

# Reconciliation Action Plan

May 2020 – May 2022



ARUP



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## ARUP INNOVATE RECONCILIATION ACTION PLAN: MAY, 2020 – MAY, 2022

Arup acknowledges the Traditional Owners of the land where our offices are located. We pay our respects to Elders past, present and emerging, and to all Aboriginal and Torres Strait Islander peoples. We recognise and celebrate their cultures, traditions and protocols.

*Aboriginal and Torres Strait Islander readers are advised that this document may contain images of people who have died.*

## 'SHIFT TO SHAPE AN EVEN BETTER WORLD' BY GILIMBAA ARTIST TARNI O'SHEA

'Shift to shape an even better world' explores a moving mechanism that shows the impact, richness and strength of bringing culture, design and people together. The motif was developed by Tarni O'Shea; a proud Aboriginal and South Sea Islander woman who is strongly inspired by the celebration of culture and bringing it to the forefront of the creative process. Tarni's experience in crafting exquisite bespoke artwork, environmental design and campaign creative with a unique, thoughtful lens makes her an integral member of the Gilimbaa team. Drawing inspiration from the world around her, Tarni explores new ways of visual storytelling, creating meaningful work that continues to strengthen her connection back to her culture.

**“What we must aim for is to make  
‘we’ include as many as possible  
as often as possible”**

Ove Arup, Founder, Key Speech, 1970.

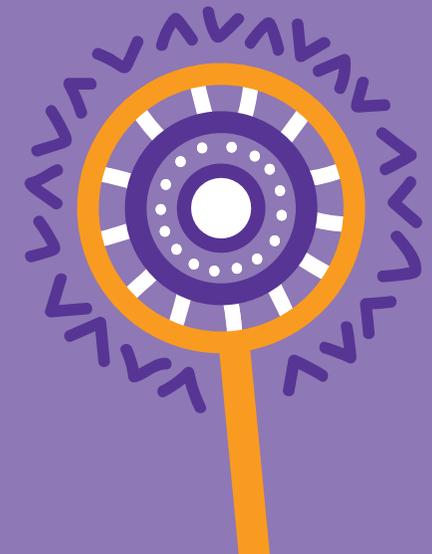


Deeply embedded  
in Arup’s culture  
is a sense of  
social responsibility  
and inclusion.  
**A purpose that  
unites us as a firm.**

Arup’s vision for reconciliation is to develop meaningful and respectful partnerships with Aboriginal and Torres Strait Islander peoples as we shape a better world. Arup works across many communities which we acknowledge are built upon Aboriginal and Torres Strait Islander Lands.

The partnerships we seek from within these communities are a demonstration of ways Arup is enabling opportunity, through career pathways and through the delivery of projects which reflect our value of social usefulness.

Arup provides opportunities to raise awareness of the shared history between Aboriginal and Torres Strait Islander peoples and all Australians, to guide historical acceptance within our workforce. This includes recognising and celebrating Aboriginal and Torres Strait Islander cultures, traditions and protocols. Our vision is for an Arup, and a wider Australia, where all people are treated with dignity and respect.





Diramu Aboriginal Dance  
& Didgeridoo Performance  
'Welcome to Country' ceremony  
in the Sydney office

I'm pleased to  
introduce Arup's  
2020-2022  
Reconciliation  
Action Plan – our  
second – continuing  
our commitment  
and contribution  
to reconciliation  
in Australia.

The actions set out in our Reconciliation Action Plan enable us to explore partnerships with, build respect for and commit to opportunities with Aboriginal and Torres Strait Islander communities through all our work practices.

We've made good progress, from developing Acknowledgment of Country protocols, introducing cultural awareness training and celebrating important Aboriginal and Torres Strait Islander events such as National Reconciliation Week and NAIDOC Week, through to actively creating opportunities for Aboriginal and Torres Strait Islander peoples through the development of new partnerships.

Our new partnership with the Indigenous Defence and Infrastructure Consortium (iDiC) will help us achieve the aims in our RAP by providing opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace and on our projects.

Partnering with organisations such as iDiC and Supply Nation provides Arup the opportunity to facilitate engagement and create business opportunities with Aboriginal and Torres Strait Islander owned businesses. Our relationships with Engineering Aid Australia and the Indigenous Australian Engineering School, University of Melbourne and the Victorian Indigenous Engineering Winter School, The Smith Family and CareerTrackers allow us to provide educational and career opportunities for Aboriginal and Torres Strait Islander students.

I am particularly proud of the progress of our CareerTrackers partnership and our commitment to 10x10 – 10 internships per year for 10 years. We are really pleased that more than one of these talented and enthusiastic students has chosen to join Arup and contribute to our future success – we hope more will join.

We learnt a lot through our first Reconciliation Action Plan and intend to consolidate and build on the strong foundations, learning and understanding in this, our second Innovate RAP, ensuring we continue to deliver our aim to 'shape a better world'.



A handwritten signature in black ink that reads "Peter Chamley".

Peter Chamley  
Chair, Arup Australasia

MESSAGE FROM RACHEL NICHOLLS,  
BOARD MEMBER AND  
D&I EXECUTIVE CHAIR

In 2019 I became the Australasia Diversity & Inclusion Board champion and the last 12 months have been an extraordinary journey of learning and understanding of First Nations Cultures and how Arup can, and are, contributing to reconciliation through our Reconciliation Action Plan.

