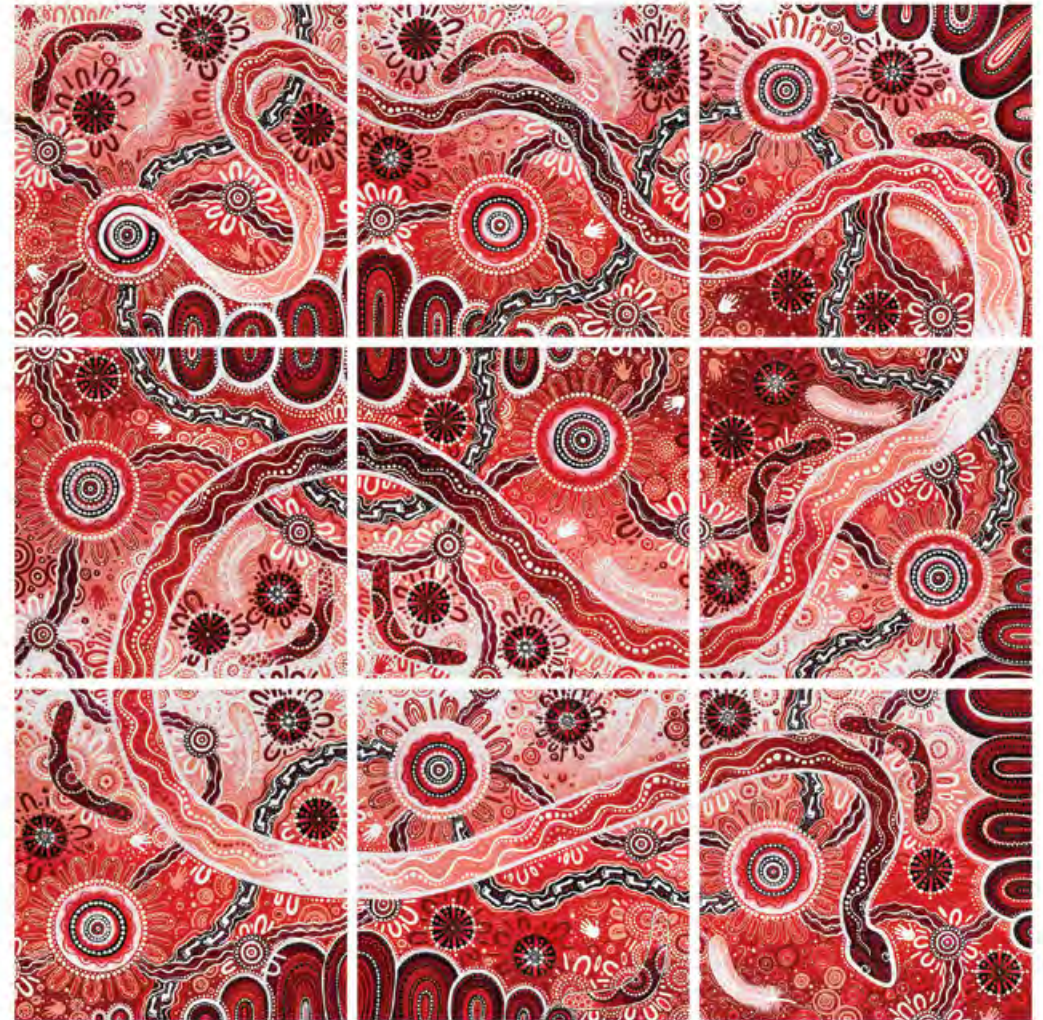




FLIGHT CENTRE
TRAVEL GROUP™

Innovate Reconciliation Action Plan

March 2025 – March 2027



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A photograph of Uncle Warren Taggart, a Wonnarua Elder, performing a smoking ceremony. He is an older man with a grey beard and mustache, wearing a dark blue polo shirt with red trim and a Wonnarua logo, and blue jeans. He is standing in front of a building with the word 'FULLOCK' visible on the wall. In the foreground, there is a fire burning in a bush, with white smoke rising from it. The background is slightly blurred, showing the building and some greenery.

Acknowledgement of Country

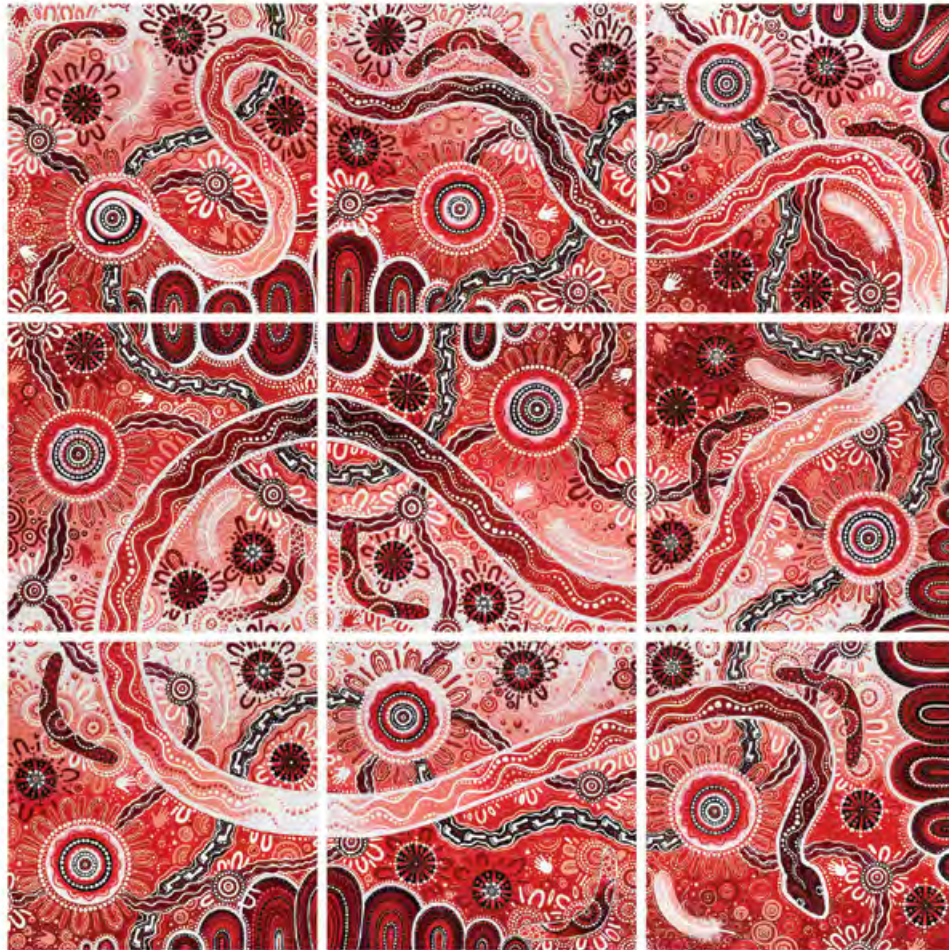
We pay our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy. The foundations laid by these ancestors – the Aboriginal and Torres Strait Islander peoples of Australia – give strength, inspiration and courage to current and future generations towards creating not only a better country, but a better world.

