



# Innovate Reconciliation Action Plan

Sept 2017 – Sept 2019



# A message from the Chief Executive Officer, Reconciliation Australia

Reconciliation Australia congratulates Boeing on the development of its inaugural Reconciliation Action Plan (RAP).

By adopting an Innovate RAP, Boeing is demonstrating its commitment to be aspirational and innovative, gain a deeper understanding of its sphere of influence, and establish the best tailored approach to advance reconciliation. Boeing’s commitments in this RAP position it to progress across the key pillars of reconciliation—relationships, respect and opportunities.

Boeing understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and

Torres Strait Islander peoples and organisations in order to achieve mutually beneficial outcomes. This commitment is displayed in its actionable goal to meet with Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.

Leading by example by practicing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is a key aspect of Boeing’s RAP commitments. This is exemplified in its goal to invite a Traditional Custodian to perform a Welcome to Country at significant events.

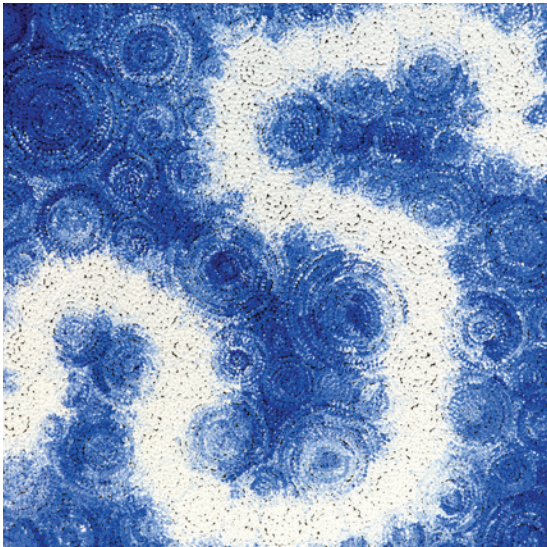
Commitment to advancing reconciliation through developing

employment and training opportunities for Aboriginal and Torres Strait Islander peoples is at the core of Boeing’s values. It demonstrates this through its target to engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.

On behalf of Reconciliation Australia, I congratulate Boeing on this Innovate RAP, and look forward to following its reconciliation journey.



Karen Mundine



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.

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# A message from the Vice President and Managing Director

Boeing is celebrating 90 years in Australia this year, a significant milestone that demonstrates an ongoing commitment to the aerospace and defence industry and the people and communities of Australia. Our heritage, and position as Boeing's largest subsidiary outside of the United States, means Boeing Defence Australia is not just a company in Australia, we are an Australian company.

No company becomes an integral part of the fabric of any

country without taking a serious and considered approach to the legacy it leaves. Boeing Defence Australia has played a formal role in reconciliation since 2011 when we were the first defence prime contractor to join Supply Nation, an organisation committed to building diversity into the supply chains of Australian business. Since this time, we have continued to demonstrate a commitment to supplier diversity and support of Aboriginal and Torres Strait Islander-owned businesses.

Our inaugural Innovate Reconciliation Action Plan is a proper acknowledgement of Boeing Defence Australia's intention to provide opportunity and build relationships with Aboriginal and Torres Strait Islander people, and improve the cultural capability of our team so we can build diversity into our workforce.

Reconciliation and diversity will foster local innovation and a stronger Australian community, leading to further success for its people, governments and businesses.

“No company becomes an integral part of the fabric of any country without taking a serious and considered approach to the legacy it leaves.”



**Darren Edwards**



## 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.



# A message from the RAP Champion and General Manager, Intelligence, Surveillance and Reconnaissance

Driven by a deep-seated belief that equality is a central principle of fairness, I have actively looked for opportunities to play a part in contributing to reconciliation throughout my working life.

