



SMEC Group Innovate
Reconciliation Action Plan
May 2020 – May 2022
Phase Two: Innovate

CONTENTS

04

Our Vision

05

Message from CEO

06

About SMEC

08

Moving Forward

10

SMEC's Reconciliation Journey

13

Recent Initiatives

14

Recent Initiatives - Supply Nation

16

Our Experience

18

Our Action Plan - Relationships

20

Our Action Plan - Respect

22

Our Action Plan - Opportunities

“ I had the privilege of being a houseparent on Engineering Aid Australia’s (EAA) Indigenous Australian Engineering Summer School (IAESS) on two occasions as a university student. I have seen first-hand the influence this initiative has had on shaping the futures of young Indigenous Australians, as well as the impact it has made on science, technology, engineering, and mathematics (STEM) industries in Australia.

— Esther Soon, Engineer SMEC

SMEC Committee Members

Key Contact **Grace Hyne** - Senior Advisor – Marketing & Communications
E: Grace.Hyne@smec.com T: +61 3 9514 1543

The SMEC Reconciliation Action Plan Committee was created because of SMEC’s innate belief that building stronger relationships between the broader Australian community and Aboriginal and Torres Strait Islander peoples is everyone’s responsibility. The Reconciliation Committee (RC) has been elected to oversee our Reconciliation Action Plan (RAP) to help facilitate reconciliation in the areas which we work, the people we work with and in wider Australia. The Reconciliation Committee aims to help create opportunities internally for Aboriginal and Torres Strait Islander peoples. They will:

- Raise our employees’ awareness of and engagement with Aboriginal and Torres Strait Islander cultures
- Actively participate in and celebrate National Reconciliation Week as an organisation committed to reconciliation in Australia.

○ Strengthen our relationships and work alongside business partners who are also committed to reconciliation

The RAP Committee encourages employees to become active members and we have recently had two employees who identify as Aboriginal and Torres Strait Islander join our committee.

○ Investigate opportunities to ensure our workplace is culturally appropriate for current and future Aboriginal and Torres Strait Islander employees to ensure we continue to attract and retain a diverse workforce

“As Chair of the RAP committee I have observed a real interest by SMECs employees to participate in RAP activities and implement many of the initiatives we have put forward. I’ve noticed a positive change in the ways weve been able to communicate to our employees and business partners that reconciliation is a pathway to improved understanding of Traditional Owners and their culture. In our industry, we have a clear focus to realise opportunities for involvement of traditional owners in the delivery of infrastructure projects.”

— Trevor Sullivan, Director Infrastructure - SMEC ANZ

OUR VISION

Our vision for reconciliation is for Australia to grow as a nation built on trust, understanding and respect. To achieve this vision, we must acknowledge our history and work towards a more equal society.

Our employees will increase their understanding of Aboriginal and Torres Strait Islander cultures and implement strategies that will promote equal opportunities for Aboriginal and Torres Strait Islander peoples, including areas such as education, opportunity and health. We want to collaborate and share ideas, and ultimately help transform our nation to be unified together and the best it can be.

MESSAGE FROM CEO

In 2020 we will conduct a review of cultural awareness training needs at SMEC and address these needs, increase procurement from Supply Nation certified organisations, and continue to implement improved opportunities for Aboriginal and Torres Strait Islander employment in our supply chain. We are proud of the progress we have made and look forward to continuing our journey to achieving reconciliation.

In January 2017, Reflect was endorsed by Reconciliation Australia. This outlined our commitment to implement and measure practical actions that create opportunities for, and build respectful relationships with, Aboriginal and Torres Strait Islander peoples, focusing on what we can do as an organisation to achieve this. SMEC is now proud to advance to Innovate.

SMEC’s reconciliation journey is the product of our employee’s actions and I want to thank everyone who has been actively involved in driving this forward.

We are proud that our first RAP provided a platform to build upon our relationship with Aboriginal and Torres Strait Islander peoples. To ensure our future RAPs are meaningful and sustainable, we look forward to liaising with Reconciliation Australia as we develop a new RAP based on learnings, challenges and achievements over the past year.

We will continue our commitment to create opportunities for Aboriginal and Torres Strait Islander peoples.

