



# Reflect Reconciliation Action Plan

**Adelaide Airport Limited**  
June 2023 – May 2024



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## Acknowledgement of Country and Traditional Owners

Adelaide Airport Limited acknowledges the Traditional Owners of Country throughout Australia, and recognises their continuing connection to land, waters, sky and community. We pay our respects to Aboriginal and Torres Strait Islander peoples, cultures, and to Elders past and present.

# Traditional Owners of the Land on which we operate and work

## Kaurna People

Adelaide Airport Ltd (AAL) operates both Adelaide and Parafield Airports in South Australia. Ethnographic records indicate that areas of Adelaide Airport were once favoured camping places for the Kaurna people, Aboriginal people of the Adelaide Region.

The Patawalonga Creek and surrounding system of interconnected rivers and wetlands were integral to Kaurna culture. Prior to European settlement, the Kaurna people had frequented the Patawalonga giving to it the name we use today meaning “boggy and bushy stretch with fish”.

Parafield Airport also has a rich and varied history of occupation by the Kaurna people across the regions including a practical and cultural relationship with the ephemeral creeks, swamps and basins in and around the airport site.

# About the Reflect RAP

## RAP

The Reconciliation Action Plan (RAP) is about organisations, from every sector, rising to the challenge of reconciling Australia. A RAP provides a framework for organisations to develop practical plans of action built on relationships, respect, and opportunities, to create social change and economic opportunities for Aboriginal and Torres Strait Islander Australians.

AAL is committed to helping reconcile Australia and has developed a Reflect RAP, which is designed for organisations initiating their RAP journey. A Reflect RAP is used to lay the foundations and prepare an organisation for future successive RAP's and reconciliation initiatives.

Committing to a Reflect RAP allows AAL to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on a vision for reconciliation and exploring a sphere of influence, before committing to specific actions or initiatives. This process will allow us to produce future RAP's that are meaningful, mutually beneficial, and sustainable.

# Message from Adelaide Airport Limited Managing Director



On behalf of the Adelaide and Parafield Airport teams, I am pleased to share the AAL Reflect RAP, which marks the formal beginning of our journey to reconciliation for both Adelaide and Parafield Airports.

We are committed to ensuring that we are enhancing value for Aboriginal and Torres Strait Islander communities and their experiences in working with us. We want to ensure we are inclusive and represent the diversity of the Australian community by harnessing the unique knowledge, experience and expertise of Aboriginal and Torres Strait Islander peoples in our operations.

Over the life of our first RAP, we are committed to achieving the goals we have set. This will see us improve our cultural awareness, increase our recruitment and engagement of Aboriginal and Torres Strait Islander talent, acquire a deeper appreciation of customs and celebrate significant events together, and become a stronger more inclusive company as a result.

I encourage each of us to take actions as individuals and leaders to support and embrace reconciliation. I look forward to our airports achieving our goals in this RAP and making a difference to Aboriginal and Torres Strait Islander peoples.

Our Reconciliation Action Plan will be another step in strengthening the relationship between the airport and local First Nations people and is part of a broader focus to build respect, understanding, unity and equality with the community.

It is an exciting project for AAL to be embarking on; it will embed education and continuing cultural change

within our organisation; it will leverage our airports' unique positions; and it will allow the celebration and preservation of Aboriginal and Torres Strait Islander cultures.

**Brenton Cox**  
Managing Director  
Adelaide Airport Limited

**Our Reconciliation Action Plan (RAP) reiterates Adelaide and Parafield Airports commitment to improving outcomes for all Aboriginal and Torres Strait Islander peoples.**

**AAL commits to completing the specific actions outlined in the Reflect RAP over the next 12 months to ensure we are well positioned to implement effective and mutually beneficial initiatives as part of our future RAPs.**

# Message from Reconciliation Australia



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**Reconciliation Australia welcomes Adelaide Airport Limited to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.**

Reconciliation Australia welcomes Adelaide Airport Limited to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Adelaide Airport joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Adelaide Airport to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Adelaide Airport, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

