



Stretch Reconciliation Action Plan

March 2024 - March 2027



nous

Acknowledgement of Country

Nous Group (Nous) acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of Country throughout Australia. We pay our respect to Elders past, present and emerging, who maintain their cultures, country and spiritual connection to the land, sea, and community.

Nous wishes to acknowledge and pay respects to the many diverse lands our offices are based on and where we work. We acknowledge and pay respect to the sovereign peoples who we collaborate with and learn from each day.

Specifically, this includes:

Whadjuk Nyoongar people
– Perth / Boorloo



Larrakia people
– Darwin / Garramilla



Yuggera and Turrbal people
– Brisbane / Meeanjin



Gadigal people
– Sydney / Warrane



Ngunnawal and Ngambri people
– Canberra / Ngambri



Wurundjeri Woi Wurrung and Bunurong Boon Wurrung people
– Melbourne / Naarm





This original artwork was commissioned by
Nous Group and created by Marcus Lee in 2016,
a proud Aboriginal descendant of the Karajarri people.

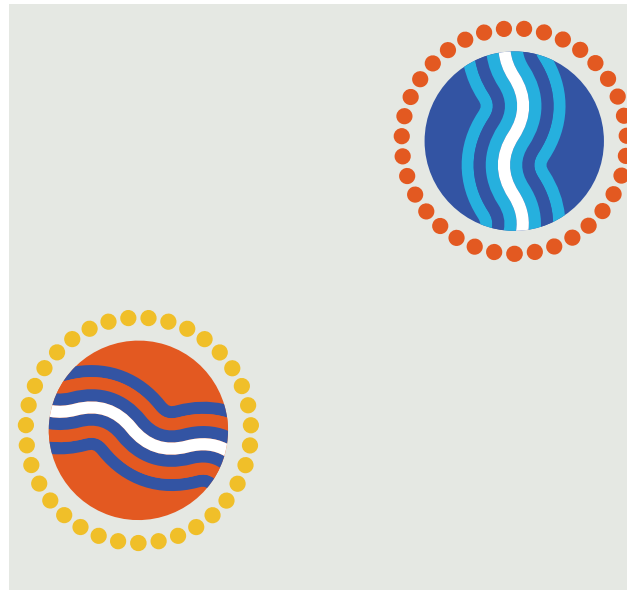
Nous RAP artwork

This bespoke artwork design was created to represent Nous' vision for reconciliation.

The Nous Reconciliation Action Plan (RAP) artwork has been an integral part of our journey. For our last two RAPs it has formed the basis of the visual design and is also printed and displayed in all our offices. The Nous RAP artwork is also used digitally where we Acknowledge Country – for our email signature blocks and in Word and PowerPoint templates. With this visual cue we are reminded of our journey as an organisation and the commitment we can make as individuals on the journey.



The design represents five people with arms interlocked, symbolising our aspirations for productive and respectful engagement between Aboriginal and Torres Strait Islander communities, organisations and Nous.



The five figures symbolise Nous' five reasons for being: positive influence, intellectual stimulation, energy and growth, care and connection, revenue and profit.



The inner circle symbolises Nous culture, which is nurtured by the people and relationships that surround it.

Photo taken on the Ngaanyatjarra Lands in remote Western Australia while Nous conducted a Social Impact and Opportunities Assessment to improve the lives of Traditional Owners and community members.

Photo by Michael Hood.



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Message from our Managing Principal and CEO

As Managing Principal and CEO, I am delighted to present our new Stretch RAP – our fourth RAP – for 2024 to 2027.

We recognise Aboriginal and Torres Strait Islander peoples' many millennia of history on the land of Australia. We also recognise that colonisation of Australia has resulted in disruption and trauma for Aboriginal and Torres Strait Islander peoples.

Through reconciliation, Nous aims to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. In doing so, we enrich the Australian soul. Founded on these connections and mutual appreciation, we can continue our efforts to build a more just and equitable future for all Australians.

As a non-Indigenous led and owned consulting firm founded in Australia, we have a moral responsibility to actively engage in reconciliatory action, so that our work with clients is having the positive impact on communities that we seek to achieve.

Our new Stretch RAP sets a road map for Nous and Nousers in contributing to this better future. At the heart of our Stretch RAP is a strengthened commitment to invest our energy, abilities, and resources to support the self-determination of Australia's First Peoples.

We have made much progress since our first RAP in 2014. Through our most recent 2020-21 Innovate RAP, we have focused on working alongside Aboriginal and Torres Strait Islander communities to achieve real change, such as supporting the return of Jabiru to Mirarr Traditional Owners; supporting the Ngaanyatjarra Land Council and OzMinerals to negotiate and sign the West Musgrave Project Mining Agreement; and a review of preschool funding and delivery in the Northern Territory.

Practically we have made changes in Nous too: tripling our purchasing from Aboriginal and Torres Strait Islander businesses, developing and building new partnerships with Aboriginal and Torres Strait Islander associates and subcontractors, developing and implementing an organisation-wide bespoke cultural competency program built in partnership with our Aboriginal and Torres Strait Islander Nousers, and including beautiful artwork that acknowledges Country across every proposal, project and report we produce.

In 2023, we ran our annual company strategy days in Australia – Nous Days –with a focus on reconciliation. I was particularly pleased at how we sourced and engaged many different Aboriginal and Torres Strait Islander businesses to support the delivery of the conference. I was energised by the way in which all Nousers thought practically about how we can focus our attention on the ways in which we effect change in a management consulting business.

Alongside the success from our recent RAPs, we have also learned from mistakes and experienced challenges common to organisations moving through the reconciliation journey.

Our focus for this Stretch RAP is to embed reconciliation in our business and in our leadership ethos:

- Leaders, starting with me, individually commit to reconciliation, and stronger Aboriginal and Torres Strait Islander leadership.
- We continue to strengthen our approach to consulting projects that have a significant impact on Aboriginal and Torres Strait Islander individuals, businesses, and communities. We will have greater focus on considering the teams and their required capability in all work we undertake with government, non-government organisations, and community groups.
- Becoming an employer of choice for Aboriginal and Torres Strait Islander people by ensuring all of Nous is culturally safe and providing our Aboriginal and Torres Strait Islander Nousers employment and professional development pathways that deliver meaningful careers.
- Mutually beneficial partnerships with Aboriginal and Torres Strait Islander organisations.
- Our offices are better engaged with the local Aboriginal and Torres Strait Islander communities where we are based.

Positive influence is the founding and continuing idea that motivates Nous. Through these commitments in our Stretch RAP, we will, particularly our leaders, commit to Nous supporting a more equitable, respectful, and thriving Nation for all Australians, particularly our First Australians. I look forward to leading the firm in implementing the new RAP.

I thank our RAP Working Group, subcommittees, and passionate Nousers through whom we have increased our knowledge, understanding, and appreciation of what reconciliation means to Nous.

Tim Orton





Message from our co-chairs of the RAP Working Group

I am pleased that we have extended our commitment to reconciliation through our first Stretch RAP, building on past successes, failures, and learnings. With this Stretch RAP, we recognise the need to continue building on our significant progress to date and further extend our reconciliation ambition to deliver meaningful change.

This RAP sees us committing to priorities and actions both internally and externally to Nous, with a focus on deepening and evolving our approach to our consulting work to better support opportunities to improve the lives of Aboriginal and Torres Strait Islander peoples and communities.

We will continue to build meaningful relationships with the communities and First Nations organisations we work alongside, learning to be better partners. We will also help strengthen the Aboriginal and Torres Strait Islander business sector through more ambitious Aboriginal and Torres Strait Islander procurement goals.

We have an opportunity to grow career pathways for Aboriginal and Torres Strait Islander professionals interested in consulting. We must do this for consultants at every level – but especially in leadership.

I want to thank the Nous team that developed our new RAP as well as our RAP Working Group (RAP WG) and supporting committees. You have laid the foundations for the new phase in our reconciliation journey.

Rodney Williams

Guwa (Koa) Man



With pride, we are pleased to announce the launch of our next Reconciliation Action Plan (RAP), and to share that Nous has progressed to a Stretch RAP. This is an important milestone in our enduring journey for learning and improvement.

