



Reflect Reconciliation Action Plan

February 2025 – February 2026



At GML we acknowledge that we live and work on the land of First Nations peoples.

We know that this land was never ceded, and we respect the rights and interests of Australia's First Peoples in land, culture and heritage.

We acknowledge their Elders past and present, and support the concepts of voice, treaty and truth in the Uluru Statement from the Heart.

Message from Reconciliation Australia	4
A message from our CEO	6
About the cover art	7
Our business	8
Our vision	9
Our Reconciliation Action Plan	10
Our partnerships/current activities	12
Blacktown Native Institution	14
ICOMOS GA2023	16
Building relationships with communities	17
Relationships	18
Respect	20
Opportunities	22
Governance	24

Message from Reconciliation Australia

Second Reflect RAP

Reconciliation Australia congratulates GML Heritage on continuing its reconciliation journey by formally endorsing GML Heritage's second Reflect Reconciliation Action Plan (RAP).

Through this plan, GML Heritage continues to play an important role in 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership across all sectors of Australian society.

This Reflect RAP enables GML Heritage 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations GML Heritage on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



A message from our CEO

GML is fortunate, through our work in cultural heritage management and conservation, to learn from and support First Nations peoples in communities across many states and both territories.

We understand the United Nations Declaration on the Rights of Indigenous Peoples and the central concepts of survival, dignity and wellbeing. We stand beside First Nations peoples in the call for voice, treaty and truth in the Uluru Statement from the Heart and continue to advocate for political, economic, social, and cultural structures and organisations that reflect their rights and interests free of discrimination and injustice.

This is GML's second Reflect RAP. Its preparation has been guided by our RAP Working Group and our staff. For this RAP, we decided it was vital that we continued to grow and deepen our understanding and appreciation of First Nations cultures and communities. Importantly, we learnt from our last RAP that we need to go on this journey together. Our sense is that by continuing to provide a range of opportunities and experiences that build on our knowledge through participation in experiences, we will build a culture of empathy through deeper awareness, understanding and appreciation of the issues and concerns of First Nations peoples.



I am honoured to be the champion of this RAP, and to lead a company that values diversity and inclusion with people who are committed to recognising Aboriginal and Torres Strait Islander people's rights and interests, as part of our continuing work towards reconciliation and shaping a better future, for not only First Nations peoples, but for everyone.

Sharon Veale
Chief Executive Officer
GML Heritage

About the cover art

Our RAP cover artwork, titled *Ngullingah Jugun Cries for Truth 3*, is by Bundjalung artist, author and illustrator, Dr Bronwyn Bancroft AM. The artwork was included in *The Country Cries for Truth* exhibition at the State Library of NSW from June 2024 to June 2025, an exhibition exploring the enduring connections between Country and kin, alongside the complicated and continuing impacts of colonisation and dispossession.

The mixed media artwork is part of a series that responds directly to the State Library collection of photographs by JW Lindt of the then-burgeoning townships of Solferino and Lionsville during the late 1800s. The work responds to Country and colonisation, simultaneously depicting the powerful and compelling presence of First Peoples with vibrant colours and patterns that reclaim space and place, while highlighting the imposition of settler colonialism on Bundjalung Country. Dr Bancroft helps us see and reflect on the all-too-often-hidden or silent but persistent historical truths at the heart of Country and nationhood, using her family's own experience of survival, resistance and reliance.

GML thanks Dr Bancroft for generously granting permission for us to use this powerful image on our RAP cover.



Artist Bronwyn Bancroft. Photo: © Sharon Hickey

Cover Image:

Ngullingah Jugun Cries for Truth 3, 2023–24
Scene near Lionsville, c1872
Mixed media and photography
Copyright and courtesy of the artist, Dr Bronwyn Bancroft

Artwork uses State Library of NSW collection photograph of Lionsville, 1872–73, by JW Lindt, PXA 1128.

Our business

GML Heritage is one of Australia's most respected heritage consultancies. With offices in Sydney, Canberra and Melbourne, we work across Australia and, from time to time, internationally. Our heritage advisory and consulting services include First Nations cultural heritage, archaeology, public history, urban and built heritage, interpretation and design, community engagement and heritage resilience.

