



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



**RECONCILIATION  
ACTION PLAN**

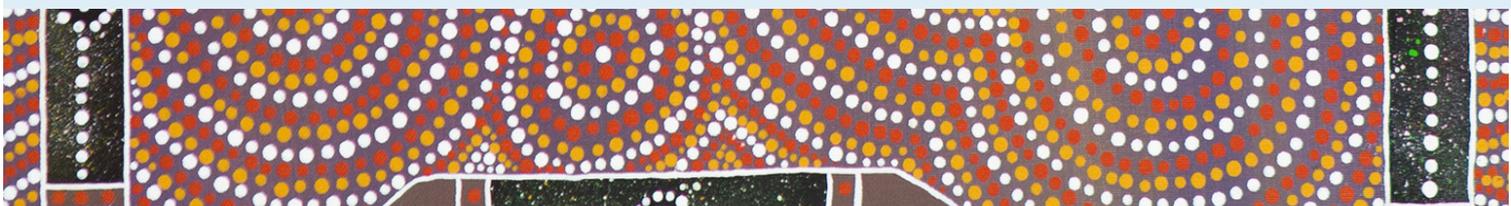
**REFLECT**



# Reconciliation Action Plan

**REFLECT** March 2020 – February 2021

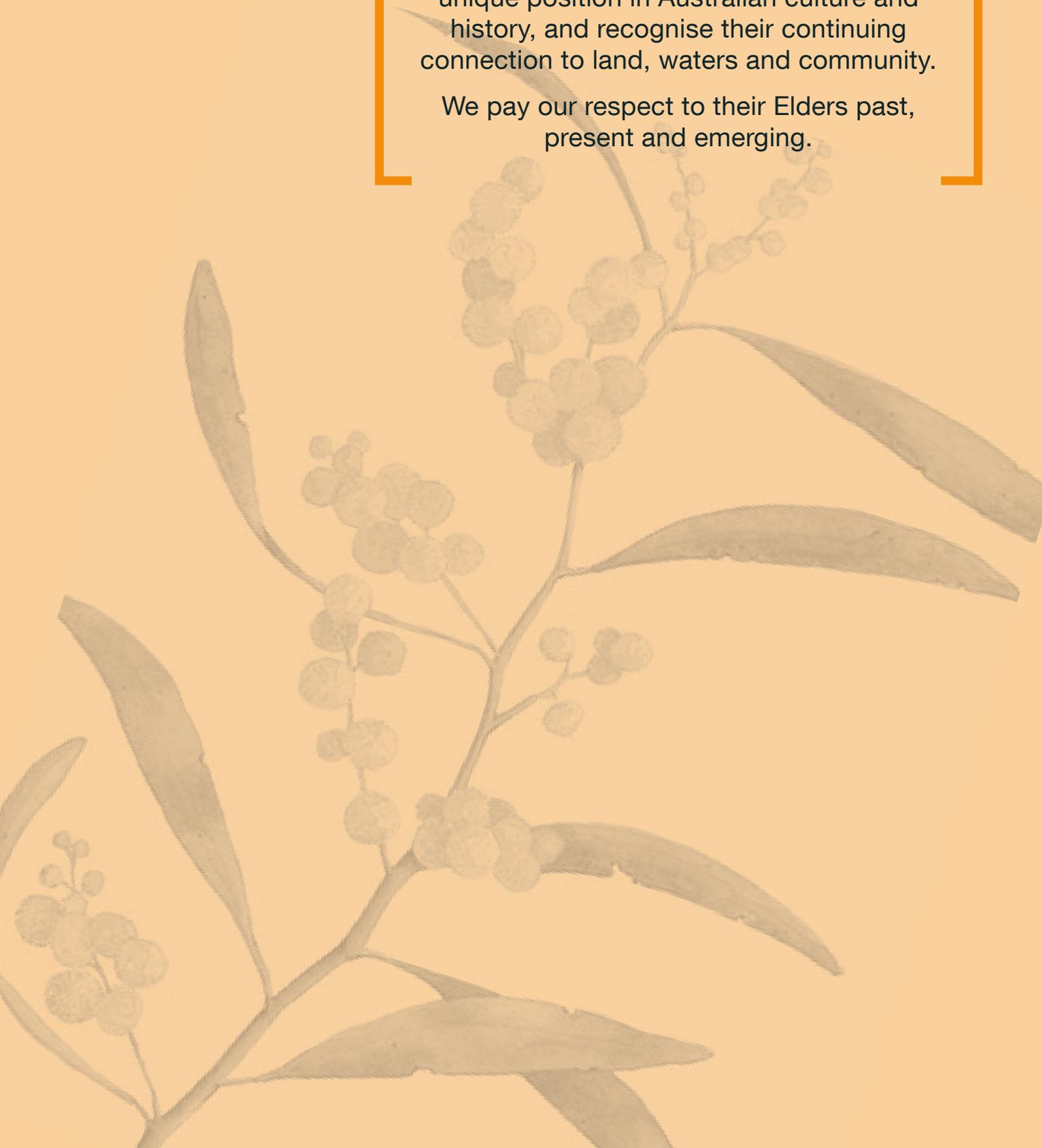
Norman Disney & Young



Norman Disney & Young, A Tetra Tech Company, acknowledges the Traditional Owners of the lands throughout Australia.

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 their Elders past, present and emerging.



# A Message From NDY's CEO



Stuart Fowler  
CEO  
Norman Disney & Young

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

Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples, for the benefit of all Australians.

The development of NDY's Reflect Reconciliation Action Plan (RAP) conveys our ambition to advance our reconciliation journey.

Reconciliation Australia's RAP program provides a supporting framework for NDY to positively contribute to the social, cultural and economic outcomes and wellbeing of Aboriginal and Torres Strait Islander peoples and communities. More broadly, it is NDY's goal to benefit all Australians by fostering greater historical acceptance and cultural appreciation of Aboriginal and Torres Strait Islander peoples and communities, thereby improving respectful relationships with them.

We 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 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.

NDY's RAP sets out clear, actionable commitments for the next year across the key pillars of RAPs:

- » Relationships
- » Respect and
- » Opportunities

NDY is committed to engaging with representatives from Aboriginal & Torres Strait Islander communities to educate our people, to create a more harmonious society. We believe our own people can be agents for change. Once informed, they are the best ambassadors for driving attitudinal change in their own communities.

