

REFLECTIONS ON



years of

**positive
influence**



This report explores two questions:

how do we conceive of positive influence, and
how do we seek to achieve it as a firm?

Chapter 1 focusses on the first question; Chapters 2-4
address the second question. Our answers to these
questions are both tentative and tenacious, cautious
and confident. What positive influence means, and
how we can best achieve it, remain open questions.
Our answers, while based on a quarter century of
experience, are subject to change.

Chapter 1 explains what positive influence means to us. 8

At its heart, it consists
of partnering with clients to improve people's
lives. Positive influence is both a call to action
and a philosophy. It is a call to action because
it is measured by the extent to which it leads to
positive outcomes. It is a philosophy because it is
underpinned by a conception of 'the good' that is
grounded in a liberal democratic tradition.

Chapter 2 explores how we focus our efforts as a firm. 16

Achieving positive influence
is primarily a strategic question rather than an
operational one. Once we are in the trenches of
project work, our focus is on delivering the best
possible work for the client. Achieving influence
is therefore bound up with broader strategic
questions – what to work on, who to work with,
who we hire and how we organise ourselves.

Chapter 3 describes how we work with our clients to achieve positive influence. 22

This requires us to redefine the essence of good
consulting. The analytical rigour and expertise
that consultants traditionally bring is too often
not accompanied by colour, character, humour or
humanity. The integrity of our connections with
clients, and the ability to establish and maintain
meaningful relationships, is central to achieving
our purpose.

Chapter 4 considers how we learn, grow and operate as a firm, 28

focussing on how we
deliver positive influence at scale and maintain a
commitment to our purpose amid constant change.
We have managed these challenges by investing in
our organisational culture and leaders. We have
found that this is more effective than relying on
management and structure to meet the demands of
a larger organisation.

Conclusion 34

We view being good corporate citizens as a
complement to our purpose, but do not think it
should be mistaken for positive influence.

Acknowledgement of Country

Nous Group 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 Group acknowledges the Indigenous caregivers and stewards of the land we now call Canada. Our work takes place on traditional territories of many First Nations, Inuit, and Métis Peoples across Turtle Island. We are grateful for the opportunity to live and work on this land and reaffirm our commitment as a group and as individuals in working towards truth, reconciliation, justice, and peace.



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



Positive influence consists of partnering with clients to improve people's lives.

Positive influence is both a call to action and a philosophy.

- ▶ Our understanding of positive influence is grounded in a liberal democratic tradition.
- ▶ We have a maximalist conception of positive influence.
- ▶ The boundaries of positive influence are discovered through dialogue.
- ▶ Profit is a means to achieve the goal of positive influence, not the other way around.

Achieving positive influence is a matter of strategy, not operations.

- ▶ We prioritise effort by choosing the sectors which promise the greatest influence.
- ▶ We regularly reinforce the why and ensure organisational incentives optimise for influence.
- ▶ We hire for head *and* heart, diversity *and* alignment.
- ▶ A people-led strategy sets the foundations for influence.

Achieving positive influence with clients demands that we redefine the essence of good consulting.

- ▶ Sustained influence requires an exacting and unyielding commitment to professional ethics.
- ▶ The quality of our relationships with clients is central to achieving our purpose.
- ▶ Idealism *and* pragmatism are vital to positive influence.
- ▶ We achieve influence through a fluid organisational form.

Positive influence at scale is driven by leaders and culture, rather than management and structure.

- ▶ Sustained success requires that we do not stand still.
- ▶ We consciously cultivate spirit, service, collaboration and performance.
- ▶ We harness consulting and executive management skills by investing in every Nouser.
- ▶ Fidelity to purpose is underpinned by transparency, honesty and an expansive understanding of success.

Over the past quarter century, Nous has worked on...

10,000 projects

with more than...

1,600 clients

including more than...

550 government departments

450 private businesses

440 not-for-profit organisations

180 education providers

Preface

March 2024 marked the 25th anniversary of the establishment of Nous Group. Over the last quarter century, Nous has employed over 2,000 people and worked on 10,000 projects with over 1,600 clients, including more than 550 government departments, 450 private companies, 440 not-for-profit organisations and 180 higher education and vocational education providers.

Much has changed at Nous as it has grown from a firm of two people working out of a living room in regional Victoria to an international management consultancy with 750 staff in five countries spanning three continents. But a commitment to positive influence has been with us since the beginning. It has always been – and remains to this day – Nous' *light on the hill*. Exercising *positive influence*, and enabling our clients to exercise positive influence, is the ideal we aspire to, the currency we value, and the ultimate measure of our success.

Our commitment to positive influence is demonstrated by our 25 year history of working with clients on important challenges to improve people's lives. Numerous studies suggest that purpose-driven organisations grow faster than their competitors and do a better job of retaining and motivating staff.¹ We have discovered the truth of this, but we do not see our purpose of positive influence as a means to higher growth and staff retention. Rather, positive influence is and always has been an end in itself.

Our 25th anniversary is an apposite moment to reflect on how we think about our purpose and how we seek to achieve it. This report seeks to *open the hood*, allowing our clients, the community and Nousers ourselves deeper insights into how we think about and grapple with the challenges of being a purpose-driven firm. While some of what we have learned about positive influence is specific to the craft and profession of consulting, we believe that the lessons are useful for anyone seeking to make a positive difference in the world through their work.

If the idea of positive influence appears simple, it is only deceptively so. The diversity of opinions and perspectives in modern societies means that what outcomes count as positive is often subject to reasonable debate. And any attempt to fully understand one's *influence* on the world involves reckoning with vast and complex causal networks, of which one is only ever a small part.

Nevertheless, after two-and-a-half decades working to exercise positive influence and orienting a company's ethos, strategy, and people around this goal, we are confident we have interesting observations to share. While we are proud of what Nous has accomplished in the last quarter century, we are determined to achieve more in the quarter century to come. Our track record would suggest we are well-positioned to do so.

In this spirit, I hope you enjoy this report.

Tim Orton



1

Positive influence is both a call to action and a philosophy

At its heart, positive influence consists of partnering with clients to improve people's lives. Nous does this both through work that has a direct impact on the lives of citizens, customers, and communities, and through work that improves the capability of organisations to deliver on their missions. In both cases, positive outcomes *for people* are the ultimate measure of success. Meaningful, well-intentioned work that winds up gathering dust in a filing cabinet rarely, if ever, has a positive influence. Positive influence is better measured by the extent that it leads to positive outcomes. In this sense, it is a call to action.