Aboriginal and Torres Strait Islander peoples were the first engineers and environmentalists. Writings of early explorers and settlers recount sophisticated dams and fishing traps, housing, and domestication of plants, sowing, harvesting, irrigating, food storage systems plus land management techniques such as controlled burning. Some 200 years after European settlement some non-Indigenous Australians are turning to this ancient knowledge of the Land to ensure a more sustainable approach; there is much to learn.<sup>1</sup>

A new initiative for Arup in 2019 was the provision of up to four hours of paid leave for our people to attend and get involved in NAIDOC Week activities. Many people from across Australia took up the offer attending community events including those organised by Councils and Traditional Owner groups.

<sup>1</sup> If you are interested in learning more, I suggest you read *Dark Emu* by Bruce Pascoe.

In 2019 the Region Board had an immersive experience which included a guided tour around Brisbane's Cultural Precinct at Southbank, led by Black Card. It was just a snapshot, but we experienced elements of Queensland's Indigenous heritage through a wonderful and intimate didgeridoo performance, artistic installations and discussions that acknowledge harrowing episodes of the past.

I was also fortunate to attend the graduation dinner for the Victorian Indigenous Engineering Winter School (VIEWS); a celebration of Aboriginal and Torres Strait Islander cultures and the culmination of a week of academic and industry immersion for 30 Year 10-11 Aboriginal and Torres Strait Islander students from across the country – including a morning workshop at our offices, which was a highlight. I am in awe of the energy, enthusiasm and dignity of these emerging leaders. Seeing the impact of programs such as VIEWS makes me proud of the contribution we are making as a firm.



Rachel Nicholls  
*Board member and  
D&I Executive Chair*

## On behalf of Reconciliation Australia, I am delighted to see Arup continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP Arup continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

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

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Arup with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Arup will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Arup well as it embeds and expands its own unique approach to reconciliation. We encourage Arup to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

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

On behalf of Reconciliation Australia, I commend Arup on its second RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine  
Chief Executive Officer,  
Reconciliation Australia



As we developed our 2020-2022 Reconciliation Action Plan (RAP) it was important to reflect on our achievements, as well as the challenges and lessons learnt over the last two years.

Our first RAP helped us to understand our sphere of influence and what it takes to deliver meaningful reconciliation outcomes. Partnerships are critical to our success, so we developed existing partnerships and formed new relationships.

We have been embedding opportunities for Aboriginal and Torres Strait Islander businesses into our bids and projects.

Our people spent time in Aboriginal and Torres Strait Islander communities as part of the project design planning process and developed an appreciation of the real problems our design solutions are trying to solve.

A key lesson from our first RAP was understanding the time and commitment necessary to successfully engage others on our reconciliation journey and to build and maintain relationships. Building awareness of what it takes to do this well, requires ongoing conversation with leaders, those who are developing relationships and our staff who are seeking ways to participate and engage.

The RAP has been both a catalyst and a framework for Arup. Our people have proposed initiatives ranging from inviting Aboriginal and Torres Strait Islander artists to exhibit in our offices, to identifying communities who may benefit from remote renewable energy programs. Our RAP provides a reference to test our ideas – do they align with our commitments; do they provide opportunities for Aboriginal and Torres Strait Islander peoples; will they have tangible outcomes?

