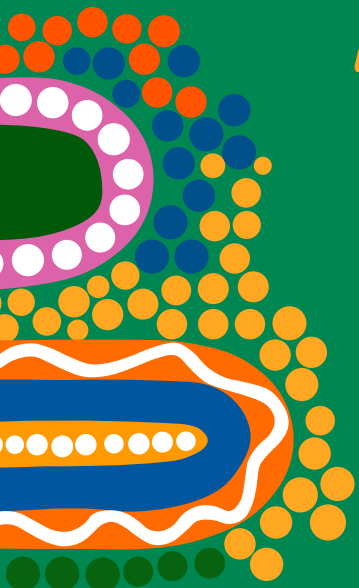




Reflect Reconciliation Action Plan

January 2024 to January 2025





The Grains Research and Development Corporation is a corporate Commonwealth entity established to plan and invest in research, development and extension (RD&E) for the Australian grains industry.

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Designed and printed by The Spirit Group, an Indigenous owned business certified with Supply Nation.



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Acknowledgement of Country

In the spirit of reconciliation GRDC acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respects to their Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

About our Artwork

Walking on Country by Amy Daniel

Walking on Country is about the journey we take caring, healing, protecting and travelling on Country. Caring for Country is very important in Aboriginal culture. It's important for our health, well-being and the sustainability of our Country for future generations.

The main feature of the artwork is the journey line, which runs through three meeting places, represented by the circular patterns. The largest meeting place shows the people of GRDC gathering together at the start of their reconciliation journey. Meeting places along journey lines were traditionally where Aboriginal people would gather to welcome visitors and share knowledge, particularly around caring for Country.

The different coloured dotted areas represent the many Countries and traditional owners that make up what is now called Australia, as they worked together and continue to work together to care for Country.

The finger shaped symbols along the bottom and right side of the artwork represent the mountain ranges and the light blue track marks represent kangaroo tracks and the journey they and other wildlife also make across Country.

The grain symbols illustrate the connection to GRDC and the work they do alongside our traditional owners to assist in caring for Country in a sustainable way.



Amy Daniel is a proud Nukunu woman. She was born and raised in Queanbeyan on the New South Wales/Australian Capital Territory border, with her ancestors being from Nukunu Country near Port Augusta in South Australia.

Amy grew up facing constant questions about her heritage and culture, partly from the negative comments of others in her community because she looked different. Whilst this made her angry, confused and questioning herself, she now uses this experience to educate and help others.

When Amy was seven there was an Aboriginal man named Duncan who came to her school to teach art. Amy immediately fell in love with painting and used it as an outlet for her creativity and to overcome the challenges she had with her heritage and culture. She credits this experience with Duncan as her inspiration for creating art still today.

Since living on Wiradjuri country in Wagga Wagga, New South Wales, Amy has discovered the importance of being on and caring for Country. It's this newfound connection to Country, along with the lessons she learnt growing up about her heritage and culture, that are the main focuses of the art she creates today.



A Message from the MD

The Grains Research and Development Corporation (GRDC) is pleased to announce we have developed and released our first Reconciliation Action Plan (RAP) for 2023 to 2024. This Reflect RAP will help us deliver on our vision for reconciliation through a practical action plan.

Our vision for reconciliation is to increase our learnings of Aboriginal and Torres Strait Islander peoples, culture and strengthen connection to Country. As we aspire to lead and innovate in the grains industry, we also want to take committed steps to achieve reconciliation in every aspect of our business. Our RAP highlights how we can best engage and build relationships with First Nations organisations and increase Aboriginal and Torres Strait Islander employment.

While reconciliation is an ongoing process, this is our first step towards ensuring our staff are engaged with our cultural awareness training and understand how we can promote reconciliation through our sphere of influence in the grains industry.

Advancing reconciliation through our various communities is everybody's responsibility, we look forward to implementing the deliverables of our RAP over the next 12 months.

I personally would like to thank all who have contributed to our journey so far and look forward to this RAP producing outcomes with impact.