We walk together on our shared journey of reconciliation where all will be recognised and treated equally and the diversity of Aboriginal cultures and Torres Strait Islander cultures and communities across Australia, are fully acknowledged, respected and cherished by all.

Uncle Warren Taggart
Wonnarua Elder

*Smoking ceremony and Acknowledgement of Country
performed by Uncle Warren Taggart, a Wonnarua Elder,
at a client staff weekend in the Hunter Valley.*

About the Artwork



This is a nine panelled, (60cm wide, 60cm high) hand painted, acrylic painting on canvas telling our 40-year story. Flight Centre Travel Group commissioned this work by Judi Sutton, a contemporary Indigenous artist from the Kalkadoon people of North-West Queensland.

We asked the artist to interpret her own storytelling, through the artwork, reflecting our values, mission and history. Each panel was distributed to each country with core retail operations: Australia, New Zealand, UK, America, Canada, South Africa, Singapore, UAE and India.

This painting was presented to Flight Centre Travel Group employees and suppliers at the Global Gathering 2022, in Las Vegas, USA.



Judi Sutton
Artist

Known for her creativity and self-expression through art, she incorporates her interpretation of her country and culture into her work. Her artworks draw inspiration from the stunning shapes, hues, flora and fauna of her homeland. Judi reflects on her personal journey to create unique and visually captivating pieces. As a mentor, she has passed on her skills, techniques, and artistic knowledge to her children, who have become world-renowned artists, creating paintings for governments, organisations and even royalty worldwide.



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Flight Centre Travel Group 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. Flight Centre Travel Group 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 Flight Centre Travel Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Flight Centre Travel Group 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 Flight Centre Travel Group 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, Flight Centre Travel Group will ensure shared and cooperative success in the long-term.

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

Congratulations Flight Centre Travel Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from Flight Centre Travel Group



Message from James Kavanagh

FCTG Australia Managing Director

In 2022, our company's 40th anniversary year, FCTG launched its inaugural Reconciliation Action Plan (RAP). Since then, I'm proud to say that we have made great inroads toward advancing reconciliation in our workplace.

We have remained committed to encouraging conversations, providing education and creating a culturally safe workplace as we work toward strengthening relationships with Aboriginal and Torres Strait Islander peoples and communities.

Together we have recognised and celebrated First Nations cultures through numerous initiatives. One of the most crucial was the appointment of our First Nations Inclusion Leader in May 2023. Since then we have been able to increase cultural competency in our senior leadership teams across the Group and create our first Cultural Awareness training module for new and existing staff. We've started a Yarning Circle with our Aboriginal and Torres Strait Islander people to hear and contribute Aboriginal and Torres Strait Islander voices in our RAP.

We are proud to partner with FareShare, donating \$50,000 to support their "Meals for the Mob" program, thereby playing a crucial role in strengthening health and wellbeing in Aboriginal and Torres Strait Islander communities.

While we are pleased with how far we have come in our reconciliation journey, there is always more to be done and in this second iteration of our RAP we strive to build on the work to date by offering real

opportunities to benefit Aboriginal and Torres Strait Islander peoples.

I thank those in our business who have led our reconciliation activities so far – your passion is palpable and your commitment commendable.

I recognise and welcome those in our business who identify as Aboriginal or Torres Strait Islander people. Together we will continue to forge strong relationships, welcome open dialogue and deliver meaningful action that honours culture, connection and Country.

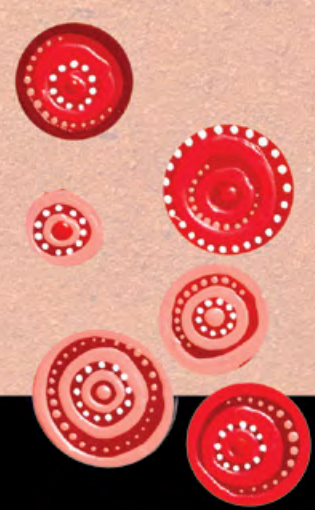
We believe that by working in partnership, we can help heal the scars of the past, ensure equality of opportunity, and move forward to a brighter shared future for us all.



