

RECONCILIATION  
ACTION PLAN

INNOVATE

**NDY**

A TETRA TECH COMPANY

# INNOVATE RECONCILIATION ACTION PLAN

2025-2027




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A vibrant Aboriginal art pattern in the top left corner, featuring concentric circles, dots, and stylized shapes in blue, white, and brown. The background is a solid olive green with a subtle, larger-scale pattern of dots and organic shapes.

# **NDY ACKNOWLEDGES THE TRADITIONAL CUSTODIANS OF THIS LAND WHERE WE MEET, WORK AND LIVE.**

We recognise and respect Aboriginal and Torres Strait Islander peoples and their unique position in Australian culture and history, and recognise their continuing connection to land, waters and community.

We pay our respect to Elders past and present.

**NDY**  
A TETRA TECH COMPANY

# A MESSAGE FROM OUR CEO



**At NDY, the Reconciliation Action Plan (RAP) is our opportunity to contribute to a more reconciled nation where First Nations People have equitable access to opportunities.**

As we continue our RAP journey, we recognise the opportunity it creates to positively contribute to the social, cultural and economic outcomes for Aboriginal and Torres Strait Islander peoples and communities. The NDY RAP forms part of our broader commitment to inclusion at NDY, where we continue to foster a culture where we embrace diversity and celebrate the differences that exist in our own workforce and within all the communities where we work.

I am pleased to present our 2025-2027 RAP. This is our third RAP and it demonstrates our ongoing desire to walk together with Aboriginal and Torres Strait Islander peoples to help them achieve the same opportunities as non-Aboriginal and/or Torres Strait Islander peoples Australians. We are committed to building awareness within our teams, strengthening existing relationships and forging new connections with Aboriginal and Torres Strait Islander peoples. Our approach is rooted in respect, active listening and responsive action.

The robust approach of the RAP framework guides us to focus on the areas that will have the greatest impact. Over the past year, taking on feedback from First Nations advisors from our 2021-2023 RAP, we have reflected on where we believe we can make meaningful and impactful change. NDY is focussed on:

- Fostering awareness through cultural awareness sessions with our teams,
- Forging relationships with organisations that will create opportunities for future generations specifically in our sector; and
- Supporting emerging organisations to achieve the success they desire.

The past year has presented significant challenges for our nation in fostering relationships with Aboriginal and Torres Strait Islander peoples and communities. But we have reflected on the advice that Reconciliation Australia has offered in how we move forward. Continuing to commit to a RAP does demonstrate our conviction that we can play a role transforming our business, sector and our community when it comes to reconciliation.

In engaging our NDY workforce in our RAP commitments, we are creating an exceptional team who can become true ambassadors for change.



**STUART FOWLER**  
CEO, NDY

# A MESSAGE FROM RECONCILIATION AUSTRALIA

**NDY**  
A TETRA TECH COMPANY

## Second Innovate RAP

Reconciliation Australia commends NDY on the formal endorsement of its second, third 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 NDY 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 NDY will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

Congratulations NDY your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



**KAREN MUNDINE**  
CEO, RECONCILIATION  
AUSTRALIA



# OUR VISION FOR RECONCILIATION

**At NDY, we want to ensure that all our employees feel like they belong. We do this by committing to create an inclusive workplace where we acknowledge and celebrate that an inclusive workforce delivers outstanding performance and ensures that what we deliver meets the needs of our community.**

Our vision for reconciliation is for our people to respect and embrace the proud heritage of Aboriginal and Torres Strait Islander peoples, to actively promote opportunities for Aboriginal and Torres Strait Islander peoples and build relationships within the communities where our offices are located across Australia.

It is our goal to benefit all Australians by fostering greater historical acceptance and cultural safety for Aboriginal and Torres Strait Islander peoples and communities, building respectful and mutually beneficial relationships.

NDY has a desire to be recognised as a company that compassionately, constructively and collaboratively engages with Aboriginal and Torres Strait Islander peoples and businesses. We believe that through our actions, particularly within the engineering sector where our expertise lies, we can create a pathway to meaningful and impactful change.

Through these efforts, we hope to inspire our employees and those we engage with beyond our organisation.



# OUR VISION

**To lead in the creation of a high-performance built environment that fosters thriving communities and secures a sustainable future.**

## Our ethical statement

NDY has a proud tradition of upholding the highest ethical standards in the manner by which we conduct ourselves as a company.