Nigel Hart
Managing Director
GRDC

A Message from the CEO of Reconciliation Australia

Statement from CEO of Reconciliation Australia Inaugural Reflect RAP

Reconciliation Australia welcomes Grains Research and Development Corporation (GRDC) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

GRDC joins a network of more than 2,500 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.

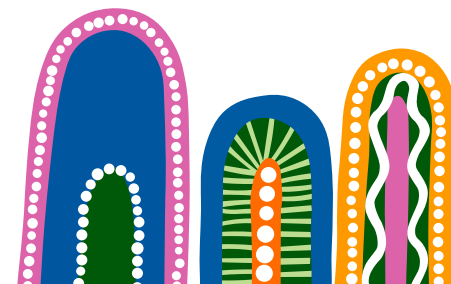
The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: 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 GRDC 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 GRDC, 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

GRDC is one of 15 Rural Research and Development Corporations (RDCs) established under the Primary Industries Research and Development Act 1989 (PIRD Act) and our portfolio department is the Australian Government Department of Agriculture, Fisheries and Forestry. The portfolio Minister is Senator the Hon Murray Watt.

GRDC was established to drive agricultural innovation by enabling Australian grain growers and the Australian government to co-invest in research, development and extension (RD&E) to benefit industry and the broader community.

Everything we do is driven by our purpose: **invest in RD&E to create enduring profitability for Australian grain growers.**

Over the next five years, we will invest more than a billion dollars in RD&E to drive the discovery, development and delivery of world-class innovation for Australian grain growers and industry.

We are responsible for planning and managing the RD&E investment of grain grower levies and government contributions for 25 grain crops:

- wheat
- coarse grains — barley, oats, sorghum, maize, triticale, millets/panicums, cereal rye and canary seed
- pulses — lupins, field peas, chickpeas, faba beans, vetch, peanuts, mungbeans, navy beans, pigeon peas, soybeans, cowpeas and lentils
- oilseeds — canola, sunflower, safflower and linseed.

We don't conduct research ourselves, instead, we partner with the best in the world to deliver RD&E, from national and multinational companies, CSIRO, universities, and government departments to small grower groups.



Our activities are informed by consultation with growers and industry and guided by our RD&E Plan 2023-28. The Plan has four strategic pillars and four foundational enablers.

HARNESS EXISTING POTENTIAL

Growers hit yield and profit targets, across every paddock, every season.

- ▶ Right crop and cultivar.
- ▶ Biosecurity, weed, pest and disease control.
- ▶ Optimise crop nutrition and improve soils.
- ▶ Systems integration for reliable profit.



REACH NEW FRONTIERS

Productivity of crops exceeds what we thought possible.

- ▶ Step-changes in water and soil productivity.
- ▶ Unlock plant potential.
- ▶ Transform efficiency of input use.



GROW MARKETS AND CAPTURE VALUE

Growers have access to a diversity of markets and get more for the crop.

- ▶ Enduring access to a diversity of markets.
- ▶ Add value to the crop to increase margins.
- ▶ Lower post-farm gate costs.



THRIVE FOR FUTURE GENERATIONS

Australia's grains industry remains a global leader in sustainability, for people, the planet and our long-term ability to farm.

- ▶ Sustainable, responsible production systems.
- ▶ Support communities and social licence.



FOUNDATIONAL ENABLERS

Knowledge transfer and adoption

Capacity and ability

Data and insights

Innovative partnerships

Our Footprint

The Australian grains industry is defined by three broad regions – comprising 13 agroecological zones – with distinct climate, cropping and market characteristics.

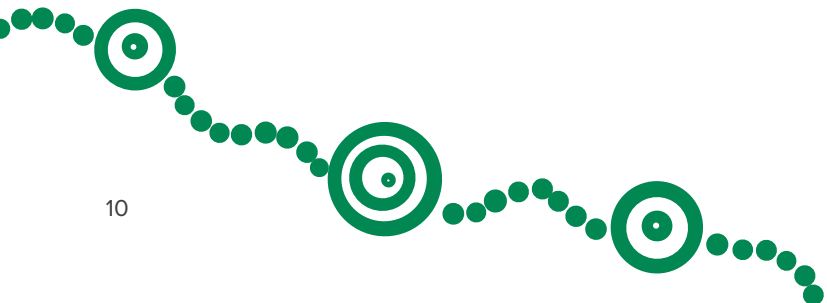
We manage RD&E investments and service to meet the needs of each region. We do this through three regional offices:

- Southern region: Adelaide (Kurna Country)
- Western region: Perth (Whadjuk Nyoongar Country)
- Northern region: Toowoomba (Jagera, Giabal and Jarowair Country).