Message from Allisa O'Connell

Head of P&C RAP Champion

Our RAP journey is significant for all of our people at Flight Centre Travel Group. Through our commitment to education and awareness, our values are brought to life in a respectful manner. This creates a stronger sense of belonging for everyone, especially our Aboriginal and Torres Strait Islander team members. We have taken many positive steps on our reconciliation journey and we still have much work to do. Throughout this journey it's been exciting to see our RAP bring to life so many positive initiatives.



Our Vision for Reconciliation

At Flight Centre our reconciliation journey is guided by a commitment to fostering meaningful relationships, respect, and opportunities for Aboriginal and Torres Strait Islander peoples.

At Flight Centre we envision an Australia where the rich tapestry of Aboriginal and Torres Strait Islander cultures is not only understood but also celebrated by all – our people, customers, suppliers and the broader community.

For our people, we aim to celebrate diversity and strive for equity for all. Through cultural awareness training, Indigenous-led experiences, and storytelling initiatives, we aim to foster empathy, understanding and mutual respect. By promoting diversity in leadership, recruiting practices and decision-making processes, we strive to create pathways for Aboriginal and Torres Strait Islander talent to thrive within our organisation.

For our customers, we are committed to delivering travel experiences that authentically and responsibly honour Aboriginal and Torres Strait Islander cultures.

In our partnerships with suppliers, we prioritise collaboration that amplifies Aboriginal and Torres Strait Islander voices and drives economic empowerment within communities. By incorporating Aboriginal and Torres Strait Islander suppliers into our supply chains and promoting Indigenous tourism experiences, we aim to contribute to the prosperity and self-determination of Aboriginal and Torres Strait Islander communities.

We recognise the importance of fostering relationships and building partnerships with Aboriginal and Torres Strait Islander communities, organisations, and leaders. We aim to work with Aboriginal and Torres Strait Islander communities and organisations through collaboration, consultation and shared decision-making.

Through these commitments, Flight Centre seeks to contribute to a more equitable, inclusive, and harmonious future for all Australians, where Aboriginal and Torres Strait Islander peoples are valued as equal partners in shaping the cultural and economic landscape of our nation.

At Flight Centre, our vision is not just about opening up the world for those who want to see – it's about shaping the travel experiences of millions and inspiring positive change.



A Corporate Traveller Team helping address food insecurity for the Meals for the Mob program.



Our Employee Experience Team getting a tour of the FareShare kitchen in Meanjin.



Our Flighties enjoying the serenity at Uluru on our famil in August.

Our Business

At Flight Centre Travel Group (FCTG) our purpose is “to open up the world for those who want to see” and our focus is on providing unique and memorable travel experiences around the world.

We have a diverse portfolio of businesses that deliver a variety of offerings within the travel and tourism industry from retail leisure travel (facilitated through brands such as our iconic Flight Centre), wholesale product and in-destination experiences (curated via CruiseHQ and DMCs), and corporate travel (FCM and Corporate Traveller) as well as expansions into other travel-related areas, such as foreign currency, travel industry certification and cycling.

FCTG is recognised as Australia’s leading travel retailer and in region we employ approximately 5,500 people in roles across our corporate, leisure and supply businesses. The FCTG network spans all of Australia, with corporate offices and retail stores located in all capital cities and many regional areas and territories.

Our footprint includes 430 shops across our iconic Flight Centre Brand, Travel Associates, Travel Money Oz and our most recent addition, Cruiseabout.

Flight Centre Travel Group (FCTG) maintains its global headquarters and several head offices across major Australian cities, each situated on the Traditional Lands of different Aboriginal nations. The global headquarters is located in Meanjin (Brisbane), Queensland, on Yuggera (also known as Jagera) Country, part of the Yugambeh language group. In Sydney, New South Wales, the office stands on Gadigal land of the Eora Nation, within the Dharug language group. Melbourne, Victoria’s office is on the lands of the Kulin Nation, specifically the Wurundjeri and Boon Wurrung peoples, who are part of the Woiwurrung and Boonwurrung language groups respectively. The Perth, Western Australia office is situated on Whadjuk Noongar Country, part of the Noongar language group, while the Adelaide, South Australia office is on Kaurna land, within the Kaurna language group.

FCTG acknowledges the deep connection these Traditional Custodians have maintained with their lands for tens of thousands of years and emphasises its commitment to reconciliation and respect for Aboriginal and Torres Strait Islander cultures across Australia.

Our reach is far and wide with partnerships encouraging travel and tourism to every corner of Australia.



Mark Fitzgerald and Lene Sorensen, Corporate Traveller, proudly wearing our FCTG RAP polos.



Tom Walley and Team using their volunteer leave in the Meals for the Mob kitchen in Meanjin.

Our People

FCTG is proud to be an inclusive employer of choice and provides extensive career opportunities to its people. Our global network currently employs more than 12,000 people. Our Australian workforce currently employs 5,500 people.

Flight Centre Travel Group is a group of talented individuals from a wide range of backgrounds, cultures and beliefs who have joined together to enable our customers to travel with ease. We're proud of our people and ask them to "come as you are" each and every day as our pledge to encourage the celebration of true diversity and inclusion.

Of our Australian employees, 25 self-identify as Aboriginal people and 1 self-identifies as a Torres Strait Islander person, which is 0.45% of our Australian workforce.



16 Flighties with local Anangu guide, Tina, at Uluru.

Our RAP

This RAP was developed through a collaborative effort between our RAP Ambassador Group and Yarning Circle, with full endorsement from the FCTG Board of Directors and Executive Leadership Team. This plan addresses several key areas of influence.

Our influence extends across a diverse array of sectors, including the cruise, hotel and hospitality industries, to the familiar presence of our iconic red and white travel stores. Beyond these, our expansive network encompasses more than 30 distinctive brands, each contributing its unique essence to our collective identity. This expansive footprint reflects our ongoing commitment to growth and innovation in serving diverse communities and fostering meaningful connections nationwide.

