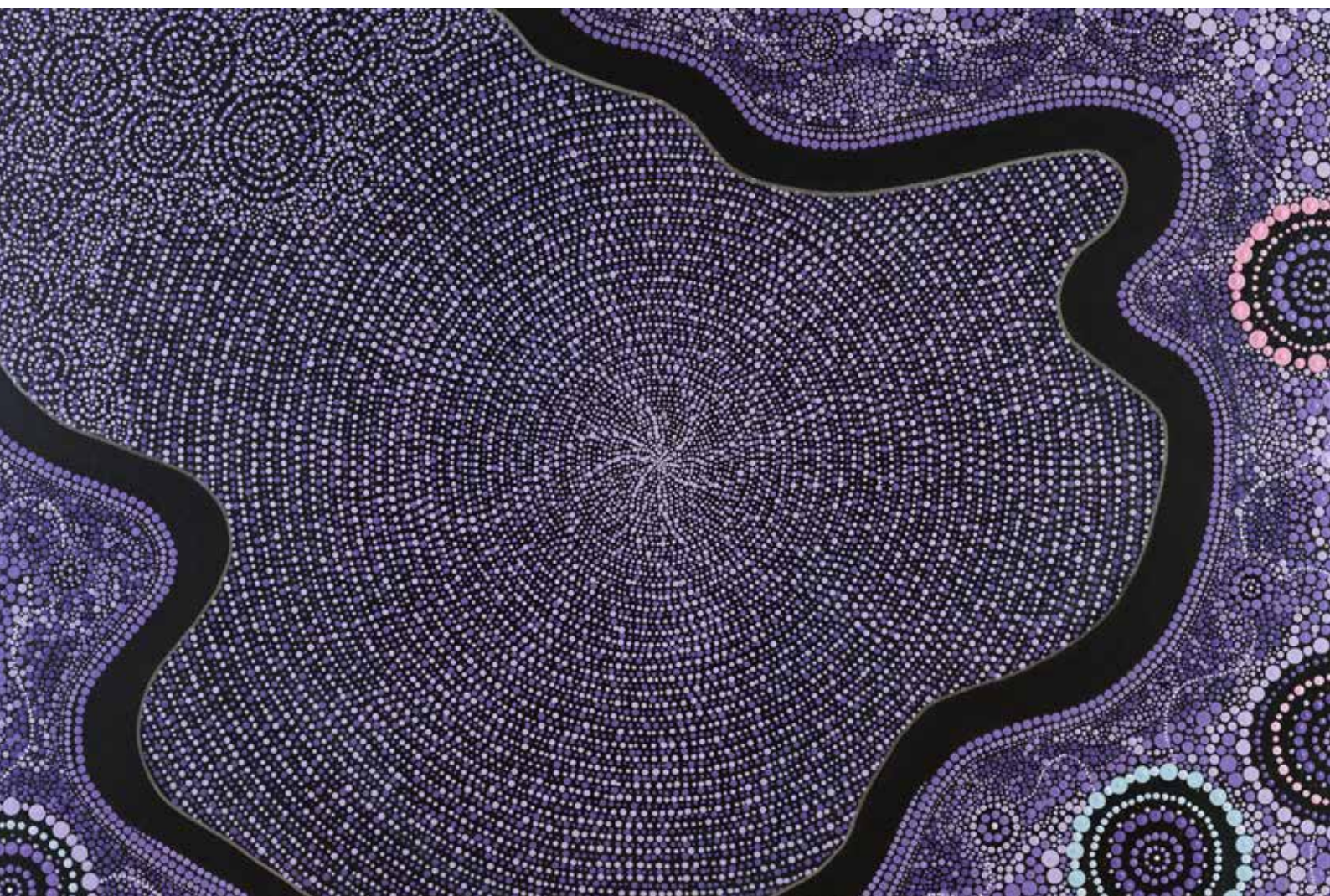


# Reconciliation Action Plan. **Innovate.**



January 2026 - January 2028



Escient acknowledges Traditional Owners and Custodians of Country throughout Australia. We recognise and respect their cultural heritage and beliefs and honour the sacred relationship they have with the land, sea, waters and communities.

We pay our respect to Elders past and present.

#### Terms Used

Throughout our Reconciliation Action Plan (RAP), we respectfully use inclusive terms First Nations peoples and Aboriginal and/or Torres Strait Islander peoples. We recognise the terms do not reflect the rich diversity of Aboriginal and/or Torres Strait Islander peoples. We respectfully acknowledge the right of individuals and communities to define their own identities.

#### Cultural Warning

Aboriginal and/or Torres Strait Islander peoples are advised that this document may contain images and names of deceased persons.

