



RECONCILIATION
ACTION PLAN

INNOVATE

QINETIQ

Reconciliation Action Plan
November 2021 - November 2023

Acknowledgement of Country

QinetiQ acknowledges the Traditional Owners and Custodians of the Australian land and pays its respects to their Elders both past and present.

Reconciliation Australia

We thank Reconciliation Australia for their insights and assistance in the development of this Reconciliation Action Plan.

Artwork Acknowledgement

The cover artwork, titled Two Ways Ngandi and Wiradjuri (2019) was painted by Linda Huddleston (Nungingi).

This painting depicts Linda's story as a little girl growing up with her mother's family in Dubbo, NSW and also growing up with her father's family Roper Ngukurr Far North East Arnhem Land. Linda describes: "coming from my mother's family you only had one mum and dad, then in my father's people I had so many mothers and fathers, so I had to adjust to so many different ways."

Linda is a renowned First Nation's person, born in Katoomba NSW 1969 and is connected to the Ngardi language group in the Roper River region of East Arnhem Land through her father's people and has cultural ties with the Wiradjuri tribe of NSW through her mother's people from the Talbragar people, Dubbo.

The Roper River Mission was established in 1908 and became a focal food and shelter point for people within a radius of several hundred kilometres whose traditional way of life had been severely disrupted. In 1968 the mission reverted to Aboriginal control and its name changed to "Ngukurr". Her grandfather the late Harry Huddleston was a Traditional Owner from Burrungu, also known as the Ruin City.

Linda's paintings are based on the custodial country and the stories associated with it. They depict in the traditional Raark or crosshatch design, totems and spirits relating to "real life" activities such as hunting, fishing, singing and dancing. These images form the teachings of the ancestors on survival and social infrastructure. Her grandparents and father were moved from Groote Eylandt after the bombing of Darwin 1941 to Mulgoa, near Warragamba Dam. This was part of the government's policy in forcing assimilation of Aboriginal people into mainstream society.

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Her grandmother Florence Croft was taken as a baby from her birthplace in the Tanami desert of Central Australia and adopted into Ngardi way of life. For this reason Linda has a connection to her Grandmother, Lily Nangala's dreamings.

At the commencement of QinetiQ's reconciliation journey, QinetiQ employees including members of the Senior Leadership Team participated in an Indigenous Art workshop run by Linda Huddleston from the Burreniju Aboriginal Corporation in Canberra. The artwork symbolises QinetiQ's Reconciliation Journey, National Sorry Day and QinetiQ's head office in Canberra.



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Foreword by the Managing Director

I am both pleased and proud that QinetiQ continues its reconciliation journey affirmed by this our second Reconciliation Action Plan (RAP).

Since 2019, the QinetiQ Reconciliation Working Group have diligently delivered against the actions set forth within our first RAP. The focus of this effort has resulted in a series of meaningful engagements and important conversations designed to improve awareness and understanding of the value QinetiQ places on genuine reconciliation.

Through our first RAP QinetiQ has defined its vision for reconciliation so better enabling this and future plans to be meaningful, sustainable and truly supportive of the community.

QinetiQ's vision is to create an environment where we embrace the diverse backgrounds and cultures of our employees and stakeholders, where everyone is valued and provided with equal opportunity to contribute and succeed. We will build and strengthen meaningful relationships with individuals, communities and suppliers to benefit Aboriginal and Torres Strait Islander peoples.

Through publishing this our second RAP QinetiQ reaffirms our commitment towards the Australian Government's Closing the Gap strategy by: providing employment opportunities for Aboriginal and Torres Strait Islander Australians through direct employment; increasing our engagement of suppliers owned by and/or who employ Aboriginal and Torres Strait Islander peoples; and supporting STEM and career pathways support of Aboriginal and Torres Strait Islander Australians through outreach programs.



Greg Barsby
Managing Director, QinetiQ Pty Ltd

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Our Vision

Our vision is:

- for QinetiQ continues to work in partnership with Aboriginal and Torres Strait Islander peoples and communities to create meaningful, long-lasting relationships that support reconciliation, encourage participation and increase employment opportunities in our business, STEM fields and the Defence sector more broadly.
- that QinetiQ continues to be regarded as an employer where diverse backgrounds and cultures of our employees and stakeholders is embraced and where everyone is valued and provided with equal opportunity to contribute and succeed, and
- for an Australia where everyone takes on the responsibility to overcome any social and economic disadvantage that exists for Aboriginal and Torres Strait Islander peoples. And a future where social justice, equality, diversity and respect are not only expected but celebrated.

