



Reconciliation Action Plan

Reflect

January 2025 – January 2026



RECONCILIATION
ACTION PLAN

REFLECT

Acknowledgement of Country

In the spirit of reconciliation Green by Nature acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



A Message from the Directors

On behalf of the Green by Nature brand, we are very excited and proud to present our Reflect Reconciliation Action Plan (RAP). This document represents a pivotal step in our commitment to fostering community, culture, diversity, and inclusion.

As a green space management organisation with a close connection to the environments we nurture, this RAP signifies the beginning of an important journey for us. We recognise Aboriginal and Torres Strait Islander peoples as Traditional Custodians of the lands and waters of Australia, and have the upmost respect for their care and management of this country for thousands of years. As our organisation continues to grow, we look forward to welcoming more Aboriginal and Torres Strait Islander peoples into our team.

By implementing the key objectives outlined in our RAP, we are dedicated to creating additional employment opportunities and fostering stronger business partnerships within our supplier and subcontractor networks, as well as growing our cultural awareness together as a business.

Improving our diversity and inclusion brings new perspectives, ideas and a greater pool of knowledge and experience that we can all learn, benefit and grow from. This is true not only for us, but Australia as a whole. We have a team full of passionate individuals that care deeply about bringing our Reflect RAP to life, and we are excited to progress this journey towards reconciliation together.



A handwritten signature in black ink, appearing to read 'M. Culley'.

Michael Culley
Director
Green by Nature



A handwritten signature in black ink, appearing to read 'D. Thatcher'.

Dane Thatcher
Director
Green by Nature

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes Green by Nature to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Green by Nature joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program. Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives. The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Green by Nature to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Green by Nature, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business



Green by Nature is a leading brand in the horticultural and landscaping industry, and we pride ourselves on being the premier partner for the design, construction, and maintenance of exceptional green spaces.

Formed from the merger of four prominent landscaping entities with a combined heritage of over 120 years, our vision is to connect our communities with the power of nature. We believe in the positive impact green spaces can have on people, so whether it's revitalising urban landscapes, crafting recreational oases, or preserving iconic parks, Green by Nature exemplifies the transformative potential of thoughtful and expertly executed landscaping for everyone to enjoy.

We exist to improve people's lives by developing and caring for remarkable green spaces that enable us to do more of the things we love.

Our people are the foundations of our business, and we have over 2000 incredible individuals that make up our workforce in Australia and New Zealand, with approximately 9% of our staff in Australia identifying as Aboriginal and Torres Strait Islander peoples.

We are situated in key locations nationally across both countries. Within Australia, our offices and depots are located at:

The Australian Capital Territory - Queanbeyan, Ngarigo Country

New South Wales - Botany, Eora Country and Huntingwood, Darug Country

Northern Territory - Winnellie, Larrakia Country

Queensland - Salisbury, Yuggera Country and Ormeau, Bundjalung Country

South Australia - Windsor Gardens, Kaurna Country

Victoria - Dandenong South and Essendon Fields, Woiwurrung Country and Ravenhall, Boonwurrung Country

Western Australia - Canning Vale, Whadjuk Country

Our RAP

Green by Nature is committed to the development and implementation of our first Reconciliation Action Plan, linking to our broader commitment to community, culture, diversity and inclusion. One of our founding businesses, Skyline Landscape Services, has previously held a Reflect RAP, and we will draw upon the learnings and connections developed through this process.

At Green by Nature, we have had and continue to have the privilege of working with our country's First Nations peoples. Aboriginal and Torres Strait Islander peoples have played a vital and significant part in our group's success to date which we are committed to build upon. First Nations peoples, who have worked with our founding businesses over the years have directly influenced and shaped our path for the better.

As a group, we still have much to learn from the Traditional Custodians of our lands and are committed to building on our existing relationships and continuing our journey of reconciliation. We recognise that Aboriginal and Torres Strait Islander peoples represent the oldest living cultures in the world, being the First Inhabitants of Australia, and respect their enduring connection to lands, skies, waters, plants and animals. At Green by Nature, we are tied to the land via our profession and we respect that Aboriginal and Torres Strait Islander peoples are and always will be the caretakers of this land. Our team is proud to work on the land which has been cared for millennia with great success.

As we begin our reconciliation journey as a group, we will draw upon the three core pillars of reconciliation, relationships, respect and opportunities. We aim to gain a deeper understanding across Green by Nature of the cultures and histories of Aboriginal and Torres Strait Islander peoples. Through our commitment to our actions as listed in our RAP, our goal is to increase relationships and diversity across our team, client base and suppliers, as well as our local communities.

Green by Nature is committed to implementing our RAP across a 12-month period with the support and guidance from our RAP Development Group with a RAP Working Group to be formed at a later date:

Michael Culley - Director - Government, Commercial and Infrastructure

Chris Carter - Manager of Communications and Sustainability

Leanne Quinn - Human Resources Manager

Keira Reid – Human Resources Officer

Rishele Tocchetto – Operations Administrator

Our RAP Champion is Michael Culley, who will be responsible for driving awareness of our RAP initiatives. Our RAP Co-Chairs are Chris Carter and Keira Reid.



