



NGH



Reconciliation Action Plan

NGH PTY LTD REFLECT RAP

October 2024 – October 2025

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Acronyms and abbreviations

NAIDOC

National Aboriginal and Islanders
Day Observance Committee

NRW

National Reconciliation Week

RAP

Reconciliation Action Plan

RWG

RAP Working Group

Acknowledgement of Country

At NGH, we recognise Aboriginal and Torres Strait Islander peoples as the First People of Australia.

We acknowledge the Traditional Owners of this land and pay our respect to Elders past, present and emerging. We recognise that the First Nations peoples of Australia have traditionally managed the resources of this land in a sustainable way, and that they are the Original Custodians of the Australian environment.

We understand the importance of increasing our knowledge and understanding of the connection between First Nations peoples across Australia and the lands on which we live and work, including the lands where NGH offices are located:

- Bega – Yuin
- Brisbane – Turrbal & Yuggera
- Canberra – Ngunnawal
- Gold Coast – Yugambah
- Melbourne – Wurundjeri & Boonwurrung
- Newcastle – Awabakal & Worimi
- Sunshine Coast – Kabi Kabi/Gubbi Gubbi
- Sydney – Gadigal
- Townsville – Bindal & Wulgurukaba
- Wagga Wagga – Wiradjuri
- Wodonga – Wiradjuri

Artist and artwork

Natalie Bateman

Yuin Nation artist, Natalie Bateman was engaged to develop a commission piece to be displayed in NGH offices and on various printed and digital brand materials, including the NGH Reflect RAP. The piece of art is a legacy item from our recent 30th Anniversary celebrations that took place at all our offices locations in 2022.

Natalie is a descendant from the NSW South Coast and engaging her felt fitting, given this is where the NGH story began. Natalie uses line work in her paintings as this is the Yuin way of visual story telling. Her connection to the ocean and her Country is evident throughout her art and is at the forefront of who she is. We are proud to have Natalie bring our NGH story to life using her wisdom and knowledge of her Country, the Yuin Nation.



Artist and artwork

Ngumbudha Bagan (Love Earth)

"This painting has captured the meaning and essence of what NGH is all about.

Within this piece, I have used the linework from NGH's legacy branding elements, which represents a national environmental consultancy guiding Australia towards a more sustainable tomorrow.

The linked white dots are the NGH offices, located on different traditional lands of Australia.

The red, yellow, and midnight blue colours are branching upwards, which represents confidently moving in a forward direction for the health of our land, environment and our People.

The blue section represents the mountains, the sun, the night sky, daylight, homes of the animals and people all blended, living harmoniously and in balance with the rhythm of life — caring for tomorrow.

The green represents the roots of trees and plants nourished by clean water, growing strongly supporting the soil, sand holding strong and providing knowledge for us and working the land. It also represents strong alignment between Aboriginal bio-cultural knowledge and practices, conservation management strategies, being harnessed for mutual benefit."



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes NGH to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

NGH joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set

its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables NGH to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations NGH, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Message from the CEO

This RAP recognises NGH's commitment to creating an Australia in which First Nations people's customs, culture and traditions are recognised, celebrated and respected.

As an organisation whose core values are rooted deep in the sustainable management of our resources, this RAP aims to forge closer ties to the Original Custodians of the Australian landscape who's practices in the sustainable management of this country deserve greater recognition.

NGH is committed to forging stronger partnerships with First Nations peoples and this RAP forms the framework for our reconciliation journey. We will build on our knowledge and understanding to support local Aboriginal and Torres Strait Islander communities and enhance our learning, awareness of and respect for the histories, traditions, and practices of First Nations peoples.

We are excited to embark on this journey.



Our business

NGH is more than an environmental consultancy. For 30 years, we have been committed to contributing to a more sustainable Australia, striving to live our values that underpin our ethos:

- **Integrity**
- **Collaboration**
- **Respect**
- **Accountability**

As a company of over 200 people, 3 of whom identify as Aboriginal and/or Torres Strait Islander people, we take great pride in our contributions to some of Australia's biggest infrastructure projects and our ongoing leadership in the development of the growing renewable energy industry. While our origins lie on the New South Wales South Coast, we have since evolved into a dynamic and forward-thinking consultancy with offices from Melbourne to Townsville, that is committed to delivering balanced and practical solutions Australia-wide. We deliver exceptional quality services to our government and private sector clients.

Our vision is to be a significant driving force in the transition to a sustainable future, and we are dedicated to achieving this by providing planning, environmental, heritage and advisory services. We strive to attract exceptional individuals who share our passion for meaningful projects that prioritise the preservation of our natural, cultural, and social resources.