The vision for our RAP is aligned with our organisational values of Integrity, Collaboration and Performance, and will support our aim of developing a workplace that provides equal opportunities for all members of Aboriginal and Torres Strait Islander communities, by improving relationships, respect and opportunities. Through our previous RAP, we introduced and enhanced cultural appreciation opportunities and training which has been very well received and broadly integrated into our way of doing business. Our vision is to continue to ingrain improved cultural appreciation and training opportunities across all of our locations and support all our teams to take part.

We also continue to create opportunities for Aboriginal and Torres Strait Islander peoples to join our organisation. In 2020, created several dedicated apprenticeship and trainee positions for First Nations people in our business. QinetiQ is committed to improving the number of Aboriginal and Torres Strait Islander employment in QinetiQ and the Defence sector. In 2020, QinetiQ employed three new employees who identified as either an Aboriginal and/or Torres Strait Islander person. As of October 2021, we now employ five employees who identify as an Aboriginal and/or Torres Strait Islander. It's an important step towards our goal of a workplace that reflects the diversity of the communities we serve.

We have made good inroads toward not only ensuring QinetiQ's Australian supply chain comprises of Indigenous enterprises but that opportunities are increased for these organisations. Through: our Supply Nation membership; implementation of our Indigenous Procurement Policy and guidelines; and delivering organisation level Indigenous Participation Plans tied to our way of doing business, we have increased the representation of Indigenous enterprises within our supply chain.

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To realise our vision, we aspire to achieving the following target:

QinetiQ's Target:

Achieve a future workforce and supply chain in Australia which has greater representation of Aboriginal and/or Torres Strait Islander persons and businesses, such that the combined total in value over the term of this RAP represents no less than three percent of our employee and supply chain spend.

Our Business

Established in Australia in 2007 QinetiQ is a program delivery business, partnering with our customers to provide unbiased advice to solve real world problems. Our vision is to be the chosen partner around the world for mission-critical solutions, innovating for our customers' advantage. Serving customers in the Government and Defence sectors, particularly across the land, air, joint and sea domains we leverage our technical expertise, engineering capability and strong partnerships to manage projects on time, on budget and with confidence. As a business whose reputation and achievements are centred on our people, we develop and retain exceptional subject matter experts and world renowned specialists. We are a Part 21 Subpart-J accredited Military Design Organisation under Australia's Defence Aviation Safety Regulations. With our accreditations we can provide authoritative designs and advice, independent of the original equipment manufacturer, enabling objectivity and efficiency in Defence decision-making. We work directly with our defence and industry customers to undertake design engineering and obsolescence management for major platform Life of Type Extensions. We specialise in rapid prototyping and manufacture of sophisticated electro-mechanical systems for trials and experimentation. And, we support niche technology development and local creation of intellectual property to improve capability assurance and operational readiness.

Our mission is to be the preferred partner for critical range and test facility management; to support mission-critical operations and; to enable evidence-based decision-making in support of mission-critical outcomes.

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Our Business (Continued)

Our people make the critical difference to our customers. We are part of a global company, QinetiQ Group that has delivered significant acquisition and sustainment projects in over 10 countries and employs more than 6,000 people. Within Australia we employ some 550 people, including five persons identifying as Aboriginal and/or Torres Strait Islander, located in our offices in Adelaide, Brisbane, Canberra, Sydney, Melbourne, and working remotely across the Northern Territory, Western Australia and Tasmania or co-located with our customers across Australia.

QinetiQ maintains a proactive and empowered diversity and inclusion (D&I) committee charged with responsibility to embed an inclusive culture and realise improved workforce and supplier diversity. Through the implementation of our new Human Resource Information System and D&I surveys we have been better able to establish the representation of Aboriginal and Torres Strait Islander people in our workforce who choose to self-disclose. It is fantastic to see us increasing the representation of Aboriginal and Torres Strait Islander people in our workforce and in the Reconciliation Working Group in accordance with our strategic goals.