James Phillis, ANZ CEO, SMEC

ABOUT SMEC

SMEC has a long and proud history dating back to the iconic Snowy Mountains Hydroelectric Scheme in 1949. One of the largest and most complex hydroelectric schemes in the world, it highlights SMEC's earliest commitment to diversity. The scheme brought together over 100,000 workers from 30 countries to construct 16 dams, 7 power stations, 145 km of tunnels, 80 km of aqueducts and 2,000 km of roads.

SMEC is recognised for delivering technical excellence, advanced engineering and design innovation in the urban development, infrastructure and management services industries. Aligning global experience with local knowledge, we collaborate with our clients and partners to enhance value and maximise outcomes across the full project lifecycle, from concept to completion. Our specialist technical strengths in engineering and major projects, combined with emerging technology and data-driven services, enable us to provide innovative solutions to clients worldwide.

We have a diverse workforce of over 16,000 people working within a global network of over 120 offices, including more than 1,800 people within Australia. While we don't track how many Aboriginal and Torres Strait Islander staff we employ, we are looking to improve this process for employees to self-identify.



Supporting Local Community

We are committed to operating in a manner which promotes community engagement and sustainability, and actively engage in community development through the SMEC Foundation.

The SMEC Foundation operates with the philosophy that a small amount of money spent wisely can produce far-reaching social and economic benefits.

Through the adoption of a localisation model, we invest in local operations and nurture local talent. This increases the skill level of employees in the communities in which we operate and increases SMEC's local capacity to deliver projects.

Human Rights

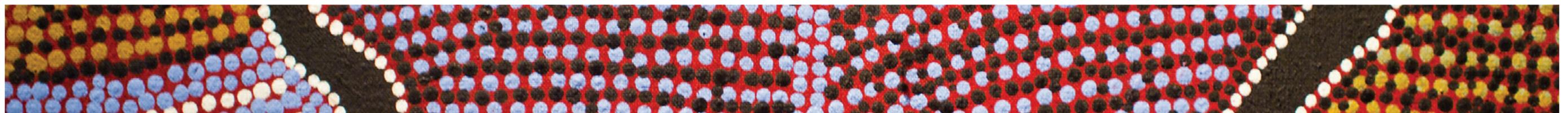
SMEC supports and respects the protection of internationally proclaimed human rights. We work closely with clients to ensure the rights and heritage of Indigenous populations are protected. This includes the completion of Indigenous Heritage Assessments and Management Plans as a component of Environmental Impact Assessments (EIAs).

At SMEC, we encourage active participation, skill development and long-term employment opportunities for Aboriginal and Torres Strait Islander peoples wherever possible.

Our Locations



- Adelaide
- Auckland
- Brisbane
- Canberra
- Darwin
- Gold Coast
- Geelong
- Newcastle
- Melbourne
- Parramatta
- Perth
- Sydney
- Townsville
- Traralgon
- Western Sydney
- Cairns
- Grafton
- Sunshine Coast
- Wollongong



MOVING FORWARD

At SMEC, we promote a positive work environment for all employees, and understand that the diverse backgrounds, work experiences, lifestyles and cultures of our employees are one of our key strengths. We are committed to diversity and strengthening relationships with Aboriginal and Torres Strait Islander peoples and have developed a dedicated committee to oversee our RAP. Our RAP Committee of SMEC employees includes representatives from SMEC's Executive Committee, People and Culture, Marketing and Communications, and the wider business.

Trevor Sullivan Director, Infrastructure, ANZ

Grace Hyne Senior Advisor,
Marketing and Communications

Esther Soon Experienced Engineer,
Roads & Highways

Sarah Board Acting Market Leader,
Water, Dams and Hydropower

Shane McGlynn Area Manager,
Geelong

Lukas McVey National Manager, Environment
Victoria

Karen Quinlan ANZ Manager,
People and Culture

Nancy Onyeka Advisor, Recruitment and Talent

Adam Booth Team Leader, Digital Engineering
Modelling Delivery Lead

Meghan Purvis Senior Learning & Organisational
Development Consultant

Jerome Cook Graduate Engineer

Mary McGlinchey, Manager – Marketing & Communications, champions our RAP internally to ensure employees are aware of every idea, opportunity, event and action that we are doing to help us reach our ultimate goal of engaging and supporting Aboriginal and Torres Strait Islander peoples.