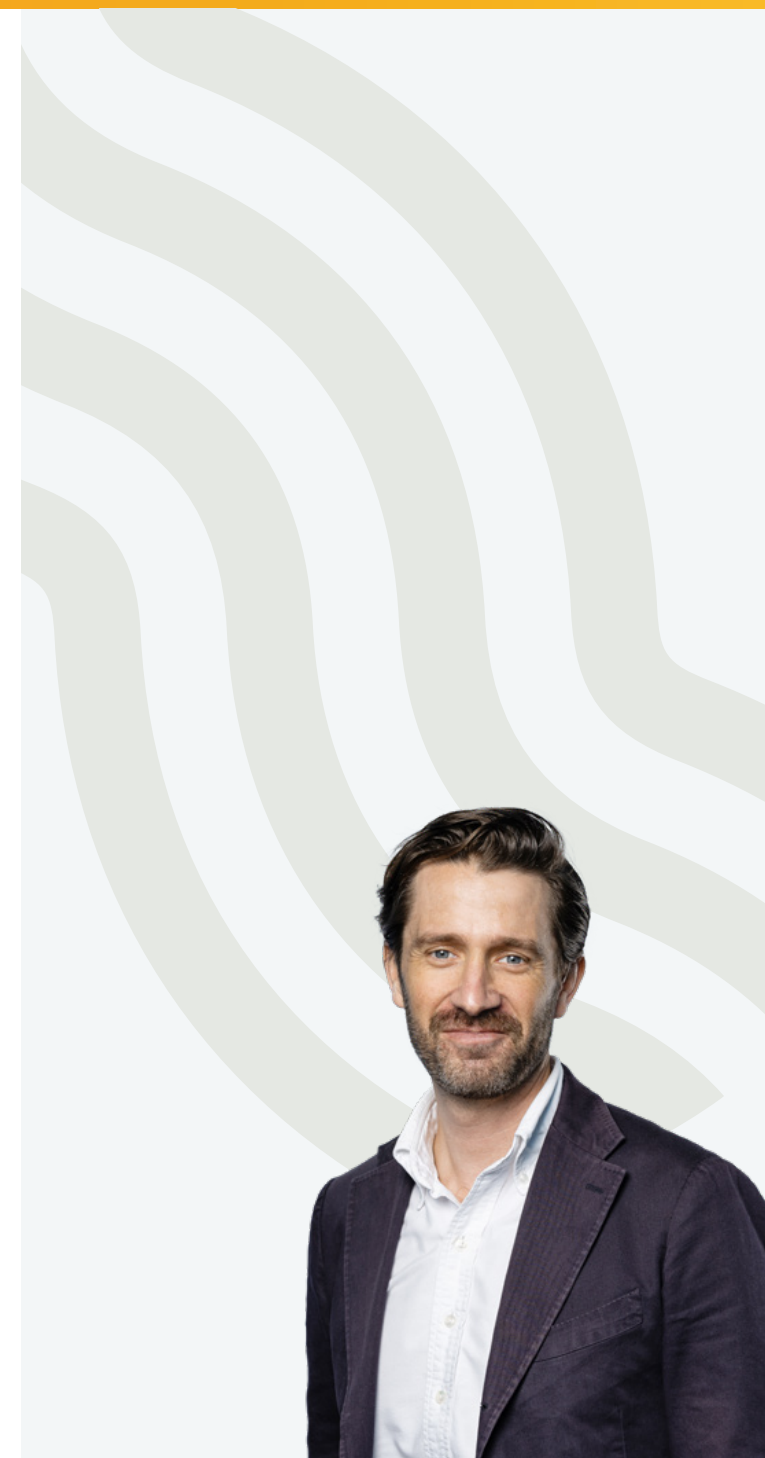
Throughout our reconciliation journey, our organisation has taken the time to reflect on what reconciliation looks like within the context of our business, considering our people, our clients, and the communities we serve and are apart of.

As a result, we have achieved some significant outcomes, including the development of our cultural competency framework and training, our partnerships with Aurora and CareerTrackers, and our increased focus to culturally-safe quality through our First Nations Practice Group.

In 2023, as part of the development of this new Stretch RAP, we brought together all our Australian staff, almost 600 Nousers, to focus on reconciliation at our annual strategy forum (Nous Days). We celebrated learning from the past, being present and growing together in the future as an organisation.

Our Stretch RAP marks a meaningful step in our journey, as we aim to extend our ambitions and expand our sphere of influence. To achieve this, significant leadership is required. The responsibility and accountability is shared. All our people must practice an understanding of their individual and shared role in reconciliation.

Michael van Koesveld



A message from Reconciliation Australia CEO

On behalf of Reconciliation Australia, I congratulate Nous Group on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan.

Formed around the pillars of relationships, respect, opportunities and governance, the RAP program helps organisations to fulfill the role they can play in driving reconciliation across their work and area of expertise.

Nous Group is a leading Australian-owned, international management consulting and leadership development firm. Consulting across Australia, Nous' work touches the lives of Aboriginal and Torres Strait Islander people and communities through its projects, and consequently it has a deep responsibility to ensure that it is embedding principles of reconciliation into all levels of its business.

In reflecting on the successes of Nous' reconciliation journey so far, the firm has worked hard to build its internal capacity for working alongside Aboriginal and Torres Strait Islander people respectfully.

Notable achievements include a threefold increase in purchasing from Aboriginal and Torres Strait Islander businesses, forging new partnerships with First Nations associates and subcontractors, and the implementation of a comprehensive cultural competency program. Developed in collaboration with Aboriginal and Torres Strait Islander staff, this organisation-wide initiative served as a strong foundation, fostering knowledge, relationships, and respect. These endeavours have laid the groundwork for sustainable projects rooted in principles of cultural safety, highlighting Nous' commitment to meaningful engagement.

Building on these successes, Nous aims to further amplify its impact in this new Stretch RAP. Acknowledging that Nous works on large, complex and cross-cultural projects such as developing models of care for youth detention centres, helping to negotiate land handovers to Traditional Owners, as well as designing programs for people in remote communities, it is crucial that the firm has robust, formalised and informed practices of engaging with Aboriginal and Torres Strait Islander partners. This Stretch RAP sees the firm embedding its Aboriginal and Torres Strait Islander engagement plan throughout the entire organisation, where it

will implement a series of activities to ensure that reconciliation principles are embedded sustainably. These include a comprehensive review and update of guidance on proposals and projects, incorporating engagement principles into the fabric of its work, and having its First Nations practice working as an accountability measure.

These initiatives, among many others, show Nous continuing to formalise its approach to working with First Nations communities, with the firm poised to contribute meaningfully to the broader goals of cultural safety, mutual respect, and sustainable partnerships.

On behalf of Reconciliation Australia, I commend Nous on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Ben Moodie, from the Gamillaroi people, playing the Yidaki as part of the Welcome to Country at Nous Days. Nous Days was held on the lands of the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung people of the Eastern Kulin Nation in 2023.

Photo by Greg Evans.

Our business

Nous is a leading Australian-owned, international management consulting and leadership development firm. We have almost 700 staff located across offices in Australia, Canada and the UK. This includes 14 Aboriginal and / or Torres Strait Islander staff across our Australian offices.

We combine strong technical capabilities and an engaging style to provide compelling advice in the areas of strategy and implementation, digital, data and design, public policy, and organisational performance and leadership. We provide this advice to federal and state government departments, member-based organisations and private sector clients that operate across the education, financial services, health and ageing, human services, safety and security and sustainable development sectors.

We are inspired and determined to improve people's lives in significant ways. As a genuinely purpose-based firm, we work on the opportunities and challenges that transform businesses, governments, and communities. We exist to achieve positive influence – partnering with clients to improve people's lives.

We strive to consistently deliver bold ideas, by and with engaging people, to deliver influential and enduring solutions. Our 'reasons for being' are at the heart of everything we do.

We recognise that diversity in people, thinking and approach can solve the most complex challenges. We excel at bringing people, ideas, and analysis together. As we collaborate, we think deeply and adaptively to find the best possible answers. Together we achieve a bigger idea of success.



'We, Wit, Wisdom'

Nous has three different meanings - French (we), English (wit), and Greek (wisdom).

Nous commissioned Selina Swan, Nungurrayi, a proud Kija, Ngardi-Jaru Woman from Halls Creek in WA to create this artwork - an expression of Nous in an Aboriginal context.

"The painting draws inspiration from my old people and their sand art storytelling traditions, with a special emphasis on the influence of my Jaja (Grandmother).

The visual elements in the painting symbolise the collective unity and interconnectedness of the community ('we') along with the qualities of flexibility, movement, and joyful atmosphere. It communicates the power of positive influence, incorporating the cleverness, humour, and resourcefulness ('wit') that contribute to the ('wisdom') of Nous.

Furthermore, Nous provides a unique experience by adding colour, ambition, and making it possible for us to think big. The colours in the painting evoke a sense of vibrancy and ambition, encouraging viewers to dream beyond limitations."

- Selina Swan



Photo left: Photo commissioned by Nous - Veronica and Lauren in our Melbourne / Naarm office.

Photo right: Nouser Selina Swan creating and presenting her artwork to the Darwin / Garramilla office.

