Innovate

Reconciliation Action Plan

Thriving People, Thriving Communities, Thriving Planet

March 2025 – February 2027

TETRA TECH
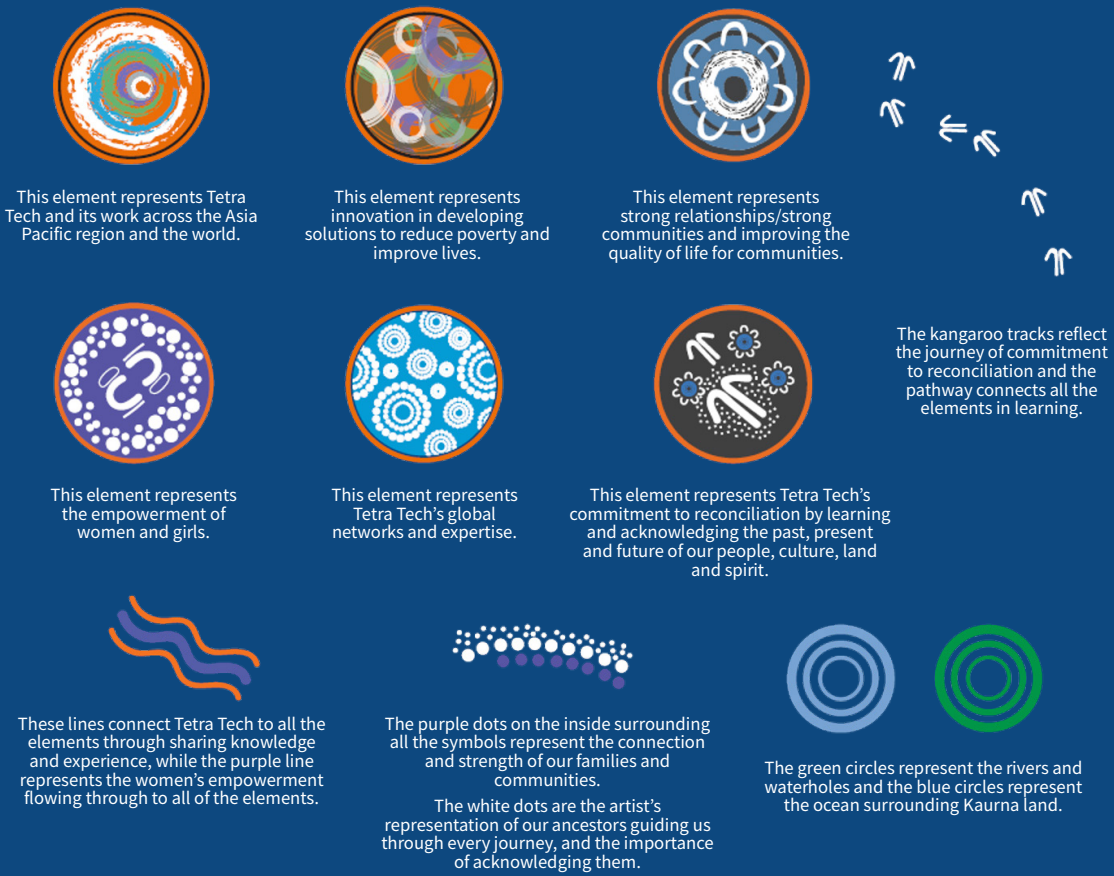International Development

Contents

About our artwork

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 in her work. 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 connect 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.

Acknowledgement of People and Country

We acknowledge the Kaurna people as the First People of the Adelaide region where our head office is located, and the Traditional Custodians of all other lands on which we work. We pay respect to Elders, past, present, and emerging. Tetra Tech International Development (Tetra Tech) recognises the Traditional Custodians of Country, and their continued connection to their lands and waters through language, law, culture, customs, kinship systems, and ceremony.

We recognise the profound impact of colonisation on our sector and the disruption it has caused to First Nations people. We acknowledge that the land now called Australia was never ceded and that First Nations people have maintained continuous custodianship. We stand in solidarity towards a future where all can thrive together, upholding the principle of First Nations sovereignty as a deeply spiritual and unyielding connection to the land, the people and environment – living in balance and harmony.

We honour the enduring ancestral ties of First Nations people, affirming that these ties, along with their human, cultural, spiritual, and economic rights, were never relinquished.

In acknowledging the ongoing effects of colonisation, we commit to addressing past and enduring systemic injustices to benefit future generations collectively. We reaffirm our commitment to Truth and Treaty and approach our Reconciliation Action Plan as part of that process.

The power of language

At Tetra Tech, we appreciate that language continually evolves. Its usage speaks to relationships of power and universal terms and definitions can deny the diversity and unique characteristics of First Nations communities around the world. With this understanding, we use a range of terms in this document and do so using the following understandings:

First Nations

Throughout this document, we use the term First Nations to refer to Aboriginal and Torres Strait Islander peoples in Australia. We also use the term to refer to those who self-identify as Indigenous people around the globe and their collective rights to maintain their cultural identities, traditions, and governance structures. In other circumstances, we endeavour to use terminology based on an informed, current and local cultural understanding, and work to name specific First Nations groups, when possible, especially when referring to places or individuals.

Indigenous

As a business that works across the Indo-Pacific, we acknowledge and respect that the term Indigenous Peoples is preferred by some communities in Asia. In this document, the term Indigenous is used only when it forms part of a formal policy, program or entity, or to a community who have self-determined that this term is preferred. In alignment with contemporary usage, the term is always capitalised when used in this document.

Traditional Custodians

The language of Traditional Owner and the concept of ownership reflects contemporary economic conceptions of land as an asset that can be bought, sold, or productionised. Throughout our Reconciliation Action Plan, we use the term Traditional Custodians, while acknowledging the rights of individual Traditional Owner groups to evolve and participate in the modern economy as they see fit. We work with a place-based approach with Traditional Custodians in each project who have a relationship of belonging with land.

Land Rights

We use this term to refer to the sovereignty of First Nations people over their land and their inherent rights to that land, both within Australia and globally. We respect that First Nations land rights are referred to using different language and have localised practices around the world, for example, in the Philippines where it is referred to as ancestral domain.

Global North and Global South

These phrases are used in place of the traditional 'developed' and 'developing' terms, commonly used in the development sector in which Tetra Tech operates. Global North refers largely to countries that are in a higher income category, that often provide development funding. Global South refers largely to countries that are in a lower income category and often receive development funding.

Lore and Law

This term refers to a shared understanding of acceptable behaviour that First Nations people have developed, refined, and learned over 65,000 years. First Nations Lore has been passed from generation to generation through song, story and dance and it governs all aspects of life. It is distinct from Australian law, which originates from British legal systems. Despite the complex First Nations system of Lore that was in place before 1770, England declared Australia terra nullius.

Introductory messages

From Reconciliation Australia

Reconciliation Australia commends Tetra Tech on the formal endorsement of its second Innovate 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 close to 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 continues to be part of a strong network of more than 3,000 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 will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Tetra Tech 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 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 will ensure shared and cooperative success in the long-term.

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

From our Managing Director

Australia's history is complex and marked by violence. Genocide was committed, with families from the oldest continuous living cultures being systematically massacred or forcibly removed from their traditional lands and placed into Government Reserves or Christian Missions. Children of mixed heritage, now known as the Stolen Generation, were taken away and forced to assimilate, tearing apart families and culture, and causing irreparable damage. Ongoing disadvantage persists due to structural discrimination and racism.

Our history has silenced the voices of First Nations people—voices that have always been educated and accomplished in matters affecting their communities, and that have always known what they need to thrive.

The Voice referendum in 2023 has drawn out and exposed much of the racist undertone experienced daily by many First Nations people here in Australia. Now more than ever First Nations people in this country need support. They need allyship. The Voice referendum was an opportunity to walk with First Nations people in a movement for a better future. Whilst deeply saddened at the outcome, I'm confident that through continued advocacy and symbolic and practical actions – including those that come alive through the Reconciliation Australia movement and framework – there will be a day when a new chapter can be written. A new chapter must be just and decent, and future proof the Songlines by ground proofing them. It takes many courageous steps towards healing and justice.

Tetra Tech, through our own decolonisation commitments, intersectional human rights approaches and reconciliation, have grappled with the following questions in designing our new Innovate RAP: What will be the soul of this country going forward? As citizens of this place, what are we focused on? Will we choose to focus on commitments to be a nation that is non-discriminatory and anti-racist, in law, practice, belief and behaviour?

