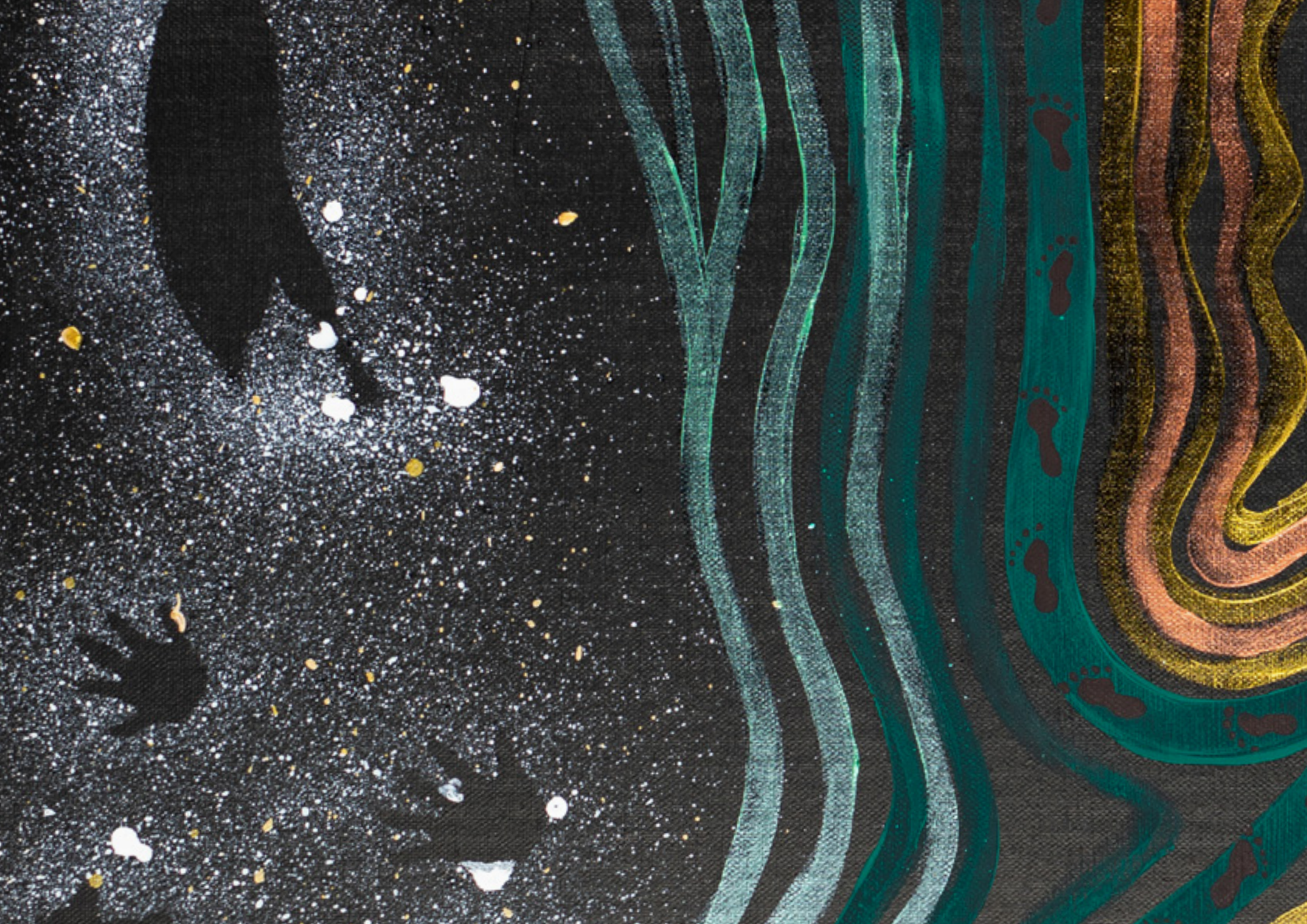





Hobart Airport Innovate Reconciliation Action Plan

March 2024 – March 2026





The background of the page is a dark, textured surface covered in vibrant, swirling lines of color. The colors include bright blue, golden yellow, and earthy brown. The lines are thick and have a hand-painted or brush-stroke appearance, creating a sense of movement and depth. Some lines form loops and spirals, while others are more straight but still curved. The overall effect is reminiscent of traditional Indigenous art or a modern abstract painting.

