



RECONCILIATION
ACTION PLAN

INNOVATE

Innovate Reconciliation Action Plan

Sept 2020 – Sept 2022

A message from the Chief Executive Officer, Reconciliation Australia

Reconciliation Australia commends Boeing Defence Australia on the formal endorsement of its second 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 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. Boeing Defence Australia 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 Boeing Defence Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Boeing Defence Australia 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 Boeing Defence Australia 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, Boeing Defence Australia will ensure shared and cooperative success in the long-term.

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

Congratulations Boeing Defence Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

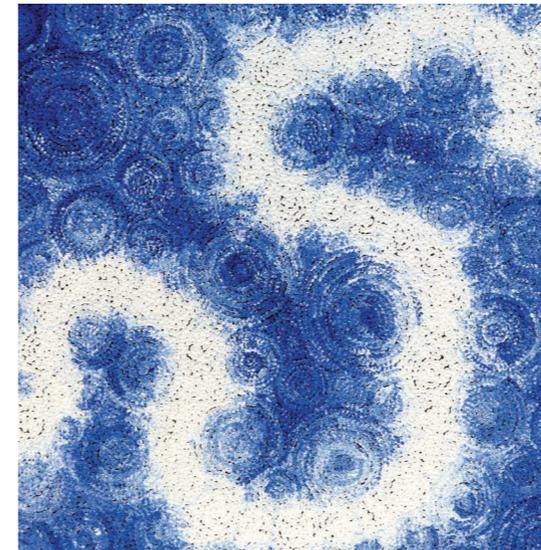
Karen Mundine
Chief Executive Officer
Reconciliation Australia



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Our Vision: A team powered by diversity

To foster an inclusive workplace, where we embrace the diverse backgrounds and cultures of our employees and stakeholders. We will build and strengthen meaningful relationships with individuals, communities and suppliers to benefit Aboriginal and Torres Strait Islander peoples.



Credit: ASG

Artist: Sarrita King
Painting: Earth Cycles -

Drawing on the teachings of her influential father, William King Jungala, Sarrita recalls the philosophy he taught her – that everything in life is circular. There is no beginning and no end; the connection between people and the world around them is ongoing.

A message from the RAP Champion and Vice President and Managing Director

Boeing Defence Australia has made a commitment to play its part in achieving genuine and sustainable reconciliation between Aboriginal and Torres Strait Islander peoples and the wider community in Australia. As a prime contractor in the defence industry and corporate citizen of Australia we cannot be a bystander in the reconciliation of our nation.

Boeing's commitment to developing and sustaining positive relationships with the communities in which it operates is a global one. In Australia, we are particularly honoured to have the opportunity to develop strong relationships, demonstrate respect and create opportunities for the original inhabitants and Traditional Owners of this continent.

The Reconciliation Action Plan (RAP) program provides our business with a robust framework to achieve meaningful progress towards these goals. We are proud of the growth we made under our inaugural RAP and embark on our second RAP with excitement at what we can achieve next and how we can continue our efforts towards reconciliation.

On a personal note, I am excited about our business' prospects for contributing to meaningful change and supporting a better life for Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and honoured to lead a company that holds such a strong commitment to reconciliation.

“Our commitment to the RAP framework is an important milestone in our history.”