## Reconciliation Action Plan. **Innovate.**

January 2026 - January 2028

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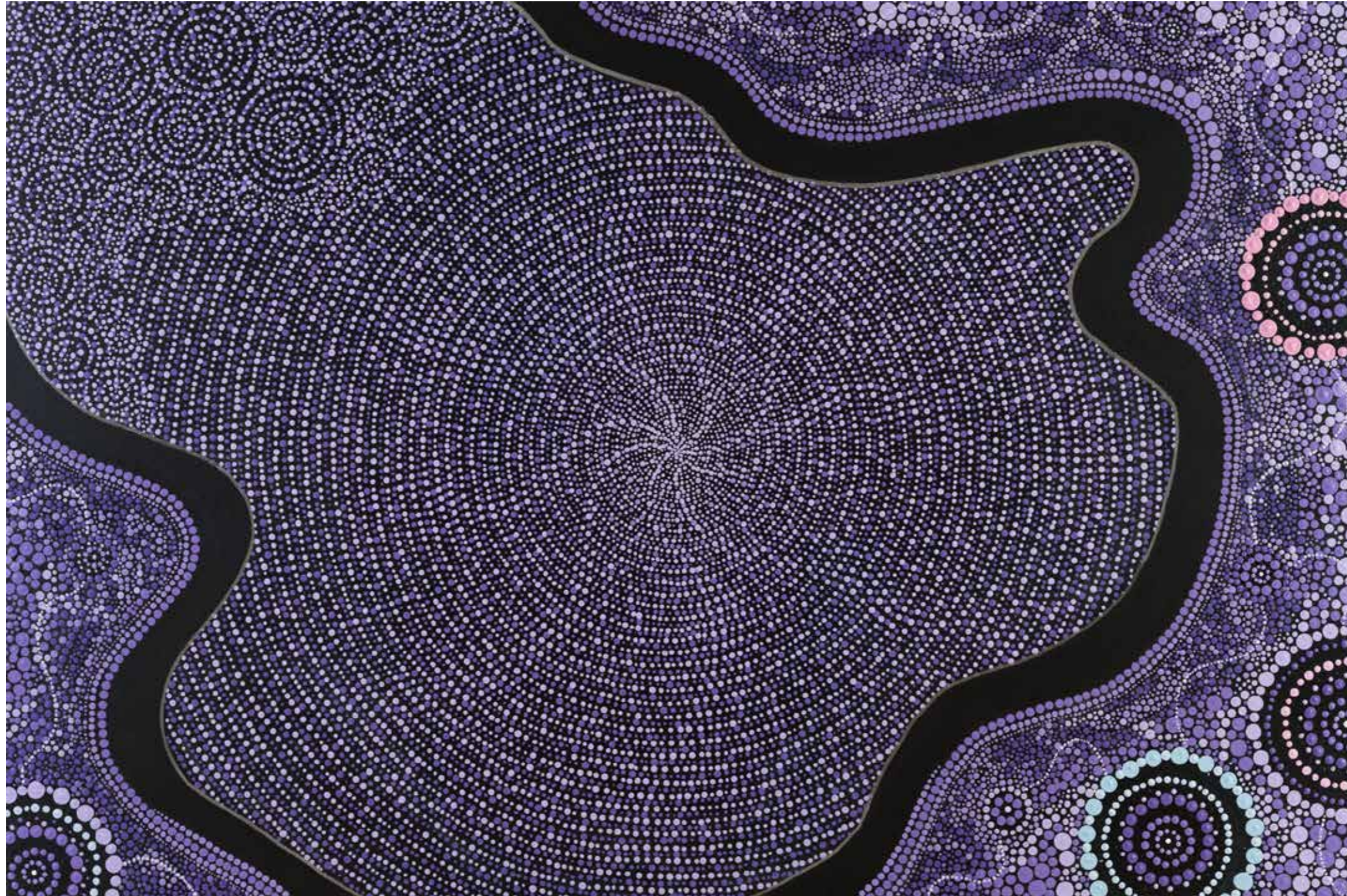
# Artist Profile

## Tony Wilson



Tony Wilson is a South Australian multidisciplinary artist with Kaurna, Narungga, Ngarrindjeri, and Italian heritage. His work explores identity, cultural connection, and the quiet power of memory and movement. With a practice rooted in painting, photography, and digital art, Tony creates contemporary works layered with ancestral symbolism—such as tracks, totems, and natural motifs—that speak to both personal and collective journeys.

His recent projects span international residencies, cross-cultural collaborations, and commissions that honour Country, community, and reconciliation. Whether capturing stillness through a lens or mapping storylines in paint, Tony's art is guided by his deep respect for land, heritage, and the places that shape us. Based in Adelaide, he shares his story through public art, exhibitions, and cultural projects that reflect the interconnectedness of past and present, tradition, and innovation.



## About Artwork

### Pathways of Connection

2025

By Tony Wilson

Kaurna, Narungga, Ngarrindjeri

This artwork is a reflection on what becomes possible when we walk together with care, curiosity, and respect.

At its heart, it speaks to connection - to one another, to place, and to the paths we choose to shape the future. It honours Escient's commitment to listening deeply, engaging meaningfully, and growing in relationship with First Nations peoples and communities across the country.

It reminds us that reconciliation isn't a destination, but a journey - one built on trust, collaboration, and the belief that real progress is made when we move forward together.

## Meet Our First Nations Consultant **Maria Watson-Trudgett**

Maria is a Koori woman of the Wiradyuri people and a passionate advocate for positively influencing people's attitudes and awareness of First Nations peoples and diverse cultures.



With over 30 years' experience in community and stakeholder engagement and extensive experience in cultural safety principles, Maria has a deep understanding of traditional engagement approaches. She has an impressive track record of achievement in leading national projects within First Nations communities.

Maria has successfully guided national organisations in developing their cultural capability by designing and implementing First Nations strategies and frameworks, Reconciliation Action Plans, and various programs and initiatives aimed at engaging First Nations peoples and communities. She provides strategic direction and ongoing guidance throughout a project, while sharing her First Nations perspective and lived experience. Maria's qualifications include a Bachelor's Degree in Social Science, with a major in Community Welfare and Human Services.

**"I am delighted to partner with Escient on their second RAP and participate as a RAP Group Member. It's a pleasure to guide and support their ongoing reconciliation journey."**

**Maria**

## Message from CEO **Rebecca Campbell-Burns**

I'm proud to introduce Escient's Innovate Reconciliation Action Plan (RAP) as a meaningful next step in our commitment to reconciliation. Building on the foundations of our Reflect RAP, this plan moves us from intention to action, deepening our relationships with First Nations peoples and embedding reconciliation at the heart of our business.



My vision for Australia is one that proudly honours the world's oldest living cultures - not only as a gift, but as a collective responsibility to embrace and nurture. It is a vision that acknowledges past and present injustices and commits to addressing the structural inequities that continue to impact on First Nations peoples.

Through our Innovate RAP, Escient will take deliberate and sustained action. We will strengthen partnerships, increase cultural understanding across our teams, and create opportunities that contribute to the empowerment of First Nations peoples. This is our commitment to listen, learn, and act, ensuring reconciliation is embedded in the way we work and the impact we create.