**Implementing a Reflect RAP signals Adelaide and Parafield Airports' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation and commit to making a positive difference for Aboriginal and Torres Strait Islander peoples.**

# Adelaide Airport

**Adelaide Airport Limited (AAL)** purchased the operating leases for Adelaide and Parafield Airports in May 1998, to operate both airports for the next 50 years with an option for a further 49 years. Its purpose is to proudly connect and shape South Australia with a vision to be everyone's favourite airport. **Seamless. Connected. Easy.**

**AAL recognise the rich heritage and cultural significance of the Kurna people, the Traditional Aboriginal Custodians of the land of both airport sites. Protection and preservation of the cultural heritage and environment is important to us.**



Adelaide Airport is the gateway to South Australia for both passengers and freight. It is South Australia's largest single employment site, directly employing more than 10,000 people on and off airport and contributing to the generation of a further 12,700 induced jobs.

Prior to COVID impacts, Adelaide Airport was Australia's fifth largest domestic and international airport welcoming more than 8.5 million passengers per annum, including more than 1 million international passengers. Adelaide Airport therefore provides a unique opportunity to shape visitor's first impressions of South Australia, Australia and importantly Aboriginal and Torres Strait Islander cultural heritages.

The airport's significance to both Adelaide and South Australia continues to increase, not only in terms of being an essential passenger and freight hub situated only six kilometres from the Adelaide CBD, but also as a major employment and business centre. It occupies a site of some 785 Hectares. It has 180 employees, two of whom identify as Aboriginal or Torres Strait Islander.

**AAL is committed to finding positive and constructive ways to support communities and emerging Elders of tomorrow to build a better future for First Nations Peoples, and making a positive contribution to reconciliation in a structured, relevant and respectful way.**



# Parafield Airport

**Parafield Airport Limited (Parafield Airport)** is a wholly owned subsidiary of Adelaide Airport Limited. Parafield Airport is South Australia's premier general aviation aerodrome, occupying a site of 433 hectares, and is a major world standard international training airport.

Renowned for delivering excellence in training, the airport is home to several flight training schools and is a business and retail hub for the northern suburbs.



Parafield Airport is located 18 km north of the Adelaide CBD and enjoys the facilities that come with being one of the busiest General Aviation (GA) airports in Australia. Parafield Airport has four non-indigenous employees.

Parafield Airport has a unique role in pilot training as well as providing development potential and amenity to the local community. Parafield Airport is a critical flight training base and commercial and economic hub serving the northern region.

The main flight training school currently has more than 350 students on site, most of whom are international and who will be the global pilots of the future. Parafield Airport therefore has a wonderful opportunity to educate and influence international student pilots on Australia's First Nations People, their culture and heritage.

# Our RAP

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## Why are we developing a RAP?

AAL is developing its Reconciliation Action Plan as another step in strengthening the relationship between the airport and local First Nations people and is part of a broader focus to build respect, understanding, unity and equality with the community. It is an exciting project for AAL to be embarking on; it will embed education and continuing cultural change within our organisation; it will leverage our airports' unique positions; and it will allow the celebration and preservation of Aboriginal and Torres Strait Islander cultures.

## How do we intend to approach implementing our RAP?

AAL intends to implement its RAP as part of the business planning process. The RAP is a strategic document that supports our business plan and determines our goals and targets. Progress will be measured to ensure accountability, ongoing learning and improvement. We will approach implementation through proactively building and maintaining respectful relationships, raising cultural awareness and understanding and improving and expanding business practices with Aboriginal and Torres Strait Islander people.

## What has been our reconciliation journey to date?

AAL's reconciliation journey to date has been informal. This RAP therefore marks the formal beginning of our journey to reconciliation for both Adelaide and Parafield Airports.

## Who is our appointed RAP Champion?

Our Executive General Manager Parafield Airport, Tom Ganley has been appointed as RAP Champion. Tom is a senior executive across both Adelaide and Parafield Airports and will be responsible for championing the RAP internally and to keep staff focussed and motivated.





