



Boeing  
Aerostructures  
Australia

# Reflect Reconciliation Action Plan

February 2024 - January 2025





‘Our Reflect RAP will inspire our progress towards heartfelt reconciliation’

Michael Sorrenson

## A message from the Managing Director

There are moments in your career when you are able to make true, positive impact—and this is one of them. It is my pleasure to present our Reflect Reconciliation Action Plan (RAP) on behalf of the 1,000 employees at Boeing Aerostructures Australia (BAA), a wholly-owned subsidiary of The Boeing Company, which has a proud, 96-year presence in Naarm (Melbourne).

We recognise that we operate on unceded land that always was and always will be Aboriginal land. Though proud of our company’s journey and in-country presence, we must recognise the wealth of knowledge, insight and guardianship embodied in the Traditional Owners who came before us, more than 65,000 years ago.

Inventions created by Indigenous peoples throughout this time, such as thermoplastic resin — originally made from porcupine grass and grass trees — has paralleled our own site innovation as Boeing’s Centre of Excellence for Resin Infusion. We will continue to learn from and be inspired by Indigenous peoples.

At BAA, we’re committed to learning and growing as part of Australia’s journey towards reconciliation. We have the power to provide opportunity as means to reconciliation through our large workforce and supply chain reach. We intend to make significant impact through education and experience of Indigenous cultures through purpose-driven discussions and participation in cultural activities, as guided by Elders and Indigenous peers. We are committed to seeking these opportunities.

As part of our site’s journey to reconciliation, we’ve made meaningful progress on our diversity and inclusion commitments and have seen first-hand how much we can achieve when we support each other, seek out different perspectives and listen with curiosity. We have learnt from — and will continue to learn from — Indigenous peers, employees and community leaders. This is an unwavering commitment for our future.

This Reflect RAP is our foundation in a carefully considered journey of progress as developed by Reconciliation Australia. It consists of a commitment to scoping and developing relationships with Aboriginal and Torres Strait Island peoples, determining a vision for reconciliation, and exploring our sphere of influence to assist in achieving these goals. Ultimately, it aims to build a trustful and respectful relationship for all those who engage with our business, fulfilling our mission to protect, connect and explore the world.

We know we have far to go in our reconciliation journey, however we look to this plan as a significant step forward highlighting our commitment towards positive change. Our Reflect RAP will guide us through the implementation of clear and agreed-upon goals building on our current activities and future actions across the pillars of Respect, Relationships, Opportunity and Governance.

**Michael Sorrenson**  
Managing Director  
Boeing Aerostructures Australia  
Bunurong Country





# Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Boeing Aerostructures Australia (BAA) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

BAA 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.

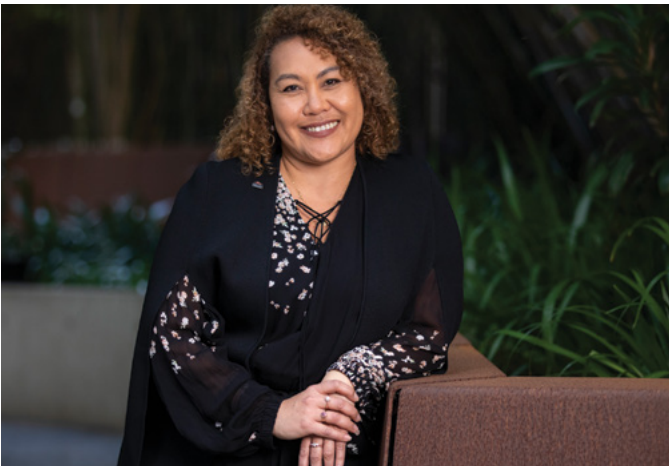
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 BAA 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 Boeing Aerostructures Australia, 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



# Our RAP

Boeing Aerostructures Australia’s inaugural Reflect RAP aligns with our commitment to the core values of inclusion, respect and diversity. It is a roadmap for the company’s inner and outer evolution towards reconciliation.

Creating opportunities for Aboriginal and Torres Strait Islander people – both as employees and in our supply chain – will increase our cultural capacity, help to build a diverse pipeline of talent into the aerospace industry, and provide diverse insights and perspectives as the foundation of positive growth and innovation.

The RAP also contributes to our broader commitment to ensuring an inclusive workplace, where the diverse backgrounds and cultures of our employees and stakeholders are embraced and everyone feels safe and respected in expressing their culture and being their authentic self.

