



**Norman
Disney &
Young**
A TETRA TECH COMPANY



RECONCILIATION
ACTION PLAN

INNOVATE

RECONCILIATION ACTION PLAN

INNOVATE | MAY 2021-MAY 2023



ACKNOWLEDGEMENT

NDY acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands, waters, skies and all living things across the Aboriginal and Torres Strait Islander Nations in Australia in where we live and work. Specifically, we pay our respects to the Noongar, Kurna, Yuggera, Ngunnawal, Wurundjeri and Cammeraygal peoples as the Traditional Owners of the lands where our offices currently stand.

We respect the enduring and unique connection to lands and waters, kinship connection, language, traditional laws and lore, customs and ceremonies. We pay respect to each Nations' Elders past, present and emerging.

At NDY we are enriched by Aboriginal and Torres Strait Islander peoples' contributions to our organisation and we commit to working together to build a prosperous and inclusive Australia.



Stuart Fowler
Chief Executive Officer
Norman Disney & Young

MESSAGE FROM OUR CEO

NDY recognise that reconciliation is critical not only to Aboriginal and Torres Strait Islander peoples, but to all Australians and also our people.

I am delighted to present Norman Disney & Young's 2021– 2023 Reconciliation Action Plan (RAP), defining our commitment and contribution to reconciliation in Australia. Our RAP forms part of NDY's broader commitment to diversity and inclusion and fostering a culture where we embrace and celebrate difference.

Our vision for reconciliation is for NDY people to respect and embrace the proud heritage of Aboriginal and/or Torres Strait Islander peoples, and to actively promote opportunities for Aboriginal and/or Torres Strait Islander peoples and relationships within the communities where our offices are located across Australia. It is NDY's goal to benefit all Australians by fostering greater historical acceptance and cultural safety for Aboriginal and/or Torres Strait Islander peoples and communities, building respectful, mutually beneficial relationships.

NDY believe appreciation and acceptance of the past will contribute to inspiring non-Indigenous Australians to actively champion for positive futures, and equality, for Aboriginal and/or Torres Strait Islander peoples and communities. It is our aspiration that they may enjoy the same opportunities in life as non-Indigenous Australians, enabling us to walk together into a prosperous future. We believe through education, our people can be agents for change and ambassadors for driving attitudinal change in their own communities.

Over the past 12 months, NDY has made good progress towards our goal of building strong consultative relationships with Aboriginal and/or Torres Strait Islander peoples, businesses and organisations, including those who are impacted by our work, and we look forward to continuing to strengthen these

relationships. We have taken some important first steps to expand the participation of Aboriginal and/or Torres Strait Islander owned and operated businesses in our supply chain, with plans to progress this in future.

Reconciliation Australia's RAP program has provided NDY with an invaluable framework that has shaped our efforts to more effectively contribute to positive social, cultural and economic outcomes for Aboriginal and/or Torres Strait Islander peoples and communities.

We now look forward to implementing some exciting opportunities established for the development, education and employment of Aboriginal and/or Torres Strait Islander peoples at NDY. Over time, via genuine and respectful engagement, we aspire to become an employer of choice in our industry for Aboriginal and/or Torres Strait Islander peoples.

As CEO and Chair of the NDY Global Diversity & Inclusion Working Group, I will continue to personally champion our RAP commitments, report on progress, build on our past successes and set new, ambitious goals through future RAPs. The NDY RAP Working Group, together with the Australian Executive Team, will be responsible for driving and coordinating the implementation of our RAP commitments.

We have come a long way and recognise that there is still more to do to drive change. I thank and commend those who have contributed to these significant achievements and developed this new RAP and look forward to a future of even brighter innovation as we build our engagement and partnerships with Aboriginal and/or Torres Strait Islander peoples.

A portrait of Karen Mundine, Chief Executive Officer of Reconciliation Australia. She is a woman with curly brown hair, smiling, wearing a black blazer over a black top with a floral pattern. The background is a soft-focus outdoor setting.

