

**Rebuilding Nature Together**

**2025 - 2030 Strategic Plan**

## Our vision

Healthy and productive landscapes where people and nature thrive

## Our mission

To rebuild nature by connecting community, economy and environment in ways that benefit all

Before

Cover image: Greening Australia's Ian Rayner and Haydn Burgess preparing to plant seedlings at a Nestlé planting site in Wheeo, NSW. Photo: Toby Peet.

Inside cover image: Restoration at Blowering Dam, NSW, planted in 2010 and showing strong growth in 2024. Photos: Graham Fifield.

### Principal objects in our Constitution

To engage the community in vegetation management to protect and restore the health, diversity and productivity of our unique Australian landscapes.

After

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Greening Australia sincerely acknowledges all Aboriginal and Torres Strait Islander Peoples across this Country where we live and work, and we pay our deepest respects to Elders and Leaders past and present, and to those emerging.

## Chair and CEO's message

Globally we are living with the challenges of climate change and habitat loss. As a planet we are on a pathway to >2°C temperature rise, our polar ice caps are melting, droughts are increasing and global weather patterns changing. Australia – a land of drought, flooding rains and fires – is experiencing these more intensely as our weather patterns change. Nationally, nature loss and degradation is continuing with more species becoming endangered.

**These may appear daunting challenges but at Greening Australia we have hope. This is a time of possibilities as we come together with our partners to build a nature positive world. We are listening deeply and learning from the Aboriginal and Torres Strait Islander leaders who have continuously cared for this land for millenia. We have been restoring nature for over 40 years.**

Our 2025 – 2030 Strategic Plan sees us leaning into the challenge and leveraging our unique position as Australia's largest vertically integrated restoration not-for-profit restoration organisation. We have the heart and soul of a not-for-profit with the delivery of an enterprise, utilising different business models to deliver our vision of 'healthy and productive landscapes where people and nature thrive.'

This Strategic Plan sees us focusing our work where we are needed the most and can have the biggest impact. We are a science-based national seed and restoration business providing sector leadership. We will continue to scale our work delivering impact to address climate change and build habitat in terrestrial, riparian and wetland ecosystems. This will be done by working with First Nations groups, communities, landholders, volunteers, customers and partners to increase their ability to rebuild nature in the face of the changing world. To do this we will be the best organisation we can by developing the skills of our staff and embracing systems and partnerships that are agile and enable us to deliver impact and be financially sustainable. Heading towards 2030 may present some challenges but we also know that through our people and partners we can deliver significant impact to rebuild nature in Australia. We encourage everybody to join us on this journey.



Chair  
Stephen Dunne



CEO  
Heather Campbell



## Our story so far

To rebuild nature at the quality and scale Australia and the world needs, Greening Australia has established a group of subsidiary companies whose combined strengths enable us to deliver end-to-end, high integrity restoration solutions.

Each company specialises in a strategic aspect of scaling environmental restoration, to support Greening Australia in reaching its ambitious goals for people and nature.

All owned companies - Canopy, Nindethana and SeedX - operate as for-purpose commercial businesses with profits reinvested back into Greening Australia, the registered not-for-profit.



Registered not-for-profit with over 40 years' experience in rebuilding nature by connecting community, economy and environment. Collaborates with diverse partners, including business, community, First Nations Peoples and landholders, to deliver high impact, science-based, biodiverse restoration projects that help people and nature thrive.

### NATIONAL SEED BUSINESSES



National seed business that sources native seed from the wild and from seed farms. It processes Australia's largest range of high quality native seed to sell to restoration markets.



Focuses on building a healthy native seed sector by producing high quality, genetically diverse native seed for restoration through the development of seed farms.



Environmental markets business that specialises in producing and selling high integrity environmental credits. Advises businesses with net-zero and/or nature-positive goals on the development and feasibility of environmental credit projects.

Greening Australia delivers the vision of 'healthy and productive landscapes where people and nature thrive.' We utilise science and our track record to support emerging market based solutions. We are a vertically integrated organisation. This means we start with sourcing wild native seed or growing it and treating it ready for use. This native seed is then used to undertake biodiverse restoration work (planting of seeds and seedlings) to address land degradation, create habitat and sequester carbon.

We work in cities and in regional communities. We also restore wetlands around the country and remove sediment and nutrients from the Great Barrier Reef Catchments. We do all of this work through building strong mutually beneficial relationships of deep respect with First Nations groups, the communities in which we operate, and landholders in regional and urban locations.

Over more than 40 years we have built a network of highly skilled staff who work within their community.

We partner with local businesses and continually innovate to deliver long term impact and play our part in Australia restoring 30% of degraded ecosystems by 2030. In our 40+ years we have established more than 110 million plants, engaged over 30,000 landholders and partners, and stopped 44,000 tonnes of water pollutants from reaching the Great Barrier Reef. This work is all made possible through the support of our corporate partners, governments, philanthropic organisations and individuals.

We have embraced innovation and experimentation along this journey. Some of our previous work included being a training organisation for the sector, delivering key government programs, developing biodiverse sandalwood plantations and co-founding the internationally focused organisation NatureCo.

As we head towards 2030 we will build on our strengths and sharpen our focus on delivering impact, working in partnerships to 'Rebuild Nature Together.'



Landholder Lenny Parisi inspecting growth on his property, planted as part of Greening Australia's Reef Aid program. Photo: Toby Peet.

## 2030 – What success looks like

Our 2030 aspiration is to deepen and scale our impact towards a nature positive world. We will do this by delivering biodiverse restoration that builds biodiversity, addresses degradation, mitigates climate change and enables people to thrive, playing our part in Australia's commitment to restore 30% of degraded ecosystems by 2030.



Program Specialist Nicki Taws and landholder Charles Massy with plantings at his property in the NSW Monaro. Photo: Annette Ruzicka.

