



Reconciliation Action Plan (Reflect)

October 2022 to September 2023



Artist: Chloe Little

Message from the CEO

Reconciliation Australia welcomes Tetra Tech Coffey to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Tetra Tech Coffey joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait

Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Tetra Tech Coffey to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Tetra Tech Coffey, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine

Chief Executive Officer, Reconciliation Australia

Message from the President

Our vision for Tetra Tech in the Asia Pacific Region, is to be the most sought after consulting and technical services firm, supporting our people and clients to deliver positive outcomes across the full project lifecycle.

We believe that diversity, equity, and inclusion are powerful drivers of business performance. We aim to undertake a practical role in reconciliation. As such, we welcome our first Reconciliation Action Plan (RAP) as an opportunity to review and reflect on where we can work together with Aboriginal and/or Torres Strait Islander peoples to support and stimulate authentic and increased Aboriginal and/or Torres Strait Islander participation in our industry, our organisation, and our communities.

Through our RAP we confirm our commitment to reconciliation through collaboration, mutual respect, and a responsibility to take action.



Brigid Moriarty

President, Tetra Tech Coffey

Acknowledgment of Country

Tetra Tech Coffey acknowledges Aboriginal and Torres Strait Islander peoples on whose Country we live and work. We pay our respects to their Elders past, present, emerging and future. Tetra Tech Coffey recognises Aboriginal and Torres Strait Islanders as the First Peoples of Australia, and we respect their cultural heritage, traditional knowledge and customs associated with their ancestral lands and waters. Through this acknowledgement we commit to ongoing learning and understanding on our journey to reconciliation.



Grounded Earth by Chloe Little

About our Artwork | *Grounded Earth*

This work reflects on the connection of Tetra Tech Coffey's people to the earth, water, and sky; and their deep respect and understanding of how the earth is shaped by natural forces and elements.



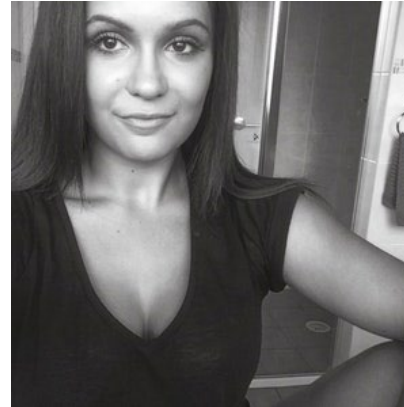
Central to the piece is the Tetra Tech Coffey and RAP journey, with three symbols representing founder, David Coffey, joining with Tetra Tech, and our Reconciliation Action Plan.

The artwork aims to represent the collaboration and learning spirit our people foster. The 'knowledge circles' represent our people coming together to learn and share knowledge.

You can also find footprints amongst animal tracks illustrating our place within the environment but also our impact on our land and the world in general. The colours represent our balance with nature to create a healthy environment in which we all thrive together.

With the browns and orange representing the earth, blue representing our waterways, green for our flora and dark blue for the sky, this artwork represents the diverse, different elements, and peoples which make up our beautiful Country and Tetra Tech Coffey as a whole.

About our Artist | Chloe Little



"Thorough creative expression, I aim to provide artwork that people enjoy and enhance their ability to engage with my culture just as much as I do".

Chloe Little is a proud Yorta Yorta woman from the Hawkesbury region in NSW. Growing up and living on Darug Country she enjoys creating totem pieces and contemporary

Aboriginal artworks which reflect the environment, animals and peoples in which she lives.

She approaches each art piece individually depending on the story, earth elements, and cultural heritage behind the piece itself.

An avid artist who takes great pride in the works she creates, Chloe is also passionate about helping others, currently studying nursing to help care for people and the community.

Chloe's style incorporates both traditional and contemporary Aboriginal art. She has created artworks using various mediums including acrylic paint on canvas and digital media.

Our Business

Tetra Tech Coffey and Tetra Tech Proteus (together, Tetra Tech Coffey) are part of Tetra Tech, a leading provider of consulting and engineering services worldwide. Our experts are at the forefront of their specialisation in engineering, geotechnical, testing, environmental, and project management services.

In Australia our combined expertise supports our clients in many industries, primarily through our engineering and scientific capability. We bring clear solutions to a complex world, through our *Leading with Science* approach.

We are part of the Asia Pacific operations of Tetra Tech. Across Australia, we have 460 employees located across offices in Adelaide, Brisbane, Canberra, Darwin, Geelong, Melbourne, Newcastle, Perth, and Sydney. Historically we have not collected ethnicity data for our staff, hence we cannot currently report the number of Aboriginal and/or Torres Strait Islander staff that we employ. In July 2021, we asked our current staff to voluntarily disclose their ethnicity data. We are also asking all new starters to voluntarily disclose their ethnicity. This will allow us to report on our ethnicity data in the future.

In our region we work with Tetra Tech International Development, Eco Logical Australia, A Tetra Tech Company, and Norman Disney & Young, A Tetra Tech Company. Together, we're part of the Tetra Tech team of 22,000 associates working in 450 locations across the globe.

Tetra Tech Proteus is a trading name used by Tetra Tech Coffey for certain industries. It is not a separate company or subsidiary. As such our RAP is for both Tetra Tech Coffey and Tetra Tech Proteus.

Tetra Tech International Development and Norman Disney & Young have already begun their reconciliation journeys, establishing Reflect RAPs in 2018 and 2020 respectively. Both companies are now implementing their Innovate RAP's.



Map: Tetra Tech Coffey Australia office locations

Our Reflect RAP

Diversity, equity, and inclusion (DEI) are among Tetra Tech's core values. We are committed to providing a working environment where all employees are valued for their contributions and our global workforce reflects the diversity of our clients and the communities in which we work.

