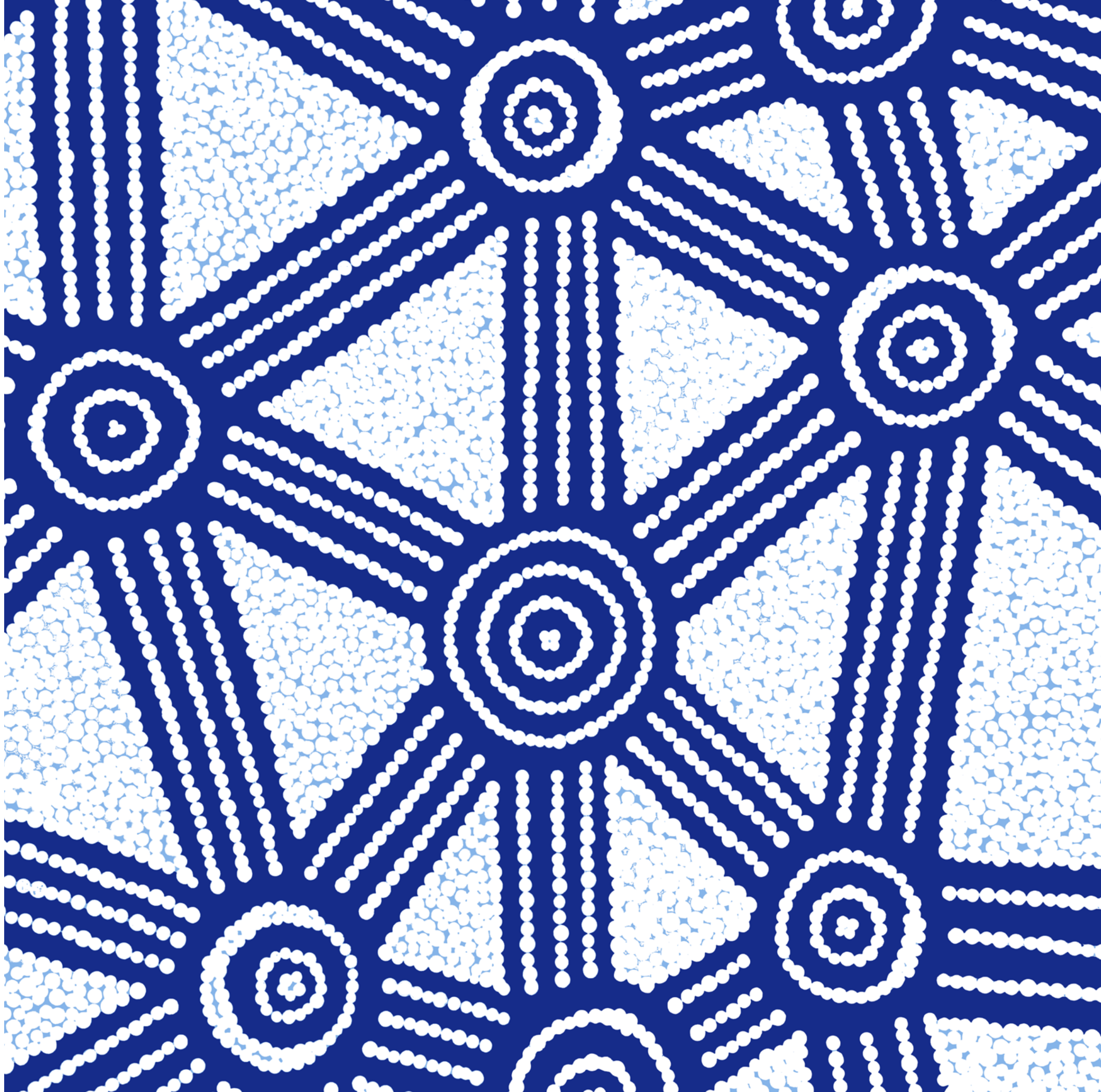




**AUSTRALIA
PACIFIC
AIRPORTS**
CORPORATION

Innovate Reconciliation Action Plan

May 2024 – December 2025



A group of people, including men and women, are performing a traditional dance in a modern airport terminal. They are silhouetted against large windows that look out onto an airport tarmac with several aircraft. The dancers are holding long, thin branches or sticks, and their movements are fluid and expressive. The scene is captured in a cinematic style with strong backlighting from the windows.

Acknowledgement of Country

Australia Pacific Airports Corporation (APAC) acknowledges Traditional Owners and First Nations people of the lands on which our airports operate. APAC is committed to working closely with the Wurundjeri Woi-wurrung people in Melbourne and the Palawa people in Launceston to deepen our understanding about how our airports can continue to operate and develop in a way that recognises and celebrates First Nations cultures and heritage. We pay our respect to First Nations Elders both past, present, and emerging.



A message from our CEO

As the parent company of – Melbourne Airport in Victoria and Launceston Airport in Tasmania, Australia Pacific Airports Corporation has an important role to play in creating connections that matter.

