



# Reflect Reconciliation Action Plan

August 2023 - February 2025



# Table of Contents

04

Acknowledgment  
of Country

06

About the  
Artwork

08

About the  
Artist

10

Statement from CEO  
of Reconciliation  
Australia

08

About the  
Artist

12

Message from  
Tim Chadwick

13

Message from  
Nicole Neal

14

Our  
Business

16

Our  
Purpose

16

Our  
Values

18

Our RAP

19

Our  
RAPWG

20

Our Reconciliation  
Journey so far

22

Relationships

24

Respect

26

Opportunities

28

Governance



## Acknowledgement of Country

Tonkin + Taylor and Chadwick Geotechnics acknowledge the First Nations peoples of Australia as Traditional Custodians of the land and waterways on which we work and live, and recognise their continuing connection to land, water, and culture.

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.



*Known as Gariwerd by Aboriginal people, the Grampians National Park in Victoria has been home to the Djab Wurrung and Jardwardjali people for 20,000 years.*

## About the Artwork 'Caring for Country'

Wurundjeri artist Alex Kerr's design pays tribute to the landscape of his Country, incorporating key elements such as meeting places, waterways, and animals.

One of the most striking features of the artwork is the use of the "U" symbol around the waterways and meeting places. This symbol represents the deep and profound connection between the Wurundjeri people and the land.

The manna gum leaves that feature prominently in the artwork have a special place in the ceremonies and healing practices of the Wurundjeri people. These leaves are a powerful reminder of the spiritual and cultural significance of the natural world in their lives.

We recognise that our work has an impact on the environment and communities in which we operate, and we strive to work collaboratively with our clients to ensure a sustainable future.

The artwork is a powerful reminder of the importance of connection to Country and of caring for the natural world. It is also a symbol of hope for a future where we can all work together to build a more sustainable and equitable world.

Through showcasing this artwork in our Reconciliation Action Plan, we are honouring the past, recognising the present, and working towards a future that respects and celebrates the cultural heritage of Aboriginal and Torres Strait Islander people.



*'Caring for Country' by Wurundjeri artist Alex Kerr, is proudly displayed in the reception area at Tonkin + Taylor's office in Melbourne.*

## About the Artist

**Alex Kerr is a proud Wurundjeri man, belonging to the Woi-Wurrung Language group, of the Kulin Nation in Victoria.**

Alex has a strong cultural connection and is deeply invested in his heritage. He feels fortunate that he was brought up with a rich understanding of his culture, which has enabled him to share his people's stories with the wider community.

One of the mediums through which Alex shares his culture is his artwork, which he learned from his brother, Ashley Firebrace-Kerr, over several years of observation.



**Alex Kerr**  
Wurundjeri Artist  
Victoria

## Message from CEO of Reconciliation Australia

Reconciliation Australia welcomes Tonkin + Taylor to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Tonkin + Taylor joins a network of more than 1,100 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 Tonkin + Taylor 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 Tonkin + Taylor, 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 Chadwick Geotechnics Managing Director

I am honoured to present Tonkin + Taylor and Chadwick Geotechnics' first Reconciliation Action Plan (RAP) in my role as Executive Sponsor.

Every day, our teams at Chadwick Geotechnics work on Country, providing leading testing, drilling, and engineering services to clients across Australia.

We acknowledge that First Nations people have a deep connection to Country, which is central to their identity, culture, and spirituality.

We believe that our work can only be successful if it is done in partnership with First Nations people, and that our work reflects their values and priorities.

We are committed to reconciliation and to building to a better future where all Australians can thrive.

In launching our Reflect RAP, we aim to:

- Build stronger relationships with Aboriginal and Torres Strait Islander peoples
- Learn from First Nations communities about their traditional knowledge and practices
- Integrate Aboriginal and Torres Strait Islander perspectives into our work
- Support the economic and social development of First Nations communities

All of us at Chadwick Geotechnics look forward to learning, growing, and working collaboratively with First Nations communities towards achieving our shared goals.

**Tim Chadwick**  
Managing Director  
Chadwick Geotechnics



## Message from Tonkin + Taylor Chief Executive Australia

I am delighted to introduce Tonkin + Taylor's first Reconciliation Action Plan (RAP).

This Reflect RAP outlines our commitment to building respectful and authentic relationships with First Nations people, while promoting cultural awareness and understanding of their experiences within our business.

At Tonkin + Taylor we believe that genuine sustainability in infrastructure project delivery in Australia requires a focus on the improved consideration, inclusion, and integration of First Nations people's concerns and needs throughout the project lifecycle.