There are also two satellite offices, one in Horsham (Jaadwa, Jadawadjali, Jupagulk, Wergaia and Wotjobaluk Country) and Wagga Wagga (Wiradyuri Country). The national office is based in Canberra (Ngunnawal, Ngunawal and Ngambri Country).

While our geographic reach is broad, both regionally and nationally, our organisation’s research often extends beyond Australia to have a global impact.

GRDC employs 130 people nationally. At the time of this RAP, no staff have identified as Aboriginal or Torres Strait Islander.



Our Agreed Behaviours

Be Genuine

- Show up as your whole authentic self.
- Be accountable for your actions and performance.
- Speak up if you have concerns.
- Celebrate success.
- Be open about mistakes and learn from them.

Deliver outcomes for growers

- Do what should be done, not what's easy to do.
- Dare to innovate.
- Be open to change.
- Follow your words with actions.
- Be dedicated to making a difference.

Respect for self and others

- Be present and give others your full attention.
- Be mindful of the impact you have on others.
- Be open to feedback.
- Create a safe environment for robust discussion.
- Support the final decision made by the team.

Create connections and community

- Make time to connect with people.
- Aim to listen more than you speak.
- Collaborate and use your strengths to help the team.
- Create enjoyment for yourself and others.
- Value diversity.

Our Values



We are committed and passionate about the Australian grains industry.



We value creativity and innovation.



We build strong relationships and partnerships based on mutual trust and respect.



We act ethically and with integrity.



We are transparent and accountable to our stakeholders

Our Reconciliation Action Plan

This is GRDC's first Reflect RAP. By developing and implementing a RAP, we can embrace reconciliation and take practical steps to strengthen our connections with Aboriginal and Torres Strait Islander peoples.

As Australia's leading grains RD&E investor, we can influence the industry through our actions and the innovation developed and adopted by our stakeholders. We were one of the first organisations to partner with the National Farmers' Federation Diversity in Agriculture Leadership Program and are the first RDC to formally commit to reconciliation through this RAP. We have seen the value diversity brings to our organisation and our partners in RD&E, but recognise we are still missing out on contributions from Aboriginal and Torres Strait Islanders.

