



RECONCILIATION
ACTION PLAN

REFLECT



Reflect - Reconciliation Action Plan

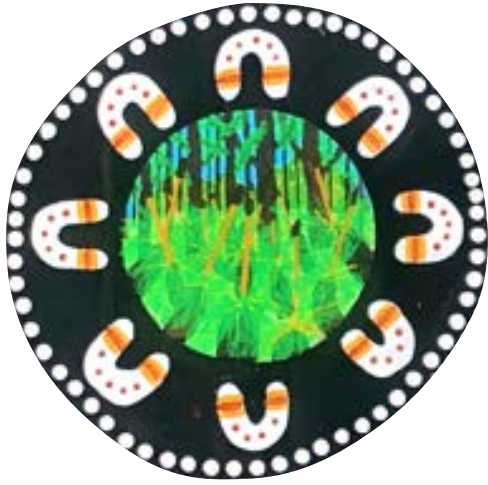
May 2021 – April 2022

Ecosure and Avisure



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Acknowledgement of Country

Ecosure and Avisure acknowledge the Traditional Custodians of the lands and waters on which we work. We pay deep respect to Elders past and present who hold the songlines and dreaming of this Country on which we work. We honour and support the continuation of cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander peoples of this Nation.



Relationships



Respect

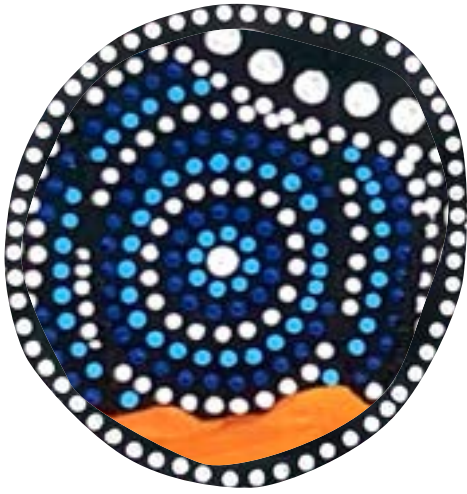


Opportunities



Governance





Reconciliation Action Plan (RAP) Artwork

The artwork that carries throughout this Reconciliation Action Plan (RAP) was completed by Aboriginal Artist, Ray Garrett. 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 artwork is proudly displayed and admired in our Rockhampton Office on Darumbal Country.

The background of interconnected dots in Ecosure and Avisure's corporate colours symbolises our collaboration as sister companies and our aspirations to have a positive impact and connect with First Nations Peoples, communities, and Country across the lands we work. The topic of conversation depicted in the four yarning circles are the services that Ecosure and Avisure provide.





RAP Artwork - cont

Ecosure's three pillars of Excellence are Ecological Restoration represented by the Grass Trees, Wildlife Management represented by the Yellow-bellied Glider and Environmental Services 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 yarnning circles illustrate our collaboration with Traditional Owners and increasing Cultural Awareness in our organisations. The connections between the yarnning circles are symbolic of our connection to the community, land and cultural groups.

Ecosure and Avisure's core values of Passion, Optimism, Leadership, Team Spirit, Ethics and Responsiveness are embodied in each person around the yarnning circle symbolising how employees connect with our values and collaborate on our reconciliation journey. The large people walking between the yarnning circles demonstrate Leadership, Team Spirit, and our commitment to build relationships with Aboriginal and Torres Strait Islander peoples, create opportunities, promote diversity, and drive positive change.





Foreword

Our vision is for all Australians to understand the importance of reconciliation, to unify our society and embrace the diversity of Cultures in this land of many countries. Reconciliation enables us to demonstrate respect through recognition of history and Culture to enhance equity and dignity for Aboriginal and Torres Strait Islander peoples. As an environmentally focussed business Group, Ecosure and Avisure acknowledge the sustainable living of First Nations People 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 contribute to enhancing opportunities for Aboriginal and Torres Strait Islander peoples and encourage Cultural Awareness and education for non-Aboriginal and Torres Strait Islander Australians.

People are at the heart and soul of our businesses. We strive to act ethically in all aspects of our operations and consistently provide opportunities to educate staff and our business partners to create positive outcomes. Our work provides us opportunities to engage with local communities, to share our passion for protecting native wildlife, ecosystems and restoring natural habitats and to celebrate the rich heritage of one of the oldest continuing cultures. We are excited to continue to collaborate and create new relationships with Aboriginal and Torres Strait Islander Peoples to uphold our Mission – 'Science, ethics and collaboration for a better world'.