[Click here to read our ethical statement](#)

# OUR VALUES

## Excellence

Do it once, do it well

## Leadership

Lead in our profession, industry and the community

## Integrity

Treat others as we wish to be treated

## Collaboration

Listen, share and contribute

## Accountability & Ownership

Understand the impact of our actions and own the outcomes

## Innovation

Inspired creativity to challenge the norm

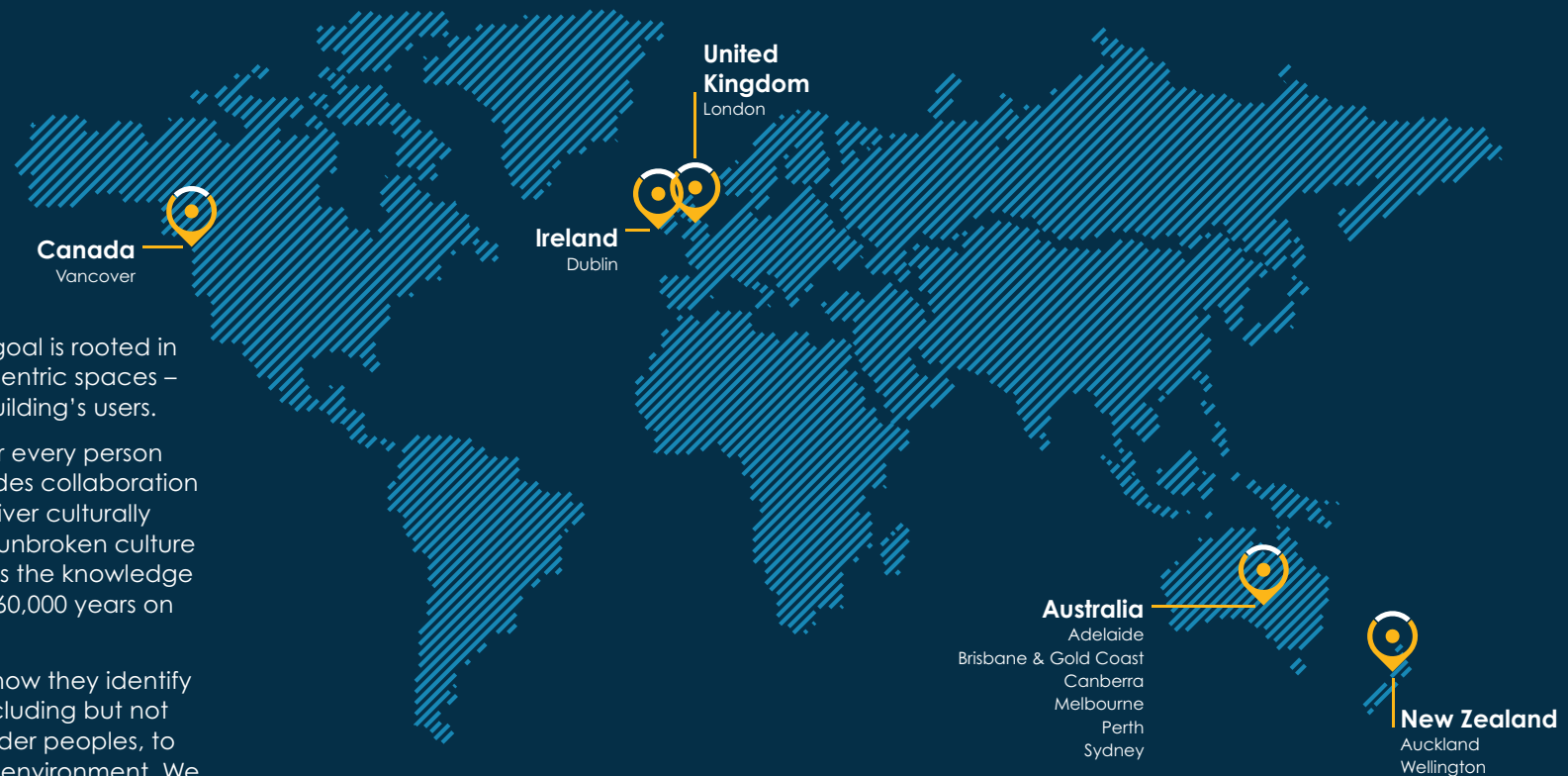
# OUR BUSINESS

At NDY we provide sustainable engineering solutions that improve the value, reliability and efficiency of our clients' buildings and the broader built environment.

Our purpose is Making Spaces Work. This goal is rooted in our desire and mission to deliver people centric spaces – places that consider the humanity of a building's users.

This purpose manifests in how we consider every person who uses the places we design. This includes collaboration with First Nations people to ensure we deliver culturally respectful spaces that acknowledge the unbroken culture of Australia's First People and incorporates the knowledge and wisdom of a People that spans over 60,000 years on this Country.

We invite new joiners to voluntarily share how they identify across various demographic identities, including but not limited to Aboriginal and Torres Strait Islander peoples, to help us foster an inclusive and supportive environment. We have two individuals who currently voluntarily identify.



## MAKING SPACES WORK



# OUR RAP

**In 2024 we paused and reflected on the progress that NDY and our Country has made towards reconciliation with First Nations peoples in Australia.**

**We refreshed the terms of reference of our Reconciliation Action Plan Working Group to make sure that we have the skills, business focus and geographical representation required to set our next RAP up for success.**

The process for developing this RAP involved the following guiding principles and objectives:

- Applying NDY's values of leadership, collaboration and accountability to ensure that our RAP aligns with who we are and how we show up.
- A shared commitment to listen to understand – especially in a post-referendum context.
- A desire to make a meaningful and impactful difference in a way that is aligned to the core work that we do as a business.
- A focus on increasing learning for our employees when it comes to Aboriginal and Torres Strait Islander histories, truths, peoples and cultures.
- Forming a new RAP Working Group who can bring fresh insights into reconciliation, integration into our core business and who can influence and impact change.

