



**ecosure**  
improving ecosystems



# Innovate - Reconciliation Action Plan

May 2023 - April 2025

Ecosure





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# Acknowledgement of Country

Ecosure acknowledge the Traditional Custodians of the lands and waters where we work. We pay deep respect to Elders past and present who hold the Songlines and Dreaming of this Country. We honour and support the continuation of educational, cultural and spiritual customs of First Nations peoples.



Relationships



Respect



Opportunities



Governance



# Reconciliation Action Plan (RAP) Artwork



Ray Garrett created the artwork in this Reconciliation Action Plan (RAP). Ray is a proud Darumbal man (Father's side) and Wulli Wulli man (Mother's side). Ray grew up in Rockhampton, Central Queensland on his father's Country along the mighty Tunuba (Fitzroy River). Ray says, "my artwork is a representation of myself and how I view the world, a way for me to relax and have some down time." The original artwork is proudly displayed and admired in our Rockhampton Office on Darumbal Country.

The background of interconnected dots represent Ecosure (green) and our sister company Avisure (blue), working together to connect with and create mutually positive outcomes with First Nations peoples, communities and Countries across the lands we work. The four yarning circles depict the services that Ecosure and Avisure provide. Ecosure's three pillars of excellence are Ecological Restoration represented by the Grass Trees, Wildlife Management represented by the Yellow-bellied Glider and Ecology and Environmental Management represented by the Fitzroy River Turtle. Avisure's expertise in Aviation Wildlife Hazard Management is represented through the bird's eye view of the coastline where planes are seen taking off and landing. The yarning circles also reflect our collaboration with Traditional Owners and the increasing Cultural Awareness in our organisations.

Our values of Passion, Optimism, Leadership, Team Spirit, Ethics and Responsiveness are embodied in each team member around the yarning circle symbolising how our teams embrace our reconciliation journey. The large people walking between the yarning circles are our leaders, binding the teams and committing our organisations to build relationships with Aboriginal and Torres Strait Islander peoples, create opportunities, promote diversity, and drive positive change.

# Foreword

On behalf of the staff and Board of Ecosure, we are proud to present our Innovate - Reconciliation Action Plan.

As an environmentally focussed business, Ecosure acknowledge the sustainable living of First Nations peoples for more than 65,000 years. We recognise we have much to learn about Traditional Ecological Knowledge and the significance of Connection to Country.

This RAP is our strategy for how we will engage with and build opportunities for Aboriginal and Torres Strait Islander peoples and support cultural awareness and education for non-Aboriginal and Torres Strait Islander Australians.

People are the heart and soul of our business. We act ethically and staff and business partners collaborate to deliver excellent social, cultural and environmental outcomes. In our work we engage with local communities to share our passion for protecting native wildlife, restoring ecosystems and we celebrate the rich heritage of the oldest continuing cultures. We look forward to creating new relationships with Aboriginal and Torres Strait Islander peoples.

We developed a framework to commit to reconciliation in our Reflect - RAP. Through this Innovate - RAP we will build strategies to ensure our organisation has the greatest positive impact possible. We are committed to promoting a culture that supports diversity, equality, and respect. Our journey of reconciliation will foster partnerships and create opportunities with Aboriginal and Torres Strait Islander peoples. In turn our people and our business will increase their respect, relationships, and knowledge of the spiritual and cultural traditions of our First Nations peoples.

We look forward to walking this journey together.



**Phil Shaw**  
*Founder and Chairperson*



**Phill Bracks**  
*CEO*





**Karen Mundine**  
*Reconciliation Australia CEO*

## Foreword from Reconciliation Australia CEO

Reconciliation Australia commends Ecosure Pty Ltd on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Ecosure Pty Ltd to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Ecosure will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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.

