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**INNOVATE RECONCILIATION ACTION PLAN**  
**MARCH 2026- MARCH 2028**



**ENVIRONMENTAL  
JUSTICE  
AUSTRALIA**

We acknowledge the Awabakal, Bunurong, Gadigal, Larrakia, melukerdee, Ngambri, Ngunnawal, punnilerpanner, Wadawurrung and Wurundjeri peoples, the Traditional Owners of the lands on which our team lives and where the EJA office is located. We pay our respects to Elders past and present and recognise that sovereignty has never been ceded. This land always was and always will be Aboriginal and Torres Strait Islander land.

The legal system has played a central role in establishing, entrenching and continuing the oppression and injustice experienced by First Nations peoples. At the same time, it has also been a tool of resistance and a framework for advancing First Nations justice.

At EJA, we know environmental justice is inseparable from First Nations justice. Protecting nature and caring for Country depend on the rights, knowledge and leadership of the First Peoples of this continent. We are committed to working alongside First Nations communities to use and reshape the law in ways that uphold self-determination and create just outcomes for people and Country.

WARNING: This document may contain images or names of people who have passed away

COVER ART: *Wangi walpa ngauwingi (Crow was burnt by the sun)*, 2015, by Brendan Kennedy.

“A long time ago wangi flew too high up into the sky, all the animals cried out to wangi not to fly too high, but wangi wouldn’t listen and kept flying higher until he was burnt by the sun, now wangi won’t fly very high, he mostly stays close on the ground or just flies just above the tree tops, but never flies high in the sky.”



## STATEMENT FROM THE CHAIR AND CO-CEOS

We acknowledge the deep histories, strength and leadership of Aboriginal and Torres Strait Islander peoples, who have cared for Country since time immemorial. Each and every day, our work reminds us that environmental justice in Australia is inseparable from First Nations justice. Healthy communities, thriving ecosystems and fair legal systems rely on truth, respect and support of the leadership of First Nations people.

Over the past decade, we have learnt from Traditional Owners and community leaders who continue to defend water, protect sacred Country and assert their rights in the face of structural and environmental harm. Their courage and persistence inspire us. So does the truth that Australia's legal and political systems have long fallen short of recognising and upholding First Nations rights, and those failures continue to shape who has access to justice, who bears environmental burdens, and who has the power to decide what happens on Country.

This Innovate Reconciliation Action Plan strengthens EJA's commitment to changing that. It builds on years of partnership, from our long relationship with The Murray Lower Darling Rivers Indigenous Nations (MLDRIN), to supporting cultural flows projects, to working alongside communities from the Top End to the south-east. It also reflects what we have heard from our clients, staff and partners: reconciliation requires more than goodwill. It demands strong relationships, cultural safety, shared decision-making and legal systems that recognise and respect First Nations perspectives.

We also acknowledge where we still have work to do. As a national organisation with a growing First Nations client base, we have not always moved as quickly or resourced as strongly as we had hoped. Building genuine relationships takes time. Creating a culturally safe workplace requires ongoing learning, reflection and accountability. Supporting communities to care for Country and pursue justice means investing in staff, external advisers, partnerships and new structures that centre First Nations leadership.

This RAP sets out how we will continue that work. It includes commitments to build deeper relationships with First Nations clients and partners, strengthen cultural capability across all staff and the Board, create a more inclusive and supportive workplace and remove barriers to accessing our legal services. Guided by our Engagement Framework and our First Nations program, we will continue to develop innovative legal, policy and advocacy tools that strengthen First Nations rights to land, water and culture.

We are also committed to accountability: to measuring our progress, learning from challenges and sharing what we learn with our partners, funders and supporters. This includes maintaining our pledge to the Victorian Treaty process, promoting the recommendations of the Yoorrook Justice Commission, and ensuring our public communications uphold ethical storytelling and First Nations data sovereignty.

Our vision of a radically better world, where communities and nature thrive, depends on a future in which First Nations peoples are respected, empowered and able to exercise full authority over their Country. This RAP is one step on that journey, shaped by many hands across our organisation and by the communities and partners we work alongside.