Such action must be guided towards positive ends. As a result, positive influence must be underpinned by a view of what constitutes 'the positive' or 'the good'. This is obviously tricky conceptual territory. Philosophical debates about justice, wellbeing, and the good life have persisted for millennia.² Definitions have only grown more complicated as the world around has become more complicated.

At the most fundamental, we recognise that some things are objectively and intrinsically good (independent of anyone's opinion), but mostly we care about improving people's lives in *terms they define*. It might be helping people who are sleeping rough to access long-term housing; improving the quality of care for people with chronic health conditions; improving regulation to make it easier for people to set up a small business; building the capability of a bank's leaders to improve organisational performance and embed a customer mindset; helping a mining company to improve its social investment; supporting universities to make evidence-based decisions about the courses they offer to students; or helping people with terminal illnesses to die with dignity. These are just some of the outcomes we have sought to achieve through our work with clients over the last 25 years.

The ways in which we seek to have a positive influence – the methods we use and the strategies we employ – are for that reason many and varied. Whether they are our clients, our stakeholders or the ultimate downstream beneficiaries of the projects we work on, we respect people's agency and aim to set them up for success on their own terms and with their own tools.

² Haybron, D (2020), 'Happiness', The Stanford Encyclopedia of Philosophy, Edward N. Zalta (ed.)

Our understanding of positive influence is grounded in a liberal democratic tradition

Our understanding of positive influence is underpinned by respect for people's humanity and a liberal attitude of tolerance for diverse worldviews and conceptions of the good life – what political philosopher John Rawls called *reasonable pluralism*.³ Many people bemoan the contemporary world for apparent rises in intolerance, polarisation, and a lack of understanding and respect for others' views. At Nous, we share Rawls' optimistic view that humanity has the capacity for mutual tolerance and respect, and that we can live together in thriving political communities despite our differences.

Civil society is at the heart of a vibrant and harmonious liberal democracy. A well-functioning civil society requires an appropriate mix of state, markets, and communities.⁴ Robust political institutions, coupled with enduring and effective state bureaucracies, are needed to determine the public interest and deliver policies that serve the common good. Competitive markets provide the dynamism and efficiency to facilitate the production and exchange of goods and services that support and enhance our livelihoods. Communities offer identity and a sense of belonging that provides meaning through shared values, norms and support systems. Each of these elements, in equal measure, provides the complementary foundations for social order and justice. To this end, our work with private businesses, not-for-profit clients and the public sector seeks to support and strengthen the core components of a healthy civil society. Each is an important part of how we conceive of and seek to achieve positive influence.

³ Wenar, L (2021), 'John Rawls', The Stanford Encyclopedia of Philosophy, Edward N. Zalta (ed.)

⁴ Offe, C (2000), 'Civil society and social order: demarcating and combining market, state and community', European Journal of Sociology, vol. 41, no. 1, pp. 71–94.



We have a maximalist conception of positive influence

Many organisations are satisfied with a minimalist conception of doing good in the world: do no harm (as Hippocrates put it), or don't be evil (as Google's motto once did). At Nous, we have a more ambitious, 'maximalist' idea about what it means to do good. Rather than simply not being evil, we actively try to achieve as *much good as we can*.

This commitment is reflected in Nous' value proposition: a bigger idea of success. In practice, this means we invest time and effort in the most significant challenges facing the societies in which we work, using positive influence to drive institutional, systemic, and far-reaching reforms to achieve enduring positive outcomes.

We invest effort in societies' most significant challenges...

Recognising the importance of energy transitions to combat and mitigate the effects of climate change, in recent years we have invested significantly in developing sustainable energy expertise:

- ▶ We worked alongside the University of Melbourne, University of Queensland, and Princeton University to found Net Zero Australia, a partnership that seeks to address Australia's lack of a rigorous independent, economy-wide study into net zero. As part of this work, we delivered granular and transparent analysis of pathways to net zero that can inform planning for the implementation of Australia's target for net zero emissions by 2050. Providing an authoritative reference for net zero pathways will be a crucial input to Australia's decarbonisation goals.
- ▶ We worked with a large Australian energy firm over several years to assist it to transition its legacy businesses and invest in new businesses and services. Through this work, we developed a distributed energy resources (DER) strategy and identified a portfolio of integrated DER opportunities where the firm could have a sustainable competitive edge, underpinned by a deep understanding of the competitive landscape, sector dynamics and the firm's competitive advantages across the value chain. This provided the basis for the firm to accelerate investment in several business opportunities with significant growth potential.

...and seek to achieve institutional and system-wide reforms.

- ▶ We partnered with the Royal Australian Navy over six years from 2008 as part of its New Generation Navy program which sought to achieve a major cultural and behavioural shift in the face of recruitment, retention, training and reputational challenges. The culture change programs developed through this project are still creating benefit to this day. In the first six years of the program, there was a 21 per cent increase in operational days at sea, a 27 per cent reduction in staff turnover and a 23 per cent decline in reports of unacceptable behaviours.
- ▶ As part of the NSW Government's efforts to reduce young people's contact with the justice system, Nous worked with the Department of Communities and Justice to identify opportunities to redirect investment from crisis-driven responses to early intervention and therapeutic approaches. The cross-agency recommendations made by Nous have helped to contribute to a system with fewer numbers of young people in remand across the state.
- ▶ We partnered with a research-intensive Australian university over many years to implement institution-wide changes to how the university conducts research, delivers teaching, and organises its administrative and corporate functions. The many successes of this partnership included rapid but sustainable change in the delivery of the university's shared services. This work delivered over \$30m in savings within the first 12 months (which increased year-on-year), and significantly improved standings in service quality and efficiency, while enhancing collaboration among senior executives.
- ▶ We contributed to the Gonski Review (a comprehensive review of school funding in Australia) through a research paper on 'Schooling challenges and opportunities.' Our work helped to provide a robust evidence-base to understand system-, school- and student-based factors that affect educational outcomes and equity, and how funding should be concentrated to address them. Our work was recognised as an important contribution to the education debate and influenced subsequent reforms to school funding.
- ▶ To address discrimination and advance anti-racism and equality, Nous was commissioned to conduct an independent review of the London School of Hygiene and Tropical Medicine. We adopted a trauma-informed framework for consultation that provided hundreds of community members with a range of ways to engage and share their stories. From these insights, we developed recommendations that were refined and tested with an expert panel to ensure best practice and contextual suitability. All recommendations from the review were accepted and an implementation program is underway.

our work

The boundaries of positive influence are discovered through dialogue

Over the last 25 years, we have learned that positive influence is a contested and evolving concept. It is contested because people have reasonable disagreements about what constitutes a positive outcome. It is evolving because societies' values, norms and expectations naturally change over time. While it is important not to mistake intellectual fads for moral truths, it is also important not to have a static conception of the good.