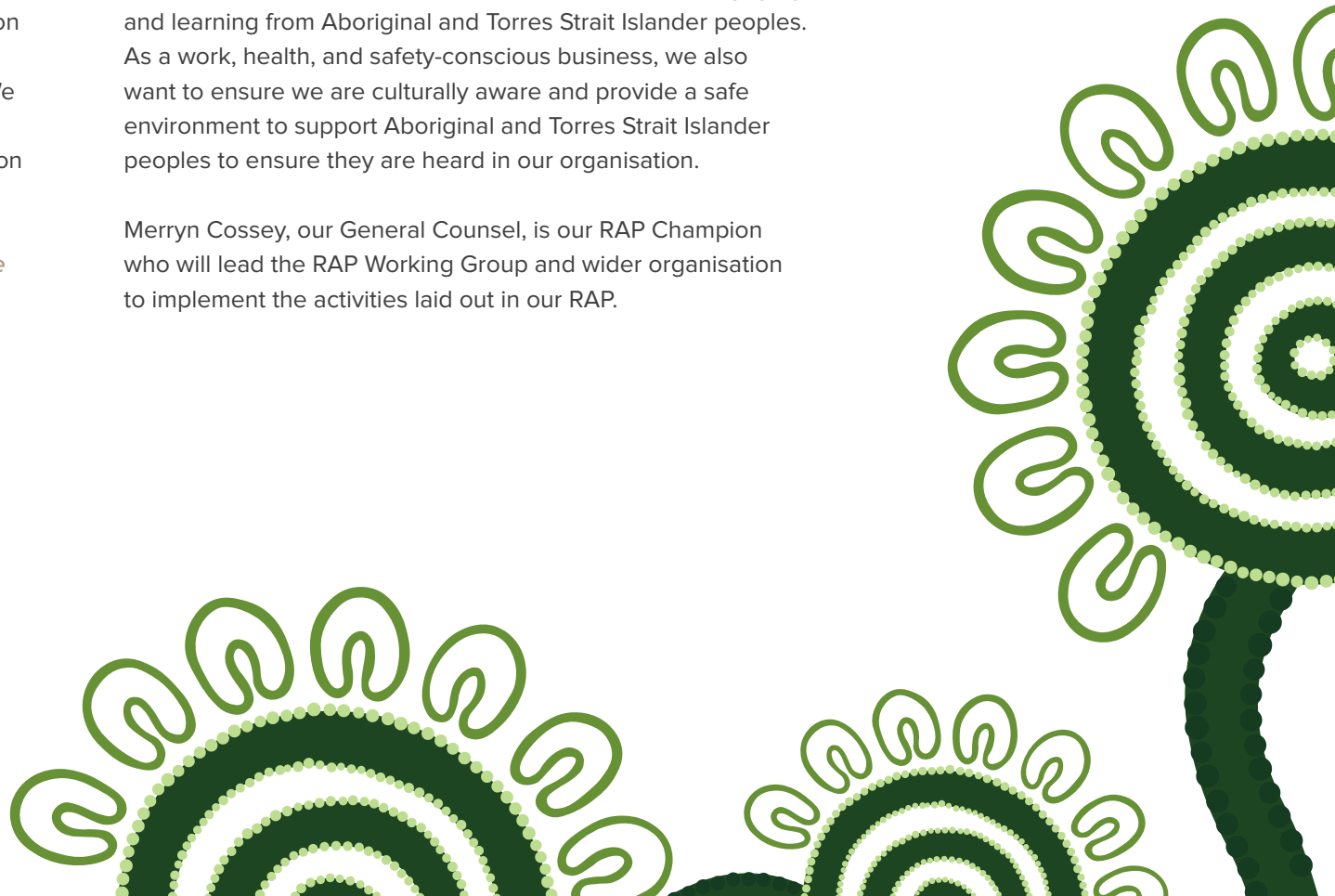
This RAP sets out how we will continue to use our influence to make a positive impact, with a clear focus on building relationships with First Nations peoples.

Our workplace approach to reconciliation has been limited and we intend to approach our RAP implementation as a starting point for all things reconciliation. With our shared determination reconciliation will become embedded in our workplace, industry connections and community.

By defining our vision for reconciliation and committing ourselves to a RAP, we are committing to building relationships and identifying ways to improve on the representation of Aboriginal and Torres Strait Islander peoples within the organisation.

Our first step towards reconciliation as an organisation is to ensure we understand the importance and benefit of engaging and learning from Aboriginal and Torres Strait Islander peoples. As a work, health, and safety-conscious business, we also want to ensure we are culturally aware and provide a safe environment to support Aboriginal and Torres Strait Islander peoples to ensure they are heard in our organisation.

Merryn Cossey, our General Counsel, is our RAP Champion who will lead the RAP Working Group and wider organisation to implement the activities laid out in our RAP.





GRDC staff in Toowoomba (Jagera, Giabal and Jarowair Country) at a Cultural Awareness Day with Spirit Group.



Our Vision

'GRDC is committed to taking practical steps to support and achieve reconciliation through our RAP activities, with a focus on caring for Country and strengthening connections with Aboriginal and Torres Strait Islander peoples.'



A Smoking Ceremony with Spirit Group and GRDC staff in Adelaide (Kurna Country).



Our Working Group

The development of our RAP is led by a group of dedicated individuals passionate about seeing change. Their role is to oversee the development of our RAP and uphold our behaviours and values towards implementing a RAP.

We currently do not have any staff that have identified as Aboriginal or Torres Strait Islander people in our organisation or in our RAP Working Group, however this is something we aim to change through our RAP journey.