At Flight Centre Travel Group, our senior leadership is deeply committed to championing our RAP and driving meaningful change within our organisation and the broader industry. Our CEO, along with members of the executive leadership team, will actively support and promote the implementation of our RAP. Leading by example and demonstrating a firm commitment to reconciliation, our senior leaders will inspire and empower employees at all levels of the organisation to embrace and champion our reconciliation efforts. Together, we are dedicated to creating a more inclusive and equitable workplace and contributing to a reconciled Australia.

Through this RAP, Flight Centre Travel Group hopes to create educated teams who understand the importance of reconciliation and collectively celebrate the traditions and journey of Aboriginal and Torres Strait Islander peoples. We aim to develop strong relationships with Aboriginal and Torres Strait Islander customers, suppliers, communities and peoples, and develop collaborative initiatives that support needs in Aboriginal and Torres Strait Islander communities.

We take pride in being able to showcase Australia to those who want to see it. Our role, as Australia's largest travel retailer, includes the responsibility of ensuring we do our part to respect the sacred nature of these lands, educate our people and customers, and continue to walk alongside the Traditional Custodians.

The stunning domes at Kata-Tjuta/Mount Olga.

RAP Ambassador Group

FCTG is proud to share that our RAP Ambassador Group includes representation from First Nations communities, with 2 of the 13 members being Aboriginal or Torres Strait Islander people. This diversity enriches our perspectives and strengthens our commitment to meaningful reconciliation initiatives.

Lynne Mailata

First Nations Inclusion Leader

Allisa O'Connell

Head of P&C RAP Champion

Linda Solway

Leader of Peopleworks HR
– AUS

Lindsay Porter

Strategic Partnerships Manager,
Global

Daniel McLoughlin

FCM Australia BDM

Michelle Degenhardt

Global Sustainability Officer

Cass Thurston

Senior Communications Advisor

Clinton Hearne

Head of Customer Loyalty (Leisure)

Mel Newton

Global Marketing Merchandise Leader

Caroline Flanagan

Corporate Traveller, People and Culture

David McLean

Corporate Traveller, General Manager
– VIC/TAS

Andrew Malon

Tour Contracting Manager,
Global Supply

Erin Walsh

Project Lead, Meetings and Events

Ajay Nettur

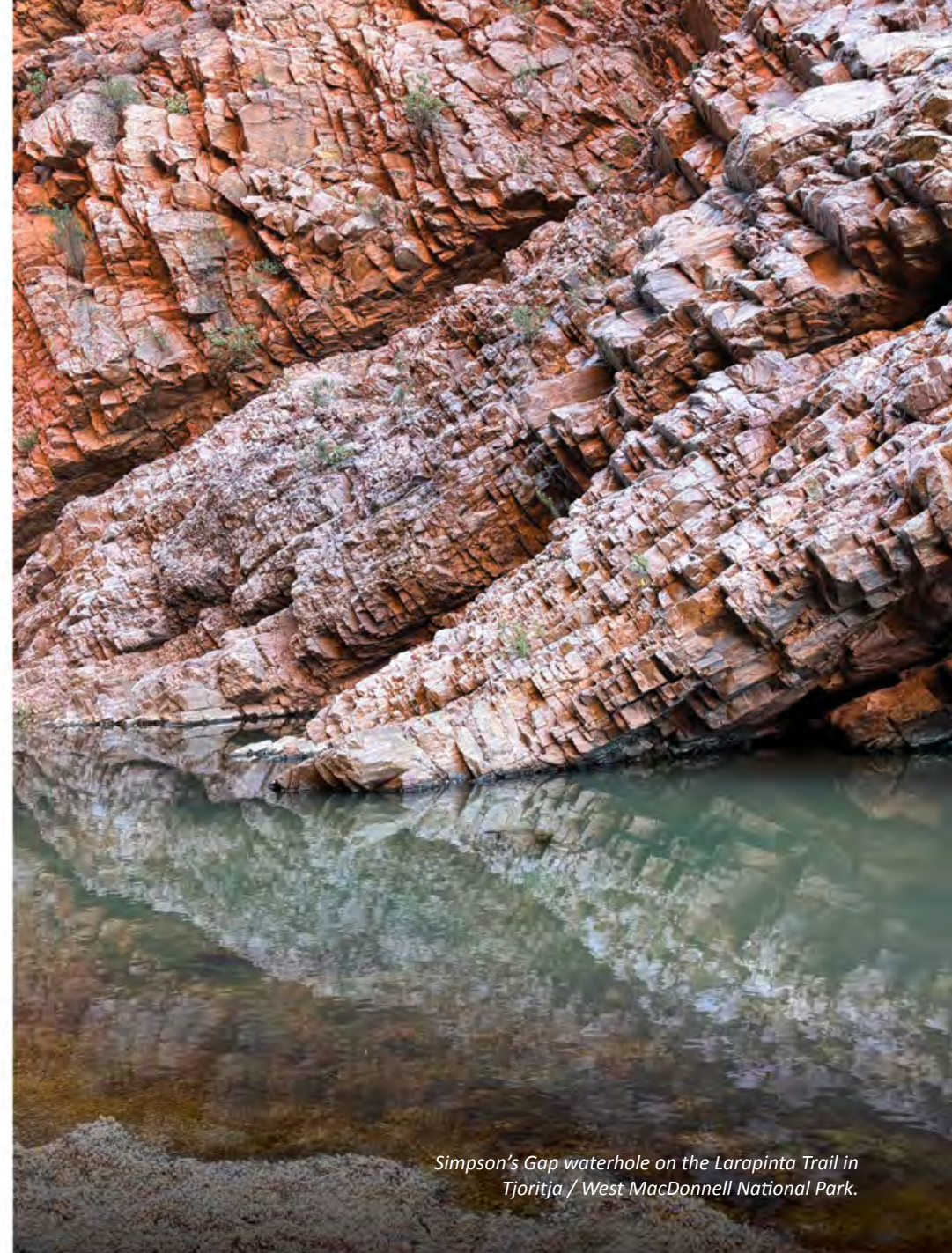
Global Category Manager Property

Danielle Smith

Recruitment

Cameron Boyd

Leader Travel Academy



*Simpson's Gap waterhole on the Larapinta Trail in
Tjoritja / West MacDonnell National Park.*