We remain firm in our knowledge that this land always was and always will be First Nations land. We are excited about how we can contribute to a profound reorganising of things that celebrates and upholds First Nations knowledge systems in the enduring present and eternal time.

Amy Gildea
Managing Director
Tetra Tech

Introductory messages

From our First Nations Advisor

Reconciliation is not merely a concept; it is a shared journey, and mutual responsibility that demands a profound understanding of the lingering impacts of colonisation on our present. It is imperative to recognise that this journey is not about succumbing to fear, denial, guilt, or blame. Rather, it is about a sincere process of acknowledging and learning from the injustices of our past, a commitment to transcending those barriers, and an unwavering dedication to becoming historically informed, locally informed, trauma informed, and healing focused in all that we do.

As individuals and collectively as a company genuinely committed to reconciliation, we should seek to be the best possible versions of ourselves, moving away from toxic propaganda and embracing the inherent truth that while each of us are unique and special, none of us are perfect. We all have an inherent right to connect with and belong to our land, people, and environment, to embrace and practice our cultural, spiritual, and religious beliefs, to thrive, and above all, to feel safe, valued and respected for whoever we are, and wherever we may be.

Tetra Tech's reconciliation approach is grounded in the fundamental principle of building shared understanding and extending basic common decency and respect to First Nations people, not just in Australia but across the broader Indo-Pacific region and in other locations across the world where they operate. Tetra Tech is committed to affording opportunities to First Nations people in all locations - opportunities that were previously denied during the colonisation period. It will provide opportunities for First Nations people to evolve in all aspects of their lives - culturally, spiritually, socially and economically, in balance and harmony with their unique and diverse Lores, cultures, customs and environments. It will be through the collective efforts of bringing people together, embracing the truth of our colonial history, addressing past injustices, and acknowledging, valuing, and respecting our shared humanity that true reconciliation and healing can occur.

I am personally inspired by the dedication, passion, and genuine enthusiasm of Tetra Tech's Reconciliation Working Group. It is my hope that their commitment leads to authentic change in Australia and serves as the catalyst for similar transformations across the Indo-Pacific region and in other locations throughout the world where Tetra Tech operates.

Grant Sarra
First Nations Advisor

About our business

Tetra Tech International Development (Tetra Tech) is a leading global development consulting firm committed to **thriving people, thriving communities, thriving planet.**

We have more than 40 years of development experience in the Indo-Pacific and this forms the basis of our integrated Relational Kinship-led Approach focused on building relationships, empowering local communities, and leveraging public and private sector investment to create a safer, more equitable, and more prosperous world for all.

We work with Australian and international partners in government, the private sector and civil society to deliver informed and sustainable development projects in over 80 countries including Australia, the wider Indo-Pacific and New Zealand. Our wide reach is enhanced as part of our global network of Tetra Tech companies. Globally, we employ 27,000 people in 120 countries, with 3,900 distributed across Australia, the Indo-Pacific and New Zealand. Currently, we are delivering 25 programs for our key client, the Department of Foreign Affairs and Trade, totaling AUD1 billion.

Domestically, we employ 566 people including five First Nations staff and subcontractors with office hubs on Kaurna, Gadigal, Meanjin, Naarm and Ngunnawal Country where our staff come together, connect, and collaborate, while others work remotely across many locations from Kabi Kabi Country in Queensland to Whadjuk Country in Western Australia.

Values

Our values drive our purpose and staff in their work and have informed the development of our Reconciliation Action Plan.

- **Strive for achievement** We are committed to high performance, being at our best and always delivering on our promises.

- **Be open and transparent** We have an open and transparent culture where people can share openly and say what they mean.

- **Listen to and respect people** We value people, listen deeply, and ensure all voices are heard and respected.

- **Pursue curiosity** and have a passion for learning We believe in doing things that have a positive impact beyond the project life.

- **Embrace diversity and collaboration** We work as one team, embrace diversity, and actively invite different perspectives to share openly and say what they mean.

- **Deliver solutions that make a difference** We constantly aim to learn and grow through research, feedback, and reflection.

What are we reconciling?

At Tetra Tech, we recognise that reconciliation will not occur if we choose to remain uninformed. To genuinely achieve reconciliation, we must confront our colonial history, view it in the context of our present reality, and commit to making amends for historic and systemic injustices imposed upon First Nations people in Australia and in all places we work. This requires each of us, individually and collectively, to embrace truth telling beyond fear, denial, guilt, or blame. We must take steps to address the wrongs of our past and change the way we think, feel, and behave toward each other, to embrace unity and heal together.

Tetra Tech is dedicated to decolonising our practices to boost performance, and enhance reputation and credibility, while fully realising the value of diversity and inclusion through reconciliation We are committed to building mutual understanding and respect through education, outreach programs and support, and by increasing access to sustainable employment opportunities and economic engagement for First Nations people and communities in all locations where we operate.

We acknowledge that decolonising and genuine reconciliation requires significant effort. The development sector has been historically shaped by colonisation, racism and discriminatory practices perpetuating power imbalances inherited from colonialism.

The roots of colonisation in Australia can be traced back to the Doctrine of Discovery, established in the 15th century, which was used by European powers to justify the appropriation of lands and the subjugation of First Nations people outside Europe. The Doctrine classified Australia as terra nullius, or "land belonging to no one", despite the presence of over 250 First Nations communities with up to 1 million people when Lieutenant James Cook explored the eastern coastline in 1770.

These events paved the way for 254 years of colonisation, during which Australian laws like Queensland's Aboriginal Protection Act (1897) provided the blueprint apartheid policies in South Africa.

The historical atrocities committed against First Nations people are undeniable. These include acts of genocide, massacres, the poisoning of water and food supplies, forced displacement from traditional lands, incarceration, and the introduction of diseases by colonisers. Additionally, skeletal remains and artifacts were taken and sent to museums in Europe, people were subjected to unethical medical experiments, and certain lands were used for atomic bomb testing. These actions represent severe injustices and inhumane treatment. Children, now recognised as the Stolen Generations, were forcibly removed from their families. This systematic removal aimed to eradicate cultural identities and assimilate children into dominant colonial society, often relegating them to slavery within it. These children suffered physical and emotional abuse, were deprived of their heritage, and often raised in abusive institutions or by colonial families. This policy sought to erase culture, language, identity, and heritage, perpetuating intergenerational trauma that continues to affect First Nations people and communities in Australia to this day.

"Colonisation and racism manifests in the structure of development, with the sector still reflecting the power relationships of colonialism."

**International Development Committee,
Racism in the aid sector, 2022**

We continue to see structural inequality and systemic racism experienced by First Nations people today.

In 2023, Australia held a referendum seeking to enshrine a First Nations Voice to Parliament, as proposed by the Uluru Statement from the Heart. Tetra Tech supported the enshrining of a First Nations Voice to Parliament; however, the referendum did not pass, with most Australians voting against the proposal.

We live in a multipolar world. We need to reassess our traditional business practices and adapt our approach to better align with the unique dynamics of First Nations people in Australia and across the broader Indo-Pacific region.

In this part of our planet, we recognise that authentic reconciliation necessitates a fundamental transformation of our sector across the Indo-Pacific region. This involves acknowledging the historical injustices of Pacific Island slavery, or "blackbirding", and reconnecting with the ancient heritage, songlines, and trade routes of the land and regions we now inhabit.

As a multinational company with a significant presence in Australia and the broader Indo-Pacific region, we recognise how colonisation disrupted trade routes that historically connected various First Nations communities in Australia to the wider Indo-Pacific.

In response, we are committed to rebuilding strong relationships throughout the region, and making positive, meaningful, and long-lasting contributions to the lives of First Nations people.

