



Innovate Reconciliation Action Plan

April 2026 - April 2029





Acknowledgement Of Country

Airservices Australia acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters, skies, and community. We acknowledge the rich diversity of First Nations cultures and pay our respects to Aboriginal and Torres Strait Islander Elders and peoples past and present.

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Artwork story

The piece is titled Kunpararra ManaMana Murruu, meaning shielding the sky and ground. The artwork reflects Airservices five core values and shows the journey of Airservices Australia both in the air and on the ground, ensuring the safety to our country and community by providing world class services.

Artist biography

Luke Duffy is a Kalkadoon Aboriginal artist from North West Mount Isa. His main focus is digital contemporary art which allows for his art to be used on a wide variety of mediums.



A message from our CEO



Rob Sharp

Chief Executive Officer
Airservices Australia

At Airservices, we acknowledge and respect the deep and enduring connection that First Nations people have to this land.

We recognise the injustices of the past and understand that reconciliation is not just a destination but an ongoing journey—one that requires meaningful action, deep listening, and a commitment to positive change.

Airservices commenced our reconciliation journey in 2012 and has made incremental improvements in creating a safe and inclusive workplace for First Nations peoples. We acknowledge we have further opportunity to amplify these efforts, and our current workplace Culture Improvement Program will provide a platform for the increased focus and attention required to meet the objectives of our new Reconciliation Action Plan (RAP).

Our 2026-2029 Innovate RAP represents our commitment to engaging proactively in the reconciliation journey. It also represents targeted action we can take to make cultural change and is specific to the unique nature of our business in providing aviation rescue firefighting and aviation traffic control services.

We are committed to fostering a workplace and a broader community where Aboriginal and Torres Strait Islander peoples feel included, respected, and empowered. Through this plan, we aim to build stronger relationships, create meaningful opportunities, and contribute to a more inclusive and equitable future.

Reconciliation is everyone's responsibility, and I encourage all Airservices employees and stakeholders to engage with this plan, not just in words, but in action.

I look forward to the positive impact we can achieve as we take this journey together.

A message from Reconciliation Australia



Karen Mundine

Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends Airservices Australia on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Airservices continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs.

Learnings gained through effort and innovation are invaluable resources that Airservices will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Airservices using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Airservices to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Airservices will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Airservices's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Airservices on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Our partnership with YarnnUp First Nations consultants



Left: Ray Alam

Co-Founder & Executive Director
YarnnUp

Right: William Trewlynn

Co-Founder & Managing Director
YarnnUp

Airservices is proud to have established our partnership with YarnnUp, First Nations consultants that we have worked with throughout the development endorsement of our third Innovate RAP.

YarnnUp, a First Nations led-agency headquartered in Mascot, acknowledges the Gadigal and Bidjigal peoples on whose lands they live and work. Specialising in engagement, strategy, and design, YarnnUp supports organisations that are working towards active reconciliation by providing them with the knowledge, skills and strategic direction needed to create authentic change.

Through policy reform, cultural transformation, training, and creative storytelling, YarnnUp helps organisations embed First Nations knowledge into their structures and initiatives. Their expertise ensures reconciliation efforts move beyond compliance to create meaningful, community-led impact that drives lasting social and cultural change.

Our business

To fulfil our purpose of connecting people with their world safely, we provide three key lines of business—Air Traffic Management services, Aviation Rescue Fire Fighting services, and Enabling services—which form the foundation of our customer offerings and help us respond to the evolving needs of our industry.

We deliver our services from two major air traffic service centres in Melbourne and Brisbane and have 29 air traffic towers, and 27 aviation fire fighting stations across Australian airports. We also have corporate offices in Brisbane, Sydney, Canberra and Melbourne. Airservices is dispersed across all states and territories in Australia with a significant geographical footprint in regional and remote areas.

As of 30 June 2025, Airservices employed 3696 employees. 66 of these employees, or 1.8%, self-identified as Aboriginal and/or Torres Strait Islander peoples.

Noting the sensitivities in collecting this data, it may not fully represent our Aboriginal and Torres Strait Islander employees due to the complexities related to self-identification. The figures below provide a further breakdown of where First Nations peoples work within Airservices. Understanding this data allows us to deliver targeted action to support First Nations people and the Innovate agenda more broadly.

