



Thoughtworks Reconciliation Action Plan

September 2022 to September 2024



Table of contents

Reconciliation Australia CEO Statement	3
Our vision for reconciliation	5
Our business	5
Our RAP	6
Relationships	9
Focus area	9
Respect	12
Focus area	13
Opportunities	15
Focus area	16
Governance	19
Contact details	21

Reconciliation Australia CEO Statement



Reconciliation Australia commends Thoughtworks on the formal endorsement of its 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 Thoughtworks 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, Thoughtworks 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. Thoughtworks 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 Thoughtworks' 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 Thoughtworks on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Thoughtworks Innovate Reconciliation Action Plan (RAP)

September 2022 to September 2024

Our vision for reconciliation

Thoughtworks' vision for reconciliation is an Australia that reflects on the history and experiences of Aboriginal and Torres Strait Islander peoples, embraces, celebrates and promotes the invaluable contribution that First Nations peoples, their living cultures, and their knowledge of and sacred connection to Country have had, and will continue to have to Australia.

This vision encompasses a country where access to technology is equitable and can be leveraged to promote a fair and sustainable future.

Our business

Thoughtworks is a global technology company that integrates strategy, design and engineering to drive digital innovation, helping our customers become, and thrive as modern digital businesses. We build software and provide consulting services to companies across the globe across a broad range of sectors, from banking to government, transport, retail and social movements. Our teams in Sydney, Brisbane and Melbourne are growing. Thoughtworks now has over 10,000 International employees across 48 offices in 17 countries. Given our global reach, we aim to promote a multicultural work culture and create transformative social change through diversity, equity and inclusion initiatives. In Australia, we have over 350

Thoughtworkers from more than 25 nationalities. Of our full time employees, 6 are self-identified Aboriginal and/or Torres Strait Islander peoples. We are continuously striving to increase First Nations people's employment and retention. Through our work with CareerTrackers, we maintain a steady intake of First Nations interns, providing industry experience and fostering a direct career path into the industry and company for Aboriginal and Torres Strait Islander students.

Our purpose is to create extraordinary impact on the world through our culture and technology excellence. The world is experiencing rapid advances in technology, but

poverty, conflict, racism, sexism and the climate emergency continue to threaten. As technologists, we have a unique role to play in taking a stand on how technology should benefit all of society, pursuing a more equitable future. Therefore, striving for positive social change is at the core of our purpose and culture. Our social impact strategy is to amplify the work of our partners at the forefront of social movements and progressive coalitions.

Diversity, equity and inclusion has moved to the forefront of corporate priorities in recent years. We are happy to see that shift taking place as we have been committed to diversity, equity and inclusion as an organisation since our inception. We reject discrimination and inequality, and promote diversity, equity and inclusion in all its forms. We actively strive to make Thoughtworks and the technology industry more reflective and inclusive of the society we serve.

Our RAP

This RAP seeks to formally and deliberately grow and evolve our relationships with First Nations peoples and our contribution to 'Closing the Gap' on education (especially in technology) and helping to close the 'digital divide'.

Thoughtworks is deeply committed to making this future a reality. Our goal is to continue to build our Aboriginal and Torres Strait Islander workforce, aiming to work with community and industry partners to build new pathways and programs, and use our organisation as a place to incubate more technology-oriented careers for First Nations people.

Thoughtworks acknowledges the deeply ingrained connection, cultures and histories our First Nations people have with the lands on which we conduct business on, and we aim to utilise our position as a leading global technology consultancy to promote this relationship within our industry.

Our Thoughtworks Australia RAP journey began in June 2020 with the endorsement of our Reflect RAP after almost a year of drafting and negotiation with Reconciliation Australia. The Reflect RAP and this RAP seek to embed reconciliation and understanding of the histories and cultures of First Nations peoples within our organisation and to amplify their voices.

This RAP details a phased approach and includes a timeline of educational and operational tasks and opportunities for Thoughtworkers to engage in reconciliation.

The RAP process is a way of taking issues relating to reconciliation out of voluntary or individual efforts and ensures they are across the board, as well as a part of procurement, staffing, diversity and inclusion efforts, partnership and culture.

Our Thoughtworks RAP Working Group (RWG) was formed to facilitate engagement by all Thoughtworkers in implementing the commitments made in Thoughtworks' RAP. The RWG's role is to support the entire organisation to learn more about reconciliation and to deepen our understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories and communities. Currently, the RWG comprises 10 members where 4 of our members are Aboriginal and Torres Strait Islander representatives, and the remaining 6 members are represented by leadership, operations, and communications functional staff. While being guided by and working with our Aboriginal and Torres Strait Islander colleagues, we are committed to the burden of implementation of the RAP not falling disproportionately on their shoulders.