At Nous, our own conception of positive influence is not owned or determined by any single individual. Organisational processes and structures have developed over time to determine whether work is consistent with our overarching values. Our definitions of positive influence have resulted from earnest enquiry and debate within the organisation. Over the years at Nous, we have occasionally conducted company-wide dialogues to debate whether certain work – for example, on coal seam gas production and offshore detention – is consistent with our organisational purpose. These have informed decisions about whether to undertake certain work. Often, we do not.

Such processes rarely emerge spontaneously. Indeed, in many organisations, arriving at company-wide agreements about anything can be hampered by hierarchy and top-down leadership. Organisational contexts for fair enquiry and honest debate need to be actively cultivated. In this sense, we prefer the metaphor of a 'garden of ideas' to the more familiar and influential 'marketplace of ideas'.⁵ At Nous, we have found the following aspects of our organisational culture help us tend to the proverbial lawn:

5 Sparrow, R & Goodin, R (2007), 'The competition of ideas: market or garden?', Critical Review of International Social and Political Philosophy, vol. 4, no. 2, pp. 45–58.



An egalitarian organisational culture,

in which everyone feels comfortable to speak up and all Nousers' opinions are taken seriously. This is central to setting robust foundations for enquiry and debate about positive influence. An important way this culture is formalised is through the Nous Advisory Council, an elected body comprising employees across different offices and levels, which provides advice on behalf of all colleagues to the Nous Executive Board and Managing Principal.

An attitude of intellectual humility,

in which we recognise that each of us has biases, assumptions, and predilections that shape our perspectives and colour our views. Such humility ensures that a diversity of perspectives across the company does not impede broad organisational alignment around the goal of achieving positive influence. These values are reflected in the third and fourth hallmarks of Nous' culture (page 13).

A networked organisational form,

that helps to promote dialogue across the organisation. We organise our business roughly around offices, sectors and practice groups (rather than business units) and find that delegating authority to leaders through a distributed structure gets the most from our people and fosters productive dialogue across the business.

The hallmarks of Nous' culture

- 1 Clients are our first priority.**
- 2 We trust in self-management.**
- 3 We look to every team member to contribute.**
- 4 We cherish aspiration, drive, decency and humility.**
- 5 We work intensely and at pace to stay at the top of our game.**

Profit is a means to achieve the goal of positive influence, not the other way around

It is fashionable in some circles to say that ‘doing good is good for business.’ There is some truth to this, but it can also be misleading and unhelpful. It is misleading because there is an inevitable tension between doing good and maximising profit. It is unhelpful because it ultimately subordinates the former to, and even makes it contingent on, the latter. At Nous, we like to flip it the other way.

We see profit as a means to achieving positive influence. Our business model is not structured to maximise profit, but rather to give us a consistent revenue base that enables us to be influential. This is reflected in our Reasons for Being, of which ‘positive influence’ is the first and ‘revenue and profit’ the fifth.

While we do not shy away from being a commercial entity, it is important not to mistake the means by which we enable positive influence for the ultimate ends.

This ethos is reflected in Nous’ Community Partnership Scheme (CPS), a twice-yearly program that offers subsidised consulting services to eligible not-for-profit organisations for projects that contribute to positive social, cultural, economic or environmental outcomes. It builds on our 25-year history of working in partnership with the not-for-profit sector. Over the past eight years we have partnered with more than 120 organisations on a wide variety of challenges, from improving service delivery for recent refugees and asylum seekers to supporting community recovery in the wake of natural disasters. Nous allocates a proportion of revenue, rather than profit, to the CPS, recognising that our commitment to positive influence depends on a stable revenue base, so should not be driven by profitability in any given year.

Nous’ Reasons for Being

1	2	3	4	5
Positive influence	Intellectual stimulation	Energy & growth	Care and connection	Revenue and profit
FOR CLIENTS				
We partner with clients to deliver outcomes that significantly improve people’s lives.	We excel at bringing diverse ideas and perspectives together to find better solutions to complex challenges.	We think big, build confidence and elevate ambition for greater impact.	We build great relationships with clients and become long-term partners.	We deliver outstanding results so clients get great value for their investment.
FOR NOUSERS				
We work with intensity to lift business performance or solve issues that matter with organisations that deliver important services to their communities.	We seek to work on challenging issues with passionate people in interesting organisations.	We expect people to grow, and enjoy full lives inside and outside of Nous.	We care for and support each other, particularly when times are tough.	We deliver results so that we can pay our way.
Our purpose is to create positive influence through partnering with clients to improve people's lives.				

Nous has a proud history working with the not-for-profit sector.

Across 25 years, Nous has worked with over 440 not-for-profit organisations in a range of sectors on many important problems. These include:

- ▶ Acting as trusted advisors to an Australian national mental health and suicide prevention organisation. We have supported the organisation to develop and implement their strategy through a range of projects, including supporting preparations for amalgamation, organisational design work to clarify roles and responsibilities, building capability of leaders, developing an outcomes framework and reviewing governance arrangements.
- ▶ Conducting research into concentrations of educational disadvantage in Australian schools. Our work for multiple philanthropic organisations to quantify the size and scope of educational disadvantage across the country has helped to influence the national schooling agenda.
- ▶ Working with Learning Creates Australia and a community of innovators across the schooling system to develop better, more inclusive and holistic learning recognition models – that do not solely rely on narrow academic attainment – to demonstrate the capabilities and knowledge of senior secondary students to employers and tertiary education providers.
- ▶ Conducting a series of evaluations for an Indigenous organisation that aims to improve Aboriginal and Torres Strait Islander student outcomes, including by quantifying the social return on investment of programs delivered by the organisation, improving the delivery of programs, and strengthening internal monitoring and evaluation capability.

our history

2

Achieving positive influence is a matter of strategy, not operations

Achieving positive influence is primarily a strategic issue. Once we are deep into project work with clients, our focus will always be on delivering the best work possible for them. Achieving influence as a firm is therefore bound up with broader strategic questions. What should we work on? Who should we work with? Who should we have join us to achieve this work? How should we organise ourselves as a company? This is where the action is.