We are **Rebuilding Nature Together**. In 2030 we will know that we have been successful because:



First Nations groups have thriving seed and restoration businesses



Corporations and the market value high quality biodiverse restoration



Greening Australia has significantly scaled the area of biodiverse habitat built to maximise ecological impact



Greening Australia is known as a great partner and has enabled others to rebuild nature, delivering core benefits for communities



There is a thriving native seed sector with Nindethana and Greening Australia playing a leading role



Greening Australia's work follows an impact-centric approach delivering transparent outcomes



There are skilled staff embedded in regional communities



Greening Australia's people are agile and partner with others for greatest impact



Flowers in bloom at Nindethana and Greening Australia's Native Seed Centre for Restoration. Photo: Toby Peet.

## The plan on a page



## Our strategic goals and actions

Greening Australia operates in the regions where we are needed the most and can have the biggest impact. Our strategic goals and actions are focused on these regions, recognising that these may change over time as the impacts of climate change and land degradation require our skills in other areas.



Greening Australia has the following strategic goals and accompanying actions that it will deliver by 2030.

Strategic Goals	Strategic Actions 2025 - 2030
Everything Starts with Seed - To be the Market Leader	<ul style="list-style-type: none"> <li>• Extend the network of sustainable seed collection businesses supplying to Nindethana</li> <li>• Establish dedicated seed storage facilities in all key operational regions</li> <li>• Build a seed supply business in Queensland thus becoming a national seed supplier</li> <li>• Collaborate to lead the native seed sector through industry partnerships</li> <li>• Lead native seed research and development with a focus on germination, seed treatments and coatings</li> <li>• Develop Seed Production Areas where supply of wild harvest is unable to meet demand</li> <li>• Co-design and deliver training for First Nations groups to collect native seed in areas of high demand</li> </ul>
Scale Ecological Restoration to Address Climate Change and Build Habitat	<ul style="list-style-type: none"> <li>• Deliver large scale plantings utilising the environmental plantings carbon methodology</li> <li>• Provide habitat for threatened and culturally significant species</li> <li>• Deliver restoration projects with First Nations people</li> <li>• Support the development and implementation of high intensity markets and methods to deliver a nature positive future</li> <li>• Continually improve project design and delivery, risk, economic and reporting architecture</li> <li>• Deliver economic and environmental benefits to landholders through habitat and environmental plantings restoration on their properties</li> </ul>
Improve Water Quality and Build Habitat through Riparian and Wetland Restoration	<ul style="list-style-type: none"> <li>• Deliver wetland and riparian restoration across the country with nationally determined priority areas and focus</li> <li>• Deliver wetland projects with First Nations groups</li> <li>• Implement blue carbon projects through assessing the potential across Australia under existing, emerging and new methodologies</li> <li>• Develop and implement Wetland Treatment Systems in Queensland Reef Catchments, and other areas in Australia</li> <li>• Identify priority wetland areas targeting ecological and culturally significant species</li> </ul>
Increase the Ability of the Community to Rebuild Nature	<ul style="list-style-type: none"> <li>• Enable community and supporter participation in urban restoration projects</li> <li>• Deliver urban restoration projects with First Nations people</li> <li>• Deliver opportunities for the community to increase their connection to nature and subsequent wellbeing benefits</li> <li>• Deliver biodiversity improvement in areas where community projects undertaken</li> </ul>

## Goal: Everything starts with seed – to be a market leader

It all starts with seed. For Greening Australia to meet its restoration goals it requires timely supply of species diverse, climate resilient, high-quality seed to deliver projects and impact. Seed is also needed in large volumes across broad geographic areas, supplying multiple sectors if Australia is to reach its target to restore 30% of degraded landscapes by 2030.

Greening Australia’s seed businesses Nindethana and SeedX already play an important role enabling restoration success, but this needs to increase in scale while helping customers to understand the challenges of sustainability, availability and lead times along with the development of species quality data and standards.

Greening Australia’s seed businesses utilise different business models to deliver on the mission to be ‘a fully integrated and science based national seed business providing sector leadership and partnering with Traditional Owners and small business. We understand supply and demand and deliver high quality seed to diverse markets.’

The SeedX business is focused on the growth and production of native seed through the development of Seed Production Areas in regions where supply from collecting in the wild will not be sustainable or produce the volumes to meet demand. This seed is then sold to Nindethana who processes it and sells it to Greening Australia projects and to the broader market for restoration outcomes across a range of sectors. The Nindethana business also works closely with seed collectors from around the country to collect seed from the wild to be processed and sold for projects.

The seed businesses deliver their mission through the values of:

*“Empowering restoration success for people and nature through enthusiasm, bravery, collaboration and innovation”.*



Strategic Actions	How we will measure progress
Extend the network of sustainable seed collection businesses supplying to Nindethana and grow the amount of seed supplied for restoration	<ul style="list-style-type: none"> <li>• Number of seed businesses supplying to Nindethana</li> <li>• Maintenance of seed collector supply partnerships over multiple years</li> <li>• Volume of seed sold to each sector (mining, infrastructure, ecological restoration)</li> </ul>
Establish dedicated seed storage facilities in all key operational regions	<ul style="list-style-type: none"> <li>• Appropriate seed storage facilities established in WA (2 regions), SA (Adelaide and Eyre Peninsula), VIC (Western VIC and Gippsland), NSW (Western Sydney), ACT, QLD</li> </ul>
Build a seed supply business in Queensland thus becoming a national seed supplier	<ul style="list-style-type: none"> <li>• Volume of supply (tonnes) for delivery of restoration work in QLD in the mining, infrastructure, nursery or carbon plantings sectors</li> </ul>
Collaborate to lead the native seed sector through industry partnerships	<ul style="list-style-type: none"> <li>• Number of industry leadership partnerships/relationships established and maintained</li> <li>• Number of sector barriers addressed and progressed</li> </ul>
Lead native seed research and development with a focus on germination, seed treatments and coatings	<ul style="list-style-type: none"> <li>• Number of species with quality and germination standards established</li> <li>• Number of species where new techniques have resulted in improved germination and/or establishment in the field</li> <li>• Number of climate adjusted seed varieties supplied for projects</li> </ul>
Develop Seed Production Areas where supply of wild harvest is unable to meet demand	<ul style="list-style-type: none"> <li>• Jarrega SPA is producing the tonnes of seed expected</li> <li>• Areas that require SPA development have been identified and assessed</li> <li>• Number of new SPAs or areas managed for seed collection have been developed with Greening Australia’s assistance</li> </ul>
Co-design and deliver training with First Nations groups to collect native seed in areas of high demand	<ul style="list-style-type: none"> <li>• Number of First Nations groups that have received training</li> <li>• Number of First Nations groups which supply seed to Nindethana</li> </ul>

From little things, big things grow. A handful of seed being prepared for restoration. Photo: Nick Wood.