Every day, we connect tens of thousands of families and friends to each other, businesses to opportunities, and products to customers.

For our extended workforce, our passengers and our business partners, it's also important that we create connections with culture.

After all, Australia has the oldest continuous cultures in the world.

At our airports we are privileged to have important cultural artefacts including stone tools, scar trees and Aboriginal places that enable us to learn more about the land on which we operate and its rich cultural legacy.

We are delighted to launch the first Innovate Reconciliation Action Plan (RAP) for Australia Pacific Airports Corporation.

While we are proud of the work we have done so far, this RAP signifies just one more step in our ever-evolving journey, as we seek to deepen our connections with First Nations cultures and histories.

This is an important journey we are on, and we look forward to sharing our progress.

Lorie Argus
Chief Executive Officer
of APAC

A message from Reconciliation Australia

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 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. Australia Pacific Airports Corporation continues to be part of a strong network of more than 1,100 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 Australia Pacific Airports Corporation will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Australia Pacific Airports Corporation 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 Australia Pacific Airports Corporation 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, Australia Pacific Airports Corporation will ensure shared and cooperative success in the long-term.

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

Congratulations Australia Pacific Airports Corporation on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

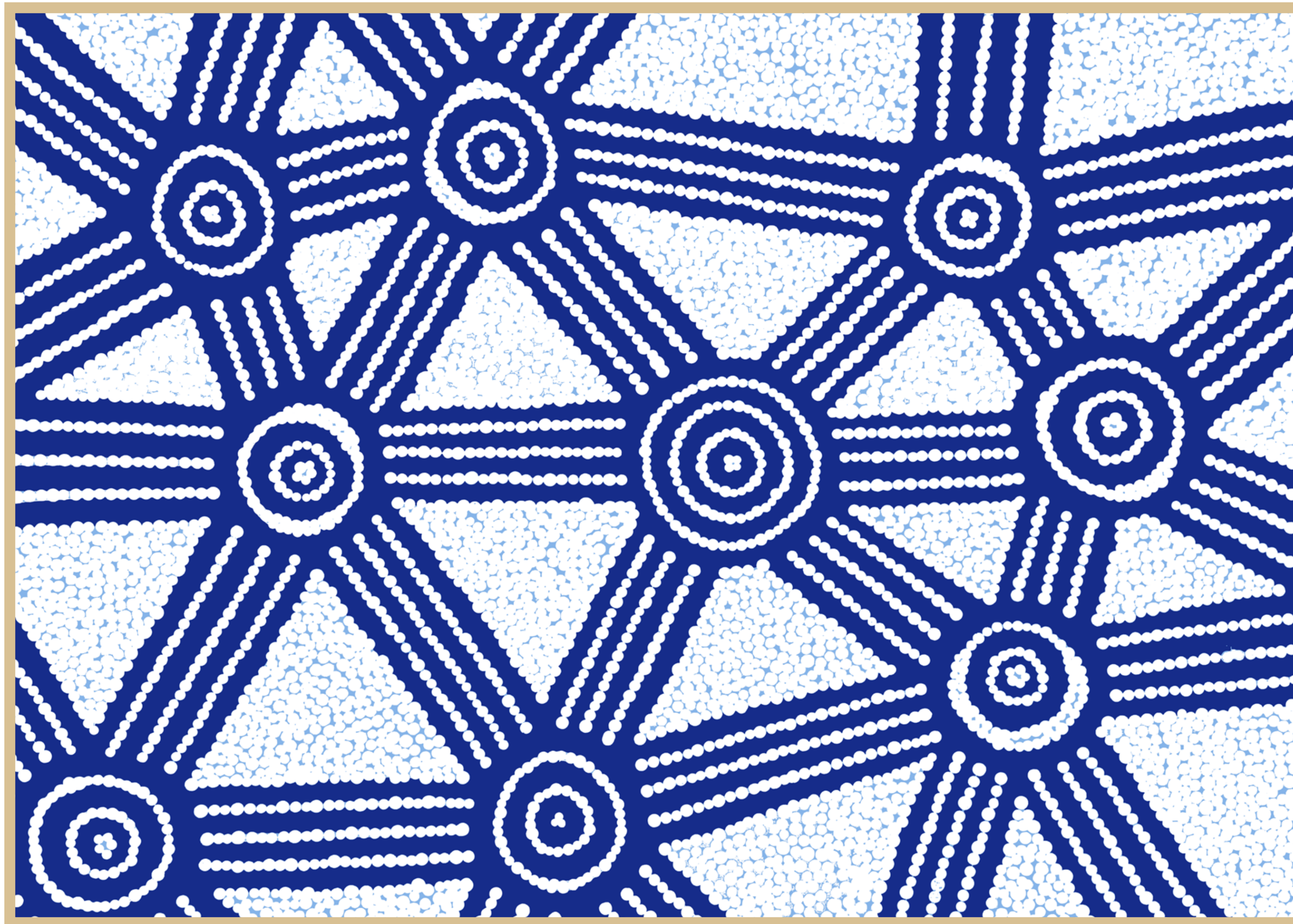
Karen Mundine
Chief Executive Officer
Reconciliation Australia



Contributing artist

Keedan Rigney is a Ngarrindjeri and Wirangu artist based in Melbourne, originally from South Australia. Through his art, he aims to bring attention to intergenerational trauma and injustices faced by Aboriginal and Torres Strait Islander people. Keedan's creative expression revolves around challenging societal perceptions by portraying narratives that delve into conflict and its consequences. With the goal of expanding his artistic repertoire, he aspires to explore different mediums and encompass a wide range of art forms in his works.