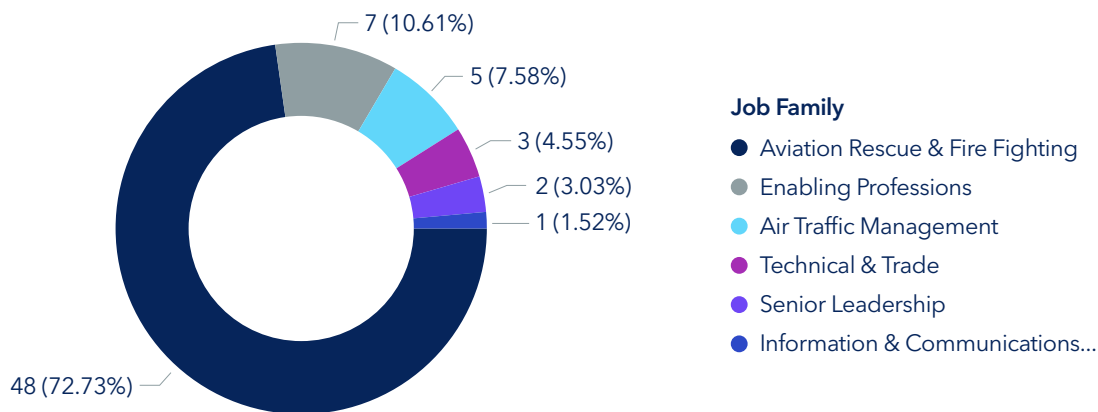
Figure 1 Understanding the location of First Nations employees as of June 2025

Location	Headcount	%
Major city	52	79
Remote	4	6
Inner regional	7	11
Outer regional	3	5
	66	100

Figure 2 A breakdown of First Nations employees by job family as of June 2025

Self-identified First Nations employees

Headcount by job family



Our business

Our Aviation Rescue and Fire Fighting Services (ARFFS) workforce is where the majority of First Nations employees work, geographically dispersed across the country in regional and remote locations. Our two Terminal Control Units (TCU) in Melbourne and Brisbane also employ a number of First Nations staff.




Our business

Re-embarking on our Innovate RAP journey speaks to our organisation's commitment to contribute to the process of reconciliation authentically and ensure we are setting the foundations for future collaboration, engagement, and success in partnership with First Nations peoples.

Figure 3 Locations where Airservices operates



Legend

-  Air traffic towers 29 locations
-  Aviation rescue fire fighting stations 27 locations
-  Air traffic services centres 4 locations



Our vision for reconciliation

Our vision for reconciliation sees our organisation enriched through meaningful collaboration, engagement, and alignment with Aboriginal and Torres Strait Islander peoples and communities across our vast national footprint. From the lands on which we operate to the airspace we manage, we aspire to a future where all First Nations peoples are connected to their world safely.

Achieving our vision starts with us. Our people have a genuine desire for reconciliation and stronger, more open relationships with Aboriginal and Torres Strait Islander peoples. We want to create a sustainable working environment that is safe and respectful and grounded in trust, where our people feel psychologically and physically safe, embrace diversity as an asset and understand how to create deep, long-lasting connections with the communities we work with and the land and skies on which we operate.

We aim to support reconciliation by using the resources and connections available to us to co-create education, employment, and business opportunities which in turn lead to broader social, economic, and environmental impact for Aboriginal and Torres Strait Islander peoples and organisations.



Our reconciliation journey

In 2021, Airservices initiated its second Innovate RAP to support the organisation, First Nations employees and communities. However, success in implementing change was limited due to the significant challenges we faced as a result of the COVID-19 pandemic.

The financial and social impacts of the pandemic on our operations, people, communities and aviation industry as a whole, meant our focus was primarily on meeting operational challenges while keeping our people safe.

In late 2023, our leadership group, First Nations employee representatives and other members of the RAP Working Group (RWG) participated in a survey to identify our achievements and lessons learnt in delivering our RAP from 2021-2023. The biggest challenge we faced was communication on our reconciliation vision and progress, particularly with employees in remote locations. We also learnt that we needed a more cohesive approach to building commitment and implementing our RAP across the whole organisation. Some areas also indicated they were experiencing change fatigue as a result of the substantial organisational cultural reforms we had undertaken, reinforcing the need for cohesion and pragmatism in our RAP communication and delivery.

In 2024, we reflected on the survey feedback and, recognising the broader cultural reform needed, made a conscious decision to temporarily halt development of the next RAP. This occurred during a period of significant transformation, including the appointment of a new CEO, several new Executives and Board members, implementation of a new operating model, and continued cultural reform.

These changes now position our reconciliation journey for greater traction and impact. Renewed leadership commitment and a new Executive Sponsor are driving progress, while our target culture and supporting processes foster respect, psychological safety, collaboration, and trust – critical foundations for achieving sustainable RAP outcomes.

Our RAP Working Group (RWG)

Reflecting the lull in activity in reconciliation actions in the past 18 months, our RAP Working Group (RWG) has also been largely inactive. This was also due to the departure of the former RAP Executive Sponsor. However, in drafting this Innovate RAP, we re-engaged the RWG and sought their input and counsel into the proposed actions and targeted focus areas. Their feedback has been incorporated into the final draft.

The RWG welcomed new members from across the business, including five First Nations employees whose cultural knowledge, lived experiences and contributions have enhanced and guided the development and review of reconciliation activities. The refreshed RWG, with Executive support, continued to work on the balance of activities within the 2021-2023 Innovate RAP, along with promoting and actively participating in significant cultural events.