We strive to be an influential leader in the transition to a sustainable future, a value we believe is shared with First Nations peoples. We understand that valuing Cultural Heritage is a part of sustainable development and can strengthen relationships with our communities.

Led by our heritage consultants, all staff at NGH are committed to increasing their understanding of the significance of First Nations cultures and to incorporate that knowledge into our projects.

NGH recognises Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land, and the diverse skills and experiences of Aboriginal and Torres Strait Islander peoples is an asset to our business.

Our existing activities

It has been proven that the protection and promotion of First Nations cultural values using considered collaborative approaches can contribute to ensuring equity in sustainable livelihoods, reducing climate impact exposure, maintaining sustainable cultural practices, and facilitating access to health and well-being initiatives.

The connection between First Nations cultural practices and science can provide holistic education, while also facilitating intergenerational knowledge exchange, capacity building, economic enrichment, and community resilience through activities designed to safeguard cultural values.

Working with First Nations communities and recognising cultural protocols is a critical part of our business, and we always aim to do so with a best practice, genuine approach to achieve quality outcomes.

NGH is proud to already implement the following activities and are committed to achieve more through the RAP:

Internally

- Since early 2023, we have included a centralised and standardised Acknowledgement of Country on staff email signatures and at company gatherings, as a means of recognising the Traditional Owners of the land in which we live and work and raising awareness of cultural heritage amongst staff and clients.
- In 2022, we held a successful 30th Anniversary campaign with a strong First Nations focus to connect and celebrate with our communities. Each office was afforded a celebratory dinner, attended by the CEO and Board members, at which we incorporated a range of initiatives such as:
 - Welcome to Country from a local Traditional Owner
 - Smoking ceremonies
 - First Nations-led creative activity.
- Engaging local First Nations artist to develop commission a legacy art piece for office and material.

Our Cultural Heritage Services

- Aboriginal Community Engagement
- Due diligence assessments
- Aboriginal Cultural Heritage Assessments
- Aboriginal Heritage Impact Permits (AHIPs)
- Duty of Care Assessments
- Field surveys, site recording, excavation and analysis
- Cultural Heritage Management Plans and Agreements
- Cultural mapping
- Heritage Impact Assessments and Statements of Heritage Impact
- Heritage Significance Assessments
- Community Benefit Sharing
- Social Impact Assessment.

These services assist our clients in engaging with the local First Nations community, understanding their perspectives, needs and constraints, and developing and implementing their projects with consideration of First Nations priorities and values. Through this, we actively participate in reconciliation efforts to better understand, and then acknowledge and action upon, First Nations' cultural values.

Recruitment

- NGH is proud to be an equal opportunity employer
- Target advertising communication to potential Aboriginal and Torres Strait Islander candidates, directly encouraging them to apply
- Design job descriptions and adverts so that Aboriginal and Torres Strait Islander candidates feel confident and safe in applying for the job
- Use culturally approved designs wherever possible in recruitment advertising.

Employment

- Individual career development and progression plans
- Identification and capture of diversity metrics
- Assess HR and Talent Acquisition policies and procedures to eliminate barriers to Aboriginal and Torres Strait Islander participation in our workplace
- Flexible working arrangements
- Employment Assistance Program.

Our RAP vision

To create an inclusive workplace that empowers First Nations employees, partners, and communities both internally, through building better careers for First Nations people and externally, through fostering meaningful collaboration with Indigenous owned organisations, groups, and communities.

RAP Working Group

The NGH RAP Working Group (RWG) is a team of dedicated NGH staff brought together by their shared commitment to make a difference and desire to achieve reconciliation in the workplace through education and change.

The RWG is made up of eight members from various service lines and positions of the business including:

- Chief Executive Officer
- Chief Operations and People Officer (RAP Champion)
- People and Capability Manager
- Regional Manager, Biodiversity
- Principal Heritage Consultant
- Principal, Communications and Engagement
- Senior Environmental Consultant
- Ecologist.





Support from our First Nations staff

Bree Schubach, Principal, Communications and Engagement

“ I am a proud Wiradjuri woman who was born in Cowra, New South Wales and I am part of the very large Murray, Gordon, and Jeffries families. I grew up hearing Dreamtime stories from my wonderful Grandparents about the importance of caring for our earth and how our people shape one of the most sustainable cultures in the world.

Feeling connected to my Country is important to me, and I feel working in this industry has completely aligned both my professional and personal values.

NGH provides me with a culturally safe working environment, and it is a place where I can be who I am without discrimination or judgement. I believe celebrating, preserving, and connecting with our First Nations culture are genuine priorities for NGH and I have never been prouder to be part of this organisation.