Relationships



Respect



Opportunities

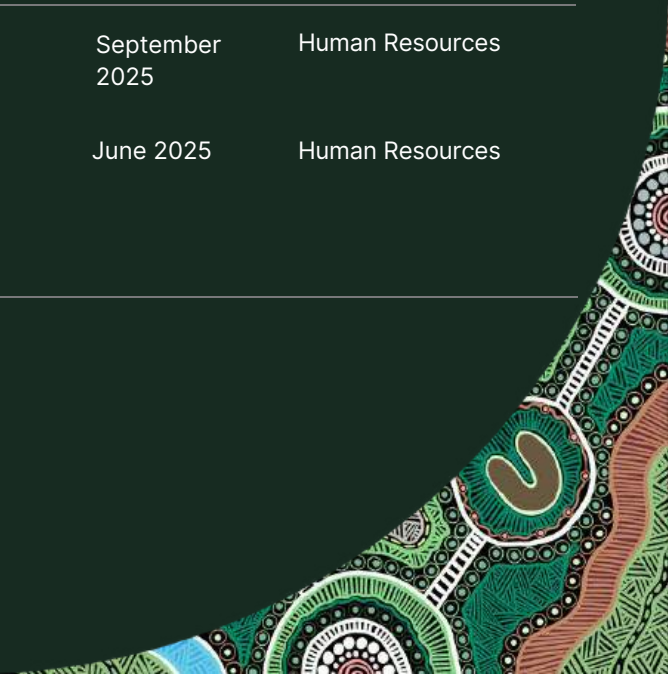


Governance



Relationships

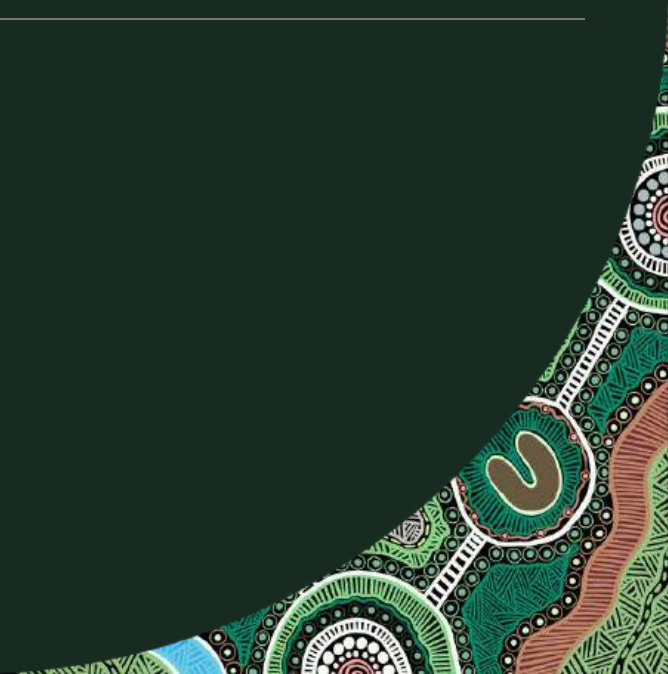
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	March 2025	RAP Co-Chairs
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	April 2025	RAP Co-Chairs
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2025	Manager of Communications and Sustainability
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June, 2025	Operations Administrator
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2025	Director - Government, Commercial and Infrastructure
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	April 2025	Manager of Communications and Sustainability
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	April 2025	RAP Co-Chairs
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	August 2025	Operations Administrator
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	September 2025	Human Resources
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2025	Human Resources





Respect

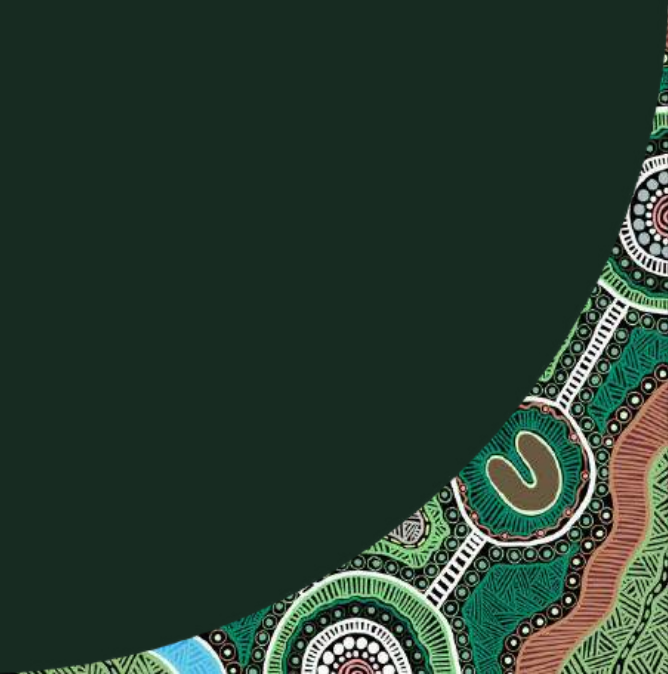
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> • Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	October 2025	Human Resources
	<ul style="list-style-type: none"> • Conduct a review of cultural learning needs within our organisation. 	November 2025	Human Resources
<p>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> • Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	May 2025	Manager of Communications and Sustainability
	<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. 	September 2025	Director - Government, Commercial and Infrastructure
<p>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> • Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2025	Manager of Communications and Sustainability
	<ul style="list-style-type: none"> • Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2025	Manager of Communications and Sustainability
	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2025	Operations Administrator