We took a step back. Listened. Thought deeply about the meaningful actions that we could take to, in our sphere of influence, create a more reconciled Australia.

## **IN THIS RAP WE WILL FOCUS ON:**

### **BUILDING RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE**

We will build relationships with First Nations people, business and organisations through “in-practice” collaboration with a focus on influencing through our core work of engineering in the built environment.

### **BUILDING STEM AND ENGINEERING CAREER PATHWAYS FOR FIRST NATIONS PEOPLE**

Playing our role in the sector in raising awareness about engineering as an educational pathway and profession for Aboriginal and Torres Strait Islander peoples. We will focus on sparking the imagination and aspiration of Aboriginal and Torres Strait Islander students.

### **GROWING RECIPROCAL RELATIONSHIPS**

Entering into two-way reciprocal relationships with Aboriginal and Torres Strait Islander businesses to support their growth and the use of their unique expertise in our work with our clients.

### **CONNECTING**

Supporting our leaders to deepen how they connect the RAP to their “every day”.

# ABOUT OUR RAP WORKING GROUP

## EXECUTIVE SPONSORSHIP

Our Reconciliation Action Plan (RAP) is sponsored at the highest levels of our organisation by our Chief Executive Officer, Stuart Fowler and our Regional Director for Australia, Sam Aloï. Both Stuart and Sam are committed to advancing our RAP, emphasising advocacy both internally and externally to drive change. They have actively fostered conversations focused on what is achievable regarding NDY's commitment, while ensuring that the plan reflects genuine opportunities to deliver meaningful outcomes.

## WORKING GROUP

In preparation for developing our new Reconciliation Action Plan (RAP), NDY requested employees to express interest in joining the working group. This approach required individuals to reflect on their motivations for participation and their potential contributions to creating a meaningful and impactful RAP. A strong desire to act as champions within NDY, along with identifying opportunities to advocate externally with clients and in the community, emerged as the primary motivations. This demonstrates the passion and commitment of NDY team members to foster an inclusive workplace and community.

Our working group includes the following members:

NAME	NDY ROLE	LOCATION
Sam Aloï (RWG Secretary)	Regional Director – Australia	Boonwurrung/Woiwurrung Country (Melbourne)
Tonya Scibilia (RWG Chair)	Director – People & Culture	Woiwurrung Country (Melbourne)
Karen Iles (Dharug Aboriginal woman)	Director Violet Co., RAP consultant	Gadigal Country (Sydney)
Andrea Lawrie	Regional Executive Assistant	Boonwurrung/Woiwurrung Country (Melbourne)
Joe Summers	Senior Project Engineer	Jagera & Turrbal/Quandamooka Country (Brisbane)
Caroline Lee	Senior Project Engineer	Boonwurrung/Woiwurrung Country (Melbourne)
Danah Gochman	Lighting Designer	Boonwurrung/Woiwurrung Country (Melbourne)
Tony Minhinnick	Section Manager – Fire Engineering	Woiwurrung Country (Melbourne)
Sarah Dawson	Director – Marketing & Communications	Boonwurrung/Woiwurrung Country (Melbourne)
Ben Moore	Graduate Project Engineer	Whadjuk country (Perth)



# HIGHLIGHTS FROM OUR 2021 – 2023 INNOVATE RAP

## CULTURAL AWARENESS OPPORTUNITIES

- Created space for a discussion about the Referendum by educating employees about what constitutional recognition means.
- Partnered with Black Card to deliver cultural competency training for our senior leaders and RAP working group.
- Built an understanding of Acknowledgement to Country with RAP working group.
- Screenings of documentaries and sharing of stories across offices.
- During National Reconciliation Week we held an panel session for staff, moderated by Karen Illes, Director & Principal Solicitor of Violet Co, NDY team members spoke to their own experience in developing and implementing our RAP. They also reflected on what engagement in our Reconciliation journey has meant for them on a personal level while providing valuable insight into simple steps you can take to positively contribute to relationships, respect and opportunities for Aboriginal and Torres Strait Islander people in your day to day work.
- During NAIDOC week we explored with our people our work on the Keeping Places project in NSW. We learned how places like the children's homes in Parramatta, Bomaderry and Cootamundra, are being redeveloped to enable opportunities for healing and truth-telling for Stolen Generations Survivors.

## “WIRING IN THE WALLS”

Reviewed and amended our human resources policies and processes to ensure that they specifically speak to the equity and inclusion of Aboriginal and Torres Strait Islander peoples.

## ELEVATING FOCUS ON EARLY CAREERS

- Embedded our Career Trackers internship opportunities and our two tertiary scholarships
- Continued our relationship with Engineering Aid Australia through the support of their annual summer program, including attending events and presenting to students. This supports to pillar around opportunity for future career pathways.

