Reconciliation Action Plan JULY 2025 - JULY 2027

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Acknowledgement of Country

Virgin Australia acknowledges the Traditional Custodians of the lands, seas, and waterways on which we fly and work. We recognise their spiritual and ongoing connection to Country and Community, and we extend our deepest respects to Elders past and present.



Virgin Australia Group







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About the artwork

Cultural Connections, by Jamara Nye, represents the deep connections between people, Country, and culture — connections that Virgin Australia helps bring to life through every flight.

Our people are the heart of our Country and Virgin Australia, symbolised by hands in the centre and the pathways that link us to the land and our songlines. These paths reflect not only the journeys taken by our ancestors who walked this Country long before modern transport, but also the journeys we take today through the skies, guided by knowledge, purpose, and connection.

The footsteps trace these ancient songlines, showing respect for the First Nations peoples who have navigated this land for tens of thousands of years using the stars, stories, and sacred knowledge of Country. Today, Virgin Australia operates on the same lands and the skies that First Nations peoples have navigated for generations — connecting communities across Australia and honouring the stories that came before.

Red and purple represent our shared humanity, reminding us that beneath it all, we are united. In every journey we take — whether by land or by air — we carry the opportunity to foster respect, understanding, and unity. Australia is home to many languages, traditions, and cultures, and together, through reconciliation and connection, we can help create a stronger future for the generations to come.







Meet the Artist



Jamara Nye, a contemporary Indigenous artist born and raised in Mogo, is a proud Walbunja-Yuin woman with ties to the Yawalarray mob and Djirringanj mob, connecting her to both ocean and desert Country.

Her work is deeply connected to culture and self-expression. Using organic materials like ochre, mud, and tree sap, she honours traditional techniques while creating contemporary pieces. Art became a means for Jamara to navigate anxiety, connect with her community, and share her story. She is also passionate about Art Therapy and its ability to support mental well-being, seeing her practice as a way to help keep culture alive and strengthen community connections.

Jamara has built a thriving career, starting her own business and participating in community programs. In 2019, she won the Eurobodalla Artist of the Year NAIDOC Award, recognising her impact and dedication to her craft. She continues to inspire through her art, combining culture, creativity, and personal growth.





Statement from the CEO of Reconciliation Australia

Reconciliation Australia commends Virgin 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Virgin Australia continues to be part of a strong network of more than 3,000 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 Virgin Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

Congratulations Virgin 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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Statement from the CEO of Virgin Australia Group

At Virgin Australia, we believe in a future that is diverse, just, and equitable. A future where Aboriginal and Torres Strait Islander peoples have equal opportunities to work, travel, and do business with us in a way that respects and celebrates their cultural traditions. This belief is central to how we work, and who we are.

Since launching our first Innovate Reconciliation Action Plan (RAP) in 2022, we've taken meaningful steps toward reconciliation. We remain committed to building a culture of inclusion and cultural awareness across our airline.

Today, I'm proud to share the progress we've made and to launch our second Innovate RAP. This plan will guide our continued journey, now and into the future.

Our RAP is built on three pillars: empowering First Nations communities through connection, creating employment and commercial opportunities, and fostering a respectful, equitable workplace that embraces First Nations history and heritage. Our First Nations Team Member Network, launched in 2021, has continued to connect and support our people, driving connection between First Nations team members across the organisation. Acknowledgement of Country is now part of our daily operations, guided by a dedicated cultural protocol, and our in-flight entertainment catalogue features First Nations storytelling and cultural expression, including the Black Magic Woman podcast by Mundanara Bayles.

We actively recognise National Reconciliation Week, each year inviting First Nations voices into our business through panels and storytelling forums. We share messages in lounges and onboard to mark the occasion. During NAIDOC Week, we sponsor community events and host team gatherings to celebrate First Nations cultures and achievements. We also support events like Black, Bold and Beautiful and Musgrave Park Family Fun Day, which celebrate First Nations excellence and community. To deepen cultural understanding, we offer the SBS First Nations Course to all team members.

In 2021, we launched our first Supplier Diversity Strategy and joined Supply Nation. This has opened doors to partnerships with First Nations-owned businesses, bringing their products into our lounges, flights, and corporate services.