Our vision for reconciliation

Vision

Our vision for reconciliation is for all Australians to understand, respect and value Aboriginal and Torres Strait Islander peoples, cultures, heritages, and knowledge systems.

We aspire to a future in which all Australians have the same opportunities for social, economic, and cultural prosperity, and a standard of living that is not compromised by their identity. We want to support the shift in narrative from a deficit lens to a strengths-based approach that empowers Aboriginal and Torres Strait Islander people and contributes to self-determination.

At Nous, we strive for a bigger idea of success. When it comes to reconciliation, we understand a bigger idea of success to mean systemic change. To achieve our vision will require shifts in mindsets and behaviours across governments, communities, organisations, and the wider public. We will push ourselves to actively contribute to these systemic shifts by evolving our approach as a whole organisation.

Internally, we are cognisant of the personal and cultural load our Aboriginal and Torres Strait Islander Nousers (and Aboriginal and Torres Strait Islander communities more generally) carry in support of reconciliation. We recognise the importance of ensuring the burden of realising our RAP objectives does not create a disproportionate cultural burden on our Aboriginal and Torres Strait Islander colleagues.

This Stretch RAP will help Nous realise our role in this vision through five ambitions. These ambitions directly relate to our leaders, the way we engage Aboriginal and Torres Strait Islander partners and businesses, the way we embody reconciliation at the local office level, the experience of our Aboriginal and Torres Strait Islander Nousers, and how all Nousers can contribute to reconciliation. We developed our five ambitions through an extensive review process that included consultations, workshops, and research within and beyond the organisation. These ambitions frame each of the tangible actions and deliverables we present on pages 27-49.





Photo of our First Nations Nousers and allies discussing reconciliation, and the importance and impact of our work with First Nations communities during Nous Days in 2023.

Photo by Greg Evans.

Our ambitions

Our leaders are humble and courageous

As a non-Indigenous led firm, we want our leaders to be courageous in their commitment to reconciliation, but this must be underpinned by the acknowledgement and humility that they do not bring lived experience. We want our leaders to act with the courage of not fearing failure, with recognition it is better to have a go with the right intentions and learn along the way, rather than not engaging due to fear or discomfort of not getting it right straight away. We will extend our boldness to meaningfully express and support the key principles underpinning the Uluru Statement from the Heart through the RAP and contribute to positive change through our project work and spheres of influence. We also want to increase our Aboriginal and Torres Strait Islander leadership across the business. This extends to evolving how we think about leadership at Nous to incorporate Aboriginal and Torres Strait Islander wisdom and knowledge.

Nous is a model partner

We want to become model partners for the Aboriginal and Torres Strait Islander consulting individuals and organisations we work with to deliver positive influence. We can extend our relationships so that we also become model partners to the Aboriginal and Torres Strait Islander-owned businesses that we work with across recruitment, procurement, and cultural competency development.

Our offices are locally engaged

We will engage with, listen to, and learn from, the experiences of each of the communities on whose Country our offices are based. Specific knowledge of local peoples will make us better allies so we can deliver more positive outcomes in our work alongside Aboriginal and Torres Strait Islander communities. Our local offices will shape strategic priorities to better reflect the needs of their community and key stakeholders. We see Nous' role as extending beyond our project work and we encourage Nousers to be engaged with their local communities.

Aboriginal and Torres Strait Islander Nousers have cultural safety and thrive

To be an employer of choice for Aboriginal and Torres Strait Islander people all of Nous must be culturally safe. We must also provide our Aboriginal and Torres Strait Islander Nousers employment and professional development pathways that deliver meaningful careers. Our First Nations Employment Strategy (FNES) will drive our efforts to increase the recruitment and retention of Aboriginal and Torres Strait Islander employees across all levels and functions and ensure we are a great place to work for our Aboriginal and Torres Strait Islander Nousers.

Nousers are culturally competent and adaptive

We will implement the Nous cultural competency framework so that all Nousers have the knowledge, behaviours, and skills to increase their understanding and appreciation of Aboriginal and Torres Strait Islander communities and cultures so they can meaningfully contribute to reconciliation. We expect all Nousers that have direct and ongoing engagement with Aboriginal and Torres Strait Islander peoples, communities, and organisations to be adaptive in how they respond to their diverse needs, backgrounds, and experiences. Nous' First Nations Practice will lead our focus on extending and deepening our approach to project work.

We also recognise that as an Australian founded, non-Indigenous, international company, our vision for reconciliation further extends beyond Australia. We will continue to work with our colleagues in Canada and New Zealand to support their reconciliation journey and support our United Kingdom colleagues to reconcile the history and trauma of colonisation.

Photo of Nousers greeting colleagues at our first reconciliation focused Nous Days in Melbourne / Naarm in 2023.

Photo by Greg Evans.



Our achievements since the last RAP

This Stretch RAP builds upon the progress, and has been informed by the learnings, of our previous three plans: Reflect RAP (2014-2015), Innovate RAP (2017-2018), Innovate RAP (2020-2021).

Our Reflect RAP guided our initial reconciliation work and positioned Nous to implement effective and mutually beneficial initiatives in the future.

Our first Innovate RAP guided our implementation of new reconciliation initiatives, including attention to embedding the policies prescribed by our First Nations Employment Strategy (FNES).

Our second Innovate RAP focused efforts on the development of our First Nations Practice and embedding reconciliation into our core business through considering our project work and the way we can be involved in change through management consulting. We are proud of the progress we have made, though recognise there is more to be done.

Success across our Innovate RAP



Relationships

- Made a Statement of Commitment to collaborate with, and learn from, Aboriginal and Torres Strait Islander peoples to guide our actions and inform all our project work.
- Developed and implemented an engagement plan to identify opportunities for further collaboration with our Aboriginal and / or Torres Strait Islander partners, and to understand how we can engage more effectively with our partners in the future.
- Maintained strong partnerships with CareerTrackers, building on our Most Valued Partner Award in January 2019, and the Aurora Education Foundation.
- Continued support of Aboriginal and Torres Strait Islander organisations through our Community Partnership Scheme (CPS), which provides discounted and pro-bono consulting services to community organisations.
- Organised and participated in National Reconciliation Week (NRW) activities every year across the RAP with both national and local events.
- Participated in events across our offices, for example at Garma Festival and the National Native Title Conference.



Respect

- Developed Nous' cultural competency framework and refreshed cultural awareness training.
- Created an internal working group of Aboriginal and Torres Strait Islander Nousers who volunteered to redesign and run our cultural awareness training that all Nousers complete during induction. This shift to internally design and run training reflects our capability growth since the previous RAP.
- Promoted understanding and appreciation of the purpose and significance behind cultural protocols, including but not limited to, incorporation of Acknowledgement of Country in meetings and digital signage, artworks and showcases in various internal documents and offices. We also liaised with Traditional Owners to facilitate Welcome to Country ceremonies where appropriate (i.e. at Nous Days and office launch events.)
- Developed a series of project and proposal templates that incorporate an artwork designed by one of our Aboriginal and Torres Strait Islander Nousers for our First Nations Practice projects.
- Promoted and engaged with NAIDOC events and other significant events throughout the year across all offices. 90 per cent of Nousers have participated in events such as NAIDOC Week events, RAP WG meetings, Reconciliation-relevant savvy sessions, and Cultural Awareness Training.
- Reviewed Human Resources policies and procedures to remove barriers to Nousers participating in NAIDOC Week and other culturally significant events.



Opportunities

- Developed and implemented Nous' first Aboriginal and Torres Strait Islander Procurement Strategy, which resulted in almost tripling of Nous' total procurement spend for Aboriginal and Torres Strait Islander businesses. In FY 21-22 we spent \$140,000 across 31 different Aboriginal and Torres Strait Islander suppliers.
- Focused our annual Nous Days in July 2023 on reconciliation. Over two days we had our 600 plus Australian staff engage in the theme of reconciliation. Through this we spent almost \$20,000 on Aboriginal and Torres Strait Islander businesses to support the two days.
- Implemented our refreshed FNES to improve accessibility and the employment proposition for Aboriginal and Torres Strait Islander people. In 2022-2023 we had more Aboriginal and Torres Strait Islander Nousers (14) and more senior Aboriginal and Torres Strait Islander Nousers (1 Principal, 1 Director and 2 Managers) than ever before.
- Strengthened our internal Aboriginal and Torres Strait Islander Nousers support network. The network meets regularly to provide care and connection, discuss their experience as Aboriginal and Torres Strait Islander Nousers and suggest opportunities to make the organisation more culturally inclusive.



Governance

- Maintained a committed RAP WG comprising four sub-committees to drive governance of the previous RAP.
- Since 2020 we have appointed and maintained an internal RAP Champion from senior management to support effective implementation.
- Reported RAP progress to the Nous Executive Board (NEB) each year on an ongoing basis as well as to the broader organisation through staff meetings and annual Nous Days.
- Developed a dashboard on our intranet to report progress.
- Updated the external Nous website to show our commitment and progress towards reconciliation.