Our engagement with these communities extends to generating employment opportunities and cultivating supplier diversity. These steps will encourage reconciliation, create more inclusive and resilient infrastructure, and unlock vast untapped potential.

I would like to thank all those who have contributed to the development of our RAP. As we begin our journey and implement the strategies outlined in the plan, I am confident that we will not only support but also stimulate a significant increase in the participation of Aboriginal and Torres Strait Islander peoples in our industry, our organisation, and within our wider communities.

**Nicole Neal**  
Chief Executive Australia  
Tonkin + Taylor



## Our Business

Tonkin + Taylor and Chadwick Geotechnics are part of the Tonkin + Taylor Group, a group of four leading employee-owned environmental and engineering consultancies and testing businesses.

With more than 20 strategically located offices and laboratories across Australia and New Zealand, we have a robust and growing presence in the region.

We provide integrated delivery of environmental science, geotechnical investigation, design, and earthworks supervision and testing services.

We have experience advising on ambitious and complex projects, and we collaborate with our industry partners to provide subject matter experts, specialist teams, and project leadership to a highly varied client base.

Our clients include multinational private sector companies, government agencies at various levels, developers, contractors, and regional development agencies.

Our team in Australia includes over 150 dedicated professionals, including one employee of Aboriginal and/or Torres Strait Islander heritage.

We are committed to enhancing employment outcomes for Aboriginal and Torres Strait Islander peoples, and this commitment is at the heart of our ongoing journey towards reconciliation.

*T+T and Chadwick Geotechnics provided myriad services during the construction of the new Mordialloc Freeway, in Melbourne's south-east. Aboriginal and Torres Islander business spend on the entire project totalled \$4.3 million.*





## Our Purpose

### *‘Together we create and sustain a better world’*

At Tonkin + Taylor, our Purpose is more than just a statement. It is what motivates us and speaks to our power to make an impact together.

Our Purpose challenges us to take responsibility for improving the world around us. We believe that our people, embodying our values, can drive this change. Through nurturing trusted relationships with our clients, communities, and partners, we look to make a positive impact wherever possible.

We advocate for cultural diversity, including embracing the rich heritage of First Nations people. We hope to inspire others to join us in creating sustainable, positive impacts for our people and our planet.

## Our Values

Our values define our culture at Tonkin + Taylor and Chadwick Geotechnics. They shape how we collaborate and challenge us during our decision-making process.

In line with the aspirations and purpose of our RAP, our values are fundamental to our commitment

to create and provide meaningful opportunities. They guide our approach towards nurturing growth, ensuring inclusivity, and implementing significant change within our organisation and beyond.

### *Everyone Matters*

We value every voice and create a space where everyone feels safe and comfortable sharing their ideas. We believe that diversity is our strength, and we are committed to creating an inclusive environment where everyone feels valued and respected.

### *Empowered To Deliver*

We believe that everyone should have opportunities to grow, learn, and achieve at all stages in their careers. We are committed to providing our people with the resources and support they need to succeed, and we believe that everyone should have the opportunity to reach their full potential.

### *Excellence Every Day*

We are committed to creating lasting value for our clients and communities. We achieve this by building enduring relationships that generate deeper discussions and greater impact.



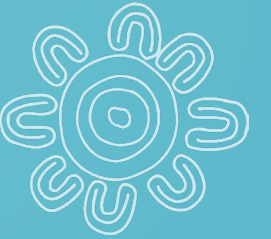
Everyone Matters



Empowered To Deliver



Excellence Every Day





## Our RAP

**Our inaugural Reconciliation Action Plan (RAP) is a framework for reflecting on how our two businesses can bring value to First Nations peoples and the wider Australian community.**

Our Reflect RAP is anchored by the four pillars of reconciliation - relationships, respect, opportunities, and governance - and defines clear actions to promote employment opportunities, increase supplier diversity, stimulate a culture of awareness and understanding, and encourage community engagement.

At Tonkin + Taylor and Chadwick Geotechnics, we provide a safe, inclusive working environment, with a workforce mirroring society's diversity. We recognise there is an underrepresentation of First Nations people in our industry, and our plan is a platform for providing meaningful employment opportunities within our organisation.

Our long-standing commitment to sustainability and responsible environmental management is integral to our operations. Aboriginal and Torres Strait Islander peoples have a deep connection to land. We commit, through the implementation of our RAP, to draw on this to inform our practices, by developing respectful relationships with the communities within which we work.

This plan marks Tonkin + Taylor and Chadwick Geotechnics' first step on the journey towards reconciliation, and we look forward to reflecting on how we can contribute towards improving outcomes for all Aboriginal and Torres Strait Islander peoples.