We care deeply and contribute positively to heritage, communities and our environment. We collaborate with public, private, corporate and not-for-profit clients to plan, manage and conserve heritage as part of our living future. We understand that research, insight, analysis, and creative thinking, combined with careful listening and consideration, generate the best outcomes. Our diverse team of consultants bring together a deep archive of experience and knowledge across all our services. With critical thinking and experienced insight, our projects across Australia and overseas deliver outcomes that make the past meaningful now and into the future.

Knowledge-sharing is part of continuous improvement at GML. We are engaged in heritage theory and practice and committed to staying up to date with best practice industry guidelines and standards. Our employees generously share their learning and we frequently host guest speakers to talk about new research, contemporary industry developments, new platforms and programs, compliance, self-care and wellbeing, and work health and safety.

GML Heritage is governed by a board of directors comprising non-executive and executive members. The board is strategic in focus and leads the company's vision to provide influential and creative services that reshape the future for heritage. Implementation of the vision is the responsibility of the CEO and the executive management team across our Sydney, Canberra and Melbourne offices.

GML currently employs 61 staff. Our staff come from a diverse range of cultural backgrounds. At present we do not employ any permanent staff that identify as Aboriginal or Torres Strait Islander. We do employ Aboriginal people as specialist consultants on projects and engage a range of Aboriginal enterprises and organisations to supply various goods and services.



GML team at Nerre Nerre Warren, Dandenong Police Paddocks. Photo: GML

Our vision

Our vision for reconciliation is a future where the rich cultures, histories and contributions of Australia's First Nations peoples are embraced and intricately woven into the fabric of our society.

We are committed to building deep, meaningful partnerships with First Nations communities, recognising that their heritage and knowledge are essential to shaping Australia's cultural identity.

By boldly confronting past injustices and embracing the wisdom of First Nations peoples, we aspire to create a future where their perspectives are not only respected but are pivotal in shaping our mission to protect and celebrate our shared heritage.

Our company is dedicated to advancing reconciliation through our actions, ensuring that the values of inclusion, respect and equity guide our work and contribute to a more just and culturally enriched society.

Our Reconciliation Action Plan

GML is dedicated to truth-telling and engaging with First Nations communities to help tell stories of resilience, strength and survival from historical and current impacts of colonisation. We understand the rights and interests of First Nations peoples and respect their responsibility and authority for their heritage.

In 2023, we established our first Reflect RAP as a testament to our commitment to reconciliation. The RAP provided opportunities for everyone at GML to be part of the journey towards greater understanding, healing and reconciliation with First Nations peoples in the hope of shaping a better future for heritage.

We are actively enhancing our understanding of First Nations cultures and supporting reconciliation and the self-determination rights of First Nations peoples within our sphere of influence. One key initiative is our First Nations Hub—an online resource that helps staff connect with and learn about First Nations history, heritage, knowledge and cultures. The hub provides best-practice guidance on approaches to First Nations heritage conservation, management and community engagement, and also enables GML to share new research and guidelines such as the Reconciliation Australia and UNSW report, *Coming to terms with the past? Identifying barriers and enablers to truth-telling and strategies to promote historical acceptance*, and the Government Architect NSW's Connecting with Country Framework.

In partnership with Museums of History NSW and the Research Centre for Deep History at ANU, we host the First Nations Speaker Series. This series facilitates holistic, community-led and thought-provoking discussions, supporting truth-telling through First Nations voices and storytelling.

We remain strong advocates for legislative reform that better acknowledges and reflects the aspirations of First Nations peoples in the planning, management and presentation of their heritage. Our efforts include attending seminars on Aboriginal cultural heritage reform and submitting recommendations to Aboriginal Affairs NSW on legislative improvements.

Additionally, we support communities with technical services to promote the protection and conservation of significant First Nations history and heritage. For example, GML recently assisted the Dharug Strategic Management Group in developing and updating a Conservation Management Plan (CMP) for the Blacktown Native Institution in Western Sydney.

With our second Reflect RAP, we aim to build on the initiatives and achievements of the past year. GML brings together a diverse team with varying levels of understanding of First Nations cultures and rights. As we continue our reconciliation journey, we aim to consolidate our understanding and strive for everyone in our organisation to develop a deeper awareness and



Traditional weaving with Aunty Karleen Green. Photo: GML

appreciation of the experiences and challenges faced by First Nations peoples.