MESSAGE FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Norman Disney & Young on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Norman Disney & Young to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Norman Disney & Young will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and

opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Implementing an Innovate RAP signals Norman Disney & Young's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Norman Disney & Young on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

OUR VISION

Our vision for reconciliation is a unified Australia where Aboriginal and/or Torres Strait Islander peoples can fully realise their right to self-determination through equal and equitable access to opportunities to thrive. An Australia where everyone, our neighbours, colleagues, friends and family, take on a responsibility to achieve equality and social and economic wellbeing for all. Ultimately, it is our vision to contribute to an Australia where social justice, equality, diversity and respect are not only expected but celebrated.

NDY's vision as a business is to enhance the lives of others, by engineering outstanding projects, mindful that every project matters. We aim to sustain deep and trusting relationships with our clients, through solving their problems and serving them with utmost reliability, and to engage our people with meaningful, rewarding and inspiring opportunities.

As an extension of our vision to enhance the lives of others, we want to be recognised as a company that takes engages compassionately, constructively and collaboratively with Aboriginal and Torres Straits Islander people and bodies involved with or affected by projects we are involved in. We will actively create and promote employment, education, professional development and supply chain opportunities for Aboriginal and/or Torres Strait Islander peoples, communities and organisations, specifically within the engineering industry where our core expertise lies.

In so doing, it is our intention to create a satisfying, sustainable legacy that will inspire not only our staff but extend to those we interact with outside the organisation.

ABOUT NDY

NDY's core business is to provide quality consulting engineering within the building services industry.

We have a global presence and set ourselves apart by our ability to deliver highly innovative and tailored solutions for clients in a wide range of markets including buildings, sustainability, health, transport, mission critical, defence, industrial and utilities. Established in 1959, we have a long history of engineering excellence and our expertise extends to a range of unique specialties.

NDY are passionate about providing solutions that improve the value, reliability and efficiency of our clients' projects, and the broader built environment.

Our global corporate offices are based in the following locations:

- Australia (Sydney, Melbourne, Brisbane, Gold Coast, Canberra, Perth, Adelaide)
- New Zealand (Auckland, Wellington)
- United Kingdom (London)
- Canada (Vancouver)
- Hong Kong

NDY has Australian offices located in most major cities and we value and embrace the many contributions that a culturally diverse workforce brings to our business. Our national reach means that we can effect positive change both locally and nationally.

Reputation. NDY have maintained high standards for more than 50 years, which has rewarded us with an enviable reputation in today's industry, renowned for honesty, integrity and dependability. This recognition was earned by NDY through the years – a vital asset which every member of staff is responsible to preserving, protecting and

enhancing.

Global Reach. Today, NDY is part of a global network of Tetra Tech companies, with 20,000 people across 450 offices, for clients including the Australia, UK and US governments, and private sector foundations. We provide access to worldwide resources, and extensive and innovative technical experience through a network of project and corporate offices.

Values. NDY is committed to the highest ethical principles and standards of behaviour including the achievement of its objectives. As a global firm operating in diverse business and social environments, we are proud of our reputation for high ethical standards and are mindful that they apply both in the way we deliver our services and how we run our business.

This is reflected throughout our internal policies and procedures which define what we expect of our people, encompassing our values of:

- Excellence
- Leadership
- Integrity
- Collaboration
- Accountability & Ownership
- Innovation

We strive to be ethically, environmentally, socially responsible and sustainable in all that we do for our clients, our people, our workplaces and the communities in which we operate.

ABOUT NDY

NDY currently employ approximately 400 employees in our seven offices across Australia.

Unfortunately, no employees currently identify as Aboriginal and/or Torres Strait Islander, however, through our partnership with CareerTrackers and Curtin University, we are excited to implement our plans to recruit Aboriginal and/or Torres Strait Islander talent into our organisation in 2021 and beyond.

