

Reflect Reconciliation Action Plan

June 2025 – December 2026



A Coming Together

Aeria Management Group commissioned local Aboriginal artist and proud Wodi Wodi woman, Toni Maree Barsby, to create this artwork for our Reflect Reconciliation Action Plan.



“ This work,
“A Coming Together”
represents a coming together of
Traditional Owners and the
wider community to sit, hear and learn
about Culture from the Elders,
and to strengthen their connections
with First Nations’ clans
and communities. ”

Toni Maree Barsby Artist

Acknowledgement of Country

AMG respectfully acknowledges the Darug, Dharawal, and Gundungurra Peoples, the Traditional Custodians of the Country where our airports are located, and their connections to land, water and sky. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

From our CEO

The lands on which Bankstown Airport and Camden Airport are located have an enduring connection with Aboriginal and Torres Strait Islander peoples, practices and culture.

Bankstown Airport, for example, runs beside the Georges River, which provides food, shelter and a means of movement for First Nations peoples.

Today, our airports similarly support transport, industry and essential services for communities across Greater Sydney and NSW.

Our Reflect Reconciliation Action Plan pays tribute to that history and cements our commitment to substantial and meaningful change for the future.

As the manager of critical hubs servicing aviation, business and the community, we recognise our opportunity to deliver impactful outcomes towards reconciliation.

We will listen, connect and learn, harnessing the unique knowledge and insights of Aboriginal and Torres Strait Islander peoples in our operations and services.

We are in the early stages of that process, but we are dedicated to working with First Nations peoples to strengthen representation, relationships and respect.

Our vision for reconciliation is to create a sense of belonging for all Australians. Our first RAP marks our initial, but important, steps on that journey.



Tom Smith

Chief Executive Officer
Aeria Management Group

From Reconciliation Australia

Reconciliation Australia welcomes Aeria Management Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Aeria Management Group joins a network of more than 3,000 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 Aeria Management Group 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 Aeria Management Group, 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

Photo by Joseph Mayers



About Aeria Management Group

Our Business

Aeria Management Group manages Bankstown Airport and Camden Airport. Our core business across both airports includes general aviation, property operations and the operation of embedded energy networks as an electricity retailer.

Bankstown Airport is a collective of aviation, business and essential community services. The fourth busiest airport in Australia, Bankstown Airport is home to more than 180 businesses, including major flying schools, emergency services, aeromedical services, Advanced Air Mobility, medium-sized air freight, charter flights, aircraft manufacturing and sales, and aircraft maintenance and engineering.

Camden Airport is an essential aviation and commercial hub, servicing the growing Southwest Sydney region. The general aviation airport supports emergency services, flight training, sport and recreational aviation and community and youth flying clubs.

Bankstown Airport and Camden Airport provide significant support for the Canterbury-Bankstown and Camden regions, respectively, and deliver vital services for metropolitan, regional and remote communities of NSW. Bankstown Airport is a major economic and employment hub for Greater Sydney and NSW. Camden Airport also generates economic and employment opportunities for the local region — and beyond.

 Bankstown
Airport

 Camden
Airport



AMG employs 40 staff at Bankstown Airport and three staff at Camden Airport.

About Aeria Management Group

Our Values

Our CARE values are focused on our customers, awareness of our impact on both the environment and our stakeholders, responsible and safe operations, and high engagement with our community. These values also align with our Reflect RAP vision: We want to ensure we are inclusive and engage meaningfully with First Nations Owners and other stakeholders, so we can achieve the best outcomes for all.