We will continue to engage with First Nations peoples in genuine and respectful ways, including active participation in local community initiatives, supporting economic empowerment, and celebrating cultural events such as National Reconciliation Week and NAIDOC Week. More importantly, we will hold ourselves accountable, ensuring our reconciliation journey is one of ongoing learning, guided by respect, and measured by real outcomes.

I invite all Escient employees, clients, and partners to stand with us. Together, we can contribute to a more inclusive, just, and equitable Australia - one that reflects the values of fairness, shared opportunity, and deep collaboration.

## Our Vision

Our vision for reconciliation is an Australia where the rich cultures and histories of First Nations peoples are acknowledged and celebrated fostering unity and creating a future built on truth, justice, respect, and harmony.

It is a vision where the cultural wealth of First Nations peoples and their diverse cultures is deeply respected and embraced as a national identity, propelling us towards a more inclusive and equitable society where Aboriginal and/or Torres Strait Islander peoples share equal access in health, education and employment, and thrive through social and economic self-determination.

## Statement from CEO of Reconciliation Australia **Karen Mundine**

### Reconciliation Australia commends Escient on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation



for Escient to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Escient will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Escient is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Escient's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Escient on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

Escient is an Australian, employee-owned Business and Digital Consultancy providing services that are helping to shape the future for organisations, society, and the planet.

We help organisations deal with today's ever-changing landscape so they can thrive in its complexity and make a more positive impact by becoming more human and being purpose led.

We provide professional services across Australia, from strategy development and transformation, through to delivery of strategic outcomes. We do this with a team of collaborative and highly skilled consultants who are passionate about the success of their clients.

Founded in 2016, our team of 150+ professionals is driven by a commitment to inclusion, equity, diversity, and positive social and environmental impact. As a B Corp certified organisation and recognised Employer of Choice, we're proud to be widely awarded across Australian industry programs. While we are currently unaware of any staff who identify as Aboriginal and/or Torres Strait Islander, we remain committed to fostering a culturally safe and inclusive workplace.

## Escient Offices

Escient wishes to acknowledge the Traditional Owners and Custodians of the lands upon which our offices are located.

### Adelaide - Kurna Yerta

The Escient Adelaide office is located on Kurna Land. We acknowledge the Kurna people and pay our respects to their Elders both past and present. We acknowledge that the Kurna people were the first to fly the Aboriginal flag just down the road from our offices in Tarntanyangga (Victoria Square).

### Brisbane - Meeanjin

Escient acknowledges this Country and its Traditional Custodians. We acknowledge and respect the spiritual relationship between Traditional Custodians and this Country, which has inspired language, songs, dances, lore and Dreaming stories over many thousands of years. We pay our respects to the Elders, those who have passed into the Dreaming; those here today; those of tomorrow.

### Melbourne - Naarm

Escient's Melbourne office is located on the lands of the Wurundjeri people of the Kulin Nation. We acknowledge and pay respect to the Traditional Owners and Custodians of the land. We honour and respect their ongoing cultural and spiritual connections to their Country and aim to respect cultural heritage, customs and beliefs of Aboriginal peoples.

### Sydney - Gadi

The Escient office in Sydney is located on the lands of the Gadigal people of the Eora Nation. We acknowledge the Gadigal people and pay our respects to their Elders both past and present, and future leaders. We recognise and respect their connections to land, water, sea, and community, cultural and spiritual practices.

Our values are at the heart of everything we do. They are not just 'words on a wall', they are, and always will be, things we live by.

We are brave in our thinking and bold in our actions. We work with our clients to inspire courageous action. We do the right thing, even when it is difficult. We tell the truth.

## Selflessness

The most satisfying success is one that is shared. This kind of success requires humility and self-awareness.

A team that is built from a wealth of knowledge and experiences (far broader than one person's alone) will proactively harness energy to deliver shared success for all.

## Courage

We are brave in our thinking and bold in our actions. We work with our clients to inspire courageous action. We do the right thing, even when it is difficult. We tell the truth.

But courage doesn't mean recklessness.

Our bravery is underpinned by sound thinking and proven processes. And sometimes it means being willing to say, "I don't know" and then stopping at nothing to find the answer.

## Creativity

Solving problems is essential in an ever-changing world where we are constantly encountering new challenges. It's why we look at things differently.

Sometimes you can be so close to a problem it's impossible to see a solution. We step back and look at the problem from all angles. And to give us a better perspective, we look at things from other people's perspectives.

An unbiased and uninhibited perspective enables us to bravely look beyond the easy answers to complex challenges.

## Empathy

Everything is underpinned by a human need that we must thoroughly understand from everyone's perspective.

We listen first. Carefully. We listen to the needs and frustrations, hopes and dreams, desires and ambitions of our clients, their customers, and staff.

But listening alone isn't enough. Understanding what we have heard; knowing what it feels like to be in their shoes, enables us to turn comprehension into viable and valued actions.



# Our Reconciliation Journey

## December 2021

Reflect RAP endorsed by Reconciliation Australia.

## 2023 January – December (Reflect RAP implementation)

### Partnering with First Nations Consultant

Maria Watson-Trudgett to implement the Reflect Reconciliation Action Plan has resulted in a transformative journey for Escient. Through this collaboration, the organisation gained deeper insights into the rich histories, cultures and appropriate protocols of engagement.

Working closely with Maria has enabled Escient to refine its understanding and observation of cultural protocols. Her guidance has been pivotal in shaping organisational practices, such as embedding Acknowledgment of Country and Welcome to Country ceremonies into key events. Maria also facilitates Sharing Circles with our Executive Leadership Team, creating space for open dialogue, reflection, and learning. These contributions have helped transform symbolic gestures into meaningful practices that foster connection and strengthen our commitment to reconciliation and cultural integrity.

### The Voice to Parliament

Referendum awareness session with guest speaker Paula Gerber. This session held significant value for Escient's reconciliation journey. This event provided an essential platform for Escient team members to engage with the principles of the

proposed Voice to Parliament, fostering a deeper understanding of its implications for Aboriginal and/or Torres Strait Islander peoples and communities. By hosting this awareness session, Escient demonstrated its commitment to fostering informed dialogue and supporting meaningful reconciliation initiatives.

