs
People and Culture	General Manager People & Culture
Operations	OSH Systems & Technical Training Coordinator
Finance	General Manager Procurement, Business Insights & Transformation
Projects & Development	Environment Manager Sustainability Coordinator Heritage & Environment Coordinator
Customer & Digital	Customer Experience Manager
Executive	Chief Commercial Officer

The RAP Working Group will report to the Board through the Executive and to Perth Airport's Safety, Security and Sustainability Committee on an annual basis. We will also track our progress with reports to the Partnership Agreement Group and through working with Reconciliation Australia to report progress and achievements.



Relationships

Perth Airport will continue to build respectful relationships with Aboriginal and Torres Strait Islander peoples by celebrating culture to deliver positive outcomes for the community, tourists, stakeholders and Perth Airport. This is important to our business because reconciliation is dependent on meaningful engagement and authentic relationships.

Action	Deliverable	Timeline	Executive with Responsibility	Nominated Team Member
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations, including the Partnership Agreement Group, to develop guiding principles for future engagement.	July 2022	Chief Projects & Development Officer	Heritage & Environment Coordinator
	b. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2022	Chief Projects & Development Officer	Heritage & Environment Coordinator
	c. Continue to engage with the Partnership Agreement Group.	February, May, August, November (2021, 2022, 2023)	Chief Projects & Development Officer	Heritage & Environment Coordinator
	d. Review the Partnerships Agreement on a yearly basis.	December (2021, 2022)	Chief Projects & Development Officer	Heritage & Environment Coordinator
	e. Continue to foster a relationship with the South West Aboriginal Land and Sea Council (SWALSC) and the Whadjuk Working Party (WWP).	December (2021, 2022)	Chief Projects & Development Officer	Heritage & Environment Coordinator
2. Build relationships through celebrating National Reconciliation Week.	a. Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our team members.	May (2022, 2023)	Chief Projects & Development Officer	General Manager Corporate Affairs
	b. RAP Working Group members to participate in an external NRW event.	27 May – 3 June (2022, 2023)	Chief Commercial Officer	Human Resources Business Partner
	c. Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June (2022, 2023)	Chief Executive Officer	General Manager People & Culture
	d. Organise at least one NRW event each year.	27 May – 3 June (2022, 2023)	Chief Commercial Officer	Human Resources Business Partner
	e. Register all our NRW events on Reconciliation Australia's NRW website.	May (2022, 2023)	Chief Commercial Officer	Human Resources Business Partner

Relationships Reflection

The Partnership Agreement Group

The establishment of the Partnership Agreement Group in 2009 formalised our commitment to fostering a relationship with Traditional Custodians in a manner that acknowledges the importance of the area to the Noongar community and acknowledges the strong link that exists between them and the land on which Perth Airport is located. The Agreement recognises the willingness of the signatories, representing Perth Airport, the Traditional Custodians and other Aboriginal Elders, to engage in good faith for the ongoing development of the airport and Aboriginal heritage.

Action	Deliverable	Timeline	Executive with Responsibility	Nominated Team Member
3. Promote reconciliation through our sphere of influence.	a. Implement strategies to engage our staff in reconciliation.	June 2022	Chief Commercial Officer	General Manager Corporate Affairs
	b. Communicate our commitment to reconciliation publicly.	July 2021	Chief Executive Officer	General Manager Corporate Affairs
	c. Explore opportunities to positively influence our suppliers to drive reconciliation outcomes.	January 2023	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	d. Collaborate with other like-minded organisations to develop ways to advance reconciliation.	January 2022	Chief Commercial Officer	General Manager Procurement, Business Insights & Transformation
4. Promote positive race relations through anti-discrimination strategies.	a. Conduct a review of HR policies and procedures to identify existing equal opportunities provisions, and future needs.	December 2021	Chief Executive Officer	General Manager People & Culture
	b. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on Perth Airport's Equal Opportunity, Discrimination and Harassment Policy.	December 2021	Chief Commercial Officer	General Manager People & Culture
	c. Implement Perth Airport's Equal Opportunity, Discrimination and Harassment Policy.	June 2023	Chief Executive Officer	General Manager People & Culture
	d. Educate senior leaders on the effects of racism.	July 2022	Chief Executive Officer	General Manager People & Culture
	e. Show two documentaries or movies with appropriate themes (anti-discrimination, anti-racism, truth-telling) for staff.	May and November (2021, 2022, 2023)	Chief Commercial Officer	Heritage & Environment Coordinator