NDY are committed to creating an inclusive culture that acknowledges and embraces difference. This brings new thinking and ideas – benefits that enhance the experiences of our employees and, in turn, our ability to engage with all our clients across Australia.

Our people are the face of our business and we are committed to ensuring our workforce reflects the diversity of our clients and communities.

**In every interaction
we have, we are
respectful and
inclusive.**

Feedback

We welcome feedback on our RAP. Please email us at HR@ndy.com.

OUR RAP

Having our Innovate RAP endorsed by Reconciliation Australia is something NDY is very proud of. Our RAP is championed by our CEO and Regional Director (Australia) with support and promotion by senior leaders across the business.

Implementing reconciliation

An Innovate RAP outlines actions that work towards achieving our organisation's unique vision for reconciliation. Commitments within this RAP allow NDY to be aspirational and innovative in order to help us gain a deeper understanding of our sphere of influence and establish the best approach to advance reconciliation. An Innovate RAP focuses on developing and strengthening relationships with Aboriginal and/or Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation and developing and piloting innovative strategies to empower Aboriginal and/or Torres Strait Islander peoples.

Developing a RAP gives NDY the best chance of achieving positive Aboriginal and/or Torres Strait Islander engagement objectives and delivering broader, mutually beneficial outcomes including:

- The opportunity to become an employer of choice for Aboriginal and/or Torres Strait Islander talent by establishing pathways for employment, education and professional development.
- Growing a more dynamic, innovative and diverse workforce.
- Achieving positive social and economic impacts by creating opportunities to support Aboriginal and/or Torres Strait Islander owned and operated businesses in our supply chain.
- Fostering cultural safety, respect and tolerance in the workplace.
- Better service delivery to our clients through improved cultural capability facilitated by the development of strong relationships and the ability to listen and learn from Aboriginal and/or Torres Strait Islander peoples and communities.
- The opportunity to contribute to new projects, industries, services and ways of doing business.

In 2018, NDY formalised a Diversity & Inclusion Policy and Diversity & Inclusion Strategy which saw us formally commit to embracing a diverse workforce and to recognise and respect qualities which are unique to individuals such as gender, age, ethnicity, culture, religious or political beliefs, language, education, socio economic background, family/relationship status, sexual orientation and disability. Diversity of perspective is also valued at NDY including differences in personality, life and work experience, skills, ways of thinking and working. To support our strategy and policy, NDY formed a global Diversity & Inclusion Working Group in 2018 and it was through this forum, combined with feedback received from staff during our first Diversity & Inclusion survey that conversation was stimulated about creating a Reconciliation Action Plan.

We took the important step of committing to the development of our Reflect RAP in early 2019 using a change management process, appreciating that all our staff need to be engaged in the process for real reconciliation to occur. Change can only come about through the support and leadership of our most senior executives as well as via focused, targeted action and engagement at all levels of NDY.

OUR RAP

The initial leadership for this change came from our Australian Executive Team.

We engaged with all staff nationally to seek volunteer staff members to be involved in our inaugural RAP Working Group (RWG) which was formed in July 2019, to support the RAP drafting and endorsement process with representation achieved across all Australian office locations. Our RAP Working Group is chaired by the Regional Director of NDY Australia. Regular reporting on our RAP progress is provided to the Australian Executive Team and Global Diversity & Inclusion Working Group, which is chaired by the CEO.

To support us to further our reconciliation efforts, from March 2021 we have drawn on the expertise of Jeremy Mitchell, as a Whadjuk Noongar man, who is Principal Environmental Consultant for our affiliated Tetra-Tech company EcoLogical Australia. He has agreed to join our RWG and we look forward to learning from his expertise and guidance to help ensure our RAP resonates with Aboriginal and/or Torres Strait Islander peoples and achieves our stated aims.