Hobart Airport acknowledges and pays respect to the traditional and continuing Custodians of the land on which we live, work and thrive.

As the gateway to lutruwita / Trouwunna (Tasmania), Hobart Airport recognises, honours, and pays respects to all First Nations people and their continuing custodianship of their beautiful lands, waterways and skies.

We recognise we have much to learn from Aboriginal people today and take pride in being able to live in a country that is home to the world's oldest continuous culture.

Message from Reconciliation Australia

Karen Mundine
Chief Executive Officer



Reconciliation Australia commends Hobart 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 Hobart 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, Hobart 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hobart Airport is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hobart Airport 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 Hobart Airport on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from Hobart Airport

Norris Carter
Chief Executive Officer

I'm pleased to present Hobart Airport's Innovate Reconciliation Action Plan (RAP), which outlines our vision for reconciliation and how we will play a role in a better future for everyone.

Our journey towards reconciliation over the last two years has been one of genuine reflection and education. Through ongoing engagement and learning, we've deepened our understanding of the challenges faced by Aboriginal people and we continue to seek opportunities for greater collaboration to drive positive change in our business and our community.

Through implementation of our Reflect RAP we have built support and goodwill throughout the organisation and established a strong governance structure through our

RAP Working Group. Building upon these foundations, this Innovate RAP represents our commitment to not only acknowledge the past but to actively shape the future. We have strived to create a plan that drives meaningful change within our organisation, our community, and beyond.

Hobart Airport is the gateway to our island state and connecting communities is at the heart of what we do. We acknowledge our responsibility to use our platform, with guidance from Aboriginal communities, to shine a light on the ancient history of these lands and the importance of reconciliation, with the millions who choose to travel to and from our beautiful island home each year. As we move forward with our Innovate RAP, I encourage us all to take an active role.

**OUR VISION FOR
RECONCILIATION IS**

***An equal and inclusive
future for all.***

Together, we will continue to learn, grow, and build a future we can all be proud of.

We're committed to supporting economic participation and opportunities for Aboriginal and Torres Strait Islander people, nurturing cultural awareness and understanding, and building lasting relationships that stand on the pillars of respect and integrity. As RAP champion, I look forward to reporting on our progress and the impact these commitments will have into the future.

Norris Carter
Chief Executive Officer
Hobart Airport

Our Business

Hobart Airport is in the business of bringing people and communities together, and it's a business we couldn't love more.

Over 900 people work at Hobart Airport, including 60 direct employees who are based at our site in Cambridge. The work undertaken across the precinct covers a diverse range of activity and industries. While Hobart Airport does not currently have any employees who have identified as Aboriginal and/or Torres Strait Islander, we aim to create a workplace culture that is welcoming to identify soon.

In FY23 we welcomed in excess of 2.5 million passengers through the terminal. Our passengers are both domestic and international travellers. We recognise that this, combined with our active engagement with community, business and government,

creates a significant sphere of influence and opportunity. For an island state, the airport plays a particularly important economic and social role and we do not underestimate the responsibility this presents.

Sustainability is embedded into everything that we do at Hobart Airport through our three pillars of: inspiring people and community, a trusted business with strong growth, and environmental stewardship.

The Airport is a critical piece of infrastructure and the primary gateway into the city of Hobart and the state. But we are more than just an airport. We are a host, a caretaker, a friend, and a genuine member of the countless communities that make up our island and the world we open our arms to.



Our RAP Journey

In May 2021, Hobart Airport's first Reconciliation Action Plan Working Group (RAPWG) was formed, which led to the launch of our Reflect RAP in 2022. It has been through the delivery of our RAP commitments that we have gained a deeper understanding of the importance of reconciliation and what role we as a business can play in contributing to the goals of reconciliation in Australia.

We are committed to further strengthening our engagement with Aboriginal and Torres Strait Islander stakeholders and exploring how we can drive reconciliation and equality through our sphere of influence.