It is a commitment of this RAP to develop a recruitment strategy for growing First Nations employment at GML and to ensure we can provide a supportive, inclusive and culturally safe workplace for new staff.

We will also review and update our Indigenous Cultural and Intellectual Property (ICIP) protocols to ensure they reflect how the organisation engages with First Nations peoples and communities across our projects.

We will persist in seeking meaningful ways to engage with and listen to First Nations communities, fostering enduring partnerships and creating opportunities that contribute to authentic and positive outcomes.

Our RAP is championed by our CEO, Sharon Veale. Our RAP Working Group (RWG) works together to ensure the timely implementation of our RAP and to identify opportunities to improve our reconciliation performance. We engage with our people to ensure our RAP journey is collaborative and implemented across all aspects of our business.

Since the development of our first Reflect RAP, the RWG has met monthly to ensure our commitments are met.

The RWG includes:

- Sharon Veale, CEO and RAP Champion
- Martin Rowney, Principal (Canberra)
- Tim Owen, Principal (Sydney)
- Helen Doyle, Associate (Melbourne)
- Hayley Gallant, Manager, Marketing and Communications (current RWG Chair)
- Brock Deighton, Chief Operations Officer
- Maggie Hagarty, Acting Chief Financial Officer.

Our partnerships/ current activities

As part of our RAP journey to date, GML has engaged with reconciliation and with First Nations peoples in a range of ways.

To underline GML's commitment to reconciliation, we developed a Statement of Commitment and Practice to First Nations Peoples. The statement is intended to guide our staff in understanding what GML is committed to and will strive to achieve in our activities and actions, and our approach to supporting and working with First Nations peoples. We envisage this document as something that we will update and change as we deepen our understanding.

GML advocates for the inclusion of First Nations histories, and for First Nations cultural values to be recognised and integrated into heritage projects. We engage with Traditional Owners, Registered Aboriginal Parties and First Nations advisors to help deliver outcomes for First Nations communities across Australia.

For example, GML prepared the Traditional Owner and First Peoples Cultural Values Assessment for the World Heritage-listed Royal Exhibition Building and Carlton Gardens, which was a required component of the broader World Heritage Management Plan. GML worked closely with three Traditional Owner organisations (Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Bunurong Land Council Aboriginal

Corporation and Boonwurrung Land and Sea Council) to understand the Aboriginal cultural values of this World Heritage property and incorporate them into the management of the place.

A guide to First Nations cultural protocols was developed for all GML staff, with these protocols integrated into business practices. This includes acknowledging First Nations Country and communities, and Elders, in our internal communications, gatherings and reporting. In May 2023, we invited Traditional Custodians to conduct a Welcome to Country and Smoking Ceremony in our new Sydney headquarters.

In June 2023, we conducted an employee survey to identify gaps in knowledge of First Nations histories and cultures to help guide us in developing the most effective cultural learning programs for staff. In March 2024, GML implemented cultural competence training for all staff through the Centre for Cultural Competence Australia. So far 53 percent of staff have commenced or completed the training, with all current staff required to complete the training by early 2025. The training will be part of GML's onboarding process for all new staff in the future.

We have also provided opportunities to build cultural awareness through informal learning activities. This has included walks on Country, tours, talks on themes

such as racism, trauma-informed heritage and truth-telling, film screenings and traditional weaving, and participation in external cultural events. At each staff meeting we take turns in sharing updates about things that we have participated in or seen to encourage everyone to continually reflect and share. That might be attending a protest march, visiting an exhibition, seeing a cultural performance, listening to a talk, or reading a piece of First Nations writing.

GML seeks opportunities to support First Nations communities and like-minded organisations within our sphere of influence. In October 2023 we supported the Koori Knockout rugby league tournament through the sponsorship of the Riverstone Roos team. The Koori Knockout is one of the largest sporting events for First Nations peoples in Australia and brings together communities from across NSW in a celebration of sport, culture and connection. GML also partnered with the 2023 Australian Architecture Conference in Canberra, sponsoring the 'Walk on Country' Study Tour that provided GML and delegates the opportunity to explore Canberra's rich First Nations history with the Traditional Owners Aboriginal Corporation.