About the Artwork

This artwork reflects the influence, both direct and indirect, we can have on people when it comes to Reconciliation and what it means in the long term. The design depicts a water source, and how like our influence, it has many rivers, streams, creeks and run-offs. By being the change we want to see, APAC staff have been making genuine efforts in the past to gain meaningful outcomes for Aboriginal and Torres Strait Islander peoples' futures, as well as ensuring we create a safer space culturally for staff and customers.





Our vision for reconciliation

APAC's vision is to foster and build relationships with Aboriginal and Torres Strait Islander peoples to improve social and economic outcomes. We believe that meaningful change and progress towards reconciliation will only occur through the formation of these relationships.

Our airports create a canvas on which we hope to educate and inspire change through storytelling, artwork and language within our terminals and throughout the passenger journey. We have a unique business whereby we have tens of thousands of eyes passing through our terminals each day, each presenting an opportunity to create shared understanding through truth telling stories of the oldest culture in the world.

Utilising First Nations knowledge has been central to our Cultural Heritage Management works - the lands on which our airport's reside have significant historical and cultural significance which we have and continue to protect, with future infrastructure projects working closely with our First Nations peoples.

We also acknowledge our duty to support Australia's reconciliation efforts on a larger scale and play a role in addressing inequality and promoting healing. To achieve this, we are committed to providing opportunities for Aboriginal and Torres Strait Islander individuals and businesses within our operations. Promotion of diversity and inclusion is central to APAC's core business values, through fostering relationships with Aboriginal and Torres Strait Islander peoples and creating meaningful opportunities for them we hope to harness the knowledge and skills that exist within our communities and deliver positive socioeconomic outcomes for them.

Melbourne Airport

Melbourne Airport has been Victoria's gateway to the world since 1970, operating curfew-free, 24 hours per day, seven days a week. The airport is located 22 kilometres north-west of Melbourne's central business district and is well connected to the city's freeway and arterial road network.

The airport site is over 2,700 hectares in land area and currently operates two intersecting runways (one north-south and one east-west), with planning underway for a third runway parallel to the existing north-south runway. Four interconnected passenger terminals provide travellers with direct flights to a growing number of Australian and international destinations, while a separate cargo precinct caters for imports, exports, and domestic freight requirements.

Melbourne Airport was officially opened on 1 July 1970 by the then Prime Minister, John Gorton. International flights were the first to arrive at the airport, with domestic operations commencing in June 1971. Over the years, investment in the airport has seen it expand from one terminal to four, with around 40 airlines using the airport prior to Covid. APAC acquired the lease for Melbourne Airport in July 1997. In July 2020, at the height of the pandemic, the airport celebrated 50 years of operation. Over those 50 years, recognisable figures as diverse as AC/DC, Madonna, Queen Elizabeth II and Nelson Mandela have used the airport during visits to Australia.

Our vision is to be Australia's Favourite Airport Destination, and our purpose is Creating Connections That Matter.

Launceston Airport

Situated 15 kilometres south of Launceston, Tasmania, Launceston Airport serves as the northern gateway to Tasmania for commercial aircraft, air freight and private operators. The airport site occupies 180 hectares with a single north-west runway and full-length taxiway.

Launceston Airport opened as Western Junction Aerodrome on 28 February 1931. As the main aviation hub for northern Tasmania, Launceston Airport is the second-busiest airport in the state. A key economic driver, the airport contributes \$81 million annually to the Northern Tasmania economy with a further \$24 million in flow-on impacts. The airport has a workforce of more than 550 direct and indirect employees.

Our vision is to be the leading regional airport in Australia.



Our RAP

The implementation of APAC's first Innovate RAP is a significant step forward in our reconciliation journey, core to our organisational values, it will foster connections that matter with First Nations peoples, connections that will drive mutually beneficial partnerships and extend beyond our sphere of influence to contribute to Australia's reconciliation journey.

APAC recognises the need to 'be the change you want to see' and this Innovate RAP will establish a framework for better social and economic outcomes for First Nations peoples. APAC employs over 20,000 people between Melbourne and Launceston Airport, our first Reconciliation Action Plan outlines a commitment to drive improved socioeconomic outcomes through employment and business partnerships with First Nations communities, creating tangible change.