While we are proud of our achievements as part of our previous RAP, we have also reflected on some of our challenges and learnings including:

- NDY set in place an ambitious plan and attempted to achieve too many outcomes through the RAP. There was also a shift of focus while we centred our discussions around the Referendum. We also recognise that our commitments, while important, were not necessarily aligned with our industry and skills sets and were not going to achieve the most meaningful and impactful outcomes.
- While NDY is proud of our relationships, especially in early careers, the structure and ownership around these relationships was not set up within the RAP Working Group in a way that leveraged as much as success as possible.
- As NDY continues our RAP journey, we need to continue to build our own cultural awareness and sensitivity.
- Overall, we did not position the Working Group effectively during the set up. While we were able to hold great conversations, we did not focus enough on geographic spread, skill set required to deliver on our RAP and a better understanding of the commitment required.

## THEORY OF CHANGE

**In our previous Innovate RAP (2021-2023) we challenged ourselves to ensure that our activity in our RAP was clearly aligned to social impact.**

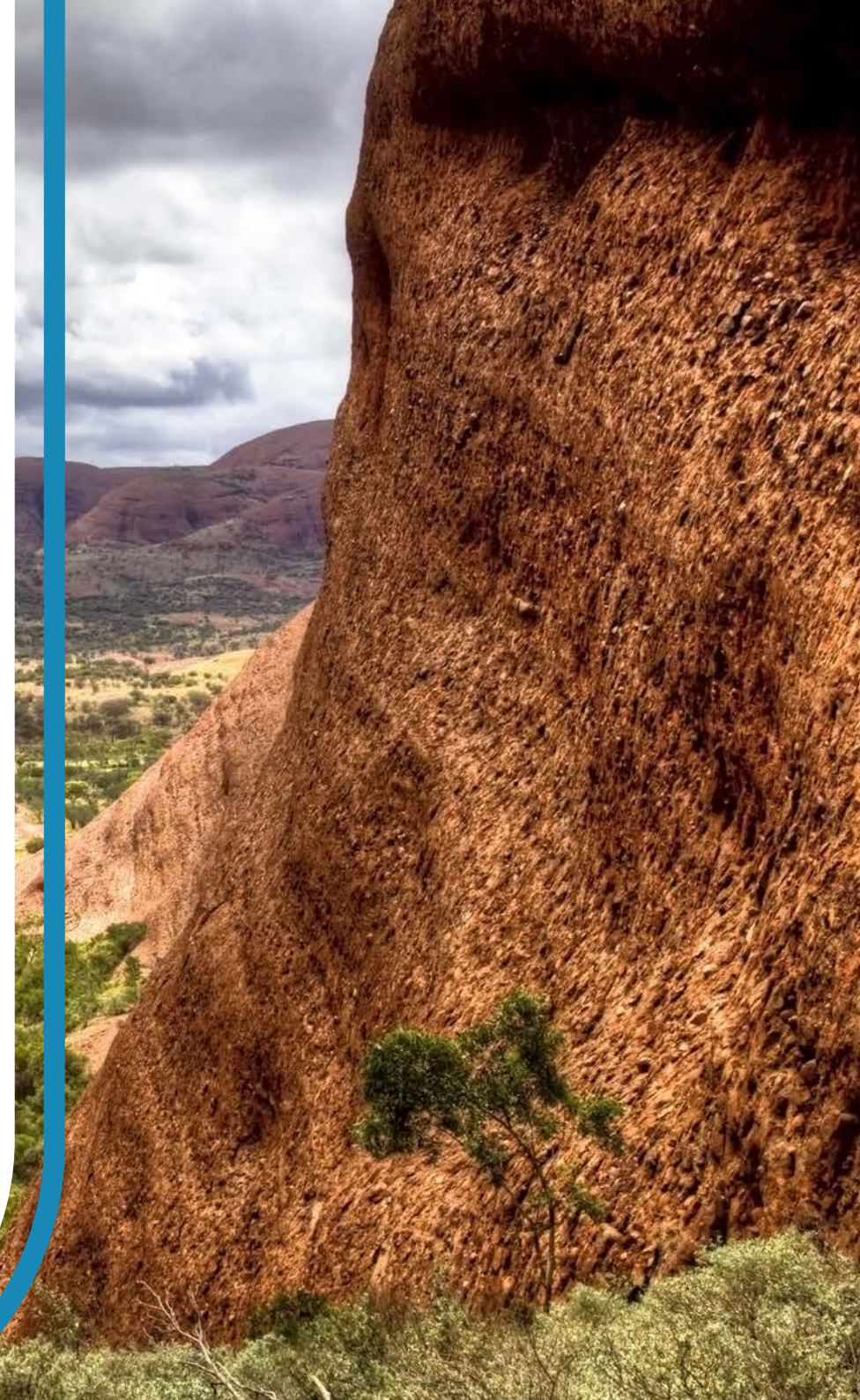
Beyond the RAP framework, we wanted to articulate our RAP in a theory of change so that our people could understand the contribution they would be making.

Our Theory of Change has been adapted to speak to the impact we intend to make in this next iteration.