Like a cricketer choosing which shots to play and which to let through to the keeper, a long-distance runner choosing when to conserve energy and when to leave it all out there on the track, or an artist who only has so much red paint in the studio at any given time, Nous needs to be discerning about where we allocate our resources. We need to carefully choose the sectors, clients, and projects that will allow us to be most influential. We need to carefully choose the capabilities that we invest in over time. This requires us to look internally and externally, considering both our relative strengths as an organisation and the most important and pressing problems facing society today. This in turn requires a discerning approach to recruitment, and a people-led strategy.

We prioritise effort by choosing the sectors which promise the greatest influence

Nous is selective about the sectors we work in. We work across seven sectors: education; health & ageing; sustainable development; financial services; safety & security; human services, and central and economic agencies. These reflect those areas where we believe we can have the most significant positive impact on people's wellbeing and life chances.

By contrast, we avoid working in sectors that often have a harmful impact (such as gambling and tobacco) and do not actively seek to develop expertise or business offers in sectors that have less significant positive impacts than our core areas of focus. We have found that an investment in sector expertise brings increasing returns to scale. Rather than spread ourselves too thinly across many sectors, we choose to develop a depth of expertise in the sectors in which we can have the most positive influence.

The same is true of clients and projects. When deciding whether to work for specific clients or on specific projects, we ask ourselves whether the work will allow us to have the sort of significant positive influence that we as an organisation are committed to. This triangulation of sector, client and project provides the basis for deciding where we allocate our resources.



We regularly reinforce the why and ensure organisational incentives optimise for influence

Management consulting is a profession, not a business. It is best done with a defining purpose. In Nous' case, that purpose is achieving positive influence with clients who matter, alongside colleagues who feel collectively committed to, and aligned with, that purpose.

There is always a temptation in businesses to focus on that which is directly measurable, which in our society, for better or worse, is often monetary value. As Nous has grown, we have worked to make sure that our purpose – positive influence – is consistently reinforced to all employees from the CEO down as the animating force and the ultimate measure of our success. We regularly revisit our purpose and emphasise that professionalism is the basis of our relationship with clients.

We actively seek to ensure that organisational incentives are optimised for influence. This includes through collaborative leadership approaches and an organisational ethos of generosity to colleagues and clients. Our shared bonus structure – in which all Nousers can opt to receive the same percentage of income as a bonus each financial year – helps to avoid the zero-sum game approach that can beset professional services firms. We share in each other's successes and in those of our clients.

We hire for head *and* heart, diversity *and* alignment

An excellent consultant is intelligent, driven, and curious. They are also ethically minded and engaging in character. We are selective in our recruitment to ensure that Nousers have quality and character, expertise and empathy, head and heart.

To serve our clients well, we aim to collectively reflect the diversity of our clients and their customers and stakeholders. Diversity brings strength and insight to our consulting. Diversity of race, ethnicity, gender, religion, sexual orientation and ability are all important. So too are ideological and socio-economic diversity. We embrace a diversity of diversities.

But we also seek to define ourselves by our commonality. We believe that diversity must be balanced with alignment around our purpose and a consistent commitment to professionalism and quality for our clients. For Nous, our Reasons for Being are at the core of this commonality, creating the foundations for alignment across the organisation. People become Nousers precisely because they believe in and share these values. We constantly reinforce them, making them central to all that we do, as we know that we cannot take our alignment, which is one of our greatest strengths, for granted.

Equity, diversity and inclusion is – and must be – a work in progress.

Our understanding of equity, diversity and inclusion has evolved considerably over the past 25 years.

- ▶ We have historically been ahead of the curve on gender equality. Throughout our growth, we have kept a close to even leadership gender ratio, which we maintain through an inclusive culture, gender-neutral policies and flexible work practices. This is reflected in data on pay equality performance of Australian employers – released by the Workplace Gender Equality Agency in 2024 – which found that Nous' median base salary gap is 0.7 per cent compared with an industry average of 23.9 per cent.
- ▶ This is an important dimension of diversity and we are proud of it. But it is also just one dimension. Over the past ten years, many of our employees have pushed the business to do more to embrace and champion different forms of diversity and to more actively support Nousers from all backgrounds and walks of life to thrive at work. This serves as a reminder, not only that social attitudes around equity, diversity and inclusion change, but also that it can be tempting for businesses to make progress on diversity when it comes easily while doing little to put resources and attention to forms of diversity that do not. We have welcomed this feedback.
- ▶ We have redoubled our efforts in recent years. And we are proud of the progress. In 2021, we were recognised as an Inclusive Employer by the Diversity Council Australia, which compared diversity at Nous to diversity across the Australian workforce and found that we compare favourably across various language, culture, identity and demographic dimensions. We also have a growing number of employee networks – from Nous Proud and Multicultural Nous to the Disability & Wellbeing Network – to celebrate and support different groups of Nousers.
- ▶ However, like most companies, we have a long way to go to truly reflect the diversity of the communities in which we operate. In this work, the importance of striving for more, rather than only celebrating successes, is especially acute. We have found that progress is best achieved when equity, diversity and inclusion initiatives are explicitly conceived of as a means to contribute to a more just society, rather than as a compliance burden, or a branding exercise.

25 years of our proud journey





A people-led strategy sets the foundations for influence

Over the past quarter century we have employed...

2,000
people

across...

five
countries

Over the last quarter century 2,000 people have worked at Nous. In this time, we have had many company-wide strategies that have articulated our goals and focussed our efforts, typically for a three-to-five-year period. These strategies have reflected varying levels of ambition, based on how we are performing and broader market conditions. The common thread underpinning each of our strategies – aside from an axiomatic commitment to positive influence – has been to consistently back our people.

We have found that we can afford to take risks as an organisation because we trust our people and are committed to their professional success and growth. Once we are aligned around our purpose and general direction, we have found that giving latitude to Nousers to explore new opportunities and see if they work has been a potent force for enhancing performance and influence.

Our people-led strategy manifests in innumerable ways. Chief among them include:

People-led market entry and expansion.

Over the years Nous has adopted an unusual approach to entering new markets. Four of our offices – Brisbane, London, Darwin, and Toronto – have been opened on the back of individual Nousers choosing to move to a new country or city. We have, of course, also considered the market in each of these locations, but the decision to hang out our shingle has primarily been based on our belief in the competence and determination of these colleagues.

Commitment to an ethos of self-management.

Outside of projects (where a clear hierarchy for decisions and responsibility is important to deliver good outcomes for clients) our consultants do not have managers or direct reports that allocate them work. This provides flexibility and reduces costs on management structures that are ancillary to achieving positive influence. Because we are confident that we recruit hard-working and motivated people, we find that the devolution of responsibility achieved through self-management delivers better outcomes for our clients by empowering every Nouser to use their time as effectively and efficiently as they can.