We offer our deep thanks to the Aboriginal and Torres Strait Islander partners who have shared their knowledges, time and guidance with us, and to our RAP Working Group for their leadership. We look forward to continuing this work together with humility, responsibility and a shared commitment to justice.

Elizabeth McKinnon and Nicola Rivers  
**Co-CEOs**

*Tony Kelly*  
Chair of the Board





## OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a nation where Aboriginal and Torres Strait Islander peoples are respected and empowered, and where equity and equality between Aboriginal and Torres Strait Islander peoples and the wider Australian community is upheld throughout Australia as the first and foremost priority. More specifically, we are working towards the vision that Aboriginal and Torres Strait Islander peoples are embraced as the Traditional Owners of Country, and there is unity and shared purpose between Aboriginal and Torres Strait Islander peoples and other non-Indigenous peoples in caring for the land.

We are at a turning point in our history as a nation. Australia's relationship with First Australians past and present is being widely re-evaluated. We acknowledge the intergenerational trauma experienced by Aboriginal and Torres Strait Islander peoples, from Australia's history of dispossession, colonisation and incarceration, and the ongoing discrimination perpetuated through the legal system and structures of government and administration. The work of Environmental Justice Australia (EJA) is concerned fundamentally with notions of justice, in particular environmental justice. That is, we seek to use the law to protect nature and defend the rights of communities to a healthy environment. Our vision of healthy, empowered communities depends upon a broader vision of a reconciled, just and healthy Australia. Without reconciliation, we cannot build healthy communities and our vision cannot succeed.



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## OUR BUSINESS

Environmental Justice Australia is a not-for-profit public interest legal practice. We operate independently of government and are largely funded by private donations, philanthropic grants and some fees for service. Our legal team combines technical expertise and a practical understanding of the legal system to support climate and environmental justice and protect our environment.

We act as advisers and legal representatives to individuals, community-based environment groups, Traditional Owner groups and corporations, regional and state environmental organisations, and larger environmental NGOs, representing them in court when needed. We also provide strategic and legal support to their campaigns to address climate change, protect nature and defend the rights of communities to a healthy environment. We pursue new and innovative solutions to fill the gaps and fix the failures in our legal system to clear a path for a more just and sustainable world.

Our sole office is in Naarm (Melbourne) on Wurundjeri Country, but we have some staff working in Garramilla (Darwin), Canberra (Ngunnawal Country), Tasmania (melukerdee Country) and Sydney (Gadigal Country), and we work with communities, groups, and individuals in many parts of Victoria and Australia. Currently EJA employs 44 staff members, and has approximately 25 volunteers a year. One (2%) of our ongoing staff members identifies as Aboriginal and we have two others in short term or casual roles. EJA has had 8 First Nations students complete paid internships with us, three through the Aurora program and we will welcome another in March 2026.

EJA collects data on its Aboriginal and Torres Strait Islander employment and is committed to improving opportunities for Aboriginal and Torres Strait Islander staff and volunteers throughout the implementation of our Reconciliation Action Plans.

Externally, EJA engages directly with thousands of clients, funders, donors, and stakeholders, either individually or collectively. We have a sphere of influence that covers those engaged on environmental issues in government, through other not-for-profits, in community groups and individually. We have joined the [International Union for Conservation of Nature \(IUCN\)](#), which has extended our sphere of influence internationally, with co-CEO Nicola Rivers attending and voting as a member in this year's Congress.



## OUR RAP

EJA is committed to using the law to protect the environment and to building healthy communities and achieving environmental justice. Resolution of the defining national injustice of the treatment of Australia’s First Nations peoples, especially in relation to land, waters and culture, is inseparable from these commitments. As it seeks to achieve its overarching vision, EJA is committed to building stronger relationships with Aboriginal and Torres Strait Islander peoples and to providing culturally appropriate services, which we have highlighted in our Innovate Reconciliation Action Plan.

In 2015, EJA first collaborated with the Murray and Lower Darling Rivers Indigenous Nations (MLDRIN), a representative body of 24 Indigenous Nations across the lower Murray-Darling Basin, facilitating participation of those Nations in natural resources management.