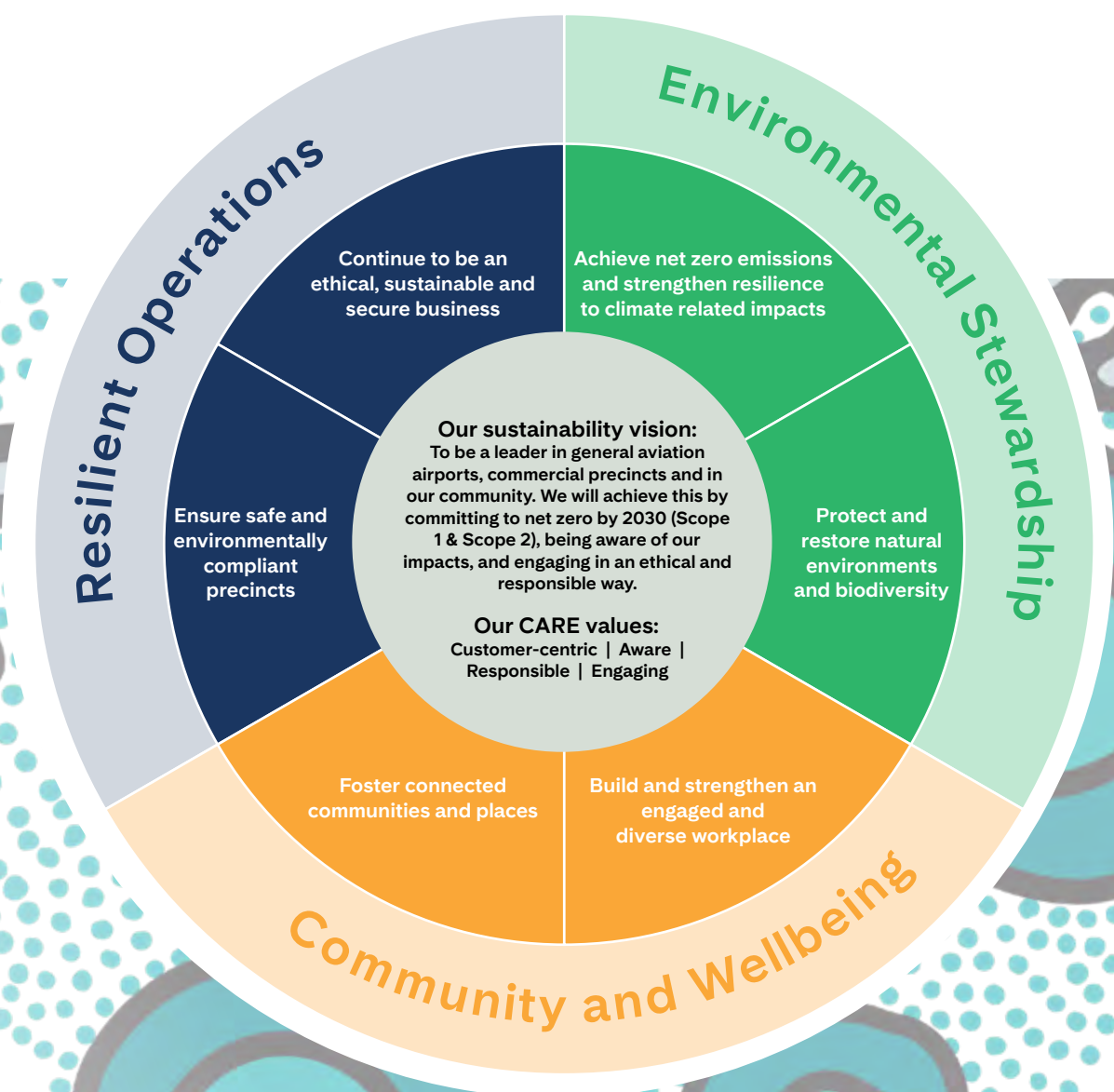
Aboriginal and Torres Strait Islander staff in our workforce. However, as part of our Reflect RAP, we commit to actions that will enable us to understand the true representation of Aboriginal and Torres Strait Islander employees within our organisation.

We want to ensure we are inclusive and engage meaningfully with First Nations Owners and other stakeholders, so we can achieve the best outcomes for all.

Our Reconciliation Action Plan

'Sustainability Six' is AMG's sustainability strategy. It guides us to support three key pillars: Environmental Stewardship, Community and Wellbeing, and Resilient Operations. Under Community and Wellbeing, improving First Nations engagement via a RAP is one way we have committed to fostering connected communities and places.

As a business, we understand we operate on land that has always belonged to the local Traditional Owners. We understand we have a duty to respect and care for Country, and the relationships that First Nations people have fostered with it for over 60,000 years. A RAP is an important tool to help guide us on that ongoing journey.



Our Reconciliation Journey so far

AMG recognises that the land we are on belongs to First Nations people. We recognise important events such as National Reconciliation Week and NAIDOC Week through social media and staff communications. We have also conducted cultural awareness training for staff as part of their workplace training program. However, we have not yet had any frameworks in place that formally embed reconciliation activities into our business practices. With our first RAP, we are excited to see the positive opportunities and outcomes it will bring.

The First Steps

To create a successful RAP, we understood we needed to have a clear and unified vision of what we wanted to achieve in terms of reconciliation as a business.

However, we were unsure of how to start and how to deliver it in a culturally sensitive manner. Through internal connections, AMG was introduced to Dr Allan Teale, Indigenous Research Engagement Officer at University of Technology Sydney in February 2024. Dr Teale explained the importance of a RAP from the perspective of someone who identifies as an Aboriginal person. Dr Teale also detailed the true markers of a good RAP, which included authentic commitments, accountability, and ongoing relationship building.

Dr Teale introduced us to Dave Widders, a proud Anaiwan man from Armidale (NSW) to help us form our RAP vision. Through his consultancy, Dave works to make a difference for Aboriginal people and foster positive reconciliation across the wider community.