Scott Carpendale

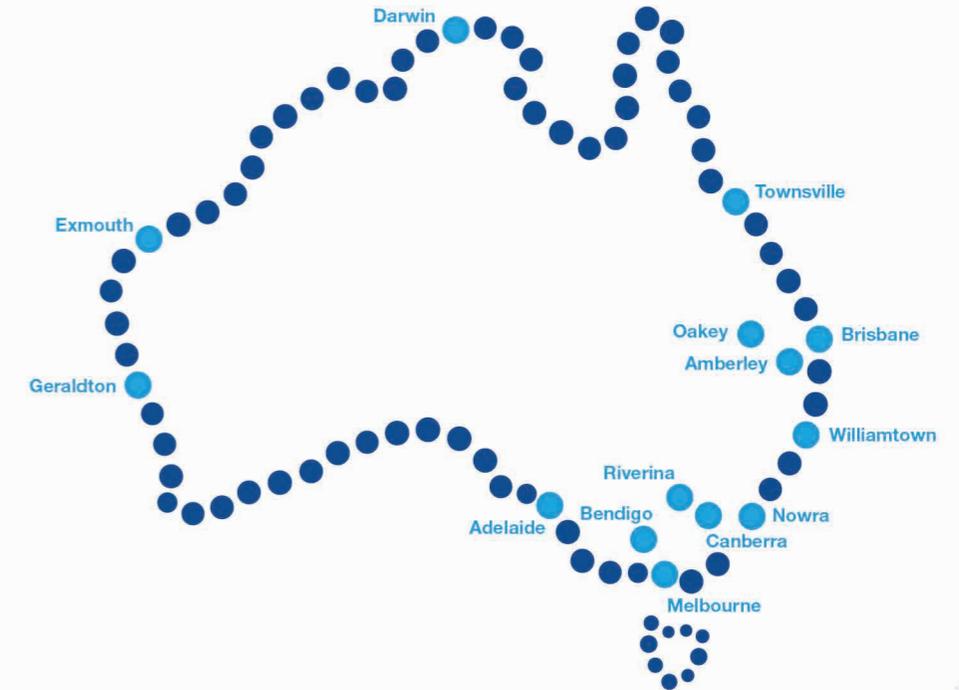


Our Business

Boeing Defence Australia (Boeing), a wholly-owned subsidiary of The Boeing Company within the Boeing Defense, Space & Security business unit, is one of Australia's leading aerospace enterprises. Boeing has been an integral part of the region's defence industry and the partner

of choice for some of Australia's largest and most complex defence projects. The company's 2500 employees at 14 Australian sites and three international locations bring the 'Best of Boeing' products and services into the Australian and International market to provide a

range of valued, through-life service solutions to its customers. Since the launch of the RAP Boeing's HR systems have been updated to provide Aboriginal and Torres Strait Islander employees the choice to self-identify however, Boeing is still working to capture this data.



Our RAP

Diversity and inclusion are a part of Boeing's enduring values; we value the skills, strengths and perspectives of our diverse team and foster a collaborative workplace that engages all employees in finding solutions for our customers.

Through our RAP, Boeing aspires to:

- » Provide a working environment and culture that is supportive of all employees.
- » Build trust and respect in our relationships with Aboriginal and Torres Strait Islander peoples and other local stakeholders where we operate.
- » Assist Aboriginal and Torres Strait Islander people in identifying positive pre-employment, employment as well as career and development opportunities.
- » Increase Aboriginal and Torres Strait Islander cultural awareness and understanding within our teams and across our business.
- » Encourage and support the participation of Aboriginal and Torres Strait Islander owned businesses through our procurement processes.

The RAP Working Group (RWG)

Boeing's RAP continues to be supported and governed by our RAP Executive Sponsor and BDA Vice President Scott Carpendale and RAP Champion Mark O'Halloran.



With 17 additional RAP Working Group members, 35% of whom identify as Aboriginal and/or Torres Strait Islander people, our diverse working group has proven to be instrumental in fostering ideas, driving actions and extending our RAP footprint nationwide.

The message of reconciliation is spread across our business with BDA's RAP Volunteer Network, a group of over 20 employees grown organically from the overflow of support from the business. The RAP Volunteer Network is included in all RWG communications and assists with organising internal events such as NAIDOC Week.