We recognise that with authentic commitment and effort, RAPs can be a valuable tool in dismantling cycles of injustice, discrimination, racism, poverty, oppression, and harm affecting First Nations people in Australia, across the wider Indo-Pacific region and globally.
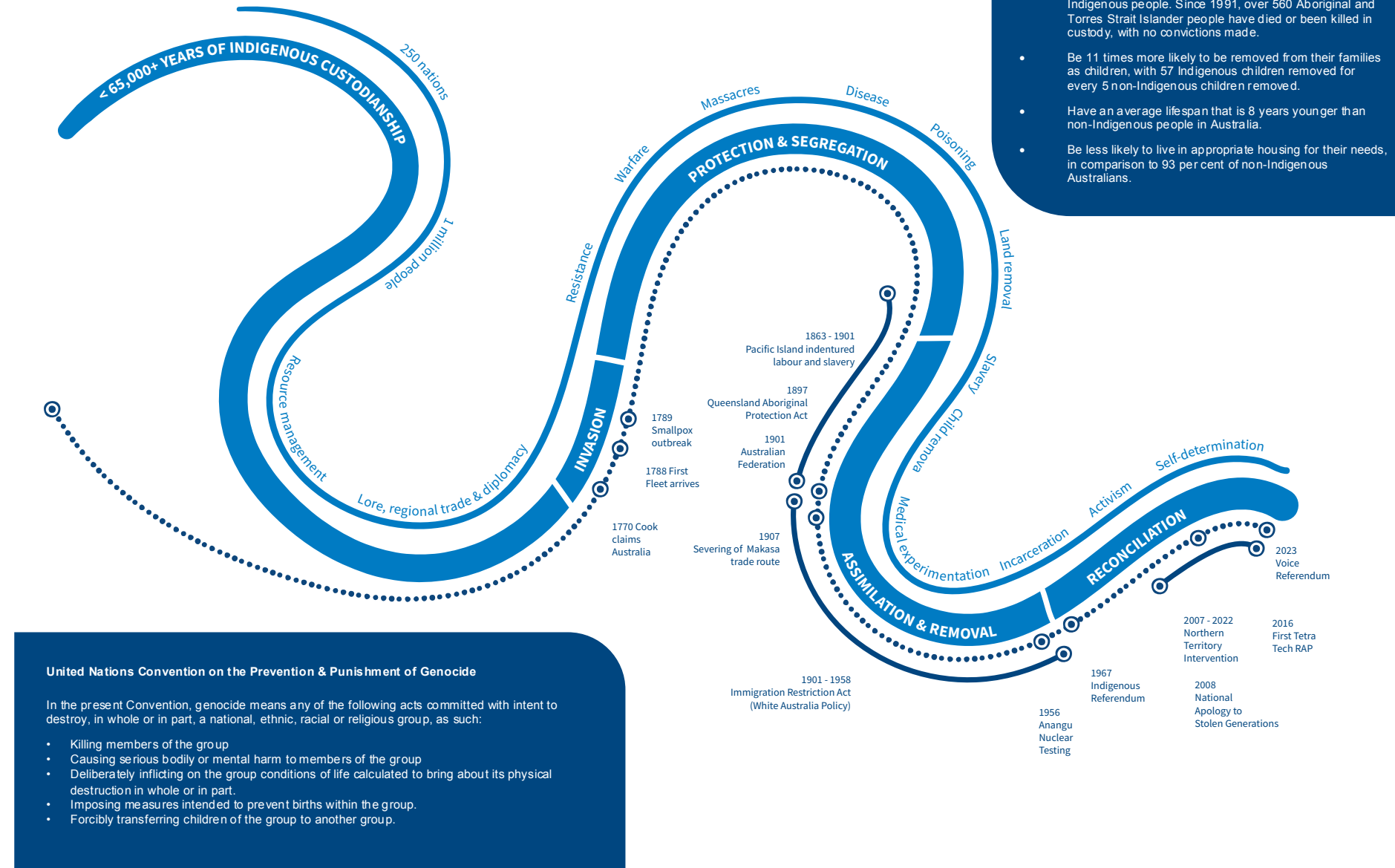
We are committed to deepening our understanding and respect for the diversity of First Nations people, their Lore, cultures, and customs. We aim to build our cultural capability by actively listening, and learning from past mistakes, and integrating ancient wisdom into modern practices.

We continue to learn from First Nations approaches to diplomacy and are committed to shared learning, building cultural confidence and enhancing our capabilities across cultures both domestically and internationally. In Australia, the wider Indo-Pacific, and other locations across the world where we operate, we are dedicated to walking and engaging with the land with deep respect and curiosity. We aim to immerse ourselves in the ancient knowledge and practices of First Nations people, learning how to live in balance and harmony with the land and environment in all locations where we operate. By understanding and embracing this wisdom, we aim to integrate it into our modern practices to benefit future generations collectively.

Our network of First Nations leaders and advisors provides crucial support for our collaborative efforts in Australia and the wider Indo-Pacific region. This network is increasingly interconnected with our staff, who bring diverse firsthand experiences of colonisation from around the world. Many of these staff members actively participate in our Reconciliation Action Plan Working Group and contribute significantly to our reconciliation efforts.

< 65,000+ YEARS OF INDIGENOUS CUSTODIANSHIP

250 nations

1 million people

Massacres

Disease

Poisoning

Warfare

Resistance

Land removal

PROTECTION & SEGREGATION

Resource management

Lore, regional trade & diplomacy

Slavery

Child removal

INVASION

1789 Smallpox outbreak

1788 First Fleet arrives

1770 Cook claims Australia

1863 - 1901 Pacific Island indentured labour and slavery

1897 Queensland Aboriginal Protection Act

1901 Australian Federation

1907 Severing of Makasa trade route

Medical experimentation

Incarceration

Activism

Self-determination

ASSIMILATION & REMOVAL

RECONCILIATION

2023 Voice Referendum

2016 First Tetra Tech RAP

2007 - 2022 Northern Territory Intervention

1967 Indigenous Referendum

2008 National Apology to Stolen Generations

1956 Anangu Nuclear Testing

1901 - 1958 Immigration Restriction Act (White Australia Policy)

Productivity Commission Closing the Gap Review

In 2023, Aboriginal and Torres Strait Islander people continue to:

- Be 14 times more likely to be incarcerated, with 2,151 Indigenous people incarcerated for every 150 non-Indigenous people. Since 1991, over 560 Aboriginal and Torres Strait Islander people have died or been killed in custody, with no convictions made.

- Be 11 times more likely to be removed from their families as children, with 57 Indigenous children removed for every 5 non-Indigenous children removed.

- Have an average lifespan that is 8 years younger than non-Indigenous people in Australia.

- Be less likely to live in appropriate housing for their needs, in comparison to 93 per cent of non-Indigenous Australians.

United Nations Convention on the Prevention & Punishment of Genocide

In the present Convention, genocide means any of the following acts committed with intent to destroy, in whole or in part, a national, ethnic, racial or religious group, as such:

- Killing members of the group
- Causing serious bodily or mental harm to members of the group
- Deliberately inflicting on the group conditions of life calculated to bring about its physical destruction in whole or in part.
- Imposing measures intended to prevent births within the group.
- Forcibly transferring children of the group to another group.

Our reconciliation approach

At Tetra Tech, we believe that reconciliation is a shared journey and responsibility. Guided by our values and a kinship-informed approach, we operate on a deeply relational logic where everything is connected—people, community, planet, and spirit.

Our vision for reconciliation is a humanitarian and development sector that centralises the self-determination of First Nations people and local communities wherever we work. Integral to this vision are strong, lasting relationships with First Nations staff, partners, suppliers, and communities. Their wisdom transforms our practice, allowing their people, lands, and waters to thrive.

We apply a patient, long-term approach, understanding that meaningful progress takes time. This aligns with Dadirri, the Ngangikurungkurr concept of inner deep listening, quiet still awareness, and waiting. This helps us build strong relationships and support communities in solving problems wherever we work.

Kinship Leadership

Kinship and living in balance and harmony with the land and environment are central to First Nations people. This connection binds people, families, and communities to their Country, as Custodians of the world's longest-surviving cultures. Embracing kinship and our shared connection with the land fosters harmony among individuals and aligns with broader ecosystems in Australia and the Indo-Pacific region.

At a leadership level, we meld Kinship Leadership with a Westernised business environment. This involves blending relational, people-centered approaches with business goals. Traits of our Kinship Leadership are shown in the diagram at Figure 1.

Kinship leadership highlights the importance of relationships, mutual trust and support, valuing individual knowledge and skills as crucial to both community and project success, while being mindful of our presence and impact on the land, people and environment in all locations where we operate. Guided by cultural insights developed over time, we apply First Nations-informed strategies to foster Kinship Leadership, transform systems and drive sustainable change.