Cultural awareness, capability and celebration

We have deepened our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning, informing our cultural capability development. We have also continued to build awareness of the importance of reconciliation and how our reconciliation journey fosters inclusivity and belonging.

- A cultural learning strategy was developed in 2022, informed by a cultural learning needs analysis. We worked with Corporate Culcha and Wurunjeri Education to develop face-to-face cultural competency training which employees across all levels found valuable in building cultural awareness. An online module from Evolve Communities, was also made available on our learning platform.
- The cultural protocols guide was published in 2020. It is available on the reconciliation page of our intranet alongside our current RAP and additional resources on reconciliation and First Nations cultures.
- Acknowledgement of Country has been embedded across our workplaces in multiple ways, including the distribution and placement of locally tailored Acknowledgement of Country cards with the Traditional Owner group listed. These have also been referenced within signature blocks. There are also Acknowledgement of Country plaques and Aboriginal and Torres Strait Islander flags in every location within our operating remit. Across Airservices, it is now common practice for meetings and training sessions to be opened with an Acknowledgement of Country. To ensure cultural protocols are correct and out of respect for First Nations communities, Elders have been consulted and may be involved in changes to Airservices cultural protocols.
- In the lead-up to and during NAIDOC and National Reconciliation Week (NRW), cultural events are promoted company-wide. Our event calendar, hosted on our internal intranet, provides information on activities across Australia, advising employees when and how they can get involved. More recently, we have used a mix of virtual, face-to-face channels as well as design, written and verbal communications from our Executive Sponsor and senior leadership to promote cultural awareness and understanding of these two culturally important events. NRW and NAIDOC Week activities have included roundtable events, all organisation emails, artwork, new digital design elements, guest speakers and promotion of our face-to-face and online cultural awareness training.
- Articles highlighting our participation in NAIDOC Week and Reconciliation Action Week are featured on our intranet (Horizons). In NAIDOC Week 2023, we featured a First Nations Career Pathway ATC recruit and celebrated an Airservices Supply Nation award. During NRW 2025, the news of our new RAP Executive Sponsor and RAP progress was shared via a Horizons article, reiterating our commitment to reconciliation. These initiatives aim to deepen understanding of each event and encourage personal involvement in supporting reconciliation and connection with Aboriginal and Torres Strait Islander communities nationwide.

- In 2023, access to cultural and ceremonial leave entitlements was made available to all employees. This includes paid First Nations ceremonial leave, NAIDOC leave, and cultural leave. Airservices also strengthened cultural recognition by formally including traditional kinship within the definition of family for personal/carer's leave.
- Serving the dual function of showing respect and building awareness, we have adopted Luke Duffy's artwork across the organisation. Featured on lanyards, pins, shirts and around our buildings, the artwork sparks conversations and increases awareness and appreciation of First Nations cultures. Now widely visible within Airservices, it is proudly part of our identity.



Diversity, inclusion and psychological safety

To attract First Nations people to Airservices, we must create a safe, respectful and inclusive workplace. Following the 2019 and 2022 Elizabeth Broderick & Co. Reviews into our workplace culture, we commenced a program of cultural reform to deliver on the recommendations. In 2024, we took the opportunity to assess our progress in delivering cultural change. This resulted in the design of a new target culture in alignment with our purpose, corporate strategy and in service of achieving our broader diversity, equity and inclusion agenda.

In early 2025, we commenced the Culture Improvement Program as part of our continued focus on driving organisational culture reform. At the time of publishing our 2026-2029 Innovate RAP, we are one year into the three-year Culture Improvement roadmap. To date, efforts have focused on building strong foundations for future progress. Key achievements include enhanced governance, accessible organisational culture resources, and refined policies and procedures. These foundations position us to accelerate progress and deliver on our reconciliation objectives.

Importantly, we have made significant inroads towards creating a psychologically safe and respectful workplace for all our people. Specific achievements include (but are not limited to):

- In May 2025, we released a new Code of Conduct Policy and our first Respectful Workplace Behaviours Policy. The Respectful Workplace Behaviour Policy directly addresses harmful workplace behaviours including discrimination, vilification and bullying and harassment. The policy sets out clear guidelines, expectations and leadership accountability related to harmful behaviours in the workplace. These policies ensure Airservices is observant of organisational obligations to new legislative developments and signals an organisational shift toward proactive safeguarding of workplace safety.
- We commenced a preventative training approach for our ARFFS and ATC recruits through the delivery of Bystander training. This proactive approach ensures they have the adequate tools to identify and address poor behaviour or seek assistance.
- The Psychosocial Risk Improvement Program (PRIP) was established in 2024 and incorporated ongoing review of people and systems data to monitor for psychosocial hazards (including poor support, bullying, harassment, organisational justice, psychological safety).
- Our Safe Place team was specifically established to deal with complaints and grievances about bullying and harassment and to address complex behavioural concerns within a systems-based methodology, including concerns relating to discrimination. This methodology prioritises workplace psychological safety and is underpinned by harm minimisation and trauma-informed principles. In 2025 we reviewed and redesigned our Safe Place function with improved governance and processes to further encourage the reporting of incidents.
- In August 2025, we released a new Leadership Standard for all people leaders. The Leadership Standard is fully aligned to our target culture and includes specific accountabilities to enforce a zero tolerance for harmful behaviours and create psychologically safe working environments.



