

**Tetra Tech International Development**

**Innovate**

Reconciliation Action Plan

April 2021 – March 2023



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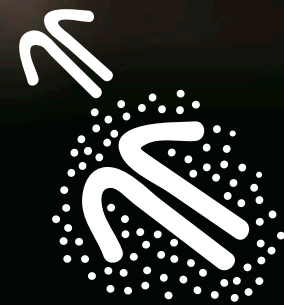
## Acknowledgement of Country

*We acknowledge the Kurna people as the First People of the Adelaide region where our buildings stand and where we work. We pay respect to Elders, past, present, emerging and future.*

*Tetra Tech International Development recognises the Traditional Custodians of country, and their unique connection to their lands and waters, language, law, kinship and ceremony. Through this acknowledgement we commit to ongoing learning and understanding on our journey to reconciliation.*







# A message from Reconciliation Australia



Reconciliation Australia commends Tetra Tech International Development on the formal endorsement of its second Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Tetra Tech International Development continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Tetra Tech International Development will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Tetra Tech International Development using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Tetra Tech International Development to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Tetra Tech International Development will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Tetra Tech International Development's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Tetra Tech International Development on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# A message from the Managing Director

Calling Australia home. For many, calling Australia home is about celebrating our pride in our nation. For some it is the consolidation of the process to become new citizens of Australia—the place that they will now call home and where they will raise their families. For Aboriginal and Torres Strait Islander people and communities, it carries great conflict and emotions, specifically a reflection of the survival of Elders, culture, language and unique connection to the lands and waters within Australia.

Tetra Tech International Development's commitment to reconciliation is an opportunity for us all to remain respectful, curious, ask questions, and reflect on our shared history—those of Aboriginal and Torres Strait Islander ancestors, and the challenges that the establishment of the colony of Australia presented to them, and how that impacted on their lives, on all of our lives. It is a history that is not widely known, and in that 'not knowing' continues to create a point of conflict. The colonisation of Australia represents invasion, it represents the changing of the landscape and in those changes the significant shift from custodian of Aboriginal and Torres Strait Islander people of their traditional lands, waters and all living things, to one of survivor.

My encouragement to us all is that we carry our shared history together, for it is the true history of Australia. The story of Australia for its First Nations and First People is a story of invasion, dispossession, destruction of culture, language, law, and kinship connection. This reality is also a significant burden. For Australia to thrive we must carry this burden together so that our shared history does not replicate itself in our shared future.

In the recent words of Amanda Gorman, the youngest inaugural poet in US history, "We lift our gazes not to what stands between us but what stands before us... There is always light, if only we're brave enough to see it. If only we're brave enough to be it."

I am so proud of our work towards learning and reconciliation at Tetra Tech International Development and our ongoing commitment through our Innovate Reconciliation Action Plan (RAP). It is an important commitment to our Leadership Team and to me. I encourage you to learn more about our RAP helping us support our employees towards reconciliation and create collaborative teams where all voices are heard, all employees feel safe, and each of us can thrive. Our RAP Working Group is open to all and involve activities for all employees. Our Innovate RAP will continue to build on and coordinate with our many local teams and networks to engage in dialogue and exchange resources on topics to increase our cultural knowledge, awareness, and level of cultural safety across all our operations.

I encourage you all to take some time to reflect on the meaning for all that call Australia home, our shared future will benefit greatly from a renewed perspective that shows empathy, compassion and understanding for all so that we can continue to contribute to a world where people, communities and the planet can thrive.

**Amy Gildea**  
Managing Director  
Tetra Tech International Development, Asia Pacific



# Our vision for Reconciliation

Our vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander peoples and communities thrive, our lands and waters thrive, and we have a vibrant national identity based on our shared history and inclusion of First Nations people's unique connection to lands and water, language, law, kinship, and ceremony.

In the context of our organisation, this represents strong and long-lasting relationships with Aboriginal and Torres Strait Islander communities, that over time, change the way we work, the insights we bring, and in Australia, the communities we partner with and projects we work together on that have a long-lasting positive impact on communities.