Our RAP journey so far

Key Highlights 2017-2019:

- » Multiple National Reconciliation Week and NAIDOC Week events celebrated around the nation in 2018-2019.
- » Events included: Morning teas across multiple sites; Mobile Language Team presentation hosted in the Adelaide office; Cultural Tour with The Blackcard (local Aboriginal tour guides); Welcome to Country and Story Telling with Nunukul in Brisbane; UQ Indigenous Language Robot Presentation and Demonstration; Aboriginal Art Tour at Queensland Gallery of Modern Art; and the promotion of UQ's Annual Harley Wood Public Lecture.
- » Supported the first all-female, all Aboriginal and Torres Strait Islander high school students in the F1 STEM competition – 2018
- » Acknowledgement of Country plaques placed in major BDA site reception areas – 2018
- » Acknowledgment of Country wording templates distributed to all sites and placed in all meeting rooms – 2018
- »
- » Acknowledgement of Country embedded into meetings, leadership development programs and offsites – 2018
- » Six Career Tracker students commenced summer intern programs 2018-2019, increasing to 10 for the summer of 2019/2020
- » Four Indigenous Scholarships sponsored through Aviation Australia – 2018
- » BDA hosted two work experience programs with groups of CSIRO high school students. Bringing together young Indigenous people with experienced Non-Indigenous team members to share potential career opportunities and pathways in STEM – 2018
- » BDA's first Indigenous Liaison Officer roles launched – 2019.
 - 2019 saw the launch of BDA's first Indigenous Liaison Officers. Providing ongoing support to new and existing employees, our ILO's are making steady movements to bring increasing awareness to both Aboriginal and Torres Strait Islander cultures and BDA's RAP.
- » More than 600 Far North Queensland high school students, across four high schools, including 200 Indigenous students, participated in a BDA's led program to promote and encourage science, technology, engineering and math (STEM) subjects and career pathways – 2019
- » The launch of BDA's internal Reconciliation SharePoint site; a collaborative interface providing a central location for tools and resources relating to Aboriginal and Torres Strait Islander cultures, history, achievements and current affairs – 2019
 - The site encourages managers and employees to explore their own cultural curiosity through connecting with our Indigenous Liaison Officers, browsing Aboriginal Apps, books and links to external sites such as 'Share Our Pride'. The Reconciliation SharePoint site is also home to BDA's Supplier Diversity Policy, Protocol cards, Acknowledgment of Country templates, Supply Nation Suppliers and our Indigenous Supplier Spend report.
- » Supply Chain policy changed to support Indigenous and diversity suppliers, including but not limited to Veteran owned and Women owned businesses. This change has increasing our Indigenous supplier spend 323% year on year from 2017 to 2019
- » Seven Indigenous partnerships formed through Indigenous Defence Consortium (IDiC).
- » Boeing Software Engineers supported UQ's Indigenous Language Robot Program, aiming to improve software that transcribes languages to enable Indigenous dialects to thrive – 2019
- » BDA's Leadership Team participated in a Cultural Walking Tour with The Blackcard (Brisbane local Aboriginal tour guides) – 2019
- » Cultural Awareness Trip to Cherbourg 'Ration Shed' – 2019. This trip saw a group of employees from our Reconciliation Action Plan (RAP) Working Group, their supporters and several Summer Interns embarked on a road trip to Cherbourg to visit the Ration Shed Museum.
- » The BDA RAP Working group hosts private screening of the Adam Goodes "The Australian Dream" movie – 2019



Relationships



As the size and complexity of problems in the defence industry continues to increase, building robust relationships for effective collaboration is becoming more critical. By working in stronger relationships with our employees, stakeholders, communities and industry, we are better placed to solve problems that alone would be too difficult, while also driving innovation, growth and opportunities for others, including Aboriginal and Torres Strait Islander peoples.