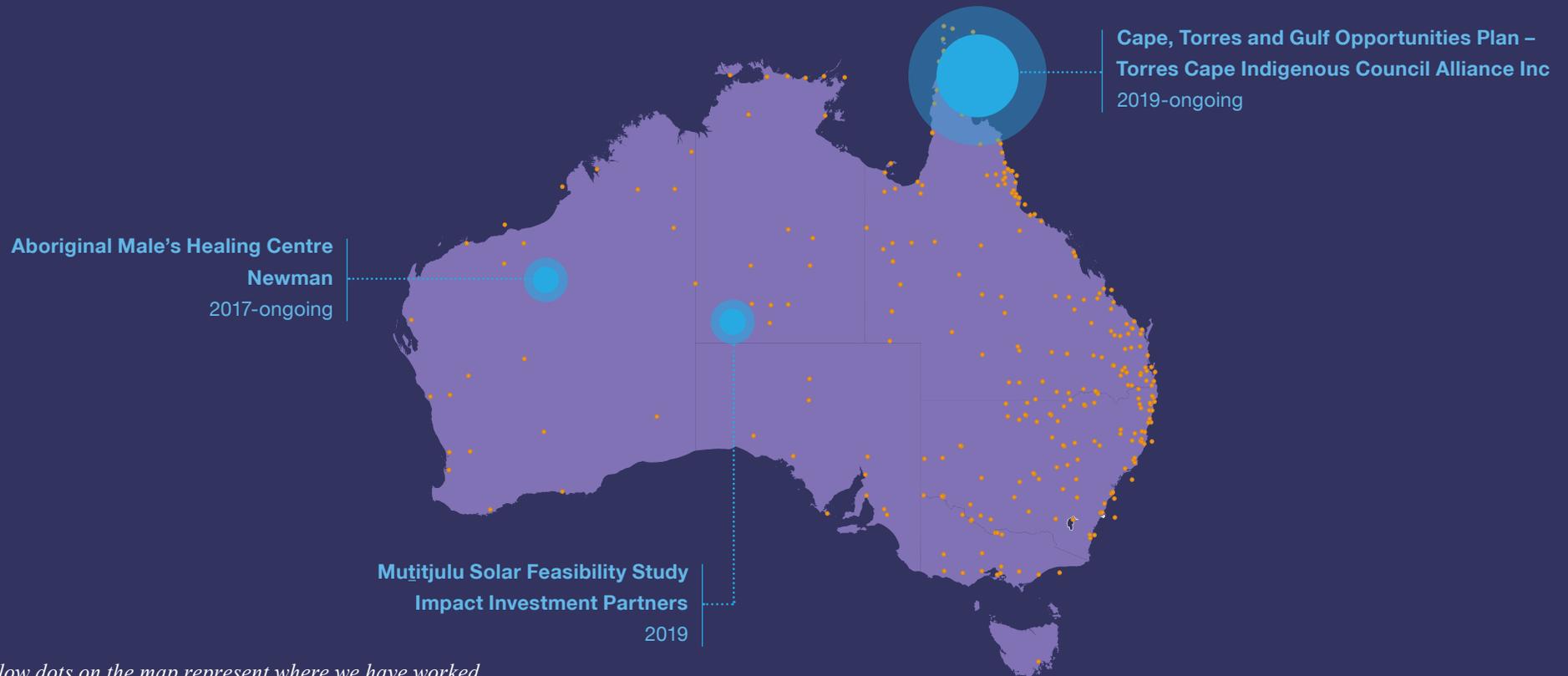
The implementation of our RAP has raised expectations within our business and amongst our staff of what is possible. Looking forward, this second Innovate RAP sets out what we aim to achieve including the continuation of previous initiatives and proposing new actions. Turning initiatives and actions into outcomes is our focus.



Sarah Allen  
*RAP Working Group Leader*

# Our journey towards reconciliation began over 25 years ago.

This beginning, with our work on programs and projects across Australia, forms the foundation of our engagement with Aboriginal and Torres Strait Islander peoples today.



- The yellow dots on the map represent where we have worked around Australia, including island communities.
- The blue dots are locations of recent projects highlighted in this RAP.

## OUR BUSINESS

Arup is the creative force at the heart of many of the world's most prominent projects in the built environment and across industry. We offer a broad range of professional services that combine to make a real difference to our clients and the communities in which we work.

We are truly global. From 87 offices in 34 countries our 15,870 planners, designers, engineers and consultants deliver innovative projects across the world with creativity and passion. Founded in 1946 with an enduring set of values, our unique trust ownership fosters a distinctive culture and an intellectual independence that encourages collaborative working.

This is reflected in everything we do, allowing us to develop meaningful ideas, help shape agendas and deliver results that frequently surpass the expectations of our clients.

Arup established a presence in Australia in 1963 when entrusted with the structural design of the Sydney Opera House. We now have over 1,800 people (December 2019), including six who identify as Aboriginal and/or Torres Strait Islander, with offices in every capital city and regionally in Townsville, Cairns, Maroochydore and Gold Coast. Commitment to a diverse and inclusive culture and social usefulness is part of our DNA and our reconciliation journey is an extension of that commitment.

The people at Arup are driven to find a better way. We shape a better world.

## OUR RECONCILIATION ACTION PLAN

Working with Aboriginal and Torres Strait Islander communities over the last two decades on infrastructure projects regionally and within our cities we realise reconciliation is critical to all Australians and Arup staff.

We aim to shape a better Australia where the lives of Aboriginal and Torres Strait Islander peoples, and hence all Australians, are improved through a deeper level of understanding, leading to mutual respect and opportunity. We will do this by demonstrating to our staff, clients and collaborators how our business and projects can realise opportunity, provide career pathways and develop enduring relationships with Aboriginal and Torres Strait Islander peoples and organisations.

The benefits can go beyond infrastructure, places and buildings we create, leading to increased equity and equality for individuals and stronger communities and organisations.

Reconciliation aligns with our value as a humane organisation; one with a social conscience wishing to do

*“socially useful work, and to join hands with others fighting for the same values.”* Ove Arup Key Speech.



#### ARUP RECONCILIATION ACTION PLAN CHAMPIONS

Members of our Regional Board are champions of our Reconciliation Action Plan; including our Region Chair (Peter Chamley) and nominated Board Diversity & Inclusion advocate (Rachel Nicholls) who actively demonstrate strategic leadership commitment to reconciliation. Our Reconciliation Action Plan Working Group engages with office-based Diversity and Inclusion committees nationally as a shared responsibility to promote and implement our Reconciliation Action Plan.

#### *Reconciliation Action Plan (RAP) Working Group*

Abbie Wright	Diversity & Inclusion Senior Specialist
Keith Brandy	CareerTrackers Intern and Aboriginal Vocational Officer Aboriginal Advisor to RAP Working Group
Lauren Sharp	RAP Working Group Project Manager
Neelam Gopalani	RAP Working Group Marketing and Communications Manager
Sarah Allen	RAP Working Group Leader, Associate
Tessa Beck	Arup's Supply Nation Relationship Manager

#### *Reconciliation Action Plan Executive Stakeholders*

Michelle Cheah	Senior Consultant, Community Engagement Leader
Peter Bowtell	Principal
Phoebe Ryssenbeek	Principal, People + Culture Leader
Ross Campbell	Associate Principal, iDiC/Arup Partnership Relationship Manager

In each of our Office Diversity & Inclusion committees there is a RAP contact who champions engagement at local office level.