Ecosure Pty Ltd is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Ecosure's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Ecosure Pty Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



## Our Vision for Reconciliation

Our vision for reconciliation is for all Australians to unify, embrace, understand and respect the diversity of cultures in this land of many Countries. Through reconciliation action, we celebrate and recognise the diverse histories and cultures, embrace equity and understanding and ensure opportunities for Aboriginal and Torres Strait Islander peoples are found in our business. We believe in working together to ensure Caring for Country is at the forefront of what we do.

Ecosure have undertaken significant work on-Country over the past 29+ years. In this work we realise the engagement and voices of First Nations peoples has been minimal and we can do better. Ecosure are committed to ensuring First Nations peoples have a healthy, thriving voice in our business. We want to ensure cultural and spiritual connection to Country comes through in everything we do.

Ecosure aim to be a voice when a voice can't be heard. We aim to push the boundaries to ensure First Nations peoples work on their Country when we work there. We aim to build capacity and create opportunities. We aim to partner with First Nations peoples across this land and to walk this journey together as we learn to Care for Country through the lens of First Nations peoples.

We want to ensure understanding of Aboriginal and Torres Strait Islander peoples and cultures is embedded in our business and it is a culturally safe place to work.

# Our Business

**Ecosure has a vision of thriving global ecosystems.  
We are on a mission to improve ecosystems for a thriving planet.  
Our audacious goal is to improve ecosystems of 100 million hectares  
and 1,000 islands worldwide by 2030.**



Ecosure was founded in 1994 and is one of Australia's largest fully certified and privately owned environmental consulting and contracting business. We provide technical and strategic advice, and conduct on-ground works to improve ecosystems in Australia and internationally. We focus on our three pillars of excellence; Ecological Restoration, Wildlife Services, and Ecology and Environmental Management.

We have offices in Rockhampton, Brisbane and the Gold Coast, and our flexible working environment allows us to extend our reach with staff in Sunshine Coast, Coffs Harbour, Newcastle, Canberra and Townsville. As at May 2023, Ecosure have over 160 staff and are proud to have 13 Aboriginal and/or Torres Strait Islander employees. That is 7.9% of our workforce, and we aim for more!

We work with organisations such as the World Bank, United Nations, Federal, State and Local government, Defence, natural resource management, transport services, energy and renewable industries, developers, and construction and production industries. We collaborate with Traditional Owners, landholders, community and not-for-profit groups, and a range of suppliers and contractors to deliver projects. We celebrate and encourage diversity, but above all, we act with integrity. This RAP proudly embeds a strong culture of learning, acceptance, and respect in our organisation and in our interactions and delivery with our project partners.





## Our RAP

Building an inclusive Australia with opportunities for Aboriginal and Torres Strait Islander peoples requires considered action. Our Innovate - RAP commits us to foster respectful relationships, provide opportunities for Aboriginal and Torres Strait Islander peoples to work on Country, and to continue to engage and collaborate with First Nations peoples.

We acknowledge that First Nations peoples embody vast cultures, histories and experiences. With this Innovate - RAP, we continue to engage our networks of Aboriginal and Torres Strait Islander peoples, community centres and educational facilities in the regions we work to gain perspectives and input towards our RAP and our goals.

Through implementing our Reflect - RAP, we learned the importance of focusing on initiatives that align with our core business. As an environmentally focused consulting and contracting business, we offer First Nations peoples training and capacity building and to work alongside us on Country. In a truly co-beneficial way, we in-turn learn cultural ways of connecting to nature with western science and traditional ecological knowledge combining for unique and wonderful outcomes. This knowledge exchange also enhances understanding and respect between First Nations and non-First Nations staff ensuring a culturally safe place to work.

Our RAP is supported by the Board and the Executive team. Reconciliation actions are integrated throughout the business at all levels. Ecosure's Director of Strategic Partnerships is our RAP Champion, and is ultimately responsible for driving internal engagement, awareness, and implementation of the RAP.