Building stronger relationships between the broader Australian community and Aboriginal and Torres Strait Islander peoples is everyone's responsibility. Our RAP demonstrates our commitment to establishing strong foundations for future RAPs. As we move forward to the next stage of our RAP journey, we will continue to work with Aboriginal and Torres Strait Islander peoples and communities, to strengthen relationships and create respectful bonds with those within, and external to, our sphere of influence.

Reconciliation is the responsibility of all Australians, and we take this responsibility seriously.



SMEC'S RECONCILIATION JOURNEY

Our ultimate goal is to lead the way by example – to promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples and for Australia to grow as a nation built on trust, understanding and respect. SMEC is committed to not only expanding our understanding of our shared histories, cultures and achievements but to actively work towards equal opportunities and eliminate any disadvantage, discrimination or injustice experienced by Aboriginal and Torres Strait Islander peoples, from opportunities to education.

To achieve reconciliation as a nation, we must acknowledge our history and work towards a more equal society together. Our employees will lead the way by increasing their understanding of Aboriginal and Torres Strait Islander cultures and promoting these values in the workplace as well as in their own communities.

In January 2017 SMEC's first RAP was endorsed by Reconciliation Australia. Our RAP outlined our commitment to implement and measure practical actions that create opportunities for and build respectful relationships with Aboriginal and Torres Strait Islander peoples, focussing on what we can do as an organisation to achieve this.

To date, our RAP has enabled us to:

- Raise employee awareness of and engagement with Aboriginal and Torres Strait Islander cultures
- Strengthen our relationships and work alongside business partners who are also committed to reconciliation
- Investigate opportunities to ensure our workplace is culturally appropriate for current and future Aboriginal and Torres Strait Islander employees, to ensure we continue to attract and retain a diverse workforce.

At SMEC, we are committed to diversity and strengthening relationships with Aboriginal and Torres Strait Islander peoples.

We work closely with Engineering Aid Australia, talking to Aboriginal and Torres Strait Islander students on how education, and engineering, can transform their lives. Where possible, we also provide work experience opportunities at SMEC. We ensure we work with Aboriginal and Torres Strait Islander-owned companies when we can, supporting their businesses, and bring local representatives in to speak at events such as National Reconciliation Week and NAIDOC Week. When appropriate, we also invite local Traditional Custodians to conduct a Smoking Ceremony. When celebrating our 70-year anniversary in 2019, we commissioned Indigenous artist, Narelle Urquhart, who created the painting 'New Dawn' that now hangs in our Brisbane office.

At SMEC, we are committed to diversity and strengthening relationships with Aboriginal and Torres Strait Islander peoples. Following Reflect being endorsed by Reconciliation Australia, Innovate will be focused on putting in place a strategy to create a working environment that encourages diversity and creates a space for Aboriginal and Torres Strait Islander employees to feel seen and valued.



Recent Initiatives

FUNDING FOR ABORIGINAL AND TORRES STRAIT ISLANDER CHARITIES

Based on employee nominations, SMEC's ANZ Divisional CSR Committee selected three Aboriginal and Torres Strait Islander charities to receive SMEC Foundation funding for 2018:

SMEC's donation to Engineering Aid Australia of over \$40,000 has supported their IAESS summer school in Sydney and Perth in 2018 and 2019. This summer school was held for Aboriginal and Torres Strait Islander high school students from around the country and features a combination of engineering and social activities that provides a pathway to a career in engineering.

\$40,000

SMEC Foundation funding for 2018

Indigenous Literacy Foundation

Indigenous Literacy Foundation provides books to Aboriginal and Torres Strait Islander communities. So far, SMEC has donated more than \$30,000 to help Indigenous Literacy Foundation provide 1,700 to 20 remote communities in Australia, supporting literacy for many more children and their families.

\$30,000

Indigenous Literacy Foundation

One Voice

SMEC has provided \$10,000 of funding to One Voice, an organisation that provides practical human services, educational support and opportunities to the homeless and disadvantaged within Australia. In Western Australia alone, over 70% of their patrons are from an Aboriginal and Torres Strait Islander background.