OUR RAP WORKING GROUP

POSITION	NAME	TITLE
CHAIR	Sam Aloï	Regional Director & Australian Executive Team Chair
MEMBERS	Jeremy Mitchell	Principal Environmental Consultant (EcoLogical Australia)
	Peter Needham	Senior Project Engineer (MPlus), Adelaide
	Connan Brown	Senior Project Engineer (Mechanical), Brisbane
	Lucy Stevenson	Sustainability Consultant, Canberra
	Andrea Lawrie	Executive Assistant & Marketing, Corporate
	Aviva Gunzburg	Senior Project Consultant (NDYLIGHT), Melbourne
	Hannah George	Senior Project Engineer (Comms/ICT), Perth
	Michael Markidis	Associate Director (Electrical), Sydney
	Claudia Burbidge	Sustainability Consultant (Graduate), Sydney
SECRETARY	Karen Iles	Director, Violet Co (External Consultant)
	Sarah Dawson	Group Director, Marketing & Communications
	Jennifer Boxall	Head of Diversity, People & Culture

Our RWG has met on a bi-monthly basis since August 2019 to both develop and implement our Reflect RAP, and as we now continue our journey with this Innovate RAP, we will continue to meet at least quarterly.

RAP Highlights 2020

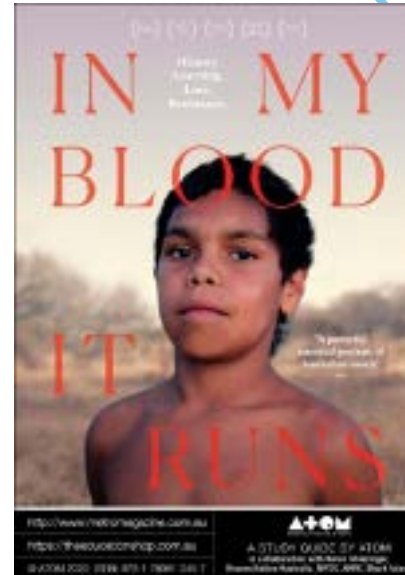
The key highlights for us in 2020 were:

- In August 2019, our RAP Working Group met for the first time, and a Terms of Reference were established and agreed.
- In November 2019, we became proud sponsors of Engineering Aid Australia and their Indigenous Australia Engineering Summer School (IAES) 2020 program. We played an active role participating in the WA event held in September-October 2020.
- In February 2020, ahead of our RAP launch event, Each NDY office in Australia proudly displays Aboriginal artist Sheldon's (Murri) painting titled 'Treaty' (featured in our Reflect RAP), sourced from The Torch in St Kilda, Melbourne. This painting represents our organisational commitment to reconciliation and the importance of working together for a brighter future for all Aboriginal and/or Torres Strait Islander and non-Indigenous Australians.
- In March 2020, our Reflect RAP launch event was held in our Melbourne head office in March 2020, where NDY experienced its first Welcome to Country ceremony incorporating traditional dance, Didgeridoo and Spiritual Songmaster performances, and enjoyed a social gathering centered around delicious food provided by Supply Nation certified catering company Pawa Catering.
- Also in March 2020, 55% of our staff participated in our first RAP Cultural Training Needs Survey which provided valuable baseline data to inform our future reconciliation strategies and initiatives. Unfortunately, only 5% of our staff reported that they frequently interact with Aboriginal and/or Torres Strait Islander colleagues or professional associates, and we are determined to improve upon this in future. Encouragingly, 91% of our staff agreed that it was important to learn about the mistreatment of Aboriginal and/or Torres Strait Islander Australians and the survey results have provided us with data to inform our cultural learning strategy.
- In June 2020, NDY staff participated in our inaugural National Reconciliation Week event, incorporating an eye-opening film screening of 'In My Blood It Runs', including an interactive film-maker Q&A. This event was held virtually in line with COVID-19 restrictions.
- In July 2020 NDY formed a relationship with Engineers Without Borders with the goal of providing our staff with exciting opportunities to support engineering projects for Aboriginal & Torres Strait Islander communities that help to achieve positive social and community outcomes.
- Also in July 2020, all staff received an Acknowledgement of Country induction so that this respectful protocol can be incorporated into future formal meetings and gatherings. We believe this is a valuable practice that promotes respect and an ongoing connection to place for Aboriginal and/or Torres Strait Islander peoples and contributes to acknowledging and ending a long history of exclusion and dispossession following colonization. The AIATSIS Indigenous Australia map was featured during this training, as a visual means of increasing staff appreciation of the richness and diversity of Aboriginal and/or Torres Strait Islander peoples and cultures.
- In September 2020 NDY established a Curtin University Aboriginal or Torres Strait Islander Undergraduate Student Engineering Scholarship program commencing from 2021.
- Also in September 2020, our Perth based engineers were given the opportunity to volunteer their support for the Engineering Aid Indigenous Australian Engineering School (IAES) 2020 program hosted by Curtin University. This allowed our people to personally connect with students as they enquired about life as an engineer.
- In October 2020, NDY partnered with CareerTrackers to provide internship opportunities for Aboriginal and/or Torres Strait Islander Engineering students in 2021. We plan to grow this partnership to engage more talented undergraduates in future and anticipate they will join NDY after their studies and contribute to our future success.