What is the Reconciliation Action Plan Program?

The Reconciliation Action Plan (RAP) program is a framework for organisations to realise their vision for reconciliation. Through the program, organisations develop a business plan that documents what an organisation commits to do to contribute to reconciliation in Australia.

Building on the foundations established through implementation of our first RAP, this RAP will enable QinetiQ to continue to commit to implementing and measuring practical actions that build respectful relationships and work with Aboriginal and Torres Strait Islander peoples to create opportunities.

There are four different types of RAP program which reflect the stage an organisation is at and the current goals the organisation would be trying to achieve. This RAP is an Innovate RAP, representing QinetiQ's commitment to build on relationships formed with Aboriginal and Torres Strait Islander stakeholders, to continue to implement programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier participation.

Our Reconciliation Action Plan

QinetiQ's RAP outlines our commitment to sustainable engagement both within our organisation and with the broader community. Our RAP is comprised of the following key elements:

1. Developing Aboriginal and Torres Strait Islander education and employment opportunities;
2. Engaging our people with the local communities in which we operate; and
3. Empowering Aboriginal and Torres Strait Islander businesses through procurement and contracting opportunities.

These foundation elements provide the basis for our organisation to develop targeted actions integral to the creation of the three key pillars; Respectful Relationships, Maximisation of Opportunities and Support to Success as highlighted in Figure 1. Each of these three pillars has its own strategy and plan of action, which together, form part of a measured approach to ensuring that we can be successful in maximising engagement and Aboriginal and Torres Strait Islander participation in our business.

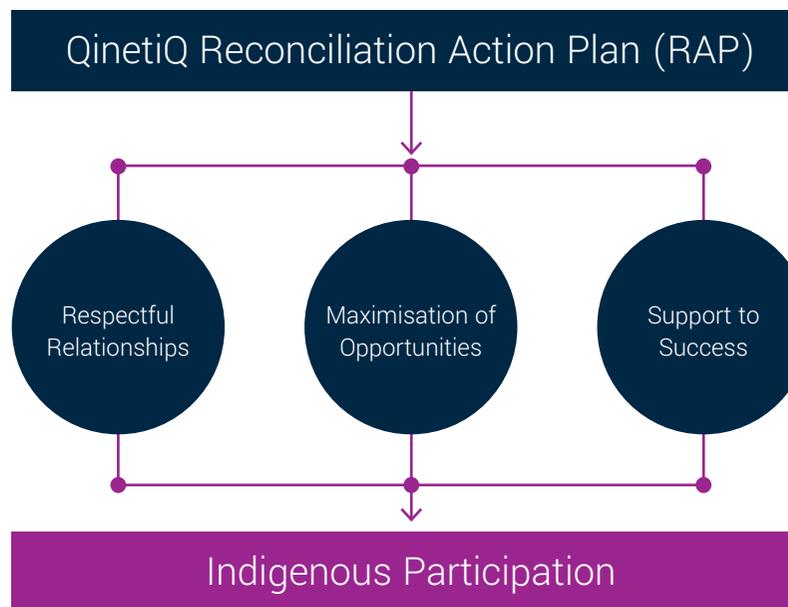


Figure 1
QinetiQ's Aboriginal and Torres Strait Islander Engagement Strategy

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Our RAP Journey to Date

QinetiQ's reconciliation journey commenced in 2015 with the introduction of updated Diversity and Inclusion Policy, emphasising our commitment, strategies and initiatives to improve diversity including workplace representation of those identifying as Aboriginal and Torres Strait Islander peoples. In 2016, we launched our Procurement Policy to Support Indigenous Enterprises, and subsequently added some dozen approved and sanctioned Indigenous Enterprises to QinetiQ's supplier network. In 2017, QinetiQ formally established its Diversity and Inclusion (D&I) committee who devised a D&I strategy and of action plan, which collectively sought to achieve the committee's mandate to "create an environment where everyone is valued and provided with equal opportunity to contribute and succeed". A pillar of QinetiQ's D&I strategy is the development of an inclusive work culture, with the creation and prosecution of a RAP representing a fundamental element. In 2018 the Managing Director provided direction to the D&I committee to commence the reconciliation process and to bring into effect QinetiQ's RAP.

