



# SMEC Group

## Reflect Reconciliation Action Plan

January 2017 – January 2018

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**Cover image:** Zuccoli Residential Development

## SMEC Reconciliation Action Plan Committee

The committee has communicated with all employees to encourage any Aboriginal and Torres Strait Islander employees to join. If this cannot be achieved internally, the committee will seek to appoint an external representative of Aboriginal and Torres Strait Islander peoples to the committee.

<b>Trevor Sullivan</b>	Regional Director, Northern Region (Committee Leader)
<b>Dan Reeve</b>	General Manager, Transport
<b>Mary Mcglinchey</b>	Senior Marketing Advisor
<b>Esther Soon</b>	Engineer, Roads and Highway Design
<b>Sarah Board</b>	Local Functional Manager, Water, North Sydney
<b>Amy Hewton</b>	Graphic Designer
<b>Grant Whitbourne</b>	Project Manager
<b>Meaghan Purvis</b>	Learning and Organisational Development Consultant
<b>Karen Quinlan</b>	Manager Human Resources, ANZ
<b>Graeme Pollock</b>	Regional Manager, North Queensland and Northern Territory
<b>Lukas McVey</b>	Manager Environment, Victoria
<b>Shane McGlynn</b>	Regional Manager, Geelong and South Western Victoria
<b>Andrew Fawcett</b>	Senior Civil Engineer

## Contact Details

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# Introduction

Building stronger relationships between the broader Australian community and Aboriginal and Torres Strait Islander peoples is everyone's responsibility.

SMEC is committed to diversity and strengthening relationships with Aboriginal and Torres Strait Islander peoples, and has joined Reconciliation Australia's Reconciliation Action Plan (RAP) program.

A RAP is a business plan that documents what actions an organisation will take in order to contribute to reconciliation in Australia.

We have developed a working party to oversee our RAP. This working party includes representatives from SMEC's Australian Management Committee, Human Resources, Marketing and Communications, and the wider business.

This RAP ensures that SMEC is committed to building respectful relationships and creating opportunities for Aboriginal and Torres Strait Islander peoples.

“ At SMEC, we want to build and strengthen relationships with Aboriginal and Torres Strait Islander peoples, to have a positive impact on the areas in which we work, and the people we work with. ”

- Dan Reeve - General Manager, Transport



## Foreword

SMEC is proud to announce the development of its first Reconciliation Action Plan. Reconciliation is the responsibility of all Australians, and we take this responsibility seriously.

Our RAP outlines our commitment to implement and measure practical actions that build respectful relationships, and create opportunities for Aboriginal and Torres Strait Islander peoples. At this stage of our RAP development, our focus will be on what we can do internally to achieve this objective. The development of our RAP aligns with our Strategic Plan and Diversity Policy, and focuses our efforts to engage with and support Aboriginal and Torres Strait Islander peoples.

## Our Vision For Reconciliation

Our vision for Reconciliation is for Australia to grow as a nation built on trust, understanding and respect. Our employees will increase their understanding of Aboriginal and Torres Strait Islander cultures. We will seek opportunities to strengthen and build relationships with Aboriginal and Torres Strait Islander communities, and to work alongside Aboriginal and Torres Strait Islander peoples. We want to collaborate and share ideas, and ultimately help transform our nation to be the best it can be.

At SMEC, we believe that our people are the core of our business. We are committed to the recruitment, development and engagement of a diverse and high-performing employee base, and recognise the value Aboriginal and Torres Strait Islander peoples bring to our workforce. We promote a positive work environment for all employees, and understand that the diverse perspectives, work experiences, lifestyles and cultures of our employees are one of our key strengths.

# Welcome

Reconciliation Australia congratulates the SMEC Group on the endorsement of its first Reconciliation Action Plan (RAP), which will build the foundations for the relationships, respect and opportunities essential to reconciliation.

This Reflect RAP will assist the SMEC Group to develop a solid RAP governance model and build the business case for future commitments to cultural learning, practising cultural protocols, and promoting Aboriginal and Torres Strait Islander employment.

In its first RAP, the SMEC Group has demonstrated a keen commitment to develop and strengthen relationships with key Aboriginal and Torres Strait Islander peoples, communities and organisations. We see this where the SMEC Group moves to do this by ensuring their relationships with Aboriginal and Torres Strait Islander Peoples and their communities is an integral part of how they do business.

Commitment to showing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is demonstrated in the SMEC Groups RAP through its actionable goal to build upon their rich history of embracing diversity in their involvement of the RAP program.