Figure 1: Tetra Tech's Kinship Leadership Principles

Western Leadership	VS	Kinship Leadership
Focus on individual achievement		Rooted in relationality, community, and mutual respect
Emphasises hierarchy, structure and categories		Emphasises the interconnectedness of people, land and environment
Emphasises growth, efficiency, goals, and outcomes.		Leverages strengths while fostering learning and development
Emphasises economic development as a pathway to equity		Emphasises multifaceted and collective well-being
Everything is urgent		There is time for whatever needs to be done
Power dominates and is respected		Power is shared in a humble, respectful and loving way, with honour, integrity, dignity, and humility
Things measured are more highly valued as evidence, particularly quantitative measurements		Balance, harmony and a multiplicity of knowledges are valued
The written word is regarded as a primary source of truth and a form of legitimacy		Honouring stories by ensuring their passage from one generation
Only one right way and a pursuit for the ideal pathway and 'best practice' as a repeatable standard		Many ways to discover and refine new knowledge.
Success is measured by achieving KPIs (usually related to internal measurables, including revenue, profit and asset values)		Success means living in balance and harmony with others, the land, environment, and all living things.
Decisions made relate to impacts on business KPIs over the next three years		Decisions made impact the lives of our children and their descendants for generations.

Our relational approach

Tetra Tech's kinship-informed relational approach applies across all aspects of our business. It is kinship-informed by focusing on humanising all aspects of our work, emphasising our shared humanity and connection across all people. Focused on relationships, it is trauma-informed, locally informed, and centered on healing. It fundamentally humanises all aspects of our work while adhering to scope, time, cost, quality, and risk parameters.

It prioritises mutual respect, trust, understanding, and creating opportunities for growth in balance and harmony with local environments. Driven by a genuine desire to connect with First Nations people and communities in all places we operate, it is acutely focused on embodying the principles expressed in Reconciliation Australia's key themes in all that we do.

As a business with power in colonial systems, we are aligning our business to a relational approach, and this will be achieved when all parts of our business are working together. This approach will become integrated across our business as all areas begin to work collaboratively together with this approach, aligning in 'head and heart', with each other, and with our shared vision.

Our integrated, kinship-informed, relational approach can be guided by six principles. These principles can be applied at different scales, much like fractals in a complex system. They can be applied at the activity or project level to guide an engagement process, at program level to guide implementation processes, and at organisation level to guide operations. These principles are illustrated at Figure 2.

Figure 2 Principles of Tetra Tech's relational approach

Understanding Ourselves
Deepen our self-awareness and critically reflect on our mental models. Recognise how these impact our organisational dynamics and our ability to meet the explicit and implicit need of our clients, partners, people and communities and address the privileges and biases that influence our practices.

Establishing the Relationship
Actively listen, engage, learn and share to fully understand who we are working with, including their history, problems, challenges and aspirations, roles, responsibilities and obligations.

Building the Relationship
Connect through shared interests and vision; navigate tensions; identify local decision-makers; understand necessary protocols; and agree on objectives and outcomes.

Nurturing the Relationship
Consolidate mutual respect and trust by following through on commitments; invest in two-way learning and empowerment; and maintain a strong focus on outcomes.

Sustaining the Relationship
Maintain governance that emphasises shared decision-making, collective responsibility, mutual performance and accountability.

Valuing the Relationship
Value all lessons learned; listen and engage with everyone's ideas about future changes and improvements in response to those lessons; and show the actions we take to implement them.

Architecture for inclusion

Our kinship-informed relational approach is complemented by our Architecture for Inclusion. Led by our Inclusion, Justice and Transformation Practice, this architecture embeds intersectional inclusion across our work internally and externally. It is outlined in six key entry points illustrated at Figure 3.

We understand that localisation and reconciliation are part of the same pursuit towards decolonising our practices. By understanding these concepts as broader and deeper than economic development, localisation and reconciliation are not in tension but complementary. In pursuit of authentic change, we strive to be locally informed, trauma-informed and healing focused as part of our integrated relational and kinship-informed relational approach.

We are guided by the UN Declaration on the Rights of Indigenous Peoples as the most comprehensive instrument detailing the rights of First Nations people in international law and policy. As a universal framework of minimum standards for the survival, dignity, wellbeing, and rights of the world's First Nations people, it informs our work in the humanitarian and development sector.

As a business headquartered in Australia, we are dedicated to ensuring that our work supports and upholds the priority reforms of the National Agreement on Closing the Gap, including four prioritised reforms of partnerships & shared decision-making, building the community-controlled sector, transforming government and mainstream organisations, and shared access to data and information.

Figure 3: Tetra Tech's Architecture for Inclusion

We embed inclusion across all of our efforts with a focus on…

- Inclusion in our people, policies & processes
- Inclusion in design, delivery, evaluation & reporting
- Working collaboratively
- Two way learning & mentoring
- Social emotional & cultural safety
- Accountable leadership & governance
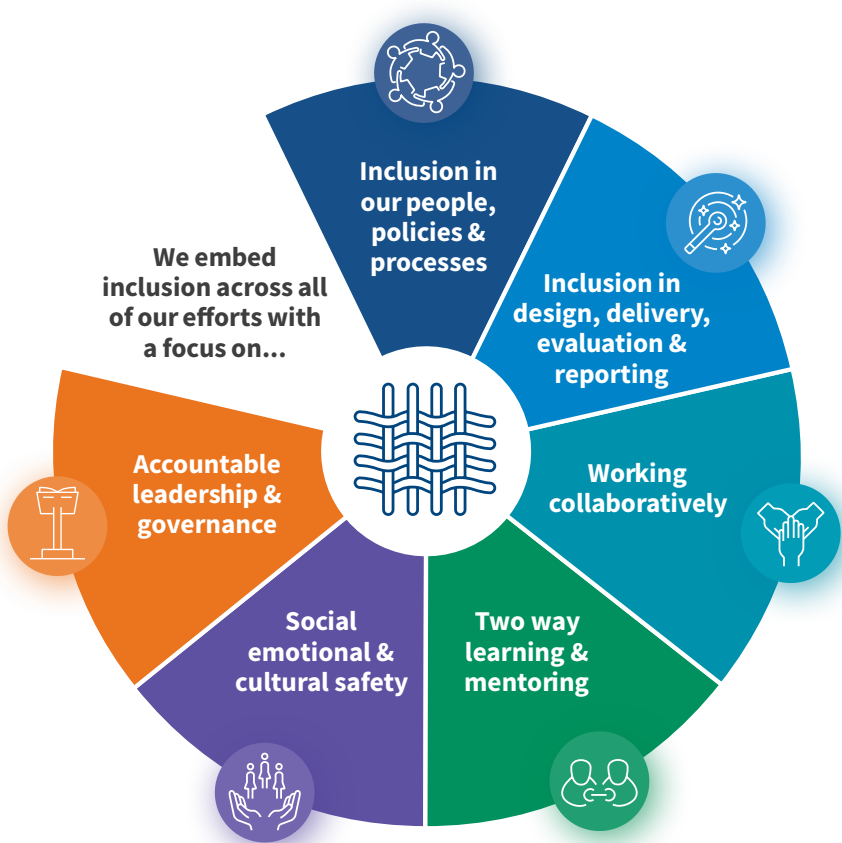
Australian Consulting anchored in First Nations relational approaches

In 2024, Tetra Tech launched its Australian Consulting Practice which sits at the intersection between our domestic Australian and international work. The Practice provides dedicated coordination and governance support for RAP implementation and the Working Group, connecting with a network of First Nations advisors.

Providing services anchored in First Nations relational approaches, our Australian Consulting Practice works with rural, regional, and remote Australian communities, in all their diversities, to realise solutions that enhance resilience to climate change and sustainably leverage cultural wealth, renewable energy and water management. Cultural Capability Consultant, Lisa Erlandson, and First Nations Advisor, Grant Sarra support our staff in using relational approaches which move away from 'centering' humans to take a holistic view driven by relationships.

The methods used by our Australian Consulting Practice nurture reciprocity rather than temporarily 'centering' one group of people. This allows networks to come into focus and power balances to step into the light of accountability over time, enhancing the sustainability of our work. This approach is an evolution of complex systems thinking. Rather than funnelling down to one ideal solution, we know the answer lies in a multitude of connected solutions. We work to support the emergence of many good ideas that together can shift a system.

Our Australian Consulting specialises in evidence-based research, strategy, design, capacity strengthening and evaluation to ensure government services and programs, energy and water projects have the social license to operate through community legitimacy, credibility, and trust. We have deep technical capacities in renewable energy and water, ecology, sustainability, and climate change combined with skilled practitioners in education, community services, gender and disability equity, child protection and family safety.