Our commitment to the RAP framework is an important milestone in our history. By embarking on this reconciliation journey, Boeing is expanding its efforts beyond recruitment and supplier diversity to include actions that will help build strong relationships, demonstrate

respect and provide additional opportunities for Aboriginal and Torres Strait Islander peoples.

My firm belief is that by committing to a RAP we will realise positive benefits for our business and continue to demonstrate leadership in the defence industry. I am passionate about the difference we can make as an organisation, honoured to be the RAP Champion and excited about what Boeing will achieve next in its reconciliation journey.

“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.

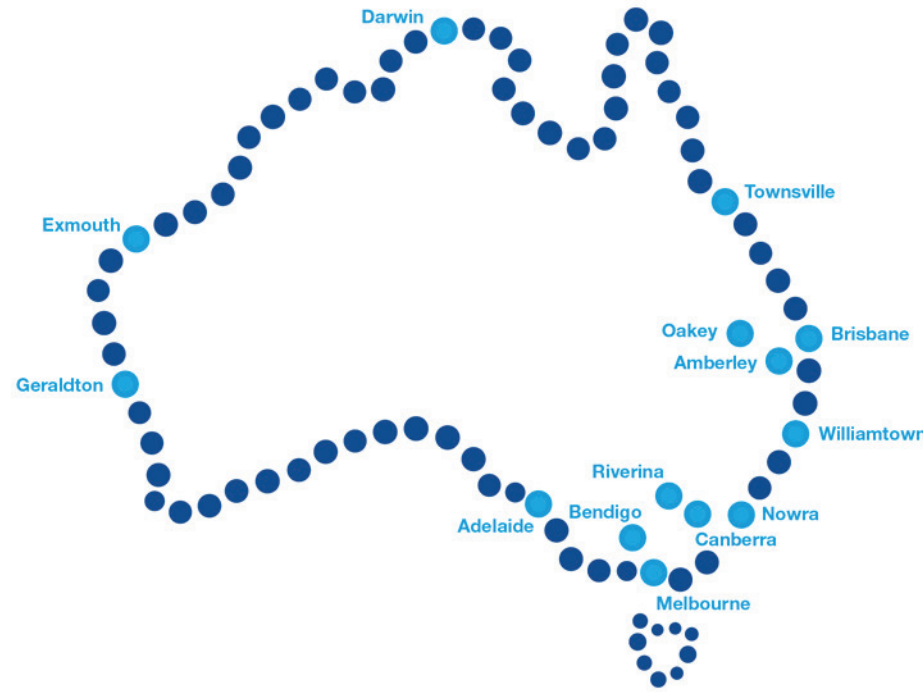
Boeing has been an integral part of the region's defence industry and

the partner of choice for some of Australia's largest and most complex defence projects.

The company's 2000 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.

Boeing does not currently keep records on the number of Aboriginal and Torres Strait Islander people employed by the company.





# Our RAP

Boeing is developing its first RAP to support and advance our ongoing focus on fostering an inclusive workplace where we value the diversity of our employees and stakeholders. 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 has appointed an executive sponsor RAP Champion to ensure reconciliation actions are achieved, advocate to the Boeing leadership team, and provide ongoing direction as our efforts continue.

The RWG's role is to drive the actions in Boeing's Innovate RAP and provide updates on progress to the Boeing leadership team and wider organisation.

Aboriginal and Torres Strait Islander community members include a director from the Indigenous Defence Consortium and an Aboriginal Elder. Their role is to provide advice to the RWG on effective and meaningful engagement with Aboriginal and Torres Strait Islander communities and Boeing's cultural capability.

When extra resourcing or particular skills are needed, the RWG intends to expand its members and involve other people within Boeing. It comprises nine members:

## Internal members

- » General Manager, Intelligence Surveillance & Reconnaissance (RAP Champion).
- » Executive Assistant – Supply Chain Management.
- » Supply Chain Management Director.
- » Industry Engagement Specialist.
- » Human Resources Consultant – Diversity.
- » Communications Director.
- » Communications Advisor.