Over the past 10 years, EJA has worked with MLDRIN:

- to advise and assist MLDRIN and Traditional Owners in engagement with Government and in preparation of legal and policy instruments for water management in Victoria and in the Murray-Darling Basin;
- to provide environmental legal advice to MLDRIN; and
- to provide capacity building on Country with MLDRIN delegates in relevant aspects of water law and management.

EJA continues to advise, assist, and collaborate with MLDRIN.

On 25 October 2017, EJA published a response to the Uluru statement from the heart, and we have continued to support the Uluru statement in our work. Our approach to the Voice to Parliament referendum was “[Yes and More](#)”. EJA has pledged its support as an ally of the First Peoples Assembly of Victoria for the Victorian Treaty process.

EJA had our first Reflect RAP endorsed by Reconciliation Australia in March 2020.

Throughout 2020-21, EJA supported the Tati Tati Wadi Wadi to [establish a model of cultural flows at Margooya Lagoon or Tol Tol](#). Cultural flows return water and its rights and management to Traditional Owners to improve the spiritual, cultural, natural, environmental, social and economic conditions of their Nations.

EJA has a number of other First Nations clients, and in our first Innovate RAP from 2023-2025, we sought to expand our work for First Nations communities through launching a new First Nations program supporting First Nations individuals and communities to access environmental justice, including natural resource management and connection to Country.

Since 2023 we have worked with an increasing number of First Nations groups and individuals across a broad range of environmental issues, in locations stretching from Darwin to Portland.

EJA has a policy of providing staff an alternative day of leave if they wish to work on the Australia Day holiday. Aboriginal and Torres Strait Islander staff members may take a day of pre-approved cultural leave, and choose an alternative day to have a holiday.





Through the delivery of our first and second RAPs, EJA:

- provided cultural awareness, cultural safety in the workplace, anti-racism and allyship training to staff members, through a number of providers including Djiira, Koorie Heritage Trust, Hue, and Brooke Scobie;
- engaged Aboriginal consultants Dhiira (Leroy Wilkinson-Maher), Brooke Scobie and Clint Lingard to assist us develop critical programs for internships and engaging with Aboriginal and Torres Strait Islander clients and partners (see below);
- updated our HR policies to include cultural leave, buddy support for new starters and awareness in recruitment;
- developed a program for Aboriginal and Torres Strait Islander paid internships, and welcomed 6 First Nations interns;
- drafted an Engagement Framework to provide us with context and a process for engaging Aboriginal and Torres Strait Islander individuals, groups and organisations as clients and partners in our work and set up a regular, facilitated staff discussion space for staff to bring questions about and reflections on their work as First Nations allies;
- updated our commitment to First Nations clients in our 2024-2027 Strategic Plan, and gained major philanthropic funding to support our First Nations program;
- increased spending with Aboriginal and Torres Strait Islander businesses from \$3,800 to \$63,031.

The key learnings and challenges experienced through delivery of our first and second RAPs were:

- We found that EJA staff were very enthusiastic and engaged in making progress, but that it was slower than expected given staff workloads in a small organisation.
- We had to adjust expectations for in person events and experiences, and use remote webinars and experiences available to us during COVID.
- It took a while to identify the right external support for RAP activities.
- As a national not-for-profit organisation it is a challenge to find the necessary time and capacity to invest in strong relationships with a broad range of First Nations groups and individuals.

The significant changes we are making to this RAP in response to these challenges are:

- Providing ourselves with more time to deliver our RAP actions;
- Continuing to take advantage of the growth in the organisation to spread RAP responsibilities more evenly across the organisation;
- Continuing to allow time for relationship building with First Nations communities through our various programs.





The aims of EJA's second *Innovate* RAP are to:

- build on the framework we developed through our first *Innovate* RAP for EJA to realise our vision for reconciliation;
- develop and strengthen additional relationships with Aboriginal and Torres Strait Islander individuals, communities and organisations involved in and supporting those caring for Country;
- continue to build a culturally safe and inclusive workplace; and
- reduce barriers for Aboriginal and Torres Strait Islander individuals and groups accessing EJA services and materials.