These diversity, inclusion, and anti-discrimination initiatives are supporting our journey to a more inclusive, discrimination-free culture and promote positive race relations. This shift is having a meaningful and positive impact on psychological safety and inclusion, which is essential to supporting both current and future cohorts of Aboriginal and Torres Strait Islander staff, and to progressing our reconciliation journey.

First Nations employment and retention

Attracting, developing, and retaining First Nations peoples is a core pillar in our journey towards reconciliation.

- Our first Aboriginal and Torres Strait Islander Career Pathway Air Traffic Controller (ATC) traineeship commenced in March 2023 in Brisbane.
- Our pilot tailored First Nations recruitment and attraction program with ARFFS recruitment has resulted in five candidates being offered a position in the September 2022 recruit course, resulting in 20% Aboriginal and Torres Strait Islander representation. ARFFS employ the largest number of First Nations staff within Airservices and have actively pursued approaches to increase participation and retention.
- Marketing materials and supporting documents have been updated and, with assistance from First Nations employees, support has been provided to First Nations applicants through one-on-one phone calls with support, online webinars, Q&As and our current employees' participation in interviews. To orient new recruits to Airservices in a welcoming and respectful way, instructors in Melbourne have undertaken cultural awareness training.
- We currently partner with Career Trackers to host interns and over the past couple of years interested interns have been appointed to permanent employment.
- A 2025-26 recruitment campaign has launched for ARFFs with tailored support for ATSI applicants and additional advertising channels including Koori Mail, ATSI Jobs online and a targeted local regional campaign.

Community relationships and partnering opportunities

With geographically dispersed operations across Australia, Airservices' relationships with community and connection to the natural environment are central to our purpose of keeping people connected and safe.

- Our website includes contact details for any members of our large stakeholder network and the broader public to contact us to learn more about our RAP and path to reconciliation. The contact details are prefaced by a position statement in which we acknowledge our operations on Traditional lands and our responsibility to be a leader in reconciliation, messaging which mirrors our internal commitments. This statement is a public statement of intent and commitment, and an invitation for others to join us on this journey.
- We engage with customers such as Virgin Australia and Qantas, and other government-owned organisations such as the Civil Aviation Safety Authority (CASA) to promote the work we are doing, share our experiences and build on our collective knowledge to influence, foster and lead the aviation industry's reconciliation journey. We have also engaged with our international counterparts such as Airways New Zealand and AirNav Indonesia about reconciliation.

In procurement, our commitment to supplier diversity continues. Significant progress has been made to increase our capability and awareness of the benefits of a diverse supply chain. We have further embedded supplier diversity into our procurement processes, including our procurement manual and are actively encouraging a focus on Aboriginal and Torres Strait Islander-owned businesses throughout the organisation.

Additionally, we continue to be member of Supply Nation, and we are promoting this platform to all relevant staff. We have also established new procurement contracts with First Nations owned businesses, including the recently formed partnership with ARAIS who provides cleaning services, and Indigenous Energy Procurement who provide our Direct Metering Energy Agreement.

Airservices, the aviation industry, our communities and our people have all been operating in uncertain and turbulent times over the past few years. While our commitment remains strong, we understand the reality of change fatigue and the need to respect where we are as an organisation and community.

We are proud that we have made some progress on our reconciliation journey during this most recent Innovate phase. Along the way, our values, particularly working as one, have been our touchstone: we have learnt the reconciliation journey must be one we all take together. Our next innovate phase affords us the opportunity to reset our course and expectations to re-engage so we can advance our journey in a respectful, inclusive manner at a sustainable pace.



Our Innovate RAP

Based on the reconciliation process to date and in recognition of our broader Culture Improvement Journey, we see this Innovate RAP as an opportunity to confirm the best approach for our organisation to advance reconciliation with First Nations people, leverage the positive organisational cultural reforms to further build an inclusive and safe workplace, and deepen relationships in our sphere of influence.

Our broad organisational presence and significant scope to influence and connect with First Nations communities speaks to our ambitious aspirations. Whether it be through our vital facilities located across vast expanses of property connected to First Nations peoples, or the essential services we provide to connect hundreds of Aboriginal and Torres Strait Islander communities to their metropolitan, regional or remote lands, families or amenities, we are well placed to advance reconciliation across Australia.