The SMEC Groups dedication to providing opportunities and employment pathways for Aboriginal and Torres Strait Islander peoples is communicated through the actionable items in its RAP, such as its commitment to developing a procedure to encourage current and future employees to self identify as Aboriginal and/or Torres Strait Islander to inform future employment and development opportunities.

On behalf of Reconciliation Australia, I commend the SMEC Group on your Reflect RAP and look forward to following its reconciliation journey.

**Justin Mohamed**  
Chief Executive Officer  
Reconciliation Australia

# 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, seven power stations, 145 km of tunnels, 80 km of aqueducts and 2,000 km of roads.

Today, SMEC is a progressive global company that delivers integrated engineering solutions to a broad range of industry sectors around the world.

At SMEC, we help to provide a better future for clients and communities around the world. Our projects help to generate economic wealth and provide essential infrastructure services in some of the world's fastest growing economies.

We have a diverse workforce of over 6,000 people working within a global network of over 75 offices including more than 1,300 people within Australia.

SMEC does not currently collect information from employees regarding cultural heritage. This is identified as an Action in this RAP so we can ascertain how many Aboriginal and Torres Strait Islander peoples we employ.

## 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 (Australia & New Zealand)

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



SMEC's RAP has the full support of the Australian Management Committee and the Diversity and Inclusion Committee. Our Diversity and Inclusion Committee comprises SMEC's CEO Mr. Andy Goodwin, SMEC Board member Kate Spargo, our geographical Chief Operating Officers and senior representatives from throughout the organisation.

# RAP Development

SMEC has a strong track record of working with Aboriginal and Torres Strait Islander peoples. This is formally recognised in SMEC's Diversity Policy and RAP.

There are four different types of RAPs offered by Reconciliation Australia: Reflect, Innovate, Stretch and Elevate. SMEC has chosen to develop a Reflect RAP which demonstrates our commitment to establishing strong foundations for future RAPs. The Reflect RAP provides SMEC with a platform to establish and build upon relationships with Aboriginal and Torres Strait Islander peoples within our sphere of influence, which will ensure our future RAPs are meaningful and sustainable.

#### Developing a RAP will ensure we:

- Raise our employees' 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.
- Actively participate in and celebrate National Reconciliation Week as an organisation committed to reconciliation in Australia.



Henbury School  
Darwin

In 2014, 10 traineeships and four apprenticeships were offered to Aboriginal and Torres Strait Islander students as part of stages 3 & 4 of the Zuccoli Residential Development in Darwin.

# Our Experience

The following project snapshots provide an insight into the work SMEC has undertaken with Aboriginal and Torres Strait Islander peoples and their communities.

## Zuccoli Residential Development

In 2014, SMEC was awarded a contract for the design, documentation and construction administration of Stages 3 and 4 of the Zuccoli Residential Development, located in Darwin in Australia's Northern Territory.

SMEC worked with the project developer, the Ostoic Group, and the not-for-profit conservation organisation, Greening Australia, to generate 10 horticultural traineeships and four apprenticeships in civil construction for Aboriginal and Torres Strait Islander students working on the development.

Greening Australia coordinated the Indigenous Training Program, lasting 22 weeks. Each week students attended theory, practical and commercial workshops, and received valuable experience in landscape maintenance, seed collection, weed management, park planting and creek restoration works.

The Indigenous traineeship is run in conjunction with the Charles Darwin University. All students receive certificate level qualifications in horticulture and land management, and will have the skills needed to work on future subdivisions and projects in the broader community.



Zuccoli Residential Development

“ We had the privilege to hear stories from the Traditional Owners about their lives and cultural land management techniques, including visiting local hunting grounds to find turtle eggs and harvesting fruit from the same trees SMEC had integrated into this school landscape. ”

Fiona Eddleston - Landscape Architect, Ramingining School



**2002**

**SMEC Indigenous Engagement – Aboriginal Tent Embassy**

SMEC partnered with the Mirii Group to facilitate empathy for, and a commitment to, developing and implementing strategies for the future of the Aboriginal Tent Embassy in Canberra. The key output from the project was a proposal for the future of the Aboriginal Tent Embassy that is sensitive to its cultural and historical significance to many Aboriginal and Torres Strait Islander peoples, and which recognises the rights of all Australians to engage in non-violent protest. The team assigned to the project brought a very clear appreciation of the protocols and communication strategies required for successful consultation with Aboriginal and Torres Strait Islander peoples, communities and organisations.