## Goal: Scale restoration to address climate change and build habitat

Greening Australia is focused on restoration work to address climate change and land degradation, building habitat for Australia's native species. For over 40 years we have done this through projects spanning the breadth of the country – from city suburbs to remote regions.

We apply a science based collaborative approach to deliver nature-based solutions addressing biodiversity loss and climate change. Throughout our history we have undertaken ambitious large scale projects. We know that to address the ecological challenges that Australia faces we need to do even more.

In scaling restoration work Greening Australia partners with landholders, corporations and government who have the same ambition to rebuild nature together. Access to land and capital to undertake the work is critical. Given the size of the challenge there is a full suite of values-aligned partners and forms of capital that are utilised.

Carbon markets and the emerging nature repair markets combined with government and philanthropic support provide opportunities for Greening Australia to scale operations. They are also relatively new and will take time to mature. To leverage these opportunities the Canopy business was established.

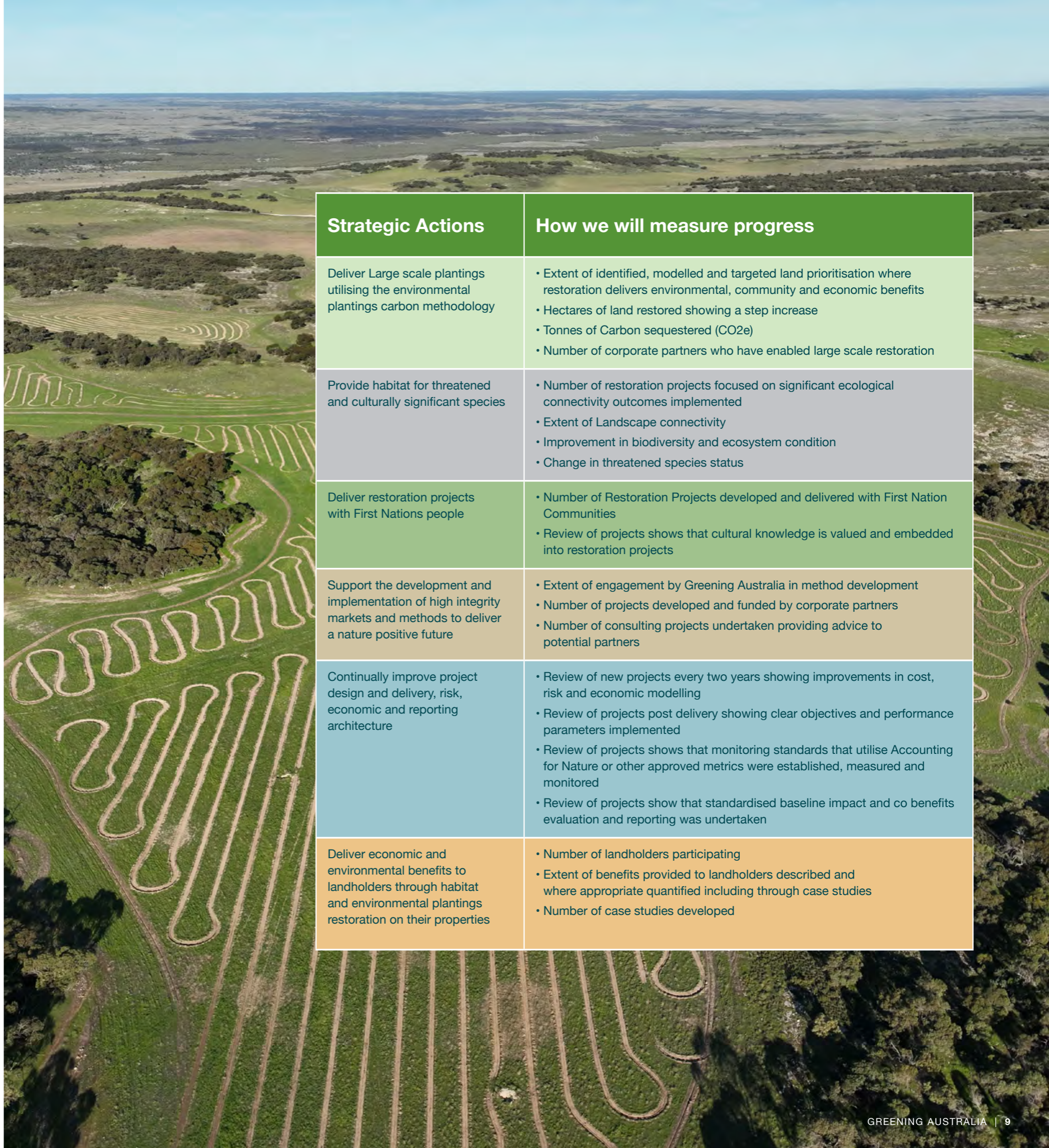
Canopy is an environmental markets business that produces, sells and provides advice on high integrity environmental credits to facilitate action on climate change, biodiversity loss and water quality. Canopy is registered with the Clean Energy Regulator and is a signatory to the voluntary Australian Carbon Industry Code of Conduct.