Theory of Change is a way of articulating how and why the activities in our RAP will lead to outcomes and impacts for Aboriginal and Torres Strait Islander peoples, our business and ultimately Reconciliation in Australia. It connects a project's big-picture vision to the program of activities on the ground. It connects a problem, the barriers to moving through the problem and the things that enable a solution to outputs, outcomes and impacts.

Our Theory of Change will adapt to the changing problems, different innovations and enablers and it will adapt to the lessons we will learn as we undertake on the activities and outputs. Our Theory of Change is a key way that we communicate our outcomes and impact to our people, clients, sector and community.

Over the next two years, our dedication to our Innovate RAP will guide our efforts in realising our organisation's vision for Reconciliation. The Innovate RAP will outline our specific actions that will help us achieve our vision for Reconciliation. It will deepen our understanding of how we can identify and implement strategies and initiatives that will help to promote reconciliation. This RAP will emphasise the importance of strengthening relationships with Aboriginal and Torres Strait Islander peoples while also piloting initiatives aimed at enhancing reconciliation efforts and empowering these communities.





# THEORY OF CHANGE

## PROBLEM

Our industry does not include, represent or connect with Aboriginal and Torres Strait Islander peoples, perspectives, knowledge or cultures in the best way we can. This impacts the lives and opportunities

## BARRIERS

- Talent pool
- Staff diversity
- Client constraints
- Understanding of history, attitudes, beliefs
- Ability to connect with Community on relevant issues & projects

## ACTIVITIES

- Reconciliation Action Plan
- Opportunities
- Respect
- Relationships

## ENABLERS

- RAP working group
- NDY leadership
- Programs that build awareness of engineering for high school and university students - that aim to influencing career / education choices.
- NDY strategy
- Budget & resourcing

## OUTPUT

- Strengthened HR, learning & recruitment approaches
- Internship program
- Procurement strategy
- Cultural training & protocols
- Volunteering & community partnerships
- Relationships with local Aboriginal and Torres Strait Islander organisations

## OUTCOMES

- NDY is culturally safe (Employer of choice)
- More dynamic, innovative and diverse workforce
- Larger Indigenous talent pool
- Reconciliation embedded in all areas of NDY's core business
- Better service delivery to our clients incorporating Indigenous perspectives, knowledge, suppliers & people
- Increased spend with Aboriginal and Torres Strait Islander businesses
- Industry involved in Reconciliation
- Economic opportunity and prosperity for Aboriginal and Torres Strait Islander Communities and individuals

## IMPACT

- Super impact: Creating Reconciliation in Australia
- Our business, industry and all Australian's foster greater historical acceptance and cultural safety for Aboriginal and Torres Strait Islander peoples and communities, building respectful, mutually beneficial relationships that lead to economic prosperity and self determination for Aboriginal and Torres Strait Islander peoples.



# SPHERE OF INFLUENCE

**We recognise the significant role we can play in advancing reconciliation through our sphere of influence.**

We are committed to fostering an inclusive and respectful environment within our organisation and extending our efforts to positively impact our people, clients, industry and the broader community. The following actions are tailored to the categorized stakeholder groups based on their influence and interest in our reconciliation initiatives.

## IMPACT OF SPHERE OF INFLUENCE ON RELATIONSHIPS, RESPECT, OPPORTUNITIES & GOVERNANCE

In the following sections of our RAP, which relate to our actions in the Relationships, Respect, Opportunities and Governance pillars, we have considered the primary sphere for which the action has the greatest impact. For each action we have provided detail of who will deliver the action within NDY, but also which stakeholder groups will be engaged as part of each reconciliation initiative.







## HIGH INFLUENCE, HIGH INTEREST – MANAGE

### OUR PEOPLE

- Ensure leadership actively demonstrates commitment to reconciliation.
- Include Aboriginal and/or Torres Strait Islander peoples representation in decision-making processes through the RAP working group and Aboriginal and Torres Strait Islander organisations that partner with us, where appropriate and possible.
- Regularly update on reconciliation progress and involve in setting goals.

### ABORIGINAL AND/OR TORRES STRAIT ISLANDER PEOPLES COMMUNITIES AND ORGANISATIONS

- Build and maintain strong, respectful relationships.
- Collaborate on community projects and initiatives through the RAP working group and Aboriginal and Torres Strait Islander organisations that partner with us, where appropriate and possible.
- Involve in co-designing projects and decision-making.

### ABORIGINAL AND/OR TORRES STRAIT ISLANDER PEOPLES EMPLOYEES/POTENTIAL EMPLOYEES

- Provide professional development opportunities and mentorship.
- Actively champion an understanding of building services engineering career pathways for school aged and university students.
- Foster an inclusive workplace culture with cultural awareness training.

### CLIENTS

- Encourage adoption of reconciliation principles in projects.
- Influence project design to respect Aboriginal and/or Torres Strait Islander peoples culture and heritage.
- Regularly communicate the benefits of incorporating Aboriginal and/or Torres Strait Islander peoples perspectives.