Respect

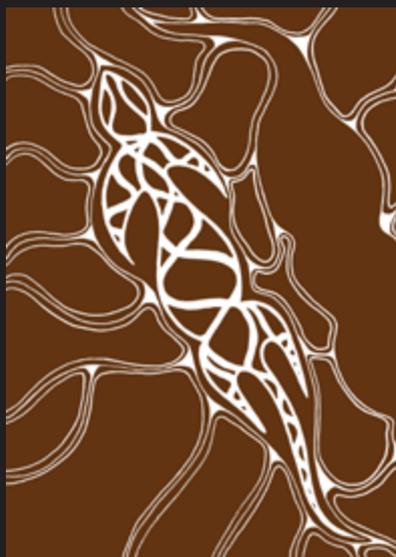
Perth Airport respects the important role Aboriginal and Torres Strait Islander peoples have in the conservation, preservation and continuation of culture. This is important to our business because the land on which Perth Airport is located on is Whadjuk Country. Several archaeological and ethnographic sites have been identified within the airport estate and we are committed to a cooperative approach to celebrating and promoting Aboriginal and Torres Strait Islander cultures, specifically Whadjuk and Noongar, throughout the estate.

Action	Deliverable	Timeline	Executive with Responsibility	Nominated Team Member
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a. Conduct a review of cultural learning needs within our organisation.	July 2021	Chief Commercial Officer	General Manager People & Culture
	b. Consult local Traditional Custodians and other Aboriginal advisors on the development and implementation of a cultural learning strategy.	December 2021	Chief Commercial Officer	General Manager People & Culture
	c. Develop, implement and communicate a cultural learning strategy for our employees.	July 2022	Chief Executive Officer	General Manager People & Culture
	d. Provide opportunities for RAP Working Group members, managers and other key leadership team members to participate in formal and structured cultural learning.	July 2022	Chief Executive Officer	General Manager People and Culture
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a. Continue to increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2021	Chief Commercial Officer	General Manager Corporate Affairs
	b. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country, Welcome Ceremony, and Acknowledgement of Country.	July 2021	Chief Commercial Officer	General Manager Corporate Affairs
	c. Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July (2021, 2022, 2023)	Chief Executive Officer	General Manager Corporate Affairs
	d. Develop and implement an Acknowledgement of Country Protocol for the commencement of important meetings.	July 2021	Chief Executive Officer	General Manager Corporate Affairs

Action	Deliverable	Timeline	Executive with Responsibility	Nominated Team Member
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a. RAP Working Group to participate in an external NAIDOC Week event.	July (2021, 2022, 2023)	Chief Commercial Officer	Human Resources Business Partner
	b. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2021	Chief Executive Officer	General Manager People & Culture
	c. Promote and encourage participation in NAIDOC events to all team members.	June (2022, 2023)	Chief Executive Officer	General Manager People & Culture
4. Include cultural heritage within property development projects across the estate for both aviation and non-aviation development.	a. In consultation with Traditional Custodians, complete the concept design for an interpretive trail linking Munday Swamp to the Swan River.	December 2022	Chief Projects and Development Officer	Chief Property Officer
	b. In consultation with Traditional Custodians, develop and implement a management plan for Aboriginal heritage within the estate.	January 2023	Chief Projects and Development Officer	Heritage & Environment Coordinator
	c. Install a Welcome to Country message in Noongar and English in all terminals.	December 2021	Chief Commercial Officer	Customer Experience Manager
	d. Increase visibility of Noongar language and culture throughout the Perth Airport estate.	July 2023	Chief Commercial Officer	Chief Property Officer
5. Acknowledge the importance of Country on official Perth Airport communications.	a. In consultation with Traditional Custodians, develop and implement a list of culturally appropriate Noongar words for the naming of new roads within the estate.	December 2021	Chief Projects and Development Officer	Heritage & Environment Coordinator
	b. Update email signature for all Perth Airport employees to include an Acknowledgement of Country.	July 2021	Chief Executive Officer	General Manager Corporate Affairs
	c. Update Perth Airport website to include an Acknowledgement of Country.	July 2021	Chief Commercial Officer	Head of Marketing



Esther McDowell (Yabini Kickett), an emerging Noongar artist with connections to the central Wheatbelt area. **Acacia cyclops seeds:** *A. cyclops* is commonly known as red-eyed wattle or western coastal wattle, is a coastal shrub. It is distributed along the west coast of WA, as far north as Jurien Bay.