Over time, in addition to building strong consultative relationships with Aboriginal and Torres Strait Islander peoples and communities, including those who are impacted by our work, NDY aspires to become an employer of choice for Aboriginal and Torres Strait Islander peoples within the field of engineering consultancy. More broadly, we aspire to be recognised by Aboriginal and Torres Strait Islander peoples as a respectful company to work with through our willingness to listen and respond to community groups in our local areas. We will also seek to expand the participation of Aboriginal and Torres Strait Islander businesses in our supply chain.

I will personally champion our RAP commitments, as this aligns with my role as Chair for the NDY Global Diversity & Inclusion Working Group. The NDY RAP Working Group will then, together with the Australian Executive Team, be responsible for driving and coordinating the implementation of our RAP commitments.

NDY will endeavour to improve its approach to reconciliation, by building on its successes, reporting on progress and setting new, more ambitious goals through future RAPs.

I look forward to furthering the contribution Norman Disney & Young can make to reconciliation with enthusiasm, as we embed our RAP commitments across our Australian business.

# Message from Reconciliation Australia

Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.

Karen Mundine  
CEO  
Reconciliation Australia



Reconciliation Australia is delighted to welcome Norman Disney & Young to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Norman Disney & Young joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Norman Disney & Young a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP Norman Disney & Young will lay the foundations for future RAPs and reconciliation initiatives.

We wish Norman Disney & Young well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

On behalf of Reconciliation Australia, I commend Norman Disney & Young on its first RAP, and look forward to following its ongoing reconciliation journey.

# About This Artwork

Norman Disney & Young sourced this artwork via **The Torch** who provide art, cultural and arts vocational support to Aboriginal and Torres Strait Islander offenders and ex-offenders in Victoria.