The Hobart Airport RAPWG consists of all members of the Airport's Executive Leadership team and a cross section of representation from the business. Participation in the RAPWG is reviewed annually and all employees are welcome to participate. In the absence of any internal Aboriginal representation Hobart Airport will

seek an external, Local Aboriginal community representative to provide an Aboriginal perspective. This group generates ideas, creates content and drives progress. The current members include:

- CEO – RAP Champion
- Chief Operating Officer (COO)
- Chief Financial and Commercial Officer (CFCO)
- Executive General Manager – People, Culture & Environment (EGM PC&E)
- Executive General Manager – Infrastructure (EGM I)
- Head of Environment & Sustainability (HO E&S)
- Head of Marketing (HOM)
- Corporate Lawyer
- Operations Project Lead
- Marketing Specialist

While our Reflect RAP concluded in December 2022, we have continued to work through the actions to ensure we deliver on our commitments, at the same time working on the next reiteration; our Innovate RAP. A lot of progress has been made, but we know that there is a long way to go in our reconciliation journey. A strong focus to date has been on implementing the right governance structures and participating in opportunities to listen to Aboriginal and Torres Strait Islander peoples including Reconciliation Tasmania led RAP Circle meetings and 'Come Walk with Us' workshops. We believe that these are solid foundations that allow us to continue to take practical actions to contribute to the goals of reconciliation in Australia.

We are proud that over 80% of our employees and Board members have participated in the 'Come Walk With Us' cultural education program developed by the University of Tasmania, in consultation with

Tasmanian Aboriginal Advisors and community members, and facilitated by Reconciliation Tasmania.

This now forms part of our standard induction process for new employees. Acknowledgement of Country is now a familiar part of our work practices, and provides another opportunity to grow awareness and respect. Hobart Airport also regularly participates in Reconciliation Tasmania working groups, such as RAP Circles, which provide an opportunity to connect with other businesses and share our reconciliation journeys, and also with Aboriginal and Torres Strait Islander owned and led businesses.

Hobart Airport has also installed a variety of visual signs that aid in creating an environment that is welcoming for Aboriginal and Torres Strait Islander people. Examples of this include engaging Luana Toney, a palawa Wiradjuri woman to design artwork that we have displayed in our office and in our lanyard design and installing the Aboriginal and Torres Strait Islander flags.

A key challenge has been increasing Aboriginal and Torres Strait Islander representation amongst our direct employees. We have consulted with the Aboriginal Employment Pilot Project (AEPP) through Reconciliation Tasmania to identify career opportunities within the aviation industry. While that approach has not yet resulted in a placement, we have learnt from the process and will continue to refine our recruitment practices as a result. We will work with our precinct partners to explore new employment pathways for Aboriginal and Torres Strait Islander people.

This Innovate RAP is the next step in our reconciliation journey. It is our formal and public commitment and contribution to reconciliation in Australia. It is an important step in paying our respects to the Traditional Owners and Custodians of this land on which we live and work, and in the ongoing development of an organisation that reflects our people and community.

Connecting Communities is what we do. We are the gateway to our island, which is a privilege that is not lost on us. It is our responsibility to represent this land, its history, and all of our communities. We seek to build relationships and learn from Tasmanian Aboriginal communities, and share this knowledge with our people, stakeholders and those that visit these lands. We seek to show our respect in meaningful ways and to create a welcoming place for Aboriginal and Torres Strait Islander people.

Our approach continues to be one of authenticity and respect. We recognise that we are at the beginning of our journey of discovery and accept that we must continue to play an active role in listening to the voices and stories of the Traditional Custodians of this land. We look forward to embracing this journey as we deliver on our Innovate RAP commitments.

Our Partnerships / Current Activities

Fostering consultation and collaboration with like-minded businesses and sharing learnings from our RAP journeys, has been central to our progress.

We will seek to further strengthen our relationships with those we have already partnered with and other organisations (including Aboriginal and Torres Strait Islander owned and led businesses) that help us connect with Aboriginal and Torres Strait Islander people and cultures.

Reconciliation Tasmania

Reconciliation Tasmania has played a key role in our reconciliation journey. It is a role that is integral to the development of our Innovate RAP and one which we look forward to continuing to build. We continue to be an active participant in Reconciliation Tasmania events. This has provided us with an opportunity to be involved in truth-telling, and to gain a deeper understanding of our shared history, including the 'uncomfortable truth'. This has allowed our journey of

reconciliation to be authentic and responsive, as we continue to discover and learn. It has also given our employees confidence to be brave, ask the uncomfortable questions, and embrace the stories and voices of the Traditional Custodians of this land.