### First Nations Awareness Cultural Learning Framework

Through our partnership with Maria, we designed an internal Cultural Learning Framework to support continual learning needs and competency development, while ensuring the framework reflects authentic perspectives and appropriate engagement practices. The framework is a self-paced online program that enables participants to engage with diverse educational resources to learn about First Nations peoples and diverse cultures, histories, and rights, to foster respect and appreciation beyond the workplace.

### Partnering with State and Commonwealth Agencies

Escient is proud to partner with state and Commonwealth governments and agencies to support First Nations peoples through a range of important government initiatives.

# Progress from our Reflect RAP

To support and strengthen our RAP journey, Escient has put clear leadership and governance in place. An Executive Sponsor has been appointed to champion reconciliation at a national level and provide visible commitment across the organisation. Implementation Leads have also been appointed to help steward delivery of our Innovate RAP and keep the work focused, supported, and actionable.

A dedicated budget has been allocated to fund key reconciliation initiatives throughout the year and support ongoing First Nations representation and consultancy involvement. Alongside this, the Working Group has confirmed its Terms of Reference and introduced protocols for Acknowledgement of Country and broader engagement with First Nations communities. These protocols are now actively being used across Escient.

## Learnings and challenges

To better understand the impact of our Reflect RAP and capture individual learnings, we invited Escient staff to complete a short questionnaire and share their reflections. The insights gathered have been both valuable and inspiring, shedding light on how the RAP has influenced personal awareness, cultural understanding, and our collective journey towards reconciliation.

Team members shared how our RAP has expanded their understanding and appreciation of Australia's First Nations peoples, their rich diverse cultures and our shared histories.

Others reflected on the significance of acknowledging Country and understanding the importance of appropriate use of language and terminology when engaging with First Peoples to foster respect relationships.

Team members also commented on the cultural shifts they've observed within Escient. Many expressed an appreciation to be a part of an organisation that actively embraces and contributes to reconciliation.

Notably, several team members expressed a desire to become more actively involved with the RAP, and RAP Working Group Members shared their sense of pride and responsibility being part of this meaningful journey, reinforcing the importance of continued collaboration and shared responsibility.

As part of our RAP journey, we came to appreciate the importance of cultural learning, particularly around understanding what is appropriate to say, and how to communicate in ways that are respectful and culturally safe.

These insights highlighted areas where we needed to grow. With guidance from our First Nations cultural consultant, we have since developed a cultural framework to support more thoughtful engagement.

We also introduced Escient's First Nations Cultural Awareness Learning Framework for Reconciliation to support team members in developing cultural competency through an eLearning hub. It is structured into four sections with resources and links, the self-paced framework allows individuals to engage at their convenience, fostering a deeper understanding of First Nations cultures, histories, and peoples. This flexible approach encourages a personalised learning journey that builds awareness, appreciation, and knowledge over time.

One of our challenges was the variation in First Nation peoples' terminology across states, so we have ensured we have provided links within the eLearning hub to localised content from First Nations' organisations ensuring each state can access content that reflects its unique context.

We are now working on developing a

range of additional learning modules, to be hosted on our Learning Management System for all staff to undertake to continue building their awareness and confidence in culturally appropriate practices.

In reviewing our procurement practices, we recognised that while Supply Nation membership is not currently feasible for an organisation of our size, there are still significant opportunities to strengthen our engagement with First Nations businesses. We are continuing to identify and remove barriers, and create new pathways for collaboration, to ensure these opportunities are practical, accessible, and impactful.

Overall, our reflections of implementing a Reconciliation Action Plan have greatly supported our learnings and partnerships with First Nations peoples and organisations.

## Positive Outcomes

We have developed a procedure to support staff to engage First Nations providers wherever possible. This includes promoting Aboriginal and/or Torres Strait Islander businesses during National Reconciliation Week (NRW) and NAIDOC Week, and exploring longer-term procurement partnerships with organisations such as Dreamtime Tuka and Children's Ground.

We have also focused on developing and strengthening reciprocal partnerships with First Nations organisations, fostering engagement, increasing cultural awareness, and championing reconciliation within and beyond Escient.

Beyond NRW and NAIDOC Week, we have implemented broader strategies to embed reconciliation into our day-to-day practices and influence external stakeholders. These include:

- Reviewing key policies, with evaluation by First Nations consultant to support accuracy, completeness, and respectful inclusion of First Nations peoples and their rights.
- Developing engagement strategies to build lasting relationships with Aboriginal and/or Torres Strait Islander stakeholders.
- Encouraging leadership involvement, including initiatives such as 'sharing circles' facilitated by a First Nations person to build understanding of the impacts of racism.
- Collaborating with RAP-aligned and like-minded organisations to drive meaningful reconciliation outcomes.
- Publicly communicating our commitment to reconciliation through platforms such as LinkedIn.
- Conducting a cultural learning needs survey to identify gaps and shape a targeted learning strategy, alongside initiatives such as a post-NAIDOC Week Lunch & Learn and the creation and soft launch of our cultural learning framework.
- We participated in **Wear It Yellow Fundraising** through the sale of Dreamtime Tuka Cookies, raising funds and support for Children's Ground - a First Nations-led organisation providing education, health, and employment opportunities to First Nations children.
- The **Kaurna Cultural Walk** was led by Kaurna Elder Rod O'Brien and provided employees with valuable historical and cultural insights.
- We hosted an educational **NRW Breakfast** which featured two guest speakers – one from Meez on Plus discussing the significance of native foods and another from the Indigenous Land and Sea Corporation (ILSC) sharing insights into the organisation's history, initiatives, and the importance of reconciliation.
- National Reconciliation Week also featured movie screenings that highlighted First Nations peoples' stories and perspectives such as *We Don't Need a Map*, *Rabbit Proof Fence*, and *Mabo*.
- The **Sorry Day Stolen Generations Community Gathering** provided the team a chance to participate in truth-telling conversations and watch powerful performances by the Coota Girls.
- We celebrated with our client, by taking part in **Guringai Tours Guided Cultural Walk** through the stunning Ku-ring-gai Chase National Park.
- We proudly supported First Nations enterprises by partnering with Mabu Mabu, a Melbourne-based First Nations business, to provide catering for the 2024 Reconciliation Week event.