QinetiQ's reconciliation journey so far has involved:

1. In 2018, introduction of both annual and induction mandatory Cultural Awareness training, educating staff about many aspects of Aboriginal and Torres Strait Islander cultures including: Acknowledgement of Country; Men's and Women's Business; Sorry Business; Aboriginal Family Structure and roles; Customary Law; appropriate terminology and protocols (developed with an Indigenous Consulting Business)
2. QinetiQ supported several Information & Communications technology (ICT) workshops in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands for a TAFE SA activity in the last 18 months, with 70% of the equipment supplied by QinetiQ.
3. Engagement with Aboriginal and Torres Strait Islander student support organisations within several universities including those within RMIT, Melbourne University and Monash University to identify potential candidates for both Aboriginal and Torres Strait Islander intern placements and graduate positions in 2020.
4. Analysis of existing supplier arrangements and identification of Supply Nation registered companies for transitioning supplier arrangements in 2020/21, with potential aggregate value of approximately \$250,000.
5. In 2019 QinetiQ staff and senior leaders took part in a reconciliation workshop facilitated by an Aboriginal Artist at the Burrenja Aboriginal Gallery.
6. In 2019, QinetiQ engaged in the Reconciliation Australia Reconciliation Action Plan (RAP) Program and received an endorsed Reflect RAP.

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7. In late 2019, QinetiQ procurement and technical leads attended two Aboriginal and Torres Strait Islander Business Trade Fairs, building a better understanding of opportunities for Aboriginal and Torres Strait Islander businesses to participate as part of QinetiQ's supply chain.
8. In 2020, Michael O'Brien (Mickey Kumatpi O'Brien, Uncle Micky, proud Kurna Man) presented to all staff to increase cultural awareness, understanding and build inclusivity for Reconciliation Week. We also supported employees to attend NAIDOC week events with Engineers Australia.
9. Working in Partnership AFL Sportsready we were able to interview, employ and induct our first Aboriginal and Torres Strait Islander peoples Trainees in the Brisbane office in 2021. We have just hired a second Trainee in the Canberra office.
10. In 2020, we created two Indigenous Apprenticeship positions and one Indigenous Traineeship position within our business. We also increased overall representation of Indigenous people in our workforce from zero to six.
11. In 2020 we launched our D&I program 'Better Together' focused on creating an inclusive working environment.
12. In 2020 we worked with Mickey O'Brien and QinetiQ's RAP Working Group to launch our Acknowledgement of Country Signature blocks for our company emails.
13. A procurement process to establish a panel of preferred suppliers for provision of freight services was undertaken during 2020. Seven Aboriginal and Torres Strait Islander suppliers were invited to participate in the Expression of Interest stage, with one Aboriginal and Torres Strait Islander supplier having successfully progressed to the negotiation phase (currently underway).
14. In 2021 ahead of NRW we had a presentation by Australian War Memorial Indigenous Liaison Officer, Michael Bell on Australian Indigenous Service.
15. In April 2021 we commenced dialogue with AFL Sportsready regarding sponsorship of an Indigenous Cadet of the Year Award.
16. In April 2021 we committed to providing sponsorship to the 2021 Victorian Indigenous Engineering Winter School (VIEWS) and supported the program through engineering focused presentations in September 2021.
17. In October 2021 through partnership with Aboriginal and Torres Strait Islander owned business Willyama, we commenced work with the Department of Defence, providing an Indigenous Strategic Communications Advisor in support of the Department of Defence's Reconciliation Action Plan 2019-2022.

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RAP Champions

The lead champion for implementing QinetiQ's Innovate RAP will be Michael Walas who will Chair the Reconciliation Working Group, with the endorsement and support of the Managing Director, Greg Barsby and RAP champions forming the Reconciliation Working Group, include two First Nations employees.

This RAP was developed by QinetiQ's Reconciliation Working Group (RWG) including:

- National People & Capability Business Partner, Joanne Burns
- General Manager People and Capability, Jessica Ciccozzi
- National People & Capability Manager, Annabelle Fields
- General Manager Commercial, Clare Little
- General Manager Operations Delivery, George McGuire
- Principal Engineer, Samuel Pinski
- Mechanical and Machining Apprentice, Damien Quadara
- Electrical Technician Apprentice, Cohen Young
- Reconciliation Working Group Chair, Michael Walas

Additional QinetiQ workforce members regularly invited and involvement encouraged.