At Tetra Tech International Development (Tetra Tech), Asia Pacific, we value diversity and are committed to providing Aboriginal and Torres Strait Islander peoples with access to more opportunities to participate in the economy and extending our support for Aboriginal and Torres Strait Islander economic development through employment and business enterprises.







## Our business

Tetra Tech is a leading global development consulting firm that seeks to contribute to thriving people, thriving communities and a thriving planet.

We work with global and local partners including governments, the private sector and civil society to deliver effective and sustainable development projects in over 80 countries. From improving access to education and health services, supporting economic growth and livelihoods, to water, environment and natural resources management, Tetra Tech brings an integrated approach focused on building the capacity of communities and individuals. We help to deliver effective projects and sustainable and positive impact.

Drawing on the technical expertise and geographic experience of our teams around the world, we provide solutions to solve some of the world's most complex development challenges.

In 2019, we launched our strategy to support development outcomes in Aboriginal and Torres Strait Islander communities to complement our commitment to effectively engage with Aboriginal and Torres Strait Islander communities and to create opportunities for employment and economic development through our RAP.

Australia wide, Tetra Tech currently employs 42 people including 2 Aboriginal and Torres Strait Islander staff, making up 4.8% of our Australia-based employees. We employ 500 people in 14 countries across the Asia Pacific and New Zealand. Our wider global reach is enhanced by being a part of a global network of Tetra Tech companies, with 20,000 people working across 450 offices in 120 countries. We transitioned our brand from Coffey International Development in February 2021.

Our staff acknowledge each of the First Peoples where our buildings stand and where we work at each of the following locations:

- Adelaide (our Head Office), where we recognise the Kurna people of the Adelaide region
- Canberra, where we recognise the Ngunnawal people of the Canberra region
- Sydney, where we recognise the Cammeraygal people of the Chatswood region in Sydney
- Melbourne, where we recognise the Wurundjeri people of the Melbourne region
- Brisbane, where we recognise the Turrbal people of the Brisbane region
- Perth, where we recognise the Noongar people of the Perth region.





## Our Reconciliation Action Plan

Tetra Tech values diversity and inclusion and is committed to providing access to sustainable opportunities for people and communities everywhere that our people work and live. Through our work, our people build relationships, develop partnerships, and gain understanding of the communities with whom we work and diversity that exists within them. Tetra Tech recognises the realities of how inequality has impacted people, specifically ethnic minority groups, and the historical structures that continue to act as ongoing barriers to development.

Our ongoing commitment to developing a RAP is grown from an understanding of the inequality between Aboriginal and Torres Strait Islander peoples and other Australians, and we recognise that true reconciliation leads to prosperity for all Australians.

We acknowledge the impacts of colonisation, and the disruption caused by it, to Aboriginal and Torres Strait Islander people. We recognise that in the process of colonisation Aboriginal and Torres Strait Islander people in Australia are structurally disadvantaged in generating and growing wealth.

We also acknowledge that what occurred created a disruption, and that Aboriginal and Torres Strait Islander peoples, through their pride and resilience are rebuilding and restoring this unique connection to lands and water, language, law, kinship, and ceremony in contemporary Australia.

We are committed to supporting these key efforts as we feel our shared history should be present in our shared future on our journey to reconciliation through partnerships and relationships with Aboriginal and Torres Strait Islander peoples, communities, organisations, and businesses.

We seek to deliver meaningful cultural recognition, employment, education, and training opportunities for Indigenous peoples in all countries where we work. We want to be recognised as a company that takes practical and sustainable action to provide Aboriginal and Torres Strait Islander peoples in Australia with access to more opportunities to participate in the economy.



Our approach aims to build long-lasting relationships with Aboriginal and Torres Strait Islander communities where we work, building awareness and understanding within our workforce about language, heritage, tradition, and the generational traumas of colonialism and provide sustainable career and business opportunities for local Aboriginal and Torres Strait Islander peoples.

Amy Gildea, Managing Director, is our RAP Sponsor. Amy leads and supports the process of reconciliation within our organisation and our commitment to reconciliation. She provides oversight and guidance from our executive team and participates in the RAP Working Group and within a RAP Sub-group.