# Perspectives

## INCORPORATING ABORIGINAL AND TORRES STRAIT ISLANDER PERSPECTIVES INTO OUR RAP

Our Reconciliation Action Plan (RAP) Working Group includes **Keith Brandy** a proud Aboriginal (Wiradjuri) man from central NSW.

We also seek input from our CareerTrackers Interns through direct consultation whereby Interns provide feedback and suggest ways that the RAP Working Group can influence a more positive Arup experience. As our Aboriginal Vocational Officer, Keith will regularly contact our CareerTrackers Interns nationally to ensure two-way communication with the RAP Working Group.

We acknowledge the significant contribution of Keith who joined Arup through our CareerTrackers partnership and has gone on to support our workforce in building cultural competence through the delivery of Yarning Circles and interactive workshops. Keith guides and supports Arup's CareerTrackers interns to walk in two worlds.

Through Keith, the RAP Working Group has deeper understanding of Aboriginal and Torres Strait Islander cultural practices and acknowledging history.



Keith Brandy with *Papunya design*, 1987 painting by Don Tjungurrayi (1939-2020). The painting was acquired by Arup's Mick Lewis in the late 1980s and was recently brought back from London to the Sydney office.

# Our reconciliation journey

## Lessons Learnt

This is Arup's second Reconciliation Action Plan.

\_\_The development and delivery of our first Reconciliation Action Plan helped us to **understand our sphere of influence** and what it takes to **deliver meaningful reconciliation outcomes**. We took this into account when considering our second Reconciliation Action Plan, and resolved to remain at Innovate RAP whilst continuing to build our understanding and engage others on our reconciliation journey. Our intent is to embed reconciliation as business as usual at Arup.

\_\_We learnt that our **CareerTrackers Interns** have valuable insights into how we can enable our workplaces to feel culturally safe for Aboriginal and Torres Strait Islander peoples. For example, the presence of Aboriginal and Torres Strait Islander artwork was called out as an important symbol of cultural safety in the workplace.

\_\_We learnt that if we facilitate opportunities to engage directly with Aboriginal and Torres Strait Islander cultures, our people will gain a greater understanding and commitment to positive change. A **new initiative** in 2019 was the provision of up to four hours of **paid leave to attend NAIDOC Week community events** was one example of how we are supporting our people to connect with culture. Many people from across Australia took up the offer attending community events including those organised by Councils and Traditional Owner groups.

\_\_Through designing for Communities, we learnt the **importance of spending time in community** as part of the **design planning process**. Walking with people in communities helped us appreciate the real problems our design solutions are trying to solve.

# Key Relationships Built

During delivery of our first Reconciliation Action Plan several relationships were formed which strengthened our ability to deliver meaningful reconciliation outcomes.

since 2016  
we've had

15

CareerTrackers  
Interns



strategic  
regional  
economic  
development  
and  
opportunities  
plan



\_\_\_Arup has partnered with **CareerTrackers** since mid-2016. Through this partnership we are creating meaningful employment experiences, as well as longer term employment opportunities, for Aboriginal and Torres Strait Islander peoples. To date, 15 CareerTrackers Interns have spent time at Arup, and 10 returning for one to three subsequent internships. We decided to share the lived experience of our CareerTrackers with our staff through a video, bringing Interns voices to the wider Arup community. CareerTrackers is a non-profit with the goal of creating pathways and support systems for Indigenous young adults to attend and graduate from university, with high marks, industry experience, and bright professional futures. CareerTrackers is delivering impressive results with 95% of alumni in full-time employment in their field within three months of graduation.

\_\_\_Working with Torres Cape Indigenous Council Alliance Inc (TCICA) and the elected representatives of the 14 local government areas in the region, Arup developed a culturally appropriate **strategic regional economic development and opportunities plan for the Torres Strait, Cape York and Gulf region**. The plan was formally endorsed by TCICA in February 2020 and provides the first cohesive, regionally led economic strategy for the region and will be used to guide sustainable regional economic development in the short, medium and long term. The feedback from TCICA on the plan has been very positive and the Mayors and CEOs of the 14 local government areas have approved the immediate progression of 6 key actions included within the plan. These link to tourism and tourism related infrastructure, better collaboration and alignment in event planning and delivery, resilience planning, renewable energy and digital communications.

# Key Relationships Built

Partnering with the first Australian Indigenous investment fund



Partnering with iDiC to expand inclusive procurement



Ross Campbell (Arup), Adam Goodes (iDiC), Peter Chamley (Arup) and George Mifsud (iDiC)

\_\_\_Arup partners with **Impact Investment Partners (IIP)**, the first Australian Indigenous investment fund. The fund finds ways to encourage direct investment into energy, water and social housing assets in a more community minded and commercially viable way. IIP applies the UN Sustainable Development Goals to ensure the projects they invest in meet the required social benefit requirements. This is an innovative approach and the first of its kind in Australia.