Consistent investment in care and connection.

We recognise that a high-performing organisational culture aligned around purpose is enabled and supported by quality interpersonal relationships. Fostering regular opportunities for our employees to connect – both within and outside the workplace – is an enduring aspect of our culture, as reflected in our Reasons for Being (page 14). Even as the company has grown, Nous Days – a twice-a-year opportunity for the organisation to come together, connect and refresh – remains a firm fixture on our calendar.

3

Achieving positive influence with clients demands that we redefine the essence of good consulting

As a professional services firm, we primarily achieve positive influence with and through our clients. The way we work with clients on a day-to-day basis to deliver projects is critical to achieving our purpose. This is reflected in the first hallmark of Nous' culture: *Clients are our first priority*.

Across all of our work, we have found that good consulting practice is central to achieving positive influence through our work with clients. That means assembling teams with the right expertise for each project; rigour of thought and analysis; world-class communication, project management, and problem-solving skills; and an innate capacity for making recommendations that, while always aiming for a *bigger idea of success*, are underpinned by a robust understanding of a client's specific context – both the levers at their disposal and the constraints they work within.

But *good consulting*, so described, is insufficient to achieve positive influence. It must be enhanced by a deep commitment to professional ethical obligations and to what might be called the human touch: the ability to establish and maintain meaningful relationships with one's clients. Indeed, the analytical rigour that consultants aim to bring is too often unaccompanied by colour, character, humour, or humanity. Over the past 25 years, we have found that these, too, have been critical to our success. Healthy doses of optimism, idealism and ambition have not only contributed to the quality of the relationships we have built; in a profession that can sometimes tend towards unabashed and cold-blooded pragmatism, they have often proved the secret ingredient in achieving positive outcomes with and for our clients. In short, we have found that achieving positive influence requires redefining the essence of good consulting.

Sustained influence requires an exacting and unyielding commitment to professional ethics

Professional standards have always been central to consulting. They are the foundation by which clients can place their trust in their consultants. Without high professional standards, the consulting business model melts under the heat of external scrutiny.

Over the past 25 years, these standards have too often been found wanting. In some firms, in Australia and elsewhere, they appear to have been lost, or at the very least heavily watered down. Perhaps these firms, or some of their members, have forgotten that they are in a profession as opposed to a mere business. Perhaps they have confused the distinction between the two. Perhaps they never knew one existed. They have placed their own success above that of their clients. At best, they have taken short cuts. At worst, they have cheated. Too rarely have they been exposed.

At Nous, we have learnt that our Reasons for Being, which we always keep front of mind, create a high bar for professional standards that form the foundation of trust with our clients. We conceive of our clients' interests broadly and always put them first. This is rooted in a genuine care and sense of investment in our clients' long-term success, as well as in the conception of positive influence that underwrites and influences everything we do and seek to achieve.



The quality of our relationships with clients is central to achieving our purpose

Developing and maintaining quality relationships is critical to achieving positive outcomes with our clients. That is why we seek to form authentic connections with both them and their stakeholders. When consulting becomes transactional, impersonal, and clinical, it seldom achieves sustained positive outcomes. Meaningful relationships help to ensure that clients are strengthened by and enjoy the experience of working with us and that we can help to build momentum for meaningful change within their broader authorising environments. In short, we aim to be excellent travelling companions.

German sociologist Max Weber once famously said that politics requires both passion and perspective.⁶ The former involves a devotion to a cause; the latter requires a sense of proportion. The challenge, Weber argued, was for these contradictory qualities to “be forged together in one and the same soul.”⁷ A similar tension is at the heart of consulting. A good consultant should be passionate about a client’s problems and the outcomes they seek to achieve.

⁶ Weber, M (1918), Politics as a vocation, Moulin Digital Editions
⁷ Ibid, p. 36.

But they also need to adopt a dispassionate perspective, rooted in expertise and characterised by honesty. Quality relationships with our clients must be underpinned by humanity, care, and connection. But they must also be underpinned by a strong strategic sense, savviness, intellectual flexibility, and both the ability and the willingness to give frank and fearless advice.

At Nous, we conceptualise this in terms of *We, Wits and Wisdom* – the tripartite etymological roots of our company’s name. ‘We’ encompasses the passion we bring through shared interests and a collaborative approach to working with colleagues and clients. ‘Wits’ refers to the practical know-how savviness and analytical rigour we bring to solving our clients’ challenges. ‘Wisdom’ is the capacity to use insight, instinct and intellect to see more deeply. These ideas are at the core of both how we understand ourselves as a business and how we work with clients to achieve positive influence.

The hallmarks of Nous’ brand



Building and maintaining quality relationships is at the heart of good consulting.

Achieving good outcomes through projects often requires navigating complex and often fractured stakeholder environments – whether within an organisation, between government departments, or across an entire sector – to build consensus, a shared understanding of success, and a joint platform for action. For example:

- ▶ Developing a bold strategic plan for Australia’s dairy industry that provided a basis for rebuilding confidence, trust, and profitability across the industry. This was in the context of difficult challenges facing the industry and a climate of low trust and fractured relationships. A key feature of this project was large-scale nation-wide engagement of dairy farmers, dairy processors, major retailers, investors and suppliers.
- ▶ Building agreement between a local council and a Victorian government department about the best way to use physical infrastructure to address rough sleeping and homelessness, which helped pave the way for a supported accommodation facility that will reduce rough sleeping in the Melbourne CBD.
- ▶ Working closely with leaders at a medical insurance provider through a co-design process that was vital in identifying and securing agreement on initiatives that would transform the organisation’s operating model and generate A\$46-82 million recurring net annual benefits within two years.
- ▶ Leading meaningful, extensive and culturally-competent engagement with the Ngaanyatjarra people of remote Western Australia in relation to a large mining project. The engagement proved vital to ensuring a socially conscious mining agreement between resource company Oz Minerals and the traditional owners.
- ▶ Following a decade of significant institutional growth without commensurate development of organisational structures and administrative functions, the leading UK university engaged NousCubane to support an academic restructure and corporate services transformation. A highly collaborative approach enabled a rapid transformation to a simpler academic structure and a more efficient and resilient operating model.

our relationships

Idealism *and* pragmatism are vital to positive influence

It is often said that *politics is the art of possible*. Something similar could be said about consulting: one needs to be pragmatic to achieve change. But an excessive and reflexive attitude of pragmatism can overlook the fact that the possible is not immutable: opinions can change, authorising environments can evolve, and received wisdom can be challenged and even, eventually, proven a little silly.