The RAP is sponsored by the Managing Director who will report on RAP progress to the Board of Director's quarterly. As part of our governance and assessment of initiatives and activity the RWG will meet fortnightly from November 2021 to November 2023. The fortnightly meeting is a quick check in and then the Monthly meeting is to review our progress and discuss our reporting requirements.

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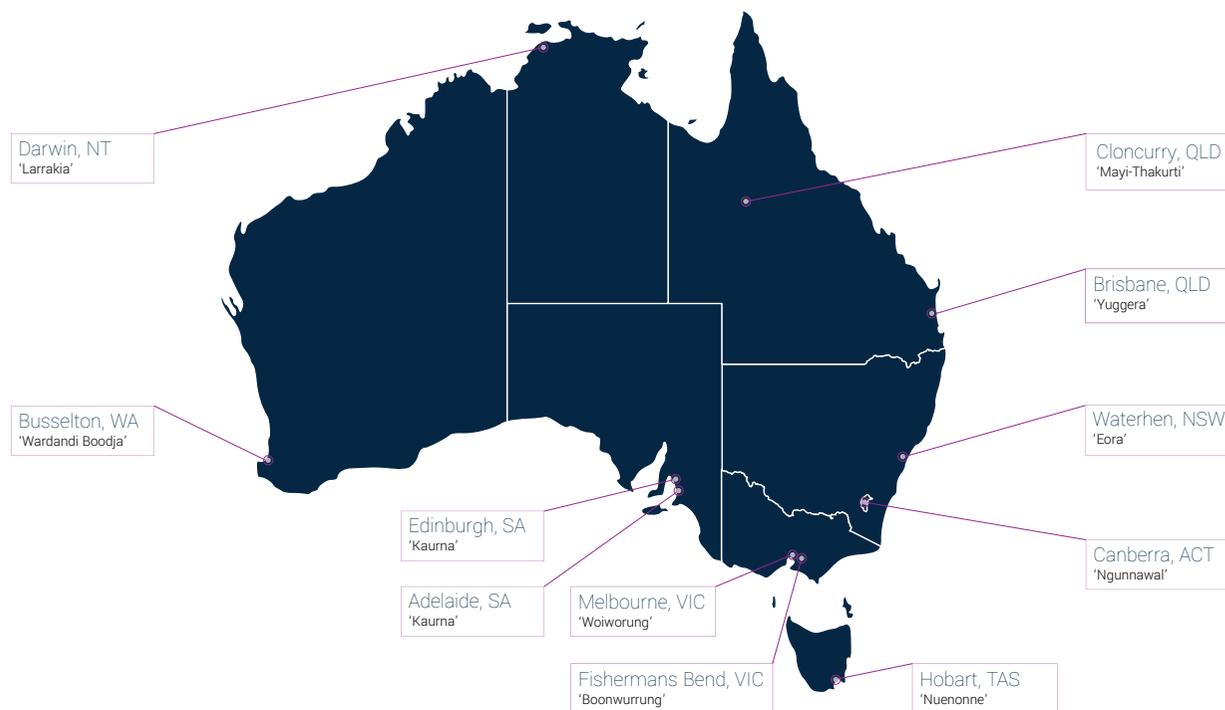
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Our Forward Journey

QinetiQ undertakes business in multiple states and territories in the traditional lands of the Kurna (Adelaide), Yuggera (Brisbane, QLD), Mayi-Thakurti (Cloncurry, QLD), Ngunnawal (Canberra, ACT), Woiworung and Boonwurrung (Melbourne, VIC), Boonwurrung (Fishermans Bend, VIC), Wardandi Boodja (Busselton, WA), Larrakia (Darwin, NT), Nuenonne (Hobart, TAS) and Eora (Waterhen, NSW) peoples.