# Relationships

Adelaide and Parafield Airports will strive to proactively build and maintain respectful relationships with Aboriginal and Torres Strait Islander peoples, will celebrate culture and promote reconciliation and positive race relations.

Relationships				
Action Area	Deliverables	Timeline	Lead	
1 <b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	(a) Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	September 2023	Environment and Community Manager	
	(b) Research best practice principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2023	Environment and Community Manager	
	(c) Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	September 2023	Environment and Community Manager	
2 <b>Build relationships through celebrating National Reconciliation Week</b>	(a) Circulate Reconciliation Australia (RA) National Reconciliation Week (NRW) resources and reconciliation materials to staff	May 2024	Head of Customer Brand and Marketing	
	(b) RAP Working Group members to participate in an external NRW event	27 May – 3 June 2024	Executive General Manager Corporate and General Counsel	
	(c) 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	EGM People, Culture and Terminals	
	(d) Organise at least one NRW event each year and include on the NRW website	May 2024	Head of Customer Brand and Marketing	
	(e) Activate passenger terminal with NRW material	May 2024	Head of Customer Brand and Marketing	
3 <b>Promote reconciliation through our sphere of influence</b>	(a) Communicate our commitment to reconciliation to all staff	August 2023	EGM People, Culture and Terminals	
	(b) Identify external stakeholders that AAL can engage with on our reconciliation journey	August 2023	Head of Customer Brand and Marketing	
	(c) Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	August 2023	EGM Corporate and General Counsel	
4 <b>Promote positive race relations through anti-discrimination strategies</b>	(a) Research best practice and policies in areas of race relations and anti-discrimination	October 2023	EGM People, Culture and Terminals	
	(b) Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs to better support and recognise Aboriginal and Torres Strait Islander people in our workforce	October 2023	EGM People, Culture and Terminals	



# Respect

Adelaide and Parafield Airports respect the important role Aboriginal and Torres Strait Islander peoples have in the conservation, preservation and continuation of cultures.

This is important to us as our airports are on Kaurna land and we wish to invest in raising awareness and understanding about Aboriginal and Torres Strait Islander cultures and engaging in meaningful cultural activities.

Respect				
Action Area	Deliverables	Timeline	Lead	
5 <b>Increase understanding value and recognition Aboriginal and Torres Strait Islander cultures, histories knowledge and rights through cultural learning</b>	(a) Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	January 2024	Environment and Community Manager	
	(b) Conduct a review of cultural learning needs within AAL	January 2024	EGM People, Culture and Terminals	
	(c) Consult local advisors on the development and implementation of a cultural learning strategy for all employees	May 2024	EGM People, Culture and Terminals	
	(d) Access to cultural awareness workshops as necessary	October 2023	EGM People, Culture and Terminals	
	(e) Provide opportunities for RAP Working Group members, and other key leadership employees to participate in formal and structured cultural learning	May 2024	EGM People, Culture and Terminals	
	(f) Promote indigenous tourism and art through AAL channels. Includes art display, advertising screens and precinct, website and other mediums	October 2024	Head of Customer Brand and Marketing	
6 <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	(a) Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our airports operating area	October 2023	Head of Customer Brand and Marketing	
	(b) Increase employees understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols	November 2023	Head of Customer Brand and Marketing	
	(c) Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	December 2023	Head of Customer Brand and Marketing	
	(d) Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant / official events	January 2024	Head of Customer Brand and Marketing	
	(e) Display Aboriginal and Torres Strait Islander flags and artwork at Adelaide and Parafield Airport buildings in accordance with cultural protocols	April 2024	Head of Customer Brand and Marketing	
7 <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	(a) Raise awareness and share information amongst staff about the meaning of NAIDOC week	June 2023	Head of Customer Brand and Marketing	
	(b) Introduce staff to NAIDOC Week by promoting external events around Adelaide and Parafield Airports	June 2023	Head of Customer Brand and Marketing	
	(c) RAP Working Group to participate in an external NAIDOC week event	First week in July 2024	EGM Corporate and General Counsel	
	(d) Executive Team (EXCO) to participate in an external NAIDOC week event	First week in July 2023	EGM Corporate and General Counsel	
	(e) Promote and encourage personnel participation in local NAIDOC Week events	July 2023	Head of Customer Brand and Marketing	

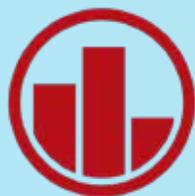


# Opportunities

Adelaide and Parafield Airports will continue to explore new opportunities to improve and expand our business practices with the wider Aboriginal and Torres Strait Islander communities.