We will do this through:

- reporting regularly to our staff, Board and stakeholders on RAP progress;
- finding appropriate external support for our RAP journey;
- engaging with First Nations stakeholders to gather feedback;
- establishing an external advisory group who can provide us with guidance and advice;
- continuing to participate in the Legal Profession Reconciliation Network;
- assigning a member of each program team to be part of the RAP working group.

Our RAP has been drafted through a RAP Working Group, which was formed in December 2018, and continues to monitor and work on RAP delivery and progress.

Our RAP Working Group is currently made up of:

- Tony Kelly, Chair of the Board
- Nicola Rivers, co-CEO
- Thea Lange, Chief Operating Officer (COO)
- Ally McAlpine, Justice program lead
- Bruce Lindsay / Ellen Maybery, Nature program lead
- Kip Frawley/Michaela Vaughan, Senior Lawyers, Justice program
- Narissa Diwan, People & Culture Adviser
- Connor Wright, Science Advisor
- Amy Rust, EJA Board Member and First Nations member of the RAP WG
- Clint Lingard, EJA Board Observer and First Nations member of the RAP WG
- Brooke Scobie, First Nations member of the RAP WG

Our RAP Champion is Thea Lange, Chief Operating Officer.



## RELATIONSHIPS

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other non-Indigenous Australians involved in our work is important to EJA because creating trust and having a shared purpose in caring for the land will mean we can achieve more together. In particular, the success of EJA’s First Nations legal work depends on our ability to build strong client relationships with Aboriginal and Torres Strait Islander individuals and groups across Australia, and build trust that EJA is able to provide appropriate support and innovative legal mechanisms to support Aboriginal and Torres Strait Islander peoples to care for Country.

**Focus area:** Support First Nations people caring for Country and communities facing environmental harm to achieve environmental justice through the law, advocacy, community engagement and activism.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2026	Co-CEOs
	Continue to refine EJA’s First Nations engagement framework to guide our work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2026	Lead: Chief Operating Officer (COO) Support: Head of Public Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2026, 2027	Office Administrator
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2026, 2027	COO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2026, 2027	COO
	Organise at least one NRW event each year.	27 May-3 June, 2026, 2027	Lead: COO Support: Engagement Team



	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2026, 2027	Office Administrator
3. Promote reconciliation through our sphere of influence.	Train staff on our cultural competency learning framework and use internal communications to raise awareness of reconciliation across our workforce.	April 2026	COO
	Familiarise staff with the recommendations of the Yoorrook Justice Commission so we can promote these through our work.	July 2026	Principal Lawyer
	Communicate our commitment to reconciliation publicly through our website and supporter communications by announcing our new Innovate RAP, making a pledge to Treaty in Victoria through the First Peoples' Assembly, and sharing stories of our clients and the issues we are working on for them.	March 2026	Head of Public Engagement
	Continue to use opportunities to positively influence our external stakeholders and supporters to drive reconciliation outcomes through our public communications, and in choosing which legal matters we take on.	July 2026	Lead: Co-CEOs Support: Head of Public Engagement
	Continue to collaborate with RAP and other like-minded organisations including through the Legal Professional Reconciliation Network, and directly with other partner law firms and community legal centres, to develop ways to advance reconciliation.	December 2026	Lead: COO Support: RAP WG
4. Promote positive race relations through anti-discrimination strategies.	Conduct a further review of HR policies and procedures to identify any updates required to existing anti-discrimination provisions, and future needs.	May 2026, May 2027	COO
	Continue to communicate and refine EJA's anti-discrimination policy in our HR Policy Manual, and our First Nations Engagement Framework.	July 2026	COO
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy when it is next due for review.	July 2026	COO