We have laid the framework towards reconciliation through the development of our Reflect RAP. We are committed to promoting a culture that supports diversity, equality, and respect. Our journey of reconciliation will enable us to foster partnerships and create sustainable opportunities with Aboriginal and Torres Strait Islander peoples. In turn our people and our businesses will increase their knowledge, respect, relationships, and involvement in the spiritual and cultural traditions of our First Nations People.

We look forward to walking this journey.

Phillip Shaw

Managing Director, Ecosure and Avisure



Introduction

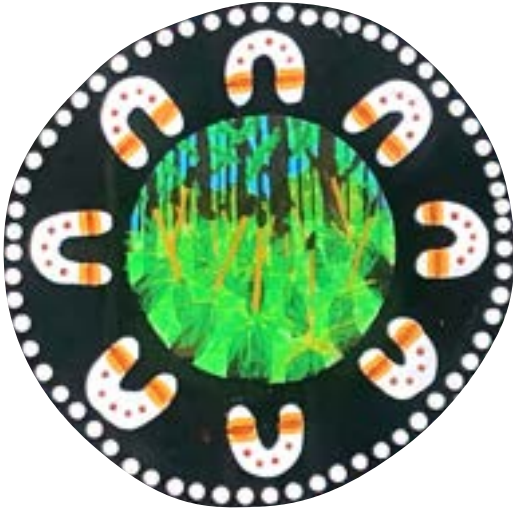
Our Businesses

Ecosure and Avisure operate as sister businesses sitting under the Sure Group. Together we have 137 staff. As sister companies, we combine overarching corporate resources such as Human Resources, Finance and Business Process Management, including our Executive and work together to strategically achieve bigger and better outcomes for both businesses. Our RAP document is shared, allowing us to effectively implement reconciliation strategies and embed a strong culture of learning, acceptance, and respect among all staff. We have a family-oriented, flexible business working culture, we love diversity, we love culture but above all ethics and integrity is key. The Sure Group in Australia is proud to have 8 Aboriginal and Torres Strait Islander employees. That is 5.63% of our staff and we aim for more!

Ecosure

Ecosure was founded in 1994 by Managing Director Phil Shaw and is one of Australia's largest fully certified and privately owned environmental consultancies. With 119 staff working across the eastern seaboard, and eight offices located in Townsville, Rockhampton, Sunshine Coast, Brisbane, Gold Coast, Coffs Harbour, Newcastle and Sydney, our friendly in-house specialists offer practical solutions, no matter how large or small the project. Ecosure is committed to looking after country and we work with our clients to get the best environmental outcomes.

Ecosure has a vision of thriving global ecosystems. We are on a mission to be the world's best in ecosystem management. Our audacious goal is to have improved ecosystems of 100 million hectares and 1000 islands worldwide by 2030.



Our 3 pillars of excellence are:

1. Ecological Restoration – we have a team of restoration ecologists and practitioners that focus on the recovery of ecosystems to support the diversity of flora and fauna across a wide range of ecosystems. We apply current best practice ecological restoration techniques and are highly experienced in the control of weeds and restoring small and large sites through assisted regeneration. We design, implement and maintain small and large-scale revegetation projects including planting for conservation, threatened species and offset projects. We work collaboratively with all levels of government, a wide range of stakeholders and land and sea managers to develop practical restoration plans, implement works and carry out monitoring, evaluation and reporting on projects. Our team assesses vegetation including as part of BioCondition Assessments, and establish, measure, analyse and report to determine if a site is recovering. Our on-ground restoration teams have been expanding their skills to include the preparation of sites for planned burns to ensure sensitive vegetation and habitat is retained during the process. We are passionate about training and up-skilling our people and the community in the practice of ecological restoration.



2. Wildlife Management – we have a team of wildlife biologists that manage human-wildlife conflict when native Australian animals encounter humans such as flying foxes, Australian white ibis, dingoes, corellas, seagulls and more. We manage and advise on the conservation of threatened species. We relocate animals on large infrastructure projects through fauna spotter catchers and undertake nestbox installation. We manage pest animals such as foxes, pigs, feral cats, deer and rabbits and the impact these animals have on native animals and their habitat.



3. Environmental Management – we have a team of flora and fauna ecologists, and environmental managers and scientists that have in-depth knowledge of the federal and state environmental legislation. We work on resource, infrastructure and development projects in terrestrial, freshwater and marine environments. We undertake ecological flora and fauna surveys, threatened species surveys, baseline and biocondition surveys. We work with planners and engineers to deliver environmental monitoring and compliance including specialists in sediment and erosion control. Our NSW team has 3 Biodiversity Assessment Method accredited assessors. We also work with landholders to achieve the best outcome for their land, through land management and legislative compliance.