**2005**

**SMEC Indigenous Engagement – Gunawirra Boomerangs Program**

Gunawirra is a not-for-profit organisation that provides services for Aboriginal and Torres Strait Islander children from birth to adulthood. The organisation undertakes many projects in the Australian outback and believes it is every child’s right to a sound education, a loving family and a secure and safe community in which to grow. The SMEC Foundation donated \$5,000 to Gunawirra, which enabled seven families to participate in the Gunawirra Boomerangs Program. The program focuses on improving family relationships by providing a foundation from which children can learn and develop in a safe, mutually respectful and loving environment.

**2009**

**INSTEP Yarrabah School Nutrition (Australia)**

SMEC provided support to a school nutrition program providing training and assistance to employees, volunteers and parents in the Aboriginal Queensland community of Yarrabah.

**2012**

**Advice to the National Water Commission**

In 2012, the First Peoples’ National Water Summit took place, bringing together 70 Aboriginal delegates from across Australia. SMEC provided advice to the National Water Commission as part of the Summit. The event provided an opportunity for delegates to discuss, at a national level, Aboriginal interests in the management of water and to formulate recommendations to inform and amend government policy.

**2015**

**SMEC Indigenous Engagement – Ramingining School**

Ramingining is an Aboriginal community in the Northern Territory, 560 km east of Darwin. After Cyclone Lam struck in 2015, SMEC was engaged to work with the Ramingining community to re-establish the school grounds as a Northern Territory Government disaster relief initiative. As part of the rebuild, SMEC visited the Ramingining community to discuss the environmental, educational and cultural initiatives the community wanted to be reflected in the school grounds. Embedded into the design was the consideration of construction materials and methods to ensure local Aboriginal and Torres Strait Islander employment groups could be engaged to supply and install the landscape works. This created the opportunity for local Aboriginal and Torres Strait Islander peoples to develop skills and for employment.

**2015**

**SMEC Indigenous Engagement – Henbury School**

Henbury School is a high school for children with varied physical and learning abilities. Halikos Constructions engaged SMEC to complete the landscape design for the external classrooms and play spaces throughout the new school grounds. As an initiative to promote and support Aboriginal and Torres Strait Islander engagement in construction, Halikos and SMEC combined to work with the Larrakia Development Corporation (LDC) and worked with 20 Aboriginal and Torres Strait Islander employees on the project. SMEC taught LDC employees how to read landscape construction drawings, project plans for the materials, equipment and tasks for the week, and professional techniques for implementing garden beds, topsoil, mulching and planting to implement the landscape works.

**2016**

**SMEC Indigenous Engagement – Ampilatwatja & Alpururulam Housing**

SMEC was engaged by Platt Consulting Architects to design the external areas for a series of new remote houses in Ampilatwatja and Alpururulam townships. SMEC designed landscapes to include new shade trees of local provenance, grassed areas irrigated from septic grey water and low maintenance vegetative screening. Embedded into this design was the consideration of construction materials and methods to ensure local Aboriginal and Torres Strait Islander employment groups could be engaged to supply and install the landscape works. This local engagement created the opportunity for local Aboriginal and Torres Strait Islander people to develop skills for employment.

# Relationships

Action	Deliverable	Timeline	Responsibility
<b>RAP committee actively monitors RAP development</b>	Develop Terms of Reference (ToR) for RAP Committee	January 2017	Learning and Organisational Development Consultant
	Committee oversees the development, launch and implementation of RAP	January 2017	Regional Director, Northern
	Committee to meet a minimum of four times per year to monitor progress and report findings.	January, April, August, November 2017	Regional Director, Northern
	Invite employees who identify as Aboriginal and/or Torres Strait Islander to join the RAP Committee	January 2017, July 2017	Manager Human Resources, ANZ
	Include questions in *Diversity Survey asking employees to identify as Aboriginal or Torres Strait Islander	October 2017	Learning and Organisational Development Consultant
<b>Build internal and external relationships</b>	Arrange for at least one external Aboriginal and/or Torres Strait Islander representative to be a member of the RAP Committee	June 2017	Manager Human Resources, ANZ
	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local areas or sphere of influence that we can connect with on our reconciliation journey.	June 2017	Learning and Organisational Development Consultant
	Develop a list of external partners, RAP organisations and other like-minded organisations that we can connect with on our reconciliation journey.	June 2017	Learning and Organisational Development Consultant
	Contact identified Aboriginal and Torres Strait Islander peoples, communities and organisations, to collaborate, seek guidance and explore possibilities of partnerships.	July 2017	Regional Director, Northern