## Events Participation

Escient has placed a key focus on deepening our cultural learning and awareness. Staff have been encouraged to participate in both internal and external events throughout our National Reconciliation Week (NRW) and NAIDOC week.

Highlights from the NRW initiative include:

- The **Tjanpi Weaving Night** where our team engaged in First Nations weaving traditions while enjoying catering from First Nations business (Jarrah Catering).

Highlights from the NAIDOC initiative include:

- The Melbourne RAP working group attended the Koorie Heritage Trust (KHT) **NAIDOC Market**—an annual special First Peoples market for NAIDOC, held over two days at Federation Square. This vibrant event featured over 25 stalls showcasing First Peoples craft, design, fashion, jewellery and gifts alongside free workshops facilitated by First Peoples creatives.
- A **companywide interactive activity** was also designed and facilitated by First Nations Consultant, Maria Watson-Trudgett, to strengthen our cultural learnings and appreciation.
- Escient further encouraged staff to participate in local cultural events, with members of the Adelaide RAP working group attending the **Kaurna Voices Exhibition** at the City Library. The exhibition is an important cultural mapping project that preserves Kaurna heritage through storytelling and research, strengthening our understanding and appreciation of First Nations histories and perspectives.
- The NSW RAP team listened to captivating stories from the **guest speakers** Leanne King and Koori Kinnections about how they keep Indigenous cultures and traditions burning through their work and how they pass on that knowledge to the community.
- We proudly supported First Nations enterprises by partnering with Jarrah Catering, a Melbourne-based First Nations business, to provide catering for the 2024 NAIDOC week.

**NAIDOC Week** celebrations have also been an important aspect for the working RAP group to participate in.

2024

2025



# Escient RAP Members Executive Sponsor and RAP Champion



## Rebecca Campbell-Burns CEO and RAP Executive Sponsor

Working in partnership with our First Nations Cultural Consultant, Maria Watson-Trudgett, through the RAP Working Group (RWG) has been instrumental in shaping and delivering our Reflect Reconciliation Action Plan. Her expertise has guided the RAP's development and deepened our understanding of First Nations histories, cultures, and engagement protocols.

Together, we have embedded meaningful practices such as Acknowledgement of Country at key events and introduced Sharing Circles with our Executive Leadership Team to create space for dialogue, reflection, and learning. Maria's role on the RWG ensures cultural integrity remains at the heart of our reconciliation journey.

## Why I am involved

Reconciliation is not a side initiative. It must be part of how we lead, grow, and show up as a business. That's why sponsoring our Innovate RAP is one of the first and most important acts I take on in my new role as Escient CEO. It's a tangible way to reflect the kind of leadership I believe in, one that is grounded in respect, partnership, and action.

This plan builds on the strong foundation of our Reflect RAP, moving us from listening and learning to deeper engagement. It holds us accountable for building meaningful relationships with Aboriginal and/or Torres Strait Islander peoples, embedding cultural awareness across our business, and creating opportunities that contribute to equity and empowerment.

As we look to the future, reconciliation must remain central to how we define success because a just, inclusive, and connected Australia benefits everyone. I'm proud to lead a business that takes this journey seriously.

## What I do

As CEO of Escient, my focus is on delivering our vision and strategy by making a meaningful impact on the world around us, the communities we serve, and the clients we support. We do this by helping to shape the future through our work, and by creating a safe, inclusive, and energising workplace where our people can thrive.



## Stephen Kovacs Managing Director, Consulting and National RAP Champion

### Why I am involved

As Escient's RAP Champion I have the privilege to be amongst an amazing team of dedicated and talented professionals who have a desire and passion to contribute toward this very important objective, positive steps for positive change.

I feel as a community we need to amplify the important gesture of acknowledging our country by immersing ourselves in the histories of this great land and its First peoples.

First Nations peoples have been a part of this land for over 40,000 years and we have so much to learn from them, so much to understand and so much to respect. As a part of our continued journey of learning it has been a privilege to be a part of an amazing (RAP) team that has delivered to its promise on our first

Reflect RAP, and now proudly presents our commitment towards our Innovate RAP. As a team we have learned a great deal and yet every day I feel that it's just the beginning of our journey. That feeling emboldens me to ensure that reconciliation with First Nations peoples is not just the actions within a plan, but a change in our mindset and behaviours towards them.

For me, our first RAP was an enlightening experience and a beneficial opportunity to further my understanding of the histories we share with First Nations peoples. I have gained a deeper appreciation and respect for their rich expansive cultures and a greater awareness of protocols and engagement practices.

## What I do

I am the Managing Director, Consulting for our national consulting business. My role transcends between our clients and our consultants to ensure that we provide the very best advisory consulting services while enabling an employee environment of engagement and connectedness.

# Escient RAP Working Group Members



**Amita Nair**  
Principal Consultant,  
NSW and RAP Lead

### Why I am involved

Our Escient Reconciliation Action Plan provides an invaluable opportunity for me to deepen my understanding of Aboriginal and/or Torres Strait Islander peoples and their cultures. It also serves as a platform to advocate for cultural awareness, highlighting the rich histories and significant contributions of First Nations communities and emphasising the importance of reconciliation in Australia.

I am proud to continue my journey with Escient RAP for the third consecutive year. Through this program, I have gained profound insights and identified opportunities to strengthen my relationships with First Nations peoples.

I am passionate about sharing my learnings and actively participating in cultural activities. Being part of the RAP Working Group enables me to collaborate closely with First Nations peoples, which is an experience I deeply cherish.

### What I do

I am a Principal Consultant, specialising in project and delivery management, as well as process improvements. I thrive on working collaboratively with teams to deliver high-quality solutions that align with business goals and overall strategy.