QinetiQ is committed to ensuring our reconciliation journey continues to meaningfully engage with all of the Traditional Owners and/or Custodians in the locations we operate. Importantly we wish to ensure that these connections are honest and enduring. Our forward journey to reconciliation will be incremental and will grow through meaningful engagements. This path will ensure a measured approach to our engagement ensuring a lasting connection between QinetiQ and each of the First Peoples of Australia. The intent of this incremental approach is to ensure that our employees take time to consider and learn from each engagement before proceeding with the forward the journey.





Relationships

Developing enduring and meaningful relationships with the First Peoples of Australia and communities within which we work is important to QinetiQ. These relationships will help QinetiQ to further educate our workforce on the histories, cultures and traditions of local Aboriginal and Torres Strait Islander communities. These engagements and learning transactions will provide a platform on which our business can build and work towards reconciliation with Australia's First Peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none">- Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	January 2022 January 2023	Chair RAP Working Group
	<ul style="list-style-type: none">- Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2022	Chair RWG supported by Marketing & Communications Manager
	<ul style="list-style-type: none">- Develop relationships with the state-based Reconciliation bodies or other supply nation organisations where our business operates	March 2022 March 2023	People & Capability Business Partners

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Relationships

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	- Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 May 2023	Marketing & Communications Manager
	- RAP Working Group members to participate in an external NRW and NAIDOC week events.	27 May - 3 June, 2022 27 May - 3 June, 2023	Chair RAP Working Group
	- Encourage and support staff and senior leaders to participate in at least one external event to recognise NRW.	27 May - 3 June, 2022 27 May - 3 June, 2023	Chair RAP Working Group
	- Organise at least one NRW event each year.	27 May - 3 June, 2022 27 May - 3 June, 2023	Chair RAP Working Group
	- Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 May 2023	Marketing & Communications Manager
3. Promote reconciliation through our sphere of influence.	- Implement strategies to engage our staff in reconciliation.	April 2022 March 2023	General Manager People & Capability
	- Communicate our commitment to reconciliation publicly.	April 2022	Marketing & Communications Manager
	- Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2022	Chair RAP Working Group
	- Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	October 2022	General Manager People & Capability

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Action	Deliverable	Timeline	Responsibility
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.	September 2022	General Manager People & Capability
	- Work with advisors and staff to ensure mandatory training and communications cover discrimination toward Aboriginal and Torres Strait Islander people.	March 2022	National People & Capability Manager
	- Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2022	National People & Capability Manager
	- Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2022	National People & Capability Manager
	- Educate senior leaders on the effects of racism.	May 2022 May 2023	National People & Capability Manager



Respect

Diversity and inclusion is a central to QinetiQ values of performance, integrity and collaboration. As initial steps on reconciliation journey, QinetiQ will engage Aboriginal and Torres Strait Islander communities to develop mutual respect. This will be achieved through embracing Aboriginal and Torres Strait Islander cultures and traditions and sharing stories of QinetiQ and its prevailing culture and values.

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.	December 2022	Learning & Development Manager, People & Capability
	- Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2022 April 2023	Learning & Development Manager, People & Capability
	- Develop, implement and communicate a cultural learning strategy for our staff.	December 2022	Learning & Development Manager, People & Capability
	- Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2022 April 2023	Learning & Development Manager, People & Capability



Respect

Action	Deliverable	Timeline	Responsibility
	- Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through mandatory training	April 2022	National People & Capability Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	- Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2022	Marketing & Communications Manager
	- Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2023	Chair RAP Working Group
	- Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2021	Chair RAP Working Group
	- RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022 First week in July 2023	RAP Working Group
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	- Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	January 2022	National People & Capability Manager
	- Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2022 First week in July 2023	Marketing & Communications Manager
	- QinetiQ look to organise or facilitate participation in celebrating NAIDOC week events	First week in July 2022 First week in July 2023	Marketing & Communications Manager



Opportunities

QinetiQ commit to continuing to develop and create employment and education opportunities through working with local Aboriginal and Torres Strait Islander communities, particularly in areas of science, technology, engineering and mathematics (STEM) and technical trades applicable to those workshops we manage on behalf of our customers. We will continue to expand and more effectively engage our supplier network of Aboriginal and Torres Strait Islander businesses continually looking for long term partnership opportunities which serve to support real growth of their capabilities and provide forward growth, confidence and certainty.