RAP Highlights 2020

- In November 2020, following a review of our annual expenditure we determined some early areas of opportunity for increasing support of Aboriginal or Torres Strait Islander owned and operated businesses in our supply chain. Further to this review, an opportunity was identified to make improvements in the areas of stationery and catering. NDY's national preferred supplier for stationery is Complete Office Supplies (COS), and they are joint venture partners and distributors of Muru Office Supplies (MOS). Founded in 2014 the Muru Group is Australia's largest Aboriginal and/or Torres Strait Islander owned supply company, specialising in end-to-end workplace supplies. Through our partnership with COS, we have established an arrangement whereby quality Muru supplies are preferenced over other stationery products when ordered nation-wide via the COS online ordering system. So too from a catering perspective, we identified Aboriginal or Torres Strait Islander owned and operated local businesses in all Australian office locations that are Supply Nation certified. We are happy to be supporting these businesses for company events and functions in future.
- NAIDOC week 2020 celebrations saw us collaborate with affiliated Tetra-Tech companies Coffey International Development (RAP organisation) and EcoLogical Australia to host a panel discussion for all staff where we shared our RAP progress and invited proud Whadjuk Noongar man Jeremy Mitchell from EcoLogical Australia to provide a reflection on the idea of the social license to operate in the context of Aboriginal and/or Torres Strait Islander engagement and in the wake of the destruction of the Juukan Gorge rock shelter. In addition, staff participated in an external NAIDOC Week event facilitated by Casey Cardinia Libraries exploring Aboriginal and/or Torres Strait Islander Science and Innovation.
- We also launched our first foundational Aboriginal and/or Torres Strait Islander cultural and historical awareness training program rolled out to all staff as part of NAIDOC week celebrations.

We have come a long way and recognise that there is still more to do to drive change. This Innovate RAP shapes the next chapter in NDY's journey.



NDY Director Alex Rodger speaking with IAES 2020 participants at a Reception held at Government House.



Regional Director Sam Alooi and Koomurri Dance Troupe Master Russell Dawson preparing for our Reflect RAP launch event (March 2020)



Welcome to Country & Cultural Performance by Koomurri Dance Troupe for our Reflect RAP launch event (March 2020)



NDY Engineers (Stephen Barrett pictured right) attended the IAES 2020 networking and careers event with the goal of inspiring Aboriginal and/or Torres Strait Islander participants to consider a career in Engineering.

Key Learnings

Our reconciliation journey to date has taught us the following lessons:

Build respectful relationships and partnerships

Reconciliation is about the coming together of cultures – of NDY and Aboriginal and/or Torres Strait Islander peoples – that will form the basis for our journey from here, toward reconciliation.

Buy-in is Key

Effective delivery of our Reflect RAP required support from all levels of the business.