Being influential thus requires consultants and our clients to be attentive – but not hostage – to the practical, political, and organisational constraints within which we all work. This is a careful balancing act. As consultants we need to provide practical, evidence-based recommendations that can reasonably be implemented to achieve tangible outcomes. But a commitment to pragmatism should not foreclose opportunities for more ambitious reforms. We need to keep our feet on the ground but our eyes on the horizon.

Over 25 years, we have learned that we can achieve the best of both worlds through a deep understanding of our clients' operating contexts and the different levers they have at their disposal to create and influence change. Nous' most influential work has been characterised by an ambitious appetite for change, the expertise to develop a compelling vision for the future, the ability to secure buy-in to that vision and build consensus among various stakeholders, and the determination to implement it to produce a sustained impact. The great opportunity afforded to thought leaders is precisely that: the opportunity to *lead thought*. Excellent travelling companions are rarely those who have no opinion about where exactly you should be going.

We achieve influence through a fluid organisational form

The big challenges facing the world today and the difficult problems that our clients seek to solve seldom conform to the discrete business offers and capabilities of consulting firms. We have found that we can deliver better outcomes for our clients – and be greater than the sum of our parts – by combining different capabilities, whether it is health and economics, policy and leadership or human-centred design and regulation. This requires a fluid organisational form and a collaborative culture underpinned by intellectual and inter-personal flexibility. As well as harnessing diverse internal expertise, we have found that achieving positive influence with our clients can often best be done in partnership with external expertise. In these ways, bringing a combination of capabilities together helps to come up with the most interesting and bold thinking to address our clients' challenges.

We achieve influence with our clients by combining optimism and realism.

In our work with clients, we seek to combine healthy doses of optimism and realism in the service of positive influence. For instance:

- ▶ Nous worked with a Canadian U15 university for over three years to develop and implement a new operating model to address significant financial challenges without compromising high quality research and education. To successfully implement over C\$105 million in sustainable annual savings while maintaining the provision of all administrative services, it was critical to recognise that financial struggles can be a catalyst for strategic opportunity. A partnership approach was critical to develop and leverage relationships across the organisation, support executives and staff to lean into the challenge, and recognise that cost reductions need not compromise quality.
- ▶ A New South Wales government agency needed to enhance its influence and delivery capacity, amidst various external and internal challenges. Nous co-developed a new strategy through a highly collaborative process that built a strong sense of unified purpose within the agency. We combined strategic logic with a compelling narrative structure, so the strategy told a clear and engaging story of drivers for change, a shift in thinking, outcomes to be achieved, and enablers required to enact the strategy. Nous engaged almost 25 per cent of the entire agency, giving staff a strong sense of ownership and pride in the strategy, and ensuring it not only reflected their vision and ambition, but felt possible.

We can achieve more when we harness diverse internal expertise...

- ▶ Nous worked closely with the Victorian Government and dozens of councils across the state over many years to develop and roll-out the Better Approvals Project which is focussed on improving the regulatory and associated approvals processes for businesses. Through this work, we have helped councils be more efficient, improved small businesses' experiences of local government, reduced delays in permits to open and run small businesses, and enhanced economic opportunities across the state. Critical to the success of this project was bringing together our expertise in regulation, design, digital implementation, change management and evaluation.
- ▶ Bringing together a wide range of expertise was critical in Nous' work with Parks Australia to successfully negotiate the return of Jabiru (a town and community in the Kakadu National Park in the Northern Territory) to the Traditional Owners of the land – the Mirarr people. This required integrating a range of capabilities: cost modelling, legal and commercial analysis, stakeholder engagement, actuarial analysis, risk mitigation strategies and negotiation facilitation.

...and strategically partner with other organisations.

- ▶ In our work to develop a new leadership model for the Department of Defence in Australia, we partnered with the Australian Graduate School of Management to put together a world-leading program called Journey Leading Transformation.
- ▶ In our work with the Victorian Government to establish an offshore wind industry, we led a best-in-class consortium to support a multidisciplinary scope of work. We coordinated a wide range of partners – including an engineering firm, commercial adviser, law firm, energy market modelling firm and a market design firm – to integrate their technical inputs into the products we developed for the client.
- ▶ A partnership approach has been central to the successful establishment of Nous' First Nations Practice Group (FNPG) which delivers projects across the country, from reviewing the performance of Australia's native title representative bodies to improving the integration of service delivery to the Kimberley region. In all our FNPG projects we seek to work with First Nations clients, partners, suppliers and organisations. This helps us to apply First Nations knowledge to projects, achieve greater outcomes for clients and embed a commitment to reconciliation in our day-to-day work.

Our partnerships

4

Positive influence at scale is driven by leaders and culture, rather than management and structure

As a firm, Nous has set and achieved ambitious growth targets over the last 25 years, expanding at a rate of 20 per cent on average every year. Scale provides exciting opportunities to achieve more positive influence, by deepening expertise in the things we have traditionally been good at, while also expanding into new areas.

However, scale also comes with its own inherent challenge. How do you maintain fidelity to purpose in a rapidly evolving and expanding organisation? This is particularly acute in the consulting industry, which tends to have a high turnover rate. At Nous, we have managed this challenge by investing in our organisational culture and our leaders. We have found this to be more effective than relying on management and structure to meet the demands of a larger organisation.

We prioritise striving over celebration by instilling a desire for constant improvement among all Nousers. We cultivate spirit and service in our leaders and emphasise the importance of self-management among our staff so that we can focus efforts on our work with clients, the primary way we achieve positive influence. And while our success is partly measured by our financial performance, we make conscious efforts to ensure this plays second fiddle to our capacity for and realisation of positive influence.

Sustained success requires that we do not stand still

Consultants can never stop learning. We must instead constantly polish our craft: using new tools of analysis, developing or drawing upon new frameworks through which we might see the world in new and exciting ways, and being able to produce high quality work in half the time it took us ten years ago. This constant drive to improve at all costs may occasionally threaten our viability, but it also keeps us at the forefront of our field, and thus, ultimately, in such high demand.

Over the past 25 years, as organisations have invested in ever greater expertise, we as consultants have had to accelerate our own rate of development. Often this has meant becoming more specialised, with a greater degree of technical depth. For most consultants, the day of the generalist is over. We need to know our stuff with greater depth than ever before.