With the implementation of a RAP, this will formalise what we are already trying to achieve as an organisation but will also fundamentally strengthen our relationship with our communities and educate all our staff about the importance of true reconciliation. ”

REFLECT RAP ACTIONS

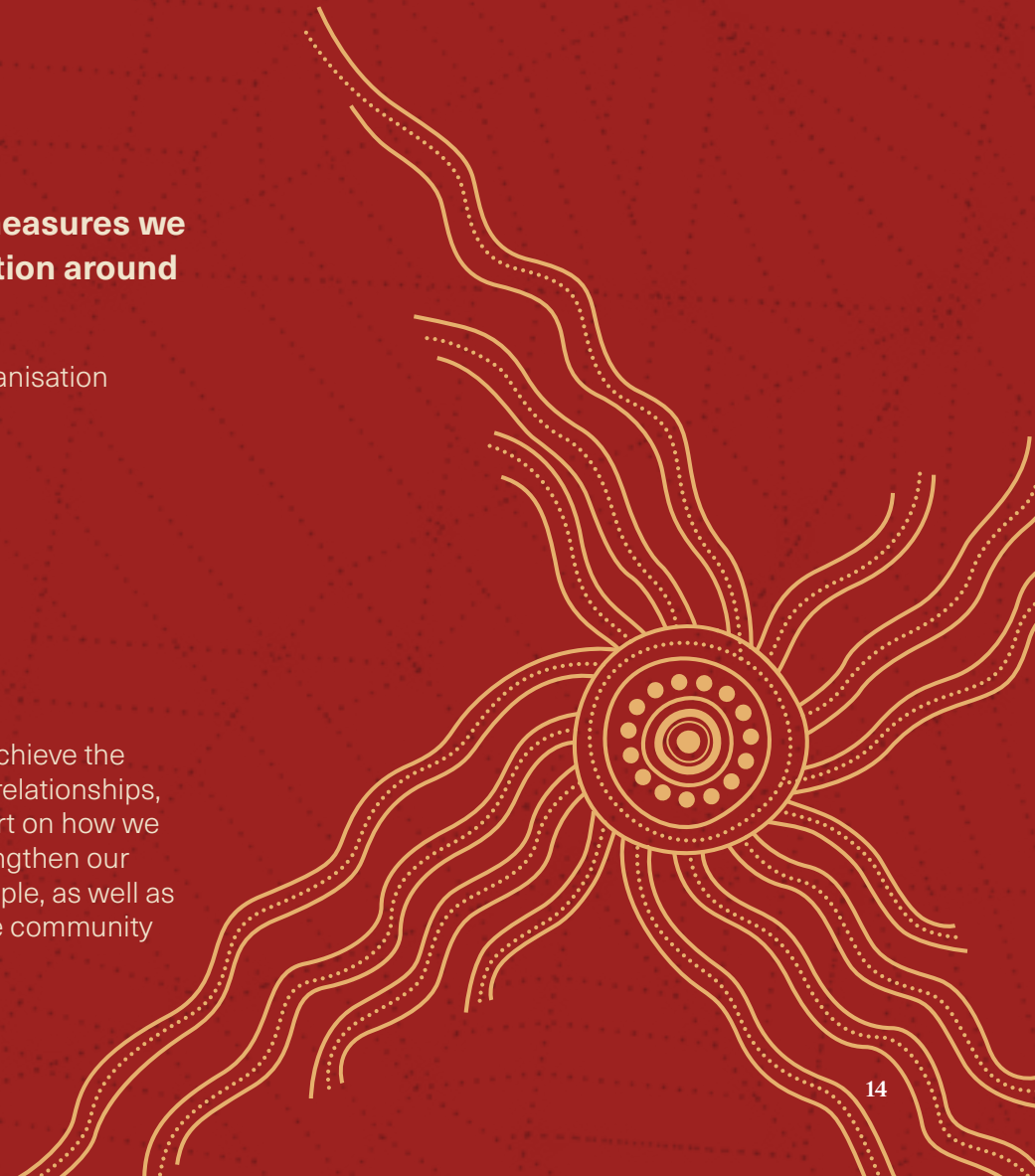
What we want to achieve

The Reflect RAP will provide us with a formal framework on the measures we need to take to enhance our capability, understanding and education around reconciliation.

We want to see true equality for First Nations Peoples by playing our part as an organisation in developing, implementing, and maintaining a RAP under the five dimensions of reconciliation including:

- Race relations
- Equality and equity
- Institutional integrity
- Unity
- Historical acceptance.

With the implementation of a Reflect RAP, this will provide accountability for us to achieve the mandatory RAP actions set out by Reconciliation Australia under the framework of relationships, respect, opportunities, and governance. It will also provide a platform for us to report on how we have achieved each action and highlight when we have done so. This will help strengthen our relationships with our staff and communities, increase respect for First Nations people, as well as guide community engagement, employment, and our commitment to change.