**Simone Osmer-Landau**  
Managing Consultant,  
VIC and RAP Lead

### Why I am involved

I joined the Reconciliation Action Plan (RAP) Working Group to deepen my understanding of and respect for First Nations peoples and their diverse cultures. I'm passionate about supporting initiatives that celebrate the rich cultural heritage of First Nations peoples driving positive change and inclusion within my sphere of influence. Being part of the RAP Working Group allows me to actively support Escient's commitment to reconciliation and fostering positive change.

I appreciate the opportunity to participate in Escient's Innovate RAP journey.

### What I do

I am a Managing Consultant at Escient, with capabilities in Change Management, Project Management, Human Resource Management and Business Strategy. I am passionate about empowering people and organisations to achieve meaningful and successful outcomes. This passion stems from my commitment to creating positive change, fostering collaboration, and unlocking potential to drive lasting impact.



**Nelius Greeff**  
Managing Consultant, SA

### Why I am involved

I believe we need to understand the past to build the future. As an immigrant from South Africa, I have a desire to understand and learn more about Australia's First Nations peoples and their rich and diverse cultures. I am excited to be a part of the RAP Working Group to create opportunities for First Nations peoples and organisations.

### What I do

I'm a Managing Consultant, with a core skillset in Business Analysis. My passion lies in delivering digital transformation projects and process improvement. My love for process improvement stems from breaking down barriers by helping to solve people's problems to ensure they can flourish.



**Jade Tanzer**  
Managing Consultant, VIC

### Why I am involved

Working as part of the RAP team has given me an opportunity to broaden my understanding of the cultures, histories and resilience of First Nations peoples. I believe in the importance of healing, understanding and fostering meaningful connections, and by following the four pillars of reconciliation, we can take steps towards these goals in a mindful and respectful way.

What I appreciate most about being part of the RAP team is being able to engage with the broader organisation and open important dialogues that otherwise may not have been broached. I'm very proud to be a part of the RAP team, and of the work that the RAP team does.

### What I do

I am a Senior Consultant at Escient, specialising in process improvement, lean methodologies and operating model design.



**Kathryn Waters**  
People & Culture Business Partner

### Why am I involved

Being part of the Escient RAP Working Group is a personal and professional commitment for me, as I recognise the importance of acknowledging and respecting the histories, cultures, and contributions of First Nations peoples. I am part of the group as I believe in taking real, impactful steps toward fostering understanding, equity and opportunity.

By actively participating in the RAP initiatives, I am dedicated to creating a space where everyone feels valued, heard, and empowered. I see this as an opportunity to make a tangible difference, not only within Escient but also in supporting broader societal change.

I'm excited to contribute my skills and passion for diversity to drive meaningful action that creates an inclusive and respectful working environment for First Nations peoples.

### What I do

I am a People & Culture Business Partner supporting our people and business as a trusted advisor. I work closely with everyone at Escient to foster a positive and inclusive workplace culture.



**Lauren Mills**  
Principal Consultant, QLD

### Why am I involved

I joined our RAP working group to deepen my understanding of First Nations cultures and histories and to continue learning about the diverse experiences of Aboriginal and/or Torres Strait Islander peoples. It's also a personal journey for me – to connect more meaningfully with my own heritage as a descendant of the Yungulu people. By being part of the RAP group, I hope to contribute positively to our workplace community and support actions that build respect, recognition, and reconciliation.

### What I do

I'm a Principal Consultant with a core capability in Change Management, helping organisations navigate and embed change effectively. I have a strong passion for clear, engaging communication and have applied my skills across a wide range of industries, supporting teams through transformation with empathy and impact.

## Escient RAP Working Group Members



**Wayne Ip Fat Siong**  
Managing Consultant, QLD

### Why am I involved

For me, reconciliation is about respect and demonstrating respect by actioning what I have learned. I am delighted to join the RAP Working Group, as it gives me an opportunity to learn about the diverse cultures and our shared histories with Aboriginal and/or Torres Strait Islander peoples.

### What I do

I am a Managing Consultant with a core capability in business and data analysis. I work with organisations to improve their processes and systems and help them make better decisions with data.



**Mia Squire**  
Consultant, NSW

### Why am I involved

Growing up in Australia, I've always felt a strong desire to deepen my understanding and appreciation of Australia's First Nations peoples and diverse cultures - something I didn't feel was meaningfully covered in my formal education. I joined Escient's RAP Working Group to take an active role in learning, listening, and contributing to reconciliation. What I value most about being part of the group is the opportunity to engage in meaningful conversations, challenge assumptions, and help foster cultural awareness across the organisation. I'm very proud to be a part of the RAP team and look forward to continuously learning and contributing to meaningful steps toward reconciliation.

### What I do

I am a Consultant at Escient with experience in business analysis, change management, and stakeholder engagement across various industries. I am committed to building genuine relationships that foster collaboration and deliver meaningful impact to customers, businesses, and communities.

## Thank You

We extend our gratitude to our past working group members for their valuable contributions to our Reconciliation Action Plan. Your dedication, insights, and efforts will continue to play a vital role in our journey toward meaningful reconciliation. Every contribution, big or small, helps build a more inclusive and respectful future for all.