## HIGH INFLUENCE, LOW INTEREST – SATISFY

### INDUSTRY PEERS

- Advocate for reconciliation within the industry through forums and groups.
- Share best practices and success stories to influence industry standards.

### SUPPLIERS AND CONTRACTORS

- Engage and support Aboriginal and/or Torres Strait Islander businesses through procurement policies.
- Establish partnerships with Aboriginal and/or Torres Strait Islander suppliers.
- Promote Aboriginal and/or Torres Strait Islander products and services to increase interest and engagement.

## LOW INFLUENCE, HIGH INTEREST – INFORM

### STAFF

- Provide regular cultural competency training.
- Develop and share educational materials on Aboriginal and/or Torres Strait Islander cultures and histories.
- Keep informed about the company's reconciliation initiatives and progress.

### LOCAL COMMUNITY PARTNERS

- Communicate and involve in local Aboriginal and/or Torres Strait Islander events and initiatives.
- Share information about collaboration opportunities and project impacts.

### STUDENTS (SCHOLARSHIP/INTERNSHIP RECIPIENTS)

- Inform about available scholarships and internship opportunities.
- Provide guidance on career development within the engineering field.
- Share success stories and progress updates to keep them engaged.

## LOW INFLUENCE, LOW INTEREST – RECOGNISE

### BROADER COMMUNITY

- Acknowledge the broader community's role and presence.
- Communicate the company's commitment to reconciliation through public channels.
- Recognize and respect their contributions and presence in reconciliation efforts.



# RELATIONSHIPS

**Relationships are built through shared experiences.**



By doing together. By being together side by side. In good strong relationships we learn. We respect and are respected. We look for ways to support each other to succeed. When we do this, we can influence, through our relationships, a positive impact on Aboriginal and/or Torres Strait Islander peoples and their communities and organisations as well as build awareness within NDY. There is also the ability to influence other stakeholders including industry peers.

**This is why we start with relationships.**

In our 2025-2027 RAP we aspire to take a step back, pause and re-set our relationships. We want to start right with Aboriginal and Torres Strait Islander communities, organisations and businesses that our business and our projects, come into contact with. We will actively map our projects and core business, alongside our existing relationships. Where we don't have relationships we will challenge ourselves to invite them – in a meaningful way.

**The impact story we aspire to be part of, as part of our sphere of influence, is:**

Historically, our sector has seen opportunities for deeper connections with Aboriginal and Torres Strait Islander communities. By enhancing our understanding of their histories, cultures and project requirements, we can improve our relationships and outcomes. By prioritising the creation of culturally safe delivery teams through cultural training and including Aboriginal and/or Torres Strait Islander businesses in our procurement strategy, we position ourselves to foster strong partnerships with Aboriginal and Torres Strait Islander communities on our commercial projects. Collaborating on projects enables us to create and cultivate meaningful, mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and organisations, contributing positively to reconciliation efforts. We aspire to activate our sphere of influence to make impactful change.





## RELATIONSHIPS GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2025	RAP Working Group Secretary
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	RAP Working Group Secretary
	Identify opportunities to build relationships with Aboriginal and Torres Strait Islander suppliers to NDY, clients and businesses within our sector to move beyond a transactional relationship to one that fosters respect and cultural learning.	May 2025	RAP Chair
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, May 2026	RAP Chair
	RAP Working Group members to participate in an external NRW event.	May 2025, May 2026	RAP Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025, May 2026	RAP Chair
	Organise at least one NRW event each year.	May 2025, May 2026	RAP Working Group member in each state
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, May 2026	RAP Working Group Secretary
<b>Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2025	RAP Chair
	Communicate our commitment to reconciliation publicly. Align with the launch of our RAP once approved.	July 2025	RAP Chair
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2025	RAP Chair
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2025	RAP Working Group Secretary
<b>Promote positive relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	September 2025	Director, People and Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2025	Director, People and Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2025	RAP Working Group Secretary
	Educate senior leaders on the effects of racism.	October 2025	Director, People and Culture



# RESPECT

**By focusing on cultural learning, we aspire to play our part in reconciliation. Two key initiatives will support NDY to further our aspirations in the “Respect” pillar of our RAP.**



