

Reflect Reconciliation Action Plan



April 2025-November 2026



**Hort
Innovation**



We are proud to have partnered with indigenous artist Charmaine Mumbulla to develop Hort Innovation's artwork, *Growing on Country*. Charmaine hails from South Australia's Yorke Peninsula and has family ties to the Gumbaynggirr peoples from the NSW Mid-North Coast.

Growing on Country was designed to depict our ongoing commitment to strengthening our relationships with First Nations people and communities, and to reflect our reconciliation journey in our workplace as well as the horticulture sector more broadly.

From the artist

"The artwork depicts a vast Australian landscape with diverse land formations, winding rivers, plains and undulating hills. The organic lines and shapes represent Country and remind us that we perform our work on Aboriginal land, and that caring for Country is central to our reconciliation journey. There are different shaped circles that feature across the artwork. These represent the diversity within the horticulture sector, including the different stakeholder groups that come together.

The large circle at the centre of the artwork represents Hort Innovation. The two vibrant circles that sit either side represent the growers, producers and consumers we connect with. The starbursts that appear throughout the artwork are designed to symbolise the innovation and science that is central to our ability to support a prosperous and sustainable horticulture industry.

The small leaves that appear around the central circle are used to illustrate the connection to Hort Innovation and the work we do alongside diverse stakeholders to care for Country."

A message from the CEO

Dear Hort Innovation community,

It is with great pleasure and pride that I introduce the inaugural Reflect Reconciliation Action Plan (RAP) for our organisation. As Chief Executive Officer, I am thrilled to see us taking this important step towards creating a more inclusive and respectful workplace for all.

The Reflect RAP symbolises our commitment to reconciliation and our recognition of the importance of acknowledging and honouring the cultures, histories, and contributions of Australia's First Nations peoples. It is a testament to our dedication to working towards a future where all Australians, regardless of their background, can thrive and succeed.

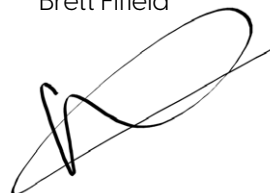
Through this RAP, we aim to deepen our understanding of First Nations cultures, histories and perspectives, and to actively promote reconciliation within our organisation and beyond. We will strive to create opportunities for meaningful collaboration and engagement with First Nations communities and businesses and to ensure that our practices and policies support this goal.

I am grateful to everyone who has contributed to the development of this RAP and to those who have supported us on this important journey. This work would not have been possible without the insights, guidance, and expertise of our First Nations stakeholders and team members, as well as the dedication of our team to fostering a more inclusive and culturally aware workplace.

As we move forward with the implementation of this Reflect RAP, we recognise that reconciliation is an ongoing process—a journey of learning, growth, and positive change. We are committed to measuring our progress, remaining accountable, and ensuring that our actions align with the values of respect, understanding, and partnership.

Together, we can create a more inclusive, equitable, and united future for our industry and for all Australians. I look forward to the steps we will take together as we continue to build stronger relationships with First Nations communities, and to the positive impact that this RAP will have for years to come.

Sincerely,
Brett Fifield



Chief Executive Officer, Hort Innovation

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Hort Innovation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Hort Innovation 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.

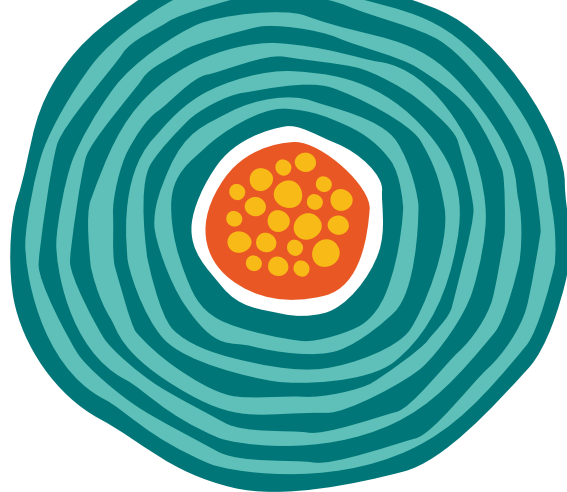
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 Hort Innovation 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 Hort Innovation, 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

Hort Innovation is the grower-owned, not-for-profit Rural Research and Development Corporation (RDC) for Australia's horticulture sector.