Our reconciliation journey so far

While this Innovate Reconciliation Action Plan is APAC's first RAP, it is a milestone along an existing journey toward understanding and recognition of First Nations people's culture and history at Melbourne and Launceston Airports.

Melbourne Airport

Melbourne Airport resides on the traditional lands of the Wurundjeri Woi-wurrung. These lands contain culturally significant places and objects from First Nations history. To protect and preserve this history Melbourne Airport conducted its first Cultural Heritage Management plan in 2002.

The Wurundjeri Woi Wurrung (WWW) are the Registered Aboriginal Party and Traditional Owners of the land on which Melbourne Airport operates. In 1995 First Nations scarred trees and artefacts were discovered in the Airport's grey box woodland, and in 2002, the first Cultural Heritage Management Plan (CHMP) was completed under APAM's ownership.

Since 2002, Melbourne Airport has been working closely with the WWW in relation to the investigation, assessment, impact mitigation and re-burial of First Nations artefacts found at Melbourne Airport via the CHMP mechanism and other non-regulatory processes.

Our relationship until relatively recently has been focused on ensuring Melbourne Airport meets our regulatory obligations under the Commonwealth Airports (Environmental Protection) Regulations, 1997, and Victorian

best practice standards. However, it has also included engagement about a range of other matters of interest to both parties, outside of any regulatory framework.

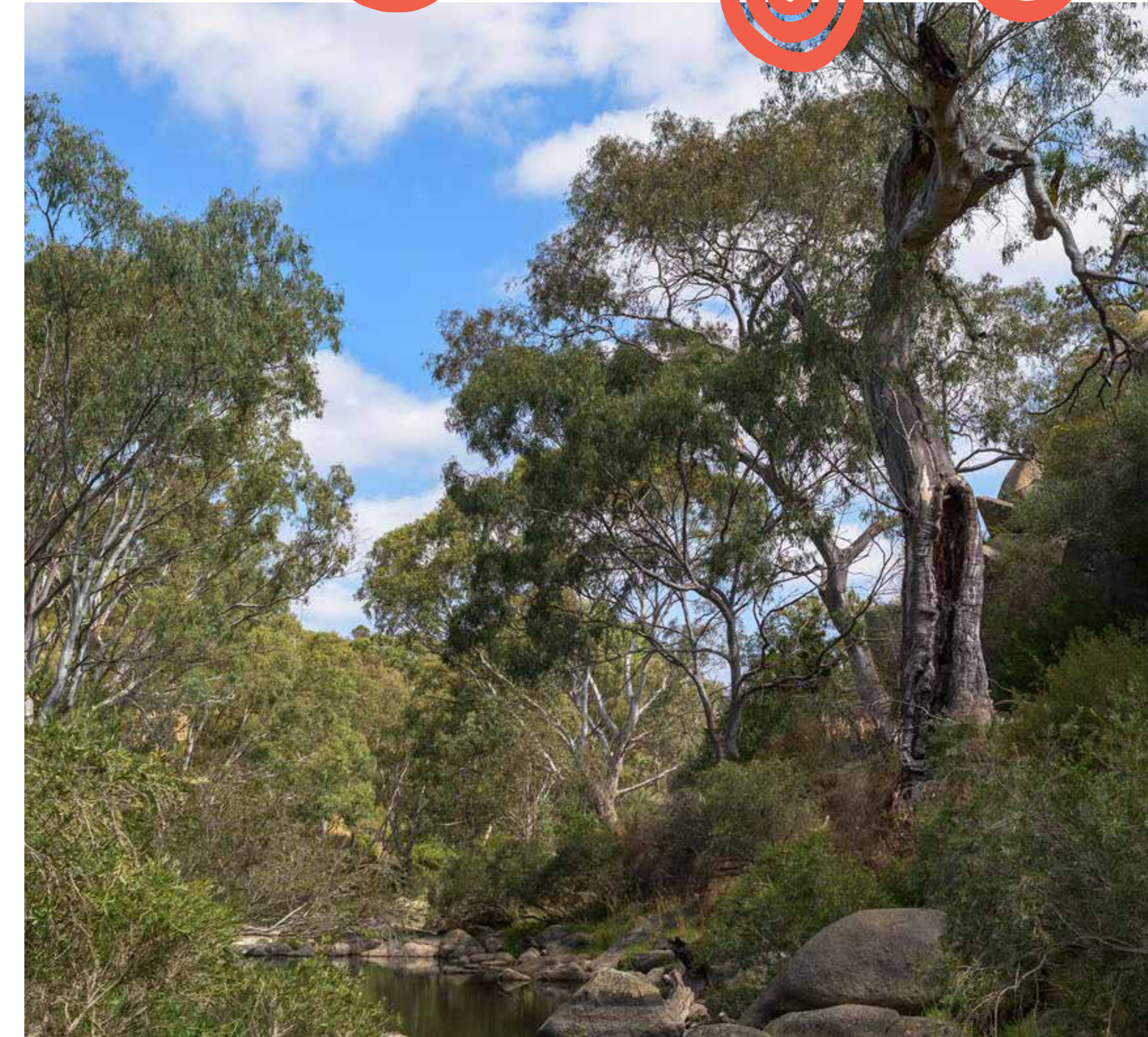
Since 2002, approximately 85% of Melbourne Airport's estate has been assessed and / or has an approved CHMP developed in consultation with the WWW. This assessment data is readily accessible via the airport's enterprise geographic information system and is used to provide advice in relation to future development and inform land management practices. We have a target to close out 100% of this assessment work by 2025.