This required extensive engagement with a broad range of internal and external stakeholders to ensure our foundation is strong moving forward.

Listen to Understand

To deliver effective actions that consider ways in which non-Indigenous systems and structures can contribute to addressing historical and current injustices. In addition, we learned through listening a vast appreciation of the significant strength, resilience and contributions made by Aboriginal and/or Torres Strait Islander peoples. We learnt that each employee has a role to play in their own learning and understanding so they can become informed advocates for positive change so that as Australians we can go from strength to strength together.

Avoid a 'one size fits all' approach

Across Australia, the histories, cultures and local issues and concerns faced by Aboriginal and/or Torres Strait Islander peoples in each community are varied, so too are individual perspectives. We have learned that it is important to gain an understanding of these complexities and customize our approach to staff training and reconciliation investment in future, avoiding a one-size-fits-all approach to achieve maximum positive impact.

Ensure alignment between business strategy and reconciliation activities

During our first year, we discovered an almost overwhelming amount of reconciliation activities that we could become involved in. We recognised that our actions need to align with our existing business capabilities and priorities to achieve long term sustainable and mutually beneficial outcomes that we can commit to deepening our impact towards over time.

NDY's Innovate RAP will draw on these learnings in both design and, importantly, implementation to ensure delivery of the organisational change and capability increase required to achieve NDY's goals and fulfil our commitment.

Aligning Our Values to Best Practice Race Relations Principles

NDY conducted a thorough review of Australian and International Indigenous rights frameworks, Australian diversity and inclusion literature and legislative requirements.

From this review we identified some best practice race relations principles that have been applied within the context of reconciliation with Aboriginal and/or Torres Strait Islander peoples and communities. We have summarised our findings into a set of impactful principles to carry forward as a guide for our future reconciliation efforts.

NDY VALUE	BEST PRACTICE RACE RELATIONS PRINCIPLES
Excellence	<p>Cultural Safety & Diversity</p> <ul style="list-style-type: none">– Provide Cultural Safety: NDY will consider cultural safety in all that we do to ensure our culture reflects a workplace where Aboriginal and/or Torres Strait Islander peoples feel safe to be their authentic selves.– Diversity: NDY recognise that every community is different, as is each individual's experience of colonisation. Therefore, while there may be historical and cultural aspects in common, NDY will aim to ensure we establish ways of working to build trust in relationships.
Leadership	<ul style="list-style-type: none">– Community Conscious Engagement: NDY aim to be clear about which Aboriginal and/or Torres Strait Islander communities we will engage with and to identify the most appropriate people in each community to speak with to ensure a variety of opinions are heard.
Integrity	<ul style="list-style-type: none">– Genuine & Transparent Engagement: NDY aim to establish clear intent and authentic transparent communication to support a positive and trusted reputation and brand within Aboriginal and/or Torres Strait Islander communities.
Collaboration	<ul style="list-style-type: none">– Reciprocity: NDY recognise that cross-cultural understanding and learning goes both ways. It is about two-way sharing. NDY will consider what we will give and share that is valuable.
Accountability & Ownership	<ul style="list-style-type: none">– Measuring Effectiveness Using Metrics: NDY aim to ensure we measure our engagement effectiveness using the right metrics. Examples include long term retention of Aboriginal and/or Torres Strait Islander employees and measuring the level of respect and relationship between Aboriginal and/or Torres Strait Islander and non-Indigenous Australians.
Innovation	<ul style="list-style-type: none">– Valuing Aboriginal or Torres Strait Islander Knowledge and Intellectual Property: NDY seek to understand the terms associated with Aboriginal and/or Torres Strait Islander communities' sharing knowledge with us, using and sharing that knowledge correctly and ensuring due compensation and recognition is provided.