Avisure

Avisure has been supporting the aviation industry with specialist wildlife expertise for well over 25 years and is the largest aviation and wildlife consultancy in Australia, with a growing presence internationally. Since its founding in 1994, Avisure has undertaken 370 projects for 143 clients throughout Australia and New Zealand, in the Asia-Pacific region (Singapore, Tuvalu and Fiji), the Middle East (Bahrain, Qatar and United Arab Emirates), and North America (Vancouver and Seattle). Our business partners include some of the world's busiest airports, airlines, aviation regulators, pilots, aviation legislators, policy developers, and numerous national and international wildlife management committees.

Avisure works with airports and the aviation industry more broadly, to help them identify and manage aviation hazards through a safety management system approach. We provide clients with realistic options for managing these hazards safely, strategically and sustainably.

Avisure has three Australian offices located on the Gold Coast, Adelaide and Melbourne and employ 18 staff.

Reducing the incidence and consequence of aviation hazards is our passion. Whether it is working with teams on the ground, or driving high-level policy and influencing decision-making, we aim to make a difference.



Our Values

Ecosure and Avisure collaborate as sister companies, sharing knowledge and experience across countless specialty fields with a focus on improving outcomes for clients in Australia and internationally. Our people live by our culture and our values. We are passionate, optimistic leaders, with a team spirit that is driven by an ethical, responsive approach to make the world a better, more naturally brilliant place.



Passion: Passion is at the heart of our company. Passion is our internal motivator. It's an energy that comes from within. We are passionate about making a change. We are committed in heart and mind.



Optimism: We're optimistic about the future. We are hopeful about the future and seek success in what we do as a business and for our clients. We seek out the good in things first. Optimism allows us to inspire those around us even when the going gets tough.



Leadership: We lead by example. We empower, guide and motivate people around us. We show ownership and pride in what we deliver. We continuously seek innovative solutions. We are courageous.



Team Spirit: We work together as one team, across regions and disciplines. We laugh and have fun every day. We trust, support and look out for each other. We celebrate our successes and failures...that's how we learn! We respect ideas and opinions of others.



Ethics: We act with integrity and respect. We believe in ethical commercial and social practice. We are honest, open, genuine, and fair. People trust us to adhere to our word. We know where to draw the line.



Responsiveness: We act on opportunities immediately. We anticipate the needs of our clients and our internal stakeholders. We go above and beyond to achieve the highest quality outcomes. We listen and tailor our services. We work quickly, diligently and deliver on time.



Our RAP

Building an inclusive Australia with abundant opportunities for Aboriginal and Torres Strait Islander peoples requires considered action. This concept triggered our reconciliation journey. The development of this RAP outlines our commitment to reconciliation. We foster respectful relationships that support and provide opportunities for Aboriginal and Torres Strait Islander peoples to work on their Country with our businesses.

Our RAP is supported by the Ecosure and Avisure Managing Director and integrated throughout the businesses. We have established a RAP Working Group, which consists of diverse employees and is the key group responsible for implementing the RAP in Ecosure and Avisure. We have Jess Courtney as an Aboriginal and Torres Strait Islander representative on the committee. Jess was born on Wulgurukaba and Bindal Land and descendent from the Butchulla people on Fraser Island and Darnley Island in the Torres Strait.

Current RAP Working Group members include:

Name	Company Position	Location	RAPWG Role
Diane Lanyon	General Manager, Ecosure	Rockhampton, QLD	Chair & RAP Champion
Jill Brix	General Manager, Avisure	Gold Coast, QLD	Deputy Chair & RAP Champion
Erin Marsh	Executive Assistant, Ecosure	Gold Coast, QLD	RAPWG Member
Heather Richards	Business Process Manager, Sure Group	Rockhampton, QLD	RAPWG Member
Nicole Chaplin	Human Resources Advisor, Sure Group	Brisbane, QLD	RAPWG Member
Paul Wileman	CQ Regional Manager, Ecosure	Rockhampton, QLD	RAPWG Member
Jess Courtney	Field Operative, Ecosure	Rockhampton, QLD	RAPWG Member
Shane van Dyke	Wildlife Biologist, Avisure	East Sale, VIC	RAPWG Member
Noela Hamilton	Senior Project Administrator, Ecosure	Gold Coast, QLD	RAPWG Member