It provides services producing biodiverse, high quality Australian Carbon Credit Units (ACCUs) through environmental planting projects developed and delivered in partnership with Greening Australia. It sells offsets as part of a portfolio of ACCUs created by registered projects delivered by Greening Australia and nature based ACCUs and international units with select third-party providers.

Greening Australia and Canopy work closely with landholders to access land for restoration projects. These landholders may be farmers, corporations, individuals or governments. We embrace a model of sharing the economic as well as productive and ecological benefits with landholders. Increasingly land may also need to be purchased to deliver large-scale carbon credit projects. This is made possible by strong relationships with impact investors who want to be part of the journey and embrace our operating model.

Critical to the success of any of the projects is having a skilled team embedded in local communities in the regions in which Greening Australia and its businesses operate. The team members are well respected in their communities and have years of knowledge on how to get the best restoration outcomes in the degraded landscapes in which they live and work. They are the key to success.

Direct seeding lines at Glandore on South Australia's Eyre Peninsula.  
Photo: Mark Thomas.



Strategic Actions	How we will measure progress
Deliver Large scale plantings utilising the environmental plantings carbon methodology	<ul style="list-style-type: none"> <li>• Extent of identified, modelled and targeted land prioritisation where restoration delivers environmental, community and economic benefits</li> <li>• Hectares of land restored showing a step increase</li> <li>• Tonnes of Carbon sequestered (CO2e)</li> <li>• Number of corporate partners who have enabled large scale restoration</li> </ul>
Provide habitat for threatened and culturally significant species	<ul style="list-style-type: none"> <li>• Number of restoration projects focused on significant ecological connectivity outcomes implemented</li> <li>• Extent of Landscape connectivity</li> <li>• Improvement in biodiversity and ecosystem condition</li> <li>• Change in threatened species status</li> </ul>
Deliver restoration projects with First Nations people	<ul style="list-style-type: none"> <li>• Number of Restoration Projects developed and delivered with First Nation Communities</li> <li>• Review of projects shows that cultural knowledge is valued and embedded into restoration projects</li> </ul>
Support the development and implementation of high integrity markets and methods to deliver a nature positive future	<ul style="list-style-type: none"> <li>• Extent of engagement by Greening Australia in method development</li> <li>• Number of projects developed and funded by corporate partners</li> <li>• Number of consulting projects undertaken providing advice to potential partners</li> </ul>
Continually improve project design and delivery, risk, economic and reporting architecture	<ul style="list-style-type: none"> <li>• Review of new projects every two years showing improvements in cost, risk and economic modelling</li> <li>• Review of projects post delivery showing clear objectives and performance parameters implemented</li> <li>• Review of projects shows that monitoring standards that utilise Accounting for Nature or other approved metrics were established, measured and monitored</li> <li>• Review of projects show that standardised baseline impact and co benefits evaluation and reporting was undertaken</li> </ul>
Deliver economic and environmental benefits to landholders through habitat and environmental plantings restoration on their properties	<ul style="list-style-type: none"> <li>• Number of landholders participating</li> <li>• Extent of benefits provided to landholders described and where appropriate quantified including through case studies</li> <li>• Number of case studies developed</li> </ul>

## Goal: Improve water quality and build habitat through riparian and wetland restoration

Wetlands are made up of many parts that interact with the surrounding environment to create functioning ecosystems. These, in turn, provide important ecosystem services that are valued by the community including for economic, social, cultural and ecological purposes. They act as natural filters, trapping pollutants, sediments, and nutrients.

They provide a level of buffering from extreme weather events and stabilise soil preventing erosion. They sequester carbon and provide diverse habitat. Wetlands provide critical breeding, feeding, and nesting grounds for many species, including those that are threatened or endangered.

Many wetlands and their species have cultural values for Traditional Owners and Custodians of Country and are embedded into their cultural identity. They exist within their Lore or Law systems and their song lines, which signify rights and obligations to care for Country.

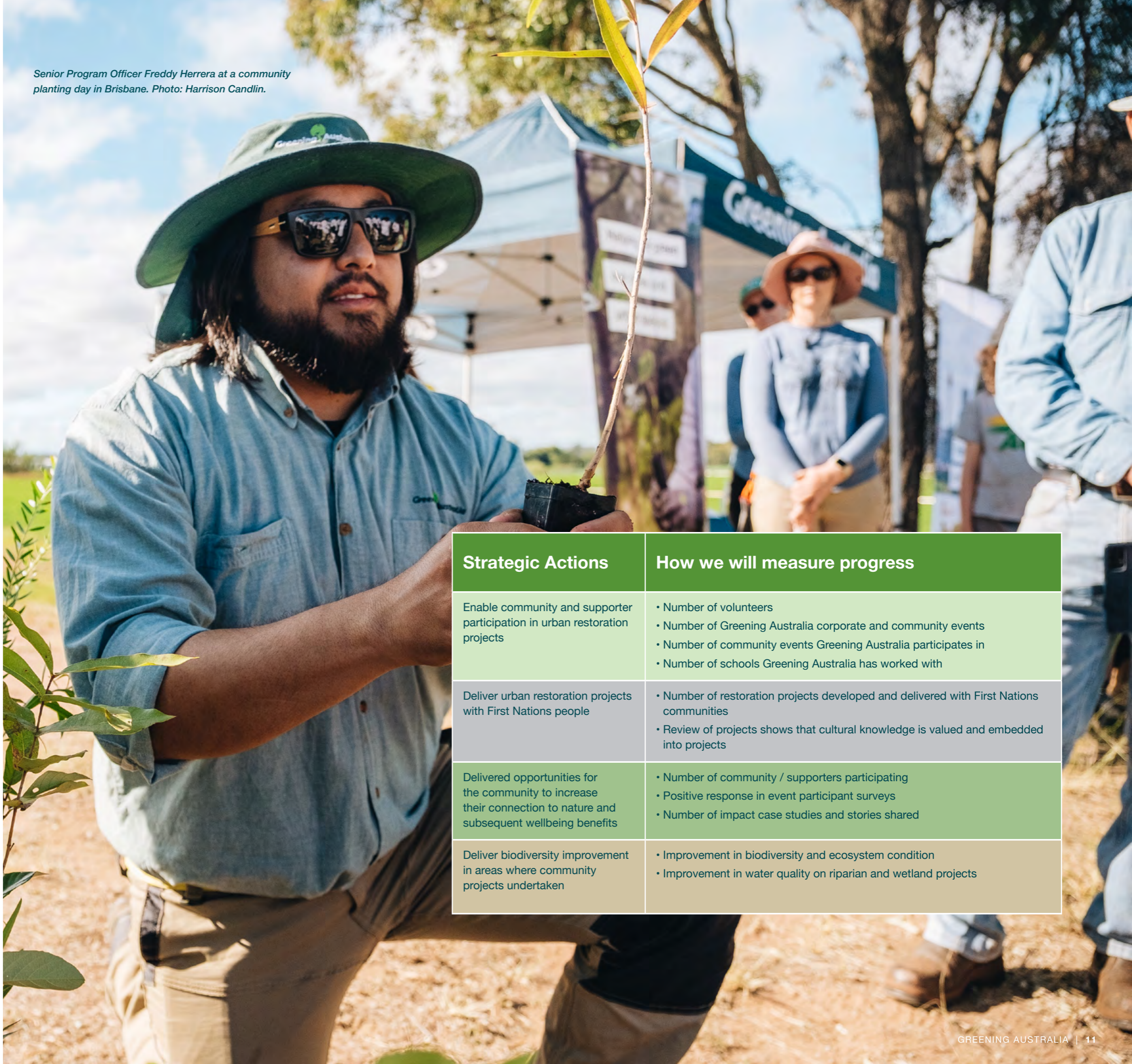
Greening Australia has been working for over 40 years around Australia rebuilding riparian vegetation and restoring wetlands. This ranges from the waterways and frog breeding areas of WA and Victoria through to large gully restoration work in Great Barrier Reef catchments to reduce sediment flowing to the reef.