\$10,000

One Voice

Each of these charities incorporate the values and strategic intent of the SMEC Foundation, while also supporting our Reconciliation Action Plan.



Recent Initiatives

SUPPLY NATION

SMEC is a proud member of Supply Nation.

In November 2017, SMEC became a member of Supply Nation. Supply Nation certify and register businesses which are 51% (or more) owned, managed and controlled by Indigenous owners, and connect those businesses to organisations seeking to diversify and increase the representation of Indigenous businesses in their supply chain.

As a member, Supply Nation will provide a dedicated procurement expert to work with SMEC, helping to:

1. Advocate and drive supplier diversity change with senior management
2. Establish a business case including developing a vision and setting goals
3. Review current procurement processes and integrate supplier diversity requirements into procurement policies
4. Provide training and workshops to develop future RAPs
5. Undertake an Indigenous supplier matching service.

In Queensland, SMEC has procured Yaru Water, a Supply Nation-certified company, to provide bottled water for client meetings and events. Since its launch in 2011, Yaru Water has been committed to supporting Indigenous organisations and community projects.

SMEC also works with Supply Nation-certified Geared Up Culcha, an Aboriginal owned and operated company for the provision of employee personal protective equipment and workwear.

Throughout the years we have undertaken a number of initiatives to ensure our relationships with Aboriginal and Torres Strait Islander peoples and their communities is considered as part of our business operations. These include:



National Reconciliation Week

National Reconciliation Week, where a number of events took place at SMEC offices around Australia, which included:

1. A Vietnam veteran and prominent VFL Umpire Glenn James OAM sharing his inspirational story as a pioneering Indigenous Australian to Melbourne employees.
2. Director of DICE Australia Raymond Pratt visiting SMEC's Brisbane office to share how his Indigenous-owned and operated company operates throughout the Northern Territory.
3. A Great Book Swap was organised by our CSR charity partner Indigenous Literacy Foundation, to raise much-needed funds to support literacy rates for Aboriginal and Torres Strait Islander children in remote communities.
4. Adelaide hosted a morning tea with Jack Kanya Kudnuitya Buckskin, an Aboriginal Cultural Service Mentor from Tauondi Aboriginal College. Jack Buckskin is a proud Kurna and Narungga man who has dedicated his life to learning and passing on his knowledge and language of the Adelaide Plains to future generations of Kurna people.
5. The Gold Coast office had a visit from Anthony Cora (Cultural Officer) and Aubrey Cora (Anthony's younger brother) from the Jellurgal Aboriginal Cultural Centre. They performed a welcome song and dance called 'Gari Ngjinda Narmi' which comes from the Kabi Kabi and Waka Waka of the Sunshine Coast.
6. The Canberra office hosted a talk with Wally Bell, a local Elder and an Aboriginal Cultural Heritage consultant. He works in the management and protection of his Ngunawal Aboriginal cultural heritage and is a traditional custodian who maintains Aboriginal sites of significance and participates in land-care conservation.



7. The Brisbane office honoured the theme of 'Grounded in Truth. Walk Together with Courage' with a walk to Alexandria Park followed by a talk with Kirsten Stewart who shared her experiences growing up in Bamaga.

8. During National Reconciliation Week, we acknowledged our commitment to reconciliation by providing Australian employees with a lanyard designed by an Indigenous artist from the Munupi Arts Centre. The proceeds from these lanyards directly benefited the artists and supported and celebrated the Tiwi people of the Pirlangimpi community.

NAIDOC Week

NAIDOC Week celebrates Aboriginal and Torres Strait Islander histories, cultures and achievements and is an opportunity to recognise the contributions Aboriginal and Torres Strait Islander peoples make to our country and society. We host celebrations across our Australian offices for NAIDOC Week. Our events included:

1. In Melbourne, SMEC welcomed Lyric Soprano, Shauntai Batzke who performed a traditional song in celebration of NAIDOC Week. The theme for NAIDOC Week 2018 was: Because of her, we can. In the interest of the theme, Shauntai shared the story of her upbringing and ancestry, her own personal experiences, as well as the ones of her family and closest friends; how regardless of their circumstances, these women have empowered and inspired generations past and present with their resilience and spirit.
2. In Brisbane, Peter Dodd, CEO of Geared Up Culcha, an Aboriginal and Torres Strait Islander owned and operated company, gave an informative and insightful talk to SMEC employees.