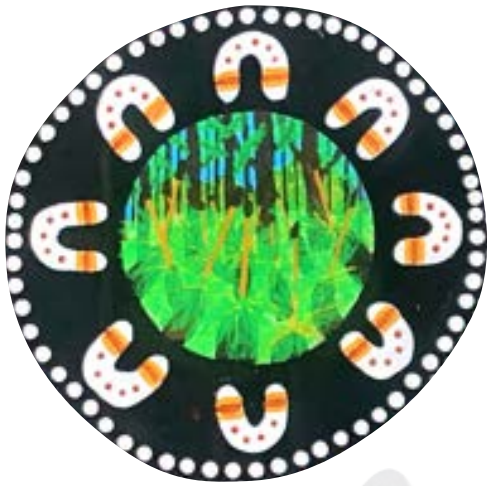


The Ecosure and Avisure General Managers act as our RAP Champions, and are ultimately responsible for driving internal engagement, awareness, and implementation of the RAP. In addition, our RAP is supported by the whole Ecosure and Avisure Executive Team.

Throughout the development of this RAP, we will continue to engage with Aboriginal and Torres Strait Islander peoples, community centres and educational facilities in the regions we work. We will partner and work with Aboriginal and Torres Strait Islander owned businesses and suppliers where possible, including consultation and design services to develop the RAP.

We are committed to the RAP journey and excited for the experiences, opportunities and learnings that lie ahead for our teams and our businesses.





Our Partnerships/ Current Activities

Our reconciliation journey began in November 2019 when we started outlining the framework and necessary steps towards becoming a truly inclusive, aware and supportive business. Our RAP Working Group was established in January 2020 and has developed the Reflect - RAP to map out the reconciliation path ahead.

We have researched and identified the Traditional Custodians of the Lands where Ecosure and Avisure offices are located. We have started developing relationships with the Darumbal people of Rockhampton, QLD. Through this relationship we have onboarded three young Darumbal men on a casual basis, one has stayed on to develop his skills in Fauna Management and Ecological Restoration with the goal to continue to full-time employment with Ecosure. We have also undertaken Cultural Heritage training with the Darumbal Elders with 15 of our staff from our Rockhampton office. We aim to ensure staff in each of our offices receive similar local training into Cultural Heritage with local Traditional Custodians.

To celebrate our ongoing relationship with the Darumbal people, we engaged a Darumbal artist to undertake the artwork for this RAP. This artwork now proudly sits in our office in Rockhampton.



In November 2019 we approached CQ University and Malcolm Mann (Darumbal Traditional Custodian) to sponsor and provide in-kind support for the Believe, Respect, Openness, Learn, Grow, Achieve (BROLGA) Junior Ranger Program. The BROLGA program places a spotlight on career pathways and study opportunities for indigenous students to empower themselves and others through the values of belief, respect, openness, learning, growing and achieving. The program is about increasing the confidence and knowledge of Indigenous primary and high school students in the Capricorn Coast area. In the first week of March 2020, Ecosure ran one of three courses offered to the Indigenous students on the BROGLA program at Nurim (Mount Archer). Our Senior Botanist Geoffrey Sinclair delivered 'Botanical Skills for Junior Rangers'. Geoff taught the students introductory skills in Botany, and the importance of plants and trees on our planet. The kids learned the differences between boy and girl Zamias, the scientific name for Grass Trees (*Xanthorrhoea latifolia*), how to identify the native raspberry (*Rubus probus*) found at Nurim and the She Oak that is endemic to Australia. We were also lucky enough to have Uncle Bill Mann, a Darumbal Elder, delivering his knowledge on the traditional use of plants and how to survive in the bush. This program was put on hold due to COVID-19.



We have now created a Scholarship program with CQ University for Indigenous students undertaking an environmental science degree or similar. The scholarship is called 'CQUniCares Caring for Country Ecosure Scholarship'. The agreement with CQ University is to identify prospective students, and Ecosure works with the University to select the candidate for the scholarship. Once both the student and Ecosure have committed to the relationship, the student can work up to 2 days a week in the local Ecosure office as a paid employee, depending on their University commitments. This will help identify those with early aspirations for careers in science and create a career path for these young people within our businesses. 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.

We have engaged 'Your Mob Learning', a 100% Indigenous owned business to provide online foundational cultural awareness training for all Ecosure and Avisure staff in Australia. Our goal is to ensure that employees are educated on Aboriginal and Torres Strait Islander Cultures and history so we can implement this knowledge and instil ethical and aware practices in our work. 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.