Sally Kingsborough is the Chair of our RAP Working Group, and as Director, Partnerships & Acquisitions is committed to leading, developing and delivering our RAP and our reconciliation journey within our business and sphere of influence. As RAP Chair, Sally takes overall leadership and responsibility for our RAP, reporting against the RAP, to both Reconciliation Australia and Tetra Tech.

The RAP Working Group members are:



**Ali Smith**  
*Human Resources  
Business Partner*



**Amelia Chaplin**  
*Graduate, Markets,  
Clients and Strategy*



**Amy Gildea**  
*Managing Director  
Asia Pacific (Sponsor)*



**Clyde Rigney Jr**  
*Director of Indigenous  
Consulting, and a  
proud Ngarrindjeri man*



**Elly Grimmett**  
*Graduate, Markets,  
Clients and Strategy*



**Helen Miles**  
*Design and Production  
Coordinator*



**James Muir**  
*Finance Manager*



**Louise Khouri-Revell**  
*Director, Human  
Resources*



**Mira Sulistiyanto**  
*Graduate Trainee,  
Markets, Clients  
and Strategy*



**Neil Trivett**  
*Regional Director,  
Pacific*



**Sally Kingsborough**  
*Director, Partnerships  
and Acquisitions (Chair)*



**Sarah Wilson**  
*Senior Project  
Manager*

We will establish an external Aboriginal and Torres Strait Islander Advisory Group through our Innovate RAP to provide guidance as we continue our journey toward reconciliation and strengthen Tetra Tech's engagement and partnerships with communities.



# Where we began

The development and delivery of our Reflect RAP was a two-year process that increased our business's understanding and commitment to reconciliation. Our team owned, drove and internalised what our commitment at the organisational level to reconciliation is and something we are very proud of. Since developing our own Indigenous Procurement Policy (IPP) in 2017 and setting up our RAP Working Group, we have undertaken a significant shift as a business both in terms of an ethical look at our supply chain as well as a commitment to reconciliation.

Developing our own procurement requirements for subcontractors to respond to our IPP in procurement in 2018 was an exciting development for us. As we embark on our Innovate RAP, we now employ two Aboriginal and Torres Strait Islander staff, have Memorandums of Understanding with four Aboriginal owned consulting organisations, and a strategic partnership

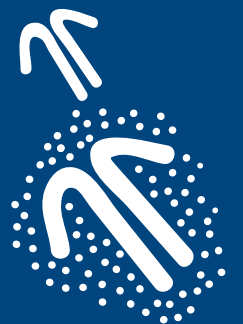
with AFL SportsReady. We also have a partnership in place with Ngarrindjeri Ruwe Empowered Communities and worked together with the Ngarrindjeri Aboriginal Corporation to support building their governance and management capacity in the delivery of a research project.

Overtime we have learnt how critical sponsorship, commitment and a belief in reconciliation is and how it needs to be driven by senior leaders within the organisation to deliver our RAP. We recognise the personal commitment it takes to deliver change within our organisation. Leaders need to live our values. Every day we see our commitment and understanding increase across the organisation because of this.

Cultural awareness training and participation in NAIDOC Week and National Reconciliation Week events, highlighted the challenges that Aboriginal and Torres Strait Islander people, communities and organisations

have experienced over time for our team. We understand the importance of building our understanding and cultural capability, which needs to happen regularly and be available for staff that join our organisation who have not been on the same journey.

To build effective relationships and partnerships with Aboriginal and Torres Strait Islander nations, communities and organisations we needed to design and implement a process of building our cultural competence and capability to form the foundation of understanding the challenges that Aboriginal and Torres Strait Islander nations, communities and organisations experience in their aspirations in development.



# James Muir

My journey with reconciliation to this point. I am British and moved to Australia four years ago. Unfortunately, through the British education system we do not learn any history about Australia or colonisation. When I arrived, I knew nothing about Aboriginal and Torres Strait Islander peoples, which may be a comparable experience to many of our advisors who are not Australian.

It was interesting that it took 18 months for me to engage socially with Aboriginal and Torres Strait Islander people. And another year before Tetra Tech engaged Clyde Rigney to support our RAP process. I am really grateful that he is part of our team and we are undertaking this process, coming from a zero base and to be part of the RAP working group and partaking in the cultural awareness training has helped my understanding of what Aboriginal and Torres Strait Islander peoples have been through. Without Tetra Tech engaging in this process, I may never have known. Partaking in the working group has given us the opportunity to go from a real low base, to something quite tangible and high, quite quickly.