	Equip our senior leaders with the most recent conversations and research surrounding the effects of racism.	June 2026	Co-CEOs
5. Build relationships with Aboriginal and Torres Strait Islander communities and clients through our First Nations Program, and support Caring for Country across EJA programs	Continue to build and maintain relationships with First Nations client groups and individuals through our First Nations program, and across our organisation	March 2026	Senior Specialist Lawyer, Justice
	Recruit an Aboriginal and Torres Strait Islander lead at EJA, to support First Nations work across the organisation.	October 2026	Co-CEOs
	With a First Nations' partner organisation, scope and commence an innovative project using legal, regulatory or policy reform that tackles a structural barrier to Aboriginal or Torres Strait Islander Peoples' agency over their Country	August 2027	Senior Specialist Lawyer, Justice
	Report our findings to staff and stakeholders to encourage others to use these mechanisms to support Aboriginal and Torres Strait Islander clients and partners.	September 2027	Senior Specialist Lawyer, Justice
	Continue on the register at the First Peoples' Assembly of Victoria, to provide pro-bono legal support on environmental justice issues to Aboriginal and Torres Strait Islander groups during their Treaty negotiations in Victoria.	December 2027	Co-CEOs



## RESPECT

At Environmental Justice Australia, Respect is one of our key values. We treat everyone with respect and we value different perspectives as we know we can learn something from everyone. In particular, we want to equip our staff with the confidence to engage with First Nations stakeholders and clients and also to foster a positive and productive work environment for all staff which will additionally support the retention of First Nations staff.

We will do this through our cultural competency learning journeys, regularly updating and training staff on our First Nations Engagement Framework, respecting the principles of First Nations data sovereignty and celebrating Aboriginal and Torres Strait Islander cultures and histories, during NAIDOC week and throughout the year.

**Focus area:** We aim to partner with Aboriginal and Torres Strait Islander communities and organisations with a focus on how we can best provide authentic support, resources, and services to help care for Country.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct an annual review of cultural learning needs within our organisation, based on each staff member’s cultural competency journey	July 2026	Chief Operating Officer (COO)
	Continue to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of EJA’s cultural learning framework, including reviewing it for alignment with the <a href="#">First Nations Cultural Capability Framework</a> for Victorian lawyers published by the Victorian Aboriginal Legal Service, the Law Institute Victoria and Victoria Legal Aid.	August 2026	Lead: COO Support: RAP WG
	Continue to refine EJA’s cultural learning strategy for our staff, including all staff and Board to be provided with an annual opportunity for cultural awareness training.	August 2026, August 2027	COO
	Provide opportunities for all staff to participate in formal and structured cultural learning, including through encouraging on Country experiences. In particular, RAP Working Group members, HR managers and other key leadership staff will be provided with additional training to support staff through their cultural competency training journey.	March 2027	COO



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to facilitate staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, including through opportunities to participate in specific training (example <a href="#">Acknowledge This!</a> training).	April 2026	COO
	Continue to update EJA's First Nations Engagement Framework, specifically the cultural protocol section, including protocols for Welcome to Country and Acknowledgement of Country.	October 2026	COO
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant EJA events each year.	January 2026, 2027	Lead: Co-CEOs Support: Program Leads
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2026, 2027	Co-CEOs
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026 2027	COO
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2026 2027	COO
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2026 2027	Co-CEOs
9. Increase staff understanding and awareness for working with Aboriginal and Torres Strait Islander clients and partners.	Continue to train staff in EJA's First Nations Engagement Framework including how it applies to making decisions and setting up memorandums of understanding / engagement principles for work with First Nations clients and partners on legal matters.	June 2026	Lead: COO  Support: external consultant
	Provide training for staff on culturally appropriate interview and communication techniques when working with First Nations clients and partners, and advocating for Aboriginal and Torres Strait Islander clients in culturally appropriate	December 2026	COO



Action	Deliverable	Timeline	Responsibility
	ways. This includes continuing our Allyship & Engagement discussion forum.		
	Provide training and guidance to staff for best practice in asking about Aboriginal and Torres Strait Islander identification of clients.	March 2026	Principal Lawyer
	Finalise our guidance on Ethical Storytelling Principles and consult Aboriginal or Torres Strait Islander advisors on any refinements.	June 2026	Head of Public Engagement
	Include principles on First Nations Data Sovereignty in EJA's policies and in our First Nations Engagement Framework.	September 2026	Lead: COO Support: Head of Public Engagement



## OPPORTUNITIES

Environmental Justice Australia is committed to providing opportunities to Aboriginal and Torres Strait Islander people to join our organisation, as staff members, Board members, volunteers or advisers, to foster an organisation that benefits from the diversity of perspectives in our workforce. We are also focussed on providing more opportunities for partnerships and client relationships, offering legal support that enables stronger Aboriginal and Torres Strait Islander involvement in caring for Country.