Photo above: Sally and Hudson travelling to the Atitjere Community in the Northern Territory.

Opportunities to learn from our Innovate RAP

Dedicated time and resources are necessary to reach our ambitions

At times it has been difficult to maintain momentum. However, we have seen the team make rapid progress on RAP initiatives when we have a dedicated team working on an initiative. We will organise ourselves to deliver this Stretch RAP in a way that creates time and space to dedicate energy to RAP work – especially for more complex initiatives.

Senior leaders are critical to drive a whole-of-business approach to reconciliation

Our Innovate RAP sometimes did not have the senior leader engagement it needed to progress as fast as we hoped. This was often due to ambiguity on roles and accountabilities. For this Stretch RAP, we will ensure all senior leaders across Nous feel connected to the reconciliation agenda. We will have executive accountability and sponsorship that enables effective implementation.

Employing Aboriginal and Torres Strait Islander people remains a top priority

As Nous has grown, our growth in Aboriginal and Torres Strait Islander Nousers has not kept pace. Employing Aboriginal and Torres Strait Islander people is critical for Nous to contribute meaningfully to reconciliation as an organisation and through our work. This is especially important for our offices that consistently partner with Aboriginal and Torres Strait Islander peoples, communities, and organisations.

We must strive to build sustainable two-way, reciprocal partnerships

Without a formal partnerships strategy, we often took an ad hoc approach to our partnerships. We have also learnt through experience the need to carefully nurture our established partnerships. Our Aboriginal and Torres Strait Islander partner organisations and contractors can teach us how to be better collaborators, which helps us to deliver value in return. We value these relationships and recognise we can always do more to become better partners.



Top left: Hudson chatting with local members of the Atitjere community.

Middle: Leon, Selina and Ailee at the Youngaleena community near Karajini National Park in the Pilbara.

Right: Sally chatting with local members of the Atitjere community.

Left: Hugh engaging with local Yirrkala community members, on the lands of the Yolngu people.



Our work with Aboriginal and Torres Strait Islander communities

We are privileged to have the opportunity to work on projects that have the potential to improve the lives of Aboriginal and Torres Strait Islander peoples and communities. Our project work supports better economic, social, health, justice, and cultural outcomes. However, we understand we can only achieve those outcomes if our work is guided by a commitment to listening, learning from, and elevating the voices and experiences of Aboriginal and Torres Strait Islander peoples. We observe the principle of self-determination and strive to act as allies on this journey.

Our Nous First Nations Practice guides our work in this space. The Practice brings together the best of Nous from across all our geographies to share learnings and experience. It plays an important role to allow our work with Aboriginal and Torres Strait Islander communities and organisations to result in positive outcomes.

We recognise that we must be judicious about the projects we will undertake. Before undertaking any projects with government in policy areas that relate to Aboriginal and Torres Strait Islander peoples, Nous will consider whether we have relevant and credible experience and relationships to contribute.

Before undertaking any projects with Aboriginal and Torres Strait Islander communities or organisations, Nous will consider whether we have sufficient local contextual knowledge and networks, or the ability to access them in a sustainable and mutually beneficial way. We will also consider whether we have existing and trusted relationships with Aboriginal and Torres Strait Islander communities or organisations, or the capacity and potential to develop such relationships.

A selection of our most influential projects over the past three years is included overleaf.

Our most influential projects




Conducted a social impact and opportunities assessment for the West Musgrave copper-nickel mining project.



Supported the handover of a mining town to Traditional Owners.

Developed a model of care and implementation plan to improve the NT youth justice system.

Evaluated a legal support service for Aboriginal and Torres Strait Islander young people in VIC to enable future service and funding decisions.



Designed a monitoring and evaluation framework to support a local health district in NSW to understand the impact of its First 2000 Days Strategy.



Partnered with an Aboriginal community trust in QLD to develop a service delivery model for young people and then monitor and evaluate its impact.



Partnered with the Department of Tourism, Innovation and Sport to undertake a co-designed evaluation of Deadly Innovation in QLD.

Our Stretch Reconciliation Action Plan

This Stretch RAP (2024-2027) formalises our ongoing commitment to reconciliation. It outlines how we must stretch our organisation to be a more representative, inclusive, and culturally safe organisation to all Aboriginal and Torres Strait Islander Australians. This includes renewed commitments to strengthening cultural competency across all Nousers, growing our collective understanding of Aboriginal and Torres Strait Islander ways of being, knowing and doing, and creating more opportunities for peoples through employment and procurement.

As we continue to grow, we recognise the importance of doing more and doing better in our reconciliation efforts. As the scale of our influence has grown, so have the expectations of our clients, partners, and the communities we aim to serve. Our clients and partners will expect and see we are committed to working collaboratively with Aboriginal and Torres Strait Islander peoples.

Our Stretch RAP supports us to be better as we grow larger so that we can continue to create positive influence.

Photo taken on the Ngaanyatjarra Lands in remote Western Australia.

Photo by Michael Hood.



Consultation internally and externally guided the development of our Stretch RAP

In early 2023, the RAP WG commissioned an internal project team to develop our new RAP. The internal project team worked collaboratively to design and promote the plan across the organisation. This involved broad engagement to gain input across Nous and from external First Nation stakeholders. The work was ultimately led by Aboriginal and Torres Strait Islander perspectives in the following ways:

- **Conducted multiple workshops with our Aboriginal and Torres Strait Islander staff to guide the vision of the RAP.** We held multiple vision-setting sessions with our Aboriginal and Torres Strait Islander staff. We have also used the RAP WG (which includes all Nous Aboriginal and Torres Strait Islander staff) to test our emerging findings and approaches of the Stretch RAP and receive endorsement for its core ideas and actions.
- **External interviews with our Aboriginal and Torres Strait Islander partners to gather thoughts on how we could be bold under this Stretch RAP.** We emphasised conversations with partners, clients, and community stakeholders who know Nous well and could be truthful about our shortcomings and ways to improve.

We also brought together information and perspectives to enhance our approach:

- **Conducted desktop research** to gather insights and ideas from RAPs of similar organisations to generate ideas and identify areas for improvement.
- **Administered an internal RAP survey** that was completed by a third of our staff, representing a diverse range of roles, locations, and length of time at Nous. The survey asked questions about Nous' reconciliation journey and highlighted areas for improvement.
- **Conducted internal interviews with senior leaders** to gather new ideas, test initial thinking, and generate buy-in from senior leaders.
- **Facilitated focus groups** for specific functions including people, finance and learning and development teams, as well as the broader organisation to test our reconciliation narrative, invited Nousers to contribute new ideas to the development of the RAP, and generate buy-in and renew a shared sense of responsibility and understanding of our RAP vision.

- **Held visioning and feedback sessions** with the CEO to enable leadership buy-in and direction on the RAP actions.
- **The draft RAP was reviewed by the NEB** and accepted by senior leaders in the organisation as a key strategic document that is an integral part of our core business.

A photograph of Tim Orton, a man with grey hair, smiling and wearing a patterned shirt and orange trousers. He is standing in front of a blue background with the word 'nours' in white lowercase letters. To the left, there is a colorful Aboriginal-style artwork with red, yellow, and blue patterns and white dots.

nours

Tim Orton at Nours Days,
held in Melbourne /
Naarm in 2023.

We learned important insights from consultations

Nousers are enthusiastic about reconciliation and they want to know and do more.

There is strong support for the RAP and our commitment to reconciliation. Nousers agree reconciliation efforts should scale with our business and want to see an increase in our RAP ambition and accountabilities. More than 500 new Nousers have joined since we launched our most recent Innovate RAP. This Stretch RAP presents an opportunity to build on their enthusiasm.

We will seek to increase awareness of opportunities for Nousers to engage with the reconciliation agenda throughout the year. We will also implement regular, clear, and transparent reporting on our progress and RAP achievements going forward to keep the RAP front of mind.

There is an opportunity for offices who are more engaged with local Aboriginal and Torres Strait Islander communities to lead the way for others.

The diversity of Indigenous Australia is reflected in the differences between our offices. For some of our offices, such as our Darwin office, there is a greater sense of ambition for our reconciliation-driven goals, such as representation of Aboriginal and Torres Strait Islander Nousers in the workforce.

These offices have pioneered new and innovative approaches across our focus areas through the Innovate RAP.

A key focus of the Stretch RAP will be learning from and adapting these approaches across our other offices. Our Stretch RAP will also recognise the need for local-level approaches to implement RAP actions. This also means learning from those who are leading the way across Nous.