# Our RAP Working Group

We have established a RAP Working Group (RAPWG) with First Nations representation. Together we identify opportunities and support the delivery of RAP initiatives. We are committed to the RAP journey and excited for the experiences, opportunities and learnings that lie ahead for our business.



**Diane Lanyon**  
*Director of Strategic Partnerships  
 Chair & RAP Champion  
 Darumbal Country*



**Erin Marsh**  
*Project Coordinator  
 RAPWG Member  
 Darumbal Country*



**Sheridan Lawton**  
*Ecological Restoration Team Member  
 RAPWG Member  
 Bidjara, Butchulla and Ghungalu  
 woman living on Darumbal Country*

*'I am a proud descendant of the Bidjara, Butchulla and Ghungalu Aboriginal peoples and I am hoping to bring some new insights and an Indigenous perspective to the RAP committee. I have worked in many workplaces where Indigenous inclusion and engagement have been at the forefront and I believe that we can all have a positive influence by actively participating and promoting our cultural diversity.'*



**Russell Warner**  
*General Manager Strategic Partnerships  
 RAPWG Member  
 Gubbi Gubbi Country*



**Heather Richards**  
*Business Process Manager  
 RAPWG Member  
 Darumbal Country*



**Amanda Scott**  
*Aquatic Ecologist  
 RAPWG Member  
 Walpiri woman living on  
 the Lands of the Wulgurukaba  
 and Bindal Peoples*

*'I am the granddaughter of an amazing Warlpiri woman, from the Warlpiri people of the Northern Territory. I am inspired by First Nations peoples' deep connection, respect and commitment to Land and Sea Country and believe great outcomes can be achieved when science and First Nations knowledge come together. The most rewarding and memorable projects of my career have been those working alongside First Nations peoples to achieve common goals. As part of Ecosure's RAP Working Group I hope we can continue to build capacity and learn from our First Nations peoples.'*



**Nicole Chaplin**  
*People, Safety and Culture Manager  
 RAPWG Member  
 Yugambah Country*



**Lacey Milzewski**  
*Marketing Manager  
 RAPWG Member  
 Jagera Country*



**Jordan Peppin**  
*Ecologist  
 RAPWG Member  
 Bundjalung Country*





## Our Partnerships and Achievements

Our reconciliation journey began in November 2019 when we outlined the framework and steps required to ensure we are an inclusive, aware and supportive business. The development and implementation of our Reflect – RAP led the way for us to launch several successful reconciliation initiatives.

It has been encouraging to receive support and commendation from our staff, our clients, and our project partners on our achievements throughout the implementation of our Reflect – RAP. This feedback has empowered us to keep moving ahead knowing we are on the right track in support of the national reconciliation movement through continuing our commitment with this Innovate - RAP.



Check out this video to see how our staff connect with our Reconciliation Action Plan at Ecosure.

Some of our key partnerships and achievements are outlined in the case studies below.

# Launch of our Reflect – Reconciliation Action Plan

Ecosure's launch of the Reflect – RAP at our Annual Company Summit was a great opportunity to celebrate our ongoing commitment and outline the actions of our Reconciliation Journey. We were fortunate to have Abigail Chaloupka from the Tamborine Dreaming Project open proceedings with a Traditional Smoking Ceremony and then present to our staff what it means to "Belong to Country".

Abigail is a proud First Nations artist and spent time with Ecosure's Leadership Team to create a unique piece of art inspired by our connection with Land and Sea Country. Together we explored the historical significance of art and how the tradition continues today as an expression of culture and to tell stories. The artwork represents our Leadership Team as individuals with varied and unique skillsets and our collaboration as a team.



Throughout the process we took time to connect with ourselves and learn about our colleagues, both personally and professionally with plenty of laughs and storytelling along the way. The Leadership Team proudly presented their learnings from the workshop and the story behind the artwork to the whole business.

The completed artwork is displayed in our Gold Coast Office in Burleigh Heads.