We are reviewing our suppliers to ensure we are utilising 100% Indigenous owned businesses where possible. We are transitioning to procuring office supplies and uniforms with companies such as Kulbardi and ONABAC.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review Aboriginal and Torres Strait Islander stakeholders and organisations within our local areas.	July 2021	RAP Working Group Chair
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2021	RAP Working Group Chair
	Invite Aboriginal and Torres Strait Islander people to our places of business to share their stories and grow Cultural understanding.	April 2022	General Managers
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	HR Advisor
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2021	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. Staff to then share their experiences with the rest of the organisation.	27 May - 3 June, 2021	General Managers
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2021	General Managers
	Publish the RAP on Avisure and Ecosure's intranet and internet sites to promote awareness and cultural understanding.	June 2021	General Managers
	Provide a copy of the RAP and an induction process to all new employees so they understand our commitment to reconciliation.	June 2021	HR Advisor
	Review external stakeholders that our organisation can engage with on our reconciliation journey.	July 2021	RAP Working Group Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2022	RAP Working Group Chair
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2021	HR Advisor
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2021	HR Advisor

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a cultural awareness strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2021	Ecosure General Manager & Executive Assistant
	Ensure all staff undertake Cultural Heritage Training through Your Mob Learning to increase knowledge within the organisation on cultural protocols.	December 2021	General Managers
	Conduct a review of cultural learning needs within our organisation.	December 2021	Ecosure General Manager
	Review Cultural Heritage Training requirements through Darumbal Enterprises to increase knowledge within the organisation on cultural protocols.	September 2021	Rockhampton Ecosure Staff
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander groups to deliver cultural awareness training for each of the local offices.	March 2022	RAP Working Group Chair
6. 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.	July 2021	Regional RAP Champions
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2021	Ecosure General Manager
	With permission from the Traditional Owners of that country use the local indigenous names for plants and animals in our reports.	January 2022	RAP Working Group Chair
7. 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.	July 2021	General Managers and HR Advisor
	Introduce our staff to NAIDOC Week by promoting external events in our local areas.	July 2021	General Managers and Executive Assistant
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021	RAP Working Group Chair

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review business strategy for Aboriginal and Torres Strait Islander employment within our organisation.	June 2021	Ecosure General Manager
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2021	HR Advisor
	Advertise role vacancies in Aboriginal and Torres Strait Islander media and with our partners as part of the recruitment process.	May 2021	HR Advisor
	Include the following phrase in all job advertisements: 'Aboriginal and Torres Strait Islander people are encouraged to apply'.	May 2021	HR Advisor
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review business strategy for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2021	Ecosure General Manager
	Include Aboriginal and Torres Strait Islander suppliers/subcontractors to our purchasing procedure and supplier/subcontractor template and prequalification forms.	May 2021	Business Process Manager
	Review opportunity to invest in Supply Nation membership.	October 2021	Ecosure General Manager
	Investigate businesses registered in Queensland's Black Business Finder to identify suppliers and potential collaborations.	October 2021	Ecosure General Manager
	Investigate options for similar business registers in other states.	October 2021	General Managers
10. Increase Aboriginal and Torres Strait Islander inclusion and involvement in our workplace.	Conduct an annual employee survey to gather information on demographics and seek feedback on how we can improve as an organisation with Aboriginal and Torres Strait Islander engagement.	May 2021	HR Advisor

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain the RWG to govern RAP implementation.	May 2021	Ecosure General Manager
	Draft a Terms of Reference for the RWG.	June 2021	Executive Assistant
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2021	RAP Working Group Chair
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2021	Executive Assistant
	Engage senior leaders in the delivery of RAP commitments in monthly Leadership Meetings.	May 2021	General Managers
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2021	Business Process Manager
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021	Executive Assistant
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2021	Executive Assistant

Should there be any questions about our RAP please get in touch with Erin Marsh at admin@ecosure.com.au or 1300 112 021



Revision History

Rev. No.	Revision date	Details	Prepared by	Internal Review by	Approved by	External Review by
00	9/11/2020	Ecosure and Avisure Reflect – Reconciliation Action Plan.DR	RAP Working Group	Diane Lanyon, Ecosure GM & Jill Brix, Avisure GM	Phillip Shaw, Ecosure and Avisure MD	Jeremy Kenna, Reconciliation Australia
01	04/05/2021	Ecosure and Avisure Reflect – Reconciliation Action Plan.FI	Erin Marsh, Executive Assistant	Diane Lanyon Ecosure GM	Phillip Shaw, Ecosure and Avisure MD	Kate Delaney, Reconciliation Australia

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