Support from senior leaders across the organisation is strong and they recognise the crucial role they play in leading reconciliation at Airservices. Leaders will continue to build their own cultural capability through diversity and inclusion education, and engagement with First Nations providers and communities. The RAP Working Group (RWG) will be led by our Chief People and Culture Officer who is performing the dual function of RAP Executive Sponsor and Champion.

We engaged YarnnUp, an Aboriginal consulting agency, to support our ongoing commitment to reconciliation, starting with the development of this RAP. YarnnUp worked closely with the RWG to re-assess, re-align and re-engage on the importance of reconciliation and the journey ahead.

One of the key commitments we are making in delivering this RAP is to work in a co-design capacity with both Airservices First Nations people and externally-appointed First Nations advisers. This will ensure appropriately considered activity and stakeholders. In taking this approach, we want to minimise missteps by piloting strategies in agreed locations. This approach also acknowledges there is no one-size-fits-all approach to engaging with First Nations communities and allows for local context.

One of our first RAP implementation initiatives will be the development of a RAP Communication and Engagement Plan that builds commitment to and understanding of the importance and relevance of our reconciliation journey for Airservices and First Nations employees, communities, and partners. We will begin by focusing internally to strengthen our understanding and empower our people to actively support our reconciliation journey alongside Aboriginal and Torres Strait Islander Communities.

Our Communication and Engagement Plan will include a community stakeholder map, and in concert with our local facilities management and First Nations employees, we will implement targeted local communication approaches. These local strategies will be aligned with Airservices' broader industry and community engagement strategies and social and environmental responsibility programs. This alignment will support the adoption of a consistent and culturally sensitive approach to all Aboriginal and Torres Strait Islander communication and engagement initiatives.

Communication and engagement efforts will be reinforced by the rollout of our existing cultural awareness and capability development programs. In addition to our partnerships with First Nations providers, we will engage with local communities to ensure our cultural awareness and cultural capability programs and events are informed by local protocols, knowledge, and culture.

During the Innovate phase, and in consultation with First Nations advisors, we will conduct a cultural learning needs analysis to guide the review and update of our 2022 Cultural Learning Strategy. While the revised Cultural Learning Strategy will be designed to meet the needs of the entire Airservices workforce across Australia, the initial focus will be to guide the development and implementation of a tailored cultural learning plan for those in our Aviation Rescue Fire Fighting Services (ARFFS) and Air Traffic Control (ATC) workforces.

The learning plan will reflect our integrated and comprehensive approach to building and embedding cultural capability, incorporating education on the Code of Conduct Policy, Respectful Workplace Behaviours Policy, and the role of our Safe Place function. In addition, our cultural capability training will be extended to people leaders and will include targeted education for senior leaders on the impacts of racism.

We will also continue to increase awareness of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, through our cultural learning programs.

With a significant geographic footprint in regional and remote areas, we deliver our services by sourcing employment, services and supplies at a local level. This geographical spread and local sourcing policy is an excellent platform from which we can take tangible actions that significantly uplift employment, community engagement, and supply chain opportunities for Aboriginal and Torres Strait Islander peoples and communities.

We operate on the lands of Aboriginal and Torres Strait Islander communities across Australia. It is essential that Aboriginal and Torres Strait Islander peoples are represented in our workforce.

Airservices will explore further the best approaches to attract and recruit First Nations employees, leveraging the work done in ARFFS in changing recruitment and selection materials and the success of the 2022 First Nations pilot employment program.

One approach we are keen to explore is working more closely with regional and remote Aboriginal and Torres Strait Islander communities where we have a presence and introduce scholarships or on the job training programs for young people, particularly in our ARFFS workforce.

Building and strengthening mutually beneficial relationships through active community engagement will help us develop an authentic understanding of and respect for First Nations cultures in the diverse and multiple communities where we operate. Through this knowledge of Aboriginal and Torres Strait Islander ways of knowing, doing and being, we can deepen our community connections with a view to further exploring employment, supplier, and business partnerships.

Participation in cultural events such as NAIDOC and National Reconciliation Week will be expanded and formalised. We intend to continue to work with local communities to explore meaningful and mutually beneficial ways in which we can engage.

Every day across our geographically dispersed operations we work with organisations that we can influence on their RAP journey. We work with airlines, airports and aerodromes, aircraft owners and operators, control towers, mechanical workshops and other organisations relevant to fire stations, aviation training providers, local councils, industry bodies, associations such as the Aboriginal and Torres Strait Islander Chamber of Commerce, and government bodies such as National Parks and Wildlife and regulators.

Our services and the industries we serve have an impact on local communities through financial, environmental and safety factors. We are focused on meeting the needs of customers, communities, and our safety responsibilities.

To support this, we want to better engage with our stakeholders and communities in open and ongoing dialogue to ensure our performance as an organisation is meeting our standards, and that we are advancing our reconciliation journey in the best of interests of the communities in which we operate.