Peter Farmer Junior, a Noongar artist based in Perth, whose paintings are inspired by Noongar Dreaming stories, totems and ancestral lands. **Karda (Goanna):** This *karda* is trying to tell the story of our many journeys. When we track *karda* it is like following footsteps. The paths we travel are representative of the lines throughout the work.



Justin Martin, a Noongar artist with connections to Yamatji Country. **Djil Djit (fish) of the Swan River**

Respect Reflection

Perth Airport Branding

In 2018, Perth Airport launched a new brand that reflects our values and champions all things Western Australian. The brand draws inspiration from our iconic natural environment while giving a nod to our history. Perth Airport approached three local Noongar artists, three Aboriginal artists from across our state and five Western Australian artists to capture their unique perspectives of the landscape. The concept behind the brand celebrates the diversity and vibrancy of Western Australia's culture and landscapes, including our Aboriginal heritage.



Guduwolla (Gudu) Mungulu, a respected Elder and artist from the Kimberley who specialises in painting bushtucker. *Guduwolla* is the Ngarinyin word for a particular tree that is favoured by Kimberley honey-flies. ***Waanungga (bush honey)***



Kittey Malarvie, born near Halls Creek. Kitty learnt boab carving and artefact making from her mother and father. ***Ngappa (water)***: Spring water runs into the cracks and hollows of Stuart Creek



Delaney Griffiths, a Waringarri artist whose works across various media featuring boab nuts. Miriwoong artists have traditionally carved the iconic boab nut for both art and ceremony. ***Boab Nuts***

Opportunities

Perth Airport will work with the community to improve economic outcomes for Aboriginal and Torres Strait Islander peoples. This is important to our business because developing employment and capacity building opportunities creates sustainable partnerships, drives employee engagement and diversifies our employment and contracting base.

Action	Deliverable	Timeline	Executive with Responsibility	Nominated Team Member
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	a. Build understanding of current Aboriginal and Torres Strait Islander employment levels within Perth Airport to inform future employment and professional development opportunities.	July 2021	Chief Executive Officer	General Manager People & Culture
	b. Engage with Aboriginal and Torres Strait Islander team members/advisors to consult on our recruitment, retention and professional development strategy.	December 2021	Chief Commercial Officer	General Manager People & Culture
	c. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2021	Chief Executive Officer	General Manager People & Culture
	d. Develop protocols for advertising job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2021	Chief Executive Officer	General Manager People & Culture
	e. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2021	Chief Commercial Officer	General Manager People & Culture
	f. Increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce.	July 2023	Chief Executive Officer	Chief Executive Officer
	g. Perth Airport to facilitate at least five people who identify as Aboriginal or Torres Strait Islander to obtain a general construction induction card annually.	December (2021, 2022)	Chief Projects and Development Officer	General Manager People & Culture
2. Increase Aboriginal and Torres Strait Islander supplier engagement to support improved economic and social outcomes.	a. Develop and implement an Aboriginal and Torres Strait Islander Procurement Policy accessible via the Procurement Team homepage on the Perth Airport Intranet.	July 2021	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	b. Become a Supply Nation member.	July 2021	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	c. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2021 June 2023	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation

Edith Cowan University Scholarship Programme

Since its inception in 2009, the Perth Airport Aboriginal and/or Torres Strait Islander Scholarship has supported 22 students enrolled in full time study at Edith Cowan University. Seven students have completed their degrees while eleven are current students.

Perth Airport and Edith Cowan University are committed to a shared vision to ensure that irrespective of background and /or financial circumstances, everyone should be supported to reach their full potential.