Reflecting on Key Learnings, Challenges and Achievements

Reflecting on our first Innovate RAP, Flight Centre Travel Group (FCTG) has gained invaluable insights that will guide our future reconciliation efforts. We have come to recognise the critical importance of ongoing education to deepen our understanding and respect for Aboriginal and Torres Strait Islander cultures and histories.

Our journey has underscored the value of inclusive engagement with Aboriginal and Torres Strait Islander communities, ensuring that their voices are central to our decision-making processes. We learned the significance of listening, learning, and adapting in our collaborations with Aboriginal and Torres Strait Islander partners.

Additionally, we identified the need for dedicated resources and budget to effectively implement our RAP initiatives. Our governance structure also required refinement, and we saw the benefit of expanding representation from various teams and brands within our RAP Ambassador Group.

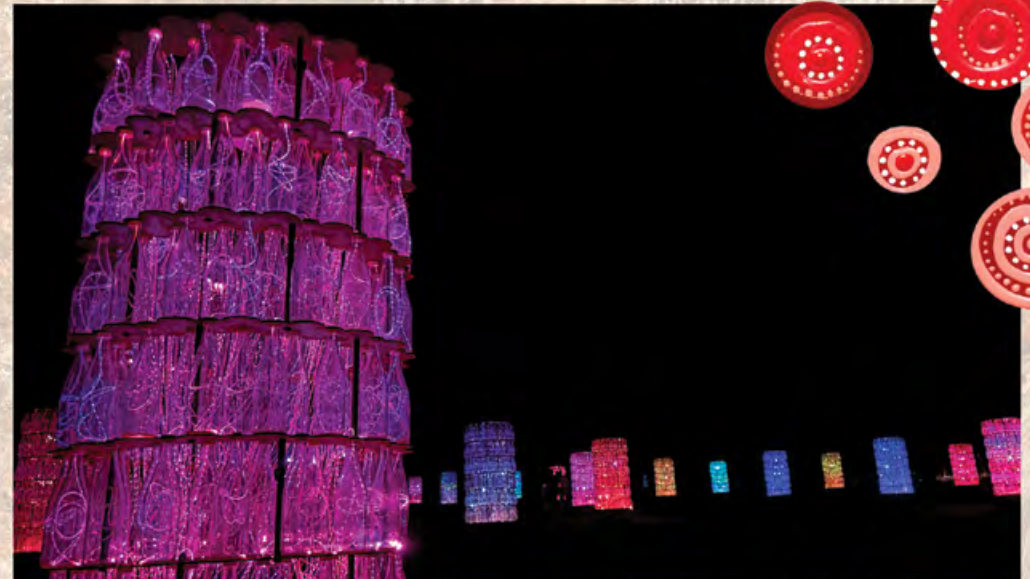
Most importantly, we realised that bringing our entire workforce along on this reconciliation journey is essential for fostering widespread buy-in and support. These key learnings have been instrumental in shaping our approach, guiding us toward more inclusive and respectful business practices that align with our commitment to reconciliation.

Key Achievements

Flight Centre Travel Group (FCTG) has made significant strides in its reconciliation journey through its first RAP, achieving notable outcomes for our staff, suppliers and customers.



Anangu guide, Tina, shares the cave paintings in the Kulpi Mutitjulu Cave with a group of Flighties on our Uluru famil.



Light-Towers at Discovery Resorts – Kings Canyon is an immersive sound and light installation by acclaimed artist Bruce Munro.



For Our Staff

We appointed Lynne Mailata as our First Nations Inclusion Leader in March 2023, which invigorated engagement with our RAP across our organisation. We increased cultural competency among our senior leadership and developed a comprehensive Cultural Awareness Training module for all staff and new starters. Additionally, we organised On Country immersion experiences in partnership with Intrepid, providing our staff with firsthand insights into Aboriginal and Torres Strait Islander cultures. We also established a Yarning Circle to ensure Aboriginal and Torres Strait Islander voices are heard and integrated into our RAP initiatives.

For Our Suppliers

We created a First Nations Engagement Guidebook to inform our business and customers about our initiatives and ways to collaborate effectively with Aboriginal and Torres Strait Islander communities. This guidebook has been instrumental in fostering stronger, more respectful partnerships with our suppliers, ensuring that our procurement practices are inclusive and supportive of Aboriginal and Torres Strait Islander businesses.

For Our Customers

We launched a Connections page promoting unique First Nations experiences, offering our customers the opportunity to engage with and appreciate Aboriginal and Torres Strait Islander cultures. This initiative not only enriches our customers' travel experiences but also supports Aboriginal and Torres Strait Islander tourism operators. Additionally, we promoted our RAP journey, initiatives, and collaborations across internal and external channels, raising awareness and encouraging broader community engagement with our reconciliation efforts.

These achievements reflect our commitment to reconciliation and our dedication to fostering a more inclusive and respectful environment for our staff, suppliers, and customers.



At Simpson's Gap with Benji Kenny, our local guide from Hermannsburg (Ntaria).



Under the guidance of local Anangu artist exploring the stories, symbols, and techniques of dot painting.