Walk on Country with the Traditional Owners Aboriginal Corporation in Canberra. Photo: GML

Blacktown Native Institution

On Dharug Country, the Blacktown Native Institution (BNI) in Western Sydney is of profound significance to Dharug people and First Nations communities more broadly.

The BNI is connected to dispossession, environmental exploitation and degradation due to colonisation, and the implementation of racially based government policies of 'protection', assimilation and removal, which continue to impact Ngurra and Aboriginal people today.

It is one of the first known places where Dharug and later other First Nations children were forcibly removed from their families and communities and were institutionalised.

The return of the BNI site to Dharug ownership in 2018 was a seminal moment recognising the community's activism and journey towards truth-telling, healing, resilience and belonging together with Dharug Ngurra.

Guided by the Dharug Strategic Management Group (DSMG), GML developed and updated the Conservation Management Plan (CMP) for the BNI. This work helped to support the continuing conservation of the BNI's heritage significance and the DSMG in the care, control and management of the place for the community.

Reflecting Dharug aspirations, the CMP is a living plan, evolving with the community as their aspirations and needs change.



Always, Blacktown Native Institution. Photo: Leanne Tobin

ICOMOS GA2023

In September 2023, Sydney hosted the 21st General Assembly of ICOMOS – International Council on Monuments and Sites (GA2023), under the theme 'Heritage Changes: Resilience – Responsibility – Rights – Relationships'.

The event brought together over 1400 heritage experts from 100+ countries and provided an opportunity to showcase the First Nations Speakers Series (FNSS) on a 'global stage'.

Commencing in 2021, the FNSS was established by GML, Museums of History NSW and ANU's Research Centre for Deep History. Since that time, it has provided a platform for Aboriginal and Torres Strait Islander researchers, authors, artists, professionals and curators to share ideas about history, heritage and culture. Speakers have presented on powerful topics including the ongoing impact of colonisation, repatriation, knowledge management, designing on Country, truth telling and reimagining the past.

A key aspect of the series is its focus on First Nations perspectives and worldviews, exploring custodial leadership, cultural diversity, and the interconnectedness of cultural heritage with community and Country. During GA2023, a panel facilitated by Peter White, Head of First Nations Cultural Engagement at Museums of History NSW, featured historian



First Nations Speaker Series panel at ICOMOS GA2023. Photo: GML

and curator Dr Leah Lui-Chivizhe, award-winning creative designer Alison Page, and Matt Poll, curator and Manager of Indigenous Programs at the Australian National Maritime Museum.

GML also hosted the Gadi Networking Lounge at GA2023. GML collaborated with Saltwater Budawang (Yuin) woman Kaylie Salvatori of COLA Studio, an emerging landscape architecture studio, to develop a space inspired by Country. Visitors to the lounge participated in traditional weaving sessions with Aunty Karleen Green, a Bunjalung, Munjalau and Kgari woman living on Gadigal Country.

Building relationships with communities

GML has been working with First Nations communities around Australia for the past 15 years to manage First Nations cultural values on land managed by the Department of Defence.

We have engaged with First Nations communities to identify, assess and manage significant cultural places at Defence bases such as Shoalwater Bay Training Area, RAAF Base Edinburgh and RAAF Base Amberley, among others.

These engagements and relationships have been built over many years and have always sought to empower local First Nations communities in heritage values management within Defence's operational bases. Through these projects, we have formed lasting and respectful working relationships with the Kurna people in Adelaide, Darumbal people in Rockhampton and Yuggera and Ugarapul peoples in Ipswich.