Greening Australia currently focuses the majority of its wetland and streambank restoration in Central and Northern Queensland in catchments and sub-catchments which have specific targets linked to improving the health of the Great Barrier Reef. These catchment management targets aim for increased ground cover and riparian vegetation and to prevent further loss of wetland habitat protecting the values of wetlands and the role they play in ensuring ecosystem health. Water quality targets have been set for the catchments that drain to the Great Barrier Reef. Priorities for water quality improvement have also been identified based on the highest exposure of coastal or marine ecosystems from catchment sourced pollutants and Greening Australia focuses specific Nature Based Solutions on the priorities within each catchment. Additional opportunities in Queensland have emerged from the recently approved Blue Carbon ACCU methodology to introduce tidal flows back into wetlands through the removal of artificial bunds. Queensland has thousands of such structures built which offer an opportunity to both restore wetlands, sequester carbon and potentially generate carbon credits.

*Greening Australia is working alongside Traditional Owners at Mungalla Station to create new wetland habitat, control weeds and improve grazing management. Photo: Simon Kennedy, Birdlife Australia.*

Strategic Actions	How we will measure progress
Deliver wetlands and riparian restoration across the country within nationally determined priority areas and focus	<ul style="list-style-type: none"> <li>• Report produced that identifies, models and targets prioritisation for riparian and wetland restoration is fully documented</li> <li>• Review of projects shows that they were undertaken in priority areas</li> <li>• Number of projects delivered</li> </ul>
Deliver wetland projects with First Nations people	<ul style="list-style-type: none"> <li>• Number of Restoration Projects developed and delivered with First Nation Communities</li> <li>• Review of projects shows that cultural knowledge is valued and embedded into restoration projects</li> </ul>
Implement Blue Carbon Projects through assessing the potential across Australia under existing methodologies and new emerging methodologies	<ul style="list-style-type: none"> <li>• Review of new projects every two years show that economic and risk models have been clearly defined and developed</li> <li>• Report produced that identifies priority areas across Queensland for reintroduction of tidal flows</li> <li>• Report produced that identifies priority areas across Australia for Blue Carbon restoration projects</li> <li>• Number of Blue Carbon Projects implemented and registered</li> </ul>
Develop and Implement effective Wetland Treatment Systems in Queensland Reef Catchments, and other areas in Australia	<ul style="list-style-type: none"> <li>• Report produced that identifies priority areas for the development and implementation of Wetland Treatments Systems</li> <li>• Number of Wetland Treatment Systems implemented</li> <li>• Improvement in water quality on riparian and wetland projects</li> </ul>
Identify priority wetland areas targeting ecologically and culturally significant species	<ul style="list-style-type: none"> <li>• Number of wetland restoration projects focused on ecological connectivity outcomes implemented</li> <li>• Number of projects being monitored using externally accepted measures</li> </ul>

Senior Program Officer Freddy Herrera at a community planting day in Brisbane. Photo: Harrison Candlin.



**Goal: Increase the ability of the community to rebuild nature**

Community is at the heart of everything that Greening Australia does. Our constitution enshrines this in its objects which state:

*The principal object of the Company is to engage the community in vegetation management to protect and restore the health, diversity and productivity of our unique Australian landscapes.*

Greening Australia has been working with communities since its inception. This includes regional communities, urban areas and schools. Our work is undertaken and supported by our staff, corporate and community volunteers, interns, students and teachers.

Working in local farming communities and with First Nations groups is critical to the success of Greening Australia’s work. We work with individual farmers, through farming groups and have an active presence at many field days. Working with First Nations groups is embedded into everything we do. We seek to partner together to deliver ecological, social, culture and economic outcomes.

Two out of every three Australians currently live in or close to our capital cities, and this number is increasing. In our rapidly expanding urban landscapes, our connection with and access to nature is diminishing to the detriment of our communities and environment. To create greener, more liveable cities Greening Australia is engaging communities across Australia to bring nature back to our cities and urban fringes by restoring natural ecosystems and urban tree canopy cover for wildlife; improving water quality in our rivers and wetlands; building green corridors to help meet carbon neutral targets and creating open spaces for recreation.