We have hit 100 per cent of Nousers participating in cultural awareness training – but can still do more

Many of our people shared that a highlight of their experience during onboarding was cultural competency training. However, we also heard many Nousers have a desire for ongoing opportunities to engage in cultural learning. Critically, we heard that more exposure to projects in the First Nations space provided individuals the opportunity to increase their cultural competency.

A key challenge, and opportunity, is to engage more corporate Nousers in cultural learning opportunities so they can see a stronger link between their roles and Nous' reconciliation objectives.

Our RAP governance structure

The development and implementation of our RAP will continue to be overseen by our RAP WG. This is co-chaired and championed by two principals and a project manager who drives our vision for reconciliation internally and externally. Sub-committees have been formed to drive specific commitments relating to the RAP framework's four pillars of Relationships, Respect, Opportunities and Governance. These sub-committees are project-managed and made up of diverse membership including Aboriginal and Torres Strait Islander and non-Indigenous Nousers that have long-standing involvement in the RAP or have shown leadership in this space.

Nous' RAP WG currently includes all 14 Aboriginal and Torres Strait Islander Nousers. We extend an invitation to all Aboriginal and Torres Strait Islander Nousers to participate in the RAP WG and sub-committees with no obligation to be involved if they wouldn't like to be. Their continued support and commitment to the RAP is hugely appreciated.

RAP WG

Co-chairs: Rodney Williams and Michael van Koesveld

Working Group Project Manager: Joshua McKinnon

Relationships sub-committee: Works to build and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and communities and promote reconciliation through our sphere of influence.

Respect sub-committee: Works to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and knowledge across Nous.

Opportunities sub-committee: Works to improve our employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, increase Nous' Aboriginal and Torres Islander supplier diversity, and support meaningful contributions to the improvement of Aboriginal and Torres Strait Islander peoples' lives through our project work.

Governance sub-committee: Works to ensure accountability and transparency of our RAP progress through monitoring the implementation of actions and tracking and reporting developments overtime.

Evolving RAP governance

Our RAP governance must evolve as Nous grows and matures in its reconciliation ambition. We will continue to reflect on and improve the way we govern, report on, and communicate our reconciliation journey. We intend to evolve our governance in the following ways.

Increasing senior leadership representation

As part of our commitment to have greater leadership commitment and involvement, we have introduced the following members to our RAP WG:

- A NEB RAP Champion
- At least one Principal from each Australian office
- Relevant Functional Executives

Senior leadership representation will extend to our sub-committees, each of which will have an Executive Champion.

Increasing senior leader accountability

For the Stretch RAP, executive leadership will take accountability for implementing commitments and driving change to further embed reconciliation into the business. Each deliverable within our RAP has an Executive lead. The Executive may delegate the day-to-day work on sub-committees but will remain accountable for the successful completion of their deliverables.

Making RAP reporting more visible

Recognising that measurement becomes more complex as we grow, the RAP WG will review and reform how we measure our RAP progress. Transparent and engaging reporting will help our people keep reconciliation front of mind. We will make RAP reporting more frequent and visible through our office meetings and all of Nous meeting. We will also review and improve our current RAP dashboard to make it more accessible and engaging.

Formalising the First Nations Nousers Network as an advisory body

We do not want our Aboriginal and Torres Strait Islander Nousers to carry the burden of encouraging awareness, commitment, or activity towards reconciliation in Nous. As such, we want our RAP WG to be purposefully driven by our non-Indigenous Nousers with involvement from our Aboriginal and Torres Strait Islander Nousers as interested. All our Aboriginal and Torres Strait Islander Nousers will be consulted and engaged for the purpose of providing advice and guidance when sought, or for issues they believe the broader business should be considering, as it relates to Aboriginal and Torres Strait Islander issues. This will be without the obligation to participate in all RAP WG meetings.



Wurundjeri Elder, Uncle Perry Wandin traditionally welcoming Nousers to Country, performing a smoking ceremony during Nous Days in 2023.

Photo by Greg Evans.




Commitments



Relationships

Mutually beneficial relationships are central to our vision for reconciliation. Respectful and reciprocal relationships – with clients, our clients' stakeholders, partners, and the communities we work in – enable the positive influence we aspire to have. While we prioritised the development of these relationships across our Innovate RAP, we have identified several learnings that inform our focus for this Stretch RAP. This includes moving from an approach that can be mostly ad hoc to one that recognises long-term relationships take time and require intentional action. We need to engage more consistently and frequently with our Aboriginal and Torres Strait Islander stakeholders.



As such, the priority initiative for our Stretch RAP is to expand and deepen mutually beneficial relationships with our Aboriginal and Torres Strait Islander associates, partners and other Aboriginal and Torres Strait Islander owned companies.

A more intentional and strategic approach to relationships also supports outcomes across the other focus areas of Respect and Opportunities.

Moving to a Stretch RAP means we will also take on more of a leadership role to promote reconciliation through our sphere of influence, continue our ongoing commitment to NRW, strengthen our anti-discrimination strategies and support Nusers to understand the importance of the recommendations of the Uluru Statement from the Heart and what they mean for them individually and collectively.



ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	July 2024, 2025, 2026	Lead: First Nations Practice Lead Support: Client Leads, Office Leaders
	Review, update and implement our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	April 2024, 2025, 2026	Lead: First Nations Practice Lead Support: Client Leads
	Complete a review of Nous' current relationships / partnerships with Aboriginal and Torres Strait Islander stakeholders to identify relationships to maintain, strengthen or exit, and gaps where Nous needs to develop new relationships.	April 2024	Lead: First Nations Practice Lead Support: RAP Project Manager
	Strengthen our approach to engaging and maintaining relationships with associates and Aboriginal and Torres Strait Islander consulting organisations	April 2024	Lead: First Nations Practice Lead Support: Project Excellence Lead, Sector Leaders
	Establish guidelines for engaging associates and Aboriginal and Torres Strait Islander organisations for proposals and projects to ensure mutually beneficial outcomes.	April 2024	Lead: First Nations Practice Lead Support: Project Excellence Lead, Sector Leaders
	Explore and develop opportunities to collaborate with existing Aboriginal and Torres Strait Islander associates and partner with Aboriginal and Torres Strait Islander organisations outside projects.	May 2024	Lead: First Nations Practice Lead Support: Project Excellence Lead, Sector Leaders
	Establish and maintain a minimum of four (4) formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations (including Aurora Education Foundation, CareerTrackers and at least two (2) Aboriginal and Torres Strait Islander consulting organisations).	June 2024	Lead: First Nations Practice Lead Support: Chief People Officer, select Sector Leaders

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
Build relationships through celebrating NRW.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2024, 2025, 2026	Lead: RAP co-chairs Support: RAP Project Manager
	Encourage and support staff and senior leaders to participate in at least one (1) external event to recognise and celebrate NRW.	May 2024, 2025, 2026	Lead: RAP co-chairs Support: RAP Project Manager
	RAP WG members to participate in at least two (2) external NRW events.	May 2024, 2025, 2026	Lead: RAP co-chairs Support: RAP Project Manager
	Organise one NRW event in every Australian office (6) and at least one Nour-wide NRW event, each year.	May 2024, 2025, 2026	Lead: RAP co-chairs Support: Office Leads
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2024, 2025, 2026	Lead: RAP co-chairs Support: RAP Project Manager
	Use Nour's public-facing platforms, including our social media channels, to recognise and celebrate NRW.	May 2024, 2025, 2026	Lead: Chief Marketing Officer Support: RAP co-chairs
Promote reconciliation through our sphere of influence.	Develop and implement an all-staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2024, monitor September 2024, 2025	Lead: Co-chair of RAP WG Support: Project manager of Relationships sub-committee
	Communicate our commitment to reconciliation publicly.	May 2024, 2025, 2026	Lead: Managing Principal and CEO Support: Chief Marketing Officer, RAP co-chairs

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
	<p>Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes, including:</p> <ul style="list-style-type: none"> • Minimum of four (4) case studies per annum promoting Aboriginal and Torres Strait Islander stories of success from our work with partners. • Publish at least two (2) thought piece per annum which draws from perspectives and ideas from across our work with partnerships with Aboriginal and Torres Strait Islander organisations. 	August 2024, 2025, 2026	<p>Lead: Co-chair of RAP WG Support: Chief Marketing Officer</p>
	Collaborate with at least two (2) RAP organisations in our sphere of influence (e.g. tertiary institutions or government departments) to implement innovative approaches to advance reconciliation.	October 2024, 2025, 2026	<p>Lead: Chief Marketing Officer Support: RAP co-chairs</p>
	Promote reconciliation with our clients, community partners, and other stakeholders in our sphere of influence by telling stories of our reconciliation journey, emphasising our commitment to reconciliation, and sharing advice that supports their reconciliation journey.	April 2024, 2025, 2026	<p>Lead: RAP co-chairs Support: Relationships sub-committee</p>
	Share RAP Newsletter regularly via all-staff emails, or relevant Teams channels and provide information about important current events, stories and/or history, raising awareness of our RAP and reconciliation.	May, August November 2024, 2025, 2026	<p>Lead: Co-chair of RAP WG Support: Relationships sub-committee</p>
	Participate in at least two quarterly RAP Leadership Gatherings per year.	January 2025, 2026, 2027	<p>Lead: Co-chair of RAP WG Support: Principals</p>
	Promote the outcomes of Reconciliation Australia’s biennial Workplace Reconciliation Barometer report to all employees.	September 2024, 2025, 2026	<p>Lead: RAP co-chairs Support: Office Leads</p>