So much so, that at my local cricket club I am working to get the Acknowledgement of Country to be given when we do our presentations every couple of weeks. About six months ago I was talking to a member down there, not realising she played for the Australian Women's Indigenous team, so she has all her family come down for presentations. And I thought how important it is to acknowledge where we are and everything that has happened.

I thought I had got that over the line a couple of months ago, but some angry old white man shouted me down, and some people at the club are not as happy giving the Acknowledgement.

So, I give an Acknowledgement of Country on the nights I do the presentations, and I guess some people wonder why I think it is important. I am not Australian, but one day I hope to become Australian, and I think it is important to understand our history, what happened here, and what it means to be Australian.



## Clyde Rigney Jr



My journey with Tetra Tech commenced as a consultant over two years ago to support their aspirations around reconciliation action planning and the deliverables within that Reflect RAP, which consisted of cultural awareness training and advising on implementation of the RAP. The response of the business and the people in the business has been exceptional, open and honest about where they were at, what they didn't know and what they felt they needed to challenge their growth, development and understanding of the barriers and challenges that Aboriginal & Torres Strait Islander people faced in Australia over the decades and what their key issues, challenges and opportunities are today.

What I see now, two years on, is that I am the Director of Indigenous Consulting in a new practice for the business with a commitment to implement our Indigenous Strategy over the coming years. The transformation and commitment have been outstanding and captured within the growth and transformation of Tetra Tech as a business. I am honoured to be given the opportunity to outwork my passion of creating opportunities for Aboriginal communities, organisations, businesses and people to be a part of their own development agenda and create opportunities and solutions for future generations.

I am proud to be the first Director of Indigenous Consulting for Tetra Tech and look forward to outworking the commitment we have to reconciliation and to developing long lasting, respectful and productive relationships with Aboriginal & Torres Strait Islander communities, businesses, organisations and people for years to come.









## Sian Clarke

In 2019, Sian Clarke, Tetra Tech's On-Award Enrichment Coordinator for Australia Awards Papua New Guinea, took ten Papua New Guinean post-graduate students to Garma with Clyde Rigney Jr.

As stated by organiser Yothu Yindi Foundation, the Garma Festival gathering brings together business leaders, international political leaders, intellectuals, academics and journalists to discuss the most pressing issues facing Australia. But it is more than that. The four-day festival, held in Gulkula, north-east Arnhem Northern Territory, is also a showcase of Australia's rich Indigenous culture.

Attending Garma enabled ten Papua New Guineans to truly understand more about Australia than would be possible through their university experience. It was about real people meeting others with shared understandings and experiences.

Sian observed that

*"They were amazed and delighted to meet each other, intrigued to learn about one another, sharing stories based around a common cultural framework."*

*"They had so much in common with each other, especially around kinship, land and ceremony. It was the most enriching thing I have ever done for anyone in my life!"*

*"Garma has grounded all of us, inspiring us to look at who we are and the importance of our history and culture in our identity. It has changed the students' lives and attitudes, but it has also changed me, forever."*





# Relationships

Tetra Tech is a purpose-driven organisation, committed to shaping a world where people, communities, and the planet can thrive. We understand that strong and respectful relationships with the communities in which we work, live, and engage is vital to long-lasting impact. We acknowledge and value the deep knowledge, skills, and experience that Aboriginal and Torres

Strait Islander partners and communities bring as we continue to support development outcomes in our work in Asia Pacific and within Aboriginal and Torres Strait Islander communities.