Other Highlights Include:

- Collaborated with the local Murri School to offer site visits as part of an educational pathway for young Aboriginal and Torres Strait Islander people
- Launched a Reconciliation@FCTG page on Sharepoint for our people to follow along on the RAP journey
- Joined the Tourism RING (Reconciliation Industry Network Group) – an industry-formed reconciliation group to promote collaboration and progress reconciliation in tourism
- Educated our people on reconciliation by hosting our NRW Morning Tea event with Rhonda and Nathan Appo
- Promoted content across our internal and external channels on our RAP journey, initiatives and collaborations
- Conducted an educational panel featuring, Selwyn Button (Managing Director, PwCs Indigenous Consulting), themed around the Voice Referendum
- Created and designed CT and FCTG branded RAP polos for staff to promote RAP commitment. Manufactured by Indigenous manufacturer BW Promotions



Celebrating NAIDOC week at the FareShare kitchen in Meanjin with a Welcome to Country and smoking ceremony.



Traditional Turrbal Songwoman, Baringa Barambah, opening Flichella in Meanjin.



Family Fun Day for NAIDOC week at the Murri School.



Murri School Formal celebrations with Principal, Tanya Saltner, Brook Hawkins. Secondary English Teacher and Samantha Daragnes, Vet Coordinator.

Our Innovate RAP Songline 2022–2024



2023

Engage our staff in reconciliation

Implement strategies to engage our staff in reconciliation through initiatives located online, Global Headquarters in Brisbane along with our store network located throughout Australia.



2023

Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW



2023

Register all events on Reconciliation Australia's NRW website



2023

Organise at least one NRW event each year including all Aboriginal and Torres Strait Islander stakeholders & customers



Our Innovate RAP Songline 2022–2024



2023

Implement strategies to engage our staff in reconciliation through initiatives located online, Global Headquarters in Brisbane along with our store network located throughout Australia



2023

Using our “Come As You Are” Diversity, Equity & Inclusion anti-discrimination policy and programs to create a welcoming environment for all Aboriginal and Torres Strait Islander employees and stakeholders



2023

RAP Ambassador Group and all interested employees to participate in an external NAIDOC Week event



2023

RAP Ambassador Group and all interested employees to participate in an external NAIDOC Week event

Our Innovate RAP Songline 2022–2024





Relationships

By building strong relationships, we can ensure our RAP initiatives are informed by Aboriginal and Torres Strait Islander perspectives, needs, and aspirations, driving positive social impact and contributing to a more inclusive and harmonious society. Relationships form the backbone of genuine reconciliation efforts. These relationships facilitate meaningful engagement, collaboration, and understanding, which are essential for implementing effective initiatives that respect and honour Aboriginal and Torres Strait Islander cultures, histories and rights.



Action	Deliverables	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2025	First Nations Inclusion Leader
	• Implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	First Nations Inclusion Leader
	• Promote and embed the use of the First Nations Engagement Guidebook as a key resource for staff.	April 2025	BDM Account Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026	Internal Communications Lead
	• RAP Ambassador Group members to participate in an external NRW event.	27 May – 3 June 2025, 2026	Lead: First Nations Inclusion Leader Support: Head of P&C
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025, 2026	Lead: First Nations Inclusion Leader Support: Head of P&C
	• Organise a Meals for the Mob Cook Off volunteer day to encourage staff to engage with Aboriginal and Torres Strait Islander peoples and communities during NRW.	May 2025, 2026	Lead: First Nations Inclusion Leader Support: Foundation Lead Internal Communications Lead
	• Organise at least one NRW event each year.	27 May – 3 June 2025, 2026	Lead: First Nations Inclusion Leader Support: Head of P&C
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	First Nations Inclusion Leader





Relationships



Action	Deliverables	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	July 2025	Lead: First Nations Inclusion Leader Support: Head of P&C
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	February 2025	Lead: FCB Support Leader Support: Global Head of PR & Communications
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	March 2025	First Nations Inclusion Leader
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	October 2025	Lead: Corporate Traveller Member Support: Global Supply Leisure Member
	<ul style="list-style-type: none"> Provide new employees with an understanding of what the FCTG RAP is and why the organisation has implemented it. 	February 2025	Lead: Learning & Development Leader Support: First Nations Inclusion Leader
	<ul style="list-style-type: none"> Organise promotional pieces with current Aboriginal and Torres Strait Islander staff, talking about their journey and how they got into the industry. 	September 2025	Lead: First Nations Inclusion Leader Support: Internal Communications Lead
	<ul style="list-style-type: none"> Collaborate with the Tourism RING/Supply Nation to support the growth of the Aboriginal and Torres Strait Islander tourism sector. 	March 2025	Lead: First Nations Inclusion Leader Support: Global Supply Leisure Member Procurement: Global Executive Leader
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	March 2025	Human Resources – Peopleworks Leader
	<ul style="list-style-type: none"> Implement and communicate an anti-discrimination policy for our organisation. 	July 2025	Lead: Human Resources – Peopleworks Leader Support: Internal Communications Lead
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	March 2025	Lead: First Nations Inclusion Leader Support: Indigenous Consultant – Baringa
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	April 2025	Lead: First Nations Inclusion Leader Support: Indigenous Consultant – Baringa



Respect

Respect is essential within our FCTG RAP because it forms the foundation for meaningful engagement and collaboration with Aboriginal and Torres Strait Islander peoples. By respecting First Nations cultures, histories, knowledge and rights, we honour their contributions and promote mutual understanding and appreciation. This fosters trust and builds strong relationships, which are essential for the success and effectiveness of our reconciliation efforts outlined in our RAP.