Yarning Circle at RMC Duntroon, ACT. Photo: GML

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2025	Lead: Principal (Sydney) Support: Associate (Melbourne)
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Lead: Principal (Sydney) Support: Associate (Melbourne)
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, annually	Manager, Marketing & Communications
	• Ensure RWG members participate in an external NRW event.	27 May– 3 June, annually	CEO/RAP Champion
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May– 3 June, annually	CEO/RAP Champion

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Continue to communicate our commitment to reconciliation to all staff and the broader public. Engage the Executive team in the delivery of RAP outcomes.	December 2025	Lead: CEO/RAP Champion Support: Manager, Marketing & Communications
	• Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2025	Lead: Associate (Melbourne) Support: Principal (Canberra)
	• Develop a list of RAP and other like-minded organisations, including existing clients and stakeholders, that we can approach to collaborate with on our reconciliation journey.	July 2025	Lead: Principal (Sydney) Support: Principal (Canberra)
4. Promote positive race relations through anti-discrimination strategies.	• Continue to research best practice and policies in areas of race relations and anti-discrimination.	August 2025	Chief Operations Officer
	• Annually review policies and procedures that address areas of race relations and anti-discrimination to ensure best practice.	August 2025	Chief Operations Officer
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	August 2025	Chief Operations Officer

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Continue to review and update our First Nations Hub online resource to support staff in connecting with and learning about First Nations peoples' heritage, knowledge and cultures. 	December 2025	Manager, Marketing & Communications
	<ul style="list-style-type: none"> Ensure all staff undertake cultural awareness training by a First Nations provider. 	April 2025	Chief Operations Officer
	<ul style="list-style-type: none"> All nominated GML consultants working in First Nations heritage to undertake trauma-informed training delivered by a First Nations provider. 	July 2025	Chief Operations Officer
	<ul style="list-style-type: none"> Maintain a cultural calendar of dates significant to Aboriginal and Torres Strait Islanders, their histories and cultures. Celebrate and recognise these dates with events and activities as appropriate. 	October 2025	Manager, Marketing & Communications

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Continue to develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Share information with staff through the First Nations Hub. 	November 2025	Lead: Associate (Melbourne) Support: Principal (Canberra)
	<ul style="list-style-type: none"> Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	August 2025	CEO/RAP Champion
	<ul style="list-style-type: none"> Review and update the organisation's ICIP protocols to ensure they reflect how the organisation engages with First Nations peoples and communities across projects. 	July 2025	Lead: Principal, Canberra Support: Associate, Melbourne
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Continue to raise awareness and share information among our staff about the meaning of NAIDOC Week. 	June, annually	Manager, Marketing & Communications
	<ul style="list-style-type: none"> Encourage staff to participate in NAIDOC Week by promoting external events in each office's local area. 	July, annually	Lead: CEO/RAP Champion Support: Manager, Marketing & Communications
	<ul style="list-style-type: none"> Ensure RWG members participate in an external NAIDOC Week event. 	First week in July, annually	CEO/RAP Champion

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case to grow Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	Chief Operations Officer
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2025	Chief Operations Officer
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.	June 2025	Finance Manager
	• Continue to build our list of suppliers for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2025	Lead: Finance Manager Support: Chief Operations Officer
	• Investigate and consider Supply Nation membership.	April 2025	Finance Manager

Action	Deliverable	Timeline	Responsibility
10. Provide a platform where First Nations voices can share ideas, research and stories.	• Continue to host and support the FNSS through events held in 2025.	December 2025	Manager, Marketing & Communications
	• Continue to work with FNSS partners to identify Aboriginal and Torres Strait Islander organisations and individuals to participate in talks series.	December 2025	Lead: CEO Support: Manager, Marketing & Communications

Governance

Action	Deliverable	Timeline	Responsibility
11. Maintain an effective RWG to drive governance of the RAP.	• Review and maintain the RWG to govern RAP implementation.	December 2025	RWG Chair
	• Review and update Terms of Reference for the RWG annually.	March 2025	RWG Chair
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2025	RWG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	• Define and allocate resource needs for RAP implementation.	March 2025	RWG Chair
	• Engage senior leaders in the delivery of RAP commitments.	April 2025	CEO/RAP Champion
	• Maintain an internal RAP Champion as part of our RAP.	February 2025	CEO
	• Continue to maintain and refine appropriate systems and capability to track, measure and report on RAP commitments.	December 2025	RWG Chair
	• Investigate appointing a First Nations representative to the GML Board.	December 2025	CEO/RAP Champion

Action	Deliverable	Timeline	Responsibility
13. 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	RWG Chair
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	RWG Chair
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RWG Chair
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	RWG Chair



Contact details:

Hayley Gallant
Manager, Marketing and Communications
Phone: 02 9319 4811
Email: hayley.gallant@gml.com.au

gml.com.au