Tasmanian Aboriginal Centre

Hobart Airport has a strong working relationship with the Tasmanian Aboriginal Centre (TAC). One example of this is our commitment to conducting cultural burns within our airport precinct, particularly our Commonwealth critically endangered vegetation communities. By working collaboratively with Tasmania's traditional land managers, we aim to ensure the preservation of the significant biodiversity values of the grassland over time. The cool mosaic burning maintains the biodiversity of critically endangered lowland native grassland and ensures native flora in the grassland continues to thrive. This approach to grassland management harnesses the expert

knowledge and techniques developed over tens of thousands of years by the Traditional Custodians of this land. More importantly, the burn provides the opportunity to pass these traditional skills on to new generations of Aboriginal and Torres Strait Islander people. This work can be viewed at 'Hobart Airport grassland cultural burn with Tasmanian Aboriginal Centre' on YouTube.

Youth Speak Out

Hobart Airport is a proud supporter of the Youth Speak Out event, facilitated by Reconciliation Tasmania. We supported the annual event in 2023 which provides the opportunity for students to voice their thoughts and ideas around reconciliation through different mediums. The exhibition tours the state of Tasmania, ending with an event at Government House, attended by dignitaries including the Premier of Tasmania. Hobart Airport supports in both a financial and value capacity, ensuring that we again make the most of our sphere of influence within the community.

Parrdarrama Pungenna Aboriginal Community (PPAC)

Representatives from PPAC have shared valuable knowledge and insight and we look forward to strengthening this relationship into the future.

Indigenous Consultancy

We have engaged with Supply Nation registered local Aboriginal consultancy Sky Sea Country Consulting to ensure we have a Tasmanian Aboriginal voice with direct input into the development of our commitments. Led by Helen Ransom, a palawa woman, we have found the ability to "have a yarn" and have our thinking tested is beneficial to our progress.



Relationships

Our strategic framework identifies *Inspiring People and Community* as integral to our business. We believe successful, authentic reconciliation can only be built on trusted relationships with Aboriginal and Torres Strait Islander peoples. To this end, the Relationships pillar outlines how we will go about building these relationships.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2024 and ongoing	EGM PCeE
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	EGM PCeE
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff.	May annually	EGM PCeE
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June annually	EGM PCeE
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June annually	CEO
	• Organise at least one NRW event each year.	27 May - 3 June annually	EGM PCeE
	• Register all our NRW events on Reconciliation Australia's NRW website.	May annually	EGM PCeE
	• Acknowledge NRW in the Airport terminal on advertising screens each year.	27 May - 3 June annually	HOM

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	September 2024	EGM PC&E
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. This will include a link to our RAP on our website. 	April 2024	HOM
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. This will include information sharing at Facilitation meetings with our precinct partners. 	April 2024 and ongoing	Operations Project Lead
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. This will include active participation at RAP Circles convened by Reconciliation Tasmania. 	June 2024 and ongoing	EGM PC&E
	<ul style="list-style-type: none"> Incorporate RAP information into our tenant environment audit guidelines. 	June 2024	HO E&S
	<ul style="list-style-type: none"> Actively support initiatives led by Reconciliation Tasmania. This will include participation in Reconciliation Tasmania events and identification of sponsorship opportunities in consultation with Reconciliation Tasmania. 	May 2024 and ongoing	EGM PC&E
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	March 2024 and annually	EGM PC&E
	<ul style="list-style-type: none"> Review, implement and communicate an anti-discrimination policy for our organisation. 	November 2024 and annually	EGM PC&E
	<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. 	November 2024	EGM PC&E
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	October 2024	EGM PC&E



Respect

The Respect pillar seeks to embed a culture of knowledge building, appreciation and understanding of the oldest living cultures in the world within Hobart Airport and to the millions of passengers that go through our terminal every year. We will demonstrate our respect through actions, words and symbols as detailed in the deliverables below.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	September 2024	EGM PC&E
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2024	EGM PC&E
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	September 2024	EGM PC&E
	• Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning.	June 2024 and ongoing	EGM PC&E
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2025	EGM PC&E
	• Review and update our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country to ensure appropriate.	January 2025	EGM PC&E
	• Develop policy which includes Welcome to Country ceremony at significant events.	June 2024	HOM
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2024 and ongoing	EGM PC&E
	• Participate in Australia-wide Airport group Investigating Acknowledgment of Country protocols via flight information display screens (FIDS)	December 2024	Corporate Lawyer
	• Following consultation, organise and display an Acknowledgement of Country plaque in the Airport terminal.	Post construction in 2027	HOM