## Our RAPWG

In 2022, we established a Reconciliation Action Plan Working Group (RAPWG) to oversee the implementation and management of our RAP.

We understand that the effectiveness of our RAP hinges on setting realistic objectives that are aligned with the needs of our First Nations communities. To this end, our RAPWG will actively consult with community members to provide guidance and ensure that our RAP is truly reflective of their priorities.

Our RAPWG has attended Learning Circle events facilitated by Reconciliation Australia, which have provided us with the opportunity to connect with other organisations in similar stages of their reconciliation journey. These interactive sessions have been invaluable in helping us to develop our own RAP and to learn from the experiences of others.

Our RAPWG is comprised of a diverse team of staff members who are committed to working together to ensure the success of our RAP.

We believe that by working collaboratively with First Nations communities, we can make a positive contribution to reconciliation in Australia.

### List of RAPWG members by role

- Managing Director (Executive Sponsor)
- Marketing Lead (RAPWG Chair)
- Diversity, Equity, Inclusion + Belonging Lead
- People + Capability Business Partner
- Company Accountant
- Environmental Engineer (RAPWG Secretary)
- Associate Engineering Geologist
- Engineering Geologist
- Drilling Offsider
- Project Controller
- Business Support Coordinator

## Our Reconciliation Journey so far

We recognise that Tonkin + Taylor and Chadwick Geotechnics are taking the first steps on our reconciliation journey.

Since our RAPWG was formed in 2022, we have started to embed practices in our day-to-day business to develop and encourage cultural awareness. We have also proactively sought guidance from local Aboriginal and Torres Strait Islander communities.

**Here are some of the initiatives we have undertaken:**

- **We encourage our staff to incorporate an Acknowledgment of Country** at the commencement of internal meetings and in our external communications. We also invite local Traditional Owners to give a Welcome to Country at all significant events.
- **We conduct regular Cultural Awareness Training sessions for all our people.** These have been facilitated by the Boon Wurrung Land and Sea Council, and we have enrolled in BlackCard's Cultural Capability Program. These sessions

provide our people with an understanding of Aboriginal and Torres Strait Islander world views, human interactions, and connection to country; the impact of colonialism and past government policies; current life experience statistics of Aboriginal and Torres Strait Islander people; and strategies for positive engagement with First Nations communities.

- **We consulted with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation during the renovation of our head office in Melbourne.** They are providing translation services for meeting room names, which will honour flora and fauna significant to the Wurundjeri people. We commissioned a Wurundjeri artist to design and paint a mural in the reception area (see 'About Our Artwork'). A print of the artwork has also been installed in Chadwick Geotechnics' Western Facility in Victoria. This was manufactured by a signage company certified by Supply Nation, a national directory of Aboriginal and Torres Strait Islander businesses.

- **In National Reconciliation Week we share educational resources with the entire Tonkin + Taylor Group.** These include: information on the history of reconciliation; protocols on how to undertake an Acknowledgement of Country; guidance on how to find out the Traditional Owners of Country and how to respectfully acknowledge them; and a list of films and books created by First Nations people, to provide insights into Aboriginal and Torres Strait Islander culture and history.

- **During National Reconciliation Week in 2023 our RAPWG participated in the Birrarung Wilam (River Camp) Walk, facilitated by a guide from the Koorie Heritage Trust.** Birrarung Wilam is an important gathering place for the Kulin Nation. The RAPWG also previously participated in an Aboriginal Heritage Walk at Royal Botanic Gardens Melbourne, a significant cultural site for Traditional Owners from the Kulin Nation. They learned about the impacts of colonisation, traditional plant uses, customs, and ongoing connection to Country.

**We know that there is more to be done.**

We will continue to listen to the voices of First Nations people and communities across Australia.

We will work with them to develop and implement initiatives that will make a genuine difference.

*The limestone stacks known as the Twelve Apostles, a highlight of Victoria's iconic Great Ocean Road, are located on the traditional lands of the Eastern Maar peoples.*

# Relationships

At Tonkin + Taylor and Chadwick Geotechnics, we are committed to building respectful and authentic relationships with First Nations peoples. We aim to achieve this by engaging with First Nations communities, creating employment opportunities, supporting the economic and social development of these communities, and promoting cultural awareness and understanding of Aboriginal and Torres Strait Islander cultures and ways of life.