Their aim is to reduce the rate of re-offending by encouraging the exploration of identity and culture through art programs to define new pathways upon release. We are proud to support this initiative, and feel the meaning of the artwork, described by the artist Sheldon below, aligns with NDY's vision to work together with Aboriginal and Torres Strait Islander people for a shared future.

“The meaning of treaty is a formal agreement between warring nations. It includes peace treaties, an entente understanding between parties, a discussion of terms and a means of negotiations to form peace, truth, and alliance between the parties. However, to us treaty is recognition - this is our Dreaming. This painting tells the story of our hopes and dreams. It represents this land and the healing process, as well as the treaty we long for. It tells of our voice, our truth and that one day we will all return home to Country. It lets us work together for a shared future. The symbol on the outside of this painting represents message sticks that have been sent across the states, from all who wish to be heard. The second inner-symbols depict different clan shields from the five Kulin Nations. The third inner-circle depicts symbols that hold great significance to our Dreaming - these symbolise our male and female Elders who have been called upon to share our voice, to show peace and to lead us into the future. The fourth inner-circle represents all of our people's fingerprints who have chosen their voice to be heard from the committee. Our Elders represent us and put our voice in government, allowing us to heal and to place our footprint back onto this land, so that we can finally call this country “home”. The last inner-circle represents our nation and our people who are guardians of this Country. The red is the blood we and our Country shared, the yellow is the sun which brings us life and the black represents our people. I've also used my fingers to represent the people, who hold the stories of our ancestors. That's why I have called this painting “Treaty”. This is my Dreaming”.



*Treaty, 2019*  
Sheldon (Murri)

# 1 About Norman Disney & Young

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.

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

NDY have corporate offices in:

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

**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 staff is responsible to preserving, protecting and enhancing.

**Global Reach.** Today, NDY is part of a global network of Tetra Tech companies, with 16,000 people across 400 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.

In 2018, NDY formalised a Diversity & Inclusion Policy 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/or disability. Diversity of perspective is also valued including differences in personality, life and work experience, skills, ways of thinking and working. NDY also formed a global Diversity & Inclusion Working Group in 2018 and it was through this forum, combined with our first Diversity & Inclusion survey that conversation was stimulated about creating a Reconciliation Action Plan.

NDY currently employ approximately 400 employees in our seven offices across Australia. NDY has historically not required staff to voluntarily disclose their Aboriginal and/or Torres Strait Islander identity through our on-boarding process, and when we asked our staff 2018 as part of our Diversity & Inclusion Survey, there were no voluntary disclosures either. Therefore, it is unknown how many Aboriginal and/or Torres Strait Islander people we employ. That said, we are seeking to incorporate this question into our on-boarding process so that we can report on this information in future.

## 2 Our Vision for Reconciliation

NDY values diversity and are committed to providing access to sustainable opportunities for people and businesses. Our commitment to developing a RAP has grown from an understanding of the inequality between Aboriginal and Torres Strait Islander peoples and other Australians, and we recognise that true reconciliation leads to prosperity for all Australians.

We acknowledge Aboriginal and Torres Strait Islander peoples as being the Traditional Custodians of their lands and we recognise the importance of preserving and enabling the continued development of Aboriginal and Torres Strait Islander cultures and customs. We want to be recognised as a company that takes collaborative, practical and sustainable action to positively impact the life circumstances of Aboriginal and Torres Strait Islander peoples.

As NDY embark on our reconciliation journey we envisage:

- » A workplace at Norman Disney & Young (NDY) that works in partnership with Aboriginal and Torres Strait Islander peoples and communities to create meaningful, long lasting relationships that support reconciliation and encourage participation and employment in our sector.
- » An Australia where everyone, our neighbours, colleagues, friends and family, takes on a responsibility to overcome social and economic disadvantage.
- » A world where all people are empowered through improved access to education, services economic opportunities and healthcare.
- » A future where social justice, equality, diversity and respect are not only expected but celebrated.

# 3 Our Reconciliation Action Plan

Our offices are located in most major cities of Australia and we positively value the many contributions that a culturally diverse workforce brings to our business. Our national reach means that we have the ability to effect change both locally and nationally.