Our focus areas

Our focus aligns with our values and Reconciliation Australia's key themes and five dimensions for full reconciliation:

Race Relations

All Australians understand and value First Nations people and non-First Nations cultures, rights, and experiences, which results in stronger relationships based on trust and respect and is free from racism.

Our Focus We will build mutual trust and respect – free of racism and all forms of discrimination by removing unconscious biases, promoting our shared connections to humanity, and embracing diversity and inclusion as essential human values.

Equality and Equity

First Nations people participate equally in a range of life opportunities and their unique rights are recognised and upheld.

Our Focus We will maintain current pathways and create new ones to maximise employment opportunities and economic participation for First Nations people across our company's operations.

Institutional Integrity

The active support of reconciliation by the nation's political, business and community structures.

Our Focus We will lead by example, actively promoting reconciliation in our company and with external partners. We will uphold high levels of cultural and commercial integrity and professionalism, while prioritising healing and being guided by historical, cultural, spiritual, environmental, and local decision-making practices.

Unity

An Australian society that values and recognises the diversity of First Nations people cultures and heritage as a proud part of shared national identity.

Our Focus We will acknowledge the ancient through to contemporary history, diversity and enduring cultural and spiritual connections of all First Nation People and communities in all facets of our work.

Historical Acceptance

All Australians understand and accept the wrongs of the past and their impact on First Nations people. Australia makes amends for past policies and practices and ensures these wrongs are never repeated.

Our Focus We will embrace truth-telling beyond fear, denial, guilt, or blame. We will acknowledge past wrongs and their impact on First Nations people with openness and honesty to foster deeper understanding and acceptance and pave the way for open and honest dialogue as we work toward meaningful change.

Our RAP governance

The effective governance of our RAP is pivotal in driving the transformation of systems that perpetuate unjust and inequitable outcomes for First Nations people. It is also essential in the context of reconciliation and providing visibility of results.

Our governance approach prioritises accountability and integrates a locally informed, trauma-informed and healing focused approach, melding Western governance principles with cultural leadership and relational methods to ensure a holistic and informed decision-making process.

Our RAP operates as part of our Diversity, Equity, and Inclusion framework, and aligns with existing company policies and strategies at a governance level. We aim to integrate First Nations ways of working progressively into our operations to continuously improve cultural capability and performance and ensure cultural safety for all staff. Through reflective practice, our RAP enables continuous learning for all staff. It supports the localisation and integration of lived experiences into our decision-making processes, thereby nurturing a more inclusive, informed, and responsive organisational culture focused on delivering tangible benefits to local people and communities.

Our Managing Director, Amy Gildea, serves as our RAP Champion, leading the charge in our reconciliation efforts with strong representation and assistance from our Executive Leadership Team, including Keith Tuckwell and James Muir. RAP workplan coordination and implementation is overseen by our Australian Consulting Practice with invaluable cultural oversight and guidance provided by our First Nations advisors Grant Sarra, a Gooreng Gooreng man, and Lisa Erlandson, a proud Arrernte and Kaytetye woman. Our Australian Consulting Practice ensures RAP data is made accessible and transparent across our business to inform our reconciliation effort and support sustainable increases in First Nation employee numbers and commercial partnerships and other initiatives.

Tetra Tech's RAP Working Group monitors performance and meets quarterly to actively promote the advancement of reconciliation efforts across our business. Our Indigenous Procurement Policy (IPP) will be updated to ensure all staff across our operations are aware of and understand our how our RAP, IPP, and the broader context of reconciliation are relevant to them.

By implementing these measures, we aim to transform systems that perpetuate unjust and inequitable outcomes for First Nations people and deliver tangible benefits across all our operations. We recognise that insights gained from our reconciliation efforts in Australia has a significant transferrable value. These insights can enhance our efforts across the broader Indo-Pacific region, and in other locations throughout the world where we operate.

Figure 4: Our governance framework

INDIGENOUS PROCUREMENT PLAN

INDO-PACIFIC

AUSTRALIA

TETRA TECH
International Development

Thriving people

Thriving planet

Thriving communities

LOCALISATION STRATEGY
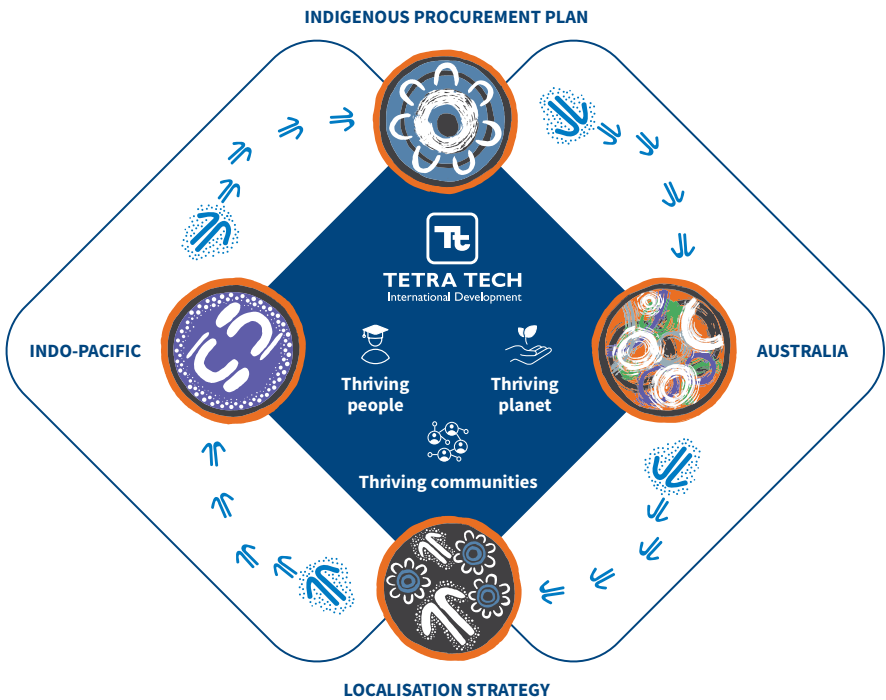
Our journey so far

Tetra Tech's first Reflect RAP in 2016 was a key step in building our organisational understanding and commitment to reconciliation. It was followed by the proactive development of our own Indigenous Procurement Policy in 2017 and establishment of our first RAP Working Group. This work strengthened our capacity and approach to building ethical supply chains across our business and our commitment to First Nations engagement, which continues to this day.

We developed our first Innovate RAP in 2018 and were well positioned to build momentum. We had two First Nations staff members and developed Memorandums of Understanding with four First Nations-owned consulting organisations and a strategic partnership with AFL SportsReady.

We are committed to increasing opportunities and building new partnerships with First Nations people and communities. Despite growth in our staffing, the representation of First Nations people, including in our leadership team, has fluctuated. This disparity will be addressed as part of this RAP.

We learned the importance of being persistent, proactive, and strategic in embedding the engagement of First Nations people in our programs. This has been an important part of fostering broader understanding of First Nations people's diversity, histories, and cultures, and promoting the value and importance of an inclusive mindset.

We have learned not to underestimate the amount of dedicated time and resources required to deliver on RAP activities. It requires engagement and representation from diverse personnel in key functions from across our business.

We have learned how sponsorship, commitment and genuine belief in reconciliation is critical and needs to be driven by senior leaders across the business. We also recognise that it takes personal commitment and courage to deliver change. Thanks to leaders in the business who embrace our values, we have seen our reconciliation commitment and understanding increase.

We have learned the importance of pairing both connection and education in efforts to combat racism and move forward in our reconciliation efforts. This now includes developing and implementing a Cultural Learning Framework and ensuring new and existing staff have regular access to learning opportunities including cultural awareness training, reflection sessions and participation in significant First Nation events.

We are committed to deepening our understanding of the ongoing impact of colonisation on the lives of First Nations people and acknowledge the need for a shared governance approach. We recognise the importance of regularly reviewing and evaluating our progress toward reconciliation and being locally informed, trauma-informed and healing focused in our decision-making.

Reflecting on our values and commitment to aligning with First Nations practices has strengthened as we continue to learn and grow, ensuring meaningful outcomes with First Nations people and communities.