**Focus area:** We aim to improve recruitment pathways into EJA for Aboriginal and Torres Strait Islander staff and interns, through strengthening relationships with partners and raising awareness with law students of the available opportunities.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to gain understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2026, 2027.	COO
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2026	COO
	Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, and update as required.	August 2026	COO
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, including via the Koori Mail, through Tarwirri and via university support networks for Aboriginal and Torres Strait Islander law students and interns.	July 2026, 2027	People & Culture Adviser
	Employ specialist Aboriginal and Torres Strait Islander recruitment agencies to increase effective job advertisement where applicable	October 2026	Co-CEOs
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2026	COO



Action	Deliverable	Timeline	Responsibility
	Consult with our First Nations advisers to review our mentoring and support structures for Aboriginal and/or Torres Strait Islander volunteers, interns, and staff. Identify any improvements to enhance cultural safety.	August 2026, 2027	Co-CEOs
	Increase representation of Aboriginal and Torres Strait Islander people on the EJA Board, through board membership and/or providing opportunities for Board observerships.	April 2026	Chair of EJA Board
	Develop and set a percentage target of Aboriginal and Torres Strait Islander staff employed in our workforce.	July 2027	Co-CEOs
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to implement EJA’s Aboriginal and Torres Strait Islander procurement strategy.	July 2027	Office Administrator
	Investigate new ways to support Aboriginal and Torres Strait Islander business owners.	August 2026	COO
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2026	COO
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2026	COO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2027	Lead: Office Administrator Support: COO
12. Support equal and equitable educational opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.	Identify opportunities for EJA to provide community legal education for Aboriginal and Torres Strait Islander organisations and stakeholders as part of our legal work, or through public communications. This includes offering support for Aboriginal communities to develop skills and knowledge on environmental justice legal issues to help effective participation in the Treaty process in Victoria, as part of <a href="#">EJA’s Treaty Pledge</a> .	December 2026	Lead: Senior Specialist Lawyer, Justice Support: Head of Public Engagement  Senior Specialist Lawyer, Nature



Action	Deliverable	Timeline	Responsibility
	Investigate and enhance internship program possibilities and secondment opportunities for Aboriginal and Torres Strait Islander law and non-law students.	May 2026	Lead: Co-CEOs Support: Office Administrator



## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May, Aug, Nov 2026, Feb, May, Aug, Nov 2027, Feb 2028	COO
	Annually update the Terms of Reference for the RWG.	April 2026, 2027	COO
	Meet at least four times per year to drive and monitor RAP implementation.	May, Aug, Nov 2026, Feb, May, Aug, Nov 2027, Feb 2028	RAP WG Chair
	Continue to establish an external Aboriginal and Torres Strait Islander Advisory Network for EJA, to provide cultural advice and guidance.	July 2026	COO
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation in the Annual Budget.	May 2026, 2027	COO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2026	Co-CEOs
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2026	COO
	Appoint and maintain an internal RAP Champion from senior management.	March 2026	Co-CEOs
15. Build accountability and transparency through reporting	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 2026, 2027	COO



Action	Deliverable	Timeline	Responsibility
RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August 2026, 2027	COO
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2026, 2027	COO COO
	Report RAP progress to all staff and senior leaders regularly at monthly team meetings and through a quarterly email update.	June, Sept, Dec 2026 Mar, June, Sept, Dec 2027	COO
	Publicly report our RAP achievements, challenges, and learnings, annually through our Annual Report.	October 2026, October 2027	Lead: Head of Fundraising Support: COO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2028	COO
	Participate in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2026	COO
	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation	Apr 2026, Oct 2026, Apr 2027, Oct 2027	COO Support: RAP WG
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s <a href="#">website</a> to begin developing our next RAP.	Feb 2027	COO





*Travis Lovett, Deputy Chair and Commissioner of the Yoorrook Justice Commission, addresses crowd on day one of the Walk for Truth, on the site of the Convincing Ground massacre, Gunditjmara Country.*

## CONTACT US

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