We update Thoughtworkers monthly on the implementation of the RAP, inviting engagement and offering education on anti-racism and political issues, movements, histories and cultures of Aboriginal and Torres Strait Islander peoples. Additionally, we have a weekly stand-up meeting that tracks ongoing tasks and a longer monthly catch up where we reflect on how the work is going and undertake future planning.

To create a community inside Thoughtworks that is representative of the society we live in, and to create a thriving, growing diverse team of Aboriginal and Torres Strait Islander people who see a future at Thoughtworks, we established the First Nations Delivery Centre. The First Nations Delivery Centre is a fully-remote, distributed development team staffed at least 50% with Aboriginal and Torres Strait Islander technologists, that aims to create an inclusive environment to begin and grow new technology-oriented careers. The team delivers custom digital solutions for Thoughtworks clients, while working 100% remote, from anywhere across the country, and with the autonomy to develop their own team and office culture.

During our Reflect RAP period we:

- Established a RWG with a Terms of Reference, a Trello board and cadence of weekly and monthly meetings;
- Discussed the RAP and its implementation with the Australian Leadership team;
- Organised a National Reconciliation Week event to introduce the RAP and reconciliation;

- Created a place on our intranet for all of our RAP documents and activities;
- Created a guidance note on how to Acknowledge Country for all Thoughtworkers that is adapted to the localised context and based on the lands each Australian Thoughtworks office is on;
- Purchased access to cultural awareness course YourMob Learning for all Thoughtworkers;
- Encouraged attendance and participated in several NAIDOC and National Reconciliation Week events;
- Created a series of videos inspired by the 'You Can't Ask That' format of the ABC television show, where Aboriginal Thoughtworkers addressed questions submitted by colleagues. This initiative was driven by First Nations staff and empowered truth-telling from Aboriginal and/or Torres Strait Islander perspectives within our organisation;
- Issued 11 RAP newsletters to build awareness and provoke debate - with the first introducing our RWG and RAP, the second focused on art, the third focused on NAIDOC Week, the fourth on technology, and fifth on Invasion Day, the sixth on how our ideas about reconciliation have evolving after 6 months of our RAP, the seventh featured a video with Aboriginal colleagues answering colleagues questions, the eighth focused on National Reconciliation Week, the ninth on the second You Can Ask That video, the tenth on meeting our new colleague heading the First Nations Delivery Centre and the eleventh on Aboriginal and Torres Strait Islander knowledge systems;
- Created a Quiz to provoke thinking and learning;
- Identified Aboriginal and Torres Strait Islander owned technology organisations to partner and work with, entering into 4 formal partnerships and engaged with 3 informal partners;
- Organised Welcome to Country ceremonies in each of our offices;
- Conducted an organisation wide survey that showed that 86% of Thoughtworkers know about or have read our RAP, 21% have used the Acknowledgement of Country guidance, and 30% have completed all YourMobLearning modules. We learned that our monthly newsletters with

videos from First Nations colleagues are the most popular and that there is great interest in art and cultural events when COVID-19 restrictions allow;

- In our weekly social justice calls we've amplified current affairs such as the destruction of traditional heritage sites by oil and mining giants, and the injustice of Indigenous deaths in custody.
- Our RAP champion is [Kristan Vingrys](#) our Country Managing Director.



Relationships

As a consulting services firm working to create extraordinary impact for our customers but also positive social change for society, Thoughtworks understands that relationships are key to creating impact. We deepen connections with our partners in social movements, empowering self-determination and standing with them in a spirit of solidarity. As Elise Zelechowski, the head of our office for Diversity, Inclusion and Social Change states, "We don't set specific targets then look for partners to come in and help us meet them. We operate in the service of our partners and their movements. We try to understand from a systems perspective where Thoughtworks can really make the most impact, and have very open and honest conversations with our partners about that. Inclusive processes take much more time. But they bring more people along, and are stronger for it."

Building relationships with organisations such as Tauondi Aboriginal Community College, CareerTrackers, Goanna and Yapang, MessageStick, Indigitek and others have been extremely enriching for Thoughtworkers, and we have been able to contribute value to the important work of those organisations through collaboration on projects or exchanging views.

Focus area

Our commitment to closing the digital divide will lead Thoughtworks to continue to consult widely with Aboriginal and Torres Strait Islander organisations on the best measures we can take to address the fact that currently Aboriginal and Torres Strait Islander people represent less than 0.2% of the tech industry.¹

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec 2022 Jun 2023 Dec 2023	First Nations Delivery Centre Lead
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sep 2022 Ongoing	First Nations Delivery Centre Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Monthly Newsletter	Communications Lead
	RAP Working Group members to participate in an external NRW event.	27 May- 3 Jun, 2023 and 2024	Employer Branding Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun, 2023 and 2024	Managing Director
	Organise at least one NRW event each year.	May 2023, 2024	People Partner
	Register all our NRW events on Reconciliation Australia's NRW website .	1 May 2023, 2024	RAP Admin support

¹ From the 2016 Census, 150 Aboriginal and Torres Strait Islander respondents listed their occupation under "Software and Applications Programmers", from a total of 79,573 Census respondents.