Moving forward, it was imperative that we clearly and consistently communicated our commitment to reconciliation. In developing this RAP, our Reconciliation Working Group deeply reflected on several important questions:

- What are we reconciling?
- What is our vision for reconciliation, and how do we ensure our efforts are both targeted and impactful?
- What aspects of our existing operations and relationships should we aim to reconcile?
- Internally, what are our strengths to optimise and weaknesses to address?
- Externally, what opportunities can we maximise and what threats should we minimise?
- How can we authentically respect and engage with First Nations people?
- Can our values align with Reconciliation Australia's themes and dimensions for full reconciliation?
- Can we genuinely right the wrongs while improving our corporate standing, reputation, and credibility?

Lastly, it was crucial that we use our platform to educate and involve all stakeholders – employees, clients, suppliers, and the broader community – in the reconciliation process. Building awareness and understanding of the historical and systemic impacts of colonisation on First Nation people and inspiring action is essential for creating a more inclusive and equitable society.

First Nations frameworks to enhance education policy in Laos

First Nations advisors, Lisa Erlandson and Grant Sarra, worked with our local Laos team in Australia's Basic Education Quality and Access in Lao PDR (BEQUAL) program. Vimala Dejvongsa worked as part of the team as Cross-cultural Lead, leveraging her role as Associate Director in our corporate Education Practice, member of Tetra Tech's Reconciliation Action Plan Working Group and lived experience as an Australian of Lao heritage.

Together, the group developed a trauma-informed and belonging-centered First Nations framework to support the BEQUAL teams' research project about inclusive teaching and learning, tailored to the national Lao context. This three-year study will inform inclusive education pedagogy and policy improvement. Grant and Lisa then facilitated online reflection sessions after the first round of data collection with a large network of BEQUAL enumerators from across the country, enabling relational approaches to be established as part of annual reporting cycles. Work was grounded in first establishing embodied personal connections between the team, the enumerators, teachers, and students. Connections between First Nations culture and people and the diverse cultures of Lao PDR have been noted by the BEQUAL team in enabling generations of wisdom to be applied in contemporary practice.

Lisa Erlandson, Cultural Capability Consultant

Werte! My name is Lisa Erlandson, I'm an Arrernte and Kaytetye woman from Central Australia in the Northern Territory. I'm currently living and working on Meanjin Country (Brisbane) as a Cultural Capability Consultant in Tetra Tech. I first started my journey with Tetra Tech in August 2023 as a First Nations Trainee studying my Certificate IV in Project Management with Yanun Project Services.

Prior to working with Yanun Project Services, I was working in the public sector in various remote communities throughout the Northern Territory delivering training and engaging with community members. I have also worked in many First Nations community controlled organisations such as Nganampa Health Service based in the APY Lands, Danila Dilba Health Service, CAAMA Radio and Central Australian Family Legal Unit.

I thought being part of the RAP group would be a great opportunity to meet other employees throughout Tetra Tech and be part of something that I can relate to as a First Nations person. In my first RAP meeting I immediately felt welcomed and felt a sense of belonging – it was a culturally safe environment for me to express and share knowledge.

In 2023, Grant Sarra and myself had the opportunity to travel to Indonesia for the Australia Awards Indonesia program to deliver a Cultural Immersion Session to 200 students that were coming to Australia to study their master's and PhD as part of their pre-departure training to gain awareness of First Nations people and history. It was a great experience engaging with Indonesian people on their country, sharing knowledge with each other and learn that we have similar kinship systems.

I'm looking forward to contributing my knowledge into progress towards reconciliation and our next RAP.

Roin Safi, Senior Program Manager

I moved to Australia in 2022 and joined the Tetra Tech International Development RAP Working Group in the same year. Being a recent emigrant with little understanding of Australia and Australian history, it was a great opportunity to know more about the country I have started living in with my family and getting more opportunities to meet and spend time with First Nations people through our RAP group. Having an Afghan background, I feel more connected to First Nations people through our shared histories. The first Afghan people to arrive in Australia arrived during the 1860s. They were cameleers, entering Australia with travelling papers obtained while working in British India. Several things brought the Afghans together with First Nations people. Both cultures were at home in the desert, spiritually and in a practical sense; camels were certainly at home. The Afghan cameleers didn't ride their camels but walked on foot, often stopping for small prayer ceremonies during the day, at sunset and sunrise. These practices can only have been regarded as, perhaps, more understandable, and amenable to First Nations ways of seeing the world. There were small overlaps and mutual curiosity expressed about material culture.

As a non-First Nations Australian, I believe it is important for all organisations to have a RAP in place to demonstrate their commitment to reconciliation and to actively contribute to addressing the historical injustices faced by First Nations people. By implementing actions outlined in a RAP, organisations can create a more inclusive and culturally respectful workplace, strengthen relationships with First Nations communities, and support the economic and social empowerment of First Nations people. Personally, I am committed to supporting reconciliation efforts in Australia by advocating for the implementation of RAPs in organisations and by actively engaging with First Nations communities and cultures. I believe that reconciliation is a collective responsibility and that, by working together, we can create a more just and equitable society for all Australians. RAPs are an important tool for organisations to demonstrate their commitment to reconciliation and to actively contribute to Closing the Gap between First Nations and non-First Nations Australians.

Chinda Min, Australia Awards Cambodia Awardee

I am Chinda Min, an Australia Awards awardee who has visual impairments from Cambodia. I am a blind person who craves for knowledge. I earned my Bachelor Degree in Psychology back home in Cambodia and currently I am doing a Master's Degree of Disability Policy and Practice (MDPP) at Flinders University. I have experienced countless obstacles in daily living and in obtaining equal education, so the opportunity to study in Australia was a huge dream and the biggest I've ever had in my life.

It is my fortune to be given an opportunity to pursue higher education and attend a Reconciliation event, which is significant for Australian unity, equality, equity and historical acceptance. During my pre-departure training, I had a chance to learn briefly about the history experienced by First Nations people, but I was not aware of the strong effort and commitment towards healing and reconciliation by the government, companies and Australians. During my time in Australia, I could hear the commitment to reconciliation in the acknowledgments of Traditional Custodians spoken before every event, especially in the University. That made me appreciate Australian people who understand and accept the wrongs of the past and its impact of First Nations people. I was honoured to attend the Reconciliation South Australia Gala event in 2023.

It was a huge healing event to strengthen the relationship between First Nations and non-First Nations people towards Australian unity. It was an enjoyable evening where I could hear lively conversation, taste various cuisines, listen to beautiful music, and take in the informative speeches of people from different organisations. Having the opportunity to chat with new people from various backgrounds was the most enjoyable moment for me in Australia. Thanks wholeheartedly to Australia Awards Cambodia and Tetra Tech for providing this unforgettable experience!

Pillars of Reconciliation

Relationships

By focusing on connections and belonging, under this pillar we aspire to transcend conventional binary positions and nurture connections grounded in our shared humanity. Our relationships are strengthened by our shared commonalities and kinship connections to humanity, ties to the land, and collective vision for the wellbeing of our children's children.

Internationally, our team contributes a wealth of diverse knowledge, experiences, and skills, which we leverage in pursuit of our mission. In Australia, we understand the vital importance of our connections and relationships with First Nations partners. We acknowledge the injustices and detrimental impacts colonisation continues to have on the lives of First Nations people, individually and collectively. Our relationships must be founded on building trust and a shared dedication to a decolonised future.

Respect

Through a lens of education and truth telling, under this pillar we embrace two-way learning, slowing down to respectfully engage, listen, learn, and reflect on the wisdom generously shared by First Nations people. Respect is a critical, non-negotiable component for establishing safe, healthy, and more equitable and inclusive relationships with First Nations people in Australia and all locations where we work.

It is incumbent on us to proactively educate ourselves and play our part in the dismantling of historical and systemic injustices suffered by First Nations people. Respect is having the humility and curiosity to listen, learn from each other, reflecting on our shared humanity, and being transparent and accountable for our actions.

Opportunities

Through outreach and engagement, our work in this pillar hinges on building external relationships founded on authentic trust and strong cultural, spiritual, social connection. This lays the foundations for sustainable, impactful, and economically successful partnerships, employment, and development. We are committed to creating mutually beneficial opportunities for First Nations people, organisations, and communities in all locations we work.

In Hawaiian culture, a kahu is a person who cares for a field of knowledge and is a practitioner in a traditional field who has learned its skills, practices, and protocols. They can catalyse change through kinship leadership, systems, and culture. In the kahu tradition, we work to understand and listen to the right people, honouring knowledge holders who know the right way and how to apply ancient ways in the modern day and understand the systems in the countries we work to support.