Hort Innovation advances Australia's horticulture industry by investing in research and development, marketing and trade to build a prosperous and sustainable future for growers. We partner with Australian and international co-investors including government, leading science, technology, and consumer strategy experts to anticipate future challenges and opportunities. At Hort Innovation, everything we do is built on our vision to create a prosperous and sustainable Australian horticulture industry built on innovation.

The Hort Innovation Board sets the strategic direction of the company, within the requirements of Hort Innovation's Constitution, Statutory Funding Agreement with the Commonwealth Government, the Corporations Act 2001 (Cth) and the Australian Not-for-profit Commission Act (2012) (Cth) (the ACNC Act).

Hort Innovation employs close to 100 people nationally, with three office locations in Sydney (Gamaragal), Brisbane (Turrbal and Yuggera) and Melbourne (Wurundjeri) and employees working remotely across Australia. At the time of publishing this RAP, Hort Innovation has one First Nations team member from Darkinjung Country and one First Nations team member from Kamilaroi Country. Further information about Hort Innovation is available from our website at www.horticulture.com.au.

Our values

Hort Innovation's values represent the principles we share and aspire to as a collective of people passionate about delivering outcomes for the Australian horticulture sector. Our values shape how we lead our organisation and create clear expectations about behaviour.

At Hort Innovation, our values are...

We focus on the Future

- 🍃 We seek to understand.
- 🍃 We are solutions focused.
- 🍃 We are committed to our own growth.

We are One team

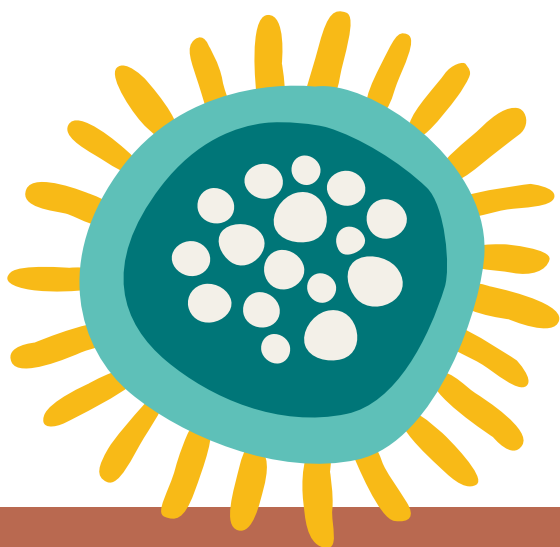
- 🍃 We put the grower at the heart of what we do.
- 🍃 We collaborate to build positive partnerships.
- 🍃 We celebrate growing and achieving.

We act with Respect and Integrity

- 🍃 We are authentic and honest.
- 🍃 We show genuine care for one another.
- 🍃 We appreciate the value each other brings.

We make a positive Difference

- 🍃 We choose to bring our best.
- 🍃 We are courageous when making decisions.
- 🍃 We do what we say.



Our vision: A prosperous and sustainable Australian horticulture industry built on innovation

Our Reconciliation Action Plan

Hort Innovation recognises the importance of diversity, equity, and inclusion (DE&I) in fostering innovation and sustainable growth in the Australian horticulture industry in accordance with the Hort Innovation Strategy 2024-2026.

As such, Hort Innovation launched its inaugural DE&I Plan in January 2024.

The DE&I Plan includes a primary focus on cultural awareness, reconciliation, engagement and connection to First Nations peoples. As part of this Plan, the organisation committed to launching its first Reflect Reconciliation Action Plan (RAP).

Hort Innovation recognises that developing a RAP is key to formalising its commitment to reconciliation, and that implementation and continuous improvement are essential to turn good intentions into action. Launching Hort Innovation's RAP is one step on a long-term journey to advance reconciliation in partnership with Reconciliation Australia and the RAP network.