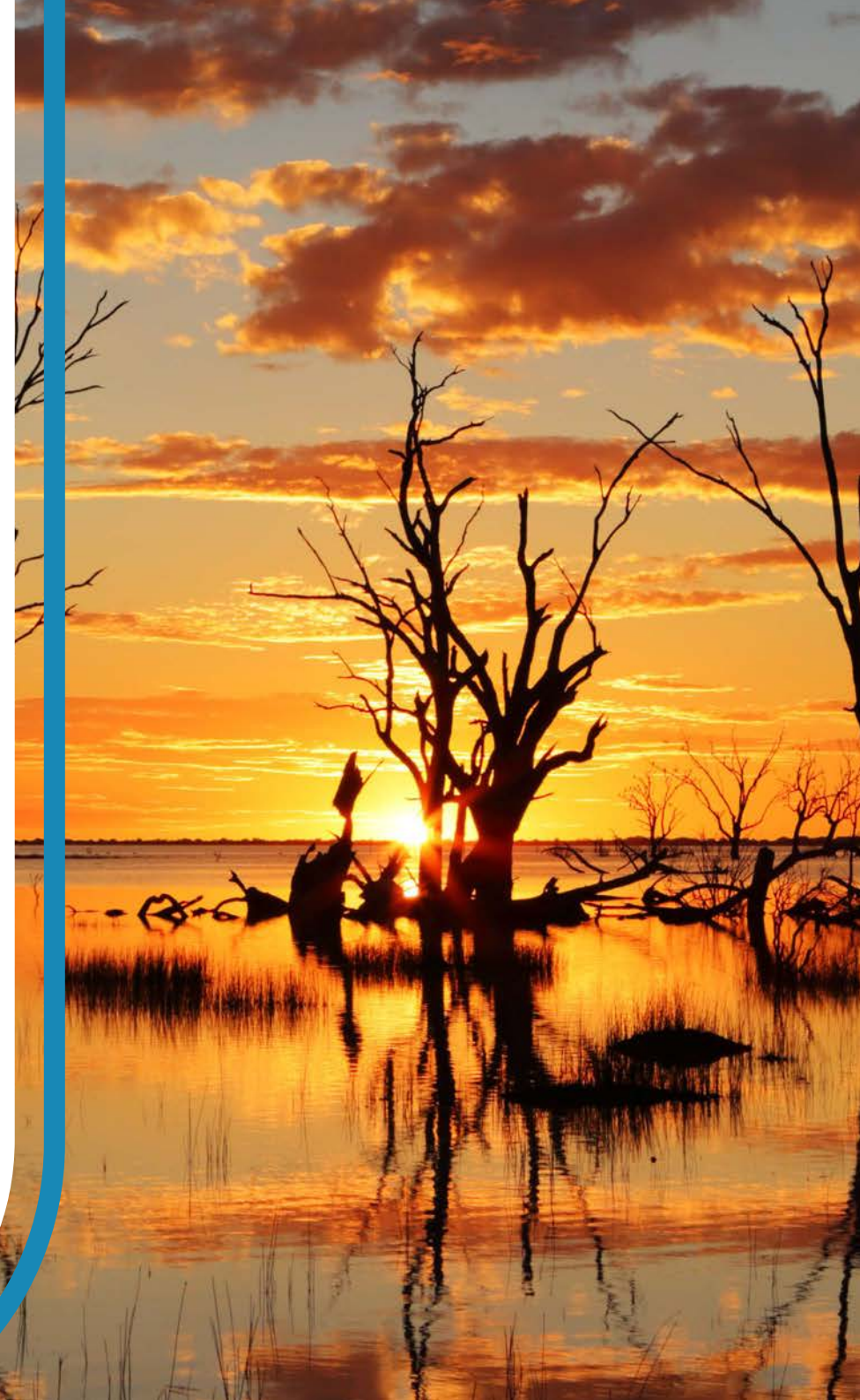
NDY is about place and creating spaces. To do this better with and for our clients and community we are on a journey to deepen our understanding of Country. We want to lead our teams to appreciate at a deeper level, why we Acknowledge Country, why it is significant and how we can connect better with histories and Culture. In the first year of this RAP we will commence this leadership with and by our Office Directors.

## **Cultural Learning embedded into our core business**

As engineers and designers so much of our work at NDY connects to Country. We want to better understand and be respectful to, Aboriginal and Torres Strait Islander ways of knowing and being. We hope that we can connect our clients and the spaces they are building for our community to Aboriginal and Torres Strait Islander principles about place and Country. Through quarterly learning sessions we will weave Aboriginal and/or Torres Strait Islander Peoples knowledge into our business disciplines. Sessions regarding colour, light, water, sound, music and fire will help to build understanding and respect for Aboriginal and Torres Strait Islander knowledge.

## **The impact story we aspire to be part of**

With a basis of respect and understanding we can build strong mutually beneficial relationships that result in NDY playing our part in increased prosperity and self-determination for Aboriginal and Torres Strait Islander peoples and reconciliation overall.





## RESPECT GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	June 2025	Director, People and Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2025	Director, People and Culture
	Develop, implement and communicate a cultural learning strategy document for our staff.	June 2025	Director, People and Culture
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	October 2025	Director, People and Culture
	Learning series for NDY employees linking Aboriginal and Torres Strait Islander knowledge and history of engineering to the work that NDY performs today.	July 2025 and quarterly thereafter	Director, People and Culture
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. This will be achieved by engaging an organisation to educate employees.	July 2025	Director, People and Culture
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Director, People and Culture
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. To encourage recognition and respect.	July 2025	Director, People and Culture
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2025	Director, People and Culture
	Engage a specific cultural learning provider to support a greater understanding of Acknowledgement, increase their confidence and encourage our employees to implement Acknowledgement and Welcome Protocols.	October 2025	Director, People and Culture
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025, 2026	Regional Director/RAP Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	October 2025	Director, People and Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025, 2026	Regional Director/RAP Chair



# OPPORTUNITIES

**In this RAP we believe we can make a material difference in the areas of education and Aboriginal and/or Torres Strait Islander Peoples' entrepreneurship.**



## EDUCATION AND CAREERS IN ENGINEERING

We know that as a sector, engineering has limited representation of Aboriginal and Torres Strait Islander Peoples. This stems from historical discrimination, lack of awareness and outreach, cultural differences, educational barriers and retention challenges related to workplace culture. Addressing these issues requires a commitment to fostering diversity and creating supportive environments that respect and value Aboriginal and Torres Strait Islander perspectives. Only 0.5% of engineering students are Aboriginal and/or Torres Strait Islander people – this is well under the population of 3.8%. We see our opportunity to elevate our focus on supporting school-age and university students to learn about and potentially follow a career in engineering.