Using the Reconciliation Australia framework, we are commencing our reconciliation journey at a Reflect RAP. Reconciliation Australia define this RAP as follows:

## Reflect

### Scoping Reconciliation

A Reflect RAP clearly sets out the steps you should take to prepare your organisation for reconciliation initiatives in successive RAPs. Committing to a Reflect RAP allows your organisation to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on your vision for reconciliation and exploring your sphere of influence, before committing to specific actions or initiatives. This process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable.

Reconciliation Australia - <https://www.reconciliation.org.au/reconciliation-action-plans/>

While we have an aspiration to connect to the cultures, customs and history in the places where we work, we are at the start of our organisational and personal journey of reconciliation. We acknowledge that a long-term commitment is required. Our RAP Working Group has enthusiastically involved itself in the discussions that the development of our first RAP has generated. The members of our working group are outlined below:

Position	Name	Title	Representing
Chair	Sam Aloï	Regional Director	Group & Australian Executive
Members	Peter Needham	Senior Project Engineer (MPlus)	Adelaide
	Connan Brown	Senior Project Engineer (Mechanical)	Brisbane
	Andrea Laurie	EA & Marketing	Corporate
	Tony McDermott	Senior Commissioning Manager	ECS (Vic)
	Aviva Gunzburg	Senior Project Consultant (NDYLight)	Melbourne
	Michael Markidis	Associate Director (Electrical)	Sydney
	Claudia Burbidge	Sustainability Consultant (Graduate)	Sydney
	Lucy Stevenson	Sustainability Consultant	Canberra
	Hannah George	Senior Project Engineer (Comms/ICT)	Perth
	Paul Jackson	Business Manager	ECS
	Karen Iles	Consultant	External Consultant Support
	Joshua Eddy	Communications Manager	Marketing & Communications
	Secretary	Jennifer Boxall	People & Culture Business Partner

Through this RAP we are hopeful to make new connections, new partnerships and new understanding. To achieve this, Norman Disney & Young intend to incorporate local Aboriginal and Torres Strait Islander representation and perspectives into the RAP Working Group as we start to implement the below actions. We will seek to invite local Aboriginal and Torres Strait Islander stakeholders to participate in our RAP Working Group meetings in an expert advisory capacity. We hope to learn and build greater understanding of the current needs and expectations of Aboriginal and Torres Strait Islander peoples so we can work together to achieve positive, sustainable outcomes.

We are excited to start our journey by creating our first relationships that we hope will translate into meaningful connections that will last for many years to come.

Our approach aims to engage effectively with Aboriginal and Torres Strait Islander peoples and communities where we work, building understanding within our workforce of historical truth, appreciation of the rich variety of Aboriginal and Torres Strait Islander cultures and heritage, and become enduring champions for cultural safety. We wish to support future shared prosperity by enabling sustainable career and business partnerships with local Aboriginal and Torres Strait Islander peoples.

# 3 Our Reconciliation Action Plan



## Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey	March 2020	RAP Working Group Chair
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. For example, investigating how NDY can support or work with our state-based reconciliation councils and develop a list of recommended actions	April 2020	RAP Working Group Chair
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2020	RAP Working Group Chair
	Commence meeting with Aboriginal and Torres Strait Islander peoples, communities and organisations to understand our sphere of influence and how we can make a difference.	May 2020	RAP Working Group Chair
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff via internal communications and posters.	June 2020	Communications Manager
	Encourage staff to attend an external NRW event in their local community or central to an NDY office so that our people are given the opportunity to connect with Aboriginal and/or Torres Strait Islander communities where they live and work.	May-June 2020	Communications Manager
	Ensure our RAP Working Group members participate in an external NRW event local to them to recognise and celebrate NRW and provide feedback for circulation through NewsNet or Microsoft Teams.	May-June 2020	RAP Working Group Chair
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff. E.g. when our endorsed RAP is launched via all staff town halls	March 2020	Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2020	RAP Working Group Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2020	RAP Working Group Chair
	Identify our key internal stakeholders who will have a role in implementing the RAP	March 2020	People & Culture Business Partner
	Hold an information session for RAP Working Group members, Regional Director and identified internal staff to confirm roles and responsibilities.	March 2020	RAP Working Group Chair
	Add details of our RAP to our website's 'Policies' and/or 'News' page, including links to NRW and NAIDOC media responses, standard tender responses and the development of NDY RAP talking points for senior leaders when engaging with clients, peers and other stakeholders.	March 2020	People & Culture Business Partner
	Create a Reconciliation wiki containing the RAP as well as online resources such as links to the Koori Mail; Share Our Pride online awareness program, Reconciliation Australia's Dates of Significance and RAP talking points/FAQs.	March 2020	People & Culture Business Partner
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2020	People & Culture Business Partner
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2020	People & Culture Business Partner