## Relationships

Action	Deliverable	Timeline	Responsible
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence</li> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations</li> </ul>	<p>Aug 2023</p> <p>Aug 2023</p>	<p>Diversity, Equity, Inclusion + Belonging Lead</p> <p>Diversity, Equity, Inclusion + Belonging Lead</p>
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff</li> <li>RAP Working Group members to participate in an external NRW event</li> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW</li> </ul>	<p>May 2024</p> <p>27 May-3 June, 2024</p> <p>27 May-3 June, 2024</p>	<p>RAP Working Group Chair</p> <p>RAP Working Group Chair</p> <p>RAP Working Group Chair</p>
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff</li> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey</li> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey</li> <li>Commitment to ongoing monthly RAP meetings</li> </ul>	<p>Aug 2023</p> <p>Aug 2023</p> <p>Aug 2023</p> <p>Aug 2023</p>	<p>Managing Director (Executive Sponsor RAPWG)</p> <p>Diversity, Equity, Inclusion + Belonging Lead</p> <p>Diversity, Equity, Inclusion + Belonging Lead</p> <p>RAP Working Group Chair</p>
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination</li> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs</li> </ul>	<p>Jan 2024</p> <p>Jan 2024</p>	<p>Diversity, Equity, Inclusion + Belonging Lead</p> <p>People + Capability Business Partner</p>

# Respect

At Tonkin + Taylor and Chadwick Geotechnics, we respect First Nations peoples and their cultures. We acknowledge their profound connection to the land and Country. Our work is done in partnership with First Nations communities, reflecting their values and priorities. We will promote understanding and respect for their unique cultures and ways of life, and integrate their perspectives into our work.



## Respect

Action	Deliverable	Timeline	Responsible
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"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation</li> <li>Conduct a review of cultural learning needs within our organisation</li> </ul>	<p>Aug 2023</p> <p>Jan 2024</p>	<p>Diversity, Equity, Inclusion + Belonging Lead</p> <p>People + Capability Business Partner</p>
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area</li> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols</li> </ul>	<p>Aug 2023</p> <p>Aug 2023</p>	<p>RAP Working Group Chair</p> <p>RAP Working Group Chair</p>
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week</li> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area</li> <li>RAP Working Group to participate in an external NAIDOC Week event</li> </ul>	<p>June 2024</p> <p>June 2024</p> <p>3-10 July 2024</p>	<p>Diversity, Equity, Inclusion + Belonging Lead</p> <p>Diversity, Equity, Inclusion + Belonging Lead</p> <p>RAP Working Group Chair</p>

# Opportunities

We are committed to providing opportunities for First Nations people to participate in the workforce and the economy. We aim to achieve this by increasing employment opportunities for First Nations peoples and by promoting First Nations participation in our supply chain.



## Opportunities

Action	Deliverable	Timeline	Responsible
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation</li> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities</li> </ul>	Jan 2024	People + Capability Business Partner
		Oct 2023	People + Capability Business Partner
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses</li> <li>Investigate Supply Nation membership</li> </ul>	Jan 2024	Company Accountant
		Jan 2024	Company Accountant

# Governance

We are committed to ensuring the effective implementation of our Reconciliation Action Plan (RAP). Our RAP Working Group, which will include representation from First Nations communities, will be responsible for overseeing the implementation of the plan. The implementation of our plan will help us to ensure that we are making progress towards our goals and that we are meeting the needs of First Nations communities.



## Governance

Action	Deliverable	Timeline	Responsible
10. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a Working Group to govern RAP implementation</li> <li>Draft a Terms of Reference for the Working Group</li> <li>Establish Aboriginal and Torres Strait Islander representation on the Working Group</li> </ul>	Aug 2023 Aug 2023 Aug 2023	Managing Director Managing Director Managing Director
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation</li> <li>Engage senior leaders in the delivery of RAP commitments.</li> <li>Maintain a senior leader to champion our RAP internally</li> <li>Define appropriate systems and capability to track, measure and report on RAP commitments</li> </ul>	Aug 2023 Aug 2023 Aug 2023 Aug 2023	Company Accountant RAP Working Group Chair RAP Working Group Chair RAP Working Group Chair
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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</li> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire</li> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia</li> </ul>	June annually  1 Aug annually 30 Sep annually	RAP Working Group Chair  RAP Working Group Chair RAP Working Group Chair
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP</li> </ul>	May 2024	RAP Working Group Chair



**For any inquiries about our RAP, please contact:**

**Talia Ritchie** | Diversity, Equity, Inclusion + Belonging Lead

03 9863 8686

[TRitchie@tonkintaylor.com.au](mailto:TRitchie@tonkintaylor.com.au)

## **Our office locations**

Melbourne, Victoria  
**Wurundjeri Country**

Ravenhall, Victoria  
**Wurundjeri Country**

Dandenong, Victoria  
**Bunurong Country**

Brisbane, Queensland  
**Turrbal Country**

Sunshine Coast, Queensland  
**Gubbi Gubbi Country**