Governance

By focusing on shared decision-making, this pillar prioritises the transformative potential of governance to achieve our vision for reconciliation, to decolonise our practices and achieve our mission. We understand the inherent connection between colonial systems and how they work to benefit business leaders. We hold deep respect for Traditional Custodians and First Nations Knowledge Holders, valuing their wisdom in our operations, governance, and leadership. The incorporation of shared decision-making through the inclusion of a First Nations Governance Group will strengthen the successful delivery our RAP, translate our intentions into concrete actions, and uphold our integrity, reputation, and credibility as a values-led business in the development and consulting sectors.

We integrate our RAP as a key guiding document and decision-making tool in our strategic framework, ensuring implementation in both executive strategic planning and day-to-day operational processes. Appropriate resourcing, clearly articulated responsibilities, well-defined activities and timeframes will set a strong roadmap for how we will deliver on our RAP.

Relationships

Reconciliation dimensions
- Institutional Integrity
- Race Relations
- Unity

Tetra Tech values
- Listen to and respect people
- Embrace diversity and collaboration
- Pursue curiosity and have a passion for learning

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Sustain at least 3 active contracts with First Nations organisations annually.	February 2027	Director, Australian Consulting; Head of Clients, Partnerships and Acquisitions; Head of Legal, Risk and Compliance
	Meet with First Nations Advisors or Governance Group and RAP Working Group to develop guiding principles for future engagement protocol.	July 2025	Director, Australian Consulting; Head of Clients, Partnerships and Acquisitions
	Develop and implement a Tetra Tech Engagement Protocol to work with First Nations stakeholders and organisations.	September 2025	Director, Australian Consulting; Head of Clients, Partnerships and Acquisitions
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026	Director, Australian Consulting
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025, 2026	Director, Australian Consulting
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025, 2026	Director, Australian Consulting
	Organise at least one NRW event each year.	27 May - 3 June 2025, 2026	Director, Australian Consulting
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Director, Australian Consulting
3. Promote reconciliation through our sphere of influence.	Develop and implement a communications plan to raise awareness of reconciliation across our workforce.	July 2025	Head of Communications and Marketing
	Communicate our commitment to reconciliation publicly.	May 2025, 2026	Managing Director

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2025	Head of Clients, Partnerships and Acquisitions; Director, Australian Consulting
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2026	Managing Director; Head of Partnerships and Acquisitions
	Re-establish an internal online intranet hub that supports understanding of reconciliation, our RAP, its progress, relevant policies, procedures, and protocols, supports First Nations employment, marking significant cultural dates, and access to cultural training	March 2025	Director, Australian Consulting
4. Promote positive race relations through anti-discrimination strategies.	Continue reviewing HR policies and procedures to strengthen existing intersectional anti-discrimination provisions	May 2025, 2026	Chair of Diversity, Equity, and Inclusion Working Group; Head of People, Culture and Performance
	Redevelop our intersectional anti-discrimination policy for our organisation.	May 2025	Chair of Diversity, Equity, and Inclusion Working Group; Head of People, Culture and Performance
	Engage with First Nations Governance Group and First Nations staff to consult on our anti-discrimination policy.	March 2025	Chair of Diversity, Equity, and Inclusion Working Group; Head of People, Culture and Performance;
	Educate senior leaders and all staff on the effects of racism as part of Cultural Learning Program	June 2025	Head of People, Culture and Performance; Director, Inclusion, Justice, and Transformation
5. Build and deepen our networks and relationships with First Nations businesses external and First Nations staff internally	Establish annual Community Day for corporate staff to spend with a First Nations business to better understand and support their work	October 2025	Regional Director, Pacific; Regional Director, Asia; Head of People, Culture and Performance
	RAP Working Group members to attend a selection of First Nations business fairs or stall days	February 2027	Regional Director, Pacific; Regional Director, Asia; Environment, Social and Governance (ESG) Manager
	Commence and build global connections between First Nations Tetra Tech employees by establishing a First Nations employee network	January 2026	Director, Australian Consulting; Cultural Capability Consultant; Head of People, Culture and Performance

Respect

Reconciliation dimensions
- Race Relations
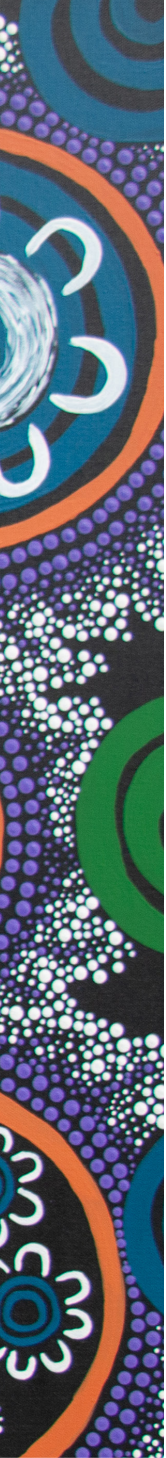- Historical Acceptance

Tetra Tech values
- Listen to and respect people
- Embrace diversity and collaboration
- Pursue curiosity and have a passion for learning

Action	Deliverable	Timeline	Responsibility
1. **Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.**	Sustain 90% of our corporate workforce and 50% of our contracted workforce undertaking cultural learning annually	February 2027	Head of People, Culture and Performance; Director, Australian Consulting
	Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy	March 2025	Director, Australian Consulting
	Conduct a review of cultural learning needs in our organisation as part of Diversity, Equality, and Inclusion (DEI) Staff Survey	March 2025	Head of People, Culture and Performance
	Develop, implement, and communicate a Cultural Learning Plan for our staff, including approaches, priorities and to inform the development of resources, embedded in our broader Learning & Development Strategy	September 2025	Head of People, Culture and Performance; Director, Australian Consulting
	Implement ongoing program as outlined in Cultural Learning Plan to ensure cultural learning for the RAP Working Group and all staff, including kinship leadership coaching across staff levels and program areas	September 2025	Head of People, Culture and Performance; Director, Australian Consulting
	Identify and support external community truth-telling initiatives and host internal sector truth-telling initiatives within our own calendar of Cultural Learning	September 2025	Head of People, Culture and Performance; Director, Australian Consulting
	Annual review and reflection on Cultural Learning Plan progress and impact and adapt plan in response to those learnings	January 2026	Head of People, Culture and Performance; Director, Australian Consulting

Action	Deliverable	Timeline	Responsibility
2. **Demonstrate respect to First Nations people by observing cultural protocols.**	Develop, implement, and communicate a cultural protocols and safety framework, anchored in First Nations world views and ways of working and inform our practices across the development cycle, including making time for good relationships guided by respect.	September 2025	Director, Australian Consulting
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, and ensure more staff are confident to do this	February 2027	Head of People, Culture and Performance
	Increase staff understanding of the purpose and significance behind cultural protocols, empowering more staff and building their confidence to deliver a personalised Acknowledgement to Country.	March 2026	Head of People, Culture and Performance; Director, Australian Consulting
	Promote and encourage internal participation in dates of cultural significance to celebrate and recognise First Nations cultures and dates of significance	March 2025	Managing Director; Director, Australian Consulting
	Invite First Nations members of our network and community to attend and celebrate dates of cultural significance, celebrating and recognising First Nations cultures	March 2025	Director, Australian Consulting; Head of Clients, Partnerships and Acquisitions
	Plan and organise to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol for significant Tetra Tech events each year.	March 2025	Director, Australian Consulting
	Share resources and information on how to identify Traditional Custodians who can provide a Welcome to Country or other appropriate cultural protocol at significant events throughout the year	March 2025	Director, Australian Consulting