More recently (2016 – present), APAM has met and consulted with the WWW approximately 60 times – primarily in relation to CHMPs, significant impact self-assessments, and compliance verification. In the same timeframe, around 30 CHMP inductions have been completed for an estimated 250 people including airport suppliers and construction contractors. The most recent induction was held on April 19, 2023, and included over 30 participants. It was conducted by WWW Elder Uncle Ron Jones.

Following the commencement of First Nations heritage assessments for Melbourne Airport's Third Runway (M3R) and subsequent negotiations to gain an approved CHMP, Management has taken the opportunity to deepen and broaden our relationship with the WWW beyond compliance, towards more meaningful partnership, consultation, and celebration of First Nations cultures.

This deeper engagement and consultation helped inform APAC's ESG Strategy (approved by the APAC Board in October 2021) – People, Environment and Community – which has a pillar dedicated to First Nations cultures. The targets for this pillar related to Melbourne Airport are:

- 100% of Melbourne Airport assessed and/ or has an approved Cultural Heritage Management Plan by end of 2025
- Acknowledgement and celebration of First Nations heritage in Melbourne and Launceston Airport Terminals by end FY23.





In 2021 quarterly Cultural Heritage inductions for all contractors and employees at Melbourne Airport commenced.

2022 saw the creation of APAC's First Nations Awareness, Celebration and Cultural Heritage Landscape Management Strategy developed and commenced based around three pillars following consultation with the WWW:

- (a) **Acknowledgement and Celebration** – Publicly acknowledging and celebrating First Nations peoples as the airports' Traditional Owners and their ongoing relationship to Country.
- (b) **Awareness and Education** – Developing an awareness and education platform for APAC personnel to increase their understanding of the airports' and Australia's First Nations cultures and histories
- (c) **Cultural and Country Landscape Management** – Continuing to work collaboratively with Traditional Owners to document the cultural values of the airports and manage the landscape to protect and restore cultural, ecological and heritage values.

First Nations acknowledgment, celebration and language was also used on fixed and digital media throughout both terminals in 2022.

In May 2022, APAC provided a substantial financial contribution to assist the WWW to purchase a WWW William Barak carved and painted parrying shield, dating back to 1897. The purchase of this art from an international private collection was of great significance to the WWW.

In July 2022, Melbourne Airport delivered our first NAIDOC Week activity - Victorian Yoorrook Justice Commissioner, Sue-Anne Hunter presented the work of the commission to over 50 airport employees.

Ongoing commissioning of Cultural Heritage Management Plans for assessment gaps across Melbourne Airport and Launceston Airport.