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Update the onboarding process to Include an activity for every new TWer to promote reconciliation	Nov 2022	People Partner
	Generation and distribution of a Monthly Newsletter focussed on reconciliation awareness. The aim of the newsletter is to ensure that all Thoughtworks Australia are aware of and able to contribute to our reconciliation journey.	Sept 2022 Oct 2022 Nov 2022 Dec 2022 Jan 2023 Feb 2023 March 2023 April 2023 May 2023 June 2023 July 2023	RAP Coms Representative
	Invite a Traditional Custodian to provide a Welcome to Country at our events	Sept 2023, 2024	Work Experience Managers
	Communicate our commitment to reconciliation publicly.	Oct 2022	Employer Branding Manager
	Maintain and update the RAP landing page on Thoughtworks internal intranet aimed at communicating Thoughtworks progress toward reconciliation	Dec 2022 March 2023 June 2023	Communications Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. Invite clients, partners and friends to a panel discussion following launch of Innovate RAP	Oct 2022	Managing Director
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Nov 2022 Review Jun 2023	First Nations Delivery Centre Lead
4. Promote positive race relations through	Continue to Roll out unconscious bias training efforts across operations teams	Mar 2023	People Partner

Action	Deliverable	Timeline	Responsibility
anti-discrimination strategies.	Review existing Anti-Discrimination and Harassment guidelines, adding emphasis on addressing manifestations of unconscious bias	Nov 2022	People Partner
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to refine and improve our anti-discrimination policy.	Nov 2022 Jun 2023	People Partner
	Educate senior leaders on the effects of racism. Hold a training session for our leadership team	Dec 2022 Jun 2023 Dec 2023	Managing Director
	Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Dec 2022	People Partner
	Develop, implement and communicate an anti-discrimination policy for Thoughtworks.	Nov 2022	People Partner



Respect

Thoughtworks is committed to maintaining a workplace that is inclusive, diverse, and culturally safe. Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights are fundamental to this commitment. As a part of this, Thoughtworks will actively seek opportunities to expand the organisation's knowledge and understanding of Aboriginal and Torres Strait Islander Peoples. We will take responsibility to increase our involvement with Aboriginal and Torres Strait Islander peoples and communities and consult with Aboriginal and Torres Strait Islander Peoples when promoting their cultures in the workplace. Through this commitment, it is important that we demonstrate our respect for the proud and deeply important

cultures and histories of Aboriginal and Torres Strait Islander peoples and the Traditional Owners of the land we conduct business on.

Focus area

To strengthen our culturally safe and inclusive environment by increasing cultural awareness and respect for Aboriginal and Torres Strait Islander Peoples, their history, and the ongoing deep seeded connection and custodianship of the land that we operate on.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review cultural learning needs within our organisation.	Oct 2022 Review Apr 2023	Employer Branding Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Oct 2022	Employer Branding Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	Review Jun 2023	People Partner
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Review May 2023	People Partner
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to strengthen staff's understanding of the purpose and significance behind cultural protocols, including	Review Jun 2023	Communications Lead

Action	Deliverable	Timeline	Responsibility
	Acknowledgement of Country and Welcome to Country protocols.		
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Review Jun 2023	Managing Director
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review Jun 2023	Work Experience Managers
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review Jun 2023	Kristan Vingrys, Managing Director Thoughtworks Australia
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023 and July 2024	RAP Coms Representative
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Nov 2022 May 2023	Managing Director
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023 and 2024	Communications Lead

Action	Deliverable	Timeline	Responsibility
8. Promote and support the Thoughtworks First Nations employees network in Australia	Continue to provide a platform for Thoughtworks' First Nations employees network to deliver cultural learning activities and events through funding and additional resourcing.	Review Jun 2023	First Nations Delivery Centre Lead



Opportunities

Around the world, Thoughtworks has a proven track record of working with marginalised communities and increasing technical knowledge and career prospects within these communities. Thoughtworks leads the industry in diversity and inclusion with more than 51% representation of women and under-represented gender minorities at Thoughtworks Australia. Thoughtworks Australia is also ranked as an “Employer of Choice for Gender Equality” by WGEA, one of the Top Companies for Women Technologists by the Anita Borg Institute and in the Stonewall Top 100 Employers for LGBT inclusion. Our aim is to continue to lead the technology industry in our diversity and inclusion initiatives through our representation of the talented Aboriginal and Torres Strait Islander technologist community and by providing career pathways to close the digital divide in the technology industry