Action	Deliverable	Timeline	Executive with Responsibility	Nominated Team Member
3. Increase Aboriginal and Torres Strait Islander supplier engagement to support improved economic and social outcomes. (con't)	d. Adopt the use of "Special Measures" and "measures intended to achieve equality" to support the awarding of Contracts to suppliers which are majority owned by Aboriginal and Torres Strait Islander people.	July 2021	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	e. Award at least one (new) multi-year Contract for the supply of goods, services and/or consulting to a majority owned Aboriginal and Torres Strait Islander business.	July (2021, 2022, 2023)	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	f. Maintain Commercial Relationships with Aboriginal and / or Torres Strait Islander Businesses.	July (2021, 2022, 2023)	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	g. Review and update classroom led Perth Airport Procurement Training content to communicate Aboriginal and Torres Strait Islander Procurement Strategy and the use of 'Special Measures' for the targeted selection of Aboriginal and Torres Strait Islander suppliers.	December 2021	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	h. Improve bid and tender management capability (of majority owned Aboriginal and/or Torres Strait Islander suppliers) through training and/or sponsored professional services support.	December 2021	Chief Financial Officer	General Manager Procurement, Business Insights & Transformation
	i. Engage Aboriginal or Torres Strait Islander businesses to undertake land management works on the Perth Airport estate, specifically at Munday Swamp.	July 2023	Chief Operating Officer	General Manager Infrastructure & Assets
4. Improve education and capacity building opportunities for Aboriginal and Torres Strait Islander peoples.	a. Provide work experience opportunities / traineeships at Perth Airport for Aboriginal and Torres Strait Islander peoples.	July (2021, 2022, 2023)	Chief Executive Officer	General Manager People & Culture
	b. Provide two scholarships per year to Aboriginal or Torres Strait Islander students.	January (2022, 2023)	Chief Executive Officer	General Manager Corporate Affairs
	c. Investigate opportunities for collaboration with the Aboriginal leadership group/s.	July 2022	Chief Commercial Officer	Head of Approvals, Environment & Heritage

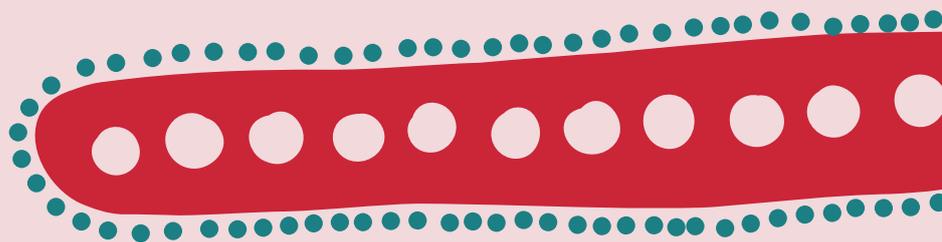
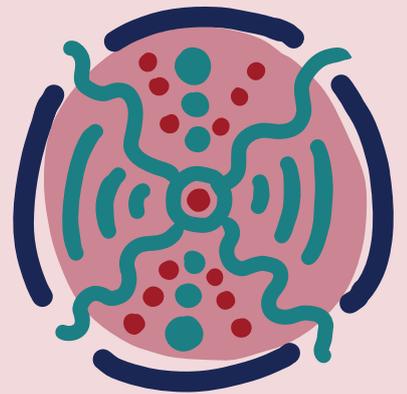
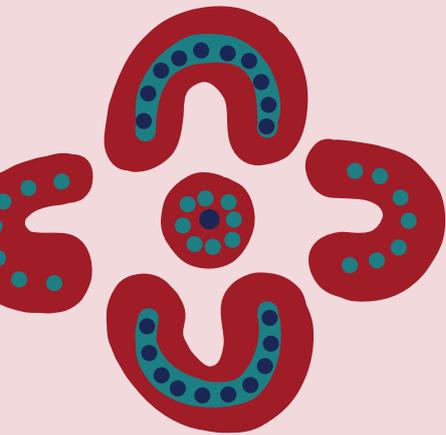
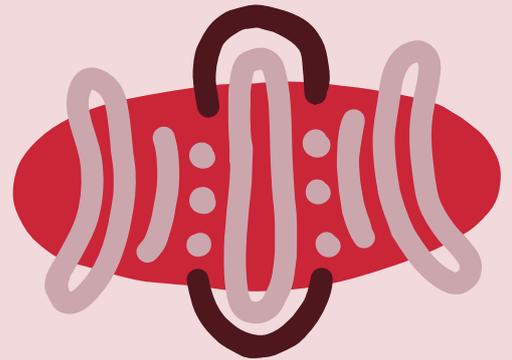
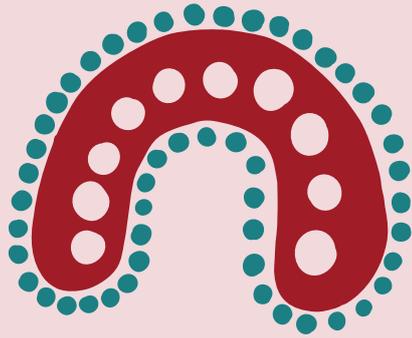
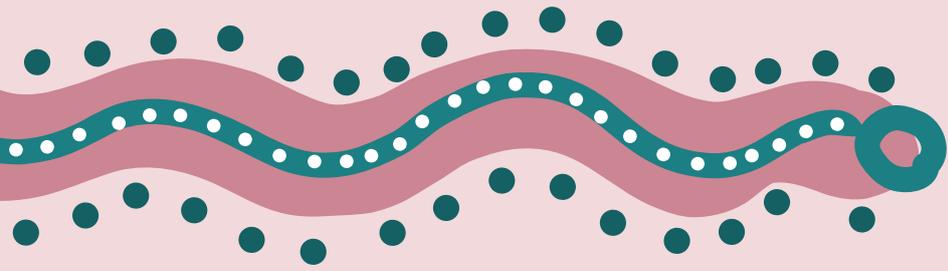
Governance