Greening Australia actively works with schools to bring plants, nature and culture back into the school grounds and to have students involved in broader projects. We work with the broader community on public and private land with many councils embracing the opportunity for Greening Australia and its volunteers to be involved in helping to green urban environments.

Strategic Actions	How we will measure progress
Enable community and supporter participation in urban restoration projects	<ul style="list-style-type: none"> <li>• Number of volunteers</li> <li>• Number of Greening Australia corporate and community events</li> <li>• Number of community events Greening Australia participates in</li> <li>• Number of schools Greening Australia has worked with</li> </ul>
Deliver urban restoration projects with First Nations people	<ul style="list-style-type: none"> <li>• Number of restoration projects developed and delivered with First Nations communities</li> <li>• Review of projects shows that cultural knowledge is valued and embedded into projects</li> </ul>
Delivered opportunities for the community to increase their connection to nature and subsequent wellbeing benefits	<ul style="list-style-type: none"> <li>• Number of community / supporters participating</li> <li>• Positive response in event participant surveys</li> <li>• Number of impact case studies and stories shared</li> </ul>
Deliver biodiversity improvement in areas where community projects undertaken	<ul style="list-style-type: none"> <li>• Improvement in biodiversity and ecosystem condition</li> <li>• Improvement in water quality on riparian and wetland projects</li> </ul>

Landholder Tim Annand and Land and Restoration Lead Graham Fifield with seedlings ready to be planted at Old Bredbo, NSW. Photo: Toby Peet.

## Our business enablers

Business enablers	Actions
Deepening our work with First Nations People	<ul style="list-style-type: none"> <li>• Increase the cultural capability of Greening Australia in all its work by implementing the actions in the Reconciliation Action Plan (RAP)</li> <li>• Deliver projects with First Nations groups that meet their aspirations for healing of country – delivering environmental, cultural and social outcomes</li> <li>• Increase the ability for First Nations groups to utilise carbon and emerging nature repair markets</li> <li>• Increase the opportunity of First Nations groups to own land through utilising carbon projects</li> <li>• Increase the financial sustainability of First Nations Enterprises</li> </ul>
Impact to be the foundation of all our work	<ul style="list-style-type: none"> <li>• Embed the Impact Framework and Processes</li> <li>• Utilise sector accepted, verifiable and effective monitoring and evaluation protocols</li> <li>• Share impact case studies on key projects in the past 40+ years</li> <li>• Utilise relevant externally verifiable evaluation frameworks and methods (eg. Accounting for Nature) on key projects</li> </ul>
Preferred partner in delivering solutions towards a Net Zero and Nature Positive world	<ul style="list-style-type: none"> <li>• Maintain deep relationships in regional communities that deliver for the environment, people and economies</li> <li>• Continue to deliver ecological, productive and economic outcomes for landholders that meet their objectives</li> <li>• Understand the changing regulatory, disclosure and supply chain environment to provide innovative solutions for our customers</li> <li>• Build our customer, supporter and partner base to deliver increased impact</li> <li>• Provide the best experience for communities, landholders, customers, supporters and partners</li> </ul>
Be an agile, people centered and financially stable organisation	<ul style="list-style-type: none"> <li>• Enable a culture where our people are engaged, productive, customer focused and empowered to take ownership of what they do</li> <li>• Fulfill our Health and Safety Obligations and ensure the wellbeing of our people</li> <li>• Harness diverse revenue streams and efficient delivery and management that funds acceleration in impact</li> <li>• Enable systems and design processes which efficiently support the organisation to deliver on its objectives</li> <li>• Fulfill our regulatory requirements</li> </ul>

## Enabler: Deepening our work with First Nations People

First Nations relationships have been an essential part of our work throughout our 40+ year history. The Thriving on Country program was first referenced in 2017 during the launch of our 2030 goals, as a start to recognising and communicating our work with First Nations Peoples in project delivery across the nation.

Since the launch of our inaugural Reconciliation Action Plan (RAP) in 2021, and with guidance from an established Thriving on Country Committee - a formal committee of the Greening Australia board comprised of First Nations leaders from across the country - Thriving on Country is now embedded across Greening Australia's work, and with delivering environmental, social and economic outcomes.

This work brings together Traditional and contemporary knowledges to heal Country and supports First Nations leadership, enterprise development and employment in the restoration sector. Right and two-way relationships with First Nations groups are critical for delivering effective and sustainable restoration projects and are key enablers for achieving Greening Australia's goals to ensure people and nature thrive.



Enabling actions	How we will measure progress
Increase the cultural capability of Greening Australia in all its work by implementing the actions in the Reconciliation Action Plan (RAP)	<ul style="list-style-type: none"> <li>• Percentage of staff who have completed cultural competency training</li> <li>• Number of internal events that include a First Nations element</li> <li>• Number of First Nations staff, committee and Board members</li> <li>• Percentage of RAP actions completed</li> </ul>
Deliver projects with First Nations groups that meet their aspirations for healing of country – delivering environmental, cultural and social outcomes	<ul style="list-style-type: none"> <li>• Number of relationships (formal, informal, contractual) with First Nations groups</li> <li>• Number of projects that are co-designed</li> <li>• Number of partnerships with First Nations alliance groups</li> </ul>
Increase the ability of First Nations groups to utilise carbon and emerging nature repair markets	<ul style="list-style-type: none"> <li>• Number of projects undertaken with First Nations groups that utilise carbon and other nature based market mechanisms</li> </ul>
Increase the opportunity for First Nations groups to own land through utilising carbon projects	<ul style="list-style-type: none"> <li>• Number of introductions that Greening Australia has made for Traditional Owner groups with potential investors and partners that may lead to land ownership for First Nations groups</li> </ul>
Increase the financial sustainability of First Nations enterprises	<ul style="list-style-type: none"> <li>• Number of First Nations enterprises that good and services are purchased from</li> <li>• Dollar value of good and services purchased from First Nations enterprises</li> </ul>

Director of Mungalla Station and Traditional Owner, Jacob Cassidy, with Associate Director - Water Dr Lynise Wearne in QLD. Photo: Toby Peet.