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
<p>Promote positive race relations through anti-discrimination strategies.</p>	Continuously improve HR policies and procedures concerned with anti-discrimination.	November 2024, 2025, 2026	Lead: Chief People Officer Support: Relationships sub-committee
	Engage with Aboriginal and Torres Strait Islander staff and / or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	November 2024, 2025, 2026	Lead: Chief People Officer Support: Relationships sub-committee
	Ensure our anti-discrimination policy is implemented and communicated across the organisation.	November 2024, 2025, 2026	Lead: Chief People Officer Support: Relationships sub-committee
	Provide ongoing education to senior leaders and managers on the effects of racism.	November 2024, 2025, 2026	Lead: Co-chair of RAP WG Support: Chief People Officer; Relationships sub-committee and Learning and Performance Delivery Lead
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	November 2024, 2025, 2026	Lead: Chief People Officer Support: Chief Marketing Officer, Principals and Directors
	Facilitate collaboration between the Aboriginal and Torres Strait Islander Nousers Network and other Nous employee networks to advance our Nous Equity, Diversity and Inclusion Strategy, and discourage anti-discriminatory behaviours.	November 2024, 2025, 2026	Lead: Chief People Officer Support: Network Leads



Photo above: Conrad visiting the Mataranka school during consultations, as part of a review of preschool funding and delivery in the Northern Territory.

Photo top right: The Nous Days team, taken in Melbourne / Naarm in 2023.

Photo bottom right: The Darwin team during NAIDOC Week in 2023.





Respect

Our vision for reconciliation is for all Australians to respect and value Aboriginal and Torres Strait Islander peoples, cultures, and heritage and for all Australians to have the freedom to pursue their economic, social, and cultural development, without discrimination. Guided by our RAP, we will embed cultural learning to foster respect for Aboriginal and Torres Strait Islander peoples and communities, in our work and beyond. We have made great progress in this space, proudly introducing a minimum level of cultural learning for all Nousers. However, to assume the role of strong leaders we will need greater depth and sophistication of understanding as well as the confidence to walk our talk.

We will focus initially on people who are critical to driving Nous' reconciliation ambition forward, be it through leadership, consultancy work, operations, or culture. Continuing to support the development of cultural competency across the business will further progress cultural safety, engagement with the reconciliation agenda and outcomes through our consulting work.



The priority initiative for our Respect commitments is to continue to strengthen and extend training and knowledge-building opportunities for Nousers.



ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	Annually review, update, and implement the Nous cultural competency framework, including at least five (5) consultations with local Traditional Owners and / or Aboriginal and Torres Strait Islander advisors.	May 2024, 2025, 2026	Lead: Chief People Officer Support: Resource Operations Lead, Learning and Delivery Lead
	Annually review, update, and implement the cultural learning needs within our organisation, including at least five (5) consultations with local Traditional Owners and / or Aboriginal and Torres Strait Islander advisors.	May 2024, 2025, 2026	Lead: Chief People Officer Support: Resource Operations Lead, Learning and Performance Delivery Lead
	Implement and communicate the cultural learning strategy for all our staff.	May 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Learning and Performance Delivery Lead, Professional development team, Resourcing team
	All RAP WG members, HR managers and senior executive group to undertake formal and structured cultural competency training.	October 2024, July 2025, July 2026	Lead: Co-chairs of RAP WG Support: Learning and Performance Delivery Lead, Professional development team, Resourcing team
	<ul style="list-style-type: none"> All new staff undertake cultural awareness training during induction, including completion of online pre-work. 100 per cent (100%) all new staff undertake formal and structured cultural learning face-to-face during induction. 	October 2024, July 2025, July 2026	Lead: Co-chairs of RAP WG Support: Learning and Performance Delivery Lead, Professional development team
	All Nous staff complete annual online cultural competency refresh training.	October 2024, July 2025, July 2026	Lead: Co-chairs of RAP WG Support: Learning and Performance Delivery Lead, Professional development team
	The Learning and Performance (L&P) team facilitate at least two (2) practical Savvy sessions for cultural learning development for all Nousers.	October 2024, July 2025, July 2026	Lead: Co-chairs of RAP WG Support: Learning and Performance Delivery Lead, Professional development team

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
	<p>Hold local events for each office to recognise and celebrate Aboriginal and Torres Strait Islander events and anniversaries, including National Close the Gap Day, National Sorry Day, and Mabo Day.</p>	<p>February and September 2024, 2025, 2026</p>	<p>Lead: Co-chairs of RAP WG Support: Learning and Performance Delivery Lead, PM of respect sub-committee</p>
	<p>Provide knowledge-building meetings and showcases in offices every quarter, invite the First Nations Practice to host. Topics may include but are not limited to showcases of consulting projects working with Aboriginal and Torres Strait Islander peoples, ways to integrate local knowledge systems into ways of working, education on the Uluru Statement from the Heart.</p>	<p>May 2024, monitor progress September 2024, 2025, 2026</p>	<p>Lead: Co-chairs of RAP WG Support: First Nations Practice</p>
	<p>Provide opportunities for Nous staff to deepen cultural competency through tailored training relevant to project or office needs with local Traditional Owners and / or Aboriginal communities and organisations, including appropriate protocols and use of language (written and verbal) specifically for the communities with whom they engage.</p> <ul style="list-style-type: none"> • Create a formal mechanism for staff to seek opportunities for tailored training to consolidate this process, and track learning needs over time and by office. 	<p>July 2024</p>	<p>Lead: Co-chairs of RAP WG Support: Office Coordinators</p>
	<p>Identify and expand pool of internal consultants with interest and expertise in working with Aboriginal and Torres Strait Islander communities and issues and invite them to the First Nations Practice.</p>	<p>April 2024, monitor February 2025, 2026</p>	<p>Lead: Co-chairs of RAP WG Support: Learning and Performance Delivery Lead, Professional development team</p>

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Implement and communicate a cultural protocol document, tailored for all local communities we operate in, including protocols for Welcome to Country and Acknowledgement of Country.	April 2024, 2025, 2026	Lead: Office leaders, Principals Support: Co-chairs of RAP WG
	Review and update a guide for implementation of cultural protocols to all staff annually.	April 2024, 2025, 2026	Lead: Office leaders, Principals Support: Co-chairs of RAP WG
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including annual Nous Days.	July and December 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Project manager of Nous Days
	Staff and senior leaders continue to provide an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and at all public events.	April 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Office leaders; all Principals and Directors
	Maintain Acknowledgment of Country plaques in our Australian offices.	April 2024, July 2025, July 2026	Lead: Events Co-Ordinator Support: Co-chairs of RAP WG

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
<p>Heighten awareness and importance of the recommendations of the Uluru Statement from the Heart [the Statement].</p>	Facilitate discussions and distribute learning material dedicated to supporting Australian staff to learn about the issues and perspectives related to the Statement.	April 2024	Lead: Co-chair of RAP WG Support: RAP Relationships Sub-committee, Office leads, Principals and Directors
	Engage with Aboriginal and Torres Strait Islander experts through listening sessions and internal events at least once a year for Australian-based employees to engage and listen on how they can contribute to seeing the full aspirations of the Statement realised and how we can contribute to the principles of the Statement through our work.	January 2025, 2026, 2027	Lead: Co-chair of RAP WG Support: RAP Relationships Sub-committee, Office leads, Principals and Directors
	Build awareness amongst Australian-based employees via the circulation of external expert opinion at least twice a year in the form of written articles and media in relation to the importance of the Statement.	November 2024, 2025, 2026	Lead: Co-chair of RAP WG Support: RAP Relationships Sub-committee
<p>Create culturally inclusive working environments.</p>	Publicly celebrate Aboriginal and Torres Strait Islander cultures through signage in local language, maps of Traditional Country and /or having Aboriginal and Torres Strait Islander art. Ensure consultation with local Aboriginal and Torres Strait Islander stakeholders is undertaken in advance.	November 2024, 2025, 2026	Lead: Office Leaders Support: Office coordinators
	Publicly acknowledge Aboriginal and Torres Strait Traditional place names on our website and relevant communication materials e.g. job ads.	April 2024, 2025, 2026	Lead: Office Leaders Support: Office coordinators

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review and update HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024, 2025, 2026	Lead: Chief People Officer, Co-chairs of RAP WG Support: People team
	<ul style="list-style-type: none"> Report review findings and policy updates via all-staff communications to support transparency. 		
	Support all staff to participate in at least one (1) NAIDOC Week event in each local area each year.	July 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Events Co-Ordinator, Office coordinators, Office leaders
	Each RAP WG member to participate in at least three (3) external NAIDOC Week events each year.	July 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Events Co-Ordinator, Office coordinators, Office leaders
In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least two (2) external NAIDOC Week events each year.		July 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Office leaders, Events Co-Ordinator, Marketing coordinator



Mike and Roshan at the Karlu Karlu conservation reserve on the Lands of the Kaytete, Warumungu, Warlpiri and Alyawarra people.