No.	Action	Deliverable	Timeline	Responsibility
1	Develop 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.	September, 2020, March 2021, 2022	Network Team Manager Field Service Manager
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2021	Network Team Manager Field Service Manager
		Build mutually beneficial relationships with Boeing Indigenous Liaison Officers and Defence Indigenous Liaison Officers to increase outcomes for Aboriginal and Torres Strait Islander peoples.	June 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May- 2021, 2022	Network Team Manager
		RAP Working Group members to participate in an external NRW event.	3 June, 2021, 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	7 May- 3 June, 2021, 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist
		Organise at least four NRW events each year.	27 May- 3 June, 2021, 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist
		Register all our NRW events on Reconciliation Australia's NRW website.	May2021, 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist



No.	Action	Deliverable	Timeline	Responsibility
3	Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	June, Aug, 2021, 2022, Nov - 2020, 2021	Network Team Manager
		Explore opportunities to hold RAP 'Lunch and Learns' across our sites virtually aimed to promote RAP initiatives.	July, 2021, 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist
		Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	June 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist
		Communicate our commitment to reconciliation publicly.	May, July -2021, 2022	Australian Industry Capability Coordinator & Intgr Plan & Sched Specialist
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Aug - 2021, 2022	Communications Manager
		Engage and promote the RAP Volunteer network to support reconciliation outcomes.	June, Aug, 2021, 2022 Nov - 2020, 2021	Network Team Manager
		Engage with local RSL to support the recognition of Indigenous Service Men and Women.	Feb - 2021	Network Team Manager
		Explore the opportunity of participating in Reconciliation Australia's RAP Learning Circle to share knowledge, learning and ideas with other interested RAP companies.	Mar - 2021, 2022	Australian Industry Capability Coordinator
4	Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July - 2021	Talent Acquisition Manager & Global Equity, D&I Leader
		Develop, implement and communicate an anti-discrimination policy for our organisation.	July - 2021	Talent Acquisition Manager & Global Equity, D&I Leader
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July - 2021	Talent Acquisition Manager & Global Equity, D&I Leader
		Educate senior leaders on the effects of racism.	Nov - 2021	Talent Acquisition Manager & Global Equity, D&I Leader



Respect



We have committed to providing opportunities for our employees and stakeholders to gain a better understanding of Aboriginal and Torres Strait Islander histories, achievements and cultures. By increasing cultural capacity throughout our business, we will strengthen respect and inclusion between our employees and increase our ability to take on different perspectives.

No.	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.	June - 2021	Intgr Plan & Sched Specialist
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March - 2021	Intgr Plan & Sched Specialist
		Develop, implement and communicate a cultural learning strategy for our staff.	July - 2021	Global Trade Control Specialist
		Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July - 2021	Intgr Plan & Sched Specialist & Field Service Manager (PS&M)
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.	July – 2021, 2022	Intgr Plan & Sched Specialist & Australian Industry Capability Coordinator
		Update current cultural protocol document and tailor for all sites we operate in, including Name and story of Local Traditional Owners.	July – 2021, 2022	Australian Industry Capability Coordinator
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July – 2021	Global Equity, D&I Leader
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July – 2021	Global Equity, D&I Leader
		Provide tools and resources for leaders and team members to include an Acknowledgement of Country at the commencement of meetings.	July – 2021	Australian Industry Capability Coordinator

No.	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, 2021, 2022	Intgr Plan & Sched Specialist
		Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Feb - 2021	Talent Acquisition Manager & Global Equity, D&I Leader
		Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2021, 2022	Communications Manager
		Create a central list of resources containing key contacts to support teams to host their own NAIDOC Events	July, 2021, 2022	Australian Industry Capability Coordinator
8	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by recognising Australia's Aboriginal and Torres Strait Islander Histories	Update our Intranet site to include the names of the Traditional Custodians of Country for all our site locations across Australia.	December 2021	Intgr Plan & Sched Specialist
		Engage with local Traditional Owners to rename a meeting room in language.	December 2020	Intgr Plan & Sched Specialist