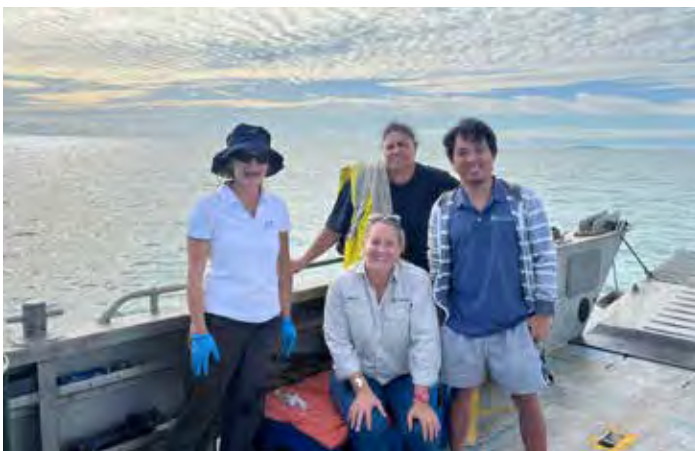


# The Ridge to Reef Alliance: Opportunities for First Nations people to Work on Country

Ecosure has been integral in coordinating the Ridge to Reef Alliance, a multi-disciplinary group of passionate western scientists and First Nations peoples collaborating on Ridge to Reef scale restoration projects. Ridge to Reef Restoration is integrated ecosystem restoration co-designed with the Traditional Owners to achieve aspirations for Their Land and Sea Country and Their People. The Alliance focuses on protecting cultural values, capacity building and ecological restoration across terrestrial, coastal and marine ecosystems. These projects provide opportunities for the Traditional Owners to build technical skills, engage with their community, practice leadership and project management, and connect to Country while sharing cross-cultural learnings. Management actions are implemented on a catchment scale with stakeholder collaboration to achieve holistic outcomes. Together, we create healthy ecosystems and improve water quality through active terrestrial, mangrove, seagrass, and reef restoration that integrates Traditional Knowledge.



The Ridge to Reef Alliance, led by Diane Lanyon (Ecosure Director of Strategic Partnerships) collaborated with Koinmerburra Aboriginal Corporation to undertake the Phase 1 of the Koinmerburra Ridge to Reef Restoration Project. We engaged stakeholders and conducted baseline assessments to understand cultural and ecological priorities, then developed a 5-Year Implementation Plan that outlines the ecological restoration approach, cultural initiatives, project governance, and a funding strategy. Along the way, technical experts increased capacity of the Traditional Owner's to continue caring for Their Country into the future. The project demonstrates world-class leadership and innovation in ecosystem restoration for Healthy People and Healthy Country. Our learnings can be applied to Land and Sea Country Managers and Traditional Owner groups to implement Ridge to Reef Restoration Projects on *Their* Country.



# Capacity Building On-Country: Darumbal Trainee Ranger and Mentoring Program

The Darumbal Trainee Ranger and Mentoring Program is a collaboration between the Department of Defence, Downer Defence, Darumbal Enterprises Pty Ltd, Ecosure Pty Ltd and TAFE Queensland. Together, we identified an opportunity to build capacity of eight Darumbal Trainee Rangers to work on Country at Shoalwater Bay Training Area in Central Queensland, one of the Australian Defence Force's prime training areas. The program launched in December 2021 and was designed to provide opportunities for young Darumbal People as the Traditional Custodians of the Land.

We are proud to have supported the on-ground training of eight Darumbal Trainee Rangers to obtain a Certificate III in Conservation and Ecosystem Management with TAFE Queensland while being employed and mentored to practice their skills on Country. With supervision and logistics coordinated by Downer Defence, weed management and natural area restoration led by Ecosure, and mentorship on Country provided by Darumbal Elders and accompanying knowledge holders, the program complements the Trainee's studies with TAFE Qld and strengthens Cultural connection to Darumbal Country. The Department of Defence funded this innovative program.