There is still more to do, and I look forward to continuing this important work together. Reconciliation is a journey we take as one team, with purpose and pride.



Dave Emerson

Chief Executive Officer

Virgin Australia





Our vision for reconciliation

In a just, equitable and reconciled Australia, Aboriginal and Torres Strait Islander Peoples will have the same opportunities to work, travel and do business with Virgin Australia as other Australians. To attain this vision, Virgin Australia will work to empower First Nations Peoples of Australia by connecting communities through our business. We will create more employment and economic opportunities, provide a respectful and equitable workplace. We will also promote the acknowledgment and acceptance of the history and heritage of Aboriginal and Torres Strait Islander Peoples as an integral part of our Virgin Australia way of working, and way of being.



Virgin Australia Group



Our business

Virgin Australia is the country's second-largest airline group, bringing great value and choice to Australian skies for more than two decades.

Virgin Australia Holdings Pty Ltd and its wholly owned subsidiaries (collectively the Group) is a Brisbane based, publicly listed airline company, operating a domestic and short-haul international passenger airline Virgin Australia, charter and regional flying from our base in Western Australia through Virgin Australia Regional Airlines (VARA), Virgin Australia Cargo, and a loyalty program, Velocity Frequent Flyer (VFF). We have ports across all Australian States and Territories with more than 8,000 team members including 90 First Nations team members who represent 1.13% of our organisation.

Our ambition is to be the most loved airline in Australia with a winning team that attracts the very best, generates extraordinary loyalty from our guests, and delivers outstanding returns.

This is guided by five key strategic pillars:

- Operational excellence;
- Experiences our guests love;
- A simple, focused business;
- Strong financial performance; and
- Virgin flair.

We recognise there is a lot of important work still to be done towards reconciliation, respect and equality for First Nations peoples and communities. We are committed to continuing to build career opportunities for our First Nations team members - ensuring they feel supported and valued for their contributions - and, increasing our engagement with First Nations suppliers, partners and community in order to improve health, social, and economic outcomes for First Nations peoples in Australia.









In 2022, the Virgin Australia Group introduced its inaugural Reconciliation Action Plan (RAP). This initiative came in the wake of a challenging period for the entire aviation industry, marked by the grounding of air travel due to COVID-19 lockdowns. Even as our operations gradually resumed, with Virgin Australia making history as the first major Australian airline to emerge from voluntary administration, it remained crucial to our business to uphold the RAP framework. This commitment to reconciliation, despite the industry disruption that had impacted us, highlights our dedication to fostering positive relationships and ensuring the continued implementation of meaningful initiatives.

Virgin Australia's RAP continues to be a key part of our Diversity and Inclusion program (called Belonging). Our Belonging Steering Committee includes representatives from across Virgin Australia including Team Member Network sponsors and chairs, the Executive Leadership Team and



team members from a range of functional areas. The Steering Committee provides strategic oversight of our Belonging efforts, ensuring alignment with business priorities. It monitors progress, champions an inclusive culture, supports employee networks, reviews data and insights, and embeds inclusion across policies, hiring, and leadership development. The Committee also engages with key stakeholders to drive meaningful change.

Our Belonging Program is enabled by four diversity pillars: Gender, Ability, Pride, and First Nations. Each pillar has its own yearly goals and actions, created and led by our Team Member Networks. All team members at Virgin Australia can join a Team Member Network they are passionate about and play a role in deciding what progress will look like within the scope of that pillar's focus. Specifically related to our RAP, we have established a First Nations Team Member Network, welcoming all Virgin Australia team members to join and engage regularly with colleagues from across the business.

Our First Nations Working Group is co-led by our General Manager Airport Experience and our Head of People, a member of the First Nations community. The working group is chaired by three proud First Nations team members who hold Guest Services Coordinator roles in Brisbane, Melbourne and Sydney. There are 20 members in the working group who represent key functions across Virgin Australia, including First Nations representatives (15%) who are the voice of our First Nations team members. The First Nations Working Group drives sustained effort on the commitments within the RAP and reports on progress to the Belonging and Sustainability Committees. Its responsibility is two-fold: leading decisions on activity across our business which aligns to the commitments in our RAP and leading the execution of that activity.