We hope that through our relationships with Aboriginal and Torres Strait Islander peoples the way we work will change and grow, that we

will incorporate new ways of understanding and responding to complex social, economic and environmental challenges, and that we will maximise the opportunities for Indigenous peoples to partner with us in the domestic and international development contexts.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for all future engagement.	July 2021	Director, Indigenous Consulting
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, aligned with and responding to Tetra Tech's Indigenous Strategy.	October 2021	Director, Partnerships & Acquisition
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Design and Production Coordinator
	• Identify and socialise the details of public activities and events to happen in NRW in all locations where Tetra Tech staff work.	May 2021, 2022	Design and Production Coordinator
	• Circulate details of NRW activities and events via internal communication channels and platforms.	May 2021, 2022	Design and Production Coordinator
	• RAP Working Group members to participate in an external NRW event.	27 May–3 June 2021, 2022	Graduate, Markets, Clients and Strategy
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June 2021, 2022	Managing Director
	• Organise at least one NRW event each year.	27 May–3 June 2021, 2022	Director, Partnerships & Acquisition
	• Register all our NRW events on Reconciliation Australia's NRW website.	April 2021, 2022	Graduate, Markets, Clients and Strategy



3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	August 2021	Director, Human Resources
	• Continue to embed the RAP journey, Indigenous Consulting, and Indigenous Strategy in our onboarding of all new staff.	June 2021	Senior Project Manager Director, Human Resources
	• Engage new staff and contractors with our RAP journey through an induction.	June 2021	Senior Project Manager Director, Human Resources
	• Update business cards to include RAP artwork and artist acknowledgement.	April 2021	Design and Production Coordinator
	• Develop RAP video outlining our journey and commitment that can be used for both in induction and in recruitment.	August 2022	Design and Production Coordinator
	• Communicate our commitment to reconciliation and share our RAP video publicly through website, LinkedIn campaign and other platforms.	October 2021	Design and Production Coordinator
	• Provide all staff with Innovate RAP, artwork explainer, and Acknowledgement of Country wallet cards.	July 2021	Human Resources Business Partner
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2021	Managing Director
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	February 2022	Director, Partnerships & Acquisition
	• Support our Tetra Tech sibling companies, if they require, to develop RAPs and invite to participate in NRW and NAIDOC week activities.	April 2021, April 2022	Director, Partnerships & Acquisition
4. Promote positive race relations through anti-discrimination strategies.	• Develop relationship with Reconciliation South Australia to identify support opportunities and participate in events on Kurna Country.	November 2021	Graduate, Markets, Clients and Strategy
	• Conduct a review of human resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2021	Human Resources Business Partner
	• Develop, implement, and communicate an anti-discrimination policy for our organisation across all channels including recruitment, advertising, and induction.	November 2021	Human Resources Business Partner
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August 2021	Director of Human Resources
	• Educate senior leaders on the effects of racism, reform, and reconciliation training through specific cultural awareness sessions with a focus on anti-racism and anti-discrimination policy development and implementation within the company.	September 2021	Managing Director



# Respect

At Tetra Tech, we know how important respect is to the reconciliation movement and our reconciliation journey. Through the Reflect RAP we now have a deeper understanding of the unique challenges, barriers and racism that Aboriginal and Torres Strait Islander people experienced in the colonisation of our states, territories and Country.

In this journey we also acknowledge the commitment and burden Aboriginal and Torres Strait Islander peoples carry in educating us in our ‘Shared History’, and that we must now take that burden on ourselves and face the painful truths that have been excluded from education about Australia’s colonial history.

Respect is a critical component of a healthier, more equitable relationship with Aboriginal and Torres Strait Islander peoples and communities going forward. We will respect and celebrate that we are privileged to live in a nation with such a deep living ancestry and connection to Country.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	November 2021	Director, Indigenous Consulting
	• Hold a session at our whole of business planning event on the themes of reconciliation, recognition and Indigenous engagement in Australia and overseas.	September 2021	Pacific Regional Manager
	• Develop, communicate, and implement a cultural learning strategy for our staff, including online and offsite activities and content.	February 2022	Pacific Regional Manager
	• Conduct a review of cultural learning needs within our organisation, through undertaking an organisation wide survey to provide baseline data and direction for the next stage of our cultural learning program.	July 2021	Graduate, Markets, Clients and Strategy
	• Undertake Cultural Awareness training sessions that will focus on the topics of Racism, Reconciliation and Reform. This training will look at the impacts of racism, reconciliation and reform in Australia on Aboriginal and Torres Strait Islander people and the key developments that have occurred in legislation, policy and programs over the course of development in Australia.	November 2021	Director, Human Resources
	• Provide opportunities for RAP Working Group members, human resource managers and other key leadership staff to participate in formal and structured cultural learning.	March 2022	Managing Director
	• Develop a culture of Nukkan, Kungan, Yunnan (See, Listen, Speak) by creating a MS Teams channel on which to share recommendations around movies, books, music, art events, podcasts, Twitter/Instagram handles etc.	May 2021	Graduate, Markets, Clients and Strategy