Our journey began in December 2019 when Tetra Tech Coffey and Eco Logical Australia formed an Australia and New Zealand (ANZ) DEI committee. Our committee identified that the development and implementation of a RAP would provide a structured and accountable mechanism for helping us work towards our DEI goals.

We are at an early stage in our organisational journey of reconciliation, and we acknowledge that a long-term commitment is required.

We acknowledge that today, many have only a peripheral appreciation of Australia's First Peoples perspectives on cultural and contemporary history, rights, knowledge, traditional ownership, and custodianship of land that we work and live on. We hope, through implementation of the RAP, to develop appropriate and respectful understandings of key concepts, history, place and of Country, and of the profoundly deep ties and custodial connection and responsibilities inherent in traditional ownership.

As a result, we foresee our organisation engaging in a progressive manner in relation to being compassionate, practical, constructive, and collaborative with Aboriginal and Torres Strait Islander people and bodies involved with, or affected by, projects we undertake or organisations we deal with.

Our RAP underpins our ongoing efforts to recognise, be proud of, value and celebrate Aboriginal and Torres Strait Islander cultures and the ongoing coexistence of First Nations spiritual sovereignty of the areas we work and live. We intend this to become a satisfying legacy which will inspire not only our staff but extend to those we interact with outside the organisation.

Our RAP includes a number of specific and achievable initial targets. Implementation of the RAP will be undertaken in methodical steps, starting from foundational and readily achievable aspects, and continuing towards more ambitious objectives.

We will establish an accountable, transparent system of governance, driven by our ANZ Management Team, collaboration with the DEI Committee and key other staff who will form our RAP working group (RWG). Our ANZ DEI Committee Chair, who is also part of our ANZ Management Team, will be our RAP Champion. The RAP Champion is a senior leader who be responsible for driving internal engagement and awareness of the RAP.

The RWG will include an Aboriginal and/or Torres Strait Islander person. Our RWG's scope of responsibilities will include measurement and reporting of RAP progress internally and externally. Whilst working towards an endorsed Reflect RAP we have commenced our RAP actions and reporting of progress against the actions.

As a foundational step we are establishing cultural awareness and competency, firstly among the RWG and key business leaders and then more broadly in stages throughout the organisation as appropriate. As the organisation has a national footprint, we are developing an understanding of the local and regional cultural context of each operational area.

This starting point can be built on in each subsequent stage of RAP implementation. Once foundational actions are completed, all subsequent RAP targets and actions will be reviewed and updated as necessary on a regular basis, as the organisation will be better equipped to understand and agree on the levels of investment and timeframes required to achieve specific goals. Celebration and recognition of RAP achievements will also be a key aspect of implementation.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and/or Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	Check-in: October 2022	Lead: General Manager Support: RWG Chair
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and/or Torres Strait Islander stakeholders and organisations. 	Check-in: October 2022	Lead: HR Manager Support: RWG Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	Action: May 2023	Lead: ANZ Comms Manager
	<ul style="list-style-type: none"> RAP Working Group members will participate in an external NRW event. 	Action: 27 May - 3 June 2023	Lead: RWG Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	Action: 27 May- 3 June 2023	Lead: President Tetra Tech Coffey Support: RAP Champion
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	Action: May 2023	Lead: ANZ Comms Manager
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	Check-in: December 2022	Lead: General Manager Support: RWG Chair
	<ul style="list-style-type: none"> Identify RAP organisations and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	Check-in: January 2023	Lead: General Manager Support: RWG Chair
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	Check-in: February 2023	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	Check-in: March 2023	Lead: HR Manager Support: HR Team


Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. 	Check-in: March 2023	Lead: HR Manager Support: RWG Chair
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	Check-in: October 2022	Lead: HR Manager Support: RWG Chair
6. Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	Check-in: October 2022	Lead: General Manager Support: RWG Chair
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Check-in: October 2022	Lead: General Manager Support: RWG Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	Action: First week July 2023	Lead: ANZ Comms Manager
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	Action: June 2023	Lead: General Manager
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	Action: First week July 2023	Lead: RWG Chair



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and/or Torres Strait Islander employment within our organisation. 	Check-in: February 2023	Lead: HR manager Support: RWG Chair
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and/or Torres Strait Islander staffing and their needs to inform future employment and professional development opportunities. 	Check-in: April 2023	Lead: HR Manager Support: Recruitment Manager
	<ul style="list-style-type: none"> Use the tools available to us to support the development of current and future staff. Internships will continue to be a part of our staffing plan as opportunities arise. 	Check-in: February 2023	Lead: HR Manager Support: Recruitment Manager
9. Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and/or Torres Strait Islander owned businesses. 	Check-in: April 2023	Lead: Corporate Programme Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	Check-in: October 2022	Lead: Corporate Programme Manager



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RAP Working Group to govern RAP implementation. 	Check-in: October 2022	Lead: RAP Champion
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RAP Working Group. 	Check-in: October 2022	Lead: RWG Chair Support: RAP Champion
	<ul style="list-style-type: none"> Establish Aboriginal and/or Torres Strait Islander representation on the RAP Working Group. 	Check-in: October 2022	Lead: RWG Chair Support: RAP Champion
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	Check-in: October 2022	Lead: RWG Chair Support: RAP Champion
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	Check-in: October 2022	Lead: President Tetra Tech Coffey Support: RAP Champion
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	Check-in: October 2022	Lead: ANZ DEI Chair
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	Check-in: October 2022	Lead: RWG Chair
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> 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. 	Action: June annually	Lead: Corporate Programme Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	Action: 1 August annually	Lead: Corporate Programme Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	Action: by 30 September annually	Lead: Corporate Programme Manager
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Action: by June 2023	Lead: Corporate Programme Manager

Key Contacts

Name	Position	Email
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