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July annually	EGM PC&E
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May annually	EGM PC&E
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July annually	CEO
8. Improve cultural visibility across the airport about Aboriginal and Torres Strait Islander peoples, culture and histories.	• Display the Aboriginal and Torres Strait Islander flags to improve cultural visibility across the airport precinct.	March 2024 and ongoing	HOM
	• Use local Aboriginal artwork on lanyard design.	March 2024	HOM
	• Connect and engage with local Aboriginal artist/s when planning artwork for the new terminal.	January 2026	HOM
	• Look for opportunities to use traditional place name conventions e.g., meeting room names and consult with the relevant Aboriginal stakeholders on the use of such place names.	June 2024	HOM

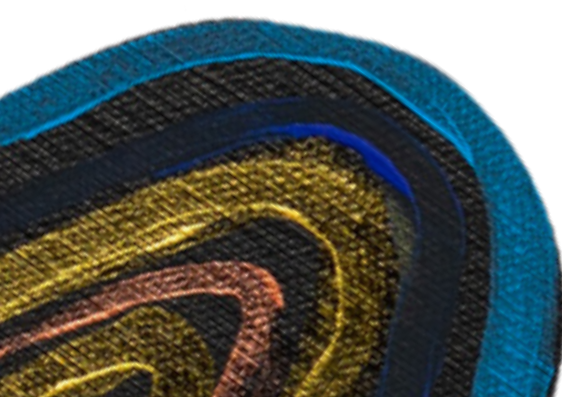


Opportunities

The Opportunity Pillar sets out how we will strive to improve the economic and social situation of Aboriginal and Torres Strait Island people through employment, development and procurement focus.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	EGM PC&E
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2024	EGM PC&E
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024	EGM PC&E
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2024 and ongoing	EGM PC&E
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	EGM PC&E

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2024	Corporate Lawyer
	• Investigate Supply Nation membership.	September 2024	EGM PC&E
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2024	Corporate Lawyer
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2024	Corporate Lawyer
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024 and ongoing	CEO
	• Investigate opportunities to include information about suppliers Aboriginal and Torres Strait Islander engagement in tender applications.	September 2024	Corporate Lawyer
	• Support local aboriginal artists when considering any artwork installation and purchases.	March 2024 and ongoing	HOM
11. Seek further opportunities to learn from indigenous land management practices.	• Continue to consult with the Tasmanian Aboriginal Centre on caring for country practices.	July 2024	HO E&S
	• Engage Tasmanian Aboriginal Centre to undertake cultural burn of protected grassland.	October 2024	HO E&S