## Opportunities

	Action Area	Deliverables	Timeline	Lead
8	<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	(a) Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation  (b) Build understanding of current Aboriginal and Torres Strait Islander staffing at both Adelaide and Parafield Airports to inform future employment and professional development opportunities	November 2023  July 2023	EGM People, Culture and Terminals  EGM People, Culture and Terminals
9	<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	(a) Develop a business case for procurement from Aboriginal and Torres Strait Islander owned business  (b) Investigate Supply Nation Corporate Membership	February 2024  March 2024	Procurement Manager  Procurement Manager



## Governance

Adelaide and Parafield Airports are committed to achieving the goals and targets set out hereunder. Implementation and progress against our targets will be measured to ensure accountability, ongoing learning and improvement as we continue our airport reconciliation journey.

Governance				
Action Area	Deliverables	Timeline	Lead	
10 <b>Establish and maintain an effective RAP Working Group to drive governance of RAP</b>	(a) Form RAP Working Group (RWG) to govern RAP implementation	September 2023	EGM Corporate and General Counsel	
	(b) Draft Terms of Reference for the RWG	September 2023	EGM Corporate and General Counsel	
	(c) Establish Aboriginal and Torres Strait Islander representation on RWG	September 2023	Head of Customer Brand and Marketing	
11 <b>Provide appropriate support for effective implementation of RAP commitments</b>	(a) Define resource needs for RAP implementation	August 2023	EGM Corporate and General Counsel	
	(b) Engage EXCO and other employees in the delivery of the RAP commitments	July 2023	EGM Corporate and General Counsel	
	(c) Define appropriate systems and capability to track, measure and report on RAP commitments	September 2023	EGM Corporate and General Counsel	
	(d) Appoint and maintain an internal RAP Champion from EXCO	June 2023	EGM Corporate and General Counsel	
12 <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	(a) Contact Reconciliation Australia to verify that the AAL primary and secondary contact details are up to date, to ensure AAL does not miss out on important RAP correspondence	June annually	EGM Corporate and General Counsel	
	(b) Contact Reconciliation Australia to request the unique AAL link to access the online RAP Impact Measurement Questionnaire	1 August annually	EGM Corporate and General Counsel	
	(c) Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September annually	EGM Corporate and General Counsel	
	(d) Report RAP progress to EXCO and team members quarterly and Board half yearly	October 2023 January 2024 April 2024 July 2024	EGM Corporate and General Counsel	
	(e) Report on RAP progress, achievements, challenges and learnings in appropriate communication platforms including the strategic and operational plans, integrated review (annual report) and internal (Yammer) and external websites	November 2024	Head of Customer Brand and Marketing	
13 <b>Continue our reconciliation journey by developing our next RAP</b>	(a) Register via Reconciliation Australia's website to begin developing our next RAP	March 2024	EGM Corporate and General Counsel	

# Final Statement

Our RAP will serve as a link between our staff, the community in which we operate, the organisations with which we work, and other stakeholders progressing reconciliation activities. It means we can build real relationships that can help AAL grow. It consists of practical and attainable activities and the workforce can be more strategic when executing their obligations and responsibilities.

Importantly, it will enable AAL to sustainably and strategically take meaningful action to advance reconciliation through the provision of tangible and substantive benefits for Aboriginal and Torres Strait Islander people increasing equity and supporting First Nations self-determination.

**Cover Image:** Yuandamarra presenting the Welcome to Country Smoking Ceremony, Vickers Vimy Official Opening at Adelaide Airport. Captured Friday 16th December 2022.



# Contact

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**PAL**

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