Our Journey

2009

Launched First Nations Employment Strategy, after consultation with Elders and key Aboriginal and Torres Strait Islander stakeholders.

2010

Team members celebrate NAIDOC in Brisbane for the first time, which continues every year. Became a founding partner of the Australian Indigenous Mentoring Experience (AIME), working with Jack Manning-Bancroft to expand mentoring services for students across Australia.

2011

Won the Queensland Became the founding partnering sponsor of the **Reconciliation Award** Kimberley Girl Program which supports young girls in remote and regional communities in WA for Indigenous to build confidence, connections and pathways. employment. Started eight-year sponsorship of the National Indigenous Radio Service AFL broadcasts, airing to approximately 200 community radio stations around Australia.

2014

Supported the North Kimberley Fire Abatement project, an Indigenous carbon project that reduces emissions and supports remote communities.

2015

World's first Sky High Mentoring Experience at 30,000 feet with AIME students, mentors and celebrity guests featuring all-Indigenous flight and cabin crew.

2016

Expanded employment skills workshops to assist in developing sustainable employment opportunities for Aboriginal and Torres Strait Islander people.



2012

2013

The AFL and Virgin Australia created history when the Indigenous All Stars flew to Ireland to represent Australia for the first time in the International Rules Series; becoming only the second all-Indigenous team to represent an Australian sporting code at a senior level overseas since an all-Indigenous cricket team toured England in 1868.

2017

Collaborated with First Nations owned business Loop Upcycling to make teddy bears using recycled uniforms and design an First Nations art colouring book for kids. Supported the reinstatement of traditional burning practices in the Northern Territory through purchasing carbon credits from the South East Arnhem Land Fire Abatement (SEALFA) project, where Numbulwar Numburindi and Yugul Mangi Ranger groups reduce carbon emissions through reinstating traditional burning practices. Fire is used to encourage native grasses to regenerate and produce new feed to reduce scrub and fuel to prevent intense bushfires and to promote biodiversity.







Our Journey

2018

Partnered with Diversity Dimensions and transformed our hiring experience, focusing on building a supportive environment for Aboriginal and Torres Strait Islander recruits to best set them up for success. Formed a First Nations Working Group to drive sustained effort on the commitments within the RAP, leading decisions on activity and leading the execution of that activity.

2019

Held a NAIDOC celebration at Virgin Australia head office, with local Elders performing a smoking ceremony and Welcome to Country; and developed an Acknowledgement of Country through consultation. Through our partnership with Sunsuper, supported the financial wellbeing charity, First Nations Foundation to help Aboriginal and Torres Strait Islander peoples to be reunited with lost superannuation funds. Finalist in two national Human Resources industry awards for the tailored employment program "Deadly Stars" and renewed focus on Aboriginal and Torres Strait Islander awareness and engagement across Virgin Australia Group. First Nations Working Group was awarded the highly commended, CEO Award for Environment and Community sub section.







2021

Launched our Innovate **Reconciliation Action Plan in line** with the Virgin Australia Values and Purpose. Rejuvenation of our First Nations Working Group.



Key Achievements since the launch of our RAP

Establishment of the First Nations Team Member Network:

- Formed a dedicated network to connect First Nations team members within Virgin Australia.
- Organised gatherings for those who could join, with just under half of the team members participating.

Cultural Acknowledgments In-Flight and Within the Business:

- Developed a Cultural Protocols Guide to ensure respectful practices.
- Implemented acknowledgments inflight and at key business events.
- Enhanced in-flight entertainment with more diverse content, including the Black Magic Woman podcast.

Recognition and Observance of National Reconciliation Week (NRW):

- Recognised NRW annually, involving both external guests and internal panels.
- Shared NRW messages during flights and within airport lounges.

Celebration of NAIDOC Week:

- Brought together teams during NAIDOC
 Week celebrations for four consecutive years.
- Sponsored the Musgrave Park Family Fun Day event annually and featured First Nations team member stories in internal communication initiatives.