Innovate RAP governance

Airservices Board

Responsible for Strategic Oversight of RAP

Airservices Executive Leadership Team (ELT)

Responsible for the management of the RAP across Airservices

RAP Sponsor and Executive Champion

Danielle Mesa - Chief People and Culture Officer

RAP Working Group

Drives implementation of RAP deliverables with key functional areas and First Nations representation

Workforce Strategy

Internal Communications

Talent and Capability

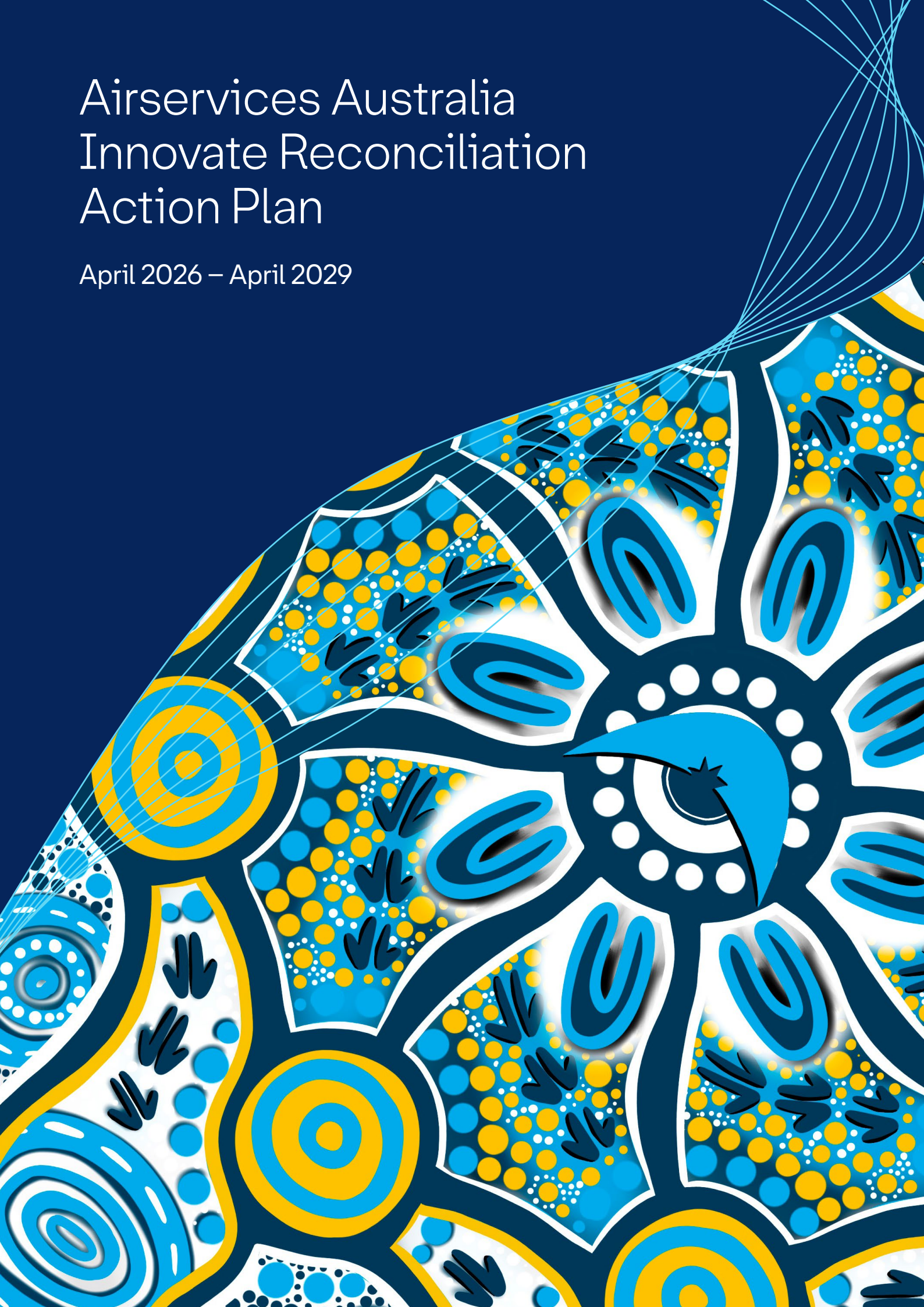
Safe Place

Shared Services

First Nations Representatives

Airservices Australia Innovate Reconciliation Action Plan

April 2026 – April 2029



Relationships



Driven by our pledge to advance reconciliation within our organisation and across the aviation industry, we will continue to foster equal, mutually beneficial relationships with Aboriginal and Torres Strait Islander individuals, communities and organisations – both within our network and more broadly across the sector.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Traditional Owners and Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2026	Lead: Head of Workforce Strategy
	1.2 Develop a stakeholder map to inform our First Nations communication and engagement strategy.	August 2026	Lead: Head of Workforce Strategy
	1.3 Develop and implement a First Nations communication and engagement strategy focussing on strengthening relationships with First Nations communities in ARFFS locations.	January 2027	Lead: Head of Workforce Strategy
	1.4 Develop and implement a First Nations communication and engagement strategy informed by the review of the ARFFS strategy and outcomes.	January 2028	Lead: Head of Workforce Strategy
2 Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Make Reconciliation Australia's NRW resources and reconciliation materials available to our people in the lead up to NRW.	May 2026, May 2027, May 2028	Lead: Head of Internal Communications Support: Head of Workforce Strategy
	2.2 RAP Working Group members to participate in an external NRW event.	27 May–3 June 2026, 2027, 2028	Lead: Culture and Engagement Lead Support: Head of Internal Communications
	2.3 RAP Working Group members to generate a news article post their attendance at the NRW event	June 2026, 2027, 2028	Lead: Culture and Engagement Lead Support: Head of Internal Communications
	2.4 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2026, 2027, 2028	Lead: Culture and Engagement Lead Support: Head of Internal Communications
	2.5 Organise at least one NRW event each year.	27 May–3 June 2026, 2027, 2028	Lead: Culture and Engagement Lead
	2.6 Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, May 2027, May 2028	Lead: Culture and Engagement Lead

Relationships

Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.	3.1 Develop and implement an internal engagement plan for the RAP launch.	May 2026	Lead: Head of Internal Communications Support: Head of Workforce Strategy
	3.2 Develop and implement a communication and engagement strategy to raise awareness of our RAP commitments and reconciliation across our workforce.	October 2026	Lead: Head of Internal Communications Support: Head of Workforce Strategy
	3.3 Communicate our commitment to reconciliation publicly via external website.	June 2026	Lead: Head of Internal Communications Support: Head of Workforce Strategy
	3.4 Explore opportunities to continue to positively influence our external stakeholders to drive reconciliation outcomes.	June 2027	Lead: Head of External Communications
	3.5 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2027	Lead: Head of External Communications
4 Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2026	Lead: Head of Safe Place
	4.2 Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2026	Lead: Head of Safe Place Support: Head of Workforce Strategy