Acknowledgement of Country is now a standard part of how we commence employee and client meetings, in-house Training and Development Programs, and other events.

3. Cairns Manager Peter de Roma attended the Northern Pride's first match at the Intrust Super Cup games in Cairns to present the SMEC Indigenous jersey which was worn during the 2019 Intrust Super Cup Country Week.

4. Ben Lange, from Engineering Aid Australia (EAA), came in to do a talk in the North Sydney office around the work EAA is doing to inspire young Indigenous students to pursue a career in engineering and how SMEC as a charity partner is helping them do that. In 2019, we received a plaque award as one of their top contributing sponsors.

○ SMEC sponsored the Inaugural National Indigenous Football Championships in regional New South Wales. The event, which uses football as a pathway to community participation and engagement, was tabled in parliament as an example of National Indigenous Achievement.

○ Office Acknowledgement of Country is now a standard part of how we commence employee and client meetings, in-house Training and Development programs, and other events.

○ We also have Aboriginal and Torres Strait Islander designed lanyards, our SMEC-branded t-shirts and polos are from an Aboriginal and Torres Strait Islander company and we use Supply Nation to ensure we are opening up opportunities to all individuals.

Office Acknowledgement of Country

Acknowledgement of Country is now a standard part of how we commence employee and client meetings, in-house Training and Development Programs, and other events.

David Collett, State Manager of Victoria and Tasmania commented "Saying an Acknowledgement of Country at the beginning of meetings is a meaningful step we can take to demonstrate our respect for the Traditional Owners of the land we meet on. The Acknowledgement of Country is no hollow or meaningless formality, it changes attitudes and importantly has genuine meaning for our Indigenous communities. This has been embraced in our offices, and it's something I'm glad to be involved in."



OUR EXPERIENCE

SMEC was engaged by the Wurundjeri Council to complete an engineering design for rock protection works on the Arundel Creek. The area was being eroded due to increased flows from development in the catchment. The area is known as Murrup Tamboore, or, “Spirit’s waterhole” in the Wurundjeri tribe’s traditional language, Woi wurrung.

The works were required to protect an area designated as high archaeological importance (formerly known as the Keilor Archaeological Site) due to the discovery of a cranium and many artefacts, as well as megafauna remains. The design developed was innovative in that it minimised “keying in” of the rock protection that would potentially affect the in-ground heritage material.

The Wurundjeri Council decided to manage the construction phase themselves, however SMEC’s Project Manager, Sander van Hall offered to provide site surveillance and materials inspections to provide the Council with confidence that the works would deliver the required project outcomes of protecting this important cultural heritage site. SMEC’s Senior Engineer, Carlson Loh completed the site and material inspections.



OUR ACTION PLAN

Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples and other Australians is important to SMEC – we want to lead by example to encourage reconciliation country-wide. As a company, we believe equality is essential for everyone, whatever their culture, gender or background; this is no different. We want to help achieve equality in life expectancy, education, employment and all other measurable areas of disadvantage. Our drive and commitment to building stronger relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community is shown in our elected charity partners – Indigenous Literacy Foundation, the Cathy Freeman Foundation, Hope2Day – Project Recycle And Engineering Aid Australia – and we want to ensure our business practices align with this goal. SMEC believes in equality across the board and the first step in achieving this is acknowledging the Traditional Owners of the land our lives have been built on. We also believe our differences as a nation are one of our greatest strengths. Not only do our differences bring a wealth of knowledge, talent and experiences under one roof, but they help break down misconceptions and barriers between our diverse backgrounds and cultures. We work hard to attract a diverse workforce and clientele in order to expand not only our portfolio but our collective worldview. Promoting a diverse workforce allows us to share experiences and communicate better with one another. As a company, we are committed to not only fostering good relationships within the organisation but also reaching out to new companies for partnerships that will continue to make meaningful impacts on both our workforce and Australia as a whole.