Cultural Capability Training:

 Collaborated with BlackCard for Cultural Capability training for leaders, a program that is ongoing.

australia group



- Sponsored the Black, Bold and Beautiful annual women's community event and participated in International Women's Day (IWD) activities.
- Silver sponsorship of the 2023 Garma Festival, with team members and volunteers attending in 2023, 2024 and team members attending in 2025.
- Initiated the rollout of SBS First Nations Inclusion modules for the entire organisation.

First Nations Employment Strategy

- Updated recruitment processes to be culturally sensitive and remove barriers for Indigenous candidates
- Delivered unconscious bias training to hiring managers
- Launched a pre-employment training program and streamlined recruitment pathway
- Engaged a specialist First Nations recruitment agency for corporate roles
- Established a HR working group focused on delivering outcomes that improve employment prospects for First Nations candidates.

Supplier Diversity Strategy:

- Developed a Supplier Diversity Strategy with support from Procurement.
- Created a reporting framework for monitoring spend with, and number of, First Nations owned businesses.

Membership with Supply Nation:

 Became a member of Supply Nation, reinforcing the commitment to First Nations supplier diversity

Influencing First Nations Business Presence:

- Collaborated with main contractors to introduce new First Nations owned business products in lounges and on flights.
- Ongoing efforts to promote and enhance First Nations representation in the airline's offerings.





Key Learnings

Our First Nations team members contribute significantly to the advancement of our business endeavours around reconciliation. While we acknowledge the invaluable contributions made across our initiatives to date, we understand that there is still much work to be done to elevate cultural awareness and knowledge at Virgin Australia, whilst still fostering a sense of community and support for our First Nations team members.

Providing a platform for First Nations voices is a crucial step, but our goal is to cultivate an environment where First Nations people thrive. Leadership plays a pivotal role in prioritising our RAP actions to achieve this environment at Virgin Australia. As we have successfully navigated business recovery and stabilisation, it is now time to integrate deliverables into our everyday operations and business practices.

In terms of employment, amidst the challenges posed by impacts of COVID-19, our workforce has increased by 2000, of which there are 20 additional First Nations people than there were in 2022 at the time of our inaugural RAP. This has seen representation remain steady, with only a slight decline of 0.02% of our total workforce.









Key Learnings



Moving forward, we have prioritised First Nations employment opportunities and practices including:

- Expanded partnerships with First Nations focused employment agencies to deliver pre-employment training programs for their candidates and a streamlined recruitment pathway
- First Nations career events nationally, delivered by our recruitment team with the support of our First Nations Employee Network
- Guaranteed interviews for all First Nations candidates who apply to our roles
- Ongoing review of our recruitment processes to ensure cultural safety.

Throughout our reconciliation journey, we have placed significant emphasis on building and nurturing community connections, leveraging long-standing relationships to maintain trust and mutual support. The enduring partnerships we've cultivated with First Nations communities are a testament to our sustained commitment to reconciliation and inclusion. These relationships have not only guided our actions but have also provided critical insights that inform the evolution of our Innovate RAP.

As we move into this next phase, we are embedding these learnings into our strategic focus areas—deepening cultural capability, enhancing employment pathways, and expanding supplier diversity. This RAP reflects a more mature, responsive, and integrated approach, shaped by the voices of our First Nations team members and partners, and grounded in the belief that reconciliation is a shared, evolving responsibility.







At Virgin Australia, we recognise that reconciliation is grounded in strong, authentic relationships built on trust, transparency, and mutual respect. In this Innovate RAP, we are deepening our commitment to co-designing initiatives with Aboriginal and Torres Strait Islander peoples and organisations. Our focus is on strengthening two-way engagement, listening to community voices, and embedding culturally informed practices across our national network. These relationships are not only foundational to our reconciliation journey—they are essential to shaping a more inclusive and connected future.

Action

 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable

- Meet with local Aboriginal and Torres Strait Isla organisations to develop guiding principles for
- Develop and implement an engagement plan to Torres Strait Islander stakeholders and organisation

 Build relationships through celebrating National Reconciliation Week (NRW).