The Trainee Ranger and Mentoring Program is an important step towards Reconciliation for the Darumbal People and collaborating organisations as it is designed to achieve



Darumbal's aspirations. These include Darumbal's custodian responsibilities to the communities and organisations residing on their Country through the cultural lore of 'Namu', which is the duty to look after Country, and 'Nimu', which is looking after lore, culture and customs. This enables the continuation of culture through multi-generational learning and the exchange of knowledge to the younger generations, including with non-Indigenous people. Through this collaboration with the Traditional Custodians, we learn important traditional knowledge of the land and Darumbal's Ways of Being, which complement western approaches to land management and deepen the learnings of western teachings.

The first eight Darumbal Trainee Rangers received their Certificate III in Conservation and Ecosystem Management with a graduation ceremony on Country alongside family, Elders and collaborating businesses. These young men have since found meaningful employment, with one Ranger continuing to care for Country as a Bush Regenerator with Ecosure, another as a supervisor with Downer Defence while the rest have managed to find employment with other Darumbal business collaborations in the region.

The success of the program inspired a second cohort of eight female Darumbal Trainee Rangers to participate in the program, commencing in December 2022 and graduating November 2023.



# Healing Mixed Water on Koinmerburra Country Project to restore St Lawrence Wetlands

Koinmerburra Country in Central Queensland is the Traditional Lands of the Koinjmal People. This Country has places where freshwater meets salt water with wetlands, saltwater plains, mangroves and swamps, known as 'Mixed Water Country'. Koinmerburra Aboriginal Corporation are collaborating with Ecosure, Firesticks Alliance and Kuril and Currawong to restore the significant wetlands located near the small community of St Lawrence. The 'Healing Mixed Water on Koinmerburra Country Project' is funded by the partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation, with support from Isaac Regional Council, Queensland Fire and Emergency Services and the Department of Environment and Science.

Together, we have gained an understanding of Country health by undertaking ecological surveys of the water, fauna and flora on Country, and explored Culturally important areas. We are now co-designing a long-term restoration plan for St Lawrence Wetlands that includes



ecological restoration and Cultural burns. Koinjmal Rangers will be regularly seen out and about in St Lawrence putting these actions into place and working to heal Mixed Water Country. 4,000 native plants will be installed at the Wetlands including bushtucker and medicinal plants, with some plants propagated from seeds collected by the Koinjmal Rangers and Conservation Volunteers Australia. Throughout the project, the Koinjmal Rangers will receive on Country training and learn practical skills to continue caring for their Mixed Water Country into the future. The project integrates Culture and Community and provides meaningful employment for four Koinjmal Rangers.

The Head Ranger for this project, Marissa Deshong says "this mixed water part of our Country is significant, and we want to do everything in our power to protect, restore and respect Country, our Elders and ancestors. We want our young ones to be strong, healthy and able to connect to this place for many decades to come."



## First Nations Scholarship with CQ University

Ecosure has introduced a Scholarship program with CQ University for Aboriginal and Torres Strait Islander students undertaking an environmental science degree. The scholarship is called 'CQUniCares Caring for Country Ecosure Scholarship'. This Scholarship supports those with aspirations for careers in environmental science and creates a career path within our business. This is a 'hands on' relationship between the student, Ecosure and the Indigenous Student Engagement Unit at CQ University to ensure success for the student.

The 2022 Scholarship was awarded to Jessie Courtney. Jessie was born on Wulgurukaba and Bindal Land and is a descendent from the Butchulla people on K'gari (Fraser Island) and Erub (Darnley) Island in the Torres Strait. This scholarship supported Jessie to undertake university studies while working with Ecosure as a paid employee around her university commitments.