In addition to the RAP Working Group and RAP Champions at Perth Airport, the responsibilities for each deliverable within our RAP are allocated to a member of the Executive.

This high-level responsibility structure ensures that the appropriate commitment and resources are allocated to all deliverables. It is the intention that each Executive Team member will monitor and progress all deliverables allocated to their team on an ongoing basis.

This is important to our business because a measurable commitment to our RAP driven from the most senior level of our organisation is considered essential to achieve positive outcomes for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Executive with Responsibility	Nominated Team Member
1. Establish and maintain an effective RAP Working group to drive governance of the RAP.	a. Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July (2021, 2022, 2023)	Chief Commercial Officer	Heritage & Environment Coordinator
	b. Investigate the inclusion of external Aboriginal and / or Torres Strait Islander representation on the RAP Working Group.	July 2022	Chief Commercial Officer	Heritage & Environment Coordinator
	c. Establish and apply a Terms of Reference for the RAP Working Group.	July 2021	Chief Executive Officer	Heritage & Environment Coordinator
	d. Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November (2021, 2022, 2023)	Chief Commercial Officer	Heritage & Environment Coordinator
2. Provide appropriate support for effective implementation of RAP commitments.	a. Define resource needs for RAP implementation.	January and July (2021, 2022, 2023)	Chief Executive Officer	Heritage & Environment Coordinator
	b. Engage our senior leaders and other team members in the delivery of RAP commitments.	June (2022, 2023)	Chief Executive Officer	Chief Commercial Officer
	c. Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2021	Chief Commercial Officer	Heritage & Environment Coordinator
	d. Appoint and maintain at least one internal RAP Champion from senior management.	June (2022, 2023)	Chief Executive Officer	General Manager People & Culture
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September (2021, 2022)	Chief Projects and Development Officer	Heritage & Environment Coordinator
	b. Report RAP progress to all team members and senior leaders quarterly.	March, June, September, December (2021, 2022, 2023)	Chief Executive Officer	Heritage & Environment Coordinator
	c. Publicly report our RAP achievements, challenges and learnings.	September (2021, 2022)	Chief Executive Officer	Heritage & Environment Coordinator
	d. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	January 2022	Chief Commercial Officer	Heritage & Environment Coordinator
4. Continue our reconciliation journey by developing our next RAP.	a. Register via Reconciliation Australia's website to begin developing our next RAP.	June 2022	Chief Projects and Development Officer	Chief Commercial Officer



Perth Airport

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