**Georgina Hollsten**

**Robyn Chandler**

**Susie Jones**

**Amy Edwards**

**David Pink**

**Tiffany Wong**

**Daniyah Junejo**

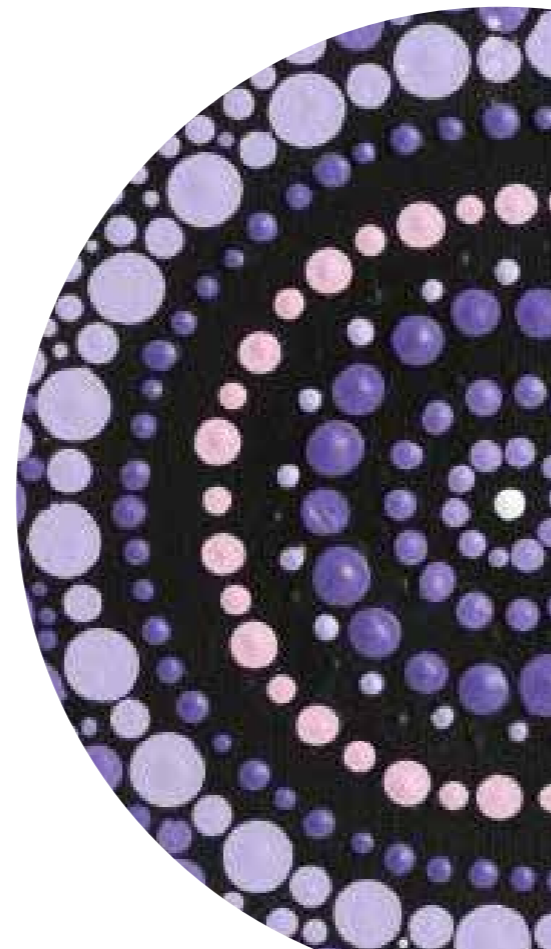
# Reconciliation Action Plan

The RAP Working Group will assume governance and oversight of all responsibilities and associated actions.

## Relationships

Strong relationships with First Nations peoples are central to Escient’s vision for reconciliation, as they foster mutual respect, shared understanding, and the co-creation of a more inclusive and equitable future.

As part of our commitment to reconciliation, Escient actively fosters meaningful and respectful relationships with Aboriginal and/or Torres Strait Islander peoples, communities, and organisations.



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and/or Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2026	Lead: Principal Consultant Support: Principal and Managing Consultants
	Develop and implement an engagement plan to work with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	September 2026	Lead: Principal Consultant Support: Principal and Managing Consultants
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
	RAP Working Group members to participate in an external NRW event.	27 May -3 June 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
	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	Escient CEO
	Organise at least one NRW event each year.	27 May – 3 June 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
	Communicate our commitment to reconciliation publicly.	January 2026	Escient Marketing Representative
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2026	Lead: Principal Consultant Support: Principal and Managing Consultants
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2026	People and Culture Representative
	Continue implementing and communicating the anti-discrimination policy for our organisation (contained in our Anti-Bullying, Discrimination and Harassment Policy).	Ongoing Review progress September 2026	People and Culture Representative
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2026	People and Culture Representative
	Educate senior leaders and other staff on the effects of racism, as part of our Learning and Development program.	November 2026	People and Culture Representative

# Reconciliation Action Plan

## Respect

At Escient, the journey toward reconciliation is marked by ongoing efforts to deepen cultural understanding and foster meaningful connections with First Nations peoples and communities. Central to this commitment is the focus on enhancing staff awareness of cultural protocols, including the significant practice of delivering an Acknowledgement of Country.

As Escient continues on this path, the organisation remains committed to exploring new opportunities for cultural experiences and collaborations. Through these efforts, Escient is not only championing reconciliation but also cultivating an environment of respect, inclusion, and shared growth.



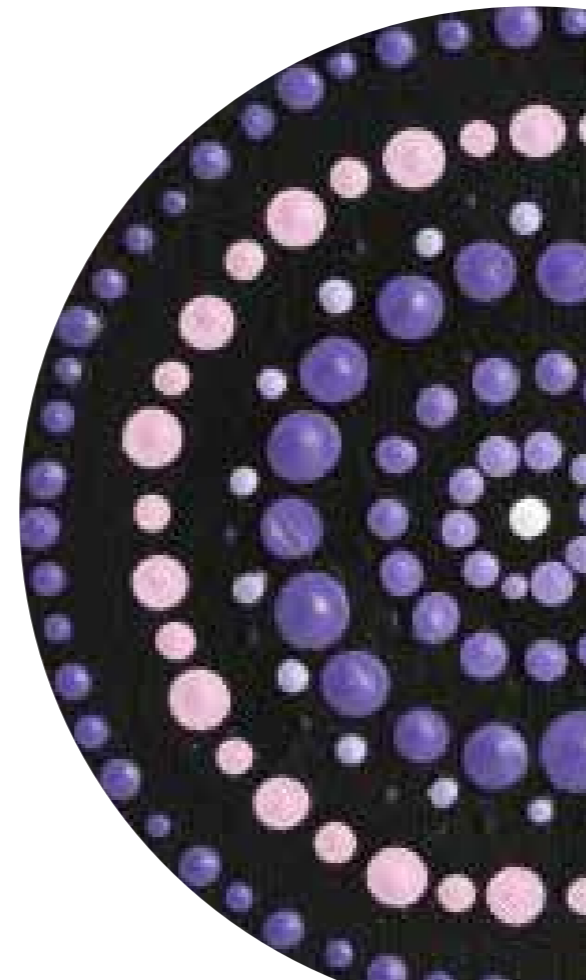
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	February 2026	People and Culture Representative
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2026	Lead: Principal Consultant Support: Principal and Managing Consultants
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2026	People and Culture Representative
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Ongoing Review progress October 2026	People and Culture Representative
	Identify a First Nations organisation/s to deliver cultural competency education to support further cultural capability development of all Escient staff.	May 2026	Lead: Principal Consultant Support: Principal and Managing Consultants
	Establish a respectful partnership with the selected organisation and allocate First Nations cultural competency sessions for each Escient office.	December 2026	Lead: Principal Consultant Support: Principal and Managing Consultants
Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Ongoing Review progress August 2026	Lead: Principal Consultant Support: Principal and Managing Consultants
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Ongoing Review progress September 2026	People and Culture Representative
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2026	Lead: Managing Director, Consulting Support: Escient Regional Leaders
	Continue with Acknowledgement of Country for important internal team meetings and external facing events.	Ongoing Review progress June 2026	People and Culture Representative
Build respect for Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Ongoing First week in July 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2026, 2027	Escient Marketing Representative
	Provide ELT opportunities to participate and engage in learning circle, and First Nations lead mentoring sessions.	June 2026, 2027 November 2026, 2027	Managing Director, Consulting
	Promote and encourage participation in external NAIDOC events to all staff.	Ongoing First week in July 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
	Develop schedule of internal and external events that staff can attend.	Ongoing First week in July 2026, 2027	Lead: Principal Consultant Support: Principal and Managing Consultants

# Reconciliation Action Plan

## Opportunities

Opportunities for Aboriginal and/or Torres Strait Islander peoples, organisations, and communities are important to the organisation's core business activities. Key themes include employment, procurement, professional development, retention, and enabling access to systems and processes.