	4.3 Develop, implement, and communicate an anti-discrimination policy and procedure for our organisation linked to Code of Conduct.	January 2027	Lead: Head of Safe Place Support: Head of Workforce Strategy
	4.4 Proactively conduct education on the effects of racism (in conjunction with Safe Place) in known 'hot spots'	January 2027	Lead: Head of Talent and Capability Support: Head of Safe Place
	4.5 Educate senior leaders on the effects of racism.	January 2027	Lead: Head of Talent and Capability
	4.6 Continue to educate employees on the effects of racism and discrimination.	December 2026, and ongoing	Lead: Head of Talent and Capability

Respect



We will ensure that our service delivery and capital investment programs reflect our commitment to reconciliation, so that we can earn and embody the mutual understanding and respect we need to deliver ethical, efficient, and sustainable services to the aviation industry.

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Provide opportunities for the Executive, RAP Working Group members, and other key leadership roles to participate in formal and structured cultural learning.	August 2026	Lead: Head of Talent and Capability
	5.2 Conduct a review of cultural learning needs within our organisation.	August 2026	Lead: Head of Talent and Capability
	5.3 Consult local Traditional Owners and First Nations advisors on the development and implementation of a cultural learning strategy.	January 2027	Lead: Head of Talent and Capability Support: Head of Safe Place
	5.4 Develop, communicate and implement a cultural learning strategy document for ARFFS and ATC workforce.	August 2027	Lead: Head of Talent and Capability
	5.5 Develop and pilot an external mentoring program for Leaders of First Nations employees to facilitate cultural capable leadership.	June 2027	Lead: Head of Talent and Capability
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Assess and increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	Lead: Head of Talent and Capability Support: Head of Internal Communications
	6.2 Review, communicate and implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2026	Lead: Head of Workforce Strategy Support: Head of Internal Communications
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year.	August 2026 and ongoing	Lead: Head of Workforce Strategy
	6.4 Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2026 and ongoing	Lead: Culture and Engagement Lead

Respect

Action	Deliverable	Timeline	Responsibility
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	July 2026, July 2027, July 2028	Lead: Culture and Engagement Lead
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2026	Lead: Culture and Engagement Lead
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	June 2026, June 2027, June 2028	Lead: Head of Internal Communications Support: Chief People and Culture Officer
8 Build respect and develop a greater understanding of the significance of 'Connection with Country' for First Nations peoples	8.1 Engage with Traditional Custodians to embed 'Connection with Country' principles, strategies and approaches into our operations across our ARFFS locations.	January 2028	Lead: Head of Talent and Capability Support: Head of Workforce Strategy
	8.2 Develop 'Connection with' Country principles, strategies and approaches and identify an ARFFS location to pilot and review.	June 2028	Lead: Head of Workforce Strategy Support: Head of Workforce Strategy

Opportunities



We will explore opportunities beyond those we can directly create through employment and organisational initiatives. By leveraging our broad network - including customers, government, councils, and aviation industry bodies - we will work alongside First Nations communities to identify collaboration and partnership opportunities that support reconciliation and deliver meaningful social and economic outcomes.