Hort Innovation has two DE&I Working Groups that work together to advance reconciliation at Hort Innovation – the First Nations Working Group and the RAP Working Group.

The objective of the First Nations Working Group is to lead, influence and raise recognition and respect for First Nations Culture ensuring that all First Nations people can envision a meaningful place for themselves within horticulture and Hort Innovation.

The First Nations Working Group is made up of a voluntary team of employees:

- Mila Bristow: General Manager, Trade and Biosecurity R&D (Sponsor)
- Olive Hood: Manager, Industry Development & Innovation (Lead)
- Michael Economos: PMO Sourcing Coordinator – Commitments
- John Sheen: Design and Brand Manager
- Shania Lopez: PMO Continuous Improvement Manager

One member of the First Nations Working Group identifies as a First Nations person. The First Nations Working Group has raised awareness through a range of activities including celebration of NAIDOC Week in 2024.

The First Nations Working Group Lead is responsible for coordinating and driving the activities of this specific diversity and inclusion working group. This individual serves as a primary point of contact, ensuring that the group meets its objectives and milestones. The Executive Sponsor provides high-level support, guidance, and advocacy. This individual ensures that the group's effort is visible and aligned with the organisation's strategic priorities.



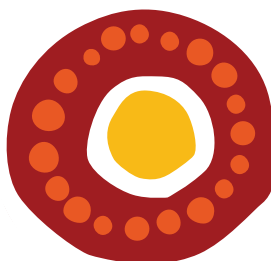
Hort Innovation Reflect Reconciliation Action Plan

The RAP Working Group has been established to help drive Hort Innovation's journey to reconciliation through the delivery of the organisation's Reflect RAP. The RAP Working Group works closely with the First Nations Working Group at Hort Innovation. The RAP Working Group is made up of a voluntary team of employees:

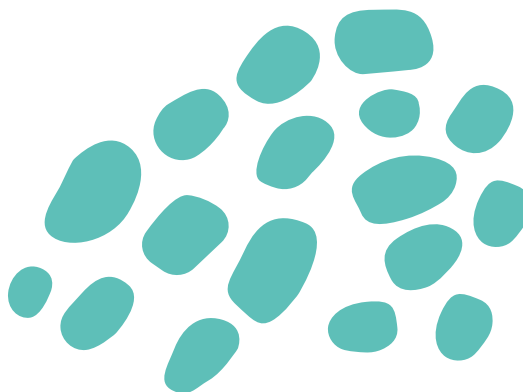
- Karina Keisler: General Manager, Marketing & Communications (Sponsor and RAP Champion)
- Mona Maidment: General Manager, People & Culture
- Louise Graham: Manager, Governance & Risk (Lead)
- Michael Economos: PMO Sourcing Coordinator – Commitments
- Wendy Hubbard: Consumer Insights Manager

The RAP Working Group Lead is responsible for coordinating and driving the activities of this specific diversity and inclusion working group. This individual is a primary point of contact, ensuring that the RAP working group meets its objectives and milestones. The Executive Sponsor provides high-level support, guidance, and advocacy for RAP working group. This individual ensures that the group's effort is visible and aligned with the organisation's strategic priorities.

Hort Innovation can influence the horticulture industry through our actions and the innovations developed for and adopted by our stakeholders. We currently partner with the National Farmers' Federation Diversity in Agriculture Leadership Program and are now formally committing to reconciliation through our Reflect RAP. We aim to support a thriving and innovative horticulture industry that reflects the rich diversity of Australia's people and communities.



Our approach



Hort Innovation's approach to implementing its Reflect RAP will be strategic and purposeful, reflecting the organisation's commitment to reconciliation and engagement with First Nations communities.

1. Organisational commitment:

Hort Innovation will continue to reaffirm its commitment to reconciliation through clear statements from leadership expressing the importance of reconciliation, and the organisation's responsibility to embed reconciliation in our workplace and in connections to industry.

2. Cultural competency training:

To ensure a culturally sensitive and informed approach, Hort Innovation will implement cultural competency training for its people to assist understanding the histories, cultures, and current issues faced by First Nations peoples, and to foster an inclusive organisational culture. At Hort Innovation, work, health and safety is a key priority, and as such we want to provide a safe environment to support First Nations peoples to be heard in our organisation.