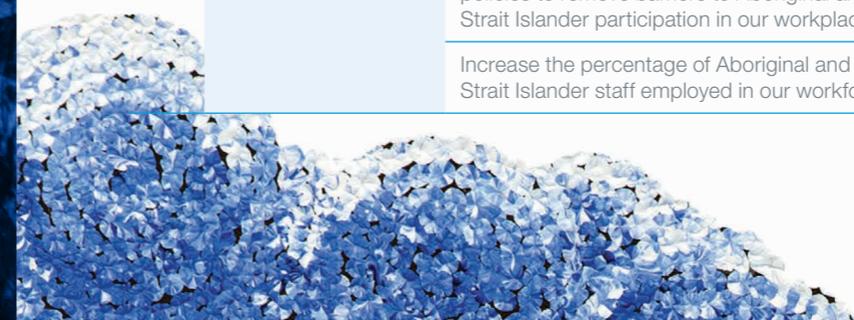


Opportunities



Boeing has committed to playing its part in providing a stronger future for Aboriginal and Torres Strait Islander peoples. By creating opportunities for Aboriginal and Torres Strait Islander people and organisations we build diversity into our workforce and procurement processes. The benefits gained by Boeing from greater diversity are significant; a stronger supply chain, greater innovation and improved employee engagement.

No.	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 by conducting a RAP Learning Roadshow with our Indigenous Liaison Officers.	May - 2021	Systems Engineer
		Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Nov – 2020, 2021	Systems Engineer
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Nov – 2021	Systems Engineer & Talent Acquisition Manager
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Sept – 2020, 2021	Talent Acquisition Manager
		Explore opportunities to engage with Aboriginal and Torres Strait Islander programs and initiatives focusing on STEM engagement.	Nov - 2021	Systems Engineer
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sept - 2020	Talent Acquisition Manager
		Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Nov - 2021	Talent Acquisition Manager



Governance



No.	Action	Deliverable	Timeline	Responsibility
10	Further increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to develop, review and update procurement practices and implement current Supplier Diversity Strategy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov – 2020, 2021	Supplier Development and Diversity Manager
		Continue Supply Nation membership. Meet with Supply Nation monthly to explore opportunities to increase supplier diversity within BDA.	June, Aug, 2021, 2022 Nov – 2020, 2021	Supplier Development and Diversity Manager
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov – 2020, 2021	Supplier Development and Diversity Manager
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov – 2020, 2021	Supplier Development and Diversity Manager
		Continue to collaborate with iDiC to identify opportunities to place work with the Aboriginal and Torres Strait Islander business sector.	Nov – 2020, 2021	Supplier Development and Diversity Manager
		Develop and facilitate Aboriginal and Torres Strait Islander business tender readiness workshops to address requirements and provide support for BDA procurement opportunities.	Sept – 2020, 2021	Supplier Development and Diversity Manager

No.	Action	Deliverable	Timeline	Responsibility
11	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Feb - 2021	RAP Coordinator
		Review and apply a Terms of Reference for the RWG.	Feb - 2021	RAP Coordinator
		Meet once a month per year to drive and monitor RAP implementation.	Monthly 2020, 2021, 2022	RAP Coordinator
12	Provide opportunities for RAP knowledge sharing across our Boeing subsidiaries as they develop their own RAPs.	Share RAP learnings with Boeing subsidiaries as they develop their own RAPs	Feb, June, Nov – 2020, 2021, 2022	RAP Coordinator
13	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jan - 2021	RAP Coordinator & RAP Champion
		Engage our senior leaders and other staff in the delivery of RAP commitments.	Jan, Jul, Nov – 2021, 2022	RAP Champion
		Continue to maintain appropriate systems to track, measure and report on RAP commitments.	July, 2021, 2022 Nov – 2021	RAP Coordinator
		Appoint and maintain an internal RAP Champion from senior management.	Feb, 2021	RAP Champion
14	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2020, 2021	RAP Coordinator
		Report RAP progress to all staff and senior leaders quarterly.	July, Nov, Feb – 2020, 2021	RAP Coordinator
		Publicly report our RAP achievements, challenges and learnings, annually.	July, 2021, 2022 Nov – 2021	RAP Coordinator
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP Coordinator
15	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2022	RAP Coordinator



CONTACT DETAILS

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