Photo taken by Selina Swan.



Opportunities

We consider educational, financial and employment opportunities crucial to building strong and independent communities. We will create opportunities for Aboriginal and Torres Strait Islander peoples to successfully engage with Nous as employees and partners, to improve Aboriginal and Torres Strait Islander employment outcomes within our workplace and beyond. It has been a challenge for Nous to grow its Aboriginal and Torres Strait Islander Nouser representation at the same pace as the business has grown.



Our priority initiative is to expand our efforts to recruit and retain Aboriginal and Torres Strait Islander Nousers.

We will also invest further in First Nation-specific graduate pathways alongside Aboriginal and Torres Strait Islander organisations such as CareerTrackers and invest in improving the experience of all Aboriginal and Torres Strait Islander Nousers through review and advancement of our Aboriginal and Torres Strait Islander value proposition.

We will also be bold in our expectations to grow our procurement from Aboriginal and Torres Strait Islander businesses, building from the success of our Innovate RAP. We will look at direct procurement of Aboriginal and Torres Strait Islander owned businesses and creation of economic opportunities for Aboriginal and Torres Strait Islander organisations and individuals. A key area for opportunities for Nous sits in the relationship space, as we will look at how to grow our partnerships with Aboriginal and Torres Strait Islander consultants and organisations, and the opportunities to foster and create economic development through consulting partnerships.



ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	Annually review and update the FNES to identify gaps and opportunities to craft valuable Aboriginal and / or Torres Strait Islanders roles that may differ from our standard roles.	May & November 2024, 2025, 2026	Lead: Head of Talent Acquisition Support: Head of People Experience, Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates via relevant Indigenous channels.	November 2024, 2025, 2026	Lead: Head of Talent Acquisition, Co-chairs of RAP Support: RAP WG, First Nations Practice Group
	Review the effectiveness of advertising strategies annually.	November 2024, 2025, 2026	Lead: Head of Talent Acquisition, Co-chairs of RAP Support: RAP WG, First Nations Practice Group
	Identify and develop relationships with professional networks to attract experienced Aboriginal and Torres Strait Islanders.	June 2024, 2025, 2026	Lead: Co-chairs of RAP WG, Client Leads Support: Head of Talent Acquisition, RAP Opportunities Subcommittee
	Maintain and draw on existing partnerships with universities and other relevant organisations to raise awareness of Nous employment opportunities with Aboriginal and Torres Strait Islander students.	June 2024, 2025, 2026	Lead: Co-chairs of RAP WG, Client Leads Support: Head of Talent Acquisition, RAP Opportunities Subcommittee
	Identify, support and train a cross section of Nousers to be involved in Aboriginal and Torres Strait Islander recruitment who are aware of the market and know about our RAP, FNES and Employee Value Proposition (EVP) for Aboriginal and Torres Strait Islander recruits.	November 2024, 2025, 2026	Lead: Head of Talent Acquisition Support: First Nations Practice Group, Learning and Performance
	Engage annually with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of the FNES.	September 2024, 2025, 2026	Lead: First Nation’s Employee Network Support: Chief People Officer, Head of People Experience, Head of Talent
	<ul style="list-style-type: none"> At a minimum, seek to understand satisfaction levels, retention rates, wellness, and inclusion. 		

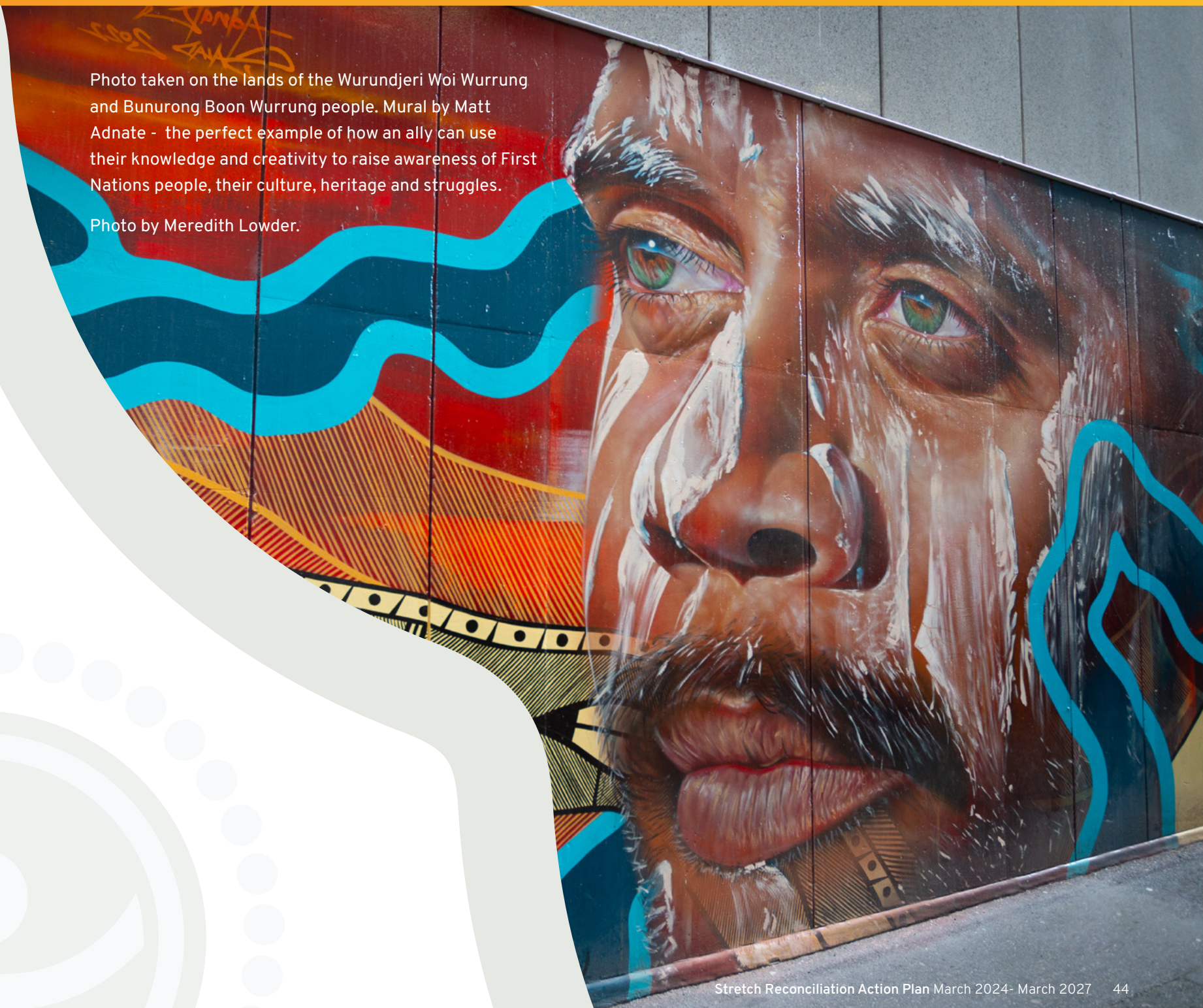
ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
	Annually review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2024, 2025, 2026	Lead: Head of Talent Acquisition Support: Opportunities subcommittee, Chief People Officer
	Annually review HR procedures and policies to remove barriers to Aboriginal and Torres Strait Islanders thriving in our workplace.	June 2024	Lead: Head of People Experience Support: Opportunities subcommittee, Chief People Officer
	Ensure our FNES includes focused strategies to support Aboriginal and Torres Strait Islander employees' transition into management and senior level positions.	June 2024	Lead: First Nation's Employee Network Support: Head of People Experience, Chief People Officer
	Ensure our performance coaches, resourcing team and Nous leaders understand individual career aspirations and expectations of Aboriginal and Torres Strait Islander Nousers and support the realisation of the EVP.	June 2024	Lead: First Nation's Employee Network Support: Head of People Experience, Chief People Officer
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to four per cent (4%).	December 2026	Lead: Head of Talent Acquisition and Head of People Experience Support: Office leads and functional heads
	Deliver on employment targets for specific functions, roles, and office locations where there is increased demand for First Nations Talent.	December 2026	Lead: Head of Talent Acquisition and Head of People Experience Support: Office leads and functional heads
	Establish partners for independent secondment or direct exchange opportunities.	November 2024, 2025, 2026	Lead: Co-Chairs of RAP WG, First Nations Practice Group Support: Head of People Experience