Action	Deliverable	Responsibility	Timeline
RAP Committee actively monitors RAP development and implementation of actions, tracking progress and reporting.	RAP Committee oversees the development, endorsement and launch of the RAP	Senior Marketing Advisor	May 2020
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Committee	Recruitment Advisor	August 2020
	Meet quarterly per year to monitor and report on RAP implementation	Recruitment Advisor	Reconciliation Committee to meet: May, July, October, December 2020, 2021, 2022
	Establish Terms of Reference for the RAP Committee	Learning & Organisational Development Consultant	July 2020
	Develop and distribute an expression of interest to join the RC to key Aboriginal and Torres Strait Islander peoples within our sphere of influence	Digital Engineering Modelling Delivery Lead	July 2020
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Organise NRW events in each Australian office annually	Senior Marketing Advisor	27 May- 3 June 2020, 2021
	Register all NRW events via Reconciliation Australia's NRW website	Senior Marketing Advisor	May 2020, 2021
	Support an external NRW event	Engineer	27 May- 3 June 2020, 2021
	Ensure our RAP Committee participates in an external event to recognise and celebrate NRW	Engineer	May 2020, 2021

Action	Deliverable	Responsibility	Timeline
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories	Senior Marketing Advisor	May 2020, 2021
	Encourage staff to participate in external events to recognise and celebrate NRW	Experienced Engineer	May 2020, 2021
	Download Reconciliation Australia's NRW resources and circulate to staff	Senior Learning & Organisational Development Consultant	May 2020, 2021
	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	Area Manager	September 2020
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	Digital Engineering Modelling Delivery Lead	September 2020
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Meet with Aboriginal and Torres Strait Islander charities and maximise any opportunities to strengthen our involvement with them over the next two years, including our existing relationship with our ANZ CSR charity partners Engineering Aid Australia and Indigenous Literacy Foundation	Senior Marketing Advisor	July 2020/ongoing
	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders	Senior Marketing Advisor	July 2020/ongoing
	Promote reconciliation through ongoing active engagement with all stakeholders	Senior Marketing Advisor	May 2022
	Provide an overview of the RAP as part of staff induction processes	Senior Marketing Advisor	December 2020
	Encourage other sector organisations to develop a RAP	Senior Learning & Organisational Development Consultant	May 2022
Explore opportunities to support the Uluru Statement.	Develop an internal portal page on our intranet to regularly update business on RAP activities	Senior Marketing Advisor	December 2020
	Hold lunch and learn sessions to educate staff on the aims of the Uluru Statement	Digital Engineering Modelling Delivery Lead	December 2020
	Engage with other organisations who have publicly supported the Uluru Statement	Area Manager	December 2020
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination and provisions, and future needs	Senior Marketing Advisor	July 2020
	Develop, implement and communicate an anti-discrimination policy for our organisation	Market Director	December 2020
	Engage with Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Marketing ANZ Manager – People & Culture	December 2020
Educate senior leaders on the effects of racism	ANZ Manager - Water	December 2020	

OUR ACTION PLAN

Respect

As an organisation, we respect Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights and believe it's important to show this. We want to share their special connection to the land and their commitment to community and for everyone to understand the Traditional Owners of the land we live on today. It's important to educate our staff about their vital contributions to Australia's national identity. This can be done through staff training, talks, educational resources, events and Welcome to Country introductions at every external SMEC event. To show true respect, we must acknowledge those who are the Traditional Owners of the land we live on and filter this understanding and appreciation of their cultures and histories throughout the organisation. Equality is key to mending relationships and building bridges – we can't have unity as a nation until we have acknowledged our past and move together as one.

Action	Deliverable	Responsibility	Timeline
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	ANZ Manager – People & Culture	December 2020
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	Recruitment	August 2020
	Provide opportunities for RC members, RAP champions, HR managers and other key leadership staff to participate in cultural training	Learning and Organisational Development Consultant	December 2020
	Identify cultural learning requirements specific to our staff's training need	Manager - Environment	January 2021
	Promote Reconciliation Australia's Share Our Pride online tool to all staff	Senior Marketing Advisor	September 2020
	Investigate local cultural experiences and immersion opportunities	Experienced Engineer	December 2020