\_\_\_Arup has committed to a partnership with **Indigenous Defence and Infrastructure Consortium (iDiC)** to support the growth of Indigenous business. iDiC is a consortium of Indigenous owned businesses and is building an Indigenous supply chain aggregator business model in Australia.

This partnership speaks to Arup's values of social usefulness and is expected to diversify our supply chain as it helps bring small to medium-sized Indigenous firms onto our projects whilst building and expanding the capability of Indigenous businesses. iDiC teach our staff about inclusive procurement and how Arup can use our network to expand the influence of iDiC across industry.

# Bringing others on the journey

In addition to the introduction to NAIDOC Week leave, Arup's RAP supports staff to directly engage with Aboriginal and Torres Strait Islander cultures in several ways including:

## STUDENT MENTORING

\_\_\_Arup is an Engineering Aid Australia partner and has supported the delivery of their **Indigenous Australian Engineering Schools (IAES)** program for many years. Our staff facilitate *Think like a Designer* workshops in our Perth and Sydney offices, challenging Aboriginal and Torres Strait Islander high-school students to create infrastructure design solutions. The half day workshops support the students to explore the possibilities of studying and working within various areas of engineering.

\_\_\_Arup staff engage with Aboriginal and Torres Strait Islander students through both the **Victorian Indigenous Engineering Winter School (VIEWS)** and the **Smith Family's Science, Technology, Engineering, Arts and Mathematics (STEAM)** programs.

The Arup Melbourne office hosted the Victorian Indigenous Engineering Winter School (VIEWS) students and mentors for an industry session during NAIDOC Week 2019. A group of Arup staff ran a design workshop using the Southbank by Beulah International project as the theme. The students were given a brief and designed the overall shape of the building, planning out where all the space types would be located. Following this, each group was given one aspect of the precinct (transport, energy, water or waste) to design. As a bonus, the students were asked to incorporate an 'X factor', something out of the box which would set their design apart. The results were inspiring – students came up with creative and insightful ideas such as a funnel system running through the building to take rainwater from the top to an underground storage tank, and, using hay bales for thermal insulation to save on energy. The students each gave a brief presentation on their design and given topic, building up an idea of the various engineering disciplines which go into the design of a precinct and how they can collaborate.

HOTEL	1,500	75%
ENTERTAINMENT	5,000	100%
TRAVEL EXPERIENCE CENTRE	1,500	75%
PUBLIC GREEN SPACES	300	75%
INTERACTIVE / DISCOVERY SPACES	1,500	75%
SOUTHWEST BOLLARD SQUARE	1,000	75%
OFFICE	30,000	100%
RESIDENTIAL	30,000	100%
CHILD CARE	1,500	75%
AGED CARE	1,500	75%
PARKING	21,000	75%
TOTAL	100,000	100%



- Please work out:
1. Number of floors per space type
  2. Arrangement of these space types in 2 towers
  3. Height of each tower (also height per floor)

ARUP



# Bringing others on the journey

## CULTURAL IMMERSION EXPERIENCES

\_\_A key element of our National Reconciliation Week celebration is to support staff to participate in cultural walks, cultural immersion experiences and cultural protocols workshops nationally. For example, during National Reconciliation Week 2019 a group of staff attended a Nyungar guided tour led by Go Culture. Perth is located on the ancient Country of the Whadjuk Nyungar people, who are the Traditional Owners and custodians of the south west of Western Australia.

\_\_The tour took 10 Arupians on a journey of discovery around Elizabeth Quay, through the historic and cultural landscape of Aboriginal life prior to European settlement. Go Culture shared the true history of Aboriginal incarceration, massacre and persecution and whilst it was very sobering to hear, it was important to us all so we can educate and remind others of Australia's history. There were also uplifting and inspiring stories, told through, artefacts, art and sculpture at the Quay.

## REFLECTIONS

# Dan's Story, Connecting with Muṯitjulu Culture



*The Arup RAP Working Group sponsored two staff to visit the Muṯitjulu Aboriginal Community near Uluru. Arup employee Dan Candy has shared his reflections about the visit.*

### **Can you tell me more about the Muṯitjulu Aboriginal Community?**

Muṯitjulu is in the Uluru-Kata Tjuta National Park, in the shadow of Uluru. It's named after the Muṯitjulu waterhole at the base of Uluru. It's home to Pitjantjatjara, Yankunytjatjara, Luritja, Ngaanyatjarra and other Aboriginal peoples. Anangu is a Pitjantjatjara word meaning "people". Pitjantjatjara and Yankunytjatjara people refer to themselves as Anangu. Anangu homelands cover a vast area in South Australia, Western Australia and the Northern Territory.

### **Why did you need to visit the Community?**

Muṯitjulu is the first piece of work we are doing for Impact Investment Partners (IIP), who are looking to develop social impact projects in Aboriginal and Torres Strait Islander communities across Australia. We are designing the infrastructure for solar panels and batteries within the community, supporting the community's vision to realise a lower cost, more sustainable and more independent power supply.

### **What benefits has the visit had on the project?**

We learned that many of the assumptions we had made about the project were wrong, including the type of electrical infrastructure in the system, and the way in which electricity is purchased within the community. Some of the most important information was only discovered after a day of site inspections and conversations with community members. This highlights that projects involving an element of cultural exchange can't be rushed.