Action	Deliverable	Timeline	Responsibility
	Contact identified RAP organisations, to collaborate, seek guidance and explore possibilities of partnerships.	July 2017	Regional Director, Northern
	Communicate regularly with Reconciliation Australia during the implementation of the SMEC RAP (following each RAP Committee meeting).	January, April, August, November 2017	Learning and Organisational Development Consultant
<b>Participate in and celebrate National Reconciliation Week (NRW)</b>	Encourage our employees to attend an external NRW events. Include a link to Reconciliation Australia website and list of NRW events in communications.	May 27 - June 3 2017	Senior Marketing and Business Development Advisor, ANZ
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 27 - June 3 2017	Senior Marketing and Business Development Advisor, ANZ
	Hold an internal National Reconciliation Week event in all Australian offices.	May 27 - June 3 2017	Manager Human Resources, ANZ
	Encourage our employees to attend relevant internal NRW events.	May 2017	Manager Human Resources, ANZ
	Ensure our committee participates in an external event to recognise and celebrate NRW.	May 27-June 3 2017	Manager Human Resources, ANZ
<b>Raise internal awareness of our RAP</b>	Develop and implement a plan to raise awareness amongst all employees across the organisation about our RAP commitments.	February 2017	Senior Marketing and Business Development Advisor, ANZ
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	February 2017	Senior Marketing and Business Development Advisor, ANZ

\*The purpose of the Diversity Survey is to get an in depth understanding of who our employees are, what diversity factors they experience, and how this impacts engagement. The survey will also seek to understand the perception employees have of SMEC in relation to diversity. This survey is completely anonymous and confidential.

This data will then be used to inform and direct the development of programs and initiatives related to diversity.

# Respect

Action	Deliverable	Timeline	Responsibility
<b>Investigate Aboriginal and Torres Strait Islander cultural learning and development</b>	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	March 2017	Regional Manager, North QLD and NT
	Capture data and measure our employee's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	May 2017	Learning and Organisational Development Consultant
	Conduct a review of cultural awareness training needs within our organisation.	July 2017	Learning and Organisational Development Consultant
	Investigate options for Cultural Awareness Training for the ANZ business	September 2017	Learning and Organisational Development Consultant
<b>Participate in and celebrate NAIDOC Week</b>	Raise awareness and share information amongst our employees of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	May 2017	Senior Marketing and Business Development Advisor, ANZ
	Introduce our employees to NAIDOC Week by promoting community events in our local area.	First Sunday to second Sunday July 2017	Senior Marketing and Business Development Advisor, ANZ
	Ensure our RAP Committee participates in an external NAIDOC Week event.	July 2017	Manager Human Resources, ANZ
<b>Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols</b>	Explore who are the Traditional Owners of the lands and waters in our local areas, and scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.	February 2017	Local Functional Manager-Water, North Sydney
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	May 2017	General Manager - Transport

# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Investigate Aboriginal and Torres Strait Islander employment</b>	Develop a procedure to encourage current and future employees to self identify as Aboriginal and/or Torres Strait Islander to inform future employment and development opportunities.	January 2017	Manager Human Resources, ANZ
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2017	Regional Manager, North QLD and NT
	Investigate opportunities to ensure our workplace is culturally appropriate for current and future Aboriginal and Torres Strait Islander employees to promote retention.	March 2017	Manager Human Resources, ANZ
<b>Investigate Aboriginal and Torres Strait Islander supplier diversity</b>	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2017	Principal Environmental Specialist
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2017	Principal Environmental Specialist
	Develop an understanding of the benefits of becoming a member of Supply Nation.	May 2017	General Manager, Transport

# Tracking & Progress

Action	Deliverable	Timeline	Responsibility
<b>Build support for the RAP</b>	Define resource needs for RAP development and implementation.	January 2017	Regional Director, Northern
	Define systems and capabilities needed to track, measure and report on RAP activities.	January 2017	Manager Human Resources, ANZ
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 30, 2017	Learning and Organisational Development Consultant
<b>Review and refresh RAP</b>	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	December 2017	Learning and Organisational Development Consultant
	Submit draft RAP to Reconciliation Australia for formal review and endorsement	December 2017	Learning and Organisational Development Consultant

**local people**  
**global experience**