3. Consultation and relationship building:

We will engage in consultation with First Nations stakeholders to ensure the Reflect RAP is developed collaboratively. This process will involve understanding stakeholder views and our sphere of influence at Hort Innovation.

4. Setting measurable targets:

The RAP will include specific, measurable, and achievable targets. As part of our Reflect RAP, Hort Innovation will set targets alongside our commitments, aimed at providing a clear framework for tracking progress and success.

5. Embedding reconciliation in policies and practices:

Hort Innovation will continue to integrate reconciliation principles into its policies and practices. A review and update of existing policies will be undertaken to ensure they align with the RAP's objectives and promote a culturally inclusive and respectful work environment.

6. Reporting and evaluation:

As part of the implementation of our Reflect RAP, Hort Innovation will establish a reporting and evaluation framework to regularly assess its progress against its RAP goals. This will involve regular reviews, stakeholder feedback, and transparent reporting to demonstrate accountability and commitment to the reconciliation journey.

Hort Innovation's approach to implementing its first RAP is intended to be comprehensive, involving a commitment from leadership, collaboration with First Nations communities, cultural competency training, setting measurable targets, embedding reconciliation in policies, and establishing a reporting and evaluation framework. This holistic approach aims to ensure a sustained and impactful contribution to reconciliation efforts.

Our partnerships and initiatives

Though Hort Innovation has not previously developed a RAP, it has been engaging with reconciliation and First Nations peoples for many years. The development of a RAP is a formal acknowledgement of this engagement and its commitment to reconciliation in partnership with Reconciliation Australia and the RAP network.

Our community partnerships

As an organisation, Hort Innovation is working to deepen mutually beneficial relationships with First Nations stakeholders and organisations through its partnerships to deliver investments with impact for the horticulture sector.

Hort Innovation is delivering a program in partnership with CSIRO that is developing and implementing pest management systems that can respond to a range of current, establishing, and future interrelated pest challenges at both crop and landscape levels. The program will build a prototype digitally augmented landscape-level plant protection program to improve agri-pest preparedness and resilience for the Australian horticultural industry, including the incorporation of First Nations land practices with those of modern agriculture. The Northern Rivers (Bundjalung country) of New South Wales has been selected as the initial case-study region. The program will engage with local First Nations people who have managed Australian landscapes at that level for millennia, applying learnings to agricultural systems and to work with Australian horticulture industries to develop resilience against established and emerging agri-pest challenges.

Hort Innovation has also worked to give a voice to First Nations horticulturalists and land managers in the organisation's publications and member communications. Industry communication programs have included profiles of First Nations horticulturalists, deepening the community's understanding of culturally significant foods and shining a spotlight on industry innovators.



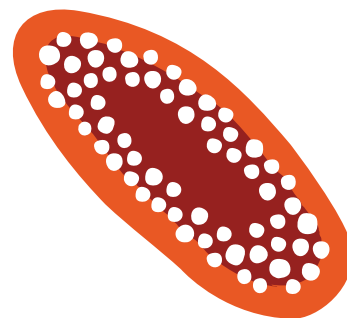
Our internal initiatives

Hort Innovation has, for many years, worked to raise awareness of First Nations cultures and histories and build relationships through celebrating National Reconciliation Week and NAIDOC Week with its team.

Hort Innovation employees demonstrate respect to First Nations people by observing cultural protocols including Acknowledgement of Country and Welcome to Country, and through our website and via email signatures. Our meeting room names reflect the First Nations names of the lands on which we have team members.

The organisation promotes positive race relations through existing anti-discrimination strategies and will continue to review these to ensure they meet the future needs of the business.

Hort Innovation will also increase its team's understanding, value and recognition of First Nations people cultures, histories, knowledge and rights through cultural learning.