- Circulate Reconciliation Australia's NRW resources materials to our staff.
- RAP Working Group members to participate in
- Encourage and support staff and senior leaders one external event to recognise and celebrate I
- Organise at least one NRW event in the first year internal events in subsequent years.
- Register all our NRW events on Reconciliation
- Promote NRW across our mainline network to



Base

	Timeline	Responsibility
lander stakeholders and r future engagement.	August 2025, 2026	Head of D&I and Belonging
to work with Aboriginal and sations.	August 2025	Head of D&I and Belonging
urces and reconciliation	May 2026, 2027	Head of People Communication
n an external NRW event.	27 May - 3 June 2026, 2027	Head of D&I and Belonging
ers to participate in at least NRW.	27 May - 3 June 2026, 2027	Head of D&I and Belonging
ear, and at least two NRW	27 May - 3 June 2026, 2027	Head of D&I and Belonging
Australia's NRW website.	27 May - 3 June 2026, 2027	Head of D&I and Belonging
drive awareness.	27 May - 3 June 2026, 2027	Head of Customer Experience



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Action

3. Promote reconciliation through our sphere of influence.

Deliverable

- Develop and implement a team member engagement strategy awareness of reconciliation across our workforce.
- Communicate our commitment to reconciliation publicly.
- Publish RAP on Virgin Australia Group websites and feature wit flight entertainment App available to all guests.
- Continue to explore opportunities to positively influence our ex stakeholders to drive reconciliation outcomes through engaging major partnerships to share knowledge and learnings.
- 4. Promote positive race relations through anti-discrimination strategies.



- Conduct a review of HR policies and procedures to identify exis discrimination provisions and future needs.
- Engage with Aboriginal and Torres Strait Islander staff and/or A and Torres Strait Islander advisors to consult on our anti-discrin policy.
- Conduct an internal complaints analysis identifying and addressing claims of racism.
- Communicate to team members Virgin Australia's anti-discrimination policy.
- Educate team members and senior leaders on the effects of racism.





	Timeline	Responsibility
y to raise	Oct 2025, Review Oct 2026	Head of People Communica
	11 July 2025	Head of People Communicat
vithin the in-	11 July 2025	Head of People Communicat
external ng with	Quarterly commencing July 2025 through 2027	Head of D&I and Belonging
kisting anti-	Review August 2025, 2026	Head of Shared Services
Aboriginal imination	September 2025	Head of D&I and Belonging

Head of Shared Services September 2025 January 2026 Head of People Communications January 2026 Head of D&I and Belonging





Action

5. Engage with, learn from and support our business partners through their RAP journey

Deliverable

- Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.
- Participate in the Tourism Reconciliation Industry Networking Group quarterly meetings to share challenges and opportunities, identify best practice in reconciliation and listen to the voices of Aboriginal and Torres Strait Islander peoples and communities on topics relevant to reconciliation, culture and tourism.



Timeline

July 2025, Review December 2025, June 2026, December 2026

Quarterly, ongoing

Responsibility

Head of D&I and Belonging

Head of D&I and Belonging







Case Study #1 – Mundanara Bayles – Black Magic Voice of the Sky.



Virgin Australia is committed to acknowledging Australia's shared cultures, histories and celebrating First Nations achievements. Mundanara Bayles' voice may be familiar to some of you - she is the host of the award-winning podcast, Black Magic Woman, which was the first First Nations podcast to join the iHeart network.

In 2021, Virgin Australia added 10 episodes of Black Magic Woman to our in-flight entertainment system, not only to bring Mundanara's content to a whole new captive audience, but also to support her as a First Nations businesswoman and trailblazer in the podcast domain. In 2023, we expanded this to include nine more episodes, and Mundanara has now launched BlakCast, a First Nations owned and led podcast network in partnership with iHeart.

Mundanara says having Virgin Australia's guests able to connect with a diverse range of First Nations voices is crucial for reconciliation. "Amplifying Black voices helps people understand the history of this country. It helps people understand there are many experiences and expressions of identity, and it promotes cultural awareness. While facilitating truth-telling, it creates a sense of belonging for First Nations guests onboard".