Action	Deliverables	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none">Review 1st module of cultural learning launched within our organisation.	March 2025	Lead: First Nations Inclusion Leader Support: Learning and Development Leader
	<ul style="list-style-type: none">Review, update and communicate a cultural learning strategy document for our staff.	June 2025	Lead: First Nations Inclusion Leader Support: Internal Communications Lead
	<ul style="list-style-type: none">Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2025	Lead: First Nations Inclusion Leader Support: Indigenous Consultant – Baringa
	<ul style="list-style-type: none">Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025	Lead: First Nations Inclusion Leader Support: Indigenous Consultant – Baringa
	<ul style="list-style-type: none">Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2025	Lead: First Nations Inclusion Leader Support: Internal Communications Lead
	<ul style="list-style-type: none">Introduce the option to include an Acknowledgement of Country or Aboriginal or Torres Strait Islander name inclusion in email signatures for Australian-based staff.	April 2025	Lead: First Nations Inclusion Leader Support: Nations Leaders Area Leaders Team Leaders



Respect

Action	Deliverables	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Expand on our existing cultural protocol document to include a list of Traditional Owners and Elders to invite to lead a Welcome to Country nationwide. Share this document with all staff. 	March 2025	Lead: First Nations Inclusion Leader Support: Corporate Traveller Member Global Supply Leisure Member Procurement: Global Executive Leader Internal Communications Lead
	<ul style="list-style-type: none"> Include our FCTG Acknowledgement of Country slide into our Flight Centre Brand presentation templates. 	March 2025	Lead: Flight Centre Brand Support Leader Support: Internal Communications Lead
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	June 2025	Lead: Global Gathering Leader Support: Meetings and Events Member
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	March 2025	Lead: Nation Leaders Support: Area Leaders Team Leaders Meetings and Events Member
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Ambassador Group to participate in an external NAIDOC Week event. 	First week in July 2025, 2026	Lead: First Nations Inclusion Leader Support: Head of P&C
	<ul style="list-style-type: none"> Invite our Aboriginal and Torres Strait Islander suppliers /customers to speak at our NAIDOC Week event. 	June 2025, 2026	Lead: Global Supply Leisure Member Lead Procurement: Global Executive Leader Support: Internal Communications Lead First Nations Inclusion Leader
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	July 2025, 2026	Lead: Human Resources-Peopleworks Leader Support: First Nations Inclusion Leader
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2025, 2026	Lead: First Nations Inclusion Leader Support: Nation Leaders Internal Communications Lead



Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities are crucial to FCTG, enriching its workforce with diverse perspectives that enhance creativity and customer relations. By focusing on employment, procurement, professional development, and retention, Flight Centre Travel Group supports social equity and strengthens corporate social responsibility. This commitment results in a positive brand image, a motivated workforce and sustainable community partnerships.



Action	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none">Create an internal report of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2025	Pay Matters Support Leader
	<ul style="list-style-type: none">Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2025	Lead: Specialist Recruitment Leader Support: First Nations Inclusion Leader Indigenous Consultant – Baringa
	<ul style="list-style-type: none">Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2026	Specialist Recruitment Leader
	<ul style="list-style-type: none">Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, including in Aboriginal and Torres Strait Islander media.	August 2025	Specialist Recruitment Leader
	<ul style="list-style-type: none">Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2025	Lead: Human Resources – Peopleworks Leader Support: Specialist Recruitment Leader
	<ul style="list-style-type: none">Increase Aboriginal and Torres Strait Islander employment numbers to represent Australia's demographic.	March 2025	Lead: Specialist Recruitment Leader Support: Corporate Traveller Hiring Manager FCM Hiring Manager
	<ul style="list-style-type: none">Support Aboriginal and Torres Strait Islander young people in gaining employment experience relevant to their interests through the Travel Academy.	April 2025	Specialist Recruitment Leader





Opportunities

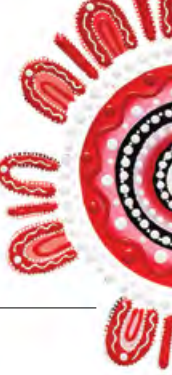




Action	Deliverables	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2025	Procurement: Global Executive Leader Global Supply Leisure Member
	• Renew annually our Supply Nation membership.	March 2025, 2026	First Nations Inclusion Leader
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2025	Lead Procurement: Global Executive Leader Global Supply Leisure Member Support: First Nations Inclusion Leader
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2025	Lead Procurement: Global Executive Leader Global Supply Leisure Member
	• Organise Merry Markets in December to showcase local Aboriginal and Torres Strait Islander businesses and invite staff and FCTG partners to attend.	June 2025	First Nations Inclusion Leader
10. Build opportunities for a co-designed travel initiative in Aboriginal and Torres Strait Islander communities.	• Competition based opportunity with local Aboriginal and Torres Strait Islander communities and/or organisations to identify opportunities for a fully funded travel initiative.	August 2025	Lead: Global Supply Leisure Member Support: Head of P&C First Nations Inclusion Leader
	• Consult with Aboriginal and Torres Strait Islander stakeholders to explore projects requiring travel that support a need within communities where FCTG is present.	February 2025	Lead: Global Supply Leisure Member Support: Head of P&C First Nations Inclusion Leader