## Improving Cultural Awareness in our Business through Cultural Heritage Inductions and Training

Our goal is to ensure that employees are educated on Aboriginal and Torres Strait Islander cultures and histories so we can implement this knowledge and instil ethical practices in our work. To support this, we have engaged 'Your Mob Learning', a 100% Indigenous owned business to provide online foundational cultural awareness training for our staff. Our Rockhampton staff have undertaken Cultural Heritage training with Darumbal Enterprises, and we aim to ensure staff in each of our locations receive similar Cultural Heritage with local Traditional Custodians. We also developed an Internal Cultural Heritage Induction in collaboration with First Nations peoples that provides guidance for all our field-based employees when working on Country. The induction outlines the appropriate process for respectfully recognising, managing, and reporting culturally significant artefacts and sites if they are identified in the field. Our site specific plans also include an Acknowledgement of Country to encourage staff to take a moment to reflect while they are working on Country.

We hope education will provide everyone with confidence to liaise with local communities, develop relationships and ensure their actions and values align with the goal of reconciliation.

## Supporting carbon sequestration project with co-benefits for Traditional Owners and communities

Ecosure are an environmentally conscious business with the goal to improve the ecosystems of 100 million hectares and 1,000 island worldwide by 2030. With this goal in mind, it makes sense that we focus on sustainability in everything we do, from our technical experts in the field to our support teams in our offices. We are committed to operating sustainably and promoting initiatives that encourage our employees and project partners to achieve the best possible outcomes for the environment. We have implemented a variety of successful sustainability actions across our business including installing solar panels that power our Gold Coast office with renewable energy, responsible recycling and waste reduction, thoughtful procurement, and carbon emission reduction strategies. In recognition of this, Ecosure has been awarded as a Star Partner in the Chamber of Commerce & Industry Queensland EcoBiz program. To take further action, we offset our carbon emissions from our fleet fuel consumption by supporting Australian community-based and First Nations led carbon sequestration projects. By purchasing carbon credits, we have supported First Nations Owned businesses to deliver projects that focus on social, cultural, environmental, and economic co-benefits for Traditional Owners. These projects provide opportunities for inter-generational learning and Connection to Country, while building capacity and well-being within the community. We will continue looking for innovative ways to improve the sustainability of our business and our projects so we can keep working towards our vision of thriving global ecosystems.



# Relationships

We aim to foster meaningful relationships with First Nations peoples with the understanding that collaborations and partnerships will allow us to encourage connection and communication between our staff, Traditional Owners in the areas we work, and our project partners.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Ongoing reviewed annually, May 2023 & 2024	Director of Strategic Partnerships
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August, 2023	Project Coordinator
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 & 2024	People, Safety and Culture Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2023 & 2024	Marketing Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023 & 2024	Director of Strategic Partnerships
	Organise at least one NRW event each year in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023 & 2024	Marketing Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May- 3 June 2023 & 2024	Marketing Manager
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	September 2023	People, Safety and Culture Manager
	Communicate our commitment to reconciliation publicly.	June 2023	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2024	Director of Strategic Partnerships
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2024	General Manager Strategic Partnerships

## Relationships cont..

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Reviewed annually, December 2023 & 2024	People, Safety and Culture Manager
	Communicate the anti-discrimination policy to our organisation.	Reviewed annually, December 2023 & 2024	People, Safety and Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Reviewed annually, December 2023 & 2024	People, Safety and Culture Manager
	Educate senior leaders on the effects of racism.	October 2024	Director of Strategic Partnerships

## Respect

We seek to build respect and understanding of Aboriginal and Torres Strait Islander cultures and histories by promoting cultural awareness and continued learning. We will celebrate our collaborations with First Nations peoples and look for opportunities to share our learnings through our work and community activities.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Provide cultural heritage training to staff with goal of 100% of staff completed training through 'Your Mob Learning' by December 2023.	December 2023	People, Safety and Culture Manager
	Conduct a review of cultural learning needs within our organisation.	March 2024	People, Safety and Culture Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2024	People, Safety and Culture Manager
	Embed our cultural learning strategy.	September 2024	People, Safety and Culture Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in further formal and structured cultural learning.	October 2024	Director of Strategic Partnerships