Virgin Australia has had the pleasure of hosting Mundanara to speak at a number of internal events for both senior leaders and company-wide, a testament to what is now a strong, mutually beneficial relationship between Mundanara and Virgin Australia. Working with Virgin Australia has restored her faith that airlines can provide culturally safe services to Aboriginal and Torres Strait Islander peoples and is excited to further explore opportunities with Virgin Australia to bring more First Nations voices to the airline's in-flight entertainment services.

As the Managing Director of BlackCard, a 100% Aboriginal owned business that provides cultural capability training and consultancy services, Mundanara has more than 10 years' experience enabling people and organisations to work effectively with members of the Aboriginal community. She co-founded BlackCard with her great aunt Dr Lilla Watson, a respected Aboriginal Elder, educator, and course developer, and in 2023, was recognised by Supply Nation as Indigenous Businesswoman of the Year.



Virgin Australia first engaged BlackCard to deliver a cultural capability keynote to its top 200 leaders, and since then has continued to work with Mundanara and her team at BlackCard to roll out cultural capability training across the organisation.

Mundanara is also a board member of Gotcha4Life, who develop and deliver preventative mental fitness campaigns, workshops, programs and resources in schools, sports clubs, workplaces and communities Australia-wide. She is also an MBA student at Monash University, specialising in Indigenous Business Leadership, and is passionate about sharing her cultural heritage, which is connected to the Wonnarua, Bunjalung, Birri-Gubba, and Gungalu peoples, advocating for the rights and interests of her people.

Listen to Mundanara's podcast at https://www.blackmagicwoman.com.au/







Respect for Aboriginal and Torres Strait Islander cultures, histories, and knowledge systems is central to our identity and values at Virgin Australia. This RAP phase focuses on embedding cultural capability across our workforce, ensuring our people are equipped to engage meaningfully and respectfully. Through education, cultural protocols, and visible acts of recognition, we aim to foster a workplace culture where First Nations perspectives are understood, celebrated, and upheld as integral to who we are and how we operate.

Action

6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.



Deliverable

- Conduct a review of cultural learning needs with
- Consult local Traditional Owners and/or Aborig Islander advisors to inform our cultural learning
- Update, implement, and communicate our cult team members.
- 90% of First Nations Working Group and Senior SLT) complete e-learning reconciliation training leader training.
- Continue to increase the completion rate of tea e-learning reconciliation modules.



Virgin Australia Group



	Timeline	Responsibility
vithin our organisation.	July 2025, 2026	Head of D&I and Belonging
riginal and Torres Strait ng strategy.	July 2025, 2026	Head of D&I and Belonging
Itural learning strategy with	June 2025, 2026	Head of D&I and Belonging
ior Leaders (ELT, GLT and ng modules and on-line	March 2026	General Manager Organisational Developmer
eam members undertaking	July 2025, Review January 2026, July 2026, January 2027	Head of D&I and Belonging





Action

7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable

- Strengthen team member understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.
- Revise and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.
- Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.
- Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.



Timeline

July 2025, 2026

Responsibility

July 2025, 2026

September 2025, review September 2026 July 2025, Review December 2025, July 2026, December 2026

July 2025, Review December 2025, July 2026, December 2026 September 2025, review September 2026

July 2025, Review December 2025, July 2026, December 2026

July 2025, Review December 2025, July 2026, December 2026









Action

 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.



Deliverable

- First Nations Working Group to participate in a Week event.
- Review HR policies and procedures to remove participating in NAIDOC Week.
- Promote and encourage participation in extern all staff.
- Continue to provide opportunities for Aboriginal Islander team members to participate in major celebrations in all ports and major offices.

9. Increase the visibility of our respect for Aboriginal and Torres Strait Islander cultures

- Display Acknowledgment of Country plaques / and offices.
- Continue to display Aboriginal and Torres Strain our head office, with an accompanying narrativ stories of the artist and their work.
- Continue to incorporate Aboriginal and Torres in our Virgin Australia entertainment platform movies, music and podcasts.