At Nous, we have learned that this restlessness, this determination to constantly improve, must be inherent to the organisation as well as to individual Nousers. Indeed, the drives for organisational and individual improvement ultimately feed off and reinforce each other. We frame this through the concept *eustress*, which is a core tenet of Nous' leadership model. This is a kind of stress that is psychologically beneficial, unlike *distress*, because it fosters motivation and performance. At our best, we experience a persistent dissatisfaction with the present, and a joy in change and the search for the new. Sustained success takes sustained effort and constant questioning. Are we all we can hope to be? The answer is almost always no, or at least not quite, not yet. That answer prompts us to change and improve.

We do pause to celebrate success. But not for very long: we rest briefly on the plateau of achievement before setting off for the next mountain to climb. Every success, much like every failure, presents an opportunity to learn, grow and improve.



We consciously cultivate spirit, service, collaboration and performance

While some Nousers (including our CEO) have been on Nous' journey from the beginning, many others have come and gone since the firm's establishment a quarter of a century ago. Growth is exciting and energising but presents challenges. We have sought to maintain continuity amid change through a commitment to purpose and a refusal to compromise on culture.

We have found that several aspects of our culture have been especially important to ensure that scale has supported, and not undermined, our goal of positive influence. We emphasise the importance of: *spirit, service, collaboration* and *performance*.

These values have been formalised in the Nous Leadership Way Program which sets out the key values we expect from our leaders.

Nous Leadership Way values and attributes

Our leaders should bring their character, energy and charisma to the task of Nous leadership. We seek to cultivate a work environment where all Nousers are inspired and flourish.

We expect our leaders and all staff to help others to be successful. Cultivating an attitude of generosity – where Nousers can count on support from their peers to do their work well – helps to create a norm where people offer help because they can expect it in return. We encourage all our staff to cultivate a mindset of service to the broader community.

SPIRIT – INSPIRED

Bigness
Embodiment
Trust

Value
Clarity
Action
Risk

SERVICE – GROWTH

Agency
Compassion
Eustress

Seek
Challenge
The whole

PERFORMANCE – RESULTS

We expect our leaders to exemplify and encourage a performance mindset across the business. This is underpinned by a clarity of purpose and focus on the task at hand, decisiveness in the face of uncertainty, and alignment between our collective ambitions and willingness to take risks.

COLLABORATION – Σ>PARTS

Working collaboratively within and across project teams, practice groups, sectors and offices is vital to being greater than the sum of our parts. We expect that our leaders will cultivate and contribute to Nous' networks to amplify our collective leadership.

We harness consulting and executive management skills by investing in every Nouser

We work closely with executive managers in a wide range of sectors. We recruit smart people who can grow into impressive, high-performing consultants. Our consultants learn the craft of consulting with its myriad micro-skills and behaviours on the project teams that they are part of. Many of these skills and behaviours go unnoticed and unstated, but they are essential building steps through the climb to professional excellence.

We have learned that like a woven carpet with its warp and weft (vertical and horizontal weaves), combining deep executive management expertise with deep consulting expertise will provide a stronger, more effective consulting offer. So, we recruit people who are more senior in their career who bring a deeper expertise either in industries or functions that add substantially to our capability and the quality of our work. The lateral hires bring strength through a deeper understanding of the client context and mindset, along with their long-developed capabilities from the industries they have worked in.

Over the years we have learned that, especially for our senior lateral hires to be successful, we need to invest in each person in their early months at Nous, to maximise the likelihood of their success.



Fidelity to purpose is underpinned by transparency, honesty, and an expansive understanding of success

Nous is unusually open and honest with staff about all aspects of our performance. We measure our performance against our Reasons for Being and report these regularly to all Nousers. For example, our monthly climate survey provides insight to how well we are delivering on our first four Reasons for Being. At twice-yearly company-wide strategy meetings, the CEO reports on the details of financial performance. While it is a cliché that *honesty is the best policy*, over 25 years we have found that being transparent about all aspects of performance, both as individual Nousers and as a firm, helps to keep us all on the same page and maintain our shared commitment to positive influence.

We nevertheless keep a healthy scepticism towards traditional performance metrics. The measures we do track are not exhaustive of how we wish to learn, grow, and define success. They are not exhaustive of how we wish to achieve it. At best, they provide an incomplete picture, as though looking at a painting only a couple of colours at a time.

Rather, we seek to measure what really matters: our capacity for and realisation of influence. In performance reporting, we prioritise how many highly influential projects we have worked on in each jurisdiction prior to discussing financial results. Five years ago, we established a positive influence measurement system which assessed the probable impact of our consulting projects. We regularly review our performance against this measure, alongside other typical business metrics. We have embedded features of this framework in other business processes, for example in our proposal scoring process and our Community Partnership Scheme assessment.

We measure positive influence but view our results with humility.

Peter Drucker, one of the founders of modern management theory, famously said, “*You can’t improve what you don’t measure.*” This presents difficulties for a company that aims to maximise positive influence rather than profits. For money – as a unit of account and medium of exchange – is easy to measure. Positive influence is considerably harder to get a grip on. But monetary measures are at best a proxy for, and at worst a distraction from, positive influence.

To this end, Nous developed a measurement framework to estimate the probable positive influence of our consulting projects. It provides a project-specific numerical estimate of influence by (1) identifying a project’s end users (whether they are the client or citizens, customers and communities), and (2) considering the size of the impact of the project’s intended outcomes for end users and multiplying this by the reach (number of end users) and the success probability (the percentage chance that the project’s outcomes will eventuate).

Positive Influence Measurement Framework

PERFORMANCE	IMPACT	REACH	SUCCESS PROBABILITY
	A	B	C
Was a primary goal of the project to help the client improve performance of their organisation? (Y/N)	What is the expected impact of the project on client performance? 0-10 rating	How large is the organisation or organisational unit affected by the project? 0-10 rating	How likely is it that the project will have desired impacts on client performance? 0-10 rating
INFLUENCE	D	E	F
	Was a primary goal of the project to help the client improve lives of citizens, customers and the community? (Y/N)	What is the expected level of positive influence for each end user affected by the project? 0-10 rating	How many end users may be affected by the project outcomes? 0-10 rating
			How likely is it that the desired outcomes will be achieved for end users? 0-10 rating

From this tool we have learned more about how we best deliver positive influence as a firm. For example:

- ▶ **The ‘how’ of projects is as important as the ‘what’.** All else equal, when we deliver good projects and engage clients well, we tend to have more influence.
- ▶ **Being selective about sectors is valuable.** We achieve high positive influence across all our sectors, especially our largest sectors.
- ▶ **Revenue usually serves as a proxy for influence.** We find that larger projects tend to be more influential, though there are some notable exceptions. This underscores a strategy of focussing more on larger projects as we grow, while still acknowledging that in some circumstances small projects can be exceptionally influential.
- ▶ **Developing deeper client relationships helps to drive influence.** All else being equal, the projects we undertake with clients we work with most tend to be more influential.