Action	Deliverable	Timeline	Responsibility
	- Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2022 January 2023	General Manager People & Capability
	- Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	February 2022 February 2023	National People & Capability Manager
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	- Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2022	National People & Capability Manager
	- Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2021	People & Capability Business Partners
	- Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2021 November 2022	National People & Capability Manager
	- Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	March 2023	General Manager People & Capability
	- Continue relationship with AFL Sportsready specifically in relation to the provision of future Traineeship Opportunities.	February 2022 March 2023	People & Capability Business Partner

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Action	Deliverable	Timeline	Responsibility
	- Develop, implement and continuously update our Aboriginal and Torres Strait Islander procurement strategy.	November 2021	General Manager Commercial
	- Maintain Supply Nation membership.	July 2022 July 2023	General Manager Commercial
	- Conduct workshop with Supply Nation Relationship Manager to review our Procurement Strategy, understand available tools, resources and training, and identify potential partners that can support our business needs.	July 2022	General Manager Commercial
	- Participate in Supply Nation's First Step and Next Step training sessions	November 2021 February 2022	General Manager Commercial
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	- Annual reporting to Supply Nation on associated expenditure	July 2022	General Manager Commercial
	- Promote the use of Supply Nation's Member Opportunity Board by Procurement staff to support the solicitation of tenders and quotations from Indigenous businesses	July 2022	General Manager Commercial
	- Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff and share success stories.	November 2021	General Manager Commercial
	- Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2021 November 2022	General Manager Commercial
	- Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2022	General Manager Commercial
	- Engage specialist Recruitment Company to identify and place Aboriginal and Torres Strait Islander technical staff at QinetiQ workshop facilities.	December 2021	General Manager People & Capability

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Action	Deliverable	Timeline	Responsibility
10. Attend events, conferences and/or trade fairs engaging Aboriginal and Torres Strait Islander suppliers	- Engage with Indigenous Defence & Infrastructure Consortium (iDiC) and other connecting organisations to increase the opportunities to engage Aboriginal and Torres Strait Islander suppliers.	March 2022	General Manager Commercial
	- Attend events, conferences and/or trade fairs that contribute to relationship building with Aboriginal and Torres Strait Islander stakeholders	March 2022	General Manager Commercial
	- Attend Aboriginal and Torres Strait Islander Business Trade Fairs (or alternative forums) to continue to build our knowledge of opportunities to engage with Indigenous suppliers in our supply chain.	August 2022 August 2023	Commercial Procurement Lead



“Support to Success” - Governance

Successful implementation of Qinetiq’s RAP relies on strong, well defined and endorsed governance arrangements. The Reconciliation Working Group will be immediately established and empowered, a Chair shall be appointed, mandate roles and responsibilities endorsed, and budget allocated.

Action	Deliverable	Timeline	Responsibility
	- Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2021	Chair RAP Working Group
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	- Review and apply a Terms of Reference for the RWG.	August 2022	Chair RAP Working Group
	- Meet at least four times per year to drive and monitor RAP implementation.	November 2021 March 2022 July 2022 December 2022 March 2023 June 2023 September 2023 December 2023	Chair RAP Working Group
	- Define resource needs for RAP implementation.	March 2022 March 2023	Chair RAP Working Group
12. Provide appropriate support for effective implementation of RAP commitments.	- Engage our senior leaders and other staff in the delivery of RAP commitments.	January 2021 January 2022	Chair RAP Working Group
	- Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2021 November 2022 June 2023	Chair RAP Working Group
	- Appoint and maintain an internal RAP Champion from senior management.	January 2022	Chair RAP Working Group



“Support to Success” - Governance

Action	Deliverable	Timeline	Responsibility
	- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 30 September 2023	Chair RAP Working Group
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	- Report RAP progress to all staff and senior leaders quarterly.	March 2022 June 2022 September 2022 December 2022 March 2023 June 2023 September 2023 December 2023	Chair RAP Working Group
	- Publicly report our RAP achievements, challenges and learnings, annually, including through annual Supply Nation reporting.	June 2022 June 2023	Marketing & Communications Manager General Manager Commercial
	- Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	May 2022	General Manager People & Capability
14. Continue our reconciliation journey by developing our next RAP.	- Register via Reconciliation Australia’s website to begin developing our next RAP.	February 2023	Chair RAP Working Group



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