Action	Deliverable	Timeline	Responsibility
3. **Build respect for First Nations cultures and histories by celebrating NAIDOC Week.**	Develop a calendar of key dates of cultural significance to celebrate and recognise First Nations cultures and First Nations dates of significance.	March 2025	Director, Australian Consulting
	RAP Working Group to participate in an external event celebrating and recognising First Nations cultures and First Nations dates of significance, including a NAIDOC week event	First week in July 2025, 2026	Director, Australian Consulting; Head of Clients, Partnerships and Acquisitions
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Director, Australian Consulting; Head of Clients, Partnerships and Acquisitions
	Review HR policies and procedures to remove barriers and enhance opportunities for staff to participate in NAIDOC Week.	March 2025, 2026	Head of People, Culture and Performance
4. **Develop and embed relational and First Nations approaches across our programs and business development to enhance partnerships and realise authentic alignment to our RAP vision in our delivery**	Collaborate with First Nations, Pacific and Asia advisors to develop relational methodologies tailored to the sectors we work in and run pilot projects to test and refine	March 2026	Australian Consulting Director; Regional Director, Pacific; Regional Director, Asia
	Develop relational and First Nations methodology guidance notes and capacity strengthening resources to support Tetra Tech staff	March 2026	Australian Consulting Director; Regional Director, Pacific; Regional Director, Asia
	Develop training and mentoring functions to support Tetra Tech staff in implementing relational and First Nations approaches	March 2026	Australian Consulting Director; Regional Director, Pacific; Regional Director, Asia

Opportunities

Reconciliation dimensions
- Equality and Equity
- Unity

Tetra Tech values
- Strive for achievement
- Deliver solutions that make a difference
- Embrace diversity and collaboration

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Sustain 3% of our corporate workforce as First Nations employees and ensure explicit First Nations employee outcomes are established for new programs	February 2027	Managing Director; Head of People, Culture and Performance
	Monitor First Nations staffing levels to inform future employment and professional development opportunities	March 2025	Head of People, Culture and Performance; Chair of Diversity, Equity, and Inclusion Working Group
	Engage with First Nations Advisors or Governance Group on our recruitment, retention, and professional development plan	March 2025	Head of People, Culture and Performance; Chair of Diversity, Equity, and Inclusion Working Group
	Develop and implement a First Nations recruitment, retention, and professional development plan	August 2025	Head of People, Culture and Performance; Chair of Diversity, Equity, and Inclusion Working Group
	Advertise job vacancies to effectively reach First Nations stakeholders.	August 2025	Head of People, Culture and Performance; Associate Director, Talent Acquisition
	Revise and action University and TAFE partnerships to expand First Nations internship and recruitment pathways	September 2025	Director of Australian Consulting; Cultural Capability Consultant; Head of People, Culture and Performance
	Outline and implement mechanisms tailored to ensuring new First Nations employees and interns have ongoing support as they transition into the business	September 2025	Cultural Capability Consultant; Head of People, Culture and Performance

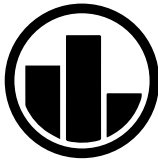| Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Review HR, recruitment and onboarding procedures and policies to remove barriers and increase opportunity for First Nations participation in our workplace.	September 2025	Head of People, Culture and Performance
2. Increase First Nations supplier diversity to support improved economic and social outcomes.	Sustain 15% of our corporate procurement with First Nations suppliers and ensure explicit First Nations procurement outcomes are established for new programs	February 2027	Managing Director; Director of Australian Consulting; Head of Legal, Risk and Compliance
	Develop and implement a First Nations Procurement Plan	September 2025	Head of Clients, Partnerships and Acquisition; Head of Legal, Risk and Compliance; Managing Director
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff	January 2026	Head of Clients, Partnerships and Acquisitions; Managing Director
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	September 2025	Head of Legal, Risk and Compliance; Head of Clients, Partnerships and Acquisitions
	Develop commercial relationships with First Nations businesses.	September 2025	Director, Australian Consulting; Head of Clients, Partnerships and Acquisitions
	Explore greater use of Supply Nation in partnership with other areas of Tetra Tech's global business	February 2027	Director, Australian Consulting; Environment, Social and Governance Officer

Governance

Reconciliation dimensions
- Institutional Integrity
- Equality and Equity
- Unity

Tetra Tech values
- Be open and transparent
- Strive for achievement
- Deliver solutions that make a difference

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Sustain First Nations representation on the RWG.	February 2027	Head of People, Culture and Performance; Director, Australian Consulting
	Establish a First Nations Governance Group consisting of external advisors to guide both RAP progress and First Nations approaches across the business with meaningful authority delegations	August 2025	Managing Director; Director, Australian Consulting
	Establish, apply, and maintain Terms of Reference for the RWG, with annual review and refresh of subgroups	March 2025	Managing Director; Director, Australian Consulting
	Meet monthly to drive and monitor RAP implementation and coordination across Working Group and rest of the business	February 2027	Director, Australian Consulting
	Create a RAP theory of change, implementation roadmap and monitoring plan that helps staff to understand overarching outcomes, how to implement our RAP workplan and measure progress	October 2025	Director, Australian Consulting; Associate Director, Research, Monitoring and Evaluation
2. Provide appropriate support for effective implementation of RAP commitments.	Define and maintain resource needs for RAP implementation, including responsibility for deliverables	September 2025, 2026	Managing Director; Director, Australian Consulting
	Integrate, streamline, and align our RAP commitment and strategic documents into our overarching business strategy and framework	March 2025	Managing Director; Director, Australian Consulting

Action	Deliverable	Timeline	Responsibility
2. 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 quarterly updates in Executive Leadership Team and all-staff meetings	February 2027	Managing Director; Head of Clients, Partnerships & Acquisition; Director, Australian Consulting
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2025	Associate Director, Research Monitoring & Evaluation; Director, Business Systems; Director, Australian Consulting
	Appoint and maintain an internal RAP Champion from senior management.	March 2025	Managing Director
	Develop annual budget and procurement spend with appropriate systems to capture time and investment	September 2025, 2026	Head of Finance; Director, Australian Consulting; Managing Director
3. 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	Director, Australian Consulting
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	1 August annually	Director, Australian Consulting
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Director, Australian Consulting
	Report RAP progress to all staff and senior leaders through quarterly email newsletter	February 2027	Managing Director; Director, Australian Consulting
	Publicly report our RAP achievements, challenges, and learnings, annually.	March 2025, 2026	Managing Director; Director, Australian Consulting
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Head of People, Culture and Performance; Director, Australian Consulting; Cultural Capability Consultant
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2027	Director, Australian Consulting; Cultural Capability Consultant
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2027	Director, Australian Consulting; Cultural Capability Consultant

Our RAP Team

Our RAP Working Group is comprised of over 20 staff members. This robust membership reflects the strong commitment and genuine enthusiasm of our team to drive transformation in our business and align our practices with intersectional human rights and First Nations self-determination. Members of our RAP Working Group represent the diversity of our team, being distributed across our business areas and our Executive Leadership Team, around Australia and internationally.

To coordinate and make collective progress towards our RAP outcomes, we have established arrangements that are outlined in our Working Group Terms of Reference. These arrangements are reviewed annually and endorsed through a vote of the Working Group.

Arrangements include an Annual General Meeting at which Working Group members reconfirm and reactivate membership each year, monthly meetings at which members are required to attend a minimum number to ensure ongoing engagement, allocation of members to pillar subgroups based on their interests and professional experience along with nominated RAP Coordinators who coordinate across subgroups.

During this Innovate RAP, we will translate our RAP workplan into a Theory of Change that illustrates our logic for transformation, and a monitoring and evaluation plan to inform reporting and track progress. The Australian Consulting Practice provides dedicated resources for the Working Group, supporting coordination and governance as well as alignment and collaboration of the Working Group with a First Nations Governance Group.

Country	Member
Gadigal Country	• Luana Horne, Associate Director, Human Security
	• Roin Safi, Program Management Consultant
Hawaii	• Hehea Tukuafu-Vaioleti, Senior Consultant Future Economies
Kaurna Country	• Phoebe Michelmore, ESG Manager
	• Amy Gildea, Managing Director
	• Helen Miles, Design Manager
	• James Muir, Head of Finance
	• Lauryn Farmer, Graduate, Markets, Clients, and Strategy
	• Michaela Gill, Graduate, Program Management
	• Jay Collins, Graduate, Markets, Clients, and Strategy
Kulin Nations	• Victoria Johnson, Director Education
	• Alli Burness, Director Australian Consulting
	• Irfan Ali, Deputy Head of Operations
Ngunnawal and Ngambri Country	• Keith Tuckwell, Head of Clients, Partnerships and Acquisitions
	• Candice Jackson, Consultant Markets, Clients, and Strategy
Turrbal Country	• Lisa Erlandson, Cultural Capability Consultant
	• Annie Dares, Associate Director Inclusive Education
	• Vimala Dejvongsa, Manager Education
	• Grant Sarra, Gooreng Gooreng Elder and Cultural Advisor
	• Nelson Salangsang, Associate Director Transformational Education

Contact details

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TETRA TECH
International Development