At Escent, creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is essential to our business and to building a culturally rich, innovative, and inclusive workplace. Partnering with First Nations peoples allows us to access unique perspectives, cultural knowledge, and relationship-based ways of working that strengthen our services and benefit our clients, our people, and the communities we serve.



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2027	Lead: People and Culture Representative Support: Principal and Managing Consultants
	Engage with Aboriginal and/or Torres Strait Islander staff to consult on our existing recruitment, retention and professional development strategies.	August 2026	People and Culture Representative
	Develop and implement an Aboriginal and/or Torres Strait Islander recruitment, retention and professional development strategy.	January 2027	People and Culture Representative
	Advertise job vacancies to effectively reach Aboriginal and/or Torres Strait Islander stakeholders.	April 2027	People and Culture Representative
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace.	October 2026	People and Culture Representative
Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and/or Torres Strait Islander procurement strategy.	September 2026	Executive Leadership Team
	Develop a list of Aboriginal and/or Torres Strait Islander suppliers for our organisation to use for event and procurement activities.	April 2026	Principal and Managing Consultants
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to staff.	May 2026	Escent Marketing Representative
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	March 2026	Escent Business Services
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2026	Lead: Managing Director, Consulting Support: Escent Regional Leaders
Establish new employment pathways for First Nations students into the business and digital consultancy field.	Engage with and establish relationships/partnerships with First Nations study units within Australian universities and TAFEs.	December 2026	Lead: People and Culture Representative Support: Principal and Managing Consultants
	Develop a First Nations Workforce Entry Strategy aligned to our established partnerships with First Nations study units.	July 2027	Lead: People and Culture Representative Support: Principal and Managing Consultants

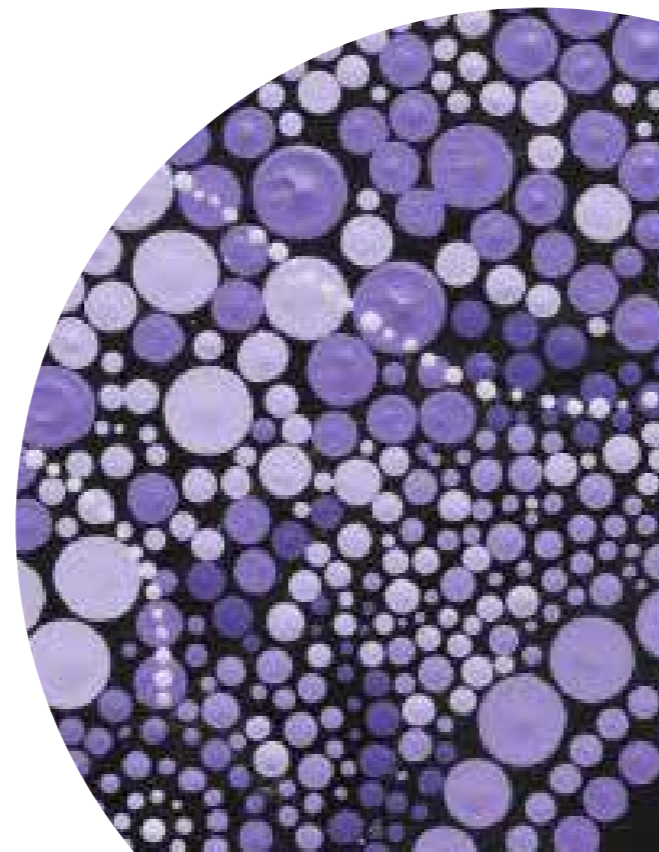
# Reconciliation Action Plan

## Governance

The RAP Working Group was established in February 2022 at the commencement of our RAP *Reflect* journey. We are fortunate to have Maria Watson-Trudgett, our First Nations Consultant, as an invaluable member and contributor to our Working Group.

To track our progress and maintain accountability, an implementation plan is used to regularly update and review our goal alignment. The RAP team regularly reports achievements nationally and by region via the monthly All Company meeting and via the monthly regional meetings.

Whilst the RAP forms a great roadmap for us, our goal is to embed our learnings and experiences within the organisation to demonstrate appreciation, recognition and reconciliation with First Nations peoples.



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and/or Torres Strait Islander representation on the RWG.	January, April, July, October 2026 & 2027	Managing Director, Consulting
	Establish and apply a Terms of Reference for the RWG.	January, April, July, October 2026 & 2027	Managing Director, Consulting
	Meet at least four times per year to drive and monitor RAP implementation.	January, April, July, October 2026 & 2027	Lead: Managing Director, Consulting Support: Principal and Managing Consultants
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2026	Managing Director, Consulting
	Engage our senior leaders and other staff in the delivery of RAP commitments.	January, April, July, October 2026 & 2027	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2026	Managing Director, Consulting
	Appoint and maintain an internal RAP Champion from senior management.	January, April, July, October 2026 & 2027	CEO
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	Managing Director, Consulting
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1st August annually	Lead: Principal Consultant Support: Principal and Managing Consultants
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: Principal Consultant
	Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2026 & 2027	Support: Principal and Managing Consultants
	Publicly report our RAP achievements, challenges and learnings annually.	July 2026 & 2027	Lead: Principal Consultant Support: Principal and Managing Consultants
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Lead: Managing Director, Consulting Support: Principal and Managing Consultants
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2027	Lead: Managing Director, Consulting Support: Principal and Managing Consultants
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	Lead: Managing Director, Consulting Support: Principal and Managing Consultants

## Contacts

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