Action	Deliverable	Responsibility	Timeline
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	Learning and Organisational Development Consultant	October 2020
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	Learning and Organisational Development Consultant	May 2020
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including National Reconciliation Week	Senior Marketing Advisor	May 2020
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings where there are significant visitors from other locations	Market Director	Ongoing, including all SMEC Australia Board meetings December 2020
	Create awareness in meeting rooms to encourage staff to include an Acknowledgement of Country at the commencement of appropriate meetings. These meetings will involve external visitors	Senior Marketing Advisor	August 2020
	Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country	Senior Marketing Advisor	August 2020
	Organise and display an Acknowledgment of Country plaque in our office/s or on our office building	Senior Marketing Advisor	June 2020
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	ANZ Manager – People & Culture	June 2020
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week	Senior Marketing Advisor	July, 2020, 2021
	Provide opportunities for all staff to participate in NAIDOC Week activities	Senior Marketing Advisor	July, 2020, 2021
	Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event	Senior Marketing Advisor	July, 2020, 2021
	Contact our local NAIDOC Week Committee to discover events in our community	Experienced Engineer	July 2020, 2021
Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	Organise internal and external events throughout the year to celebrate dates of significance. These events can include talks, presentations, the Reconciliation Film Club sessions and visits from the Indigenous Literacy Foundation	Senior Marketing Advisor	May, June 2020, May, June 2021, May 2022
	Add Aboriginal and Torres Strait Islander dates of significance to internal calendars		
	Promote local community events recognising these dates of significance to employees		



OUR ACTION PLAN

Opportunities

As a business, we strive to be an Employer of Choice and to conduct ourselves with integrity, providing an inclusive and supportive environment for all employees. We are committed to making meaningful impacts to both people and the environment and we want our organisation's employees to reflect that. We work hard to provide equal opportunity while we hire and while employees work at SMEC. We will strive to work closely with Aboriginal and Torres Strait Islander-owned companies and consultants to ensure we provide equal opportunities and foster our relationships with Aboriginal and Torres Strait Islander companies.

Action	Deliverable	Responsibility	Timeline
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace reporting.	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	ANZ Manager – People & Culture	July 2020
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy	Recruitment Advisor	July 2020
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development	Recruitment Advisor	December 2020, 2021
	Support Aboriginal and Torres Strait Islander leadership	Market Director	October 2020
	Advertise all vacancies in Aboriginal and Torres Strait Islander media	Recruitment Advisor	December 2020/ Ongoing
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	ANZ Manager – People & Culture	December 2020
	Develop an Aboriginal and Torres Strait Islander professional development strategy	ANZ Manager – People & Culture	July 2020
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply.'	Recruitment Advisor	May 2020, 2021, 2022
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development	Recruitment Advisor	December 2020
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	Senior Marketing Advisor	July 2020
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	Learning and Organisational Development Consultant	July 2020
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business	Learning and Organisational Development Consultant	July 2020

Action	Deliverable	Responsibility	Timeline
Investigate opportunities to support Aboriginal and Torres Strait Islander students	Leverage Supply Nation membership	Senior Marketing Advisor	December 2020
	Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy	Market Director	July 2020
	Investigate opportunities to partner with our local Indigenous Chamber of Commerce	Experienced Engineer	July 2020
	Support scholarships for Aboriginal and Torres Strait Islander students	Learning and Organisational Development Consultant	October 2020
	Develop and implement Aboriginal and Torres Strait Islander employment pathways (eg traineeships or internships) which can be tracked by SMEC	Recruitment Advisor	October 2020

Governance, tracking progress and reporting

Action	Deliverable	Responsibility	Timeline
Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	Senior Marketing Advisor	30 September 2020, 2021
	Investigate participating in the RAP Barometer		May 2022
Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings	ANZ Manager – People & Culture	November 2020, 2021
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	Learning and Organisational Development Consultant	November 2021
	Send draft RAP to Reconciliation Australia for review and feedback		December 2021
	Submit draft RAP to Reconciliation Australia for formal endorsement		April 2022
Compile annual SMEC Reconciliation report and communicate it to all employees	Devise a document that outlines every action we completed, against particular deadlines	Senior Marketing Advisor	December 2020, 2021
	Compile information from across the business to ensure our report is reflective of everything we've done		January 2021, 2022
	Devise a communications plan to promote the report internally and externally		April 2021, 2022
	Compile Annual SMEC Reconciliation Report and communicate to all employees		May 2021, 2022