Our Action Plan

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Identify First Nations stakeholders and organisations with the local area and sphere of influence.	November 2026	First Nations Working Group Lead
	Research best practice and principles that support partnerships with First Nations Stakeholders and organisations.	November 2026	General Manager, People & Culture
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees.	May (annually)	First Nations Working Group Lead
	RAP Working Group and First Nations Working Group members to participate in an external NRW event.	27 May-3 June, (annually)	General Manager, People & Culture
	Encourage and support team members at all levels to participate in at least one external event to recognise and celebrate NRW.	May-June (annually)	General Manager, People & Culture
3. Promote reconciliation through Hort Innovation's sphere of influence.	Formally communicate our commitment to reconciliation to the team.	January, April, July, October (annually)	Chief Executive Officer
	Identify external stakeholders that the organisation can engage with on our reconciliation journey.	November 2026	General Manager, People & Culture
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2026	General Manager, People & Culture
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in race relations and anti-discrimination.	November 2026	General Manager, People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2026	General Manager, People & Culture

Our Action Plan continued

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Develop a plan for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within the organisation.	November 2026	First Nations Working Group Lead
	Conduct a review of cultural learning needs within the organisation.	November 2026	General Manager, People & Culture
6. Demonstrate respect to First Nations 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.	November 2026	First Nations Working Group Lead
	Increase our people’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2026	First Nations Working Group Lead
	Use acknowledgements/Welcome to Country internally and externally.	November 2026	Head of Brand and Communications
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information with our people about the meaning of NAIDOC Week.	First week July (annually)	First Nations Working Group Lead
	Introduce employees to NAIDOC Week by promoting external events in local areas.	First week July (annually)	First Nations Working Group Lead
	Participate in an external NAIDOC Week event.	First week July (annually)	General Manager, People & Culture



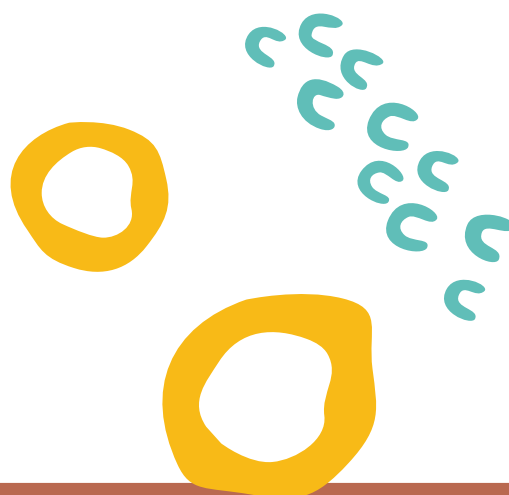
Our action Plan continued

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Develop a plan for First Nations employment within the organisation.	November 2026	General Manager, People & Culture
	Build understanding of current First Nations employees to inform future employment and professional development opportunities.	November 2026	General Manager, People & Culture
	Investigate career opportunities, sponsorships and scholarships to promote and support current and future First Nations employees and industry stakeholders.	November 2026	General Manager, People & Culture
9. Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from First Nations-owned businesses.	November 2026	Chief Financial Officer
	Investigate Supply Nation membership.	November 2026	Chief Financial Officer



Our Action Plan continued



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RWG to drive governance of the RAP.	Maintain a WG to govern RAP implementation.	June 2025	General Manager, People & Culture
	Review and update Terms of Reference for the WG.	June 2025 and June 2026	First Nations Working Group Lead
11. Provide appropriate support for effective implementation of RAP commitments.	Define resources needs for RAP implementation.	June 2025	General Manager, People & Culture
	Engage senior leaders in the delivery of RAP commitments.	June 2025	General Manager, People & Culture
	Appoint a senior leader to champion the RAP internally and externally.	May 2025	General Manager, People & Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2025	General Manager, People & Culture
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings, internally and externally.	Contact Reconciliation Australia to verify that primary and secondary contact details are up to date, to ensure important RAP correspondence is not missed.	June annually	General Manager, People & Culture
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	General Manager, People & Culture
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	General Manager, People & Culture
13. Continue Hort Innovation's reconciliation journey by developing its next RAP.	Register via Reconciliation Australia's website to begin developing the next RAP.	November 2026	General Manager, People & Culture

Public enquiries

For enquiries about this RAP please contact:
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