DELIVERABLES

The following table outlines the key activities and deliverables aligned under the three strategic pillars for 2021-2023:

Relationships

Building relationships with Aboriginal and/or Torres Strait Islander peoples based on trust, integrity and respect is critical to our success. This will enable us to create meaningful partnerships in the communities we operate in. We believe that relationships with Aboriginal and/or Torres Strait Islander peoples will bring the diverse experiences, knowledge and perspectives that will enable us to provide better quality service to our clients.

Focus area: Partnerships – Consultation – Knowledge – Cultural Safety – Collaboration

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and/or Torres Strait Islander stakeholders and organisations to further develop and agree to a set of guiding principles for future engagement.	September 2021	RAP Working Group Secretary
	Develop and implement an engagement plan to work with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	March 2022	RAP Working Group Secretary
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Regional Director
	RAP Working Group members to participate in an external NRW event.	May 2021, 2022	RAP Working Group Secretary
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021, 2022	Regional Director
	Organise at least one NRW event each year.	May 2021, 2022	RAP Working Group Secretary
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2021, 2022	RAP Working Group Secretary
3. Promote reconciliation through our sphere of influence.	Engage staff in reconciliation by undertaking a survey to track staff perceptions of our reconciliation efforts over time.	September 2022	Regional Director
	Collate and share our employee's personal commitments to reconciliation.	November 2021	Group Director, Marketing & Communication
	Communicate our commitment to reconciliation publicly.	September 2021	Regional Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2021	Regional Director
	Build relationships and collaborate with STEM RAP organisations to develop ways to advance reconciliation.	September 2021	Regional Director
	Include an overview of the RAP as part of our staff onboarding and induction process.	September 2021	People & Culture Business Partner
4. Promote positive race relations through anti-discrimination strategies.	Review HR policies and procedures to ensure greater alignment with best practice anti-discrimination principles.	December 2021	Group People & Cul-ture Director
	Develop, implement and communicate an anti-discrimination policy for our organisation.	March 2022	Group People & Cul-ture Director
	Engage with Aboriginal and/or Torres Strait Islander staff and/or Aboriginal and/or Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2022	People & Culture Business Partner
	Educate senior leaders on the effects of racism.	July 2022	Group People & Cul-ture Director
	Host a screening of The Final Quarter for all staff and facilitate a discussion following the film using the associated resources.	July 2022	RAP Working Group Secretary

Respect

NDY acknowledges Aboriginal and/or Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia and pays respect to Elders past, present and future. We also acknowledge the importance of maintaining Aboriginal and/or Torres Strait Islander cultures, Country and spiritual connection to the land. We aim to continuously improve our understanding of Aboriginal and/or Torres Strait Islander cultures so that respect can be established and maintained.

NDY strongly believe that a sustainable future is one which meets current needs without compromising the ability of the next generation to meet their needs, meaning we value and respect people and the environments in which we operate. We will celebrate the success of Aboriginal and/or Torres Strait Islander peoples and the sharing of their customs, cultures, knowledge and languages to improve NDY's work for the benefit of the Australian community.

Focus area: Protocols – Cultural Learning and Development

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September 2021	Head of Diversity
	Consult local Traditional Owners and/or Aboriginal and/or Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2021	Group People & Culture Director
	Develop, implement and communicate an Aboriginal and/or Torres Strait Islander cultural learning strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	November 2021	Group People & Culture Director
	Assign the NDY Aboriginal and Torres Strait Islander Cultural Learning online module as standard training for all new starters in Australia.	May 2021	Head of Diversity
	Develop and implement a virtual training workshop for staff that is focused on increasing cultural capability in line with the agreed cultural learning strategy.	August 2022	Group People & Culture Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2022	Head of Diversity
	RAP Working Group members to promote cultural immersion opportunities for staff in each local office.	September 2021	Head of Diversity
	Develop an intranet-based learning hub providing resources for all staff to develop a deeper understanding of how we work, communicate and engage with Aboriginal and/or Torres Strait Islander peoples.	June 2022	Head of Diversity
6. Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2021	Head of Diversity
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2021	Head of Diversity
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2021	Regional Director
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2021	Regional Director
	Purchase and display Acknowledgement of Country plaques within each of our Australian office locations.	February 2022	Regional Director
7. Build respect for Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC We	RAP Working Group to participate in an external NAIDOC Week event.	July 2021, 2022	Head of Diversity
	Provide financial or in-kind support to an external NAIDOC Week event.	July 2021, 2022	Regional Director
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2021, 2022	Group People & Culture Director
	Promote and encourage participation in external NAIDOC events to all staff.	July 2021, 2022	Regional Director