	Timeline	Responsibility
an external NAIDOC	July 2025, 2026	Head of D&I and Belonging
e barriers to staff	July 2025, 2026	Head of D&I and Belonging
nal NAIDOC events to	July 2025, 2026	Head of D&I and Belonging
nal and Torres Strait r internal NAIDOC	July 2025, 2026	Head of D&I and Belonging
/ signage in all ports	July 2025, Review November 2025, May 2026, November	Head of Product Development and Delivery, Head of Facilities
ait Islander artwork in ive acknowledging the	2026	
s Strait Islander content such as in-flight		



Opportunities

Creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples is a key priority of our Innovate RAP. We are focused on increasing representation across our workforce, supply chain, and partnerships by removing systemic barriers and investing in culturally safe pathways. This RAP reflects our commitment to economic empowerment, career development, and supplier diversity—ensuring that our growth as a business contributes to stronger, more equitable outcomes for First Nations communities.

Action

10. Improve employment
outcomes by increasing
Aboriginal and
Torres Strait Islander
recruitment, retention,
and professional
development.



Deliverable

- Strengthen our understanding of current Aboriginal and Tor staffing to inform future employment and professional deve
- Continue to engage with Aboriginal and Torres Strait Island our recruitment, retention and professional development str
- Revise Virgin Australia's Aboriginal and Torres Strait Islander retention and professional development strategy.
- Continue to review Aboriginal and Torres Strait Islander sou job advertisement vacancies to effectively reach Aborigina Islander stakeholders.
- Continue to review HR and recruitment procedures and pol barriers to Aboriginal and Torres Strait Islander participation
- Partner with employment service providers to create employment their candidates.
- Partner with First Nations recruitment agency to fill corpora Aboriginal Torres Strait Islander people.

Virgin Australia Group



	Timeline	Responsibility
orres Strait Islander velopment opportunities.	March 2026	General Manager Organisational, Hea of People
der staff to consult on strategy.	July 2025, Review January 2026, July 2026, January 2027	General Manager Organisational, Hea of People, Talent Acquisition Manage
der recruitment,	April 2026	General Manager Organisational, Hea of People, Talent Acquisition Manage
ourcing platforms and al and Torres Strait	July 2025, Review October 2025, April 2026, October 2026	Talent Acquisition Manager
olicies to remove on in our workplace.	July 2025, quarterly ongoing	Head of People, Talent Acquisition Manager
loyment pathways for	July 2025, 2026	Talent Acquisition Manager
rate roles with skilled	July 2025, 2026	Talent Acquisition Manager

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Opportunities

Action

11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable

- Continue implementation of the Virgin Australia First Nations Procurement Strategy.
- Maintain annual membership with Supply Nation.
- Develop and deploy training for key business stakeholders to promote procurement and purchasing of goods and services from Aboriginal and Torres Strait Islander businesses.
- Periodically showcase Aboriginal and Torres Strait Islander businesses to targeted internal stakeholders.
- Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.
- Continue to develop and report on new relationships with Supply Nation registered suppliers and other Aboriginal and Torres Strait Islander businesses.





July 2025, ongoing Renew July 2025, 2026

September 2025

October 2025, quarterly ongoing

August 2025, 2026

August 2025, 2026

Responsibility

General Manager Procurement







Opportunities

Case Study #2 - Chervon Cobbo - Reconciliation Working Group Chair

Chervon, a proud Wakka Wakka and Kullilli woman raised in the Cherbourg Aboriginal community, serves as the Guest Services Coordinator and Chair of the First Nations Network Group at Virgin Australia. Since joining Virgin Australia in 2019, Chervon has been instrumental in fostering a supportive environment for First Nations people, promoting career opportunities, and ensuring the sustained success and progression of First Nations team members.

As a passionate advocate for representation in leadership, Chervon drives initiatives such as the First Nations Network, creating an inclusive workplace for First Nations team members. She is committed to integrating the Reconciliation Action Plan into the airline and providing education for all team members, aiming to leave a legacy of inclusion and support.

Chervon's dedication to opening doors and encouraging more First Nations Australians to join Virgin Australia reflects the company's commitment to diversity and inclusion. Embodying her belief that "representation in leadership roles matters for our mob," Chervon lives by the motto: "If you can see it, you can be it, and as long as I'm working here and in the position to advocate, uplift, and support my mob in this company, I will."