Our RAP Working Group includes:

NAME	POSITION
Merryn Cossey	General Counsel and Company Secretary (RAP Champion)
Shelley Kowalski	Head of Human Resources (HR)
Riley Gibson	HR Manager
Irmani Collis	Digital Manager
Jessie MacLean	Communications and Capacity Officer
Jessica Frecklington	Digital Content Officer



Pictured (L to R): The Spirit Group’s Gary and Glen Ella pictured with GRDC’s RAP working group members: Irmani Collis, Shelley Kowalski, Jessica Frecklington, Jessie MacLean and Riley Gibson.



Culture Team

GRDC also has a Culture team which helps connect people to our purpose, celebrate successes, help people understand their role in the bigger picture and to motivate and engage people. The Culture team also liaises with the RAP Working Group to provide input and feedback.

NAME	POSITION	LOCATION
Shelley Kowalski	Head of Human Resources (HR)	Canberra, ACT
Riley Gibson	HR Manager	Canberra, ACT
Brett Ford	Senior Manager Portfolio Coordination	Canberra, ACT
Jessie MacLean	Communications and Capacity Officer	Canberra, ACT
Pip Wilson	Manager – Wheat	Canberra, ACT
Sharon Ntloko	HR Officer	Canberra, ACT
Luke Dawson	Grower Relations Manager - West	Perth, WA
Darren Plett	Manager - Agriculture Technology	Adelaide, SA
Gordon Cumming	Manager - Chemical Regulation	Toowoomba, QLD

Our Reconciliation Journey

We're at the beginning of our reconciliation journey and have taken some initial steps during the development of our first Reflect RAP.

January 2023

The Spirit Group engaged – To help guide us from the beginning of our reconciliation journey we engaged the Spirit Group, a Supply Nation Certified business, co-founded by Glen and Gary Ella.
RAP Working Group – We established our RAP Working Group.

April 2023

Cultural Awareness Workshop – the Spirit Group conducted a cultural awareness and reconciliation workshop for our senior leadership team to help us understand the history of colonisation and reconciliation actions so far. The workshop also outlined the RAP journey framework and best practice principles for us to consider in our own journey.

October 2022

Diversity in leadership commitment
– As a partner of the National Farmers' Federation (NFF) Diversity in Agriculture Leadership Program we pledged to make meaningful change to improve diversity in leadership. As a result of formalising that commitment, we also made a commitment to reconciliation and to develop our first Reflect RAP.

March 2023

Vision statement – Our reconciliation vision statement was crafted with the assistance of the Spirit Group and was endorsed by our senior leadership team.

May 2023

National Reconciliation Week – Our first company-wide initiative was to recognise National Reconciliation Week by adding an Acknowledgement of Country to our website footers and to encourage all staff to update their email signatures.

July 2023

NAIDOC Week – We recognised NAIDOC Week and encouraged all staff to attend events in their region.

January 2024

RAP Launch – Our first Reflect RAP was approved by Reconciliation Australia.

June 2023

RAP Development – Our RAP Working Group started the development of our Reflect RAP with assistance from the Spirit Group.

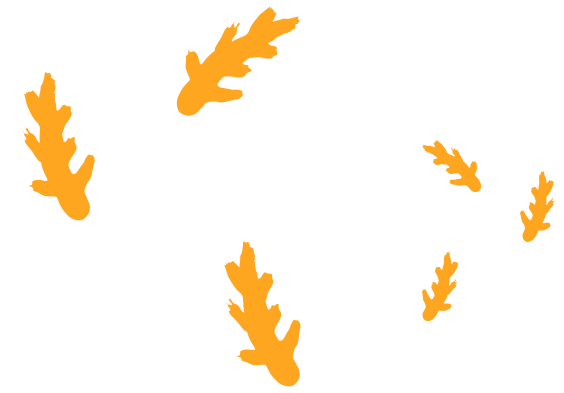
October 2023

National Cultural Awareness Tour – in partnership with the Spirit Group we ran a series of cultural awareness workshops that shared the history of colonisation and reconciliation with our staff as well as providing them with an on-Country experience hosted by a Traditional Owner at a culturally significant site near their office. The experience included a Welcome to Country, smoking ceremony, didgeridoo performance and native bush tucker. The tour visited sites near our Adelaide, Perth, Toowoomba and Canberra offices.