Opportunities

NDY recognise that innovation is best achieved when diverse talent works together to create unique solutions. NDY aims to create sustainable employment and procurement opportunities for Aboriginal and/or Torres Strait Islander peoples that deliver real change for them personally, for their families, and for our people who support their success.

NDY is focused on creating long term career opportunities for Aboriginal and/or Torres Strait Islander peoples.

Focus area: Education - Employment – Procurement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention and professional development.	Build Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2021	Group People & Culture Director
	Engage with Aboriginal and/or Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2022	Group People & Culture Director
	Develop and implement an Aboriginal and/or Torres Strait Islander recruitment, retention and professional development strategy.	July 2022	Group People & Culture Director
	Advertise job vacancies to effectively reach Aboriginal and/or Torres Strait Islander stakeholders.	July 2022	Group People & Culture Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace.	December 2021	Group People & Culture Director
	Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce.	December 2021	Regional Director
	Continue to partner with Engineering Aid with the aim of inspiring Aboriginal and/or Torres Strait Islander secondary students to pursue a career in Engineering.	December 2021	Regional Director
	Support tertiary education for an Aboriginal and/or Torres Strait Islander undergraduate university student of Engineering via the award of an Aboriginal or Torres Strait Islander student scholarship at Curtin University, including the potential for paid casual internship work throughout the successful candidate's studies.	December 2021	Regional Director
9. Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and/or Torres Strait Islander procurement strategy.	September 2021	Sustainability Manager
	Investigate Supply Nation membership.	October 2021	Regional Director
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to staff.	July 2021	Regional Director
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	December 2021	Sustainability Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2021	Regional Director
10. Contribute to community development and positive social outcomes for Aboriginal and/or Torres Strait Islander communities.	Provide employees with opportunities to be involved in Engineering on Country projects for Aboriginal and/or Torres Strait Islander communities, coordinated in collaboration with Engineers Without Borders.	December 2021	Regional Director

Governance

Focus area: Accountability – Reporting - Impact

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. The NDY RAP Working Group (RWG) actively monitors development, implementation, progress and reporting of our reconciliation efforts.	Implement, review and update Terms of Reference for the RAP Working Group	May 2021	RAP Working Group Secretary
	Develop and launch the RAP	May 2021	Regional Director
	Maintain Aboriginal and/or Torres Strait Islander representation on the RWG	May 2021, 2022	Regional Director
	RWG to meet at least quarterly to monitor and report on RAP implementation.	May 2021, 2022	Regional Director
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2021	RAP Working Group Secretary
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2021	Regional Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2021	RAP Working Group Secretary
	Appoint and maintain an internal RAP Champion from senior management.	May 2021	Regional Director
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	RAP Working Group to collect data for the RAP Impact Measurement Questionnaire.	July 2021, 2022	RAP Working Group Secretary
	RAP Working Group to seek internal approval and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021, 2022	RAP Working Group Secretary
	Report RAP progress to all staff and senior leaders quarterly.	June, September and December 2021 March, June, September and December 2022	Head of Diversity
	Create a theory of change and impact measures to enable progress reporting over time.	August 2021	RAP Working Group Secretary
	Publicly report our RAP achievements, challenges and learnings, annually.	Dec 2021, 2022	Regional Director
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	RAP Working Group Secretary
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2022	RAP Working Group Secretary

CONTACT DETAILS

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NDY QA SYSTEM

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