## External members

- » Indigenous Defence Consortium (IDC).
- » Aboriginal Elder.

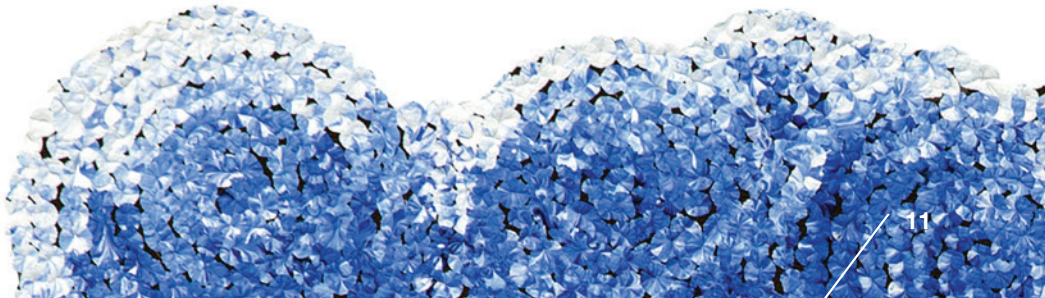




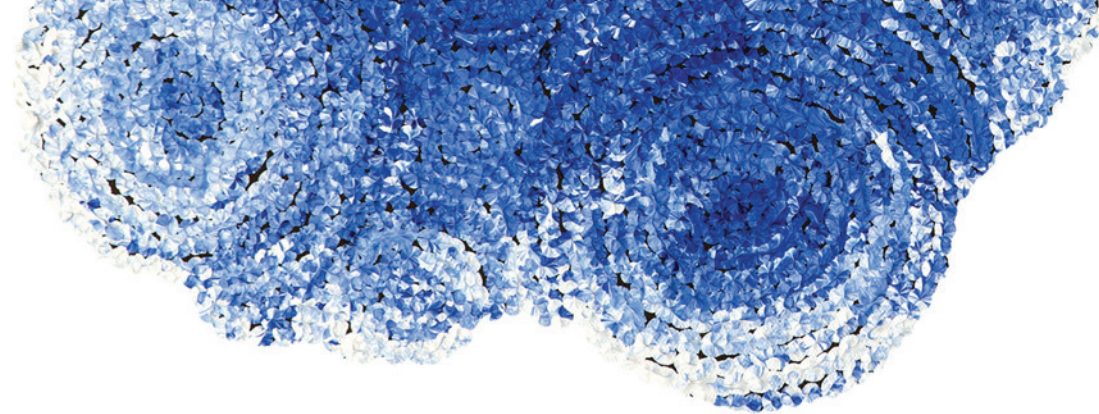
# Relationships

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.

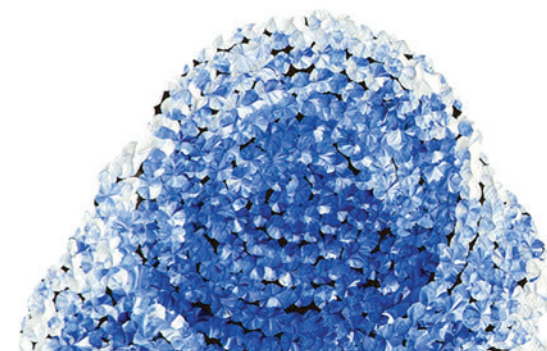
No.	Action	Deliverable	Timeline	Responsibility
1	BDA's RAP Working Group (RWG) actively monitors RAP development, and the implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"><li>» The RWG will oversee the development, endorsement and launch of the RAP.</li><li>» Ensure Aboriginal and Torres Strait Islander people representatives on the RWG.</li><li>» The RWG will meet twice a year to monitor and report on RAP implementation to the BDA Leadership Team. BDA will provide updates on our Innovate RAP progress internally and externally.</li><li>» Establish Terms of Reference for the RWG.</li></ul>	<div>October 2017</div> <div>October 2017</div> <div>June 2018</div> <div>June 2019</div> <div>December 2018</div> <div>December 2019</div> <div>October 2017</div>	General Manager, ISR (RAP Champion)
2	Celebrate National Reconciliation Week (NRW) (27 May – 3 June) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"><li>» Organise at least one internal event recognising and acknowledging NRW.</li><li>» Support, promote and encourage our RWG and team members to participate in an external NRW event around the community.</li><li>» Register our NRW events on Reconciliation Australia's NRW website.</li><li>» Support an external NRW event.</li></ul>	<div>May 2018</div> <div>May 2019</div> <div>May 2018</div> <div>May 2019</div> <div>May 2018</div> <div>May 2019</div> <div>May 2018</div> <div>May 2019</div>	HR Consultant – Diversity