### **Did you have a guide during your visit?**

We were lucky enough to have a local Aboriginal Australian activist, artist and community leader as our liaison and guide for our time in Muṯitjulu. It was a privilege to spend this time with someone so knowledgeable and prominent in their community whose passion was infectious and helped us to gather far more detailed information about the project than would have otherwise been possible.

### **What aspects of Muṯitjulu Aboriginal culture did find the most inspiring?**

I was blown away by the Muṯitjulu people's relationship with their own ancient history. On our last day in community our guide walked us around the base of the rock and shared with us some of the local Dreamtime stories, paintings, and sacred places of Uluru including 30,000 year old rock carvings that were drawn to teach the stories of Muṯitjulu culture, and are still used for that purpose today. I was already aware that many of Australia's First Nations had a history this long, but I was nevertheless awestruck when seeing it for myself and understanding that this same culture has continued up until this day.

### **How would you summarise the experience?**

It was an incredible experience. I was continually struck by the contrast between this community's modern struggles with economic and social issues, against the backdrop of the incredibly rich cultural heritage of the Anangu. This made for an experience that will stay with me for life.



## REFLECTIONS

### Matt's story, Aboriginal Males Healing Centre project



*Matt Stovold is an Arup employee who has shared his reflections working on the Aboriginal Males Healing Centre project.*

My initial involvement with the Aboriginal Males Healing Centre project threw me straight into the deep end; exposing me to a range of issues within the Newman local community that I had previously been unaware of. Meeting a motivated team driving this project forward and donating their own time, inspired me to get involved and commit to helping the greater cause.

It was particularly inspiring meeting Devon Cuimara and his family who have committed their time and effort to address the issue of domestic violence, driving an ambitious project to effect change in their community. The aim of the centre is to provide clinical therapy, holistic healing, and wellbeing for men who engage in intimate partner violence. Once open, the centre will offer a more forward-thinking alternative to incarceration for perpetrators of domestic violence and a better future for affected families.



Colin Peterson (left) with Devon Cuimara and his son Djeran Cuimara.

## REFLECTIONS

### Chantelle's story, CareerTrackers Internship 2018/19 & 2019/20



*Arup employee Chantelle Gilbert.*

I had completed two previous CareerTrackers internships at Arup in Perth during the winter and summer intakes in 2018 and 2019. Following this I was offered a casual position at Arup to work on the Smart Freeways – Kwinana Northbound project, as part of the SmartWays Alliance. This is Perth's first smart freeway to create an additional lane from Canning Highway to the Narrows Bridge. Smart technology will be used to open and close traffic lanes in the event of an incident and adjust speed limits to get more through traffic during busy periods.

My role on the project included working as part of the design team and part of the construction support team. During my time on the project I had the opportunity to work from the site office which included onsite inspections. This was a great opportunity to see how the designs being produced were becoming reality.



Aaron Godfrey and Chantelle Gilbert

During my first internships I worked on several infrastructure and building projects including road interchange upgrades, shared pedestrian and cyclist pathways, and a new leisure centre.

Through the course of my time at Arup I have gained valuable practical experience that has complimented my university degree in Electrical Engineering, and has broadened my knowledge on interdisciplinary engineering in fields such as civil and structural engineering. I have also had the opportunity to continue building my electrical and

Intelligent Transport Systems (ITS) knowledge of smart freeways while working on the 15% ITS design for the Mitchell and Kwinana Freeways.

I was exposed to engineering a lot growing up so I always knew it would be the path I would take for my future career. I continue to love the excitement of problem solving and design work through university and working on projects at Arup. I enjoy working on projects with interdisciplinary components where I can learn more about other fields, how they all align and work together.

## REFLECTIONS

### Russ's story, Assistant Technician program and training Framework



*Arup Senior Technician Russell Bunn has been integral in ensuring career opportunities for Aboriginal and Torres Strait Islander peoples are embedded within Arup's Assistant Technician TAFE career pathway and training framework, which guides new starters through the first few years of their career.*

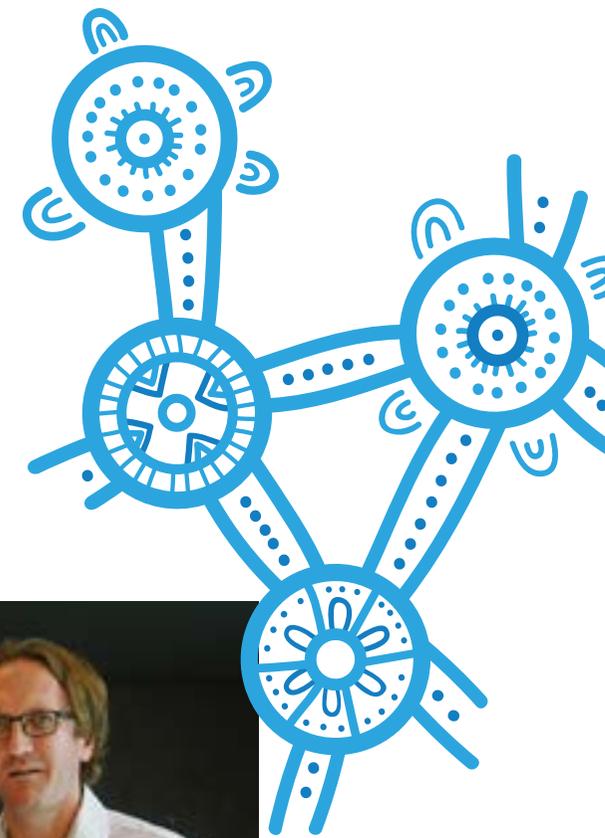
I have been driven to provide meaningful and tangible career pathways for Indigenous communities across Sydney based on a variety of reasons but primarily as this reflects Arup's culture of being part of positive change. The motivation and drive also comes from my experiences where I grew up in Mossman, Far North Queensland where I have seen what providing opportunities can do for a community, breaking the cycles of poverty and its associated themes. When I saw that I could create that type of opportunity at Arup using the Assistant Technician program I relished the chance to contribute.