## Respect cont..

Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	Director of Strategic Partnerships
	Review and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2023	Director of Strategic Partnerships
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant Ecosure events each year.	Annually, August 2023 & 2024	Marketing Manager
	Provide training to leadership team and beyond to develop their own Acknowledgement of Country at the commencement of important meetings.	January 2024	Director of Strategic Partnerships
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023 & 2024	Director of Strategic Partnerships
	Review HR policies and procedures to ensure there are opportunities for staff to participate in NAIDOC Week.	December 2023	People, Safety and Culture Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023 & 2024	People, Safety and Culture Manager
<b>8. Celebrate Aboriginal and Torres Strait Islander cultures and histories</b>	Provide training to staff in collaboration with Traditional Owners to encourage the use of Traditional names of important cultural sites and places in our scientific reports.	February 2025	Business Process Manager
	Incorporate local Aboriginal and Torres Strait Islander cultures into office spaces, including Traditional language for naming meeting rooms.	November 2023	Project Coordinator

# Opportunities

We recognise we have the chance to provide opportunities with real purpose for First Nations peoples to engage with our business. We are excited to continue implementing initiatives to encourage employment, professional development, and training. We will also look to work directly with Traditional Owners on our projects to provide insights and reach towards their goals in areas where our business can contribute.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2024	People, Safety and Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	February 2024	People, Safety and Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2024	People, Safety and Culture Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders where appropriate.	June 2023	People, Safety and Culture Manager
	Review HR and recruitment procedures and policies to encourage Aboriginal and Torres Strait Islander participation in our workplace.	Annually, December 2023 & 2024	People, Safety and Culture Manager
	Mentor the Aboriginal and Torres Strait Islander student in the CQUniCares 'Caring for Country Ecosure Scholarship Program' to continue employment with Ecosure while studying.	Ongoing, reviewed October 2023 & 2024	Director of Strategic Partnerships
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Identify procurement categories with significant opportunities for Aboriginal and Torres Strait Islander businesses.	February 2024	Business Process Manager
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2024	Business Process Manager
	Investigate Supply Nation membership.	March 2024	Business Process Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2024	Business Process Manager
	Review and update procurement practices to improve procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	March 2024	Business Process Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and subcontractors to encourage contribution to project work.	Ongoing, reviewed October 2023 & 2024	General Manager Strategic Partnerships
	Engage with a new Aboriginal and/or Torres Strait Islander subcontractor to contribute to the delivery of a project.	Ongoing, reviewed October 2023 & 2024	General Manager Strategic Partnerships

# Governance

Considered strategic planning and action is a significant component of ensuring our RAP is successfully implemented and achieves real results. We are committed to integrating RAP objectives and governance into our processes and through all levels of our business.

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Ongoing reviewed annually, August 2023 & 2024	Director of Strategic Partnerships
	Review and apply the Terms of Reference for the RWG.	December 2023	Director of Strategic Partnerships
	Meet at least four times per year to drive and monitor RAP implementation.	Jul, Oct, Dec, Feb-2023, 2024, 2025	People, Safety and Culture Manager
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	May 2023	Project Coordinator
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2023	Director of Strategic Partnerships
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2023	Project Coordinator
	Appoint and maintain an internal RAP Champion from senior management.	May 2023	Director of Strategic Partnerships
<b>13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	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.	Annually, June 2023 & 2024	Project Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Annually, August 2023 & 2024	Project Coordinator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Annually, September 2023 & 2024	Project Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	Ongoing June, Sept, Dec & March - 2023, 2024, 2025	Director of Strategic Partnerships
	Publicly report our RAP achievements, challenges, and learnings, annually.	Annually November 2023 & 2024	Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2023	Project Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2025	Project Coordinator
	<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2024



Ecosure Innovate - Reconciliation Action Plan, May 2023 - April 2025

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