At NDY, we have been committed to supporting future engineers while they are still at school, through our relationship with Engineering Aid Australia. We have also created partnerships to offer scholarships to university students.

We will focus on our partnership with Engineering Aid Australia to:

- Increase understanding about building services engineering
- Provide more opportunities for hands-on-learning through site visits on our projects and creating work experience opportunities
- We will continue with our commitment to internships through Career Trackers and seek to build these out to longer-term opportunities for tertiary students.







## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES ENTREPRENEURSHIP

**Through practice-based relationships and with reciprocity, Aboriginal and/or Torres Strait Islander business owners and our people can learn a lot from each other.**

We aspire to collaborate more with Aboriginal and/or Torres Strait Islander entrepreneurs and business owners in our sector. We will share our corporate knowledge and relationships to benefit entrepreneurs with an aim to make our sector stronger, more innovative and diverse. In turn the projects we work on will become more attuned to our lived and living environment.

### **The impact story we aspire to be part of:**

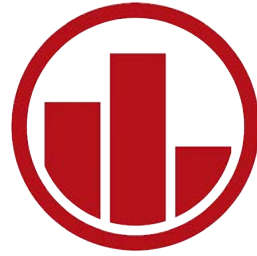
We understand that to create meaningful impact in the prosperity of Aboriginal and Torres Strait Islander Peoples we must begin with building cultural safety, increasing the opportunities for the inclusion of Aboriginal and Torres Strait Islander ways of knowing on our commercial projects, building relationships with Aboriginal and/or Torres Strait Islander businesses and local Aboriginal and Torres Strait Islander communities. We understand the interrelatedness of our initiatives in the "Opportunities" pillar of our RAP. By providing specific support for students, Aboriginal and/or Torres Strait Islander entrepreneurs and businesses in our student programs and procurement strategy we can also increase cultural safety and relationships. By increased opportunities within the sector and increasing our partnerships and spend with Aboriginal and/or Torres Strait Islander businesses, we can contribute meaningfully to economic prosperity, self-determination and reconciliation.





## OPPORTUNITY GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	Director, People and Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2025	Director, People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2025	Head of Talent Acquisition
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2025	Head of Talent Acquisition
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2025	Director, People and Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2025	Regional Director/RAP Chair
	Investigate Supply Nation membership.	August 2025	Regional Director/RAP Chair
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2025	Regional Director/RAP Chair
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2026	Regional Director/RAP Chair
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2026	Regional Director/RAP Chair
Create exposure to opportunities for Aboriginal and Torres Strait Islander peoples aligned to NDY's core business.	Provide mentoring and relationships to Aboriginal and Torres Strait Islander entrepreneurs. Identify an emerging Aboriginal and/or Torres Strait Islander business that operates in a business complementary to NDY's business and provide mentoring opportunities to support their success.	February 2026	Regional Director/RAP Chair
	Provide a scholarship to at least one Aboriginal or Torres Strait Islander university student to support them through university.	January 2026	Regional Director/RAP Chair



# GOVERNANCE

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## GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	SPHERE OF INFLUENCE
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2025	Regional Director/RAP Chair	RAP working group
	Establish and apply a Terms of Reference for the RWG.	May 2025	Regional Director/RAP Chair	RAP working group
	Meet at least four times per year to drive and monitor RAP implementation.	May 2025	Regional Director/RAP Chair	RAP working group
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	June 2025	Regional Director/RAP Chair	RAP working group
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2025	Regional Director/RAP Chair	RAP working group, Senior leadership, Staff
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2025	RAP Working Group Secretary	RAP working group
	Appoint and maintain an internal RAP Champion from senior management.	May 2025	Regional Director/RAP Chair	Senior leadership
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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	RAP Working Group Secretary	RAP working group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Working Group Secretary	RAP working group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Working Group Secretary	RAP working group
	Report RAP progress to all staff and senior leaders quarterly.	October 2025	Regional Director/RAP Chair	RAP working group
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2025 October 2026	Regional Director/RAP Chair	RAP working group Senior leadership
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	RAP Working Group Secretary	RAP working group
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2027	Regional Director/RAP Chair	RAP working group
	Reposition the NDY Theory of Change for our 2025-2027 RAP	May 2025	Regional Director/RAP Chair	RAP working group
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2027	RAP Working Group Secretary	RAP working group

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