No.	Action	Deliverable	Timeline	Responsibility
3	Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> <li>» Develop and implement a community engagement plan to work with our First Nations stakeholders.</li> <li>» Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</li> </ul>	December 2018  December 2018	HR Consultant - Diversity
4	Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> <li>» Develop and implement a strategy to communicate our RAP to internal and external stakeholders.</li> <li>» Promote reconciliation through ongoing active engagement with all stakeholders.</li> <li>» Create a dedicated Reconciliation Page on the BDA website where our RAP document can be accessible to all.</li> <li>» Distribute six-monthly RAP updates to staff via email and intranet.</li> </ul>	October 2017 November 2017 November 2018 November 2019  December 2017  February 2018 August 2018 February 2019 August 2019	Communications Director  General Manager, ISR (RAP Champion)  Communications Director  Communications Director





# Respect



We have committed to providing opportunities for our employees and stakeholders to gain a better understanding of Aboriginal and Torres Strait Islander history, 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	Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, history and achievements.	<ul style="list-style-type: none"> <li>» Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</li> <li>» Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> <li>» Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in and lead cultural training.</li> </ul>	September 2018  September 2018  September 2018	HR Consultant - Diversity.
6	Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> <li>» Develop, implement, communicate and make readily available a BDA cultural protocol document for 'Acknowledgment of Country' and 'Welcome to Country'.</li> <li>» Develop a list of key contacts for organising a Welcome to Country.</li> <li>» Invite a Traditional Custodian to provide a Welcome to Country at significant events each year.</li> <li>» Include an Acknowledgement of Country at the commencement of important internal and external meetings and events.</li> <li>» Encourage leaders and team members to include an Acknowledgement of Country at the commencement of meetings.</li> </ul>	January 2018  August 2018  July 2018 July 2019  December 2017  December 2017	Communications Director. Industry Engagement Specialist. Communications Director. General Manager - ISR (RAP Champion). General Manager - ISR (RAP Champion).

No.	Action	Deliverable	Timeline	Responsibility
7	Provide opportunities for employees to engage with Aboriginal and Torres Strait Islander cultures and communities in NAIDOC Week.	<ul style="list-style-type: none"> <li>» Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>» Provide opportunities for Aboriginal and Torres Strait Islander team members to participate with their cultures and communities during NAIDOC Week.</li> <li>» Celebrate NAIDOC Week with events at key sites (including but not limited to Brisbane, Amberley and Williamtown).</li> <li>» Encourage all employees to participate in NAIDOC Week events.</li> </ul>	June 2018  July 2018 July 2019  July 2018 July 2019  July 2018 July 2019	Senior HR Manager.  HR Director.  HR Consultant - Diversity.  Communications Director.
8	Demonstrate our appreciation of Aboriginal and Torres Strait Islander cultures.	<ul style="list-style-type: none"> <li>» Engage an Aboriginal and/or Torres Strait Islander artist to create artwork to be displayed in the Brisbane head office.</li> <li>» Display Acknowledgement of Country plaques in the main reception area of three key sites.</li> <li>» Display Aboriginal and Torres Strait Islander flags in the head office Board Room.</li> <li>» Share a Diversity and Inclusion calendar featuring significant Aboriginal and Torres Strait Islander events (Close the Gap Day, NRW and NAIDOC Week).</li> </ul>	September 2017  September 2017  September 2017  January 2018	Director of Supply Chain Manager.  Director of Supply Chain Manager.  Director of Supply Chain Manager.  HR Consultant - Diversity.