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	April 2021	Pacific Regional Manager
	<ul style="list-style-type: none"> <li>• Ensure that an Acknowledgement of Country occurs at the commencement of important meetings.</li> </ul>	June 2021	Managing Director
	<ul style="list-style-type: none"> <li>• Identify staff who are willing to provide an Acknowledgement of Country (building on Executive Leadership Team responsibility) and develop a list of people who can be called on and what supports are required to undertake this confidently.</li> </ul>	April 2021	Graduate, Markets, Clients and Strategy
	<ul style="list-style-type: none"> <li>• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	March April 2021	Graduate, Markets, Clients and Strategy
	<ul style="list-style-type: none"> <li>• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, for example our Annual Offsite events.</li> </ul>	September 2021, 2022	Managing Director
	<ul style="list-style-type: none"> <li>• Develop a list of approved local Traditional Owners or Custodians to provide a Welcome to Country at significant events across our offices.</li> </ul>	May 2021	Human Resources Business Partner
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>• Review human resource policies and procedures to remove any barriers to staff participating in NAIDOC Week.</li> </ul>	June 2021	Director, Human Resources
	<ul style="list-style-type: none"> <li>• RAP Working Group members participate in external NAIDOC Week events and encourage others to participate through sharing information on events and supporting participation.</li> </ul>	July 2021, 2022	Head of Markets, Clients & Strategy Design and Production Coordinator
	<ul style="list-style-type: none"> <li>• Ensure that human resource policies are culturally sensitive, in line with NAIDOC Week's theme and promotes positive and encouraging engagement for NAIDOC Week with all staff.</li> </ul>	June 2021, 2022	Human Resources Business Partner





# Opportunities

At Tetra Tech, we aim to have strong and long-lasting relationships with Aboriginal and Torres Strait Islander communities that, over time, have changed the way we work, the insights we bring, and in Australia, the communities we partner with and projects we work on together.

In practice this relates to Tetra Tech creating more opportunities for Aboriginal and Torres Strait Islander businesses, people, organisations and communities. Where understanding and trust enable an exploration of each other's capabilities and bring a joint application of those capabilities

to development issues in Aboriginal and Torres Strait Islander communities. Value will be provided to communities through a mix of commercially viable initiatives and projects and some that are provided as part of our RAP commitment on a pro-bono basis.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	June 2021	Director of Human Resources
	<ul style="list-style-type: none"> <li>Undergo a stocktake and critical review of our opportunities in our offshore work to involve Aboriginal and Torres Strait Islander owned and led businesses, including current subcontractors and potential new subcontractors, and/or existing Aboriginal and Torres Strait Islander employees.</li> </ul>	July 2021	Director, Partnerships & Acquisition
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	February April 2021	Human Resources Business Partner
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	March 2022	Director, Human Resources
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	June 2021	Human Resources Business Partner
	<ul style="list-style-type: none"> <li>Review human resource and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace and create a culturally safe working environment.</li> </ul>	August 2021	Director, Human Resources
	<ul style="list-style-type: none"> <li>Maintain at least 4% of total Australia-based staff as Aboriginal and Torres Strait Islander staff employed in our workforce, while working towards our target of increasing Aboriginal and Torres Strait Islander staff employed in our workforce to 5%.</li> </ul>	March 2023	Managing Director
	<ul style="list-style-type: none"> <li>Ensure there is a focus on creating a culturally safe working environment first, through the review, development and implementation of key internal policy, practice and information sharing around our reconciliation work and Indigenous strategy with all employees.</li> </ul>	February 2023	Managing Director