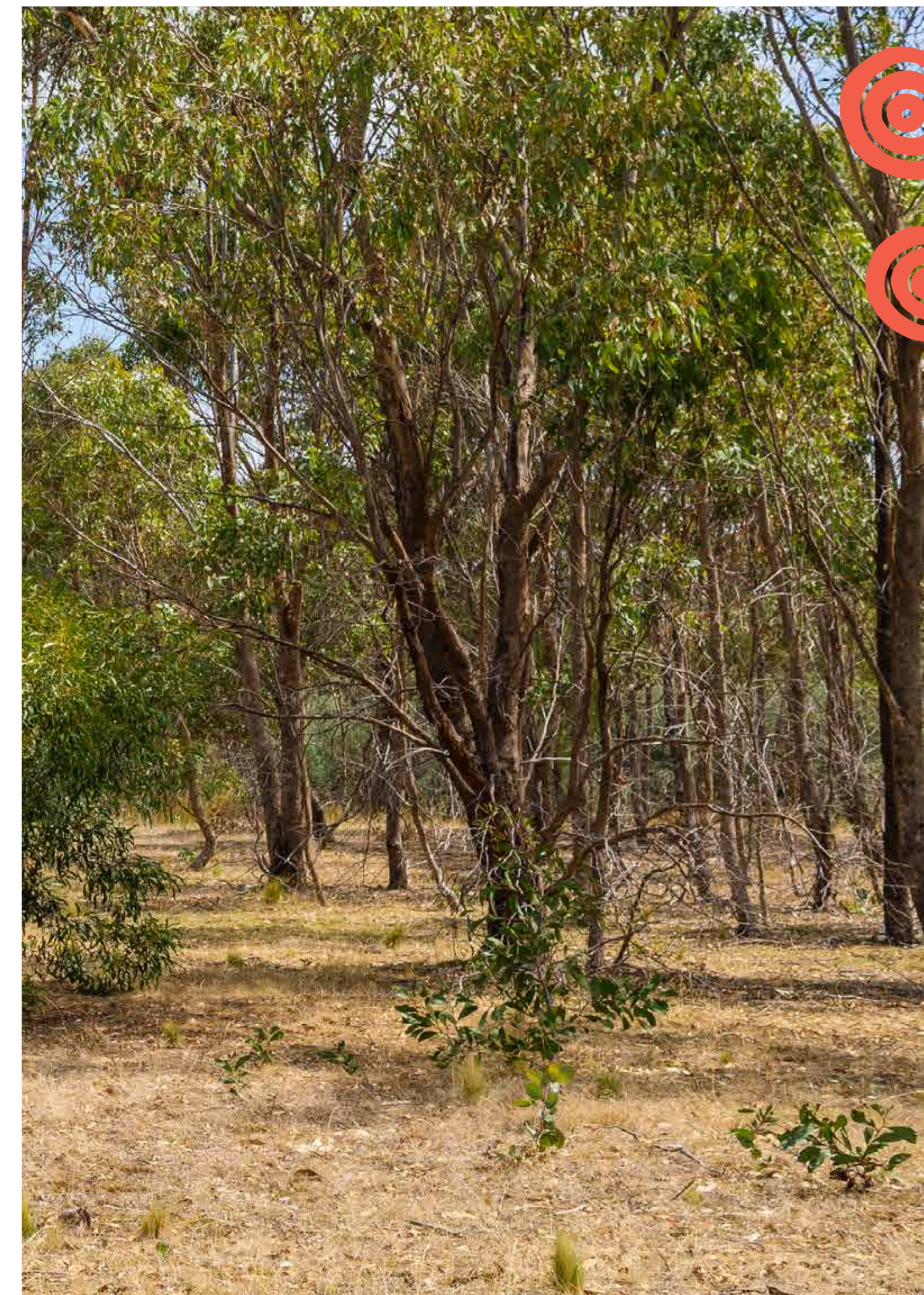
Regular meetings and engagement with the Wurundjeri Woi-wurrung about progress of our First Nations Awareness, Celebration and Cultural Heritage Landscape Management Strategy.

2023

Conducted two Cultural Heritage inductions led by Wurundjeri Woi-wurrung Elder Uncle Ron Jones. 53 attendees at inductions to date in 2023.

Additional signage in language across the terminal precinct.

In 2023 we have continued to assess more of our estate for First Nations cultural values and the naming of Naarm Way - a new road expressway onto the airport.





Launceston Airport

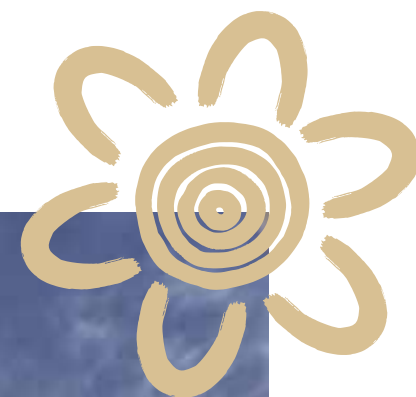
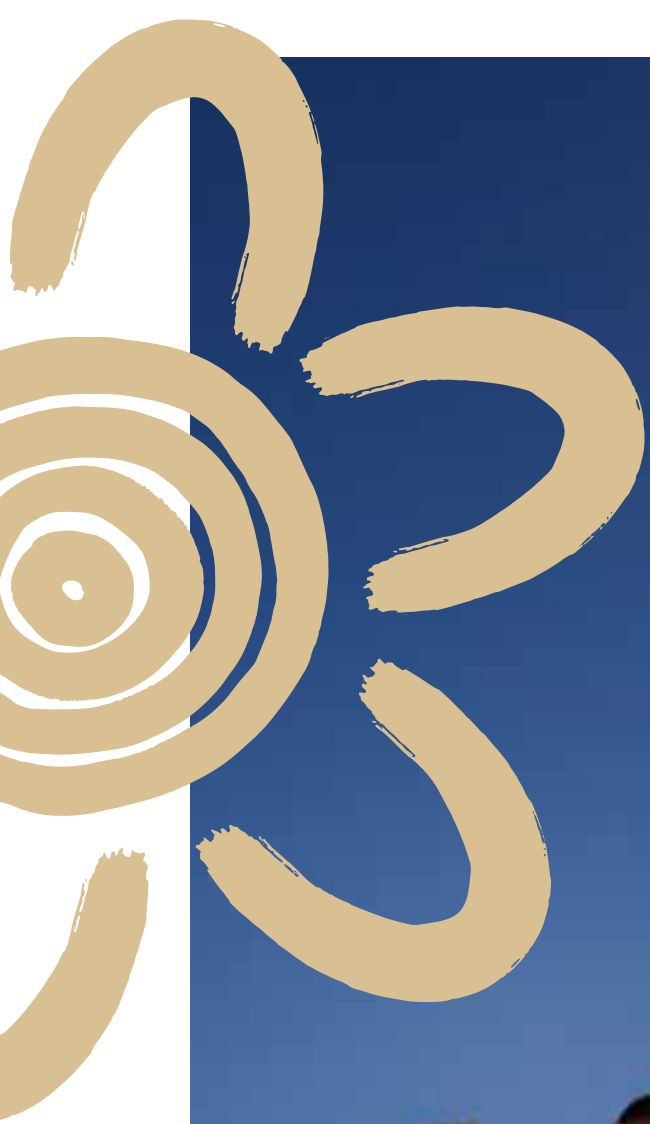
A First Nations community ban that was in place in Tasmania was lifted in 2018. The ban meant Aboriginal Heritage advisors were unable to access the Airport to provide advice on the assessment and potential salvage of artefacts. Since then, there has been some limited First Nations assessment undertaken related to the 2020 Launceston Airport Master Plan and the FY22 perimeter fence project.