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment.	9.1 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander potential candidates through relevant platforms including Koori Mail and review success rate to inform the employment strategy.	August 2026	Lead: Head of Talent and Capability
	9.2 Engage with Aboriginal and Torres Strait Islander staff to build understanding of our attraction, recruitment and selection approaches to inform the Aboriginal and Torres Strait Islander employment strategy development.	August 2026	Lead: Head of Talent and Capability
	9.3 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2027	Lead: Head of Talent and Capability
	9.4 In consultation with a First Nations advisor, develop and implement an Aboriginal and Torres Strait Islander employment strategy for our ARFFS workforce, particularly focusing on regional and remote locations.	June 2027	Lead: Head of Talent and Capability
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander retention and professional development.	10.1 Engage with First Nations advisors and Aboriginal and Torres Strait Islander staff to inform retention and professional development strategies that are culturally appropriate.	August 2026	Lead: Head of Talent and Capability
	10.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform retention and professional development opportunities.	August 2026	Lead: Head of Talent and Capability
	10.3 Review HR procedures and policies to remove barriers to Aboriginal and Torres Strait Islander retention in our workplace.	January 2027	Lead: Head of Talent and Capability

Opportunities

Action	Deliverable	Timeline	Responsibility
	10.4 Undertake a 'lessons learnt' from the past experiences of the First Nations people at Airservices to ensure we have the resources and infrastructure in place to make the employee experience safe, respectful and supported.	August 2026	Lead: Head of Talent and Capability
	10.5 Work closely with regional and remote Aboriginal and Torres Strait Islander communities where we have a presence and introduce scholarships or on the job training programs for young people.	August 2027	Lead: Head of Talent and Capability
11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	11.1 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2027	Lead: Procurement Services Lead
	11.2 Maintain membership and strengthen our relationship with Supply Nation.	May 2027	Lead: Procurement Services Lead
	11.3 Develop a formal First Nations procurement strategy.	September 2027	Lead: Procurement Services Lead
	11.4 Develop and communicate opportunities for procurement of goods and services from First Nations businesses.	November 2027	Lead: Procurement Services Lead
	11.5 Create a process for the introduction of First Nations suppliers to ensure appropriate engagement and coordination.	November 2027	Lead: Strategic Partnerships Support: Strategic Workforce Planning Lead
	11.6 Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	March 2028	Lead: Procurement Services Lead

Governance



We will further develop our governance framework to ensure it is robust and effective in supporting our reconciliation journey. Our governance approach enables us to monitor our progress, course correct when necessary and hold ourselves accountable to deliver through regular formal reporting and ongoing open communication and engagement.

Our RWG, guided by our Executive Sponsor and RAP Champion, will manage this Innovate RAP implementation and regular report on progress to the Executive and Board.

Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	12.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2026, May 2027, May 2028	Lead: RAP WG Exec Sponsor
	12.2 Review and apply a terms of reference document for the RWG.	May 2026	Lead: Head of Workforce Strategy
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	June 2026, then every quarter thereafter	Lead: Head of Workforce Strategy
13 Provide appropriate support for effective implementation of RAP commitments	13.1 Define resource needs for RAP implementation.	May 2026, May 2027, May 2028	Lead: Head of Workforce Strategy
	13.2 Engage senior leaders and other staff in the delivery of RAP commitments.	June 2026 and ongoing	Lead: Chief People and Culture Officer
	13.3 Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2026	Lead: Governance and Reporting Senior Advisor
14 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	14.1 Complete the annual RAP Impact Survey and submit to Reconciliation Australia.	30 September 2026, 2027, 2028	Lead: Head of Workforce Strategy
	14.2 Publicly report our RAP achievements, challenges and learnings, annually as part of our Annual Report to the Minister.	September 2026, September 2027, September 2028	Lead: Head of Workforce Strategy
	14.3 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	April 2026, April 2027, April 2028	Lead: Head of Workforce Strategy

Action	Deliverable	Timeline	Responsibility
	14.4 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026, 1 August 2027, 1 August 2028	Lead: Head of Workforce Strategy
	14.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2029	Lead: Head of Workforce Strategy
15 Continue our reconciliation journey by developing our next RAP	15.1 Review RAP based on achievements, challenges and lessons learned.	January 2029	Lead: Head of Workforce Strategy
	15.2 Register via Reconciliation Australia’s website to begin developing our next RAP.	January 2029	Lead: Head of Workforce Strategy





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