Focus area

To create a community inside Thoughtworks that is representative of the society we live in, and to create a thriving, growing diverse team of Aboriginal and Torres Strait Islander People who see a future at Thoughtworks, we established the First Nations Delivery Centre. Our goal is to continue to build this dedicated, local, distributed delivery team, staffed at least 50% by Aboriginal and Torres Strait Islander technologists. Additionally, we aim to work with community and industry partners to build new pathways and programs, and use our delivery team as a place to incubate more tech careers for Aboriginal and Torres Strait Islander Peoples.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jan 2023	First Nations Delivery Centre Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jan 2023	First Nations Delivery Centre Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Review Mar 2023	First Nations Delivery Centre Lead
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review Dec 2022 Review Jun 2023 Review Dec 2023	First Nations Delivery Centre Lead
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review Jun 2023	First Nations Delivery Centre Lead

Action	Deliverable	Timeline	Responsibility
	Review and refresh our Annual Leave guidelines, Compassionate Leave guidelines, Complaint guidelines, Flexible Work guidelines to align with cultural guidelines	Nov 2022 Mar 2023	People Partner
	Continue our efforts to Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce by the end of the next reporting cycle	Review Jun 2023	First Nations Delivery Centre Lead
10. Provide career pathways for Aboriginal and Torres Strait Islander employment at Thoughtworks	Continue partnership with <u>CareerTrackers</u> to recruit Aboriginal and Torres Strait Islander interns.	Review Jun 2023	Kathryn Gledhill-Tucker First Nations Delivery Centre Lead
	Continue partnership with Indigitek to identify and build education-employment pathways outside of universities and establish Thoughtworks as an identifiable safe workplace in the Indigitek and Indigenous Community.	Review Jun 2023	Kathryn Gledhill-Tucker First Nations Delivery Centre Lead
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Review Sept 2022 Review Aug 2023	Managing Director
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sept 2022	Managing Director

Action	Deliverable	Timeline	Responsibility
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2022	Managing Director
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov 2022	Managing Director
	Explore the procurement of Aboriginal and Torres Strait Islander art and design in Thoughtworks offices	Feb 2023	Employer Branding Manager
	Encourage staff to refer to the Indigenous Art Code website prior to purchasing Aboriginal and Torres Strait Islander art and gifts	Review Feb 2023	Employer Branding Manager
12. Improve Aboriginal and Torres Strait Islander Peoples tech industry employment pipelines	Work with First Nations peoples to develop new education and training options specifically for Aboriginal and Torres Strait Islander technologists	Jan 2023	First Nations Delivery
	Develop new internships/apprenticeships/traineeships for non-university graduates, specifically aimed at Aboriginal and Torres Strait Islander Peoples	Jan 2023	First Nations Delivery
	Leverage membership of the Aboriginal Employment Industry Cluster Program (AEICP) to promote industry attitudinal changes to increase employment of Aboriginal and Torres Strait Islander people in South Australia.	Jan 2023	First Nations Delivery



Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review Jun 2023	Managing Director
	Review and update the Terms of Reference for the RWG.	Review Sep 2022 Dec 2022 Jun 2023 Dec 2023	Managing Director
	Meet at least four times per year to drive and monitor RAP implementation. Maintain a weekly stand up (15 minutes) that focuses on what tasks we are doing and a monthly catch up where we reflect more on why and how the work is going.	Sep 2022 Dec 2022 Jun 2023 Dec 2023	Managing Director
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation. Our RAP implementation needs to provide educational opportunities, participatory events, speakers fees, face to face meetings for participants, Welcome to Country ceremonies and display materials for our offices.	Dec 2022 Jun 2023 Dec 2023	RAP Treasurer
	Engage our senior leaders and other staff in the delivery of RAP commitments. Town Hall - regular RAP item - quarterly Australian Leadership Team Call - quarterly report Social change update - monthly RAP newsletter - monthly	Dec 2022 March 2023 Jun 2023 Sept 2023 Dec 2023	Managing Director

Action	Deliverable	Timeline	Responsibility
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Dec 2022 Jun 2023 Dec 2023	RAP Project Manager
	Appoint and maintain an internal RAP Champion from senior management.	Dec 2022 Jun 2023 Dec 2023	Managing Director
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2022, 2023	RAP Project Manager
	Report RAP progress to all staff and senior leaders quarterly. Town Hall - regular RAP item - quarterly Australian Leadership Team Call - quarterly report Social change update - monthly RAP newsletter - monthly	Dec 2022 March 2023 Jun 2023 Sept 2023 Dec 2023	Communications Lead
	Publically report our RAP achievements, challenges and learnings, annually.	Jan 2023	Employer Branding Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer .	May 2024	RAP Project Manager
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Sep 2023	RAP Project Manager

Contact details

Name: Kristan Vingrys

Position: Thoughtworks Australia Managing Director

Phone: (03) 9691 6500