Relevant targets in APAC's ESG Strategy (approved by the APAC Board in October 2021) – People, Environment and Community – related to Launceston Airport are:

- Potential areas of sensitivity at Launceston Airport assessed for First Nations heritage by end of 2023 (~25ha).
- Acknowledgement and celebration of First Nations heritage in Melbourne and Launceston Airport Terminals by end FY23.

Management met with the Aboriginal Heritage Council Tasmania (AHCT) on 26 November 2021 to outline the results of investigation works to date and to outline the Launceston Airport's proposed way forward including further investigations, awareness and celebration in the airport terminal, and on-Country reburial of artefacts. The AHCT were supportive of our approach and invited management to meet with them in person in the future in Hobart.

Further investigations undertaken in 2022 and 2023 have uncovered First Nations artefacts. These assessments will continue to be carried out over the timeframe of this RAP.

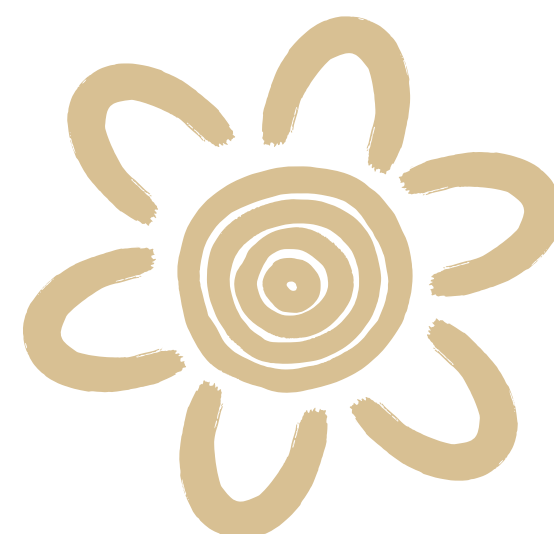


Reconciliation Action Plan Working Group

Our RAP is championed at the Executive level by Justin Portelli – Executive General Manager Strategy, Planning and Community.

In 2022, our internal RAP Working Group was established. This committed team is made up of members from both Melbourne and Launceston:

- First Nations RAP representative – Aunty Karen Jones – Wurundjeri Elder
- Head of Environment and Sustainability
- Head of Procurement
- External Affairs Manager
- Safety Coordinator
- People Experience Specialist
- Customer Experience Manager - Launceston





Relationship

APAC recognises that in order to create meaningful, long-lasting relationships with First Nations peoples we must do this from a base of shared understanding and truth telling, this base is only formed when we listen more than we speak. Listening involves acceptance that we as an organization don't have all the answers and it is these relationships with Aboriginal and Torres Strait Islander peoples that will educate us as a business. This honest engagement will guide reforms within our business and create lasting relationships forged through truth telling and shared understanding.

Action	Deliverable	Timeline	Responsibility
1. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	November 2024, 2025	Communications Manager
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May & June-2024, 2025	Communications Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2024, 2025	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	May 2024, 2025	Head of Environment and Sustainability
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2024, 2025	Head of Environment and Sustainability
2. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with First Nations stakeholders and organisations. 	June 2024	Communications Manager
	<ul style="list-style-type: none"> Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement. 	June 2024, 2025	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Document the oral history of Wurundjeri Elders related to Melbourne Airport and its surrounding region and incorporate information in terminal / visitor centre. 	December 2024	Head of Environment and Sustainability
3. Raise internal and external awareness of our RAP and promote reconciliation across our business and sector.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	May 2024	Communications Manager
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	May 2024	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	June 2025	People Experience Specialist
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	Mar 2025	Safety Coordinator
	<ul style="list-style-type: none"> Include physical signage on the Melbourne and Launceston estates to acknowledge and celebrate First Nations cultural heritage and our commitment to reconciliation. 	September 2024	Head of Environment and Sustainability
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	June 2025	Safety Coordinator
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	June 2025	People Experience Specialist
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2025	People Experience Specialist
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	June 2024	Head of Culture



Respect

First Nations people have inhabited this land for millennia, they have cared for the sky, the land and the waterways. As the oldest living cultures in the world, we must celebrate their accomplishments and learn from their histories. To deliver high quality and culturally appropriate service to our passengers we must educate our staff to build our understanding and respect of Aboriginal and Torres Strait Islander peoples, cultures, and histories in a culturally safe way.