## Enabler: Impact to be the foundation of all of our work

An impact-centric approach is critical to how Greening Australia operates. It broadens our thinking beyond ‘activities and outputs’ and towards sustained ‘outcomes and impact’ for nature, communities and economies. It also facilitates a consistent, performance-based approach to designing, planning, managing and executing projects.

It requires us to embed monitoring, evaluation and adaptive management into the restoration project life cycle. It enables us to convey to communities, landholders, customers, supporters, partners and other stakeholders about the impact of our work.

With impact as the foundation of all our work, we can demonstrate our effectiveness against our vision and mission, optimise our resources, continually improve and make sure that we are transparent and accountable.

Greening Australia’s approach to impact is centred around two ecosystem services – habitat provision and climate regulation. There is strong evidence that focus on delivery of these will have greatest impact against biodiversity loss and climate change and flow on benefits such as cultural wellbeing.

Greening Australia is on an impact journey and has developed an Impact Framework, Monitoring and Evaluation protocols, and Research and Development focus areas. Our Framework provides an overarching structure for why and how we will drive positive and sustained impact. Our Monitoring and Evaluation protocols are built upon accepted scientific methods. It is recognised that these will be progressively updated as the use of artificial intelligence, satellite imagery, drones, eDNA and other developing technologies allow for greater depth of monitoring across large landscapes and multiple species. Our Research and Development is focused on areas that aim to remove barriers, improve effectiveness and validate the benefits of our work.

*Restoration provides vital habitat and feeding sources for native species like the Red-tailed Black-Cockatoo. Photo: Jesse Collins.*

### OUR IMPACT HYPOTHESES

- Our ecological restoration activities create biodiversity benefits through creation of high quality, connected habitat.
- Our actions improve the damage from land degradation by addressing key agents of decline.
- Our actions will sequester carbon and contribute towards the regulation of climates.
- Our revegetation has the genetic diversity and evolutionary capacity to evolve and regenerate in a changing climate.
- Our actions will benefit people, directly through participation in our activities and indirectly through the provision of ecosystem services.
- The impact of our work can be quantified and valued by using accepted methodologies.



Enabling actions	How we will measure progress
Embed the Impact Framework and processes	<ul style="list-style-type: none"> <li>• Percentage of projects with consistent objectives set in the design phase</li> </ul>
Utilise sector accepted, verifiable and effective monitoring and evaluation protocols	<ul style="list-style-type: none"> <li>• Review of restoration projects determines that appropriate monitoring standards have been implemented</li> <li>• Review of monitoring and evaluation protocols shows that they are utilizing developments in technology and thinking</li> <li>• Extent of monitoring and evaluation data stored centrally and managed effectively</li> </ul>
Share impact case studies on key projects in the past 40 years	<ul style="list-style-type: none"> <li>• Number of case studies articulating impact written and shared on website and social media channels</li> <li>• Number of published scientific papers</li> </ul>
Utilise relevant externally verifiable evaluation frameworks and methods (eg. Accounting for Nature) on key projects	<ul style="list-style-type: none"> <li>• Number of projects validated/certified via external evaluation methods</li> </ul>

## Enabler: Preferred partner in delivering solutions towards a Net Zero and Nature Positive world

Greening Australia can only deliver its vision and mission through partnering with First Nations peoples, communities, landholders, government, customers and supporters. We recognise that we can't do it alone – delivering the transition needed towards a Net Zero and Nature Positive world. The most successful partnerships are based on deep mutual respect and the bringing together of different skills to deliver greater impact. The sum is always greater than the parts. At Greening Australia we strive to make sure that everybody who engages with us has the best experience.

We rely upon our deep connections within local communities to provide us with our license to operate in those communities. They keep us grounded and make sure that we are delivering impact for them as well as the broader ecological impacts. We also work closely with many local businesses for the provision of the goods and services needed to complete our work. This is a key way that we provide economic benefits to the communities in which we live and work.

Without access to land we can't achieve any impact. Greening Australia has decades of experience working with private, public and First Nations landholders to deliver restoration projects that integrate with their production objectives. Landholders provide access for seed collection as well as working with us to design and implement restoration work on degraded parts of their land. They also maintain the plantings into the future making sure that the ecological impacts last.

Our unique practical end-to-end experience in native seed, on-ground restoration and environmental markets means we can tailor science-based nature-based solutions that both align with a landholder's goals and maximise benefits for people and nature. Landholders can restore parts of their property with Greening Australia to access the carbon market, improve the biodiversity and resilience of the property, and add value to farm plans – helping nature at the same time.

Our customers, supporters and partners provide Greening Australia with the resources needed to undertake the vital work of 'Rebuilding Nature Together'. They may be large multinational corporations, Australian businesses, governments and agencies, small local businesses, trusts and foundations, and individuals. Their investment in science-led, nature-based solutions allows Greening Australia to scale our work to tackle the environmental challenges of climate change and biodiversity loss. Our partners' commitment to helping people and nature thrive means we can achieve greater impact.