9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Submit application for membership for Supply Nation.	July 2022	Graduate, Markets, Clients and Strategy
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and deepen relationships with Aboriginal and Torres Strait Islander business with whom we have existing Memorandums of Understanding.	January 2023	Director, Partnerships & Acquisition
	• Support Australian Government Indigenous Procurement Policy initiatives, continually updating our supply chains and procurement process for subconsultants and partners to reflect our Indigenous Procurement Policy.	September 2021	Director, Partnerships & Acquisition
	• Document and report our expenditure with Aboriginal and Torres Strait Islander businesses.	June 2021, 2022	Financial Manager
	• Review setting a target for increasing expenditure with Aboriginal and Torres Strait Islander businesses over time.	July 2022	Financial Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2022	Director, Human Resources
	• Integrate the Aboriginal and Torres Strait Islander Procurement Strategy and ethical procurement into the procurement framework manual and amend systems as required.	May 2022	Financial Manager
	• Identify, develop, increase and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2021	Director, Indigenous Consulting
10. Engage with Aboriginal and Torres Strait Islander students and support improved social outcomes.	• Investigate viability of using an Aboriginal and Torres Strait Islander travel company to become our travel manager.	September 2021	Graduate, Markets, Clients and Strategy
	• Engage in partnership and scholarship agreements with the University of Adelaide and AFL SportsReady.	July 2021	Director, Human Resources
11. Increase services provided to Aboriginal and Torres Strait Islander businesses and organisations through initiatives and projects provided on a pro-bono basis.	• Continue to offer research services through direct approach to Aboriginal and Torres Strait Islander owned or led organisations.	March 2023	Director, Partnerships & Acquisition
	• Develop list of potential clients and communities that may benefit from pro-bono/low-bono projects to increase our exposure and credentials in working with Aboriginal and Torres Strait Islander communities to support development outcomes.	October 2021	Graduate, Markets, Clients and Strategy