Dr Allan Teale
Indigenous Research
Engagement Officer



Dave Widders
Consultant and proud
Anaiwan man

Our RAP Vision takes form

Dave Widders suggested we conduct two workshops with staff. The first workshop in April 2024 focussed on educating/refreshing staff on important cultural points unique to First Nations communities, and how to communicate with First Nations stakeholders in a culturally sensitive manner. The second workshop in May, 2024 was dedicated to brainstorming a vision for our RAP by reflecting on what reconciliation means to us individually and as an organisation, and what a reconciled Australia might look like.

We wanted to ensure all relevant stakeholders had an opportunity to participate in the workshops. Our Senior Communications & Engagement Manager shared these with the Bankstown and Camden Community Aviation Consultation groups. Group members include Canterbury-Bankstown and Camden Councils, airport customers, Australian Government departments, and local organisations.

Staff who attended the first workshop found it engaging and educational. They left feeling more knowledgeable about the history of First Nations communities and how it has shaped their experiences today.

To keep the momentum going, we ran the second workshop a month later, with First Nations

community members also in attendance. This was key to understanding how we can create tangible impact for members of local First Nations communities. Darug Elders were able to attend, as well as other First Nations peoples who had relocated to Bankstown. During the workshop, many important reconciliation concepts materialised, including seeing and healing Country, accountability, respect, visibility, and more.

We were grateful to these First Nations' community members for their time and insight. We agreed to incorporate those concepts into meaningful reconciliation objectives for AMG.

First RAP workshop



The Final Product: Our Vision for Reconciliation

AMG’s vision for reconciliation is to build authentic, respectful and meaningful relationships with the First Nations communities to create a sense of belonging for all Australians. We aim to listen, connect and learn from Traditional Owners on how we can see, respect and heal Country. Our business vision is to create a thriving and diverse destination connecting aviation, business and community. Bringing genuine conversations about connecting with Country and its Custodians to the forefront to play a significant role in helping us not only achieve our vision for reconciliation, but also for our business.

AMG recognises that we have unique opportunities to provide tangible, sustained change for First Nations communities. Our diverse service offering and extensive reach provides a strong foundation for great value and impact delivery. As we embark on our reconciliation journey through education and enriching experiences, we will continue to encourage our staff to find their personal connection to Country and what reconciliation

looks like to them. This is an important first step to empowering them to becoming trusted allies in promoting unity and equality. We are excited to explore how we may recognise the culturally rich land on which our airports operate, encourage Aboriginal and Torres Strait Islander youth to explore careers in aviation, and support Aboriginal and Torres Strait Islander businesses.



Word cloud graphic
developed in one of our workshops demonstrating our reconciliation goals for AMG.

Where to from here?

Our vision for reconciliation will be one of our guiding principles for all business activities moving forward. We have committed to the actions listed below to build relationships and respect, seek and embrace opportunities, and ensure we have a robust governance structure to support meaningful reconciliation. To help us achieve these actions, we will actively seek open and interactive communication with the local First Nations communities, and their continuing input. We will also have an active group of staff who will drive the reconciliation activities, leading the rest of our organisation by example.

Relationships

Action	Deliverable	Timeline	Responsibility
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.	July 2025	Sustainability Advisor
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2025	Sustainability Advisor
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Marketing Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2026	Head of Sustainability
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2025	Chief Executive Officer (RAP Champion)
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2025	Senior Communications & Engagement Manager
	Identify like-minded organisations to collaborate with on our reconciliation journey.	August 2025	Senior Communications & Engagement Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2025	People & Culture Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	People & Culture Manager

Respect

Action	Deliverable	Timeline	Responsibility
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.	November 2025	RAP Working Group Chair
	Conduct a review of cultural learning needs within our organisation.	January 2026	People & Culture Manager
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.	August 2025	Sustainability Advisor
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026	Sustainability Advisor
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.	June 2025, 2026	Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025, 2026	Sustainability Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	RWG Chair

Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for supporting Aboriginal and Torres Strait Islander employment at our airport precincts.	February 2026	People & Culture Manager
	Build understanding of current Aboriginal and Torres Strait Islander employment opportunities within the airport precincts.	March 2026	People & Culture Manager
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.	June 2026	Head of Sustainability
	Investigate Supply Nation membership.	June 2026	Sustainability Advisor

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RWG to drive governance of the RAP.	Form a RWG to govern RAP implementation.	August 2025	Head of Sustainability
	Draft a Terms of Reference for the RWG.	July 2025	Sustainability Advisor
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2025	Sustainability Advisor
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	Sustainability Advisor
	Engage senior leaders in the delivery of RAP commitments.	July 2025	Head of Sustainability
	Appoint a senior leader to champion our RAP internally.	July 2025	Head of Sustainability
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2025	Sustainability Advisor
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.	July 2025	Sustainability Advisor
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	1 August 2026	Sustainability Advisor
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026	Sustainability Advisor
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our second RAP.	September 2026	Sustainability Advisor

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