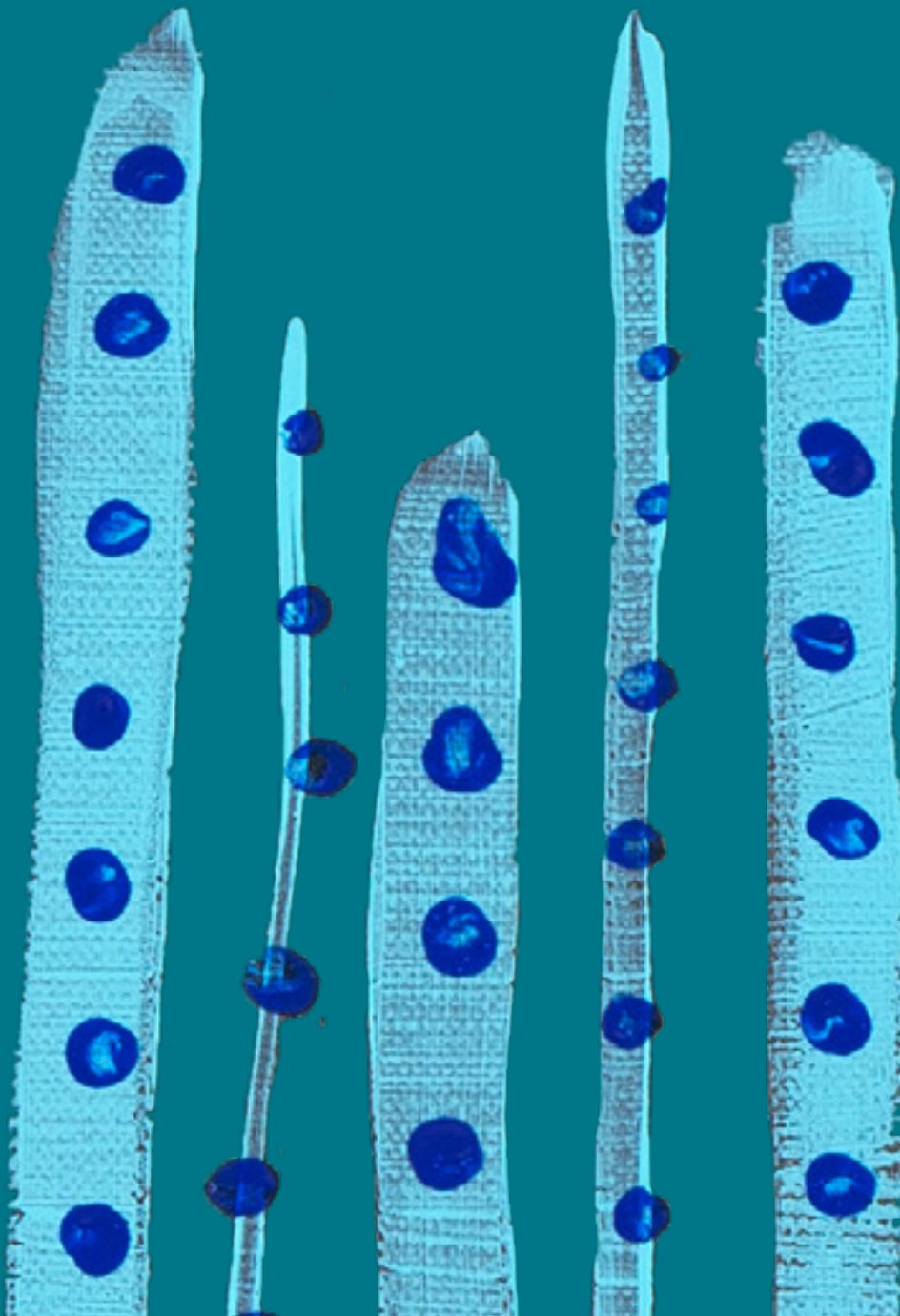


Governance

The Governance Pillar sets out the structure and processes and we will use to implement, monitor and report on our progress against our RAP commitments. It drives accountability.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RAPWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	March 2025	EGM PC&E
	• Annual review of the Terms of Reference (TOR) for the RAPWG.	March annually	EGM PC&E
	• Meet at least four times per year to drive and monitor RAP implementation.	March 2024, June 2024, September 2024, December 2024 and ongoing.	EGM PC&E
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March annually	EGM PC&E
	• Engage our senior leaders and other staff in the delivery of RAP commitments. Senior leaders must attend a minimum of 3 meetings annually.	December 2024 and ongoing	CEO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024	EGM PC&E
	• Appoint and maintain an internal RAP Champion from senior management.	March 2024	CEO

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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	EGM PC&E
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	EGM PC&E
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	EGM PC&E
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	March 2024, June 2024, September 2024, December 2024 and ongoing	CEO
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. This will be via HBA website. 	October annually	HOM
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	EGM PC&E
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	March 2026	EGM PC&E
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	March 2026	EGM PC&E



Luana Towney Artist

I am a proud Palawa / Wiradjuri woman living in lutruwita with my family. A pungkatina muka luna – Bush Salt Water Woman.

My cultural connections run deep and strong. My great-great-great-grandmother on my mother's side (Palawa) was Fanny Cochrane Smith, born on Flinders Island, daughter of Tanganutura and Nicermenic. My mother's family include important knowledge keepers, activists and healers.

My grandfather on my father's side (Wiradjuri), Jack Towney, grew up with his family on the Bulgandramine mission near Peak Hill, NSW. My Towner family include great sportspeople, knowledge keepers, artists and singers. I was raised by my mother June Sculthorpe and step-up father Brian Mansell, who was a great athlete and proud Tasmanian Aboriginal Man.



My father's family come from the Bass Strait Islands and include great sportsmen, artists and activists.

My parents all instilled in me, since my birth, the importance in being proud of where I come from and who I am. To fight for our rights as Aboriginal People, and to learn my culture and teach it to my children, so it will continue strong and far beyond my time on Earth.

I am a weaver, poet, painter, jeweller, learner and teacher. I am a lover of the Earth and my artwork reflects the circle of life, and a deep respect for ningimpi withi (Grandmother Moon).

Image: Jillian Mundy





Contact

Gail Wilson

Executive General Manager People,
Culture and Environment

03 6216 1600

gwilson@hobartairport.com.au
or info@hobartairport.com.au



Hobart Airport
TASMANIA