The key to success of this program is relationships with people; having a strong, meaningful and tangible message to share. I have talked with and sought out others who are looking to achieve similar Aboriginal and Torres Strait Islander employment goals and then worked hard to follow up, reach out and respond because every lead is worth chasing.



Matt Pellow and Russell Bunn

The biggest success so far has been to bring in Matt Pellow as a Senior Technician and build on this success to attract more Aboriginal and Torres Strait Islander staff across our business. The challenge is looking past short-term failures and realising that there is a bigger goal.



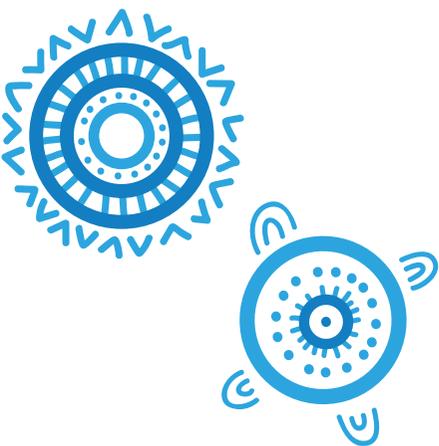
# Action

## Relationships

We work in the built environment and will share our skills and experience with Aboriginal and Torres Strait Islander communities and organisations working side by side on projects and creating opportunities for us and them.

The relationships we have formed, and the new relationships we will build, are key as they deepen our awareness and understanding of our role in the journey towards reconciliation.

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
<b>1</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan and guidelines to work with Aboriginal and Torres Strait Islander stakeholders and organisations. This includes meeting with local Aboriginal and Torres Strait Islander stakeholders and organisations (including existing partners) to review and further develop Arup's guiding principles for future engagement.	November, 2020	RWG Leader
	Track our projects that impact Aboriginal and Torres Strait Islander Communities, to enable the sharing of knowledge and experience across projects and organisations, leading to better outcomes and strengthened relationships.	November, 2020	RWG Leader
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and facilitate discussion around this.	May, 2020 & 2021	Diversity & Inclusion Leader
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2020 & 2021	RWG Leader
	Engage with our Aboriginal and Torres Strait Islander partners to identify an external NRW event that Arup could sponsor and participate.	27 May – 3 June, 2020 & 2021	RWG Leader
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2020 & 2021	Diversity & Inclusion Leader
	Organise at least two NRW events each year.	27 May – 3 June, 2020 & 2021	Diversity & Inclusion Leader
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May – 3 June, 2020 & 2021	RWG Project Manager



## Relationships

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
<b>3</b> Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	June, 2020	RWG Marketing & Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. This includes our clients and project collaborators and the professional and industry organisations we are members of.	November, 2021	RWG Leader
	Through our projects, demonstrate to clients and collaborators practical examples of reconciliation, eg. directly engaging Aboriginal and Torres Strait Islander businesses and employees as part of projects.	November, 2021	RWG Leader
	Collaborate with RAP and other like-minded organisations, including our clients and partners, to share knowledge and develop ways to advance reconciliation.	November, 2021	RWG Leader
	Project lead the actions within the Arup Indigenous Employment and Training Strategy to support the engagement of our staff in reconciliation.	May, 2022	Diversity & Inclusion Leader
<b>4</b> Promote positive race relations through anti-discrimination strategies.	Educate senior leaders on the effects of racism through undertaking and championing Arup's cultural awareness training which includes impacts of racism.	August, 2021	Diversity & Inclusion Leader
	Promote and communicate Arup's anti-discrimination policy for our organisation.	September, 2021	Diversity & Inclusion Leader
	Conduct a review of Arup people policies and processes, including anti-discrimination policy, to ensure inclusion of all employees, including Aboriginal and Torres Strait Islander peoples.	August, 2021	Diversity & Inclusion Leader
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on Arup's anti-discrimination policy.	August, 2021	Diversity & Inclusion Leader
	Review Arup's compulsory harassment and discrimination training and ensure it includes the promotion of positive race relations.	August, 2021	Diversity & Inclusion Leader
	Include within Arup's Indigenous Training Strategy module(s) that raise awareness on the benefits of racial inclusion.	August, 2020	Diversity & Inclusion Leader

# Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories is important to us. We will deepen our knowledge and understanding of the oldest continuing culture in the world within Arup by providing opportunities for our people to learn about, engage with, and celebrate First Australians and their unique contributions.