Governance



Action	Deliverables	Timeline	Responsibility
11. Establish and maintain an effective RAP Ambassador Group to drive governance of the RAP. 	<ul style="list-style-type: none">Maintain Aboriginal and Torres Strait Islander representation on the RAP Ambassador.	February 2025	First Nations Inclusion Leader
	<ul style="list-style-type: none">Establish and apply a Terms of Reference for the RAP Ambassador Group.	February 2025	Lead: First Nations Inclusion Leader Support: Head of P&C
	<ul style="list-style-type: none">Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December, 2025, 2026	Lead: First Nations Inclusion Leader Support: Head of P&C
	<ul style="list-style-type: none">Maintain representatives from all BUs in RAP Ambassador Group.	January 2025	First Nations Inclusion Leader
	<ul style="list-style-type: none">Create a Governance Structure and roles and responsibilities for easy group member integration.	March 2025	First Nations Inclusion Leader
	<ul style="list-style-type: none">Engage First Nations organisation, Weavr, to track our RAP.	March 2025	First Nations Inclusion Leader
12. Provide appropriate support for effective implementation of RAP commitments. 	<ul style="list-style-type: none">Define resource needs for RAP implementation.	June 2025	Head of P&C
	<ul style="list-style-type: none">Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2025	Head of P&C
	<ul style="list-style-type: none">Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2025	First Nations Inclusion Leader
	<ul style="list-style-type: none">Appoint and maintain an internal RAP Champion from senior management.	March 2025	Head of P&C



Governance

Action	Deliverables	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none">Contact Reconciliation Australia to verify that our primary and secondary contact details are current, to ensure we do not miss out on important RAP correspondence.	June annually	First Nations Inclusion Leader
	<ul style="list-style-type: none">Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	First Nations Inclusion Leader
	<ul style="list-style-type: none">Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	First Nations Inclusion Leader
	<ul style="list-style-type: none">Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December, 2025, 2026	Lead: First Nations Inclusion Leader Support: Head of P&C
	<ul style="list-style-type: none">Publicly report our RAP achievements, challenges and learnings, annually.	October 2025, 2026	Lead: Global Head of PR & Communications Lead: FCB Support Leader Support: Internal Communications Lead
	<ul style="list-style-type: none">Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	First Nations Inclusion Leader
	<ul style="list-style-type: none">Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	First Nations Inclusion Leader
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none">Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	First Nations Inclusion Leader

Case Study

Our 2024 Uluru Famil: A Transformative Cultural Learning Experience

In August 2024, Flight Centre Travel Group (FCTG) embarked on a transformative journey to Uluru, partnering with Intrepid to create a profound cultural learning experience. This famil, aligned with our Reconciliation Action Plan (RAP), proved to be an invaluable opportunity for deepening our understanding of Aboriginal culture and strengthening our commitment to reconciliation.

The Diverse Cohort

The 16 participants represented a cross-section of FCTG, including:

Corporate team members
Retail travel consultants
Marketing professionals
Operations specialists
Customer experience representatives

This carefully curated group was chosen to become cultural ambassadors, tasked with sharing their insights and learnings across our teams, brands and customer interactions.

Journey Highlights

Over five transformative days, our team explored:

Alice Springs (Mparntwe)
Tjoritja and Simpsons Gap
Kings Canyon
Kata Tjuta
Uluru

Guided by Indigenous experts Benji and Tina, the group gained unprecedented insights into Aboriginal culture, storytelling, and connection to Country.



Crossing Cotterill's Bridge on the Kings Canyon Rim Walk at Watarrka National Park.



Immersing ourselves in the local culture during an art class with Tina, local Anangu guide and artist.

Case Study

Key Learning Objectives

Connection to Country

We experienced firsthand the deep spiritual bond between Aboriginal peoples and their land. Standing barefoot on the warm, red earth of Uluru, we felt a tangible connection to the living landscape. This experience taught us to view the environment not just as scenery, but as a rich tapestry of stories and cultural significance.

The Power of Storytelling

We witnessed the vital role of oral traditions in preserving and transmitting Aboriginal culture. From ancient rock art to innovative drone shows depicting the Mala story, we learned how these narratives serve as living records of history and law. This highlighted the importance of listening to and sharing Aboriginal and Torres Strait Islander stories to foster understanding and respect.

Sustainable Travel

The Anangu people taught us the crucial lesson of travelling lightly and respecting the land. We learned that this approach extends beyond environmental stewardship; it's about honouring the land as a living entity. This insight is invaluable for promoting responsible tourism practices that minimise impact on sacred sites and the environment.

Cultural Awareness and Engagement

Our on-Country experience proved irreplaceable in deepening cultural understanding. Through firsthand engagement and direct interactions with Aboriginal guides, we developed a deeper appreciation for Aboriginal perspectives.

This immersive learning equipped us with the knowledge and sensitivity needed to promote Indigenous tourism responsibly and contribute meaningfully to reconciliation efforts.



Sunrise view of Uluru, sacred to the Anangu people, a living cultural landscape where earth and memories exist as one.

Case Study

Alignment with RAP Goals

This famil significantly contributed to our RAP objectives:

- Enhanced cultural awareness among staff
- Strengthened commitment to reconciliation efforts
- Improved ability to create respectful travel experiences that honour Indigenous cultures

Moving Forward

As we return to our roles, we carry these learnings forward:

- Promoting sustainable tourism practices that respect sacred sites
- Fostering deeper connections within our teams and with the communities we engage
- Sharing these stories to inspire others and encourage responsible tourism

Conclusion: A Transformative Journey Towards Reconciliation

The 2024 Uluru Famil was a pivotal experience in FCTG's journey towards reconciliation and cultural understanding.

The famil has set a new standard for cultural education within FCTG, emphasising that true cultural awareness stems from personal connection rather than mere fact accumulation. It has shown us that to genuinely understand and respect Aboriginal and Torres Strait Islander culture, one must experience the land, hear the stories directly from Aboriginal and Torres Strait Islander voices, and feel the ancient connection to Country.

As we move forward, this experience will serve as a cornerstone for our future initiatives, guiding us in creating more meaningful and respectful travel experiences. It has reinforced our commitment to fostering a deeper appreciation for Aboriginal and Torres Strait Islander culture and contributing to a more inclusive travel industry.



Grounding at Uluru-Kata Tjuta National Park.



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