Enabling actions	How we will measure progress
Maintain deep relationships in regional communities that deliver for the environment, people and economies.	<ul style="list-style-type: none"> <li>• Number of staff based in regional communities</li> <li>• Dollars spent with local businesses</li> <li>• Number of small businesses delivering services to Greening Australia and its subsidiaries</li> <li>• Number of community projects undertaken</li> </ul>
Continue to deliver ecological, productive and economic outcomes for landholders that meet their objectives	<ul style="list-style-type: none"> <li>• Number of landholders signing carbon agreements</li> <li>• Number of landholders entering into other forms of restoration agreements</li> <li>• Feedback from landholders on how we engage with them</li> </ul>
Understand the changing regulatory, disclosure and supply chain environment to provide innovative solutions for our customers	<ul style="list-style-type: none"> <li>• Number of forums and conferences presented at</li> <li>• Review of customer proposals and correspondence show insights have been shared</li> </ul>
Build our customer, supporter and partner base to deliver increased impact	<ul style="list-style-type: none"> <li>• Consistent revenue growth</li> <li>• Percentage renewed customer agreements</li> <li>• Number of agreements for &gt;3 years</li> </ul>
Provide the best experience for communities, landholders, customers, supporters and partners	<ul style="list-style-type: none"> <li>• Net promoter score</li> <li>• Feedback from stakeholders</li> <li>• Increased revenue from a variety of sources</li> <li>• Percentage of staff training to be ambassadors of the brand</li> </ul>

*Purchased in partnership with Conscious Investment Management, Greening Australia's Caddigat Rd property sits along the banks of the Murrumbidgee River, which provides habitat for native species such as platypuses.*

## Enabler: Be an agile, people centered and financially sustainable organisation

In order to deliver our mission we need to be an agile, sustainable organisation that is financially stable, develops our people and utilises the most appropriate systems and processes in a changing world. Financial sustainability is fundamental to being able to deliver impact and

Greening Australia will continue to leverage different business structures and blended finance to do this.

Our people are at the heart of what we do. Their unwavering passion and dedication enable us to continue to restore our diverse and iconic ecosystems and we are committed to fostering a workplace where our people are empowered to thrive. We aim to provide a clear purpose to drive passion and performance, and believe in nurturing a healthy, safe and inclusive environment. Our dedication to these principles is the cornerstone of our people-first culture.

Greening Australia's systems and processes have been developed over 40+ years. With the rapid progression of technology it is appropriate that Greening Australia partner with specialist providers to deliver our IT and systems needs. This provides the ability to be agile, to provide customers with the best experience, deliver on our ambitions and meet our regulatory requirements.

Revisiting a planting in Victoria's Strzelecki Ranges.  
Photo: Annette Ruzicka.



Enabling actions	How we will measure progress
Enable a culture where our people are engaged, productive, customer-focused and empowered to take ownership of what they do	<ul style="list-style-type: none"> <li>• Percentage of staff with development plans that include</li> <li>• Engagement score as measured through our annual engagement survey</li> <li>• Review of the people capability framework shows agility, customer centric and solutions focused are core elements</li> <li>• Number of interns and volunteers in a diversity of locations</li> <li>• Annual intern and volunteer feedback surveys</li> </ul>
Fulfill our Health and Safety Obligations and ensure the wellbeing of our people	<ul style="list-style-type: none"> <li>• Safety incidents</li> <li>• Percentage safety actions completed on time</li> <li>• Wellbeing questions in staff survey</li> </ul>
Harness diverse revenue streams and efficient delivery and management that funds acceleration in impact.	<ul style="list-style-type: none"> <li>• Annual audited accounts for Greening Australia limited and its subsidiaries</li> </ul>
Enable systems and design processes which efficiently support the organisation to deliver on its objectives	<ul style="list-style-type: none"> <li>• Appropriate ratio of the cost of the enabling areas to revenue</li> <li>• Adoption of technology</li> <li>• Number and extent of complex processes simplified</li> <li>• Numbers of partnerships formed/engaged within to deliver key processes</li> </ul>
Fulfill our regulatory requirements	<ul style="list-style-type: none"> <li>• Compliance reports provided to Board meetings</li> </ul>





## Governance

Greening Australia Limited is a public company limited by guarantee. The Principal object in its Constitution is to “engage the community in vegetation management to protect and restore the health, diversity and productivity of our unique Australian landscapes.”

Greening Australia restores Australia’s diverse landscapes nationally, improving biodiversity and water quality, sequestering carbon and enabling communities to thrive. It achieves this through utilising over 40 years of expertise in land-based restoration, applying the best science and partnering with a range of landholders and First Nations communities across Australia.

Greening Australia operates as a group of companies consisting of Greening Australia Limited, Nindethana Seed Service Pty Ltd, SeedX Pty Ltd, Greening Australia - Sandalwood Australia Co Pty Ltd, Greening Australia (QLD) Ltd and Canopy Nature Based Solutions Pty Ltd. As a group all entities work together to achieve Greening Australia’s objectives, vision and mission. In addition to these organisations, Greening Australia also has an investment in Nature Company Pty Ltd (NatureCo) a global organisation dedicated to developing and delivering large-scale land restoration carbon projects.

The Greening Australia governance structure consists of an independent Board and Board Committees with Board Directors also sitting on the subsidiary Boards of SeedX, Nindethana and NatureCo.

The two formal Board subcommittees are:

- Finance Risk and Audit Committee that oversees financial management, risk, compliance and external audit
- Thriving on Country Committee that oversees and guides the organisations Thriving on Country strategy, activities and delivery of its Reconciliation Action Plan. This groups is chaired by a First Nations Greening Australia Board Director and consists of highly skilled independent First Nations leaders from across the Country.

The Board has key processes and systems in place to effectively govern the organisation.

The Executive team consists of the CEO and Executive Directors responsibility for the key businesses of Seed and Restoration and the Enabling areas of People, Sales and Marketing, Finance and IT, and Legal. The CEO reports directly to the Board and the Corporate Counsel is also Company Secretary.

Greening Australia is registered with the Australian Charities and Not-for-profit Commission (ACNC) and with ASIC. The Canopy business operates under an AFSL through a corporate authorised representative arrangement Greening Australia and its companies produce annual financial reports and a combined annual Year In Review report that are shared with its members and stakeholders.



*Image credit: A seedling ready for planting at a supporter event at Calmsley Hill City Farm in Sydney. Photo: Toby Peet.*

## Partner with us

Become a partner and help us create meaningful impact for people and nature.



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**Greening Australia**

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