## Respect

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
<b>5</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Leverage from review of cultural learning needs within our organisation to inform our Indigenous Training Strategy.	May, 2020	Diversity & Inclusion Leader
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the review and update of the Arup Indigenous Training Strategy, which includes cultural awareness.	May, 2020	Diversity & Inclusion Leader
	Review, update and communicate an Arup Indigenous Training Strategy for our staff.	October, 2020	Diversity & Inclusion Leader
	Incorporate an online cultural awareness training within our Indigenous Training Strategy, housed within our internal learning and development system. Track completion and target 20% completion by Australian workforce.	November, 2020	Diversity & Inclusion Leader
	Continue to provide opportunities for RAP Working Group members, People + Culture team and leadership staff to participate in formal and structured cultural learning.	November, 2021	Diversity & Inclusion Leader
	Support local Diversity & Inclusion Committees to provide opportunities for informal approaches to cultural learning, eg, showing of films, books available in Arup library, guest speakers, artist presentations, etc.	August, 2021	RWG Leader

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
<b>6</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. We will do this through intranet articles, the Arup RAP essentials page, and cultural training programs.	November, 2021	Diversity & Inclusion Leader
	Review, update and communicate a cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country.	July, 2020	Aboriginal Advisor to RAP Working Group
	Continue to facilitate cultural protocols training sessions for teams across Arup's Australian offices. Target at least one session in each major office annually, with a minimum of 10 participants per session.	November, 2021	Aboriginal Advisor to RAP Working Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November, 2021	Diversity & Inclusion Leader
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November, 2021	Diversity & Inclusion Leader
<b>7</b> 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.	May, 2020 & 2021	RWG Leader
	Review, maintain and promote policies and procedures to remove barriers to staff participating in NAIDOC Week.	July, 2020	Diversity & Inclusion Leader
	Promote participation in external NAIDOC events. Encourage staff to utilise Arup's NAIDOC Leave policy to attend external events in the local community	July, 2020 & 2021	RWG Leader
<b>8</b> Demonstrate respect for Aboriginal and Torres Strait Islander Cultures by providing opportunities for staff to connect with artwork in offices.	Empower local D&I committees to investigate ways to incorporate Aboriginal and Torres Strait Islander art and/or artefacts within office environments	April, 2021	Aboriginal Advisor to RAP Working Group

# Opportunities

We will continue to provide sustainable, mutually beneficial employment and business opportunities for Aboriginal and Torres Strait Islander peoples and organisations.

By ensuring there are no barriers to recruitment, our workplace is inclusive of all people, and we create the right career pathways and opportunities, we strive to increase the number of Aboriginal and Torres Strait Islander peoples within Arup. In addition, we will sharpen our focus on Aboriginal and Torres Strait Islander suppliers of products and services leading to an increase in opportunities for all.

9

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
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.	July, 2020	Diversity & Inclusion Leader
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July, 2020	Diversity & Inclusion Leader
	Review, continue to deliver, and communicate Arup's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January, 2021	Diversity & Inclusion Leader
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May, 2021	Diversity & Inclusion Leader
	Review people and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May, 2021	Diversity & Inclusion Leader
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce, including through a CareerTrackers partnership.	September, 2020	Diversity & Inclusion Leader

## Opportunities

	<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
10	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.	October, 2021	RWG Leader
		Continue Supply Nation membership, and, strengthen relationship with formal appointment of Arup Relationship Manager.	May, 2020	Arup's Supply Nation Relationship Manager
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April, 2021	Arup's Supply Nation Relationship Manager
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February, 2021	RWG Leader
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November, 2021	RWG Leader
11	Continue to strengthen partnerships which support Aboriginal and Torres Strait Islander youth to pursue Science, Technology, Engineering and Mathematics (STEM) careers.	Continue to partner with Engineering Aid Australia to support the delivery of their Indigenous Engineering Australian Schools (IEAS) programs in Sydney (Sydney University) and Perth (Curtin University).	January, 2021	RWG Leader
		Continue to partner with Victorian Indigenous Engineering Winter School (VIEWS) to deliver student mentoring, and engineering and design-based workshops.	July, 2020	RWG Leader

# Governance

## Governance

	<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
12	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	May, 2020 & 2021	RWG Leader
		Review Terms of Reference as RAP Working Group continues to meet.	May, 2020 & 2021	RWG Leader
		Meet at least four times per year to drive and monitor RAP implementation.	December, 2020 & 2021	RWG Project Manager
13	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May, 2020	RWG Project Manager
		Engage our senior leaders and other staff in the delivery of RAP commitments.	June, 2020	RWG Leader
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	June, 2020	RWG Project Manager
		Appoint and maintain an internal RAP Champion from senior management.	May, 2020 & 2021	Diversity & Inclusion Leader
14	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.	September, 2020 & 2021	RWG Project Manager
		Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2020 & 2021	RWG Marketing & Communications Manager
		Publicly report our RAP achievements, challenges and learnings, annually.	October, 2020 & 2021	RWG Marketing & Communications Manager
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	January, 2022	RWG Project Manager
15	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September, 2021	RWG Project Manager



Diramu Aboriginal Dance  
& Didgeridoo Performance  
'Welcome to Country'  
ceremony in the Sydney office

FURTHER INFORMATION

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