Opportunities

Case Study #3 – BSKT Wholefoods – A Taste of Indigenous Australia



The BSKT brand was established in 2013 at the Gold Coast's renowned health food hub, BSKT Cafe, founded by Gold Coast Titans teammates Greg Bird and Selasi Berdie. During this period, the BSKT Wholefoods brand was launched, catering to cafe patrons who desired healthy options from the cafe in their homes.

Following several successful years with BSKT Cafe and the Titans, both founders transitioned to family life and sold the cafe but continued to supply vegan chocolates and granola products to health food retailers across Australia.

The inception of BSKT Native was inspired by former teammate and close friend Ryan James, who established the Ryan James Group, a charity focused on supporting local First Nations communities with health and employment opportunities. BSKT Native aims to promote circular economies within Aboriginal and Torres Strait Islander communities, and their range of superfood products leverages the knowledge of First Nations ancestors and the medicinal properties of iconic Australian native foods — integrating them with modern plant-based wholefoods.



Through Virgin Australia's membership with Supply Nation, the Product team identified BSKT Wholefoods and promptly developed a relationship that resulted in the introduction of a new BSKT Native chocolate product, which was included in the onboard business class menu from November 2023. Additionally, BSKT provided products for the Christmas season, which were served as complimentary items in both business and economy classes.

In a significant milestone for the brand, BSKT Native was also featured nationally in all Virgin Australia Lounges during NAIDOC Week 2024. This initiative, supported by Mathew from Virgin, enabled BSKT to share their Davidson Plum and Strawberry Gum Granola with Virgin Australia guests across the country. This exposure not only celebrated Indigenous culture and ingredients during a key national event but also introduced native superfoods to a broader audience in a meaningful and memorable way. "Working with Virgin Australia has definitely helped us build capability," stated Ryan, a proud Bundjalung man. "We appreciate that when people are flying into Australia for the first time, some are having their first experience with native food before they've even arrived." He noted that the team has been cooperative, reaching out to BSKT as the seasons change to bring new menu ideas to fruition.

With indulgent options such as Davidson Plum Chocolate blocks and Finger Lime and Coconut native superfood bars, it is evident why our Product team has collaborated closely with BSKT Wholefoods.





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Action

 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable

- Maintain Aboriginal and Torres Strait Islander repre-Nations Working Group.
- Update and apply a Terms of Reference for the First
- Meet at least four times per year to drive and moni
- Provide appropriate support for effective implementation of RAP commitments.
- Define resource needs for RAP implementation.
- Engage senior leaders and other staff in the deliver
- Maintain appropriate systems to track, measure, an commitments.
- Appoint and maintain an internal RAP Champion fr









	Timeline	Responsibility
resentation on the First	Monthly from July 2025, ongoing	Head of D&I and Belonging
rst Nations Working Group.	July 2025	Head of D&I and Belonging
nitor RAP implementation.	Monthly from July 2025, ongoing	Head of D&I and Belonging
	July 2025	Head of D&I and Belonging
ery of RAP commitments.	Every 6 months, July 2025	Head of D&I and Belonging
and report on RAP	July 2025, ongoing	
		Head of D&I and Belonging
from senior management.	August 2025	
		Head of D&I and Belonging





Action

14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.



Deliverable

- Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, ensuring we do not miss out on important RAP correspondence.
- Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.
- Complete and submit the annual RAP Impact Survey to Reconciliation Australia.
- Report RAP progress to all staff and senior leaders quarterly.
- Publicly report our RAP achievements, challenges, and learnings, annually as part of Virgin Australia's annual reporting cycle.
- Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.
- Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.
- 15. Continue our reconciliation journey by developing our next RAP.
- Register via Reconciliation Australia's website to begin developing our next RAP.





CONTENTS



Timeline

July annually

1 August annually

Responsibility

Head of D&I and Belonging

September 2025, quarterly July 2026, 2027

30 September, annually

May 2026

July 2027

Head of D&I and Belonging

February 2027

Head of D&I and Belonging