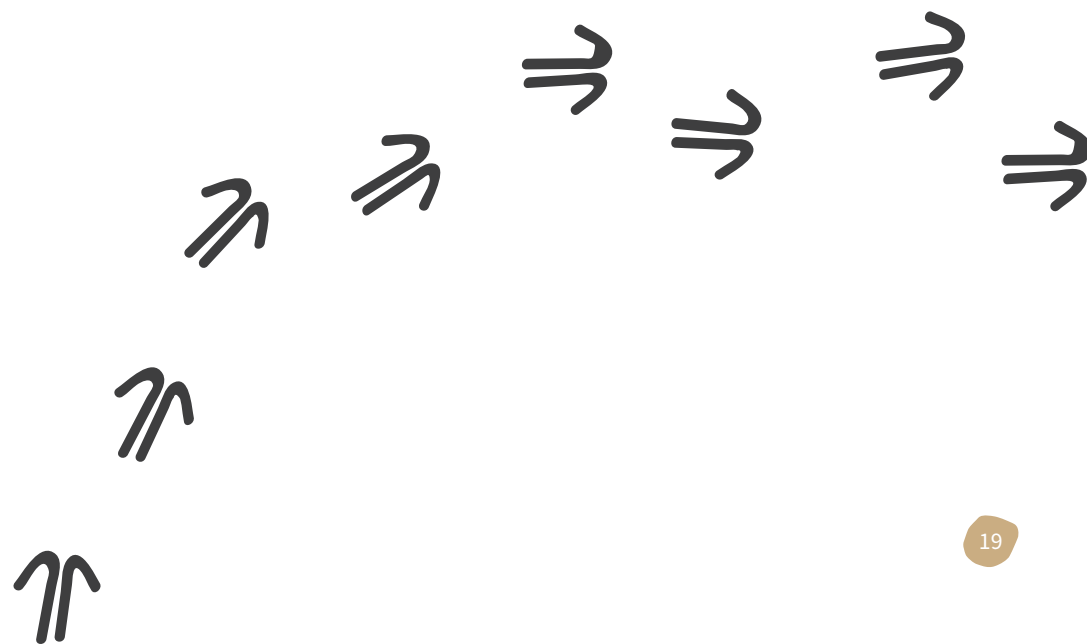
## Governance



At Tetra Tech we are a values-led organisation and our values guide how we achieve our objectives. This RAP is our road map. At the heart of achieving the actions and deliverables we set out, is strong leadership, commitment, collaboration and being open and transparent about the process. How we govern and report on our RAP is critical to this.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander presence in the RAP Working Group.	March 2023	Director, Partnerships & Acquisition
	• Establish and apply a Terms of Reference for the RAP Working Group.	April 2021	Senior Project Manager
	• Meet monthly to drive and monitor RAP implementation.	March 2023	Director, Partnerships & Acquisition
	• Create a RAP dashboard for RAP committee to use when reporting to track RAP action items and progress.	December 2022	Graduate, Markets, Clients and Strategy
	• Establish an Indigenous Advisory Committee.	September 2021	Director, Indigenous Consulting
13. Provide appropriate support for effective implementation of RAP commitments.	• Engage our senior leaders and other staff in the delivery of RAP commitments through provision of updates in Executive Leadership Team.	March 2023	Managing Director
	• Appoint and maintain an internal RAP leader from senior management.	March 2021	Managing Director
	• Integrate our RAP commitment into our business strategy.	March 2023	Director, Partnerships & Acquisition
	• Develop Annual budget and annual procurement spend with appropriate systems to capture time and investment.	August 2021	Financial Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021, 2022	Senior Project Manager

14. Provide appropriate support for effective implementation of RAP commitments.	• Publicly report our RAP achievements, challenges and learnings, annually.	November 2021, 2022	Managing Director
	• Give monthly updates to all staff in whole of business meetings about RAP Working Group activities and achievements.	March 2023	Director, Partnerships & Acquisition
	• Update our on-boarding Personnel Information Form to capture employee data more rigorously for reporting.	May 2021	Director, Human Resources
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Graduate, Markets, Clients and Strategy
15. Provide appropriate support for effective implementation of RAP commitments.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2022	Senior Project Manager









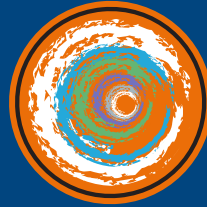
# About our artwork

## The artist

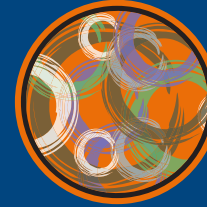
Mel Agius is an Adjahdura (commonly known as Narungga) and Ngadjuri woman from South Australia. Adjahdura country is the Yorke Peninsula, while Ngadjuri covers the Clare Valley, Burra, Mid-North and Southern Flinders country.

Mel grew up all over South Australia and Adelaide metropolitan areas but Yorke Peninsula will always be home to her and Point Pearce is her community. Mel's life has taken her to many different communities – from the west coast up to the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands and more recently the Northern Territory.

Mel draws on her experiences as a youth worker and in her current role at the Indigenous Land Corporation when portraying messages within her artwork. She says, 'Painting has been good for my spirit, keeping me strong and connected. It reflects my personal experiences and interprets my own spiritual journey of things I have learnt, seen or felt'.



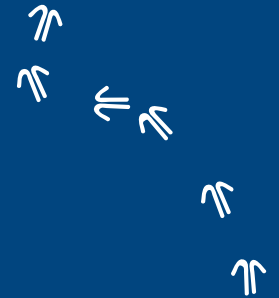
This element represents Tetra Tech and its work across the Asia Pacific region and the world



This element represents innovation in developing solutions to reduce poverty and improve lives



This element represents strong relationships/strong communities and improving the quality of life for communities



The kangaroo tracks reflect the journey of commitment to reconciliation and the pathway connects all the elements in learning



This element represents the empowerment of women and girls



This element represents Tetra Tech's global networks and expertise



This element represents Tetra Tech's commitment to reconciliation by learning and acknowledging the past, present and future of our people, culture, land and spirit



These lines connects Tetra Tech to all the elements through sharing knowledge and experience, while the purple line represents the women's empowerment flowing through to all of the elements



The purple dots on the inside surrounding all the symbols represent the connection and strength of our families and communities  
The white dots are the artist's representation of our ancestors guiding us through every journey, and the importance of acknowledging them



The green circles represent the rivers and waterholes and the blue circles represent the ocean surrounding Kaurna land



# Contact

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