We have also learned that there are inherent difficulties in accurately measuring positive influence. For example, the measure needs to collect robust data without being excessively burdensome to administer. It needs to recognise, and be responsive to the fact, that existing organisational processes provide an imperfect point-in-time estimate of a project’s influence. And it needs to be embedded within these processes in a manner that is attuned to – and seeks to mitigate – the inevitable biases of individuals in estimating the impact of their work.

This tool remains a work in progress that we seek to improve over time. Nevertheless, using this tool, alongside other performance metrics, helps us to learn and grow as a firm to be better equipped to achieve positive influence.

our influence

Conclusion

We have committed to positive influence from our inception. It's part of Nous' DNA, it is the core animating idea around which we focus our efforts, motivate ourselves and define our success. It is also a complex concept that defies simple definition and articulation. Our understanding of what positive influence means, and how we can best achieve it, remains a work in progress – a demanding aspiration more than an attainable target.

This report has provided an opportunity for indulgence – to share our learnings and celebrate our successes. But it is not intended as an expression of self-satisfaction. While we express pride in what Nous has accomplished in the last 25 years, we are determined to achieve more in the 25 years to come. A genuine commitment to positive influence – understood as a call to action not a mere rhetorical nicety – requires above all an attitude of constant striving, both individually and as an organisation. We should always aim to better deliver on our purpose: *to partner with clients to improve people's lives.*

We view good corporate citizenship as a complement to our purpose

Private companies should, of course, conduct their business in an ethical way and make appropriate contributions to the communities in which they operate. Regardless of the conceptual particulars – whether it is corporate social responsibility (CSR) or the environmental, social and governance (ESG) movement – we welcome greater expectations from the public and government on private companies' conduct. We see this as a complement to our purpose. It is the foundation of being a good and socially responsible company, but it should not be conflated with or mistaken for positive influence, which this document shows is so much more than CSR or ESG.

Nous' efforts on this front are currently focussed on three commitments:

1 Supporting reconciliation through systemic change

Our vision for reconciliation with First Nations peoples is grounded in a commitment to systemic change to address gaps in social, economic and cultural prosperity and to ensure that standard of living is not compromised by identity.

In Australia, Nous has had Reconciliation Action Plans (RAPs) in place since 2014 to focus our efforts and make concrete steps to rectify historical injustices perpetrated against Australia's First Peoples. In 2024, Nous launched a Stretch RAP which represents a strengthened commitment to invest our energy, abilities and resources to support the self-determination of Australia's First Peoples. As part of this plan, we have tripled our purchasing from Aboriginal and Torres Strait Islander businesses, developed and built new partnerships with Aboriginal and Torres Strait Islander associates and subcontractors, and implemented an organisation-wide bespoke cultural competency program built in partnership with our Aboriginal and Torres Strait Islander Nusers. We have also redoubled efforts to become an employer of choice for Aboriginal and Torres Strait Islander people.

In Canada, we published our first ReconciliACTION Plan in 2023. It is built around three foundational values of truth, respect and friendship. Through this plan, we have committed to increasing our awareness of the experience, histories and stories of First Nations, Métis and Inuit Peoples through listening to and learning from the stories of Indigenous Peoples; increasing the number of Indigenous employees working at Nous in Toronto with a goal of 3 per cent of total staff to reflect the proportion of Indigenous Peoples living in Ontario; and working towards building open-ended relationships and friendships with First Nations, Métis and Inuit individuals and/or organisations.

2 Promoting equity, diversity and inclusion by supporting our employees

Nous understands equity, diversity and inclusion (EDI) as essential to a just and equitable society and to the performance of Nous and Nusers. We see EDI goals as critical to realising our purpose. We embrace diversity in all its forms. Creating a diverse and balanced workforce has been ingrained in Nous' culture and values since the business was founded. As we have grown, our leadership gender ratio has stayed close to even, and we are actively committed to maintaining this through our inclusive culture, gender-neutral policies and flexible work practices. In 2023, we were named one of Australia's Best Workplaces for Women by global authority on workplace culture, Great Place to Work. We have also been recognised as an Inclusive Employer by Diversity Council Australia.

3 Developing a pathway towards decarbonisation

Nous welcomes greater scrutiny from the public and governments on companies to ensure they manage risks and realise opportunities to address environmental, social and governance challenges. We have recently focussed considerable effort on maturing our approach by developing a bespoke and ambitious ESG framework and strategy led by our new Sustainability Manager. This has helped us to understand our shortcomings and prioritise our efforts. We have implemented a range of early initiatives, focussing especially on reducing our carbon footprint. We recently successfully completed a third-party audit to ensure our decarbonisation approach reflects international best practice.

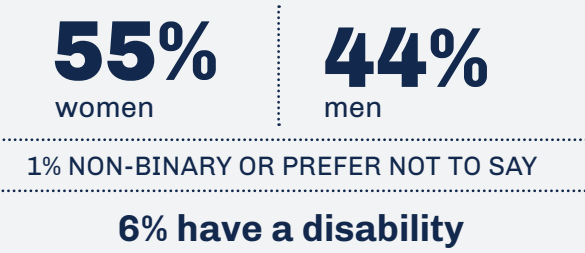
Over 30 partnerships with Aboriginal and Torres Strait Islander providers.

Increase employment of First Nations peoples in Canada and Australia.

We have built culturally appropriate channels for First Nations Nusers to share feedback.

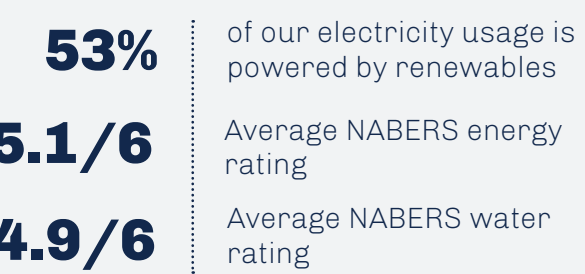


Our Gender Ratio



Our carbon accounting model is aligned with the GHG protocol, and was successfully audited in 2024.

Energy & water efficiency in our offices:





Nous Group is an international management consultancy operating across Australia, New Zealand, the United Kingdom, Ireland and Canada.