# 3 Our Reconciliation Action Plan



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	March 2020	People & Culture Director
	Conduct a review of cultural awareness training needs within our organisation.	March 2020	People & Culture Director
	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	April 2020	People & Culture Director
	Identify cultural training providers and learning options for all Australian office.	April 2020	People & Culture Director
	Blend of online and face-to-face cultural awareness training to be completed by all employees in Australia.	December 2020	People & Culture Director
Raise internal understanding of and respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas and develop a list of these and their representative contact details.	March 2020	People & Culture Director
	Create and communicate a cultural protocol document to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2020	RAP Working Group Chair
	Commence the use of cultural protocols at significant NDY events. Provide guidance for staff to readily access in future (house on the RAP wiki)	May 2020	People & Culture Director
	Invite a local Traditional Owner to provide a Welcome to Country at a major company event in 2020	June 2020	CEO
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Ensure as part of our internal awareness campaign we will raise awareness and share information through a communications piece in The Vine amongst our staff of the meaning of NAIDOC Week	July 2020	Communications Manager
	Introduce our staff to NAIDOC week by promoting community events in each local office area via staff town halls and The Vine.	July 2020	Communications Manager
	Ensure our RAP Working Group participates in an external NAIDOC Week event and provides feedback for circulation (e.g. NewsNet article)	July 2020	RAP Working Group Chair
Demonstrate respect for the Traditional Custodians of the lands on which we work..	Develop a business case for improving consultation with clients during project design briefs to ensure consideration for the review of the project site's cultural heritage significance with a view to maintaining the site's significance.	December 2020	Manager, Defence & Existing Buildings

# 3 Our Reconciliation Action Plan



## Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment and mentorship within our organisation and present to senior management.	June 2020	People & Culture Director
	Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities	July 2020	People & Culture Director
	Prepare a plan to identify Aboriginal and Torres Strait Islander candidates for employment and development opportunities	July 2020	People & Culture Director
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Identify goods and services we have control over such as catering, office stationary/supplies, groceries/alcohol, gifts, office plant rental and maintenance, couriers, local trades (plumbers/electricians), water filter trap services, business cards and artwork, printing and graphic design and website.	August 2020	Regional Director
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses with consideration of social and economic added value.	September 2020	Regional Director
	Identify Aboriginal and Torres Strait Islander business suppliers against each of the areas identified above.	October 2020	Regional Director
	Investigate a Supply Nation membership.	October 2020	Regional Director
	Develop an internal process to ensure Aboriginal and Torres Strait Islander business suppliers are considered first during any procurement process	July 2020	Regional Director

# 3 Our Reconciliation Action Plan



## Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
Maintain a RAP Working Group	Agree a Terms of Reference for the RAP Working Group	March 2020	RAP Working Group Chair
	Maintain a RAP Working Group that is operational to support the development of our RAP.	March 2020	Regional Director
	Establish a schedule of quarterly RAP meetings.	April 2020	RAP Working Group Chair
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	March 2020	Communications Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP development and implementation	March 2020	RAP Working Group Secretary
	Engage senior leaders in the implementation of RAP Commitments	March 2020	RAP Working Group Chair
	Define systems and capability needs to track, measure and report on RAP activities	March 2020	RAP Working Group Secretary
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete an annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 2020	RWG Secretary
	Provide RAP reporting to senior management	October 2020	RWG Secretary
Continue our reconciliation journey by developing our next RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	September 2020	RWG Chair
	Submit draft RAP to Reconciliation Australia and the Australian Executive Team for review and endorsement	December 2020	Regional Director

## Contact

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RAP Working Group Chair

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