Opportunities

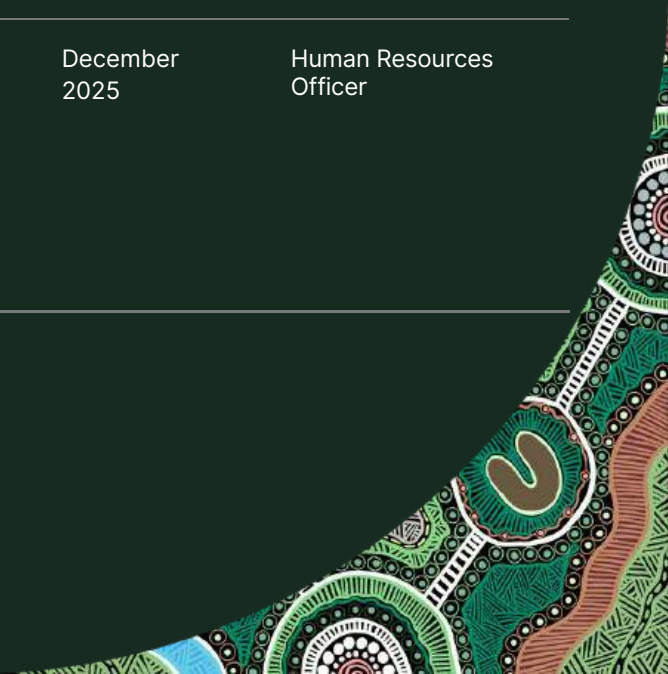
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a strategy for Aboriginal and Torres Strait Islander employment within our organisation.	July 2025	Human Resources
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	Human Resources
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2025	Manager of Communications and Sustainability
	• Investigate Supply Nation membership.	October 2025	Human Resources





Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. 	February 2025	Manager of Communications and Sustainability
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	February 2025	Human Resources Officer
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	February 2025	Manager of Communications and Sustainability
2. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	January 2025	Director - Government, Commercial and Infrastructure
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	March 2025	Director - Government, Commercial and Infrastructure
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	January 2025	Director - Government, Commercial and Infrastructure
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	March 2025	RAP Co-Chairs
3. 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 up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	Human Resources Officer
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey . 	1 August annually	Human Resources Officer
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	Human Resources Officer
4. 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. 	December 2025	Human Resources Officer



Our RAP Artwork

Our RAP artwork was created by **Luke Penrith** from the Wiradjuri, Yuin, Wotjobaluk and Gumbayngirr nations. Luke has been on our reconciliation journey with us for a number of years now, also creating the Skyline RAP artwork.

The below is a description of the artwork from Luke:

Artwork Title: Four Tribes, One Purpose

“My artwork, created for Green by Nature, is a vibrant representation of four tribes coming together to discuss and embody the essence of ‘Caring for Country’. This piece reflects the deep connection and shared responsibility we all have in nurturing green spaces.”

Nurturing Green Spaces

At the heart of the artwork lies the central theme: Nurturing Green Spaces. This concept is woven throughout the piece, emphasising that prioritising the health and vitality of our environment is crucial for our collective well-being.

Stewardship and Birthright

The tribes in the artwork symbolise our birthright and inherent duty to care for the land and waterways. This stewardship is not merely a responsibility but a profound connection where we recognise that we don't own the land; instead, the land owns us. Our ancestors understood this intrinsic bond, and it is a wisdom that we carry forward.

Sustainable Practices

Incorporating elements of both traditional and contemporary techniques, the artwork illustrates how old ways of caring for the land can harmoniously blend with new technologies. This synthesis ensures that we can sustainably manage our environment, respecting the past while embracing the future.”



About the Artist

Luke Penrith Arts and Designs is a proud First Nations-owned business dedicated to sharing the rich and vibrant heritage of Aboriginal arts and culture.

Their commitment to excellence and cultural integrity drives them to deliver high-end products tailored to the construction, mining, rail, and renewable energy sectors.

Luke Penrith's ancestry is connected through the Wiradjuri, Wotjobaluk, Yuin, and Gumbaynggirr Nations.

The art and design, including custom Aboriginal artwork, come from a family full of leaders, customs, and art styles passed down by family members.

Luke has been deeply involved in youth leadership, sports life skills, community development, employment, environmental initiatives, and business.

His personal and professional journey underscores his dedication to these causes, which are intricately woven into the fabric of his company.





Green
by Nature

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