Our Reflect RAP will leverage our work to date in expanding opportunities for Aboriginal and Torres Strait Islander peoples within Boeing Aerostructures Australia, and improving the cultural capability of our employees.



# Our Business

Boeing Aerostructures Australia, located at Fishermans Bend in Melbourne, is Australia's only commercial designer and manufacturer of structural composite components, which are exported to Seattle, Washington and Charleston (South Carolina), for use in Boeing's commercial airplanes. Additional capabilities at Fishermans Bend include design and analysis, materials and process technology, testing, structural bonding, resin infusion, non-destructive testing, automated assembly and paint.

We have 1,000 employees on site, including the co-location of our Boeing Research & Technology-Australia engineers supporting technology development. We have developed an advanced manufacturing ecosystem involving hundreds of local suppliers including small-to-medium enterprises, as well as strategic collaborations with research partners such as RMIT University, Swinburne University of Technology, University of Melbourne and CSIRO. Our supply chain and partnerships enable us to contribute to the Australian economy and grow new skills across the industry base.

Boeing Aerostructures Australia is a subsidiary of Boeing Australia, with a presence dating back 96 years. We have grown to one of the broadest aerospace portfolios in Australia and are committed to advancing economic opportunity, sustainability and community impact where we live and work.

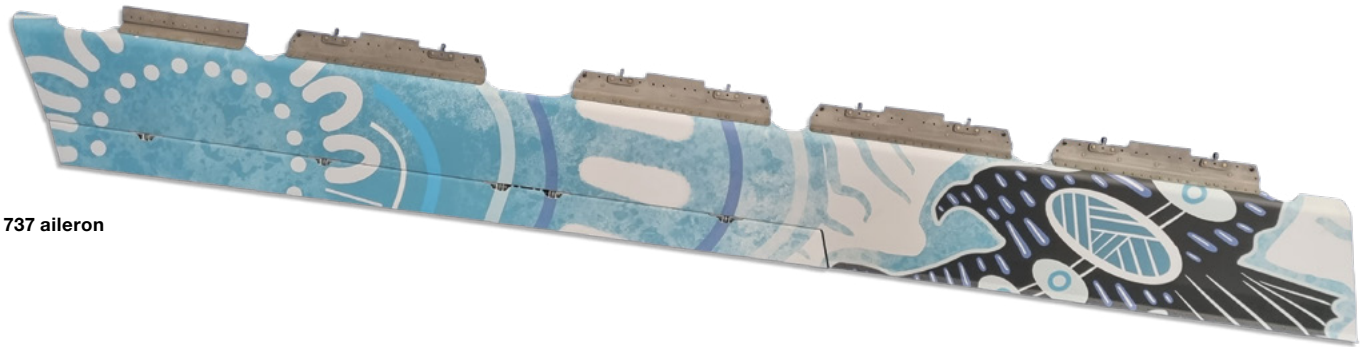
At this time, Boeing Aerostructures Australia does not currently capture Aboriginal and Torres Strait Islander representation data and will address this as part of its actions under the RAP.

## Workplace reconciliation journey

Our journey to date includes a Reconciliation Action Plan Working Group with members from across BAA, established to create an implementation framework.



**Left to right**  
Shane Edwards, Blair Larsson, Sam Smits, Natalie Talevska, Jorge Di Yorio, Mick Sorrenson, Jamie Gooding, Drew Silk.



737 aileron

# Our partnerships and current activities

Boeing Aerostructures Australia has been implementing a range of activities and business processes to support the Aboriginal and Torres Strait Islander community including:

- Display of Acknowledgement of Country plaques at the entrances of our site and our canteen for all visitors and employees.
- Proudly flying the Aboriginal and Torres Strait Islander flags which are permanently raised outside the front entrance of our site.
- Planting a native garden in commemoration of NAIDOC week in 2021.
- Commencing all large internal meetings with an Acknowledgment of Country.
- Engaging with Bunurong Land Council for significant events including NAIDOC week and National Reconciliation Week in 2021 and 2022, as well as BAA's Family Day in 2022 which featured welcome to country, guest speakers and smoking and dance ceremonies.
- Proudly displaying our Indigenous artwork in our front stairwell, as well as on a 737 rudder and 737 aileron.
- Building our relationships with local Elders and the registered Aboriginal party – the Bunurong Land Council Aboriginal Corporation – and other local stakeholders where we operate.





# Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2024	Chair of the RAP Working Group
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Chair of the RAP Working Group
	Organise at least one internal event for NRW.		
	RAP Working Group members to participate in an external NRW event.	27 May-3 June 2024	Chair of the RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.		
	Ensure NRW branding is used in and around our offices and virtually leading up to and during NRW.		
	Encourage employees to include an NRW banner as part of their email signature during NRW.		
3. Promote reconciliation through our sphere of influence.	Explore opportunities of how to recognise Aboriginal and Torres Strait Islander Veterans and service men and women during NRW.		
	Communicate our commitment to reconciliation to all staff through internal communications and conversations.	June 2024	Chair of the RAP Working Group
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2024	
4. Promote positive race relations through anti-discrimination strategies.	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2024	
	Research best practice and policies in areas of race relations and anti-discrimination.	November 2024	HR Operations Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.		HR Business Partner

# Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2024	HR Business Partner
	Conduct a review of cultural learning needs within our organisation.	June 2024	GEDI Leader
	Undertake cultural awareness training for RAP Working Group.	June 2024	Chair of the RAP Working Group
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2024	Chair of the RAP Working Group
	Develop and implement a cultural communication protocol to ensure cultural sensitivity.	May 2024	
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2024	
	Investigate re-branding meeting room names to represent local names in local language with the permission of the appropriate Aboriginal and Torres Strait Islander bodies in consultation with local Traditional Custodians.	August 2024	
	At any external events that are sponsored by or where Boeing employees are presenting, encourage that a Welcome to Country or Acknowledgement of Country occurs.	May 2024	
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2024	Chair of the RAP Working Group
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	





# Opportunities



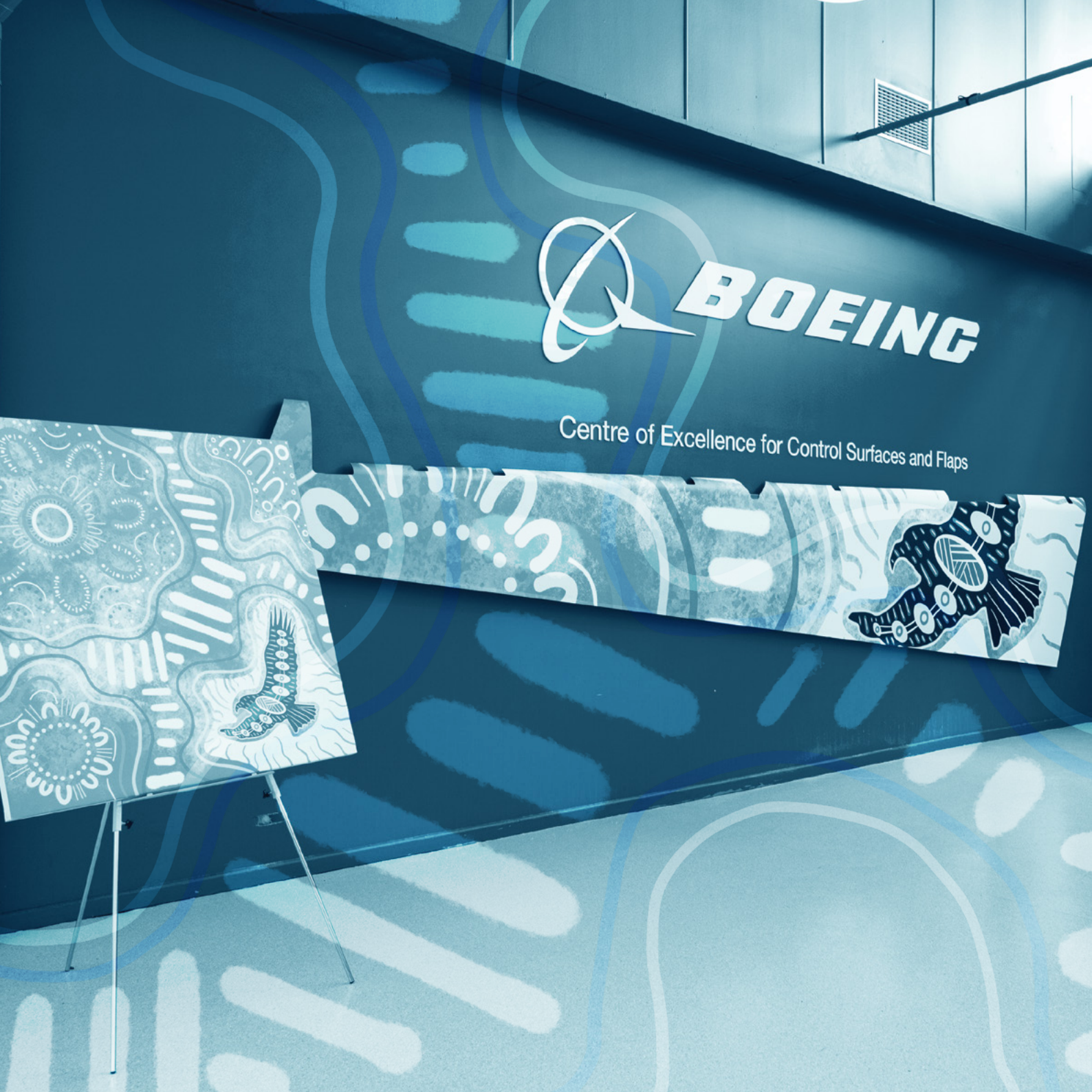
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	November 2024	HR Operations Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	HR Operations Manager
	Provide Cultural awareness training for Recruitment and key Human Resources roles.	December 2024	HR Business Partner
	Include an optional Aboriginal and Torres Strait Islander self-reporting question in the Recruitment platform for job applications from external candidates.		HR Business Partner
	Record the number of Aboriginal and Torres Strait Islander applications received.		HR Business Partner
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses.	April 2024	Chair of the RAP Working Group
	Investigate Supply Nation membership.	February 2024	Supply Chain Senior Manager
	Investigate increasing procurement from Aboriginal and Torres Strait Islander-owned businesses.	December 2024	
	Create reporting to track supply chain spend with Aboriginal and Torres Strait Islander suppliers.		
	Ensure Aboriginal & Torres Strait Islander supplier engagement data is monitored and reported to show accountability back to the business on the number of Aboriginal and Torres Strait Islander organisations that have been engaged and/or successful for services.	December 2024	