Our Action Plan



Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2023, March, June, September, 2024	Senior Regional Managers (SRMs)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2024	Senior Regional Manager – North & Head of Communications
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Digital Content Officer
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024	HR 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, 2024	Managing Director
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and external stakeholders.	May & July 2024	Head of Communications, Head of HR & Managing Director
	Identify external stakeholders our organisation can engage with on our reconciliation journey.	March 2024	SRMs & Head of Communications
	Identify organisations that we could approach to collaborate with on our reconciliation journey.	February 2024	Head of Communications and Head of HR
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2024	HR Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2024	HR Manager



Assessing the Munglinup
National Variety Trial site near
Ravensthorpe, WA.



Respect



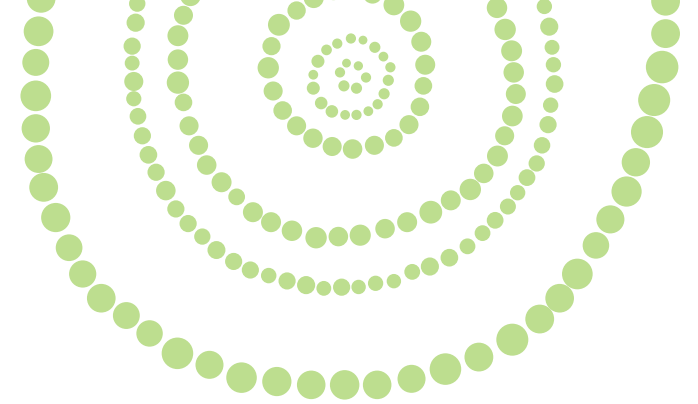
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop an action plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2024	Head of HR
	Conduct a review of cultural learning needs within our organisation.	March 2024	HR Manager
	Conduct cultural awareness training across the organisation	October 2024	HR Manager
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.	March 2024	SRMs
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Head of Communications & Head of HR
	Use Acknowledgement/Welcome to Country internally and externally, i.e our websites, events, email signatures and documents.	January 2024	Head of Communications & Head of Digital
	Develop a calendar of cultural events to observe, like NAIDOC Week.	January 2024	Digital Content Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst staff about the meaning of NAIDOC Week.	June 2024	Head of Communications
	Increase understanding of NAIDOC Week by promoting local external events to staff.	June 2024	Head of Communications
	Participate in external NAIDOC Week events.	First week in July 2024	Head of Comms and HR Manager



Welcome to Country ceremony with Spirit Group and GRDC staff in Adelaide.



Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a plan for Aboriginal and Torres Strait Islander employment within our organisation.	March 2024	Head of HR
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	HR Manager
	Investigate career opportunities, sponsorships and scholarships to promote and support current and future First Nations employees and stakeholders.	April 2024	Head of HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Communicate the value of procuring products and services from Indigenous businesses via Supply Nation and implement internal processes that make this procurement easier.	April 2024	Head of Communications
	Incorporate Supply Nation wherever possible in the business.	April 2024	Senior Manager Business Transformation and IOM
	Incorporate First Nations artwork into GRDC's branding and merchandise.	March 2024	Digital Manager & Head of Communications





Canola harvesting in
Corrigin WA on Simon
Wallwork's property.



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	February 2024	Head of HR & RAP Champion
	Draft a Terms of Reference for the RWG.	January 2024	RAP Champion
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2024	Digital Manager and Head of HR
	Engage senior leaders in the delivery of RAP commitments.	December 2023	Head of HR
	Appoint a senior leader to champion our RAP internally.	December 2023	Head of HR & Managing Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2024	Digital Manager & HR Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Digital Content Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Digital Content Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Digital Content Officer
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2024	Digital Content Officer



Smoking Ceremony with Spirit Group and GRDC staff in Perth (Whadjuk Nyoongar Country)

Contact Details

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