# Opportunities

Boeing has committed to playing its part in providing a stronger future for Aboriginal and Torres Strait Islanders 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	Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment within BDA.	<div>» Develop an appropriate and respectful method to collect information on our Aboriginal and Torres Strait Islander employees to inform current and future employment strategies.</div> <div>» Advertise employment opportunities with local and national Aboriginal and Torres Strait Islander media.</div> <div>» Include "Aboriginal and Torres Strait Islander people are welcome and encouraged to apply" in all job advertisements.</div> <div>» Review HR policies and procedures to ensure they promote participation of Aboriginal and Torres Strait Islander employees and future applicants in our workplace.</div> <div>» Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</div>	June 2018	<div>HR Consultant - Diversity.</div> <div>HR Resourcing Lead and Site HR.</div> <div>HR Resourcing Lead and Site HR.</div> <div>HR Operations Lead.</div> <div>HR Operations Lead.</div>



## Tracking progress and reporting



No.	Action	Deliverable	Timeline	Responsibility
10	Investigate opportunities to further support the attraction, development and retention of Aboriginal and Torres Strait Islander people within BDA.	» Develop an Aboriginal and Torres Strait Islander Employment, Development and Retention strategy in consultation with our Aboriginal and Torres Strait Islander employees and support networks.	January 2018	Senior HR Manager.
		» Consult and partner with a network of key education, state, government and industry bodies, and Aboriginal and Torres Strait Islander organisations to develop and implement Aboriginal and Torres Strait Islander employment pathways (eg. Indigenous pathway program, traineeships, sponsorships and apprenticeships).	January 2018	Senior HR Manager.
		» Encourage and support the growth of an informal BDA 'support network' for new and existing Aboriginal and Torres Strait Islander employees.	August 2018	Executive Assistant – Supply Chain Management.
11	Investigate opportunities to incorporate and grow Aboriginal and Torres Strait Islander supplier diversity within BDA.	» Meet with Supply Nation at least four times per year to explore opportunities to increase supplier diversity within BDA.	September 2017	Industry Engagement Specialist.
		» Share and promote a list of Aboriginal and Torres Strait Islander businesses for procurement of goods and services.	September 2018	
		» Review and update procurement policies and procedures to promote the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	December 2017	
		» Collaborate with iDC to identify opportunities to place work with the Aboriginal and Torres Strait Islander business sector.	December 2018	
		» Develop and facilitate Aboriginal and Torres Strait Islander business tender readiness workshops to address requirements and provide support for BDA procurement opportunities.	December 2018	

No.	Action	Deliverable	Timeline	Responsibility
1	Report RAP achievements, challenges and learnings to Reconciliation Australia.	» Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. » Investigate participating in the RAP Barometer.	September 2018 September 2019	Executive Assistant – Supply Chain Management (RAP Administrator)  General Manager – ISR (RAP Champion).
			May 2018	
2	Report RAP achievements, challenges and learnings internally and externally.	» Publically report on our RAP achievements, challenges and learnings.	September 2018 September 2019	Communications Director.
3	Review, refresh and update RAP.	» Work with Reconciliation Australia to review, refresh and update RAP based on learnings, challenges and achievements. » Send draft RAP to Reconciliation Australia for review and feedback. » Submit draft RAP to Reconciliation Australia for formal endorsement.	May 2019	Executive Assistant – Supply Chain Management (RAP Administrator).
			June 2019	
			August 2019	





#### **CONTACT DETAILS**

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