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	Continued development and implementation of an Aboriginal and Torres Strait Islander procurement strategy.	April 2024, 2025, 2026	Lead: Chief Financial Officer Support: Co-chairs of RAP WG
	Investigate Supply Nation membership.	April 2024, 2025, 2026	Lead: Chief Financial Officer Support: Co-chairs of RAP WG
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2024, 2025, 2026	Lead: Chief Financial Officer Support: Office coordinators, Co-chairs of RAP WG
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2024, 2025, 2026	Lead: Chief Financial Officer Support: Office coordinators, Co-chairs of RAP WG
	Maintain commercial relationships with at least ten (10) Aboriginal and / or Torres Strait Islander businesses per annum.	April 2024, 2025, 2026	Lead: Chief Financial Officer Support: Office coordinator, Marketing team
	At least fifty per cent (50%) of our procurement quotes to be from Aboriginal and Torres Strait Islander businesses. Seek to grow Nous' expenditure using Aboriginal and Torres Strait Islander businesses by thirty per cent (30%).	April 2024, 2025, 2026	Lead: Chief Financial Officer Support: Office coordinators
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	April 2024, 2025, 2026	Lead: People team Support: Respect subcommittee

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
<p>Complete review of current guidance and develop new guidance on how we can engage with, and contribute to, reconciliation across our proposal and project lifecycle.</p>	<p>Complete review of:</p> <ul style="list-style-type: none"> Processes to identify opportunities that could lead to consulting projects and business partnerships that can improve the lives of Aboriginal and Torres Strait Islander peoples and communities. Guidelines for appropriate referral of work concerning Aboriginal and Torres Strait Islander peoples and to Indigenous-owned organisations. Strategies and actions to consider and then meet the needs and expectations of Aboriginal and Torres Strait Islander stakeholders through the delivery of projects. Approaches to embed data sovereignty principles across all projects that involve Aboriginal and Torres Strait Islander stakeholders. 	<p>April 2024, monitor April 2025, 2026</p>	<p>Lead: First Nations Practice Lead Support: Project Excellence Lead, Sector Leads, Practice Leads Information Technology Lead</p>
	<p>Complete annual review of guidance on how to engage with and contribute to reconciliation across our proposal and project lifecycle.</p>	<p>April 2024, 2025, 2026</p>	<p>Lead: Project Excellence Lead, Sector Leaders Support: First Nations Practice Lead, Information Technology Lead</p>
	<p>Embed tangible ways for our functional teams (e.g. Marketing, design, finance) to improve the way we consider Aboriginal and Torres Strait Islander communities and other stakeholders.</p>	<p>June 2024</p>	<p>Lead: Functional Leads Support: First Nations Practice Lead</p>

Photo taken on the lands of the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung people. Mural by Matt Adnate - the perfect example of how an ally can use their knowledge and creativity to raise awareness of First Nations people, their culture, heritage and struggles.

Photo by Meredith Lowder.





Governance

Our governance model is critical for allowing our commitments to be realised. Nous has established a robust governance approach to reporting and implementation of the RAP, including by collaboration and consultation across the business and with our external stakeholders. As we stretch ourselves with more ambitious and wide-ranging commitments, it will be important to further consider the roles, mechanisms and initiatives which will support the RAP WG to continue to provide bold leadership and guidance across the business. There is a focus to hold ourselves accountable so that our actions match our ambitions and drive meaningful change.



As such, our priority initiative will be to increase representation of senior executives in our RAP WG and sub-committees, to increase accountability among executive roles and place a greater emphasis on celebrating and sharing our work and achievements internally.

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
<p>Raise internal awareness about our project work, First Nations practice and strategic commitments within the RAP.</p>	Develop and implement an engagement plan to raise awareness of the RAP and Statement of Commitment and promote to all internal stakeholders.	April 2024	Lead: Co-chair of RAP WG Support: Marketing team
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities in the delivery of RAP outcomes (including senior leaders).	April 2024	Lead: Co-chair of RAP WG Support: Project manager of Relationships sub-committee
	Engage with Aboriginal and Torres Strait Islander Nousers to understand the best way to celebrate their achievements publicly and internally.	April 2024, 2025, 2026	Lead: Project manager of Relationships sub-committee Support: Marketing team
	Across the year celebrate the achievements of Aboriginal and Torres Strait Islander Nousers in the way that they choose. This could include highlighting staff through marketing material, annual reports, website publications.	April 2024	Lead: Project manager of Relationships sub-committee Support: Marketing team
	Develop and implement an engagement plan to showcase Nous' relevant project outcomes and First Nations Practice activities.	April 2024	Lead: First Nations Practice Lead Support: Marketing team, Practice and Sector groups
<p>Establish and maintain an effective RAP WG to drive governance of the RAP.</p>	Maintain Aboriginal and Torres Strait Islander representation on the RAP WG.	April 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Resourcing team
	Review and update the Terms of Reference for our RAP WG.	April 2024	Lead: Co-chairs of RAP WG
	Meet monthly to drive and monitor RAP implementation	Monthly 2024, 2025, 2026	Lead: Co-chairs of RAP WG, Office leads Support: Members of the NEB

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
	Invite new Nousers via internal office communication channels to assist the RAP WG and join sub-committees.	Ongoing with a refresh during NAIDOC and NRW each year	Lead: Co-chairs of RAP WG Support: Office leads, Resourcing team
	Review and evaluate the composition of the RAP WG as well as sub-committees and provide regular turnover of the membership. <ul style="list-style-type: none"> Increase representation of senior executive leadership on the RAP WG, including a member of the NEB. 	April 2024, 2025, 2026	Lead: Co-chairs of RAP WG Support: Resourcing team
Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	April 2024, 2025, 2026	Lead: Co-chair of RAP WG Support: Resourcing team
	Embed key RAP actions in performance expectations of senior management and all staff, including: <ul style="list-style-type: none"> Development of a framework for Function Leads, Directors and Principals to oversee and be accountable for key RAP actions. 	February 2025, 2026, 2027	Lead: Co-chair of RAP WG Support: all Principals and Directors and function heads
	Review and refresh systems processes and capability to track, measure and report on RAP commitments. <ul style="list-style-type: none"> Develop and implement centralised reporting tool accessible to all-staff via the intranet. Devolve reporting responsibility across business functions and commitment leads. 	April 2024, 2025, 2026	Lead: Co-chair of RAP WG Support: members of the NEB
	Maintain an internal RAP Champion from senior management.	April 2024, 2025, 2026	Lead: Co-chair of RAP WG Support: all Principals and Directors and function heads

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
	Include our RAP as a standing agenda item at senior management meetings.	April 2024, 2025, 2026	Lead: Co-chair of RAP WG Support: Senior Leaders
	Maintain and further advance activities of the First Nations Nouser Network, including an Aboriginal and Torres Strait Islander Employee Reference Group.	April 2024, 2025, 2026	Lead: Co-chair of RAP WG
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	Lead: Co-chair of RAP WG
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Lead: Co-chair of RAP WG
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Lead: Co-chair of RAP WG
	Monitor, track and report on our progress on implementation of RAP deliverables, including: <ul style="list-style-type: none"> Maintain a dashboard, updated bi-monthly, that tracks progress and accountabilities against each action visible on the intranet to all staff. Senior management / CEO to report on RAP progress at monthly all-staff meeting on a quarterly basis. 	Monthly or bi-monthly from April 2024	Lead: Co-chair of RAP WG, CEO Support: RAP WG PM
	Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings,	Annually from June 2024	Lead: Chief Marketing Officer Support: Co-chair of RAP WG
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024, 2026	Lead: Co-chair of RAP WG

ACTIONS	DELIVERABLES	TIMELINES	RESPONSIBILITIES
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2027	Lead: Co-chair of RAP WG
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	June 2026	Lead: Co-chair of RAP WG



Photo taken on the Ngaanyatjarra
Lands in remote Western Australia.

Photo by Michael Hood.



Contact details

Joshua McKinnon

Project Manager, RAP Working Group

P: +61 2 6201 9072

E: Joshua.Mckinnon@nousgroup.com





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