Relationships

OBJECTIVE	DELIVERABLE	TIMING	PERSONS AND/OR TEAMS RESPONSIBLE
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	— Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	— December 2024	— Principal, Cultural Heritage — Principal, Communications and Engagement
	— Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	— December 2024 — February 2025 — May 2025 — July 2025	— People and Capability Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	— Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff. — RAP Working Group members to participate in an external NRW event. — Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	— May 2025 — 27 May – 3 June 2025 — 27 May – 3 June 2025	— CEO — GM Clients and Markets



Relationships

OBJECTIVE	DELIVERABLE	TIMING	RESPONSIBLE
3. Promote reconciliation through our sphere of influence.	— Communicate our commitment to reconciliation to all staff.	— w/c 20 May 2025	— CEO — GM Clients and Markets
	— Identify external stakeholders that our organisation can engage with on our reconciliation journey.	— May 2025	— Principal, Biodiversity — Principal, Communications & Engagement
	— Identify RAP and other likeminded organisations that we could approach to collaborate with on our reconciliation journey.	— May 2025	— Principal, Communications and Engagement
4. Promote positive race relations and a culturally safe workplace through anti-discrimination strategies.	— Research best practice and policies in areas of race relations and anti-discrimination.	— May 2025	— People and Capability Manager
	— Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	— February 2025	— People and Capability Manager



Respect

OBJECTIVE	DELIVERABLE	TIMING	RESPONSIBLE
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	— Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	— July 2025	— People and Capability Manager — Principal, Biodiversity
	— Conduct a review of cultural learning needs within our organisation.	— January 2025	— Quality Assurance Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	— Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	— October 2024	— Senior Environmental Planner
	— Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	— October 2024	— CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	— Raise awareness and share information amongst staff about the meaning of NAIDOC Week.	— June 2025	— GM Clients and Markets — CEO
	— Introduce staff to NAIDOC Week by promoting external events in our local area.	— June 2025	— RWG Chair — GM Clients and Markets
	— RAP Working Group to participate in an external NAIDOC Week event.	— 1 - 4 July 2025	— RWG Chair



Opportunities

OBJECTIVE	DELIVERABLE	TIMING	RESPONSIBLE
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. cultural learning.	— Develop a plan for Aboriginal and Torres Strait Islander employment and training within our organisation.	— December 2024	— People and Capability Manager
	— Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	— December 2024	— People and Capability Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	— Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	— March 2025	— Principal, Biodiversity
	— Investigate Supply Nation membership.	— March 2025	— Senior Environmental Planner



Governance & reporting

OBJECTIVE	DELIVERABLE	TIMING	RESPONSIBLE
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	— Maintain a RWG to govern RAP implementation.	— October 2024	— People and Capability Manager
	— Review and Update the Terms of Reference for the RWG.	— November 2024	— People and Capability Manager
	— Maintain Aboriginal and Torres Strait Islander representation on the RWG.	— January 2025	— Principal, Communications and Engagement
11. Provide appropriate support for effective implementation of RAP commitments	— RAP Working Group to meet quarterly to ensure that KPIs are on track and provides review and enhancement of the agreement which is prepared and submitted to Reconciliation Australia annually.	— October 2024	— Principal, Communications and Engagement — People and Capability Manager
	— Engage senior leaders in the delivery of RAP commitments.	— November 2024	— CEO
	— RAP KPI are tracked on the executive dashboard and reviewed monthly to track, measure and report on RAP commitments.	— November 2024	— People and Capability Manager
	— Appoint annually a senior leader to champion our RAP internally.		



Governance & reporting

OBJECTIVE	DELIVERABLE	TIMING	RESPONSIBLE
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	— Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	— 30 September 2025	— People and Capability Manager
	— Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Survey	— 1 August 2024	— People and Capability Manager
	— 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 2025	— People and Capability Manager
13. Continue our reconciliation journey by developing our next RAP.	— Register via Reconciliation Australia's website to begin developing our next RAP.	— July 2025	— RWG Chair — Principal, Communications and Engagement

Our locations

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Auckland Street
Bega NSW 2550

P PO Box 470,
Bega NSW 2550
T 02 6492 8333

Brisbane

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Brisbane QLD 4000

T 07 3129 7633

Canberra

8/27 Yallourn Street
Fyshwick ACT 2609

P PO Box 62,
Fyshwick ACT 2609
T 02 6280 5053

Gold Coast

2B, 34 Tallebudgera
Creek Road
Burleigh Heads, QLD 4220

T 07 3129 7633

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10 Queen Street
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T 03 7031 9123

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Level 1, 31-33
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