Action	Deliverable	Timeline	Responsibility
1. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	February 2024	Chair of the RAP Working Group
	Draft a Terms of Reference for the RWG.		
	Establish Aboriginal and Torres Strait Islander representation on the RWG.		
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2024	Chair of the RAP Working Group
	Engage senior leaders in the delivery of RAP commitments.		
	Appoint a senior leader to champion our RAP internally.	February 2024	
	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2024	
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Chair of the RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2024	Chair of the RAP Working Group





# Artwork acknowledgement

The artwork 'Wominjeka' was created as part of Boeing Aerostructures Australia's RAPs, one of four in place or development at Boeing Australia.

The eagle represents Bundjil. Bundjil is our creator spirit, who guides, protects and watches over us. He soars and moves swiftly through the sky looking over us all, just as an aeroplane would soar through the sky, and looks down upon the lands and the people. The white pattern is his aura, and the energy that he radiates. The pattern work within Bundjil's body represents the different types of weather changes that we experience in Naarm (Melbourne), as well as the ribs in the wings that are produced at Boeing Aerostructures Australia.

The big circle with the half ovals, smaller half ovals and lines are a representation of coming together, connection and gathering. Boeing and its suppliers are spread across the country and internationally; and these elements are also representative of aeroplanes that help people connect and gather all over the world.

The smaller circle with the line and half oval represents Boeing Aerostructures Australia's location here in Naarm. The faded white cloud in the back represents the clouds in the sky. The backdrop of the piece represents the view of the sky as we look up when we marvel at the aeroplanes as they fly over our heads.

The white, light and dark blue lines represent the wind patterns in a broadcasted weather report and the changes in those patterns in the sky, and the white stripes in the design are different forms of clouds.

Overall the design's core-meaning is about connection, gathering and coming together— connecting people back together and with each other all over the country and the world. Bundjil and our people always connect back to country, land, sea and waters.



## The artist

Koorrin Edwards (pictured above) is a proud Gunnai, Gunditjmara, Bunurong, Mutti Mutti and Yorta Yorta mother, partner and community member living in Naarm (Melbourne). Her passion is producing, designing and drawing her own interpretation of traditional, cultural art and sharing these stories with community.





#### Contact details

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