Action	Deliverable	Timeline	Responsibility
1. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	April 2024, 2025	Communications Manager
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	April 2024, 2025	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Ensure all APAC personnel and contractors undertaking works that may disturb cultural heritage complete Cultural Heritage inductions prior to work commencing. 	As required	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgment of Country 	July 2024, 2025	Safety Coordinator
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year 	As required	Safety Coordinator
	<ul style="list-style-type: none"> Work to achieve enduring protection and restoration of significant First Nations cultural locations on Moonee Ponds Creek, Deep Creek and the Maribyrnong River. 	December 2024, 2025 (Ongoing)	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Engage with the Wurundjeri Woi-wurrung Narrap Team to work alongside Melbourne Airport contractors to manage significant parts of airport country and reburial locations including cultural burns to reduce weeds and encourage regeneration 	December 2024 (Ongoing)	Head of Environment and Sustainability
2. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	December 2024	People Experience Specialist
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	December 2024	People Experience Specialist
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	June 2025	People Experience Specialist
	<ul style="list-style-type: none"> Provide opportunities for RAP working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning 	December 2024	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Include in office content of First Nations histories and values including commissioned artwork and digital content, displayed in prominent areas 	December 2024	Head of Environment and Sustainability
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	December 2024	People Experience Specialist
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2024, 2025	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff 	July 2024, 2025	Head of Environment and Sustainability



Opportunities

As the oldest continuous cultures in the world, we recognise the wealth of knowledge and skills possessed by Aboriginal and Torres Strait Islander peoples. Melbourne Airport is the largest employment hub outside of the CBD whilst Launceston Airport provides direct and indirect employment for over 500 people. As such APAC has a unique opportunity to improve the social and economic outcomes of local Aboriginal and Torres Strait Islander peoples through employment, business engagement and cultural heritage preservation. Identifying and pursuing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities to develop mutually beneficial relationships will be a focus for APAC into the future.

Action	Deliverable	Timeline	Responsibility
1. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	June 2024	Head of Procurement
	<ul style="list-style-type: none"> Investigate direct and indirect commercial opportunities and relationships with Aboriginal and/or Torres Strait Islander businesses. 	June 2024	Head of Procurement
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	December 2024	Head of Procurement
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	December 2024	Head of Procurement
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June 2025	Head of Procurement
2. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy. 	December 2024	People Experience Specialist
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. 	March 2024	People Experience Specialist
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	June 2025	People Experience Specialist
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	June 2025	People Experience Specialist
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	March 2024	People Experience Specialist
3. Work with APAC contractors on large construction projects to prioritise long-term First Nations employment and Training.	<ul style="list-style-type: none"> Identify suitable large construction projects 	June 2024	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Embed First Nations employment and training outcome requirements in identified project tender documents 	December 2024	Head of Environment and Sustainability
	<ul style="list-style-type: none"> Monitor and report on implementation 	September (Annually)	Head of Environment and Sustainability



Governance

Through the creation of our Reconciliation Action Plan we have created a tangible framework to continue our journey to reconciliation. The RAP Working Group will work closely with First Nations people and other stakeholders to ensure we are meeting our deliverables. We understand this journey is an ongoing one built on a platform of mutual respect and constant learning.

Action	Deliverable	Timeline	Responsibility
1. Provide appropriate support for effective implementation of RAP commitments.	• Appoint and maintain an internal RAP Champion from senior management.	May 2024	Communications Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	Ongoing	Communications Manager
	• Define resource needs for RAP implementation	June 2024	Head of Environment and Sustainability
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	June 2024	Head of Environment and Sustainability
2. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Report RAP progress to all staff and senior leaders quarterly.	August, November 2024 February, May, August, November 2025	Head of Environment and Sustainability
	• 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.	June (Annually)	Head of Environment and Sustainability
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2025	Head of Environment and Sustainability
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2025	Head of Environment and Sustainability
	• Publicly report our RAP achievements, challenges and learnings, annually.	September 2024, 2025	Head of Environment and Sustainability
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September (Annually)	Head of Environment and Sustainability
3. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug (Annually)	Head of Environment and Sustainability
	• Meet at least four times per year to drive and monitor RAP implementation.	May, Aug, Nov - 24 February, May, August, November 2025	Communications Manager
	• Establish and apply a Terms of Reference for the RWG.	May 2024	Head of Environment and Sustainability
4. Continue our reconciliation journey by developing our next RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2024, 2025	People Experience Specialist
	• Register via Reconciliation Australia's website to begin developing our next RAP	November 2025	Safety Coordinator



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